

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 5 June 2020

Time

9.00 am

Place

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

PUBLIC ATTENDANCE

This meeting will be live streamed for public viewing via the following link:

<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>

If a member of the public would like to attend to ask a question, or make a statement on an agenda item, please email your request to democracy@s-norfolk.gov.uk, no later than 5.00pm on Wednesday 3 June 2020

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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 Friday 22 May 2020** (attached – page 5)
- 5. Review of 2020/21 Budgets** (report attached – page 11)
- 6. Leisure Services Recovery Plan** (report attached – page 38)
- 7. Economic Recovery Plan** (verbal update)
- 8. Discretionary Grants Scheme** (report attached – page 44)
- 9. Do Business with Confidence – Communicating our Economic Recovery** (report attached – page 54)
- 10. Monitoring Officer Report** (report attached – page 60)

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?

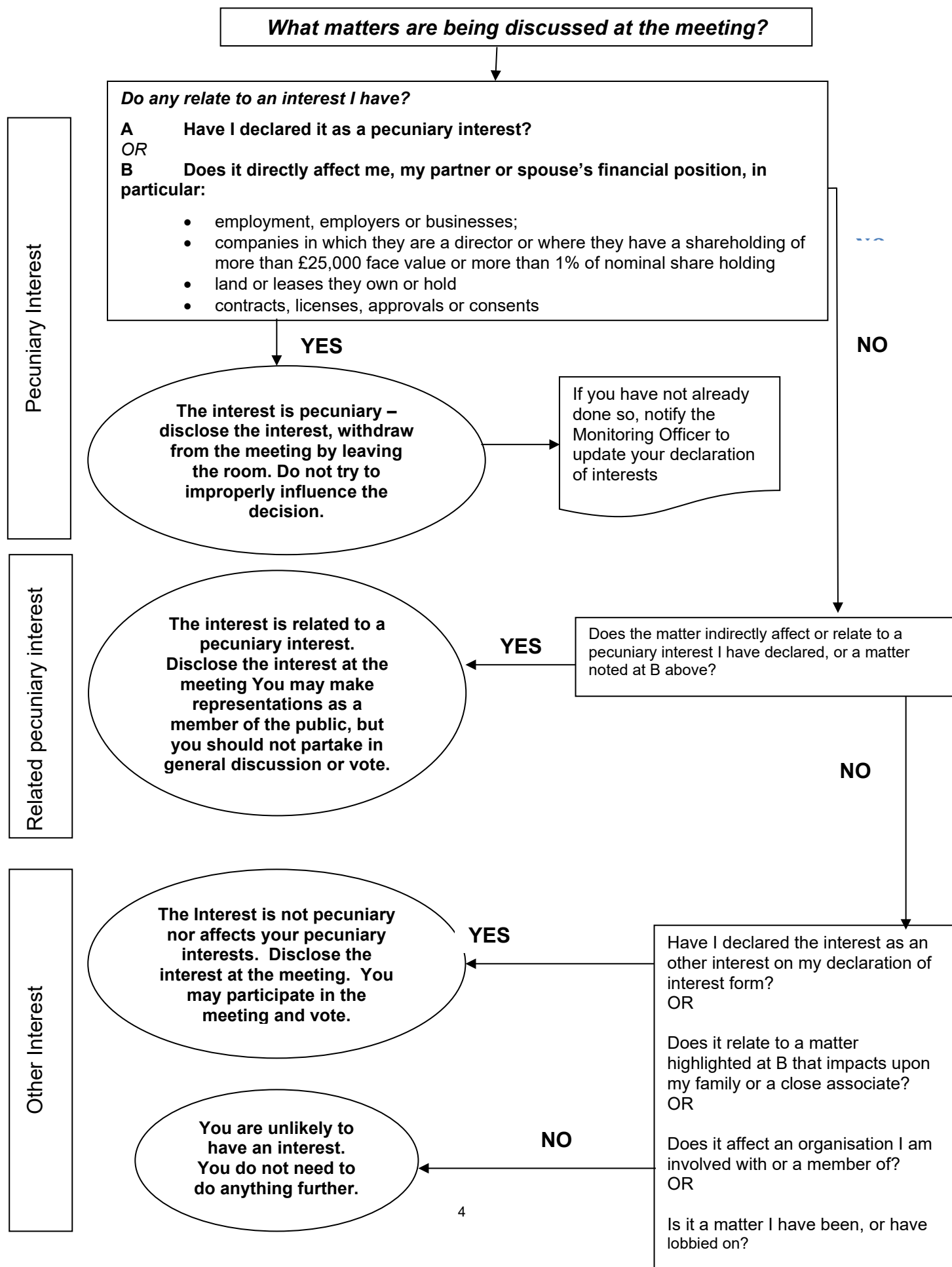
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.

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 Friday 22 May 2020 at 10.00am.

- Committee Members Present:** Councillors: J Fuller (Chairman), C Brown, R Elliott, M Edney, K Kiddie and K Mason Billig
- Other Members in Attendance:** Councillors: J Amis, Y Bendle, B Bernard, V Clifford-Jackson, A Dearnley, B Duffin, J Easter, L Glover, J Halls, C Hudson, T Laidlaw, N Legg, L Neal, 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 Finance (R Fincham), the Assistant Director Governance & Business Support (E Hodds), the Acting Assistant Director Economic Growth (T Armstrong) and the Governance Manager (L Mockford)

13. DECLARATIONS OF INTEREST

The following members declared an “other” interest, in relation to minute number 16, Business Grants:

Member	Reason for Declaration
Cllr C Brown	As Trustee of a Charity in receipt of a grant
Cllr M Edney	In receipt of a business grant
Cllr J Fuller	As President of Station 146 Control Tower Seething Airfield (in receipt of a business grant)
Cllr K Kiddie	Wife in receipt of a business grant
Cllr K Mason Billig	In receipt of a business grant

14. MINUTES

The minutes of the meeting held on Thursday 7 May were confirmed as a correct record and signed by the Chairman.

15. ECONOMIC RECOVERY UPDATE

The Interim Assistant Director – Economic Growth, presented his report, which informed 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.

Members' attention was drawn to the overview of the project plan, which was appended to the report, and members noted that this had been co-ordinated in conjunction with Broadland and Breckland Councils. Work was progressing at pace, and the immediate priority was to ensure that market towns were safe, clean and vibrant places for people to visit and spend their money. Officers had started to liaise with local communities, and the Assistant Director stressed the importance of the Communications Strategy, which would be key to keeping businesses and residents informed and engaged in the process.

The Chairman commended the project, explaining that the Council would need to adopt a "whole Council" response to economic recovery, similar to the recent response to the humanitarian need. He stressed the importance of linking in with licensing and planning, to promote economic recovery.

In response to queries, the Assistant Director confirmed that letters would be going out to every business on the rates register, to advise them of the Council's actions. A phone hub was also to be set up to provide support to businesses, and would be able to provide advice on economic development, licensing, and planning.

Members also noted that whilst the project's initial focus was in Diss, Harleston and Wymondham, the response would be rolled out to other locations across the District, such as Loddon, from 1 June onwards. All members would be kept regularly informed and local members consulted as the project was rolled out.

During further discussion, members noted that Longwater in Costessey, although not a market town, was the largest shopping centre in the District. Officers had been in contact with the operators of the Centre, and they had confirmed that they were committed to managing the process themselves, but would call on Council support if required.

In response to a question regarding market stalls, the Assistant Director confirmed that they would bring particular challenges in ensuring social distancing and a safe environment, and that this would require careful consideration going forward.

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

RESOLVED: To endorse the project and note the contents of the report.

16. BUSINESS GRANTS

The Committee considered the report of the Interim Assistant Director Economic Growth, which provided an update on the distribution of business grants to date, and the recently announced discretionary business grant fund.

Members were pleased to note that 99% of the larger grants, and 93% of the smaller grants had now been paid, and further work was still taking place to contact remaining eligible businesses. Members agreed that this was fantastic performance and demonstrated the commitment and hard work of officers.

Referring to the discretionary business grant fund, the Interim Assistant Director advised that both South Norfolk and Broadland had been working closely with other authorities in Norfolk to try to establish some commonality in approach, however there would be some divergence in criteria as each authority responded to local needs.

Regarding the distribution of the fund, the Interim Assistant Director explained that he was proposing that the fund be split into two pots (a and b), with pot 'a' being ringfenced to provide support to those businesses referred to in the Government guidance, such as businesses in shared spaces, market traders, small charity properties and bed and breakfasts.

Pot 'b' could then be distributed using more discretion, to directly support the economic recovery of the local economy and support the re-opening of businesses.

Members expressed their support for this proposal and the Chairman suggested that pot 'b' could be used to provide support to public facing businesses to assist with issues such as social distancing and public safety. Members also noted that the level of grants would need to be much smaller, so that more businesses were able to benefit.

Cllr C Brown supported the proposals, and suggesting that demand would be extremely high, stressed the importance of complete clarity and transparency. The purpose of the fund, he felt, should be to protect jobs, and to ensure that businesses could reopen safely.

One member advised the Committee of a local business that had just missed out on a previous business grant, and members acknowledged that there were a number of businesses that had not qualified due to the strict criteria. It was hoped that the discretionary fund would be able to assist such businesses.

Summing up, the Chairman stressed the need for an affordable and equitable discretionary scheme.

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

RESOLVED:

1. To note the contents of the report;
2. To endorse the proposed approach to the discretionary grants scheme, as detailed above

17. REVIEW OF 2020/21 BUDGETS IMPACT ON INCOME BUDGETS AND SAVINGS OPTIONS

The Committee considered the report of the Assistant Director Finance, regarding the financial impact of Covid - 19 on the 2020/21 Budget. Members noted that this was a preliminary report; the full budget proposals would be presented to the Emergency Committee at its meeting on 5 June.

The Assistant Director outlined the salient points of his report to members, referring to the impact on income budgets, the investment needed in the public realm, and potential future savings options. Members noted that as the Council has been very successful in growing its income base, it unfortunately did have more to lose than other local authorities.

The Assistant Director referred to the estimated losses in leisure, planning, car parking and commercial income. He advised that it was very likely that there would be a need to use reserves to cover short to medium term losses, and he also drew attention to potential savings to be made, in an attempt to offset costs.

The Chairman acknowledged the need to use reserves, and felt that this needed to be balanced, with any future savings. He warned that this could mean potential increases in fees, and the delivery of statutory services only in some areas. He stressed that the Council needed to be imaginative, and he viewed IT as the main driver in this approach.

Cllr C Brown agreed that it was necessary to use reserves in the current climate, but also looked forward to a further analysis of potential savings in all aspects of the Council's delivery. He considered the financial assumptions made in the report to be fair, acknowledging that it was really difficult to predict what might happen. He noted that leisure had taken the biggest impact, and he hoped that by broadening its offer, this would help to offset some losses. He also referred to the need to revisit the Council's capital spending programme, and to look at the more medium//long term impacts.

Cllr A Thomas, the Cabinet Portfolio holder, thanked the Assistant Director and his team for the huge amount of effort officers had put in to re-examining the budgets. She stressed that the assumptions were based on best estimates, and that members needed to be mindful that things could change going forward.

The Chairman agreed that there was financial uncertainty going forward, referring to the Fair Funding Review and New Homes Bonus. He stressed the need for the report to examine in more detail, the medium-term financial pressures and risks, and he also agreed that the leisure service needed to reimagine its approach and develop a more customised offer. He stressed that despite being hit hard with loss of income, the Council would be best placed to bounce back, with the proposed approach.

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

RESOLVED: To:

1. Endorse the proposed approach to calculating the income losses in 202/21;
2. Agree and initial budget figure of £100,000 for investing in the public realm;
3. Confirm that the savings options presented should continue to be worked on;
4. Request further analysis of the medium term financial pressures and risks.

18. NORFOLK POLICE AND CRIME PANEL

The Governance Manager introduced her report, which sought agreement for an amendment to the Norfolk Police and Crime Panel arrangements, to allow the Panel to reappoint a co-opted independent member, without open recruitment, and to permit Air Commodore Kevin Pellatt to continue in his role as 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.

Members indicated their support for the proposals and voting was then carried out by way of a roll call. It was unanimously

RESOLVED: To agree:

- 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 the report)
- b) Air Commodore Kevin Pellatt continuing in his 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

19. CURRENT PORTFOLIO ARRANGEMENTS

The Chairman advised the he intended to propose changes to portfolio arrangements at the next meeting the Committee. Recognising the need for a more commercial approach, he suggested that an additional portfolio, might be required going forward.

20. WORK PROGRAMME AND CABINET CORE AGENDA

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

The Chairman explained that the Budget Review Paper and Changes to Portfolios report, to be considered at the 5 June meeting of the Emergency Committee, would both be making recommendations to Council. He hoped that there would be a special Council meeting sometime in June, to consider these recommendations.

The Managing Director then referred to the need to stand down the Emergency Committee, following the meeting on 5 June. The Committee had been required to deal with the complexities of the situation, however now that the technology and legislation was in place to enable the Council to operate differently, he felt it was time to stand down the Committee. He stressed that should there be a second peak in the virus, there may be a need to reconvene the Committee.

Cllr C Brown agreed that it was right democratically, that all members should be able to debate and vote on the changes to the budget.

Cllr K Mason Billig also agreed that the timing was right to revert back to the Cabinet /Council system, especially now that a number of successful virtual meetings had taken place.

The meeting concluded at 11.23am.

Chairman

REVIEW OF 2020/21 BUDGETS

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

Portfolio: Finance

Ward(s) Affected: All wards

Purpose of the Report: This report provides information on the financial impact of Covid 19 on the Council's Budgets and provides proposals to mitigate the impact.

Recommendations

- 1 That the Emergency Committee recommends the following to Council:
 - S2 The proposed changes to the 20/21 income budgets, as set out in the table at paragraph 2.3.
 - S3 The proposed changes to the 20/21 expenditure budgets.
 - S5 The following requests for additional funding
 - o Hardship Payments (£150 Council Tax Support (£100,000)
 - o Discretionary Housing Payments (£50,000)
 - S7 The use of £703,000 of General reserves to support the current year budget.
 - S9 The proposed in year saving options.
- 2 That the Emergency Committee notes the following:
 - S4 The impact on Big Sky
 - S6 The impact on the Capital Programme.
 - S7 The impact on the Medium-Term Financial Strategy over the longer term.
 - S8 The proposed mitigation actions.
 - S10 The longer terms savings options.

1 PURPOSE OF REPORT

- 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 Although aspects of the lockdown are easing, there is a risk of a second wave. This report therefore takes a balanced view in estimating the financial impact on the Council for the complete financial year 20/21.

2 IMPACT ON 2020/21 INCOME BUDGETS

- 2.1 A key impact of Covid 19, will be on the income received by the Council.
- 2.2 The Emergency Committee considered the impact on the following areas at its meeting on 22 May.
- Leisure facilities
 - Planning and related service charges
 - Car Parking
 - Commercial rents.
- 2.3 The following table now summarises the proposed changes to all the income budgets for 20/21. This includes all areas, not just those discussed at the Emergency Committee.

	Methodology	Original Budget £'000	New Budget £'000	Change £'000
Leisure Facilities (See note)	No income 1 Apr – 31 Jul 50% reduction 1 Aug – 31 Mar	3,371	1,124	-2,247
Planning	25% reduction	1,310	982	-328
Building Control SNC	25% reduction	505	379	-126
Building Control Other	Other parties to bear loss	1,352	1,352	-
Car Parking	50% reduction	356	178	-178
Waste Charges	25% reduction in bulky waste only	656	643	-13
Commercial Income	£100k reduction	520	420	-100
Land charges	25% reduction	330	247	-83
Housing Benefit Overpayment	25% reduction	400	300	-100
Pest control fees	25% reduction	60	45	-15
Council Tax recovery	25% reduction	170	127	-43
Licensing	No change proposed	165	165	-
Recycling credits	No change proposed	776	776	-
Green Waste	No change proposed	2,042	2,042	-
Other income and service specific grants	No change proposed	4,507	4,507	-
Total		16,520	13,287	-3,233

Note: We currently plan to reopen an element of the Leisure Centres from the 6 July. In line with Government Advice this is likely to be the dry-side provision. Some on-line classes have already been sold, but currently this income stream is minimal. Once open, achieving 50% of income may well still be a challenge if there is a high attrition rate in Memberships and without income from the wet-side for classes such as swim school.

Members are requested to agree the proposed changes to the 20/21 income budgets.

3 IMPACT ON 2020/21 EXPENDITURE BUDGETS

3.1 Covid 19 will also have an effect on the expenditure of the Council.

A) Emergency Response to Covid 19

3.2 The Council is incurring additional costs in response to the Covid 19 pandemic. Primarily on:

- Additional communications to residents and businesses.
- Additional costs of ensuring all homeless persons are provided with safe accommodation.
- Additional IT costs to enable effective homeworking and video conferencing, and software to facilitate grant payments.
- Allowance for implementing social distancing within the waste service.

3.3 It is therefore proposed to increase the following budgets.

	Methodology	Original Budget £'000	New Budget £'000	Change £'000
General Allowance for Covid 19 costs	£50,000 a month for 5 months	0	250	250
Housing costs	£50,000 a month for 5 months	35	285	250

Nb: Although the methodology is based on a monthly calculation, the intention is that these will be annual budgets to be drawn upon throughout the year.

Members are requested to agree the proposed changes to the 20/21 expenditure budgets.

B) Investing in the Public Realm / Supporting the Economic Recovery

3.4 In order to support the recovery of the economy, South Norfolk Council is working with Broadland and Breckland Councils to launch Operation Beacon to provide support to businesses, one element of that is support for the High Streets.

3.5 In order to successfully reopen our market towns, we need to ensure a safe environment and give confidence to retailers and shoppers.

3.6 There is therefore a need to:

- make changes to street layouts,
- provide additional hand washing facilities,
- improve seating,
- provide street marshals, and
- make other changes to the public realm.

3.7 Any changes will need to be made working with Norfolk CC and the relevant Town or Parish Council.

The Emergency Committee on 22 May agreed an initial budget figure of £100,000 for Operation Beacon.

- 3.8 The Government in conjunction with the European Regional Development Fund has announced a new £50 million fund to support the recovery of our high streets The Reopening High Streets Safely Fund will help councils in England introduce a range of safety measures in a move to get people back to work and customers back to the shop.
- 3.9 Local authorities will be able to spend money on eligible activities from 1 June 2020 and claim it back in arrears. As part of the funding agreement, the Council will need to acknowledge the ERDF on any publicity. SNC has been allotted £125,275.
- 3.10 It is proposed that the new funding will be in addition to the agreed £100,000.

C) Council Tax Support

- 3.11 The cost to SNC of providing Council Tax support is £774k a year.
- 3.12 There has already been a 17% increase in claims processed, and new claims are still arriving daily.

	Apr-20	May-20
Total number of working age LCTS caseload	3,866	4,097
Total <i>expectation</i> of working age LCTS caseload	3,500	3,500
Increase	10%	17%

- 3.13 It is therefore proposed to increase the following budgets.

	Methodology	Original Budget £'000	New Budget £'000	Change £'000
Cost of Council Tax Support	4 months based on a 50% increase (£32k a month x 4 months) 4 months based on a 25% increase (£16k a month x 8 months)	774	1,030	256

Members are requested to agree the proposed changes to the 20/21 expenditure budgets.

4 IMPACT ON BIG SKY

- 4.1 As the Council's wholly owned development Company, Big Sky Developments is one element of the Council's Economic Recovery Programme.
- 4.2 The Company has reviewed both its current developments and also its future plans, to ensure that it focuses on delivering those developments which will make the biggest impact towards the economic recovery of the district.
- 4.3 This information has been taken into account when reviewing the Council's current five-year capital programme, which was agreed in February 2020, to ensure it is still affordable following the forecast draw on reserves to cover the additional cost and loss of income as a consequence of the pandemic. This is essential due the current capital programme containing significant financing of the Big Sky Group over the next five years.
- 4.4 The outcome from both Big Sky's review of its development programme and the Council's review of its capital programme in relation to the Big Sky Activities are as below:
- Big Sky Developments will continue to press ahead at St Giles Park, Cringleford where a total of 350 homes will be delivered over the next few years. Members will remember that Big Sky Developments is receiving, via the Council, funding from Homes England to accelerate delivery of the dwellings. Big Sky has been in discussions with Homes England and plans to continue to deliver at the agreed pace.
 - To continue to deliver the development at St Giles Park at the agreed accelerated pace and in line with previous projections it is expected that funding of £5.5m will be drawn down prior to August 2020, the final instalment for the land of £3m will be drawn down on the 20 May. This will leave a further £9.9m to be drawn down for this current financial year; £4.5m from the capital programme and the remaining £5.4m from the Homes England Accelerated Construction Fund. The Company is also reviewing funding options for securing a further £8-9m but that should not impact on Council finances, who hold a charge over the land.
 - Big Sky Developments has included an item on its risk register for the potential impact of Covid19. They are anticipating that there could be a supply of resources problem which could delay the delivery of homes and a softening in house prices, along with a potential in reduced demand. The Company already has 60 homes being built at St Giles Park, with the main infrastructure elements and are looking to have a further 2 phases of houses on site before the end of the financial year, along with the remaining infrastructure and strategic landscaping. If the monitored impacts of Covid are too great this could see a significant increase to the delivery timescales and also the site be paused if there was a substantial decrease in the profitability of the site. If as a result of a decline in the housing market there remained unsold a number of dwellings from the first two housing phases, mitigation could include the renting of the new dwellings at market rent through Big Sky Properties Management.

- The current situation with regards to the other Developments which were being progressed by Big Sky Developments are:
 - Phase 3 Roseberry Park, Poringland will come before Members later this month for consideration.
 - Friarscroft – unlikely to progress in 2020/21 as residential scheme is unlikely to be viable so looking at alternative options.
 - 9 Park Road, Diss – unlikely to progress in 2020/21 as currently a mixed commercial/residential scheme is not viable.
 - Current Wymondham Town Council premises – Wymondham Town Council will be vacating the premises it currently leases from the council to move into its new purpose built premises near Ketts Park. Big Sky Developments has been asked to undertake a feasibility study on how this property could be developed which will be brought back to cabinet for consideration at a later date.
- In order to assist Big Sky Developments with its cashflow, should there be the need, the Council has offered to defer the interest on the latest Big Sky loan. It should be noted that there are no plans to defer at the moment and the interest will still be due in the financial year even if it is deferred, but this option is available should the need arise and would also be considered for existing loans as well.

Members are requested to note the impact on Big Sky.

5 REQUESTS FOR ADDITIONAL FUNDING

- 5.1 The Council has received £1.465m of additional funding from Government, to help address the pressures being facing in response to the Covid-19 pandemic across all service areas.
- 5.2 This level of funding is not sufficient to cover the Council's additional operating costs and offset the Councils lost income. The Council will therefore need to draw on reserves or make savings to balance the budgets.
- 5.3 However, there is pressure to allocate funding to meet new schemes, and details of these are detailed below.
- 5.4 When considering these, Members need to bear in mind that any new funding that is agreed will increase the need to draw on reserves or make additional savings to balance the budgets. Any changes could also have an impact on the affordability of the capital programme.

A) Hardship Funds

- 5.5 To ensure residents are able to continue to work, or come back to the workplace quickly, we need to ensure they are housed, safe and not making poor choices regarding borrowing, choices that will restrict their options for a long time to come. By utilising our discretionary funds, we can quickly intervene and provide overall stability, especially regarding their housing

Hardship – Direct Payment Scheme

- 5.6 At present the Council has allowed £100k to cover direct hardship payments to residents during the Covid 19 pandemic. This budget is considered to be adequate at present.

Hardship Payments - £150 Council Tax Support

- 5.7 The Government provided £756,235 in hardship funding, primarily to cover the cost of awarding £150 council tax support to all working age Council Tax Support claimants.
- 5.8 So far, the Council has awarded £539,000 under this scheme, and has top sliced £100,000 to fund the Direct Payment Scheme. This leaves £117,000, which is sufficient for c800 more claims.
- 5.9 There are however concerns that as we have a requirement to award £150 discounts to new all new working age claimants, the remaining balance will not be sufficient to cover these costs. At present we are processing c70 new claims a week. At this rate we will us up our remaining funds in about 11 weeks.
- 5.10 **It is therefore requested that an additional £100,000 is set aside to cover this cost pressure.**

Discretionary Housing Payment (DHP)

- 5.11 In 20/21 DWP is providing a grant of £205,583 to allow the payment of DHP. Government allows local authorities to award up to 2.5 times this amount, but any costs over the grant amount fall on the local authority.

- 5.12 The current embargo (anticipated to end in June) on evictions means that that current DHP claim rate is only slightly above normal. However, all indicators lead us to believe that there are people who are now in unaffordable accommodation who will need assistance to move. Any move takes time and DHP allows us to help prevent people getting into significant and unsustainable debt. As the embargo on evictions lifts, we are therefore expecting a surge in support needs.
- 5.13 To ensure residents are able to continue to work, or come back to the workplace quickly, we need to ensure they are housed. By using DHP we can quickly intervene and provide stable housing.
- 5.14 To ensure we have sufficient funds it is suggested that we add £50,000 to the DHP (Discretionary Housing Payment) fund and we lobby Government to fund this.**

Council Tax Discretionary Fund (CTDF)(Budgeted at £30,000)

- 5.15 The Council also has a £30,000 Council Tax Discretionary Fund, to support council taxpayers.
- 5.15.1 Officers believe this will be sufficient and will endeavour to utilise DHP and the DHF to support people so that they can continue to either pay their Council tax or are supported to claim Council tax support in a timely manner.

B) Payments to Town / Parishes

- 5.16 The Secretary of State for Housing, Communities and Local Government wrote to all town and parish councils on 30 April
<https://www.gov.uk/government/publications/coronavirus-covid-19-letter-to-town-and-parish-councils>
- 5.17 In this letter he said:
*As Local Government Secretary I want you to know that I am behind you and will support the vital work that you are doing in your communities. That is why I have made £3.2 billion of additional funding available to councils, with the latest tranche of £1.6 billion including a larger share for lower tier councils. **If you have questions regarding funding I would encourage you to speak with your principal council***
- 5.18 As yet no Town or Parish Council has formally approached us for funding, and the general approach in Norfolk to date is that this would only be considered in exceptional circumstances, after the Town or Parish Council has exhausted its Reserves.
- 5.19 Furthermore, Town and Parish Councils do not, unlike this council, have any constraints on their ability to raise additional income through their precepts. Thus, loans to help cashflow could be offered if necessary, until the Town or Parish Council was able to increase its precept.

C) Granting of Additional Business Rate Reliefs

- 5.20 In order to support businesses, the Council could offer additional discretionary local business rate discounts. For instance:
- **Showhomes** - Owners of showhomes are liable to business rates on them whilst they are being used for actively selling properties.
As showhomes are being used for selling properties and also fall into the bracket of estate agent activities they are getting full business rate relief this year, under the Expanded retail discount scheme, so there is nothing to pay in 20/21 and they are also eligible for a £10k/£25k business grant providing the developer does not breach state aid rules.
However, the Council could look to maintain this relief going forward in 21/22 as a local discretionary rate relief should the housing market not recover.
- 5.21 The cost of any such local rate relief discounts are split between SNC, County & Government (except where they are Government funded to deliver on a national policy).
- 5.22 An alternative approach would be to lobby Government to continue / expand the range of national business rate discounts. Officers will continue to monitor the economic effect on businesses, and should it be necessary will make future recommendations to Members around the discretionary business rates relief policy for 21/22.

D) Granting of Additional Council Tax Reliefs on New Builds

- 5.23 Once a new build dwelling reaches a stage where it could be completed within 3 months, we must serve a completion notice specifying a date within 3 months when we deem it to be complete. This sets the date for the property to be banded by the Valuation Office. Once a property has been banded by the VOA it is included within the New Homes Bonus calculation.
- 5.24 There is a one-month full discount where no charge is due and then 100% charge on an empty thereafter. In 2019/20 there were 158 empty relief awards made to builders costing £21,000,
- 5.25 Increasing the discount to a three-month period, would therefore cost approximately £42,000 extra.
- 5.26 The regulations preclude us from changing this discount even if we wanted to until the start of April 2021.
- 5.27 However, from April 2021 we could operate a more generous discretionary local discount for a period (S13A), but Members should note that the full cost of the relief falls on the billing authority, i.e. the complete Council Tax bill not just the element relating to South Norfolk Council.
- 5.28 An alternative approach would be to lobby Government to make this a national discount whilst ensuring new builds are counted towards any New Homes Bonus calculations, or to get agreement from the other preceptors to share this cost, although this would be an agreement outside of the Council Tax Collection Fund.

Members are requested to review the requests for additional funding, and decided which, if any, to support and whether to lobby Government of request other preceptors share any of the costs.

6 **IMPACT ON CAPITAL BUDGET**

- 6.1 **Appendix 1** details the current 20/21 and 21/22 Capital Programme. It includes comments on each project regarding the effect of Covid 19.
- 6.2 No changes are proposed to the Capital Budgets.

Members are requested to discuss any required changes to the Capital Programme.

7 MEDIUM TERM FINANCIAL STRATEGY (MTFS) UPDATE

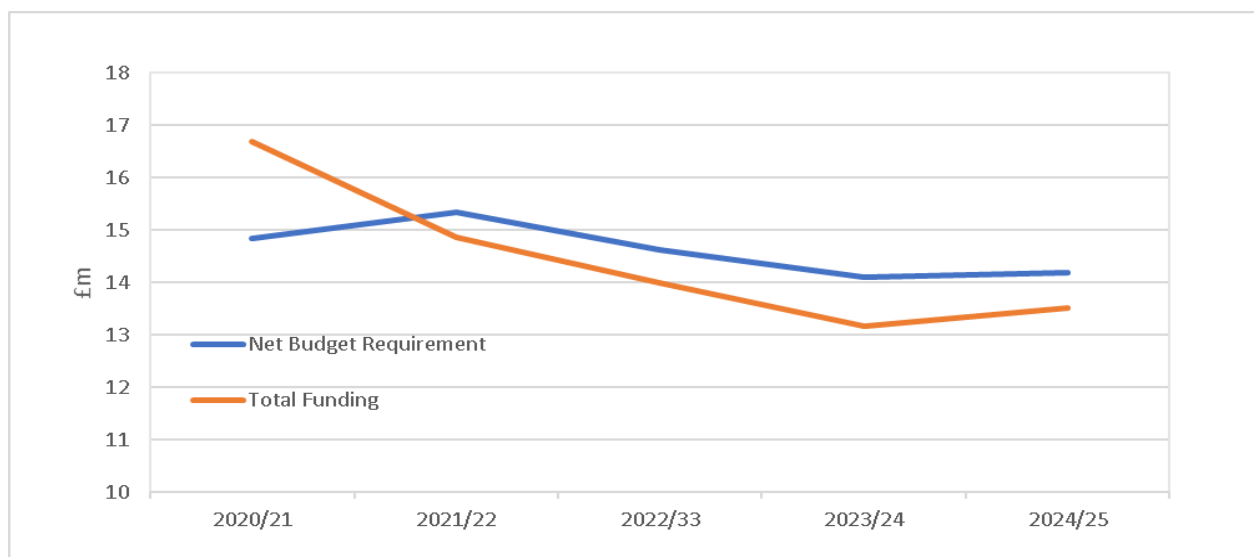
7.1 This section of the report provides and update on the MTFS.

A) MTFS - As Presented in Feb 20

7.2 The 'Revenue Budget and Council Tax 2020/21' report presented to Cabinet on 3 February 2020, included a MTFS.

7.3 This reported a £1.8m surplus in 20/21, followed by a funding gap of between £465k-£933k in future years as follows.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Net Budget Requirement	14,851	15,339	14,625	14,106	14,193
Total Funding	16,688	14,874	14,002	13,173	13,520
Funding Gap / (Annual Suplus)	-1,837	465	623	933	673



B) MTFS – Update

7.4 The MTFS assumptions have now been reviewed and the following changes made.

Impacts on Net Budget Requirement

- £390k per year has been included for the likely increase in the MRF gate fee (13,000 tonnes x £30). There is only a half year impact in 20/21.
- Lost income of £3.2m in 20/21, followed by £0.8m in 21/22 has been assumed.
- £600k has been included as a one-off pressure in 20/21. This is made up of £250k general Covid 19 spending pressures, £250k homelessness and £100k for investing in the public realm.
- £256k has been included for additional Council Tax Support costs in 20/21, reducing to £192k in 21/22, before dropping back to current levels in 22/23.

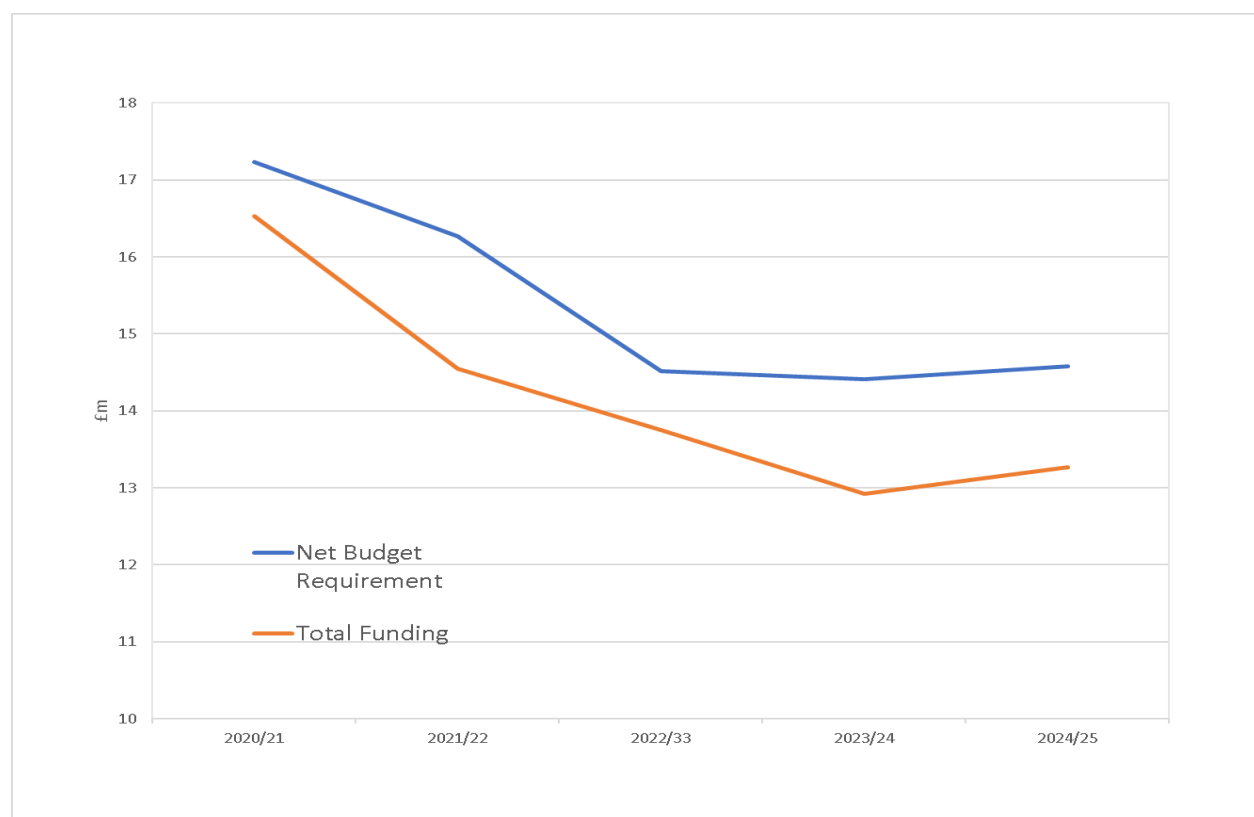
Impacts on Funding

- Additional Covid 19 Government grant of £1.465m.
- Reductions in Council Tax collection rates totalling £154k in 20/21 and £77k in 21/22. Representing a cut in the collection rate of 2% / 1% respectively.
- An ongoing cut of £250k in the likely amount of business rates growth retained.
- No change has been made to income from New Home Bonus, as the original MTFS already assumed this was being phased out.

7.5 Further details are shown in **Appendix 2**.

7.6 The updated MTFS now shows a funding gap of £0.7m in 2020/21, rising to £1.7m in 2021/22, then falling to between £0.8m-£1.3m in future years as follow.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Net Budget Requirement	17,237	16,269	14,520	14,413	14,583
Total Funding	16,534	14,547	13,752	12,923	13,270
Funding Gap / (Annual Suplus)	703	1,722	768	1,490	1,313



7.7 The following table shows how the funding gap has changed.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Original Funding Gap / (Annual Suplus)	-1,837	465	623	933	673
<u>Impacts on Net Budget Requirement</u>					
Collaboration savings		-495	-495	-83	
Recycling Gate Fee	195	390	390	390	390
Lost Income	3,233	843			
COVID 19 - Spending Pressures	600				
Additional Council Tax Support	256	192			
Measures to reduce in year spend	-433				
<u>Impacts on Funding</u>					
COVID 19 - Government Funding	-1,465				
Reduction in Council Tax Collection Rates	154	77			
Reduction in assumed Business Rates Growth		250	250	250	250
New Home Bonus					
New Funding Gap / (Annual Suplus)	703	1,722	768	1,490	1,313

C) Summary

7.8 The key point to note is that that the updated MTFS is showing that:

- Rather than adding £1.4m to reserves over the next two years (£1,837k - £465k)
- The Council will need draw £2.4m from reserves (£703k + £1,722k).

7.9 This represents a net worsening of the position by some £3.8m.

Cabinet is recommended to request Council approve the use of £703,000 from General Reserves to rebalance the current year budget, this figure takes into account proposed in-year savings in section 9 of £433,000.

In future years Members may decide to use further Reserves to cover this reduction, in combination with some of the saving options in section 10 of this report to try and reduce this sum.

8 MITIGATION ACTIONS

- 8.1 The following actions have occurred, or are proposed, to help mitigate the impact of Covid 19 on the Council's finances.

A) Staff Redeployments

- 8.2 As at mid-May, across BDC and SNC, we have redeployed a total of 97 staff to directly support COVID19 work. Whilst the bulk of this resource came from the SNC leisure centres, we have also redeployed staff from areas such as Chief of Staff, Waste Services, Customer Support, Planning and CNC Building Control.
- 8.3 We have redeployed people to support the following service areas:
- 68 people to the Communities (Help Hub) to either take or make calls to vulnerable residents, or work out in the community delivering food/prescriptions etc.
 - 13 people to Waste Services working as drivers, loaders and logistic support.
 - 12 people to Non-Domestic Rates (Business Rates) to either take calls from businesses (to release capacity to process grant applications) or to make calls to businesses who are potentially eligible but are yet to claim grants.
 - 1 person to Council Tax to process work items and applications and release core staff to deal with increased demand.
 - 1 person to Housing Options to release core staff to deal with increased demand.
 - 1 person to HR to support high priority work.
 - 1 person to facilities to support Caretakers at the Lodge as backfill for vulnerable staff.
- 8.4 It should also be noted that a number of people have picked up additional work to support COVID19 work whilst remaining with their core service. These are not within the numbers above but include Economic Growth staff who have also been supporting Business Rates work and our reception staff who have supported Housing Benefits.
- 8.5 We have also released a very small number of our staff, who we were unable to directly redeploy, to work with food banks and the NHS.

B) Leisure

- 8.6 A number of leisure centre staff have been redeployed to assist at the depot. This has meant that up to 8 agency workers have not needed to be employed at the depot at an average cost of £3,500 per week.
- 8.7 The opportunity has been taken to try to undertake works at Wymondham and Diss leisure centres while they are closed. These works had been programmed for later in the year, and would have necessitated the part closure of the centres and the loss of a month's income, equating to some £100K.
- 8.8 Savings will also materialise through reduced utilities costs, as the heating in the pools has been reduced and there is less lighting of the facilities.

- 8.9 Work is underway to offer a number of chargeable on-line leisure classes while the Leisure Centres remain closed, these commenced on 25th May. This will help retain memberships and assist in a smooth transition of members back when the centres finally reopen.
- 8.10 Preparatory work has also started regarding how we communicate and what offers we want to use to reintroduce our leisure offer, and encourage more use and income.
This includes how we develop our community leisure offer as a potential emerging income stream and working closely with both the Communities and Economic Development teams plus NHS colleagues to benefit both activity levels and our market towns and community capacity objectives.

C) Increased Marketing Activity and Promotion of Other Services

- 8.11 When appropriate, we will carry out an active marketing campaign to encourage take up of our chargeable services, for instance Garden Waste Bins and Bulky Waste Collections.

D) Commercialisation and Supporting the Local Economy

- 8.12 Officers are investigating charging for optional services, where possible, to mitigate the impact of the loss of income. Where feasible these charges will focus on areas which also support the local economy.
- 8.13 The Council will also look to procure goods and services locally, wherever feasible, and ensure payment is made as quickly as possible to assist businesses with cashflow.

Members are requested to note the proposed mitigation actions.

9 IN YEAR SAVINGS OPTIONS

- 9.1 This section of the report provides various in year saving options for members to review.

A) Holding Vacancies

- 9.2 At present there are 65.6 FTE vacancies across both Councils, which had yet to progress to offer stage. The annual cost of these posts is c£2.2m.
- 9.3 Assistant Directors have reviewed all these vacancies to determine whether we should:
- Continue to recruit
 - Freeze the post for a while
 - Delete the post.
- 9.4 The result of the review is shown in the table below.

	Comment	No of FTEs	Salary Saving BDC £'000	Salary Saving SNC £'000
Posts to be deleted	Full year saving	1.5	27	32
Posts to be frozen	Six months saving	14.1	67	147
Posts to be frozen	Covered by redeployments	4.0	-	-
Posts to be recruited	Three months saving	41.0	148	199
Posts to be recruited	No saving as agency costs	5.0	-	-
Total		65.6	242	378

The savings are higher for SNC as a number of the vacancies are / leisure / waste.

Members are requested to note the proposed salary savings which will be taken into account rebalancing the current year budget.

B) Furloughing Staff

- 9.5 Although we have closed our leisure facilities, we are still paying the leisure staff. The monthly salary bill for these staff is approximately £160k – (£2m a year).
- 9.6 At present, the majority of these staff have been redeployed to assist with the Covid 19 response, either staffing the help hub, or assisting with refuse and recycling collections.
- 9.7 The Government's Coronavirus Job Retention Scheme will remain open until the end of October.
- 9.8 From August, furloughed workers will be able to return to work part-time with employers being asked to pay a percentage towards the salaries of their furloughed staff.
- 9.9 The current Government Coronavirus Job Retention Scheme guidance re the public sector is as follows.

The government expects that the scheme will not be used by many public sector organisations, as the majority of public sector employees are continuing to provide

essential public services or contribute to the response to the coronavirus outbreak.

Where employers receive public funding for staff costs, and that funding is continuing, we expect employers to use that money to continue to pay staff in the usual fashion – and correspondingly not furlough them.

This also applies to non-public sector employers who receive public funding for staff costs. Organisations who are receiving public funding specifically to provide services necessary to respond to COVID-19 are not expected to furlough staff.

In a small number of cases, for example where organisations are not primarily funded by the government and whose staff cannot be redeployed to assist with the coronavirus response, the scheme may be appropriate for some staff

Source:<https://www.gov.uk/guidance/check-if-you-could-be-covered-by-the-coronavirus-job-retention-scheme>

- 9.10 The following Q&A from a DCN Coronavirus conference call, indicates that although unlikely it is still possible for local authorities to furlough staff.

Q: Can Government confirm that in-house Leisure Services staff who cannot be redeployed and are furloughed will qualify for 80% reimbursement?

A: Yes, provided they meet the requirements set out in the guidance on furloughing can be found here - <https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19/covid-19-guidance-for-employees>. The LGA has also produced some useful guidance here - <https://www.local.gov.uk/lga-workforce-update-job-retention-scheme>

- 9.11 The Council has obtained legal advice on this as follows:

As there is no direct funding for staff costs at the leisure centre – it is definitely worth pursuing the furlough option. I can't provide an absolute guarantee that the rebate will be allowed because we only have the guidance to go on but based on the guidance my advice is that the Council can make a good case for furlough applying. In a worst case scenario – the employees will still be on reduced pay for a period of time which will help with the cost savings.

- 9.12 According to a recent LGA council workforce survey. A total of 16 per cent of councils reported that they had furloughed at least one member of staff. On the other hand, some 76 per cent of councils reported recruiting additional staff.

- 9.13 It is therefore recommended that SNC does not at present furlough any leisure staff, as they are providing a crucial resource that is being used to support our Covid 19 resource. However, this is to be reviewed by officers as and when these staff are no required to support the Covid 19 response.**

C) New Ways of Working

- 9.14 The enforced lockdown has challenged us to work in new ways. There is now the opportunity to capture some of the positive changes. Some of these changes will not only provide a financial benefit, but also an environmental benefit.
- 9.15 The following budget changes are also put forward to members for consideration.

Training Budgets

- 9.16 There is a total training budget in 20/21 across the two Councils of £300k. During the lockdown, training has either been deferred or carried out online. This budget therefore needs to be reviewed.
- 9.17 However, any reduction to this budget would reduce the amount of training and would be counter to the One Team approach of investing in our staff and members.
- 9.18 The recent staff survey has indicated a need to invest heavily in both our staff to drive forward the one team culture and our Managers to ensure they provide their staff with the support they need. There is also a need to embrace the new agile way of working.
- 9.19 However, the ability for staff to attend training in 20/21 is likely to be affected by the social distancing restrictions. **Therefore, a one-year temporary pro-rata reduction of £50,000 to this budget would be a reasonable reflection on the current situation;** the impact on South Norfolk Budgets is a reduction of £27,500 (55% as per the collaboration agreement).

Travel & Subsistence Budgets

- 9.20 With the lockdown, staff travel has reduced. In the future travel is also likely to be lower than before, as holding meetings virtually becomes a more common business practice and staff continue to work from home.
- 9.21 It is therefore proposed that the **travel budget be reduced by £50,000** from £236,375 to £186,375; the impact on South Norfolk Budgets is a reduction of £27,500 (55% as per the collaboration agreement).

Energy Costs

- 9.22 Officers will be carrying out a review of energy costs to identify any potential savings from reduced consumption and / or if it is possible to buy at a better rate in the current climate.

Accommodation

- 9.23 A separate paper is being produced looking at accommodation options.

Members are requested to note the proposed new ways of working savings which will be taken into account rebalancing the current year budget.

10 LONGER TERM SAVING OPTIONS

- 10.1 This section of the report provides various longer-term saving options which Members may wish to consider when considering the 21/22 budget later in the year.

A) Discretionary Services and Optimising income

- 10.2 Most of the functions that the Council provides are statutory. The key discretionary services are:
- Commercial Ventures
 - Grants and Community Funding
 - Asset Management / Building Maintenance
 - Early Intervention
 - Leased properties and hostels
 - Renovation grants
 - Care and Repair / Home Maintenance Advice
 - Supporting People
 - Handyperson Services
 - Leisure Centres
 - Sports & Leisure Development
 - Broadband for the community
 - Visitor Economy / Tourism
 - Commercial Property
 - Car Parking
 - Play areas.
- 10.3 However, there is also opportunity to look at the level of service within statutory areas. For instance, the legislation in many areas leaves that open for interpretation. Taking Pest Control for instance the legislation says - Under the Prevention of Damage by Pests Act 1949, local authorities are responsible for ensuring that their districts are kept, as far as is practicable, free of rats and mice. While some authorities provide a service directly, many other local authorities just signpost to external providers.
- 10.4 Officers will also be carrying out a review of prices (including bulky waste / green waste collection fees) to determine if there is scope to increase these.
- 10.5 They will also consider whether it is possible to charging for optional elements of services, over and above the basic level of service. Or charging a premium for a quicker response.
- 10.6 Changes to charging structures, is likely to be an area that will fall within the remit of the Member responsible for commercialisation.

B) Further Collaboration Options

- 10.7 At present SNC and BDC are successfully operating shared service arrangements, and this is delivering significant savings. At present the business case is expecting these savings to be delivered over a 5-year period. Work could be undertaken to try to accelerate the delivery of these savings.
- 10.8 However further savings could be obtained if the Council:
- Progressed with a full merger. These savings would arise from reducing duplication ie one set of committees, one set of budgets, one set of rule and regulations etc.
 - Requested a boundary review to potentially reduce the number of wards and thus members. A reduction in the number of members would be likely if a full merger was envisaged as currently between the two councils there are 93 members.
 - Looked to expand the partnership from a 2 way shared service, in order to deliver further economies of scale.
- 10.9 The possibility of further collaboration savings is however contingent on any future Government devolution / restructure proposals and a white paper on devolution is anticipated in the autumn.

C) Reducing Council Tax Discounts

Class B – Second Home Discount (SNC)

- 10.10 Second homes get a 5% council tax discount.
- 10.11 In 2019/20 there were 941 such awards giving a total Council tax discount of £55,280. As SNC only retain a proportion of council tax, the cost of this discount to SNC was approximately £4,699.
- 10.12 BDC do not offer a Second Home Discount.

Class C - Empty Discount (SNC)

- 10.13 Empty properties currently get a one-month council tax discount.
- 10.14 This supports local landlords as they have 1 month to 'turn a property round' in between tenants without incurring Council Tax charges.
- 10.15 Private landlords are essential to providing accommodation for a significant proportion of the population. Landlords are being negatively affected by Covid 19 as a number of their tenants will be experiencing financial distress,
- 10.16 However, Members should be aware that the landlord does not always benefit from this reduction, as often the tenant claims the 1 month free at the start or end of their tenancy.
- 10.17 In 2019/20 there were 3,919 such awards giving a total Council tax discount of £312,873. As SNC only retain a proportion of council tax, the cost of this discount to SNC was approximately £26,594.

- 10.18 BDC do not offer an Empty Home Discount, however this provides no cushion for landlords or owners of property when they move in/out and can result in debts being difficult to recover if they are only for short periods.

Class D – Major Repairs Discount (SNC)

- 10.19 Homes undergoing major repairs get a 50% council tax discount for up to 12 months.
- 10.20 In 2019/20 there were 182 such awards giving a total Council tax discount of £63,948. As SNC only retain a proportion of council tax, the cost of this discount to SNC was approximately £5,436.

Timing

- 10.21 The Council can only amend Council Tax Discounts with effect from a new financial year.
- (5) A billing authority may make a determination varying or revoking a determination under subsection (3) or (4) for a financial year, but only before the beginning of the year.*

Members are requested to review the proposed savings options and provide officers with a steer on which ones to progress in preparing the 21/22 budgets.

11 ISSUES AND RISKS

- 11.1 Resource Implications – This paper provides an update on the financial implications of Covid 19 on the Council. We are still at an early stage, and the numbers in this report are therefore subject to variation.
- 11.2 The Council currently has £10m in general reserves and £12m in earmarked reserves. The Council therefore has sufficient reserves to cover the estimated use of reserves highlighted in this report, however a significant draw on reserves would impact on the financing of the capital programme over the longer term, which currently includes the use of revenue reserves to support capital expenditure.
- 11.3 The Council also has limited capital reserves (c£1m) However, in general capital reserves can only be used to fund capital expenditure and are not permitted to be used to fund revenue deficits.
- 11.4 The key risks / issues raised in this paper are:
- There could be a second wave of infections, which could require a second full lockdown incurring further costs and income losses to the Council.
 - There is uncertainty over whether Government will provide any more funding to help deal with the financial implications.
 - The speed that we can reopen our leisure facilities is uncertain and the ability of income from leisure to recover to pre-Covid-19 levels is uncertain.
- 11.5 Legal Implications – The Council has a legal duty to ensure its financial position remains robust.

12 RECOMMENDATIONS

- 1 That the Emergency Committee recommends the following to Council:
- (a) The proposed changes to the 20/21 income budgets, as set out in the table at paragraph 2.3.
 - (b) The proposed changes to the 20/21 expenditure budgets.
 - (c) The following requests for additional funding
 - Hardship Payments (£150 Council Tax Support (£100,000)
 - Discretionary Housing Payments (£50,000)
 - (d) The use of £703,000 of General reserves to support the current year budget.
 - (e) The proposed in year saving options.
- 2 That the Emergency Committee notes the following:
- (a) The impact on Big Sky
 - (b) The impact on the Capital Programme.
 - (c) The impact on the Medium-Term Financial Strategy over the longer term.
 - (d) The proposed mitigation actions.
 - (e) The longer terms savings options.

APPENDIX 1: IMPACT ON CAPITAL BUDGET

	Team	Provisional Projects	Estimate 2020/21 £	Estimate 2021/22 £	Comments re Covid 19 effect
Wymondham Plant Work including Pool Filters	Leisure		213,191		An order has been placed for filters to enable the works to be carried out during the enforced closure period so that the facilities will not have to be shut again to complete the works. There are however some issues with the supply chain and securing the labour to complete the works.
Further Works at Wymondham Leisure Centre	Leisure		80,000	195,465	Some works have already commenced and orders have been placed for other works to be carried out during the enforced closure period so that the facilities will not have to be shut or have reduced access again to complete the works, there is however some issues in securing the labour and some materials.
Further Works at Diss Leisure Centre	Leisure		85,000	130,000	
Further Works at Long Stratton Leisure Centre	Leisure			35,000	
Framingham Earl High School	Leisure	Y		220,000	No change, however business case for this project may be more difficult.
Ketts Park - Tennis Facilities	Leisure	Y		366,886	No change, however business case for this project may be more difficult.
Long Stratton Pool	Leisure		110,000		Intention is still to progress with project in line with initial timescales but there are concerns as to whether this will be possible, which may require budget being slipped to 21/22.
Wheeled Bin Purchase	Waste		150,000	150,000	No change
Vehicle Procurement and Replacement	Waste		978,528	748,000	No change envisaged, orders for vehicles already placed – although supply of vehicles by supplier could be impacted by close down.
Waste ICT System Improvements	Waste		69,000		No change
Grounds Maintenance Equipment	Waste		78,800		No change
Depot Refurbishment/Replacement	Waste			1,000,000	No change
Disabled Facilities Grants	Housing		900,000	900,000	No change
Police ANPR Cameras - New Project	Individuals & Families	Y	63,000		No change
Total People & Communities			2,727,519	3,745,351	

	Team	Provisional Projects	Estimate 2020/21 £	Estimate 2021/22 £	Comments re Covid 19 effect
Play Area Refurbishments - Sites with Commuted Sums	Economic Growth		72,385		This work will still go ahead. The S106 money has to be used within a certain time frame.
Street Lighting	Economic Growth		42,988	24,240	This project is already part way through and running behind schedule so will still go ahead. Covid-19 has not had any implications yet.
Toilet Refurbishments	Economic Growth		140,000		This project will go ahead as planned this financial year. Covid-19 could impact on it if there is an issue with building companies being unable to work or the supply chain is disrupted but this is not known at present.
Car Park Improvements	Economic Growth		35,000	56,348	£35k per annum is for ongoing maintenance. £21,348 relates to options for introduction of P&D at Ayton Road and should remain programmed for 21/22.
Installation of Electric Car Charging Points	Economic Growth		13,000		No change. Work will continue as planned.
Norwich Research Park Enterprise Zone Infrastructure	Economic Growth		2,100,000		Work commenced on site April 2020, should be finished by August. Not expecting COVID 19 to affect this.
Norwich Research Park Enterprise Zone Office	Economic Growth		3,650,000		Project is planned to be complete by the end of 20/21. It may slip slightly into 21/22, but we are working on the assumption that the vast majority of the budget will be spent in 20/21 even with the COVID implications. Need to lobby to extend Enterprise zones for another year in case end date does slip.
Browick - Unit Development & Purchase	Economic Growth	Y	5,950,000	1,000,000	Discussions have restarted with the landowners to agree a way forward. Currently unknown if any funding will be spent in 20/21.
Browick - Additional Land Purchase	Economic Growth	Y	2,750,000		Discussions have restarted with the landowners to agree a way forward. Currently unknown if any funding will be spent in 20/21.
Other Property/Economic Development Investment (Long Stratton Bypass)	Economic Growth	Y		5,000,000	No change
Total Place			14,753,373	6,080,588	

	Team	Provisional Projects	Estimate 2020/21 £	Estimate 2021/22 £	Comments re Covid 19 effect
Cringleford- Loan to BSD for purchase of land	Finance		3,000,000		No change
BSPM Purchase of Rental Homes on new sites	Finance		550,000	7,450,000	No change
Funding to finance BSD's 5-year strategy	Finance	Y	10,000,000		No change
Homes England money to be passed to BSD for Cringleford	Finance		5,440,000		No change
Poringland Phase 3 - Commercial	Finance	Y		1,700,000	No change
Total Big Sky Projects			18,990,000	9,150,000	
New IT Projects	ICT & Digital		155,000	125,000	No changes envisaged to current budgets
Collaboration IT Infrastructure	ICT & Digital		802,025		No changes envisaged to current budgets
Digital	ICT & Digital		150,000	25,000	No changes envisaged to current budgets
Total: Resources			1,107,025	150,000	
Total Capital Programme			37,577,917	19,125,939	

APPENDIX 2: MEDIUM TERM FINANCIAL PLAN (MTFP)

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Comment
Base Net Expenditure	13,755	13,950	13,925	13,711	13,804	
<u>Recurring Adjustments:</u>						
Inflationary Pressures		275	281	276	270	2% annual increase
Collaboration Savings		-495	-495	-83		Based on 55% of latest figure from cost and savings tracker
Waste contract				-100	-100	No allowance for expansion of food waste, or increased disposal costs
Recycling Gate Fee	195	195				£30 per tonne extra x 13,000 tonnes. Half year effect 20/21.
Base Net Expenditure for following year	13,950	13,925	13,711	13,804	13,974	
<u>Lost income</u>	3,233	843				
<u>Non Recurring Adjustments</u>						
COVID 19 - Spending Pressures	500					One off cost 20/21.
Investing in the Public Realm	100					One off cost 20/21.
Additional Council Tax Support	256	192				20/21 50% increase. 21/22 reducing to 25%. Then back to current levels.
Measures to reduce in year spend	-433					eg freezing vacant posts, training, travel
COVID 19 - Government Funding	-1,465					One off income 20/21.
Investment Income - General	-41	-41	-41	-41	-41	Assume remains stable over time
Investment Income - Loans to companies	-1,500	-1,400	-900	-600	-600	Income from Big Sky
Interest Payable	192	750	750	750	750	External borrowing interest (based on capital £25m x 3%)
Transfers to / (from) Earmarked Reserves	2,445	2,000	1,000	500	500	Reducing
Net Budget Requirement	17,237	16,269	14,520	14,413	14,583	

Funded by						
Council Tax - District Element	7,745	8,075	8,410	8,752	9,099	
Reduction in Council Tax Collection Rates	-154	-77				20/21 2% cut. 21/22 1% cut. Then back to current levels.
Council Tax - Special Expenses	11	11	11	11	11	Assume remains stable over time
NNDR (Business Rates)	4,410	4,410	4,410	4,410	4,410	Assuming maintain current level of income
Reduction in assumed Business Rates Growth		-250	-250	-250	-250	Amount of funding from growth likely to be scaled back in future.
New Homes Bonus	4,522	2,378	1,171			Falling in line with figures in 20/21 provisional finance settlement
Total Funding	16,534	14,547	13,752	12,923	13,270	

Funding Gap / (Annual Suplus)	703	1,722	768	1,490	1,313
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Council Tax Calculation						
Council Taxbase (Homes)	49,966	50,466	50,971	51,481	51,996	1% annual increase
Council Tax	155.00	160.00	165.00	170.00	175.00	£5 annual increase
South Norfolk's share of precept (£000)	7,745	8,075	8,410	8,752	9,099	

New Homes Bonus Calculation					
2017-18	763				
2018-19	1,207	1,207			
2019-20	1,171	1,171	1,171		
2020-21	1,381				
	4,522	2,378	1,171	0	0

LEISURE SERVICES RECOVERY PLAN

Report Author(s):	Simon Phelan, Assistant Director – Communities t 01508 533707 e sphelan@s-norfolk.gov.uk
Portfolio Holder:	Yvonne Bendle
Ward(s) Affected:	All wards
Purpose of the Report:	This report sets out the initial recovery plan for reopening the Councils leisure centres.

Introduction

1. The Covid-19 pandemic has had a seismic impact on our leisure facilities and our ability to deliver that service to our local residents, with all Centres having been closed since the 17th March following Government guidance. Staff from the leisure service have been redeployed across various other teams of the Council, including Waste and Communities.
2. This briefing sets out for consideration the context of our situation, intended approach to recovery, the financial impacts and best income projections. The closure of the centres has also allowed us to take the opportunity to start to reimagine our wider leisure offer moving away from just being centre based.

Context

3. Facilities such as the tennis courts have already been reopened and a range of on-line classes are being offered, the latest Govt/Industry intelligence is that Gyms and Classes will now be able to reopen, subject to social distancing, on 4th July, with pools possibly reopening during August, Swim England are due release guidance on 15th June. The HSE have also confirmed that if it is identified that a user contracted Covid-19 from visiting one of our leisure facilities this will now be regarded as a RIDDOR reportable event, meaning we have had to revise and update all operating procedures, which will fall under the jurisdiction of the HSE.
4. The leisure sector generally has been hit very hard by Covid-19, with indications that a number of providers looking to scale back their provision, including a number who currently manage local authority leisure centres. It is also possible that a number of local providers will be struggling and may not re-open.
5. In late April officers undertook a survey about our leisure user's activity habits, their attitudes towards our facilities and likely future usage. We received 981 responses. Initial headline responses tell us:

- 70% of users said they would use our facilities about the same and 18% would use them more.
 - 21% of members said they would definitely use online classes if offered as part of their membership, with 47% responding 'perhaps/maybe'.
 - 82% of people were prepared to spend the same amount of money on their health and wellbeing.
 - Cleanliness will be a big factor in users reintroducing themselves to leisure facilities.
6. The vast majority of the leisure establishment has been fully engaged in the council's community hub work and waste, supporting vulnerable people and enabling services to continue to function, with only a very skeleton staff remaining to oversee closed facilities. The services also obviously rely on a good number of casual and freelance instructors, who have been stood down over this period, given the limit on activities.

Roadmap to Reopening

7. Appended to this report is a roadmap for the phased reopening of the facilities and the development of a new wider offer. Notes and assumptions in relation to this roadmap are as follows:
- The roadmap will be supported with a comprehensive marketing and promotional campaign to build the confidence of users encouraging them back into the centres and promoting a wider community leisure offer, in parallel to work undertaken to encourage use of market towns;
 - Behind each individual product will be a comprehensive set of operational procedures that provide detail on the ways in which the product will be managed and promoted, ensuring that we are able to run in a safe manner, minimising the risk to both staff and customers;
 - Each product will only cross the red line when the guidance issued by the Government says it is safe to do so.

Financial Impact and Recovery

8. Since the centres closed on the 17th March the Council has been losing approximately £280K of income per month. This loss of income has informed the potential wider budget impact to the Council presented as part of the budget position to the Emergency Committee.
9. The reopening of services is an opportunity to explore new avenues for service offer and income. Officers are developing and marketing various innovative ways of extending our offer both to make sure that opportunities to maximise income and extend the leisure offer to as many as possible, who may have been inactive for a period of time. These include:
- a. Exploring alternate community locations, where there could be a temporary offer such as pop up gyms or boot camps with potential locations including Ketts Park, Framingham Earl HS, community buildings such as the Costessey Centre where the district food hub is based, and alternate sites in Diss to align to the broader town centre offer. Possible locations are being reviewed based on availability, ability to adhere to social distancing and other H&S requirements, and cost.
 - b. Based on customer feedback, officers have developed and expanded an online

class programme (we have already been providing free online content) to complement and be run in tandem with the traditional class offer to members and casual users, which can be offered pay as you go (PAYG) and to existing leisure members.

- c. Due to the government now allowing gatherings of up to 6 who socially distance, officers have launched an outdoor class programme in open spaces, starting with Ketts Park and outside of South Norfolk House. An offer went live on the 1st June with 5 weekly classes offered initially, which will be ramped up to reflect demand.
 - d. Developing a corporate offer for businesses, including the potential to provide activities in the workplace or a corporate discount scheme.
10. Given the cost pressures, steps have been taken to reduce operating costs throughout this period and on an ongoing basis which has helped to account for some of the projected lost income, including:
- a. Minimising direct costs of the operation such as heating and lighting will save c£71K p.a.
 - b. Bringing forward works to the centres which would have required part close-down later in the year, negating a potential budget loss of £100K
 - c. A scheduled review of the staffing structure which will bring in line with sector best practice and reduce overheads by a minimum of £80k p.a. w/e June 2020.
11. By far the most significant contributor to income within the existing offer is membership fees and swim school, accounting for 61% of income. A decision in Mid-March to make memberships dormant and to waive a holding fee means that membership attrition has been kept to a minimum, with 95% of memberships still active. To encourage uptake of new memberships, planned pricing increases for this year will remain on hold, there be a range of introductory offers and a planned communications and marketing strategy to support the relaunch and wider offer, and give confidence to existing and new users to take up the services offered.
12. The reintroduction of existing and roll out of new services will be staggered in accordance with evolving governmental advice, which in turn will stagger the way in which memberships can be made live. An outline of the intended roadmap is included as an appendix. The headlines figures assuming the phased increase in customer usage from June through to March are:
- a. Instructed PAYG activities online and community activities, based on early demand is estimated to generate £47k, with the intention to increase the offer to match demand
 - b. Gym and class usage recommencing at the earliest opportunity in July to March will generate c£448K of income
 - c. Reopening swim schools once able to utilise pools (anticipated in Aug) will yield c£227K of income
 - d. Soft Play and Cafes recommencing later in the year is anticipated to generate c£66K based on current usage levels (which may increase depending on schools reopening)
 - e. Projected income from all activities May – March c£1.070K
13. The position around Diss Leisure Centre also needs to be carefully considered, the gym at Diss is very small and with social distancing requirements, could not

accommodate enough paying members to make it viable (max 4), it is therefore, proposed that Diss remains closed until the swimming pool can be reopened. Officers are looking carefully at how equipment could be used elsewhere in Diss to provide an offer and to complement ongoing work in the town, as indicated above.

14. Officers will look to develop a range of community based leisure activities, working with other providers, such as Active Norfolk, community groups and village halls to promote different types of activities, targeted especially at the older age groups or those suffering from the impacts of mental health who may be more reluctant to leave home to participate in Centre based activities.

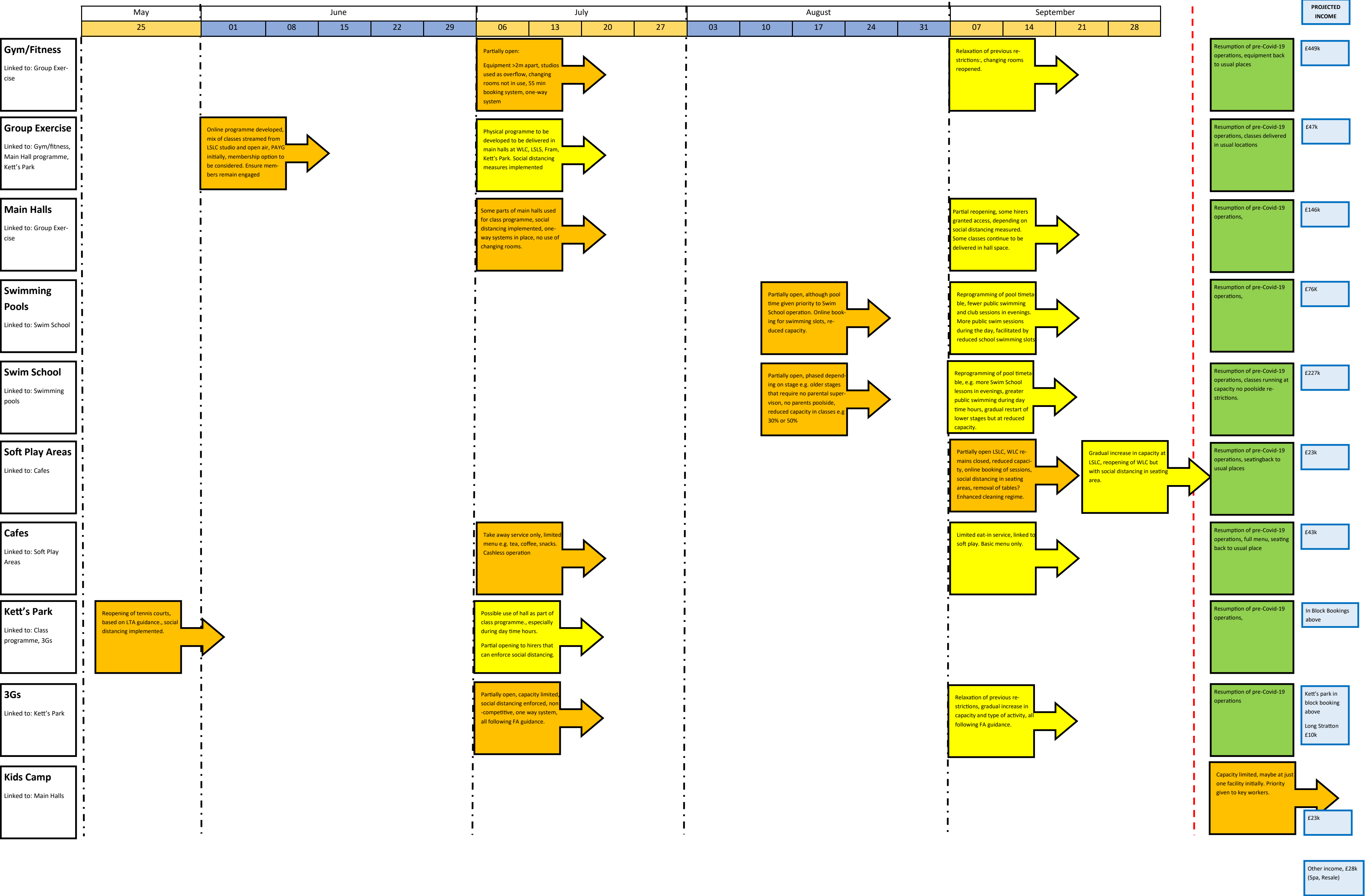
Summary and Recommendations

13. The leisure service has faced an unprecedented situation following the enforced closure due to Covid-19, with the relaxation of lockdown a road map has been developed for safe the reopening of facilities and the development of a wider offer to ensure both staff and customer safety, while maximising income.
14. The closure of the centres has presented us with opportunities to reimagine and expand the leisure offer moving forward, moving away from traditional centre based delivery.

That the Emergency Committee:

- (a) Endorse the road map for the reopening of the leisure facilities,
- (b) Note the financial impact of the closures and
- (c) Agree that Diss LC remains closed until such time as the pool can be reopen, with officers exploring alternate options within the town.

DRAFT SOUTH NORFOLK COUNCIL LEISURE SERVICE RECOVERY PLAN



Appendix 2

LEISURE RECOVERY PLAN EXPENDITURE AND INCOME FORECAST 2020/21

Forecast	Exp/In	April	May	June	July	August	September	October	November	December	January	February	March	Full Year
2021 Budget	Expenditure	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£311,623	£ 311,623	£ 336,623	£ 3,764,474
	Income	-£ 287,734	-£ 277,628	-£ 270,924	-£ 284,732	-£ 305,244	-£ 278,128	-£ 283,197	-£ 272,624	-£ 279,995	-£272,224	-£ 280,829	-£ 277,521	-£ 3,370,783
2021 Budget Total		£ 23,889	£ 33,995	£ 40,699	£ 26,891	£ 6,379	£ 33,495	£ 28,426	£ 38,999	£ 31,628	£ 39,399	£ 30,794	£ 59,102	£ 393,691
Estimated Usage		0%	0%	0%	15%	15%	30%	30%	50%	50%	70%	70%	100%	
Forecast	Expenditure	£ 149,084	£ 150,306	£ 195,462	£ 212,868	£ 237,947	£ 255,731	£ 260,665	£ 267,970	£ 292,224	£295,725	£ 299,568	£ 328,909	£ 2,946,458
	Leisure Staff Redeployed	£ 102,000	£ 76,000	£ 60,000	£ 50,000	£ 40,000	£ 20,000	£ 10,000	£ -	£ -	£ -	£ -	£ -	£ 358,000
	Income	£ -	£ -	£ -	-£ 17,203	-£ 39,456	-£ 56,164	-£ 83,031	-£ 102,825	-£ 139,998	-£157,150	-£ 196,580	-£ 277,521	-£ 1,069,929
Forecast Total		£ 251,084	£ 226,306	£ 255,462	£ 245,665	£ 238,491	£ 219,566	£ 187,634	£ 165,145	£ 152,226	£ 138,575	£ 102,987	£ 51,387	£ 2,234,529
Variance	Expenditure inc Staff redeployed	£ 60,539	£ 85,317	£ 56,161	£ 48,755	£ 33,676	£ 35,892	£ 40,958	£ 43,653	£ 19,399	£ 15,898	£ 12,055	£ 7,714	£ 460,016
	Income	-£ 287,734	-£ 277,628	-£ 270,924	-£ 267,529	-£ 265,788	-£ 221,964	-£ 200,167	-£ 169,799	-£ 139,998	-£ 115,074	-£ 84,249	£ -	-£ 2,300,854
Variance Total		-£ 227,195	-£ 192,312	-£ 214,763	-£ 218,774	-£ 232,112	-£ 186,072	-£ 159,209	-£ 126,146	-£ 120,598	-£ 99,177	-£ 72,194	£ 7,714	-£ 1,840,838

DISCRETIONARY GRANTS SCHEME

Report Author(s): Tig Armstrong, Interim Assistant Director – Economic Growth
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Portfolio: Planning and Economic Growth

Ward(s) Affected: All wards

Purpose of the Report:

This report proposes the adoption of criteria for the distribution of the Local Authority discretionary grants fund within the parameters of the Government's discretionary grants scheme

Recommendations:

1. To adopt the criteria in appendix 1 for the distribution of the Local Authority discretionary grants fund
2. Seek approval in exceptional circumstances for £25,000 grants to be determined and authorised by the Assistant Director for Economic Growth and the Assistant Director for Finance (s151 Officer).
3. To note the intended use of £50,000 of the £100,000 previously set aside for Covid-19 economic recovery work by the Council.

1 SUMMARY

The Government has established a local discretionary fund for businesses and it is the district council's responsibility to distribute it by applying locally adopted criteria. The Government has set out the parameters for the use of the fund and the locally adopted criteria must be consistent with these parameters. This report provides a summary of the Government's policy and guidance on the discretionary fund and at appendix 1 are the proposed local criteria which will form this Council's policy for the distribution of the fund.

2 BACKGROUND

- 2.1 On 25 March the Minister of State for Business, Energy and Industrial Strategy (BEIS) established both the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund. The eligibility criteria for these grants was set by Government and there was very little ambiguity regarding which businesses the funds should be distributed to.
- 2.2 However, due to the fact that some businesses could not benefit from the above funds and because there was no local discretion regarding the eligibility criteria, the Government subsequently announced a separate discretionary fund for businesses. The funding allocated to Broadland District Council [South Norfolk Council] by Government for the discretionary fund is £1,223,000 [£1,517,250]
- 2.3 On 13 May the Government issued initial guidance for the distribution of this fund and further guidance has been received on 29 May. The relevant elements of this guidance are summarised in the following bullet points:
 - 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. There is no scope for the value of payments to be between £10,000 and £25,000.
 - 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;
 - This grant scheme will not be open to other precepting authorities (including Town and Parish Councils);
 - Local Authorities will be required to report weekly on progress to BEIS.

- Government will meet delivery and New Burdens costs and anticipates that Local Authorities will make first payment by early June.

2.4 The guidance issued by the Government also sets out the general nature of the businesses, and the circumstances, for which the grant is aimed at, notably the grant is primarily and predominantly aimed at:

- Small and micro businesses;
- Businesses with relatively high ongoing fixed property-related costs;
- Businesses which can demonstrate that they have suffered a significant fall in income due to the COVID-19 crisis;
- Businesses that have fewer than 50 employees;
- Businesses which occupy property, or part of a property, with a rateable value or annual rent or annual mortgage payments below £51,000.
- The grant funding is for businesses that are not eligible for other support schemes and therefore businesses which have received cash grants from any central government COVID- related scheme are ineligible for this fund. However, businesses which have applied for the Coronavirus Job Retention Scheme are eligible to apply;
- Only businesses which were trading on 11 March 2020 are eligible;
- Companies that are in administration, are insolvent or where a striking-off notice has been made are not eligible for funding under this scheme.

2.5 Furthermore, the Government is asking the fund to be prioritised for the following types of businesses:

- Small businesses in shared offices or other flexible workspaces. Examples could include units in industrial parks, science parks and incubators which do not have their own business rates assessment;
- Regular market traders with fixed building costs, such as rent, who do not have their own business rates assessment;
- Bed & Breakfasts which pay Council Tax instead of business rates; and
- Charity properties in receipt of charitable business rates relief which would otherwise have been eligible for Small Business Rates Relief or Rural Rate Relief.

3 PROPOSED ACTION

3.1 Having regard to the Government guidance summarised above, Members are asked to agree the local eligibility criteria for the discretionary grant funding. The criteria are set out in appendix 1 and Members will note that the different categories of eligible businesses are divided into 4 pots. In the same document the associated grant levels are specified and the evidence which will be required to support an application is detailed. The document at appendix 1 effectively establishes the Council's policy for the distribution of the fund which Members are now being asked to adopt.

3.2 The four pots referred to above are:

- Pot A: Government suggested priority areas, such as B&Bs and charities;
- Pot B: Other sectors not covered by the Business Support Grants that have been significantly impacted by COVID-19;
- Pot C: Facility Grants for public facing businesses to support re-opening;
- Pot D: Other grants up to the value of £10,000 will be available during the process for specified sectors (these awards will not be subject to a maximum Rateable Value of £51,000). Sectors have been selected by contribution to gross value added (GVA), workforce % and overall projected impact of the crisis on their operation. Some of these businesses will already be included in above priorities.

3.3 Taking existing known data from Business Rates and registered properties we estimate that each pot will have the following fund attached to it initially:

South Norfolk Government allocation	£1,517,250
Pot A – Government prioritised businesses	£242,000
Pot B – addressing local issues raised	£467,500
Pot C – Facility grants	£50,000
Pot D – Priority Sectors	£807,750
Overall contribution to local business support	£1,567,250

3.4 The £50,000 for Facility Grants (Pot C) may be provided to small businesses who have already had a grant, such as retail, leisure and hospitality businesses who are public facing. As a result this funding cannot be taken from the Government grant scheme due to the requirement that this discretionary funding cannot go to a

business that has already received funding. This allocation will therefore come from the £100,000 recently set aside for Covid-19 recovery work by South Norfolk Council.

3.5 These figures are estimates and there will be a need for some flexibility within each Pot due to some uncertainty in application numbers. It is proposed that unspent allocations within Pots A & B will be redirected to Pot D to support priority sectors.

3.6 Once the criteria are adopted the final process for distributing the discretionary grant funding will be finalised. However, the following points provide an overview of the key elements of the proposed process:

- The application process will be open via the Council's website for a pre-determined period of time (at present it is proposed to be open for 2-3 weeks);
- The website will indicate that grants up to the value of £10,000 will be considered against the policy during this process;
- Some awards may be made ahead of the application deadline (for example categories such as B&B's & Charities), where assessment is very straightforward;
- Other applications will be assessed against the Eligibility Criteria defined;
- If applicants were eligible for other government support schemes which they have not accessed they will be rejected.
- There will be no appeals process and the Council's decision is final.

3.7 If exceptional circumstances come to light, the respective circumstances may be considered significant enough to consider an award of a £25k grant. This will be based on the importance to the local economy of the business and employee numbers. It may require further intelligence gathering from the business. These will be determined and authorised by the Assistant Director for Economic Growth and the Assistant Director for Finance (s151 Officer).

4 ISSUES AND RISKS

4.1 **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

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 is 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 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.

5 **CONCLUSION**

- 5.1 The discretionary grant fund is a relatively small pot of money, especially when compared to the previous grants distributed by this Council under the Small Business Grant Fund and the Retail, Hospitality and Leisure Grant Fund. Nevertheless it must be recognised that it presents a crucial opportunity to provide financial support to a number of businesses who may otherwise face dire circumstances. Therefore, the right balance must be found in adopting the distribution policy and it is considered that the appended document optimises the use of the fund in a balanced manner and in a way that has proper regard to Government guidance.

6 **RECOMMENDATIONS**

- 1. To adopt the criteria in appendix 1 for the distribution of the Local Authority discretionary grants fund
- 2. Seek approval in exceptional circumstances for £25,000 grants to be determined and authorised by the Assistant Director for Economic Growth and the Assistant Director for Finance (s151 Officer).
- 3. To note the intended use of £50,000 of the £100,000 previously set aside for Covid-19 economic recovery work by the Council.

Award Levels – Pot A

Government suggested priority areas.

Category	Evidence to support application	Grant Award
Small businesses in shared premises	<ul style="list-style-type: none"> • Business Bank Statements (Feb-Apr) to prove loss in income / turnover • Must have uninterrupted sole use of allocated space • Landlord & Letting Agents details • Number of employees 	£5,000
B&Bs (must be applicants primary or main residence)	<ul style="list-style-type: none"> • Confirmation of the number of bed spaces • Registered with Environmental Health as food provider 	1-2 beds £1,000 3-4 beds £1,500 4+ beds £2,000
Charities (in receipt of Mandatory Charitable Rate Relief but would otherwise have qualified for Rural Rate or Small Business Rate Relief). Excluding schools and housing associations.	<ul style="list-style-type: none"> • Occupying business premises in the district and in receipt of mandatory charitable rate relief • Bank Statements (Feb-Apr) to prove loss in income / turnover 	Banded by RV <u>RV</u> <u>Grant</u> up to £4k £2,500 £4k-£8k £5,000 £8k-£12k £7,500 £12k - £15k £10,000
Regular Market Trader (will also include concessions such as independent traders with 'stalls' within larger generally retail settings, excludes car boot sales/other fairs etc).	<ul style="list-style-type: none"> • Must operate regularly from a recognised market within the districts – Aylsham, Reepham, Harleston, Wymondham or Diss. • Regular = min 4 days trading every week from other recognised markets (not car boot sales/other fairs etc) • Food businesses must be registered with their local authority • Business Bank Statements (Feb-Apr) to prove loss in income / turnover • One grant per trader per authority 	£1,000 per day of the week trading from a BDC/SNC market to a maximum of £5,000 per authority

Award Levels - Pot B

Other sectors not covered by the Business Support Grants that have been significantly impacted by COVID-19

Category	Evidence to support application	Grant Award										
Meets Business Support Grant criteria but excluded by virtue of exceeding RV threshold (Retail, Hospitality & Leisure only)	Those businesses excluded completely from the Business Support Grant awards where their RV exceeds £51,000 but less than £70k <ul style="list-style-type: none">Business Bank Statements (Feb-Apr) to prove loss in income / turnoverCross referenced to NDR dataNumber of employees	£10,000										
Childcare Nurseries – RV up to £51,000	These businesses were awarded the Business Rates holiday but excluded from the Business Support Grants. Will also be eligible if previously excluded from SBRR due to operating more than one premises. In this instance the rateable value for each premises will be combined to give an overall RV for appropriate grant band. <ul style="list-style-type: none">Business Bank Statements (Feb-Apr) to prove loss in income / turnoverNumber of employeesCross referenced to NDR data	Banded by RV <table><tr><th><u>RV</u></th><th><u>Grant</u></th></tr><tr><td>up to £4k</td><td>£2,500</td></tr><tr><td>£4k-£8k</td><td>£5,000</td></tr><tr><td>£8k-£12k</td><td>£7,500</td></tr><tr><td>>£12k</td><td>£10,000</td></tr></table>	<u>RV</u>	<u>Grant</u>	up to £4k	£2,500	£4k-£8k	£5,000	£8k-£12k	£7,500	>£12k	£10,000
<u>RV</u>	<u>Grant</u>											
up to £4k	£2,500											
£4k-£8k	£5,000											
£8k-£12k	£7,500											
>£12k	£10,000											
Meets Business Support Grant criteria but excluded by virtue of occupation date or not rated/separately rated at 11/03/20 (Retail, Hospitality & Leisure) or (Small Business Rates)	Those businesses who took on rateable premises during the period between 11/03/2020 and the Lock Down announcement 23/03/2020 inclusive. Consideration will be given to those businesses that were not separately rated at 11/03/20 and where a decision is made to award a grant in these circumstances it would be for£2,500 only. <ul style="list-style-type: none">Business Bank Statements (Feb-Apr) to prove loss in income / turnoverLeasehold agreementRateable value < £51,000NDR data	Banded by RV <table><tr><th><u>RV</u></th><th><u>Grant</u></th></tr><tr><td>up to £4k</td><td>£2,500</td></tr><tr><td>£4k-£8k</td><td>£5,000</td></tr><tr><td>£8k-£12k</td><td>£7,500</td></tr><tr><td>>£12k</td><td>£10,000</td></tr></table>	<u>RV</u>	<u>Grant</u>	up to £4k	£2,500	£4k-£8k	£5,000	£8k-£12k	£7,500	>£12k	£10,000
<u>RV</u>	<u>Grant</u>											
up to £4k	£2,500											
£4k-£8k	£5,000											
£8k-£12k	£7,500											
>£12k	£10,000											
Retail, Hospitality & Leisure supply chain businesses directly impacted by COVID19	Those businesses who form part of the supply chain to the retail, leisure and hospitality industry (for example wholesalers, events companies, coach and travel firms). Will also be eligible if previously excluded from SBRR due to operating more than one premises. In this instance the rateable value for each premises will be combined to give an overall RV for appropriate grant band. <ul style="list-style-type: none">Business Bank Statements (Feb-Apr) to prove loss in income / turnoverCross referenced to NDR data	Banded by RV <table><tr><th><u>RV</u></th><th><u>Grant</u></th></tr><tr><td>up to £4k</td><td>£2,500</td></tr><tr><td>£4k-£8k</td><td>£5,000</td></tr><tr><td>£8k-£12k</td><td>£7,500</td></tr><tr><td>>£12k</td><td>£10,000</td></tr></table>	<u>RV</u>	<u>Grant</u>	up to £4k	£2,500	£4k-£8k	£5,000	£8k-£12k	£7,500	>£12k	£10,000
<u>RV</u>	<u>Grant</u>											
up to £4k	£2,500											
£4k-£8k	£5,000											
£8k-£12k	£7,500											
>£12k	£10,000											

	<ul style="list-style-type: none">• Number of employees• Impact on the local economy – self assessment statement											
Healthcare provision (excludes dentists, vets and doctors surgeries)	<p>Categories such as chiropractors, osteopaths and chiropodists that were specifically excluded from the Retail, Leisure & Hospitality Grants. Will also be eligible if previously excluded from SBRR due to operating more than one premises. In this instance the rateable value for each premises will be combined to give an overall RV for appropriate grant band.</p> <ul style="list-style-type: none">• Business Bank Statements (Feb-Apr) to prove loss in income / turnover• Number of employees• Cross referenced to NDR data• Impact on the local economy – self assessment statement	<p>Banded by RV</p> <table><thead><tr><th><u>RV</u></th><th><u>Grant</u></th></tr></thead><tbody><tr><td>up to £4k</td><td>£2,500</td></tr><tr><td>£4k-£8k</td><td>£5,000</td></tr><tr><td>£8k-£12k</td><td>£7,500</td></tr><tr><td>>£12k</td><td>£10,000</td></tr></tbody></table>	<u>RV</u>	<u>Grant</u>	up to £4k	£2,500	£4k-£8k	£5,000	£8k-£12k	£7,500	>£12k	£10,000
<u>RV</u>	<u>Grant</u>											
up to £4k	£2,500											
£4k-£8k	£5,000											
£8k-£12k	£7,500											
>£12k	£10,000											

Award Levels - Pot C

Facility Grants for public facing businesses to support re-opening

Category	Evidence to support application	Grant Award
Public facing businesses	<p>To support provision of social distancing measures for individual businesses to be able to welcome customers back into their premises</p> <ul style="list-style-type: none"> Brief description of requirements Quotations/estimates from suppliers for equipment <p>Could include items such as cashier screens, barriers to direct one-way systems, self-opening/closing doors etc.</p> <p>For amounts over £250, will require paid invoices to be submitted to Council otherwise funds will be reclaimed.</p>	<p>Customer facing businesses up to £15k RV - £250</p> <p>Customer facing businesses over £15k RV up to £2,000</p>

Award Levels – Pot D

Other grants up to the value of £10,000 will be available through this process for the following sectors (these awards will not be subject to a maximum Rateable Value of £51,000). Sectors given priority determined by local contribution to GVA, workforce % and overall projected impact of crisis on operation. Some of these businesses will already be included in above priorities.

Category	Evidence to support application	Grant Award
Manufacturing	Considering all sectors that will have suffered losses or those that have switched production to PPE and which are significant to the local economy.	Up to £10,000

	<ul style="list-style-type: none"> • Business Bank Statements (Feb-Apr) to prove loss in income / turnover • Last financial accounts • Number of employees • Impact on the local economy – self assessment statement 	
Construction	<ul style="list-style-type: none"> • Business Bank Statements (Feb-Apr) to prove loss in income / turnover • Last financial accounts • Number of employees • Impact on the local economy – self assessment statement 	Up to £10,000
Professional, Scientific and Technical Services	<ul style="list-style-type: none"> • Business Bank Statements (Feb-Apr) to prove loss in income / turnover • Last financial accounts • Number of employees • Impact on the local economy – self assessment statement 	Up to £10,000

Do Business With Confidence – communicating our economic recovery

1. Background

Coronavirus is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial.

Working together, South Norfolk, Broadland and Breckland councils have developed a wide-ranging plan to ensure our economy recovers from the impact of Covid as quickly as possible.

Whilst there are opportunities for businesses, many will need guidance, advice and practical support in seizing these and to recover from the impact of Covid. Ensuring this happens is vital to both reboot the economy and to drive future growth.

High streets, which were shut down so quickly, effectively and responsibly by shopkeepers and businesses, must now be reopened as rapidly as possible, and in line with central government guidance, but in a socially responsible manner. As this is done, council's must not only make alterations to the townscape to ensure safety and give people the confidence to go about their business but also seize the opportunity to make changes which will permanently draw people back to town centres as a destination of choice to undertake shopping, leisure and business activities.

As the council undertakes this work it must ensure it communicates with residents, businesses and key stakeholders effectively so they understand what is being done to help, know how to access support, and can have confidence in the future of the local economy.

This report sets out how communicating this will be achieved.

2. Key principles of communication

Openness, honesty and transparency

Communications will be open, honest and transparent at all times. We will operate in this manner even when the issue is difficult.

Continuous dialogue and engagement not linear communication

Two Councils - One Team

Communications will be two way. We will listen as well as speak and actively engage with and act upon what we hear.

Councillors and Executives as figureheads but all as advocates

Councillors and Executives will act as figureheads both internally and externally to the organisation but via clear communications and engagement staff, businesses and the public will be encouraged and enabled to act as advocates.

3. Messaging

OVERARCHING KEY MESSAGES

Our district is working to ensure everything possible is done so our local economies recover quickly, develop and grow. We are stronger when we work together to do this.

- We are ensuring our high streets and public spaces are clean, safe and vibrant places to be
- We will leave no stone unturned in mobilising the public sector to help businesses survive and thrive
- We are launching the biggest ever business engagement exercise, underpinning a programme and support and advice.
- We will help all business sectors, safeguarding jobs and creating new ones wherever possible.
- We will harness the power of both local spending and inward investment to drive our economies forward.

Overarching strapline: Sustaining jobs. Supporting business. Driving our economic recovery

The strapline is comprised of three key pieces of information which encompass the primary objectives of the project. They are positive, easily understood by the public and easily memorable. The strapline is broad enough to be utilised in any context which may arise as part of this project.

Subordinate call to action straplines: Confidence

The business community, and wider general public, must have confidence that everything is being done to ensure the economy improves and the quality of life is supported.

At the same time communities must be given confidence, through action and support, that their market towns are safe places to shop and do business.

SUBORDINATE MESSAGE EXAMPLES

Two Councils - One Team

Messaging needs will change over time but here are examples of how the confidence call to action will be used.

1. Do business with confidence
2. Shop with confidence
3. Be job confident
4. Walk/ cycle with confidence
5. Park with confidence

Hashtags: #ConfidenceInBreckland #ConfidenceInSouthNorfolk #ConfidenceInBroadland

Local businesses and others will be encouraged to express their #ConfidenceInSouthNorfolk

4. Creatives

Here are just a couple of examples of the creatives which have been developed.



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These creatives will be used in a variety of setting around the market towns including banners, t-shirts, shop stickers, lamppost signs and floor markings.

5. Actions and next steps

Initial communications will aim to raise awareness and gain support for the campaign amongst residents, businesses and key stakeholders. It will also aim to ensure knowledge of the support on offer is widespread amongst the business community.

Initial press release – 29 May

Social media launch – 1 June

Installation of collateral in market towns – 1 June onwards

Letters to business – WC 1 June

Press release re business support numbers and email – WC 1 June

Confidence campaign animation – WC 8 June

Open for business photo op with traders and key stakeholders – 12 June

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Launch of “Confidence in” pledge campaign – WC 15 June

Shop with confidence video - WC 15 June

Next steps for further engagement

Following initial communications activity, further communication will be undertaken to maintain support and confidence, attract further footfall into market towns and ensure awareness of continued access to business support. It will also be important to highlight early successes at this stage. Actions could include -

Further PR

Radio advertising

Shop local challenge

Town trails

Localised communication plans will also be developed by the liaison teams to support specific needs of market towns and high streets.

We will also be developing a confidence campaign to support the reopening and development of our leisure centre offer to support our residents health and wellbeing.

6. Recommendation

The Emergency Committee is asked to note the contents of this report and endorse the communications strategy to support the economic recovery work.

MONITORING OFFICER REPORT

Report Author(s): Emma Hodds
Assistant Director Governance and Business Support –
Monitoring Officer
ehodds@s-norfolk.gov.uk
01508 533791

Portfolio: Leader, Economy and External Affairs

Ward(s) Affected: All

Purpose of the Report:

The Leader has indicated due to the response of the Council to COVID19 he wishes to modify the Cabinet portfolios and corresponding Cabinet Policy Committees and to increase the number of portfolios from six to seven. The Leader also wishes to introduce a new Commercial, Trading & Customer Focus Committee.

To recommend to Council:

1. The modification to the delegation of responsibilities to portfolios and cabinet policy committees as included in Appendix 1 of this report.
2. The increase of portfolios to seven and to approve the additional special responsibility allowances.
3. To authorise the minor amendments to the Cabinet Portfolio Committees terms of reference to the Monitoring Officer, in consultation with the Group Leaders.
4. The introduction of a new Commercial, Trading & Customer Focus Committee and delegate to the Monitoring Officer, through consultation with the Group Leaders, the creation of the terms of reference.
5. The authorisation for the Monitoring Officer to make the consequential changes to the constitution as a result of this report.

SUMMARY

- 1.1 The Leader has indicated due to the response of the Council to COVID19 he wishes to modify the Cabinet portfolios and corresponding Cabinet Policy Committees and to increase the number of portfolios from six to seven. The Leader also wishes to introduce a new Commercial, Trading & Customer Focus Committee.

2 PORTFOLIO ARRANGEMENTS

- 2.1 Part 3 of the Constitution – 3.1 Responsibility for functions - confirms that the Cabinet consists of the Leader, together with at least one and up to nine other councillors from the majority political party, who each act as lead councillor for portfolios of council activities.
- 2.2 The Leader of the Council shall from time to time notify the Council of his appointments to the Cabinet and of the designation and composition of the portfolios which he assigns to specific Cabinet members. A special responsibility allowance is linked to the role of Portfolio Holder.
- 2.3 The Leader has confirmed his intentions to modify the cabinet portfolio service area responsibilities as a response to the COVID19 situation to enable the focus of the Cabinet to be directed to reflect how the Council can best respond to the current situation. It is important that the Council enables Economic Recovery, whilst providing the support to our communities and ensuring that the Council focuses on recovering the financial position.
- 2.4 The review and modification of portfolio responsibilities reflects this ambition. The corresponding Cabinet Policy Committees have also been reviewed to ensure continued alignment. The detail can be found at Appendix 1, whilst a summary of the proposal is as follows:

Cabinet Portfolio	Corresponding Cabinet Policy Committees
Leader	<ul style="list-style-type: none"> • Regulation and Policy • Cross Cutting
Clean and Safe Environment	<ul style="list-style-type: none"> • Economy and Environment • Regulation and Planning • People and Communities
Stronger Economy	<ul style="list-style-type: none"> • Economy and Environment • Regulation and Planning
Better Lives	<ul style="list-style-type: none"> • People and Communities
Customer Focus	<ul style="list-style-type: none"> • Commercial, Trading & Customer Focus Committee
Finance and Resources	<ul style="list-style-type: none"> • Finance, Resources, Audit and Governance • Cross Cutting
Partnership Working	<ul style="list-style-type: none"> • Finance, Resources, Audit and Governance • Commercial, Trading & Customer Focus Committee • Cross Cutting

- 2.5 Minor changes to the names and/or Terms of Reference of the Cabinet Policy Committees will be required in order to ensure continuing alignment to the Cabinet Portfolios.
- 2.6 The Leader has also indicated his ambition to constitute a new Commercial, Trading & Customer Focus Committee, this committee will review the Council's policy in respect of being a commercially focused organisation through the development and implementation of innovation and growth focused activity. The Committee will ensure that there is strong leadership which builds a robust commercial culture and ensures the ongoing viability of the Council.

3 ISSUES AND RISKS

- 3.1 **Resource Implications** – the increase in portfolios will result in an increased special responsibility allowance, which is £6,325 per annum.
- 3.2 **Legal Implications** – the changes in this report will require changes to the constitution, which have been covered through a recommendation within this report.
- 3.3 **Equality Implications** – not applicable to this report.
- 3.4 **Environmental Impact** – not applicable to this report.
- 3.5 **Crime and Disorder** – not applicable to this report.
- 3.6 **Risks** – not applicable to this report.

4 CONCLUSION

- 4.1 This report asks for changes to be made to the portfolio service areas, the complimentary cabinet policy committees and the creation of a new policy committee.

5 RECOMMENDATIONS

To recommend to Council:

- 5.1 The modification to the delegation of responsibilities to portfolios and cabinet policy committees as included in Appendix 1 of this report.
- 5.2 The increase of portfolios to seven and to approve the additional special responsibility allowances.
- 5.3 To authorise the minor amendments to the Cabinet Portfolio Committees terms of reference to the Monitoring Officer, in consultation with the Group Leaders.
- 5.4 The introduction of a new Commercial, Trading & Customer Focus Committee and delegate to the Monitoring Officer, through consultation with the Group Leaders, the creation of the terms of reference.
- 5.5 The authorisation for the Monitoring Officer to make the consequential changes to the constitution as a result of this report.

Appendix 1

Portfolio	Service Activity	Directorate	Policy Committee
Leader	Policy and Strategy	Managing Director / Chief of Staff	Cross Cutting
	Communications and Marketing	Managing Director / Chief of Staff	Cross Cutting
	Strategic Planning Policy including: - Community Infrastructure Levy - Local Development Framework - Joint Core Strategy - New Homes Bonus - Town Plans and Developer Guidance"	Director Place / AD Planning	Regulation and Planning
	External Affairs	Managing Director / Chief of Staff	Cross Cutting
	Commercial Ventures	Managing Director	Commercial, Trading & Customer Focus
	Emergency Planning and Business Continuity	Director Place / AD Regulatory	Cross Cutting
	Elections and Electoral Registration	Director Resources / AD Governance & Business Support	Cross Cutting
Clean & Safe Environment	Street Lighting	Director Place / AD Regulatory	Economy and Environment
	Public Conveniences	Director People & Communities / AD Community Services	Economy and Environment
	Strategic Waste including: - Waste Partnerships - Waste and Environmental Strategy Development	Director People & Communities / AD Community Services	Economy and Environment

	- Reuse and Recycling Project Work	Director People & Communities / AD Community Services	Economy and Environment
	Waste including; - Domestic Recycling - Domestic Refuse Collection - Mini Recycling Centres - Commercial Waste - Grounds Maintenance	Director Place / AD Regulatory	Economy and Environment
	Community Protection and Environmental Quality including: - Surface Water & Sewerage - Environmental Crime - Environmental Health - Pest Control - Dog Control - Disease Control - Neglected Sites - Pollution - Community Safety	Director Place / AD Regulatory	Regulation and Planning
	Licensing including: - Alcohol Licensing - Animal Licensing - Gambling Licensing - Regulated Entertainment Licensing - Taxi Licensing - Hypnosis Licensing - Skin piercing registration	Director Place / AD Regulatory	Regulation and Planning
	Food Safety	Director Place / AD Regulatory	People and Communities

	Burials Public Health Protection	Director Place / AD Regulatory	Economy and Environment
Stronger Economy	Design and Conservation including: _ Biodiversity / Ecology - Dangerous, ruinous or dilapidated buildings - Listed buildings - Tree preservation	Director Place / AD Planning	Regulation and Planning
	Development Control including; - Building Control - client functions - Planning Applications - Planning Appeals - Planning Enforcement - Street Naming & Numbering	Director Place / AD Planning	Regulation and Planning
	Land Charges	Director Place / AD Planning	Regulation and Planning
	CNC Building Control	Director Place / AD Planning	Regulation and Planning
	Strategic Housing Policy including; - Affordable Housing - Housing Enabling	Director Place / AD Economic Growth	People and Communities
	Economic Development including: - Regeneration - Visitor Economy Initiative - Tourism - Commercial Property - Market Towns	Director Place / AD Economic Growth	Economy and Environment

Better Lives	<p>Community Capacity and Engagement including:</p> <ul style="list-style-type: none"> - Community Volunteering - Community Engagement - Community Grants and Funding - Community Transport 	Director People & Communities / AD Individuals & Families	People and Communities
	<p>Community Assets including:</p> <ul style="list-style-type: none"> - Play Site - Inspection and Adoption - Commons - Community Right to Buy - Heritage Site Management - Parish Land Management 	Director People & Communities / AD Individuals & Families	People and Communities
	<p>Benefits including:</p> <ul style="list-style-type: none"> - Council Tax Benefit - Housing Benefits 	Director People & Communities / AD Individuals & Families	People and Communities
	Gypsies and Travellers	Director Place / AD Regulatory	People and Communities
	<p>Housing Standards and Advice including;</p> <ul style="list-style-type: none"> - Homelessness and Homelessness Prevention - Leased Properties and Hostels - Housing Advances - Housing Advice - Housing Register and Home Options - High Hedges - Housing Enforcement - Renovation Grants 	Director People & Communities / AD Individuals & Families	People and Communities

	<ul style="list-style-type: none"> - Units Houses and HMOs <p>Independent Living including;</p> <ul style="list-style-type: none"> - Care and Repair - Disabled Facilities Grants // Aids and Adaptations - Home Maintenance Advice - Supporting People - Welfare Rights and Advice - Handyperson Scheme <p>Help Hub - Early Intervention</p>	<p>Director People & Communities / AD Individuals & Families</p> <p>Director People & Communities / AD Individuals & Families</p>	<p>People and Communities</p> <p>People and Communities</p>
Customer Focussed	<p>Broadband for the Community</p> <p>Car Parks and Parking Enforcement</p> <p>Sport Development including;</p> <ul style="list-style-type: none"> - Community Sport Network - Leisure Development - Play Development <p>Leisure Centres</p> <p>Customer Insight</p> <p>Information Technology, ICT</p>	<p>Director Place / AD Economic Growth</p> <p>Director People & Communities / AD Community Services</p> <p>Director People & Communities / AD Community Services</p> <p>Director People & Communities / AD Community Services</p> <p>Managing Director / Chief of Staff</p> <p>Director Resources / AD Governance & Business Support</p>	<p>Economy and Environment</p> <p>Commercial, Trading & Customer Focus Committee</p> <p>Commercial, Trading & Customer Focus</p> <p>Commercial, Trading & Customer Focus</p> <p>Commercial, Trading & Customer Focus</p> <p>Commercial, Trading & Customer Focus</p>

	Strategy, Telephony and GIS		
Finance & Resources	Audit	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Accountancy and Treasury Management	Director Resources / AD Finance	Finance, Resources, Audit and Governance
	Finance including; - Income - Payments - Sundry Debtors	Director Resources / AD Finance	Finance, Resources, Audit and Governance
	Procurement and Supply Contracts	Director Resources / AD Finance	Finance, Resources, Audit and Governance
	Health and Safety at SNC	Director Resources	Cross Cutting
	Human Resources	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Land and Property including; - Asset Management - Building Maintenance - Facilities Management	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Risk Management	Managing Director / Chief of Staff	Finance, Resources, Audit and Governance
	Revenues including; - Council Tax Collection - National Non-Domestic Rates - Rate Relief Schemes - Benefit Fraud	Director Resources / AD Finance	Finance, Resources, Audit and Governance

Partnership Working	Service Improvement and Efficiency - Organisational Development - Business Development - Business Improvement - Performance Improvement - Customer Insight	Managing Director / Chief of Staff	Cross Cutting
	Shared Services with Broadland	Managing Director	Cross Cutting
	Legal Services	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Governance including; - Data Protection - Freedom of Information - Equalities	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Democratic Services including; - Committee Services - Member Support	Director Resources / AD Governance & Business Support	Finance, Resources, Audit and Governance
	Local Government Review	Managing Director	Cross Cutting
	Big Sky	Managing Director	Commercial, Trading & Customer Focus