

Council

Agenda

Members of the Council

Cllr K A Vincent (Chairman)	Cllr R R Foulger (Vice Chairman)
Cllr A D Adams	Cllr J Leggett
Cllr S C Beadle	Cllr K G Leggett MBE
Cllr N J Brennan	Cllr I J Mackie
Cllr D J Britcher	Cllr T M Mancini-Boyle
Cllr P E Bulman	Cllr I N Moncur
Cllr S J Catchpole	Cllr M L Murrell
Cllr S M Clancy	Cllr J A Neesam
Cllr B Cook	Cllr G K Nurdin
Cllr J K Copplestone	Cllr G Peck
Cllr A D Crotch	Cllr S M Prutton
Cllr J J Emsell	Cllr S Riley
Cllr J F Fisher	Cllr D Roper
Cllr R M Grattan	Cllr C E Ryman-Tubb
Cllr S C Gurney	Cllr N C Shaw
Cllr N J Harpley	Cllr M D Snowling MBE
Cllr D G Harrison	Cllr L A Starling
Cllr L H Hempsall	Cllr D M Thomas
Cllr S I Holland	Cllr J L Thomas
Cllr N C Karimi-Ghovanlou	Cllr S A Vincent
Cllr K S Kelly	Cllr S C Walker
Cllr D King	Cllr J M Ward
Cllr S Lawn	Cllr F Whymark
Cllr K E Lawrence	

Date

Thursday 19 November 2020

Time

7.00pm

Place

To be hosted remotely at

Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Contact

Dawn Matthews tel (01603) 430404

Broadland District
Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich NR7 0DU



E-mail: committee.services@broadland.gov.uk



@BDCDemServices

Trevor Holden
Managing Director

11 November 2020

PUBLIC ATTENDANCE - This meeting will be live streamed for public viewing via the following link: <https://www.youtube.com/channel/UCZciRqwo84-iPyRImsTCInq>

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.services@broadland.gov.uk, no later than 5.00pm on Monday 16 November 2020

AGENDA

Page No

1	To receive declarations of interest under Procedural Rule no 8 – guidance and flow chart attached	7
2	Apologies for absence	
3	To consider the minutes of the meeting on 24 September 2020	9
4	Matters Arising (if any)	
5	Announcements	
	To receive announcements from	
	(1) The Chairman – list of Civic Engagements attached	18
	(2) The Vice Chairman	
	(3) The Leader	
	(4) Members of the Cabinet	
	(5) Head of Paid Service	
6	Questions from the public	
	To consider any questions received from members of the public in accordance with Procedural Rule 10	
7	Public Speaking	
	To consider representation from members of the public who have expressed the wish to convey their views on items on this agenda	
	In accordance with the Constitution a total period of 15 minutes is allowed (each speaker may speak for 3 minutes only)	
8	Overview and Scrutiny Committee	
	To receive the non-exempt minutes of the meetings on	
	(1) 22 September 2020	19
	(2) 27 October 2020	31
9	Cabinet	
	To receive the non-exempt minutes of the meeting on 29 September 2020	48
	The following matters need consideration by Council:	
	Minute no: 137 - Updated Delivery Plan to Reflect the Impact of Covid-19 - this matter will be dealt with at item 13 below	49

Minute no: 142 - Risk Management Policy and Strategy	57
<i>to consider approval of the Risk Management Policy, subject to amendment of title to risk impact table in Appendix B to 'Impact on Delivery of Services' (copy of Policy attached)</i>	61
To receive the non-exempt minutes of the meeting on 3 November 2020	76
The following matters need consideration by Council:	
Minute no: 155 - Budget Update Report	78
<i>To consider recommendations 1 – 9 set out in minute no:155</i>	80
Minute no:156 - Review of Earmarked Reserves	81
<i>To consider recommendations 1 – 3 set out in minute no:156</i>	81
Minute no: 157 - Treasury Management Quarter 2 Report 2020/21	82
<i>To consider recommendations 1-2 set out in minute no 157</i>	83
Minute no: 159 - Approval of UK Municipal Bond Agency's Framework Agreement	86
<i>To consider approval of the Council's entry into a Framework Agreement and its accompanying schedules</i>	87
Minute no: 160: The Vision for a Best in Class Housing Offer and Draft Allocations Scheme	87/88
<i>To consider endorsing Officers' work towards the Best in Class Housing Offer and consider agreeing the adoption of the Housing Allocations Scheme (copy of the Allocations Scheme attached)</i>	93

10 Planning Committee

To receive the decisions of the meetings on

(1) 16 September 2020	151
(2) 7 October 2020	152
(3) 4 November 2020	153

11 Audit Committee

To receive the minutes of the meeting held on 22 October 2020	154
---	-----

12 Licensing and Regulatory Committee

To receive the minutes of the meetings held on

(1)	23 September 2020	162
(2)	29 October 2020	164
(3)	5 November 2020	169

The following matter needs consideration by Council:

Minute no: 10 - Licensing Act 2003 – Review of Licensing Policy	169/170
---	---------

<i>To consider adoption of the amended Licensing Policy subject to the further amendments proposed by the Committee (Policy attached)</i>	171
---	-----

13	Updated Delivery Plan to Reflect the Impact of Covid-19	201
-----------	--	------------

To consider adoption of the updated delivery Plan for 2020/21 and approve the development of a one-year plan for 2021/22 returning to Councils in February 2021	205
---	-----

14	Monitoring Officer Report	
-----------	----------------------------------	--

To consider the report of the Monitoring Officer	272
--	-----

15	Outside Organisations – Feedback from Representatives	
-----------	--	--

To note the reports from Members appointed to represent the Council on outside bodies	275
---	-----

16	Questions from Members	
-----------	-------------------------------	--

To consider the following questions received in accordance with Procedural Rule 12.4

Cllr. N C Karimi-Ghovanlou

“QR codes are presently only mandatory for establishments serving food. In response to several residents questions, I would like to ask if the council are actively encouraging other retailers, especially supermarkets within Broadland, to display an NHS QR code to aid with Track & Trace?”

And if the lockdown continues past 2nd December, will food boxes be available again for our most vulnerable residents, or are we to continue to rely on the goodness of our communities to support those in dire need.”

Cllr D Roper

“Please could the Leader provide a timeline of member involvement in the decision to relocate the planning department to South Norfolk House prior to the all member email on 4th September. In particular could the leader outline which elected members were involved in making the decision and when.”

“Will the Leader please outline what he sees as the next steps in progression of the collaboration project, in particular what he hopes will be achieved in the next 12 months.”

17 Motions

To consider the following Motions received under Procedural Rule 13:

Proposer: Cllr Sue Lawn Second: Cllr Jo Copplestone

*Broadland District Council stands firmly against all inequality, unlawful discrimination, harassment, victimisation or any other form of activity that creates disadvantages for individuals within the community. The Council will continue to promote equality of opportunity, challenge inequality and ensure respect for **everyone**: - within the local community, as an employer and as a partner.*

The Council forges strong links with a range of groups, within both Broadland and our neighbouring authorities. We will continue to promote fairness and accessibility to our services, as well as employment opportunities for all. We will do this through the Council's Equality Objectives :

- Ensure we are inclusive employers, identifying any underrepresented groups in the workforce*
- Ensure that Broadland continue to provide accessible and inclusive services for all our customers*
- Active engagement with those service users who have one, or more of the protected characteristics:*
- Implement increased awareness of equality issues across the Council*

*As times and perspectives are evolving, it is even more important to reinforce our commitment to promoting equality and challenging inequality, therefore this Council **RESOLVES** to:*

- Review and refresh the actions set out in the Council's Equality Objectives and Actions 2019/2023 in light of the current situation and in line with guidance, such as that issued by Public Health*
- Ensure Council employees and Members continue to be fully informed and updated through annual Equality and Diversity training in order to promote positive and inclusive attitudes.*
- Continue to work with local partners in order to offer support for those at greatest risk of the impact of Covid-19*

18 Exclusion of Press and Public

The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

19 Overview and Scrutiny Committee

to receive the exempt minutes of the meeting on 22 September 2020 **278**

20 Cabinet

to receive the exempt minutes of the meeting on 29 September 2020 **281**

The following matter needs consideration by Council:

Minute no 144 – Updating the Food Innovation Centre Business Case

That the capital programme for the Food Innovation Centre is increased to cover the full capital cost and contingency amount as set out in the report.

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 must then withdraw from the meeting.

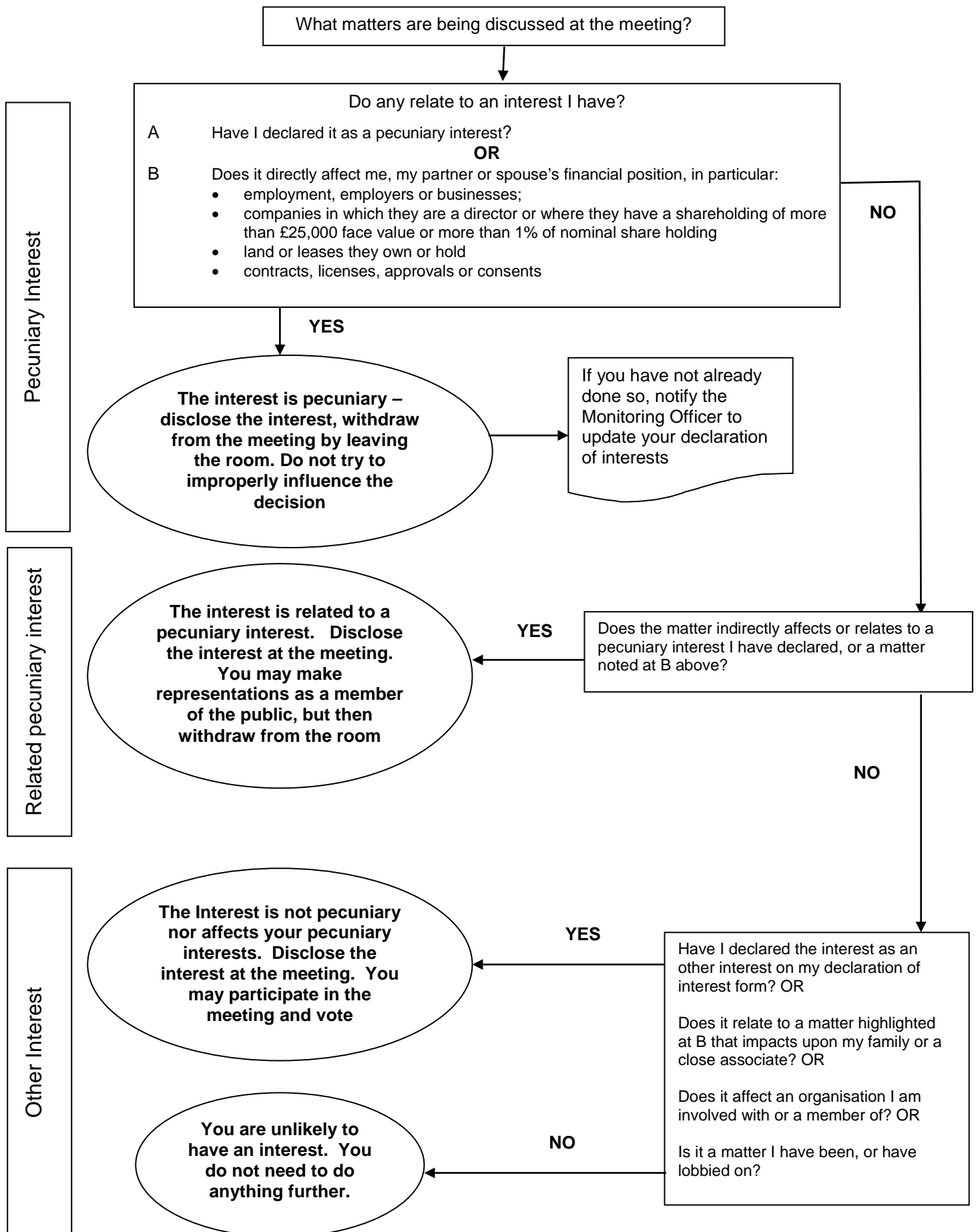
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

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



Minutes of a meeting of the **Council** held remotely on **Thursday 24 September 2020** at **7.00pm**.

A roll call was taken and the following Members were present:

Cllr K A Vincent – Chairman

Cllr A D Adams	Cllr D Harrison	Cllr G K Nurden
Cllr S C Beadle	Cllr L H Hemsall	Cllr G Peck
Cllr N J Brennan	Cllr S I Holland	Cllr S M Prutton
Cllr D J Britcher	Cllr N C Karimi-Ghovanlou	Cllr S Riley
Cllr P E Bulman	Cllr K S Kelly	Cllr D Roper
Cllr S J Catchpole	Cllr D King	Cllr C E Ryman-Tubb
Cllr J K Copplestone	Cllr S Lawn	Cllr N C Shaw
Cllr A D Crotch	Cllr K E Lawrence	Cllr L A Starling
Cllr J J Emsell	Cllr J Leggett	Cllr D M Thomas
Cllr J F Fisher	Cllr K G Leggett	Cllr J L Thomas
Cllr R Foulger	Cllr I J Mackie	Cllr S A Vincent
Cllr R M Grattan	Cllr T M Mancini-Boyle	Cllr S C Walker
Cllr S C Gurney	Cllr M L Murrell	Cllr J M Ward
Cllr N J Harpley		Cllr F Whymark

Also in attendance were the Managing Director, the Director of Resources, the Director of Place, the Director of People and Communities, the Assistant Director Chief of Staff, the Assistant Director Governance & Business Support (Monitoring Officer), the Assistant Director Finance, and the Democratic Services Manager.

167 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

There were no declarations of interest from members.

168 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr S Clancy, Cllr B Cook, Cllr I Moncur, Cllr J Neesam, Cllr D Roper and Cllr M D Snowling.

169 MINUTES

The Chairman proposed the following amendments to the minutes of the meeting held 30 July 2020:

With regard to minute 159 (Monitoring Officer Report), sixth paragraph, to insert the words “from the Monitoring Officer” after “advice”.

The amended sentence to read: "The Chairman of the Council stated that she had taken advice **from the Monitoring Officer** on this matter and was keen to see the Constitution upheld."

Within the same paragraph, to join the second and third sentence together and slightly reword. The new combined sentence to read: "She had decided that the late receipt of the changes would not be justified on the grounds of urgent business and was of the view that the late amendment did not fall within the **requirements** of the Constitution."

To amend the first sentence of the eighth paragraph to read "The Chairman commented that the procedure had been the same for the last 12 months and the proposed changes had only been notified 3 days before the meeting, **which was considerably later than the 10 days stated in the Constitution.**"

Subject to the above amendments, the minutes were then, by way of a roll call, confirmed as a correct record and signed by the Chairman.

170 MATTERS ARISING

In response to a query regarding minute no 163, Temporary Pavement Licensing, Cllr J Leggett confirmed that to date, no applications had been received for a temporary pavement licence..

171 ANNOUNCEMENTS

The Chairman welcomed the former Senior Governance Officer, Sara Utting, to the meeting. Ms Utting had recently left the Council, after 33 years of service. On behalf of the Council, the Chairman thanked Ms Utting for her service, and the help and guidance she had provided to Members over the years. Ms Utting was presented with a bouquet of flowers from the Chairman, as a token of her appreciation, and she wished Ms Utting every success in her new position at the Broads Authority.

Ms Utting thanked Members for their kind words and wished everyone well for the future.

The Chairman then drew Members' attention to the civic engagements she had undertaken since the last meeting of the Council. She explained that it had been a privilege presenting awards to the Covid-19 Community Heroes, and heart-warming and inspirational to hear of their work within their communities.

The Chairman then drew attention to a couple of items not listed in the agenda one being a visit to Council's refuse collection depot where one of the crews had collected the Covid-19 Community Heros award on behalf of the entire refuse collection crew. The Chairman had been keen to meet and thank around 70 members of the collection crew at an early morning visit to the depot as the crews went out on their rounds.

Members also noted that the Chairman had presented the “Wow” award at the recent staff One Awards, to Jamie Henry and the Green Guardians, who were recognised for all their hard work carried out in their own time transforming the grounds outside Thorpe Lodge.

The Vice-Chairman, Cllr R Foulger, advised Council that on 15 August, he had attended a very moving ceremony at Drayton, organised by the Parish Council and the British Legion, in remembrance of VJ Day.

The Leader of the Council (Cllr S Vincent), reminded Members of the impacts of Covid-19 on individuals and communities. He advised that infection levels across the district remained low, however, stressed the importance of following government guidance, to avoid the spread of the virus.

The Leader of the Council was pleased to announce that Broadland Growth, had sold (subject to contract) all 22 homes of its development in Gt Plumstead. The development had provided eight new affordable homes, and had contributed to the provision of green infrastructure and local highway improvements.

Members were advised that the Council, along with Norwich City Council and South Norfolk Council, had recently won an award for partnership working across the Greater Norwich area, relating to work carried out on the Joint Infrastructure and Investment Plan.

The Leader of the Council reminded Members that nominations for the Community Hearts Awards, would close on 27 September and that this was an opportunity to celebrate the selfless work of individuals within local communities.

The Portfolio Holder for Finance (Cllr T Mancini-Boyle), reminded Council that the Community Lottery was launching on 5 November, and she asked Members to ensure that all good causes were registered with the Community Team as soon as possible. Members noted that tickets would be going on sale in January 2021.

The Portfolio Holder for Economic Development (Cllr J Copplestone) was pleased that the Government had recently announced a new Job Support Scheme, to replace the Furlough scheme from November. Members also noted that the reduced rate of VAT (5%) for the hospitality and tourism sector was to be extended to 31 March, and Cllr Copplestone felt this would be a welcome boost for local businesses.

Cllr Copplestone also informed Members that a grant had been received from the “Getting Building Fund” to support the Food Innovation Centre.

The Portfolio Holder for Transformation and Organisational Development (Cllr J Emsell) was pleased to advise that despite lockdown, and the need to work from home, officers had made excellent progress with a number of Spark IT projects, referring in particular to the ongoing work on the joint website and email projects. Improvements had also been made to the telephony system, enabling more efficient communication whilst officers worked at home. He explained that the Service Improvement and Efficiency Committee would be regularly receiving updates on such projects.

The Portfolio Holder for Planning (Cllr L Hemsall) explained that officers had prepared the Council's formal responses to two Government consultations; the White Paper Planning for the Future, and Changes to the current Planning System, and these had already been considered at recent meetings of the Place Shaping Panel and the Overview and Scrutiny Committee. She thanked Members for their positive engagement in helping to shape the final responses and encouraged Members who wished to make any additional comments to do so through herself, the Leader of the Council, or officers, ahead of the Cabinet meeting the following Tuesday.

The Portfolio Holder for Environmental Excellence (Cllr J Leggett) was pleased to announce that current recycling rates from DEFRA had indicated an overall recycling rate of 49.6% for Broadland, over 7% more than that achieved by any other authority in Norfolk. She stressed that further work was needed to achieve the Council's ambition of reaching a recycling rate of 60%.

The Portfolio Holder for Housing and Wellbeing (Cllr F Whymark) congratulated staff on the recent One Awards and made particular reference to Heath Allsop who was recognised as a "customer hero" for all his work as Handyperson, and also Victoria Parsons, recognised as a "rising star" due to her excellent work in Housing.

Cllr Whymark encouraged all Members to attend a Member Briefing session on 30 September at 5.00pm on the proposed Housing Allocations Scheme. Members noted that the Scheme would be considered at the Wellbeing Panel on 7 October.

Members were also informed that the Marriott's Way 10k race and Family One Mile Fun Run, would be going ahead virtually, with runners being asked to complete the distance between Monday 28 September and Sunday 4 October.

The Managing Director thanked Members for their references to the One Awards, explaining that all nominations had come from officers themselves. The Awards were a great opportunity to celebrate the significant achievements of staff.

The Managing Director went on to inform Members that staff were continuing to work from home where possible, and had recently attended orientation sessions, which had provided an opportunity for teams to meet in person in a Covid-19 secure environment, and to discuss who would be working from where going forward.

Finally, the Managing Director was pleased to inform Council that former apprentice, Katy Whiting, had recently been recognised as runner up in the East of England Apprentice of the Year Awards.

172 QUESTIONS FROM THE PUBLIC

It was noted that there had been no questions from the Public.

173 PUBLIC SPEAKING

It was noted that there had been no requests for public speaking.

174 OVERVIEW AND SCRUTINY COMMITTEE

The non-exempt minutes of the Overview and Scrutiny Committee meetings held 18 August and 8 September 2020 were received.

175 CABINET

The non-exempt minutes of the Cabinet meeting held on 25 August 2020 were received.

Minute no: 123 - Covid-19 Response – Norfolk Wide Fighting Fund

The Leader of the Council, seconded by Cllr T Mancini-Boyle, invited Members to support the recommendation to delegate authority to the Assistant Director Finance, in consultation with the Leader of the Council, to allocate £150,000 to the Norfolk wide Fighting Fund. The Leader stressed the importance of the Fund in helping local businesses and felt the investment to be good value for money, advising that the latest allocation figures would result in approximately £430,000 being reinvested back into the Broadland area.

It was then, by way of a roll call,

RESOLVED

that authority be delegated to the Assistant Director Finance, in consultation with the Leader, to allocate £150,000 to the Norfolk Wide Fighting Fund.

Minute no: 125 – Update to Local Development Scheme

The Portfolio Holder for Planning (Cllr L Hempsall), seconded by Cllr S Vincent, invited Council to support the recommendation to approve the proposed amendments to the current, May 2019 Local Development Scheme.

It was then, by way of roll call

RESOLVED

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

176 PLANNING COMMITTEE

The decisions of the Planning Committee meetings held on 12 August and 9 September 2020, were received.

177 AUDIT COMMITTEE

The minutes of the meeting of the Audit Committee, held 16 July 2020, were received.

Cllr G Nurden outlined the items considered by the Committee, at its meeting held on 16 July. He drew particular attention to the Internal Audit Follow Up Report, which had been an area of concern for the Committee. He explained that some audit recommendations going back to 2017/18 had still not been implemented, and this was felt to be unacceptable by the Committee. Members noted that all responsible officers had been tasked with devising a plan of how recommendations would be implemented before their new due date, and the Committee would require a response from the Managing Director, should recommendations fail to be implemented by the date of the next Audit Committee meeting.

178 LICENSING COMMITTEE

The minutes of the meeting of the Licensing Committee, held 22 July 2020, were received.

179 MONITORING OFFICER REPORT

Members considered the report of the Monitoring Officer, which detailed proposed changes to the appointments of Members to Committees, an update to the terms of reference of the Service Improvement and Efficiency Committee, and a proposed archive policy for committee meetings live streamed on YouTube.

The Leader of the Council invited Members to approve all the recommendations detailed in the report, and this was seconded by Cllr R Foulger.

Cllr S Riley referred to the proposed changes to the named substitutes of the Planning Committee and explained that the Liberal Democrat Group wished to be able to call upon any trained members to act as a substitute if required, and not be restricted to those members named in the substitute pool. He therefore clarified that Cllrs Harrison, Holland and Catchpole would remain as potential substitutes, in addition to Cllrs Lawrence and Neesam. The Monitoring Officer confirmed this proposal to be acceptable and in line with the Constitution.

Turning to the archive policy, the Leader of the Council stressed the need for the recordings of meetings to be available to the public, however, felt that there was a need for the appropriate management of historical meetings. Considerable discussion followed during which some members expressed their dissatisfaction with proposals to delete the recordings from YouTube, after three months. It was felt that the recordings not only aided transparency but were also useful historical records that could be used as a resource tool to assist students with their studies. Members noted that other Councils had complimented the way in which remote meetings had been conducted at Broadland, in particular the Planning Committee, where the number of public views were high. Members also raised the question as to what would happen once meetings resumed in person in the Council Chamber, and whether live streaming on to YouTube would continue.

In response to queries, the Managing Director confirmed that there was no legal requirement for the retention of the recordings of meetings, and he stressed that the minutes of the meeting were deemed as the permanent and official record.

Cllr S Riley then proposed the following amendment to the recommendation at 7.3 of the report:

That the recordings of committee meetings on YouTube, be held there in perpetuity, and that this policy be reviewed after 12 months.

Cllr K Kelly seconded the amendment, confirming his view that recordings should permanently remain on YouTube.

After further discussion, during which Members spoke in support of the amendment, a vote was carried out by roll call and the amendment was carried.

Following a further vote by roll call, it was

RESOLVED

1. To approve the amendments to the appointments of the Committees and Panels, as proposed in section 2 of the report;
2. To approve the Terms of Reference for the Service Improvement and Efficiency Committee and the subsequent changes to the Constitution;
3. That the recordings of meeting on YouTube remain there in perpetuity, and that this policy be reviewed after 12 months

180 OUTSIDE ORGANISATIONS – FEEDBACK FROM REPRESENTATIVES

Members received and noted the feedback on outside bodies.

181 QUESTIONS FROM MEMBERS

In accordance with Procedural Rule 12.4, the following questions were received from Cllr D Roper, and were put to the Leader of the Council by Cllr S Catchpole (in Cllr Roper's absence):

Question One

Will the Leader please appraise Council of his views on whether local government reorganisation should take place in Norfolk. In what circumstances would he support reorganisation and what future structure of local government does he think would best serve Broadland residents?

Question Two

Will the Leader join with me in fully endorsing the sentiments of the motion passed by Norfolk County Council on 20 July on racism and racial equality in response to recent Black Lives Matter" campaigns.

The preamble to the motion is printed below:

"Council is committed to tackling discrimination and prejudice in all of its forms and recognises our responsibility to lead by example. Council affirms its commitment to continue work to address disadvantage, promote equality and eradicate racism.

In particular Council welcomes the spotlight that the Black Lives Matter campaign has shone on racism. We recognise our role and responsibility, as councillors and Norfolk County Council as a whole, to tackle racism locally, nationally and internationally".

In response to the first question regarding local government reorganisation, the Leader of the Council felt it was premature to provide a detailed response, explaining that the Government White Paper on Devolution and Recovery was to be published sometime in October. However, Norfolk had a population of over 900,000, and having eight councils governing the area which employed over 10,500 staff with a combined expenditure of approximately £1.2 billion, he felt it was possible to create a new structure that would not only be easier for the public to understand, but would be more cost effective, provide more accountability, and achieve better outcomes. He stressed that he could not support any restructure that would not result in better outcomes for residents.

The Leader suggested that the Council had already embarked on its own reorganisation through its collaboration with South Norfolk Council, referring to improved resilience and value for money, achieved through the activities of the One Team. He felt this had clearly been demonstrated through the response from the team to the Covid-19 pandemic, and this was where he felt the current focus of the Council should lie.

In response to the second question regarding the recent motion passed by Norfolk County Council on racism and racial equality, the Leader agreed with the sentiments of the motion. He stressed that Broadland Council deplored and would not tolerate any form of discrimination. The Council had a

responsibility to lead by example and would promote equality, and work to eradicate discrimination in all forms.

182 MOTIONS

Members noted that no motions were received under Procedural Rule 13.

183 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

184 OVERVIEW AND SCRUTINY COMMITTEE

The exempt minutes of the Overview and Scrutiny Committee meeting held on 18 August 2020 were received.

185 CABINET

The exempt minutes of the Cabinet meeting held on 25 August 2020 were received.

Minute no: 130 – Food Innovation Centre

The Portfolio Holder for Economic Development (Cllr J Copplestone) invited Council to support Cabinet's recommendation regarding the funding allocation for the Food Innovation Centre, from the Getting Building Fund.

The Leader of the Council was pleased to second the proposal, stressing the positive impact the Food Innovation Centre would have on the local economy of Broadland, and the wider economy of Norfolk.

It was then, by way of a roll call,

RESOLVED

To accept retrospectively the decision made by officers to accept Broadland District Council's funding allocation for the Food Innovation Centre from the Getting Building Fund

.

The meeting closed at 8:59pm

**CIVIC ENGAGEMENTS FOR THE CHAIRMAN and VICE CHAIRMAN
FOR THE PERIOD: 24 September – 18 November 2020**

Date	Event
25 – 30 September	<p>Community Hero Award Presentations:</p> <p>The Chairman met individually with five Community Hero Award winners, who had selflessly helped those in need during the initial lockdown period.</p>
2 October	<p>Judging the Community at Heart Awards</p> <p>As part of the judging panel, the Chairman considered nominations for the Community at Heart Awards to decide the winners in each category.</p>
2 November	<p>Recording for the Community at Heart Awards</p> <p>The Chairman recorded her opening and closing speeches, which will be streamed at the Awards on 12 November.</p>
2 November	<p>Winner of Community at Heart Award Announcements</p> <p>The Chairman met with two Award winners separately via Zoom to congratulate them on winning a Community at Heart award in the 'Inspiration of the Year' and 'Young Person of the Year' categories.</p>
5 November	<p>Community at Heart Lottery Launch</p> <p>The Chairman attended the launch of the Community Lottery event with Cllr Copplestone, which was created to support local good causes across the district.</p>
5 November	<p>Winner of Community at Heart Award Announcements</p> <p>The Chairman and the Deputy Leader launched Broadland District Council's Community at Heart lottery with a virtual event via Zoom, enabling local good causes to find out how the lottery can benefit them and how to register.</p>
8 November	<p>Remembrance Sunday</p> <p>The Chairman, accompanied by Cllr Ken Leggett, laid a wreath at the war memorial in Old Catton, to remember those men and women who lost their lives In the World Wars.</p>
12 November	<p>Community at Heart Awards</p> <p>The Chairman opened the Community at Heart Awards, where winners of each category were celebrated for their selfless work and incredible achievements in our communities.</p>

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held by video link on **Tuesday 22 September 2020** at **10.00 am** when there were present:

Cllr S Riley – Chairman

Cllr A D Adams
Cllr N J Brennan
Cllr S J Catchpole
Cllr N J Harpley

Cllr S I Holland
Cllr N C Karimi-Ghovanlou
Cllr K S Kelly
Cllr M L Murrell

Cllr G K Nurden
Cllr S M Prutton
Cllr N C Shaw

Cllr L Hemsall also attended the meeting.

Also in attendance were the Director – Place, Director – Resources, Director – People & Communities, Chief of Staff, Assistant Director – Economic Growth, Assistant Director – Planning, Assistant Director – Finance, Assistant Director – Governance & Business Support (Monitoring Officer), Strategy and Programme Manager, Governance Manager, Housing and Wellbeing Senior Manager, Senior Economic Development Officer: Funding and Strategy, Policy and Partnerships Officer, Senior Governance Officer (SE), Democratic Services Officer (LA) and the Democratic Services Officer (JO).

Mr G Everett was in attendance for item 173 – Public Speaking

169 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Beadle, Cllr Bulman and Cllr King.

170 MINUTES

The Minutes of the meeting held on 8 September 2020 were confirmed and signed by the Chairman as a correct record.

171 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised the meeting that as the paper on the Food Innovation Centre had been received late the Assistant Director – Economic Growth would provide a detailed presentation to the Committee.

The Chairman also welcomed Sue Elliot, the new Senior Governance Officer, to the meeting who would be providing support to the Committee.

CABINET REPORTS

172 UPDATED DELIVERY PLAN POST COVID-19

The Strategy and Programme Manager introduced the report, which set out the updated Delivery Plan for 2020/21 in the light of the updated priorities of the Council, following the recent impacts of the Covid-19 pandemic.

It was originally intended that the plan would be an interim one-year plan for 2020/21, whilst a new two-year plan was developed for 2021/22. However with the ongoing impacts of Covid-19 and a constantly changing environment, it was recommended that the development of a two-year Delivery Plan and Budget setting process be postponed for one year and allow for the development of a one-year plan for 2021/22, alongside the budget, returning to Council in February 2021.

The updated Delivery Plan for 2020/21 outlined the proposed amendments to be made to the key priority focus areas and projects for the Council. These had been revised to take account of; ongoing Covid-19 response work; impacts on timescales; adjustments resource allocations and budgetary implications.

Overall, in light of the ongoing implications and challenges of Covid-19, the Plan ensured that organisationally the Council had a clear overview of its priorities and the right resources and plans in place to support the recovery effort for the District.

In response to a query, it was confirmed that the Delivery Measures in the Delivery Plan would be reported to Cabinet thorough Performance Reports in Quarters 2, 3 and 4. The Delivery Plan also aligned with the annual budget setting process, which was adjusted as necessary and which in turn fed into the Medium Term Financial Plan.

In answer to a question about the delivery of services by staff working from home, the Committee was advised that working from home had worked very well for the majority of staff and Thorpe Lodge had been adapted to accommodate staff who needed to be in the office. The Council would continue to monitor the situation and be guided by the Government.

The Committee was also informed that the measures in the Delivery Plan had been agreed by Council and that whilst some measures would cover both Broadland and South Norfolk (in matters such as staff) others would be bespoke for Broadland. Members were reminded that the Council also reported on issues such as employment and homelessness over Greater Norwich, as this was the larger geographical area over which plans were drawn up.

The Committee noted that the Delivery Plan included tracked changes to highlight where amendments had been made and it was confirmed that when the final version was agreed by Council a clean version would be published.

In respect of measures taken to assist market towns to respond to the pandemic, Members were advised that actions had to be taken very quickly and it would have been difficult to consult with Ward Members during this period. However, consultation exercises were being planned to determine future need on the high street and Members would be fully involved in the process.

It was confirmed that an informal workshop of the Service Improvement and Efficiency Committee, Joint Lead Members Group and South Norfolk's Commercial Trading and Customer Focus Committee was to be held soon to consider the single website and domain and, in response to a Member's request, officers confirmed that a website chat function would be considered.

In answer to a query about the increase in the revenue budget for the Senior Management Team and Executive Support, the Assistant Director – Finance confirmed that this was due to increased costs arising from the pandemic.

RECOMMENDED TO CABINET

Options (1 and 2)

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

173 PUBLIC SPEAKING

Mr Graham Everett, the Chairman of Drayton Parish Council, addressed the meeting in respect of the planning consultations to be considered at Minute 174 below (Response to Ministry of Housing, Communities and Local Government (MHCLG) Consultations). He advised the Committee that he was very supportive of the consultation responses proposed by the Place Shaping Panel at its meeting on 18 September 2020, particularly those in respect of the affordable housing threshold and Neighbourhood Plans and also by the comments regarding the importance of community engagement if development was to be front loaded.

He had the following two questions for officers:

- (1) *Will the proposed transition from S106 and Community Infrastructure*

Levy payments to the new Infrastructure Levy come into force when the Local Plan is adopted in 30 months' time, and if current applications were delayed by the pandemic would they be entered into the new scheme or remain in the current one?

Officer response:

There was no detail available at this consultation stage about how the Infrastructure Levy would work and if there would be a transition period or whether current planning applications would be subject to the new Levy.

(2) *It was proposed that the Infrastructure Levy would be paid out on completion of a dwelling. Were there any safeguards against a developer not completing a dwelling and therefore delaying payment of, which could have financial consequences if a council had borrowed against it?*

Officer response:

There was currently a time limit on the commencement of a development once planning permission had been granted, but there was no suggestion that a time limit on completion would be introduced.

Members were advised that officers would also be sending a written response to Mr Everett, who confirmed that he would be happy to share this information with the Committee.

174 RESPONSE TO MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG) CONSULTATIONS

The Assistant Director Planning introduced the report which informed Members of the key changes proposed by MHCLG on the future of the planning regime and proposed consultation responses to two planning related documents: a White Paper entitled 'Planning for the Future' and a consultation paper on 'changes to the planning system'.

In the White Paper, the Government proposed the most radical changes to the planning system since 1947 and sought to simplify the role of Local Plans, so that they focused on identifying land under one of three categories: Growth Areas, Renewal Areas and Protected Areas.

Local Plans would set clear rules, rather than general policies for development. The proposed response to the frontloading of the local plan process was to ensure that there was significant community engagement at the development allocation stage.

In addition housing numbers would no longer be set locally, but by Government. The Local Plan process would be restricted to 30 months and would be based on a more digitally accessible format. It was also proposed to replace the Community Infrastructure Levy and S106 agreements with a new Infrastructure Levy. This proposal was lacking in detail about how the transition between the two systems would work and this had been raised in the response as a concern.

The second key topic in the White Paper was Development Management, which was proposing that where land had been allocated in a more detailed way there would be a presumption in favour of planning permission. Whilst the principle of generic policies to cover the majority of subject areas was accepted, it was suggested in the Council response that consideration needed to be given to local characteristics and constraints as well.

Proposals for web based digitised local plans were welcomed, but the Council had also made the point in its response that not all members of the public had access to IT.

Government would also seek to strengthen enforcement powers to ensure planning standards were maintained.

The consultation on the White Paper would run until 31 October 2020.

The second consultation: 'Changes to the current planning system', proposed changes to the standard methodology for assessing local housing need and introduced a new set of proposals to secure First Homes, which would be available at a 30 percent discount in perpetuity. It was also proposed to lift the small sites threshold, below which affordable housing was not required, from 10 homes to either 40 or 50 homes and extend the current Permission in Principle provisions to major developments.

The proposed changes to the standard methodology was a concern, as under the current system there were around 2,000 homes being delivered in Greater Norwich per year, but if the revised methodology was adopted this would rise to 3,256 per year. This figure was seen as unreasonable and it was hoped that the Government would modify this proposal in light of the rate of delivery already being achieved in Greater Norwich.

The paper proposed that 25 percent of all affordable housing should be First Homes, which would be homes for first-time buyers with a minimum 30 percent discount against market value in perpetuity.

First Homes would be calculated as part of the affordable housing allocation for Greater Norwich.

Of particular concern was a proposal to temporarily raise the threshold for

contributions to affordable housing from 10 dwellings to 40 or 50 homes, for 18 months. In Greater Norwich a significant percentage of affordable homes were delivered through small sites, whereas larger sites sometimes failed to deliver as many affordable homes as infrastructure requirements could reduce viability and the number of affordable homes delivered. The officer response was, therefore, to object to this proposal.

The final change proposed in the paper was to extend the current Permission in Principle consent regime to major developments.

The Committee were advised of the amendments and suggestions proposed by the Place Shaping Panel at its meeting on 18 September 2020, when it had considered this report.

For question 1 of the Planning for the Future White Paper response it was suggested by the Panel that the three words they most associated with the planning system were:

Fragmented, overly complicated and time-consuming.

The Panel's top three priorities for planning (question 4) were:

- (1) Increasing the affordability of new housing.
- (2) The environment, biodiversity and action on climate change needs to be addressed as part of the design and location of new homes and places.
- (3) Supporting the local economy with more or better local infrastructure.

However, it was noted that the choice of priorities was from a prescribed list and that if only these were available when the online consultation was completed, the priorities should be:

- (1) The environment, biodiversity and action on climate change.
- (2) Supporting the local economy.
- (3) Increasing the affordability of new housing.

For question 8a, page 107 it was agreed that figures should be included to show clearly that the increase in housing numbers in Broadland would not be deliverable, if the standard methodology for housing need was revised.

A Member of the Committee raised a concern about developers building poor quality dwellings to meet their targets and suggested a better threshold would be 25 dwellings and above.

A Member suggested and officers agreed that the proposed response to question 16 in the White Paper regarding the Council's priorities for sustainability was vague and should include some examples.

A Member disagreed with the response to question 18, in the same paper, regarding support for establishing a new body to support design coding and building better places, as well as a chief officer for design and place making.

In response the Director – Place, confirmed that the chief officer's post was likely to be simply a realignment of an existing officer's role. A new body would be acceptable if its aim was support and guidance, rather than imposition of design standards.

The Portfolio Holder for Planning advised the meeting that the most critical issue being faced was what would happen to the Greater Norwich Local Plan as a result of the proposed changes.

A Member noted the importance of building social housing rather than affordable housing, which was not necessarily affordable for many.

RECOMMENDED TO CABINET

Option (1, *as amended* and 2)

- (1) To agree the draft responses to the following MHCLG consultation documents as outlined in appendices 2 and 3 of this report, *subject to the inclusion of the amendments proposed by the Place Shaping Panel and the inclusion of examples in the response to question 16 in the White Paper:*

Changes to the current planning system

White Paper: Planning for the future

- (2) Delegate any updates to these responses to the Director of Place in consultation with the Leader and Portfolio Holder for Planning.

The Committee adjourned at 11.28 am and reconvened at 11.35 am, when all of the Committee Members listed above were present.

175 GREATER NORWICH HOMELESSNESS STRATEGY 2020-2025 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020-2022.

The Policy and Partnerships Officer introduced the report, which presented the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022 for publication.

This was the fourth iteration of the Homelessness Strategy, which was produced in partnership with Norwich City Council and South Norfolk Council. Also presented for approval was the Rough Sleeper Statement, which it was proposed that from 2022 would be developed into a Greater Norwich Rough Sleeping Strategy.

The Homelessness Strategy set out the following four priorities under which sat a series of actions which were ambitious in scope, realistic to achieve and reflected the urban/rural context within which the Strategy was located.

- (1) Domestic Abuse
- (2) Preventing Homelessness
- (3) Single and Youth Homelessness
- (4) Financial Inclusion, Welfare Reform and Economic Growth

The priorities were developed using an evidence and data based approach in consultation with partners. There was a desire to look to alleviate the drivers of homelessness i.e. low income, skills training and accessing affordable housing. The Covid-19 pandemic had delayed progress with development of the Strategy but had provided an opportunity to review the priorities to see if they were still relevant and had concluded that they were even more important post Covid-19.

With regard to rough sleeping, at the beginning of lockdown, the Council had been able to offer accommodation to all rough sleepers in the District, as per the Government's 'Everyone In' emergency measure. There was a desire to continue this work to ensure those accommodated could continue to secure accommodation suitable to their needs.

The ban on evictions had ended and the Housing Team was already taking around 2,000 calls per week from people worried about their housing situation. During normal times this figure was around 750, which demonstrated the extent of concern being felt by residents in the District.

In summary the Strategy and Statement aimed to further develop the existing joined up working with partners on homelessness and rough sleeping which fed into the work underway to redesign the housing offer across Broadland and South Norfolk to take a person centred approach to increasing resilience and offering background support.

A Member advised the meeting that he fully supported the aims of both documents, but he was concerned that the Rough Sleeper Statement was being drafted for both local authorities. He confirmed that he would prefer to see reference to South Norfolk removed.

In response, the Housing and Wellbeing Senior Manager informed the meeting that there was significant overflow of homelessness and rough sleeping between all three Greater Norwich authorities. It was also financially advantageous for local authorities to work together, as joint strategies and statements could attract additional Government funding.

In response to a query about actions the Council could take to prevent evictions, it was confirmed that officers negotiated with landlords if tenants were in difficulties and could also assist with Discretionary Housing Payments.

The Committee was informed that the Discretionary Housing Payments budget was kept under review and if it was felt that it needed to be increased it would be brought to Members for determination.

In respect of a query about housing ex-prisoners, it was confirmed that the Council had a joint protocol with the probation services. Officers advised that most ex-prisoners opted to reside in Norwich, due to the amenities available, but that figures for those housed in Broadland would be forwarded to Members following the meeting.

RECOMMENDED TO CABINET

Option (1)

Cabinet to approve adoption of the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

176 LOANS TO PARISH COUNCILS

The Assistant Director – Finance introduced that report, which set out the governance arrangements for the distribution of loans of under £25,000 to parish and town councils, which had been agreed as a response to the Covid-19 pandemic at the 16 June 2020 Cabinet.

The report recommended that the agreement of any Covid-19 related loans to parishes under £25,000 and repayable within five years be delegated to the Assistant Director – Finance, in consultation with the Portfolio Holder for Finance. Any loan request above £25,000 would be subject to a report to Members.

It was also proposed that loans under £25,000 should be charged at base rate plus one percent.

RECOMMENDED TO CABINET

Option (1)

To delegate to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance, authority to agree Covid-19 related loans to parish councils of up to £25,000 provided these are repayable within five years.

177 COUNCIL TAX COVID-19 HARDSHIP FUND 2020-21 EMERGENCY PROCEDURES/POLICY

The Housing and Wellbeing Senior Manager introduced the report, which asked for retrospective authority to continue administering the Covid-19 Hardship Fund 2020-21.

In March 2020 as a response to the Covid-19 Pandemic the Government announced local authorities would receive a grant to support working age economically vulnerable residents.

Broadland received £637,216 to administer the fund and following the instruction from central Government officers took immediate action to ensure the money was provided to reduce Council Tax bills and support working age vulnerable residents as soon as possible.

It was now necessary to request authorisation from Cabinet to retrospectively consider the policy, so that officers could align Council Tax policy to reflect the instruction.

Those residents eligible for the grant were all working age residents who received Council Tax Reduction during the financial year 2020-21. If the resident's liability was less than £150.00 their liability would be reduced to nil.

As part of the fund Broadland had also allocated £100,000 to a Covid-19 Severe Hardship Fund for working age residents who were experiencing severe hardship due to the Coronavirus pandemic.

RECOMMENDED TO CABINET

Option (1)

Cabinet retrospectively agrees the policy for Council Tax COVID-19 Hardship Fund 2020-21, so we can continue to administer hardship fund following the central Government guidelines.

178 RISK MANAGEMENT POLICY AND STRATEGY

The Assistant Director – Governance and Business Support (Monitoring Officer) presented the report that consisted of two elements: the Risk Management Policy and the proposed risk appetite within the Policy.

The Risk Management Policy had been drafted by the Internal Audit Manager and developed through the Audit Committee and brought the Council in line with best practice.

The Risk Management Policy included the following key features:

- The Policy now outlined the Risk Management framework.
- A process for the management of risk was outlined.
- Roles and responsibilities and governance arrangements for the reporting of risk were outlined.
- The risk appetite statement and accompanying scoring system was provided.
- Guidance was provided on the scoring of risk, in line with the risk appetite.

The Chairman of the Audit Committee commended officers for their hard work as well as his predecessor who had initiated the production of the Risk Management Policy.

A Member drew attention to the Risk Impact in Appendix B of the report and suggested that a financial loss of £0k-<£10k was not 'insignificant' and should not be termed so; he suggested that the five categories should be listed as 'minor' to 'extreme'.

The Assistant Director – Governance and Business Support (Monitoring Officer) explained that the categories used standard auditing terminology and

had been written in line with best practice with the values being drawn down from the Council's Constitution.

The Chairman of the Audit Committee added that 'insignificant' in this respect applied to the impact it would have on the delivery of services, not the financial loss.

It was agreed that the title of the table should be amended to 'Impact on Delivery of Services' to clarify this matter.

RECOMMENDED TO CABINET

Option (1, as amended and option 2)

- (1) To consider and approve the proposed Risk Management Policy and recommend this to Council for approval, *as amended*.
- (2) To consider and approve the proposed risk appetite within the Risk Management Policy.

179 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them

180 UPDATING THE FOOD INNOVATION CENTRE BUSINESS CASE

The Assistant Director – Economic Growth introduced the report, which provided an update of the proposed new financial arrangements and conditions to deliver the capital element of the Food Innovation Centre, as detailed in the exempt Minutes.

RECOMMENDED TO CABINET

Options (1-5), as set out in the exempt Minutes.

The meeting closed at 1.24pm.

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held by video link on **Tuesday 27 October 2020** at **10.00 am** when there were present:

Cllr A D Adams	Cllr S Riley – Chairman	
Cllr N J Brennan	Cllr S I Holland	Cllr G K Nurden
Cllr P E Bulman	Cllr C Karimi-Ghovanlou	Cllr S M Prutton
Cllr S J Catchpole	Cllr K S Kelly	
	Cllr D King	

Cllr J Emsell, Cllr L Hemsall, Cllr J Leggett, Cllr T Mancini-Boyle and Cllr F Whymark also attended the meeting.

Also in attendance were the Director Resources, Director People & Communities, Chief of Staff, Assistant Director Regulatory, Assistant Director Planning, Assistant Director Finance, Senior Finance Business Partner, Strategy and Programme Manager, Housing Standards Senior Manager, Housing and Wellbeing Senior Manager, Business Improvement Team Manager, Governance Manager, Policy and Partnerships Officer, Communities Senior Manager, Senior Governance Officer (SW) and the Democratic Services Officer (JO).

181 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr J Leggett	192 – Housing Standards Enforcement Policy	Pecuniary Interest, owner of a rental property.

182 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr Harpley.

183 MINUTES

The Minutes of the meeting held on 22 September 2020 were confirmed as a correct record,

184 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised the meeting that he had agreed to bring forward item 19 – Planning Enforcement Plan and Strategy, as the Portfolio Holder had another appointment later in the day.

CABINET REPORTS

185 PLANNING ENFORCEMENT PLAN AND STRATEGY

The Business Improvement Team Manager introduced the report, which presented an updated Enforcement Plan and Strategy, following an audit of the Planning Enforcement Service in early 2020.

He advised the meeting that the report had been considered and recommended for approval by the Place Shaping Panel yesterday, subject to the inclusion of headings for the legislative tools that were available to the Council (pre formal, formal and compliance) and to also include a flowchart to outline the enforcement process. The Panel had also asked that enforcement training be provided for parish and town councils. The Committee welcomed and endorsed these suggestions.

The Panel had also asked if the Plan and Strategy needed to go to Council for approval, but following consultation with the Governance Manager it had been confirmed that they covered operational matters and could be approved by Cabinet.

The Plan would now include a more proactive approach towards the monitoring of the commencement of developments with planning permission to ensure compliance with associated conditions. However, the Council would seek to negotiate over breaches of planning in the first instance.

To ensure that Members had an overview of current cases it was also proposed that a monthly report be provided to all Members, which would highlight work being undertaken. Training would also be provided to allow Members to make best use of this information.

In response to a query, it was confirmed that the Strategy had not been updated since 2015, so was thought to be in need of a refresh.

In answer to a query from the Chairman regarding planning permission containing conditions which were later found to be unenforceable, the Assistant Director Planning confirmed that training with officers has taken place and standard conditions have been reviewed and updated. Senior Officers also check all decisions prior to being issued. Planning Officers also kept in close dialogue with Enforcement Officers to ensure that they avoided this type of condition and sought a test of compliance when assessing them. She also reminded the Committee that landowners could apply to vary planning conditions.

In answer to question regarding the Planning Department, it was confirmed that the main office location would be South Norfolk House, although there would be a presence at Thorpe Lodge and Officers would be available to

meet Members in person at the Council offices when the Covid-19 restrictions were relaxed.

It was confirmed that an email had been sent to all Members on 4 September 2020 regarding the relocation of some Council departments. The rationale around this had come from staff, who had expressed a preference for being based as a department on one site, as part of the New Ways of Working programme. The move had also been discussed with the Service Improvement and Efficiency Committee.

The Vice-Chairman suggested that the move would be detrimental to Broadland Members and residents and should be looked at again.

The Portfolio Holder for Transformation and Organisational Development advised the meeting that he did not think the physical location of staff was an issue, as Officers would be providing the same service for Broadland that they had always done and he commended Officers for continuing to provide an excellent service under difficult circumstances.

However, Member of the Committee considered that this was a strategic matter that should be debated by Members and it was:

AGREED

That the relocation of the Planning Department to South Norfolk House be placed as an Agenda item for consideration at the 17 November 2020 meeting of the Overview and Scrutiny Committee.

RECOMMENDED TO CABINET

Options 1 and 2

1. To agree the use of the Enforcement Plan at Appendix 1 for the Planning Enforcement Service at Broadland Council.
2. To agree the use of the Enforcement Strategy at Appendix 2 for the Planning Enforcement Service at Broadland Council, *subject to the inclusion of the headings and flowchart, as suggested by the Place Shaping Panel, as well as offering enforcement training to parish and town councils.*

186 BUDGET UPDATE REPORT

The Assistant Director Finance introduced the report, which provided an additional update on the budgetary position at the Council, which was considered appropriate due to the exceptional circumstance caused by the pandemic.

As part of the response to COVID-19 and the New Ways of Working programme, staff had now been categorised as either: a permanent home worker (80 staff), a home enabled worker (396 staff working both at home and in the office) and 70 dedicated office workers. However, at present only 327 officers had laptops.

This left 219 laptops short and, therefore, to complete a roll out of laptops plus peripherals a further £256,000 (including 20% contingency) split BDC 45%, SNC 55% was required.

Member approval was, therefore, requested to increase the BDC 2020/21 Information Technology Capital Budget by £115,000 to fund the rollout of additional laptops to better facilitate the New Ways of Working.

The Council had some unallocated COVID-19 grant monies and it was proposed to allocate funds from this budget in order to fund the extra cost.

The Committee expressed concern that the arrangements did not cover laptops for Members. It was noted that iPads were not suitable for looking at large documents or for using with Zoom. The Chairman also reminded the Committee that an IT Members Working Group had been suggested for a long time, but had never been convened.

The Vice-Chairman proposed amending recommendation 1 to:

To increase the BDC 20/21 Information Technology Capital Budget by ~~£115,000~~ *the amount required*, to fund the rollout of additional laptops, *for staff and all 47 Members* to better facilitate the New Ways of Working.

The proposal was duly seconded.

In response to a question from the Chairman, the Assistant Director Finance confirmed that the unallocated COVID-19 grant could cover the additional cost of the laptops for Members.

The Assistant Director Finance then took Members through further sections of the report.

To resource the delivery of the ambitions and objectives in the Environmental

Strategy, as requested by the Portfolio Holder for Environmental Excellence, it was proposed to increase the BDC annual Revenue Budget by £44,000 (with a pro-rata adjustment for 2020/21, as only a part year effect) in order to allow for a new permanent role of Environmental Strategy Coordinator.

The Portfolio Holder for Environmental Excellence advised the meeting that she was delighted with the proposed funding to deliver the Economic Strategy.

In order to cover the costs of the waste procurement contract and depot projects it was proposed to transfer the unspent 'joint waste budget' for this purpose.

Due to the COVID-19 pandemic, the food and workplace safety and licensing regulatory services had been seriously impacted and faced a range of demands beyond the capacity of existing staffing resources.

Three additional posts had been approved by management at a cost of £100,000. Members were now requested to retrospectively approve the allocation of COVID-19 grant funding to cover these costs.

Cabinet on 16 June 2020, had endorsed a provision of £100,000 to cover direct hardship payments to residents during the COVID-19 pandemic. As at end September £13,000 had been paid out in direct hardship payments to residents. Members were therefore requested to reduce the top slice to £23,000. This would allow £77,000 to be returned to help cover the cost of the £150 Council Tax discounts, which were currently standing at £573,000.

Cabinet on 16 June 2020 had agreed to reduce the 2020/21 income budgets by £431,000 to reflect estimated lost income due to the COVID-19 pandemic. However, £215,000 of this should be recoverable from the Government through a one-off income loss scheme.

Members were also requested to agree the proposed changes to the 2020/21 income budgets, which had been due to unavoidable losses from sales, fees and charges.

On 9th September 2020, Government had announced a new Local Restrictions Support Grant to support businesses that were required to close during localised COVID-19 restrictions. Although the District had avoided any localised restrictions so far, preparatory work was taking place just in case.

Members were, therefore, asked to note that in due course the Portfolio Holder for Economic Development would be asked to approve the criteria for the distribution of discretionary local lockdown grants, in line with the Council's Constitution.

The Council had been allocated £49,421, from the Government to spend on COVID-19 related compliance and enforcement activities. Measures suggested in the Government guidance were aimed at helping the public and businesses to understand the latest regulations and funding the cost of dedicated staff to encourage compliance with the rules, including marshals.

Members were, therefore, asked to agree that the Assistant Director Regulatory be authorised to spend the new Coronavirus Enforcement Grant of £49,421, to help the public and businesses understand the latest COVID-19 regulation, and increase compliance work and enforcement checks on businesses.

The post of Assistant Director Consultancy Team, had only briefly been filled. The post was currently vacant, and was not budgeted for. Key responsibilities of this role had been picked up and absorbed into the Transformation Team under the leadership of the Chief of Staff.

Members were therefore requested to agree that the post of Assistant Director Consultancy Team be removed from the senior management establishment.

The report also asked Cabinet to note the update to the Council's Medium Term Financial Strategy as a result of the proposed changes.

RECOMMENDED TO CABINET

Options (1, as amended -10)

Cabinet to recommend to Council the following:

1. To increase the BDC 20/21 Information Technology Capital Budget by ~~£115,000~~ *the amount required*, to fund the rollout of additional laptops, *for staff and all 47 Members* to better facilitate the New Ways of Working.
2. To increase the BDC annual Revenue Budget by £44,000 (with a pro-rata adjustment for 20/21 as only a part year effect) to fund an additional resource to help implement the actions set out in the recently agreed Environmental Strategy.
3. To agree that the unspent 'joint waste budget' can be applied to cover the costs of the waste procurement and depot projects.
4. To increase the budgetary provision for COVID-19 expenditure from £250,000 to £295,000 to cover the additional £45,000 regulatory expenditure.

5. To reduce the budgetary provision for COVID-19 direct hardship payments by £77,000 and return the money to the main Council Tax Support hardship allocation.
6. To agree the proposed changes to the 20/21 income budgets as set out in paragraph 4.17.
7. To agree that the Assistant Director Regulatory is authorised to spend the new Coronavirus Enforcement grant of £49,421, to help the public and businesses understand the latest COVID-19 regulation, and increase compliance work and enforcement checks on businesses.
8. To remove the post of Assistant Director Consultancy Team from the establishment.

Cabinet to note:

9. The updated Medium Term Financial Strategy.
10. That the Portfolio Holder for Economic Development will be asked to approve the criteria for the distribution of discretionary local lockdown grants, in line with Part 3 of the Constitution Para 16.5 (1) Delegation of powers to Portfolio Holders, and Para 19.18 (22) Oversight of the Council's Grants Policy.

The Committee adjourned at 11.44am and reconvened at 11.51am, when all of the Committee Members listed above were present.

187 REVIEW OF EARMARKED RESERVES

The Assistant Director Finance introduced the report, which reviewed the Council's earmarked reserves and proposed that three reserves be closed, two merged and the two reserves created.

Earmarked Reserves were amounts that had been set aside to provide financing for specific future events. The Council's Earmarked Reserves as at 31 March 2020, were £8.733m.

The proposed changes were:

- The External Funding Reserve be closed.
- The Community Right to Challenge Reserve be closed.
- The Systems Thinking Reserve be closed.
- The reduction in the Business Rates Reserve of £703,000.

- That the Economic Success Fund and the Broadland Growth Fund be merged into a new 'Economic Growth Fund'.
- A Refuse Services Reserve of £7m is created.
- A New Ways of Working Reserve of £4m be created.

The proposed changes would result in the earmarked reserves being increased to £18.692m. This would reduce the General Fund to £5.387m, which was still significantly above the minimum recommended level of £2m.

It was noted that the Council could borrow at a cheaper rate than was commercially available, so it could be advantageous for it to purchase a fleet of new refuse vehicles and lease them to the waste contractor.

RECOMMENDED TO CABINET

Options (1, 2, 3 and 4)

Cabinet to **recommend to Council** to agree the following changes to the Council's Reserves:

1. The closure of the following reserves:
 - a. External Funding Reserve.
 - b. Community Right to Challenge Reserve.
 - c. Systems Thinking Reserve.
2. The reduction in the Business Rates Reserve by £703,000.
3. The merging of the Economic Success Fund and the Broadland Growth Reserve.
4. The creation of the following Reserves:
 - a. Refuse Services - £7m.
 - b. New Ways of Working - £4m.

188 TREASURY MANAGEMENT QUARTER 2 REPORT 2020/21

The Assistant Director Finance introduced the report, which reviewed treasury management activity during the first six months of the financial year 2020/21.

As at 30 September 2020 the Council's investments totalled £43,770m. Around £400,000 investment income was forecast at year end, which was £160,000 above budget.

The Council had exceeded its counterparty limit for Barclays PLC, by £2.5m, due to a requirement to keep funds short to make money available for relief to residents and businesses during the pandemic.

In response to a query regarding loans on facility agreements for two parish councils, the Assistant Director Finance confirmed that he would clarify this matter and respond to the query after the meeting.

In answer to a query about Broadland Growth Ltd, it was confirmed that the Council had the option of increasing its investment in the Joint Venture Company as it expanded its construction programme.

RECOMMENDED TO CABINET

Options (a and b)

Cabinet is recommended to request that Council:

- a) Note the report on treasury activity undertaken in the first half of the year and that it complies with the agreed strategy.
- b) Note the 2020/21 prudential indicators for the first six months of the year.

189 STRATEGIC PERFORMANCE AND FINANCE REPORT FOR QUARTERS 1 and 2 2020/21

The Chief of Staff introduced the report, which was the first iteration of the new format Strategic Performance and Finance Report for Quarters 1 and 2.

The purpose of the report was to provide an overview of the performance of the Council against key outcomes set out in the Delivery Plan for 2020/21.

Quarter 3 would also cover Strategic Risk and the draft Strategic Risk Register, which had been taken to the Audit Committee, was being developed further following the Committee's feedback and would be going back to the Audit Committee in November for final review.

The Strategy and Programmes Manager took the Committee through the key elements of the report.

In the Delivery Plan for 2020/21 not all delivery measures had been given targets. Where targets were provided a red, amber, green (RAG) status had been used to provide an update on progress. The majority of those measured under the RAG system were either baselined this year or had year-end targets which would be updated to Members as part of the Quarter four reports. For those with targets, seven measures were on target and green and four were currently red this Quarter.

Highlights in the report were:

- Over £5m of external funding was secured during Q1 and Q2. £2.7m through Government's 'Getting Building Fund' to support the delivery of the Food Innovation Centre. £521,976 has been secured from MHCLG to deliver the 'Next Steps Accommodation' programme and £428,572 has been secured from the Norfolk Strategic Fund to support with COVID-19 economic recovery initiatives.
- Supporting vulnerable residents was a focus area for Q1 and Q2 with 2,160 residents receiving support from the discretionary prevention services since April this year.
- The amount of collected waste being recycled had increased by 3 percent to 52.5 percent, which significantly outperformed the national recycling average of 44 percent.

Areas where improvements could be made were:

- The number of missed bins, (40 bins per 100,000) which was higher than the year-end target of no more than 30 bins per 100,000. This had been partly attributed to staff sickness.
- Homelessness prevention measures, which suffered a drop in performance due to a doubling of people being housed in temporary accommodation and the resultant impact on resources. It was highlighted that a programme of work named 'best in class housing' was currently being progressed to ensure the Council provided the best housing services for residents.

In response to a request from a Member, Officers confirmed that labels would be put on pie charts in future reports, as they were unclear if printed in black and white.

In response to some questions, the Assistant Director Finance advised the Committee that the £1.3m unspent COVID-19 Government funding was to cover any expenses arising from the pandemic. The plan for supporting residents and businesses was also set out in the Council's COVID-19

Recovery Plan.

It was noted that the Warm Homes Fund was £230,000 over budget, but it was confirmed that this would be claimed back from the Government in due course.

The Chief of Staff also confirmed that the reason for the high staff retention level of 97.5 percent was likely to be due to the economic climate generated by the pandemic.

In respect of the Staff Survey, Members were advised that there had been a 60 percent response rate. A Member asked that surveys be dated in future to provide some context.

In response to a query about the drop in Disabled Facilities Grants being provided, it was confirmed that this was a supply chain issue created by the pandemic. Staff had also not been allowed to enter the homes of residents, which had made this service very difficult to deliver. However, a prioritisation procedure was in place for the most vulnerable residents.

In answer to a question about the £1.9m reduction in the Housing Benefit payment, it was explained that the budget was set at the beginning of the year as an estimate and that this was subject to variance. It was emphasised that all those people entitled to Housing Benefit received it.

In response to a query about refurbishment at Thorpe Lodge being put on hold, the Committee was advised that as part of the New Ways of Working all options were being looked at regarding office accommodation and a report on this would be brought to Members, when it had been scoped out.

It was confirmed that it was anticipated that current year Business Rates arrears were likely to be between 3-5 percent by the end of the year, although this could only be an estimate at this stage

In respect of Council Tax collection through the courts, it was confirmed that the Council only took legal action as a last resort; and this was usually with residents who refused to engage with the Council regarding their debt.

In answer to a final question, Members were informed that the Council would normally collect around £30m in Business Rates a year. The Business Grants awarded in response to COVID-19 meant that this figure had now been reduced to £20m. The anticipated arrears for 2020/21 would be from this reduced figure.

RECOMMENDED TO CABINET

Options (1 and 2)

to:

1. Note the revenue and capital position (variance details in Appendix 1).
2. Note the 2020/21 performance for Q1 and Q2 (detail in Appendix 2).

190 APPROVAL OF UK MUNICIPAL BOND AGENCY'S FRAMEWORK AGREEMENT

The Director of Resources introduced the report, which sought approval for the Council to enter into a Framework Agreement with the UK Municipal Bonds Agency, which would be a potential source of borrowing for the Council, if required.

The Council was required to sign up to the Framework prior to borrowing and the Committee was advised that loans provided by the Agency were pooled and guaranteed by the borrowers. However, to date no UK local authority had ever defaulted on a loan.

It was confirmed that the Council would not become a shareholder in the Agency, if it took out a loan.

RECOMMENDED TO CABINET

Option (1a)

To recommended to Council:

- a) to approve the Council's entry into a Framework Agreement and its accompanying schedules

191 THE VISION FOR A BEST IN CLASS HOUSING OFFER AND DRAFT ALLOCATIONS SCHEME

The Policy & Partnerships Officer presented the report, which had been drawn up following a number of workshops and considerable work to develop an efficient and consistent working approach. The review had been undertaken before and during the pandemic, which had created an opportunity to be mindful of the likely demand on the service from the crisis.

Following a successful bid to the LGA Housing Advisor programme, officers had been working in conjunction with external consultants Campbell Tickell and had developed a 'best in class housing offer'. A fundamental part of the

offer was the proposed allocations scheme and a four-stage accommodation model, which sought to provide a universal service open to all with a housing need and which included a range of housing solutions.

Key to the service was the proposed Allocations Scheme, which set out the process for determining priorities, and for defining the procedures to be followed in allocating housing accommodation, to ensure the Council provided the most effective housing service through an up-to-date and legally compliant scheme.

It was proposed that the current banding system be changed from three bands to four to allow for a band to accommodate those in most urgent need.

Over the proposed four bands there was likely to be approximately 1000 people registered for accommodation. Whilst those in high bands were more likely to be allocated a property, difficult to let properties and S106 restrictions on the allocation of properties offered to those with a local connection helped to secure offers to those in lower bands. A willingness to move outside a specific area was also an option to help increase the likelihood of securing a property.

The new combined system would provide residents with a single point of access to bid for properties across both Councils with properties being allocated to those residing within the District where the property was located in the first instance, but ultimately offered to a bidder in the other District if the property was not taken, thereby helping to reduce the incidence of empty properties and facilitating mobility. The bidding process would be explicit about priority being given to the allocation of properties to bidders within the same District as the property.

In response to query from the Chairman, the Housing and Wellbeing Senior Manager confirmed that if a property was refused the applicant would not have their banding reduced. As part of the process the Housing Team would work with applicants to try to ensure that the property that they were bidding for would be suitable for them.

In answer to a query about child bedroom allocation not being allowed on more than one application where parents lived apart. Members were advised that this was a complex matter, as there was very high housing demand and to meet this a restriction had to be made that the parent deemed the main carer would be allocated the family property. Moreover, having a spare bedroom that was not permanently occupied might make the resident liable to the under-occupancy charge.

A Member requested that this issue should be set out in the Equalities Impact Assessment form, as it would mostly affect men. Officers confirmed that they would address this issue.

RECOMMENDED TO CABINET

Options (1 and 2)

1. Cabinet to note and comment on the findings of the final project report and recommend full Council endorse that Officers work towards the Best in Class Housing Offer.
2. Cabinet to **recommend to Council** adoption of the Allocations Scheme

192 HOUSING STANDARDS ENFORCEMENT POLICY

The Housing Standards Senior Manager introduced the report, which proposed the adoption of a revised Housing Standards Enforcement Policy.

He explained that The Housing Act 2004 was the primary Act for ensuring standards in the rental sector, detailing 29 specific hazards that may be assessed by local authorities to address defects identified in people's homes.

In addition various regulations had been introduced to amend the Act and provide bespoke procedures, for example the inclusion of a Civil Penalty procedure for breach of The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.

The new Policy would ensure that all statutory obligations and procedures that Housing Standard Officers initiated on behalf of the Council were up-to-date and in a single document.

RECOMMENDED TO CABINET

Option (1)

1. Consider and approve the Council's new Housing Standards Enforcement Policy;

193 FUTURE OF COMMUNITY GRANTS

The Communities Senior Manager introduced the report, which reviewed the Member Grant Scheme and Community funding sources and put forward proposals for consideration.

It was proposed that the Member Grant Scheme would open at the beginning of the financial year, with £500 ring-fenced for each Member until January 31. Between 1 February and 1 March any remaining budget that had not been spent would be offered out to all Members on a first come, first served basis.

This would allow Members to access funding in areas of high demand from areas where demand was lower.

An application form could be jointly populated by the community group and the Ward Member and the community group could provide their bank details, reducing the potential for duplication or error in the current system.

More emphasis would be placed on the naming and branding of the scheme to support its promotion and applications could also be made via the Council website.

Another proposal was to introduce start-up grants to kick start worthwhile community activity. Grants of up to £300 could be offered to informal groups (of 3 or more people) who were proposing a community project. A potential budget of £5,000 for the first year would allow this concept to be tested.

It was also proposed that by working closely with the planning and economic development teams, there was an opportunity to create a whole Council approach to funding, by linking together Community Grants, Community Lottery and CIL to provide the appropriate funding stream and support for local infrastructure projects.

A Member expressed concern about the deadline for spending being January 31. He suggested that instead the scheme should be linked to the financial year. He also suggested that the branding of the scheme should be undertaken by the Communications Team and advertised in *Broadland News*.

The Chairman noted that even if a Member missed the funding deadline they could then apply to the pooled pot.

A Member also pointed out that CIL was not a grant, so should not be included in the proposals. However, in response the Communities Senior Manager advised Members that the idea was that CIL funding would be one component along with Community Grants and the Community Lottery to bring forward local infrastructure projects

The Chairman noted that some Members of Economic Success Panel had suggested increasing Member Ward Grants to £1,000, the same sum that South Norfolk Council Members received, as the Overview and Scrutiny Committee had recommended last year. He reiterated that recommendation and also recommended that Community Action Grants be introduced in Broadland as well.

The Communities Senior Manager advised the meeting that the amount of discretionary funding the Council put into the community could be increased if Members chose to do so, although with the saving targets currently in place this would mean taking funding from elsewhere

RECOMMENDED TO CABINET

Option (1 as amended)

1. Cabinet is asked to agree to the new approach to community grants which includes:

- Changes to the Member-led ward grant system to utilise underspend in February each year.
- *Increasing the Member-led ward grant to £1,000 per Member and introducing a Community Action Grant Scheme, along the same lines as the scheme in South Norfolk.*
- More accessibility for community groups to input to the application process.
- The introduction of more formalised branding and promotion of the scheme.
- The introduction of a start-up grant; linked to the new Community at Heart Lottery.
- Development of a whole Council approach to community funding.

194 TEMPORARY CHANGE TO HOUSING ALLOCATIONS POLICY-UPDATE

The Housing and Wellbeing Senior Manager introduced his report, which requested a three month extension to the temporary amendment to the criteria within the Council's Housing Policy, which had been agreed in June 2020. This would allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation.

The Chairman noted that this item had been debated by the Committee in full in June and that this was to extend the change in criteria for a further three months due to the pandemic.

RECOMMENDED TO CABINET

Option (1)

Cabinet is asked to agree an extension to the temporary amendment to the criteria within the Council's Housing Policy, agreed in June 2020, for three months, to allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for

allocation. This extension will cease on the 31 January 2021 subject to further review by Cabinet if still required.

195 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

196 EXEMPT MINUTES OF THE MEETING HELD ON 22 SEPTEMBER 2020

The exempt Minutes of the meeting held on 22 September 2020 were confirmed as a correct record,

The meeting closed at 1.50 pm.

Minutes of a meeting of **Cabinet** held by video link on **Tuesday 29 September 2020** at **6.00pm** when there were present:

Cllr S A Vincent – Policy (Chairman)

Portfolio holders:

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr T M Mancini-Boyle	Finance
Cllr F Whymark	Housing and Wellbeing

Cllr T Adams, Cllr S Catchpole, Cllr K Kelly, Cllr K Leggett, Cllr G Nurden and Cllr S Riley were also in attendance.

Also in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Planning, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Assistant Director Economic Growth, Housing and Wellbeing Senior Manager, Policy and Partnerships Officer and the Democratic Services Officer (JO).

132 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr J Leggett	140 - Greater Norwich Homelessness Strategy 2020-2025, South Norfolk and Broadland Rough Sleeper Statement 2020-2022.	Non- pecuniary interest, trustee of Leeway Domestic Violence and Abuse Services.

133 MINUTES

The Minutes of the meeting held on 25 August 2020 were confirmed as a correct record.

Minute No: 123 Covid-19 – Norfolk Wide Fighting Fund

Cabinet was advised that the £150,000 for the Fighting Fund had been

allocated, but not yet released.

134 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

135 OVERVIEW AND SCRUTINY COMMITTEE

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 8 September 2020.

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 22 September 2020, as each item was considered.

136 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 5 August 2020.

137 UPDATED DELIVERY PLAN POST COVID-19

The Chief of Staff introduced the report, which set out the updated Delivery Plan for 2020/21 in the light of the updated priorities of the Council following the recent impacts of the Covid-19 pandemic.

It was originally intended that the plan would be an interim one-year plan for 2020/21, whilst a new two-year plan was developed for 2021/22. However, with the ongoing impacts of Covid-19 and a constantly changing environment, it was recommended that the development of a two-year Delivery Plan and Budget setting process be postponed for one year and allow for the development of a one-year plan for 2021/22, alongside the budget, returning to Council in February 2021.

The updated Delivery Plan for 2020/21 outlined the proposed amendments to be made to the key priority focus areas and projects for the Council. These had been revised to take account of; ongoing Covid-19 response work; impacts on timescales; adjustments to resource allocations and budgetary implications.

Overall, in light of the ongoing implications and challenges of Covid-19, the Plan ensured that organisationally the Council had a clear overview of its

priorities and the right resources and plans in place to support the recovery effort for the District.

In response to a query, Cabinet was advised that the disparity between Broadland and South Norfolk in the total controllable funding for 2020/21, was due to South Norfolk's leisure centres, as well as their larger commercial portfolio.

It was noted that the options for a single waste model and the alignment of waste customer support services projects were out of date. It was confirmed that these projects would be updated for the Quarter 2 Performance Report, which would be brought to Cabinet in November.

In answer to a query about the number of vulnerable residents supported by the discretionary prevention services, and homelessness interventions it was confirmed that these figure covered both authorities. However, when they were presented to Cabinet in Performance Reports they would be split to show the figures for each council.

The Assistant Director Individuals and Families advised the meeting that the pandemic had presented an opportunity to build upon collaboration and partnership working and as remote meetings were more convenient to attend they had made this process easier. There had been a very good community response to the pandemic with many volunteers coming forward and it was the officer's intention to maintain this level of community engagement and participation after the crisis had passed.

Members were also advised that although collection rates of Council Tax and Business Rates were likely to be down within the year due to the pandemic the collection targets would remain the same, so that any variance could be clearly identified.

It was noted that proposals to install electric vehicle chargers in the carpark, as well as the other internal works at Thorpe Lodge were on hold due to the pandemic and the 'new ways of working' project.

The Portfolio Holder for Economic Development noted that there was a lot of work going on in Broadland to improve the aspirations and skills of residents and that the Norfolk Strategic Fund was also leading specific targeted projects across the County.

Cabinet was also advised that an officer had been appointed to drive forward a new country park at Houghen Plantation.

In response to a query about the Food Innovation Centre, the Director of Place informed the meeting that it could also be seen as a long term investment for South Norfolk, as the Food Enterprise Zone crossed over both

Districts.

The Chairman of the Overview and Scrutiny Committee advised the meeting that the Committee had raised concerns that the Council had implemented measures in market towns in response to Covid-19, without consulting Ward Members. The Leader noted this point and emphasised the importance of Members being made aware of activities taking place in their Ward.

Cabinet was also informed that a Customer Satisfaction Survey across a number of activities was being developed and would be brought to the November Cabinet meeting with further details.

RECOMMENDED TO COUNCIL

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

Reason for decision

To support the response and recovery to the Covid-19 pandemic.

138 RESPONSE TO MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG) CONSULTATIONS

The Assistant Director Planning introduced the report which informed Members of the key changes proposed by MHCLG on the future of the planning regime and proposed consultation responses to two planning related documents: a White Paper entitled 'Planning for the Future' and a consultation paper on 'changes to the planning system'.

In the White Paper, the Government proposed the most radical changes to the planning system since 1947 and sought to simplify the role of Local Plans, so that they focused on identifying land under one of three categories: Growth Areas, Renewal Areas and Protected Areas.

It was proposed that Local Plans would set clear rules, rather than general policies for development and the frontloading of the local plan process would ensure that there was significant community engagement at the development allocation stage.

In addition housing numbers would no longer be set locally, but by Government. The Local Plan process would be restricted to 30 months and would be based on a more digitally accessible format.

It was also proposed to replace the Community Infrastructure Levy and S106 agreements with a new Infrastructure Levy. This proposal was lacking in detail about how the transition between the two systems would work and this had been raised in the response as a concern.

The second key topic in the White Paper was Development Management. Here it was proposed that where land had been allocated in a more detailed way there would be a presumption in favour of planning permission. Whilst the principle of generic policies to cover the majority of subject areas was accepted, it was suggested in the Council response that consideration needed to be given to local characteristics and constraints as well.

Proposals in the White Paper for web based digitised local plans were welcomed, but the Council had also made the point in its response that not all members of the public had access to IT.

The White Paper also proposed strengthen enforcement powers to ensure planning standards were maintained.

The consultation on the White Paper would run until 31 October 2020.

The second consultation: 'Changes to the current planning system', proposed changes to the standard methodology for assessing local housing need and introduced a new set of proposals to secure First Homes, which would be available at a 30 percent discount in perpetuity. It was also proposed to lift the small sites threshold, below which affordable housing was not required, from 10 homes to either 40 or 50 homes and extend the current Permission in Principle provisions to major developments.

The proposed changes to the standard methodology was a concern, as under the current system there were around 2,000 homes being delivered in Greater Norwich per year, but if the revised methodology was adopted this would rise to 3,256 per year. This figure was seen as unreasonable and it was hoped that the Government would modify this proposal in light of the rate of delivery already being achieved in Greater Norwich.

The paper proposed that 25 percent of all affordable housing should be First Homes, which would be homes for first-time buyers with a minimum 30 percent discount against market value in perpetuity.

First Homes would be calculated as part of the affordable housing allocation for Greater Norwich.

Of particular concern was a proposal to temporarily raise the threshold for contributions to affordable housing from 10 dwellings to 40 or 50 homes, for 18 months. In Greater Norwich a significant percentage of affordable homes were delivered through small sites, whereas larger sites sometimes failed to

deliver as many affordable homes, as infrastructure requirements could reduce viability and the number of affordable homes delivered. The officer response was, therefore, to object to this proposal.

The final change proposed in the paper was to extend the current Permission in Principle consent regime to major developments.

Cabinet were advised of the amendments and suggestions proposed by the Place Shaping Panel at its meeting on 18 September 2020, when it had considered this report.

For question 1 of the Planning for the Future White Paper response it was suggested by the Panel that the three words they most associated with the planning system were:

Fragmented, overly complicated and time-consuming.

The Panel's top three priorities for planning (question 4) were:

1. Increasing the affordability of new housing.
2. The environment, biodiversity and action on climate change needs to be addressed as part of the design and location of new homes and places.
3. Supporting the local economy with more or better local infrastructure.

However, it was noted that the choice of priorities was from a prescribed list and that if only these were available when the online consultation was completed, the priorities should be:

1. The environment, biodiversity and action on climate change.
2. Supporting the local economy.
3. Increasing the affordability of new housing.

For question 8a, (page 107) it was agreed that figures should be included to show clearly that the increase in housing numbers in Broadland would not be deliverable, if the standard methodology for housing need was revised.

The Portfolio Holder for Planning noted that there was a lack of clarity regarding the distribution of affordable housing, as well as the protection of the landscape in the White Paper; which was especially relevant to low lying areas, such as the Waveney Valley and the Broads. She suggested that the Environmental Strategy should be used to shape some of the responses to

the White Paper.

The Portfolio Holder for Economic Development suggested that a strong response should be made regarding the provision of infrastructure to support economic growth and she also emphasised the importance of cross boundary arterial roads, especially if the Duty to Cooperate was to be abolished.

The Assistant Director of Planning confirmed that consultation on the White Paper did not close until 29 October, so the suggested comments from Cabinet could be included in the final response, which would be signed off by the Portfolio Holder for Planning

RESOLVED

Option (1, *as amended* and 2)

1. To agree the draft responses to the following MHCLG consultation documents as outlined in appendices 2 and 3 of this report; *with the addition of the suggestions made by the Place Shaping Panel and the Overview and Scrutiny Committee;*

Changes to the current planning system

White Paper: Planning for the future

2. Delegate any updates to these responses to the Director of Place in consultation with the Leader and Portfolio Holder for Planning.

Reason for decision

To respond to Government consultation papers.

139 GREATER NORWICH HOMELESSNESS STRATEGY 2020-2025 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020-2022.

The Policy and Partnerships Officer introduced the report, which presented the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022 for publication.

This was the fourth iteration of the Homelessness Strategy, which was produced in partnership with Norwich City Council and South Norfolk Council. Also presented for approval was the Rough Sleeper Statement, which it was proposed that from 2022 would be developed into a Greater Norwich Rough Sleeping Strategy.

The Homelessness Strategy set out the following four priorities under which sat a series of actions which were ambitious in scope, realistic to achieve and reflected the urban/rural context within which the Strategy was located.

1. Domestic Abuse
2. Preventing Homelessness
3. Single and Youth Homelessness
4. Financial Inclusion, Welfare Reform and Economic Growth

The priorities were developed using an evidence and data based approach in consultation with partners. There was a desire to look to alleviate the drivers of homelessness i.e. low income, skills training and accessing affordable housing. The Covid-19 pandemic had delayed progress with development of the Strategy but had provided an opportunity to review the priorities to see if they were still relevant and had concluded that they were even more important post Covid-19.

With regard to rough sleeping, at the beginning of lockdown, the Council had been able to offer accommodation to all rough sleepers in the District, as per the Government's 'Everyone In' emergency measure. There was a desire to continue this work to ensure those accommodated could continue to secure housing suitable to their needs.

In summary, the Strategy and Statement aimed to further develop the existing joined up working with partners on homelessness and rough sleeping which fed into the work underway to redesign the housing offer across Broadland and South Norfolk and to take a person centred approach to increasing resilience and offering background support.

The Leader commended the work undertaken across Greater Norwich to accommodate rough sleepers during the lockdown.

The Portfolio Holder for Housing and Wellbeing noted the increased workload of the Housing Team, who were taking around 2,000 calls per week from people worried about their housing situation. During normal times this figure was around 750, which demonstrated the extent of concern being felt by residents in the District. He also noted that the average age of death of a rough sleeper was only half that of a person in settled accommodation, which underlined the importance of the work being done by the Council to address this issue.

RESOLVED

to approve adoption of the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

Reason for decision

To meet legislative requirements.

140 LOANS TO PARISH COUNCILS

The Assistant Director – Finance introduced that report, which set out the governance arrangements for the distribution of loans of under £25,000 to parish and town councils, which had been agreed as a response to the Covid-19 pandemic at the 16 June 2020 Cabinet.

The report recommended that the agreement of any Covid-19 related loans to parishes under £25,000 and repayable within five years be delegated to the Assistant Director – Finance, in consultation with the Portfolio Holder for Finance. Any loan request above £25,000 would be subject to a report to Members.

The Portfolio Holder for Finance added that loans under £25,000 would be charged at base rate plus one percent.

RESOLVED

To delegate to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance, authority to agree Covid-19 related loans to parish councils of up to £25,000 provided these are repayable within five years.

Reason for decision

To provide financial assistance to parish and town councils during the Covid-19 pandemic.

141 COUNCIL TAX COVID-19 HARDSHIP FUND 2020-21 EMERGENCY PROCEDURES/POLICY

The Housing and Wellbeing Senior Manager introduced the report, which asked Cabinet for retrospective authority to continue administering the Covid-19 Hardship Fund 2020-21.

In March 2020, as a response to the Covid-19 Pandemic, the Government announced local authorities would receive a grant to support working age economically vulnerable residents.

Broadland received £637,216 to administer the fund and following the instruction from central Government officers took immediate action to ensure the money was provided to reduce Council Tax bills and support working age vulnerable residents as soon as possible.

It was now necessary to request authorisation from Cabinet to retrospectively consider the policy, so that officers could align Council Tax policy to reflect the instruction.

Those residents eligible for the grant were all working age residents who received Council Tax Reduction during the financial year 2020-21. If the resident's liability was less than £150.00 their liability would be reduced to nil.

As part of the fund Broadland had also allocated £100,000 to a Covid-19 Severe Hardship Fund for working age residents who were experiencing severe hardship due to the Coronavirus pandemic. However, following the recent Government announcement that it would be awarding £500 to people told to self-isolate and losing income as a result, it was anticipated that the demand on the Severe Hardship Fund would be reduced.

In response to a query from the Leader, it was confirmed that the £150 Council Tax reduction had only been made in line with the policy.

RESOLVED

To retrospectively agree the policy for Council Tax COVID-19 Hardship Fund 2020-21, so we can continue to administer hardship fund following the central Government guidelines.

Reasons for decision

To support economically vulnerable residents during the Covid19 pandemic.

142 RISK MANAGEMENT POLICY AND STRATEGY

The Assistant Director – Governance and Business Support (Monitoring Officer) presented the report, which consisted of two elements: the Risk Management Policy and the proposed risk appetite within the Policy.

The Risk Management Policy had been drafted by the Internal Audit Manager and developed through the Audit Committee and brought the Council in line with best practice.

The Risk Management Policy included the following key features:

- The Policy now outlined the Risk Management framework.
- A process for the management of risk was outlined.
- Roles and responsibilities and governance arrangements for the reporting of risk were outlined.
- A risk appetite statement and accompanying scoring system was provided.
- Guidance was provided on the scoring of risk in line with the risk appetite.

Members' attention was drawn to the Risk Impact table at Appendix B to the report, which the Overview and Scrutiny Committee had asked to be retitled 'Impact on Delivery of Services' in order to provide greater clarity.

The Assistant Director – Governance and Business Support (Monitoring Officer) asked Cabinet to consider the Risk Appetite and confirm if they were happy with the approach proposed.

The Portfolio Holder for Finance thanked the Chairman of the Audit Committee and commended officers for their hard work in putting together the document and confirmed that the proposed Risk Appetite was acceptable.

The Assistant Director – Governance and Business Support (Monitoring Officer) confirmed that the risk scores would be used in performance reports, which would also include Red, Amber and Green status reporting.

RESOLVED

To approve the proposed risk appetite within the Risk Management Policy;
and

RECOMMENDED TO COUNCIL

To approve the Risk Management Policy, *subject to amendment of title to risk impact table in Appendix B to 'Impact on Delivery of Services'.*

Reasons for decision

To endorse a revised and updated Risk Management Policy, in line with best

practice.

**143 EXCLUSION OF THE PRESS AND PUBLIC
RESOLVED**

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

144 UPDATING THE FOOD INNOVATION CENTRE BUSINESS CASE

The Assistant Director - Economic Growth introduced the report, which provided an update of the proposed new financial arrangements and conditions to deliver the capital element of the Food Innovation Centre, as detailed in the exempt Minutes.

RESOLVED

1. To approve the revised funding package, as set out in the report; and
2. To delegate authority to the Director of Resources to adjust the amount of any specific component within the overall revised funding package by +/- 10%, in consultation with the Portfolio Holder for Finance; and
3. To allocate the revenue funding, as set out in the report; and
4. To delegate authority to sign off on the RIBA Stage 2 concept design to the Director of Place.

RECOMMENDED TO COUNCIL

That the capital programme for the Food Innovation Centre is increased to cover the full capital cost and contingency amount, as set out in the report.

Reasons for decision

To submit the funding bid for the Food Innovation Centre, whilst recognising that a range of unresolved project details would be addressed and brought back to Cabinet before final approval of the scheme.

145 EXEMPT MINUTES

The exempt Minutes of the meeting held on 25 August 2020 were confirmed as a correct record.

The meeting closed at 7.30pm

DRAFT

Risk Management Policy

Contents

1. Introduction
2. Purpose of the Policy
3. Accountabilities, responsibilities and framework
4. Risk Registers
5. Risk Management Life Cycle
6. Risk Identification
7. Risk Definition and Description
8. Risk Ownership
9. Risk Assessment
10. Target Risk Assessment
11. Risk Appetite
12. Risk Mitigation and Management
13. Opportunity Risk
14. Reviewing and Reporting
15. Staff Training and Development
16. Links with Other Processes
17. Appendices

Issue Date	1 April 2020	Version 1
Review Date	1 April 2022	
Author: Internal Audit		
UNISON Sign Off		
Management Sign Off		

1. Introduction

- 1.1 Everything we do as a Council involves a degree of risk whether it is innovative projects, purchasing a new system or equipment, determining priorities, or making decisions about the future. It is therefore an essential part of good governance that we manage these risks effectively.
- 1.2 Risk is considered as part of the business planning processes to ensure that proposed objectives are ambitious and achievable and continuously monitored thereafter to ensure they are being effectively managed.
- 1.3 This risk management policy explains how the Council will ensure that it is managing risk effectively to increase the likelihood that business objectives will be achieved.
- 1.4 Effective risk management helps us to:
 - Successfully achieve corporate priorities and objectives by capitalising on opportunities and minimising threats;
 - Strengthen corporate governance and the internal control framework;
 - Improve partnership arrangements;
 - Embeds risk management into corporate processes including financial and strategic planning.
- 1.5 Risk is defined as **‘the effect of uncertainty on objectives’**.
- 1.6 Risk is an event, which if it crystallises, could adversely impact on the work of the Council. It may be a one-off event, repeated events or progressive continuum.
- 1.7 Risk Management is defined therefore as **‘the culture, policies and processes directed towards realising opportunities whilst managing threats’**. Its purpose is not to eliminate risk, but to understand it so as to take advantage of the upside and minimise the downside.
- 1.8 The internal control framework must therefore include arrangements for identifying, assessing and managing internal and external risks. Risk management is also closely linked to business planning and performance processes.
- 1.9 **Scope** - This policy applies to all employees, including those on temporary contracts and fixed term appointments and agency workers, members and anyone that works with the Council to achieve its objectives.

2. Purpose of the Policy

- 2.1 The aim of this document is to:
 - Introduce and promote an Enterprise Risk Management style Framework;
 - Develop a ‘whole risk’ approach to threats facing the Council; and



Two Councils
One Team



- Introduce appropriate processes to assist managers in the identification and management of risk in their areas of responsibility.

22 The key objective of this guide is to:

- Develop a robust approach to identification and understanding of risk facing the Council;
- Minimise threats facing the delivery of Council objectives;
- Establish practices and procedures to manage risk and maximise opportunities;
- Identify resources required to manage, control and evaluate risks.

3. Accountabilities, responsibilities and framework

31 Cabinet has ultimate responsibility for:

- Setting the culture for risk management at the Council.
- Endorsing and approving this Policy
- For developing and approving Risk Appetite

32 Detailed oversight of the risk management process is delegated to the Audit Committee. Cabinet will seek assurance from the Audit Committee on the adequacy and effectiveness of the risk management process.

33 The Audit Committee is responsible for scrutinising the scope and effectiveness of the risk management systems in place. Overseeing the implementation of the risk management policy on behalf of Cabinet. Audit Committee uses a range of assurances to satisfy itself that a proper system of risk management and internal control is maintained.

34 The Managing Director is responsible for ensuring proper systems of financial control, risk management, legal and regulatory compliance are established and maintained, and that regular reports on these are provided to Cabinet.

35 The Corporate Management Leadership Team (CMLT) are responsible for:

- Identifying and evaluating the significant risk faced by the Council in achieving objectives;
- Reviewing risk responses from management and ensuring that they receive reports on risks above agreed limits;
- Providing adequate information in a timely manner to Cabinet on the status of risks and controls.

36 The Transformation, Strategy and Programmes Team are responsible for the



Two Councils
One Team



development of the risk management policy, the implementation of the strategic risk management process and strategic risk management reporting.

- 3.7 The Head of Internal Audit is responsible for the development of the risk-based Internal Audit Programme and ensuring that Audit Committee has the required assurance on the management of risk and the effectiveness of internal control.
- 3.8 Managers are responsible for identifying and evaluating risks that threaten the achievement of objectives, for building a risk aware culture within their department, ensuring staff complete training where appropriate and understand how to identify and manage risk. Managers are responsible for reporting and escalating risks in line with this Policy and are responsible for the implementation of mitigating actions in respect of each risk.
- 3.9 **Appendix A** sets out the Council's structure for risk management.

4. Risk Registers

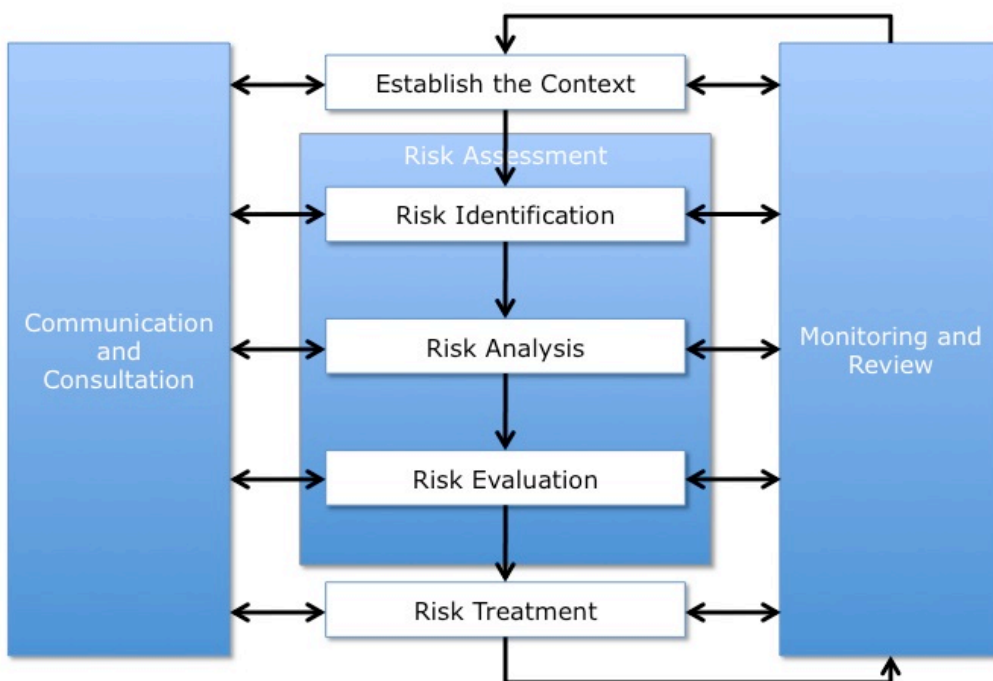
- 4.1 The achievement of the Strategic Plan and subsequent in year Delivery Plans will carry several risks. The risks that could prevent the Council from achieving its objectives are described as strategic risks and are recorded in the Strategic Risk Register.
- 4.2 Strategic risks are those risks which could have organisational-wide impacts and are cross cutting or strategic in nature. Risks that could impact the work of the Council but would not have a strategic impact are described as operational risks and are recorded within directorate or project risk registers.
- 4.3 To facilitate the management of risk throughout the organisation the Council maintains a system of risk registers.
- **The Strategic Risk Register (SRR)** records the strategic risks facing the Council. These are risks that could prevent the Council from achieving its Strategic Plan and objectives. The risks on the SRR are identified through CMLT's assessment of the risks to the Council's Strategic Plan. These risks are reviewed by Cabinet and Audit Committee. Operational risks that are considered to have a strategic impact outside of appetite should be escalated on the SRR. The SRR is maintained by the Strategy and Programmes Team on behalf of the CMLT and is presented in its entirety to Cabinet and to Audit Committee three times a year.
 - **Directorate Risk Registers (DRR)** provides a record of the significant operational risks facing each directorate. Each Director and Assistant Director takes responsibility for risks in their own area of work. Any risks deemed significant should be recorded in the risk register and monitored to ascertain if the impact/likelihood is increasing or decreasing. Managers at all levels are

encouraged to add significant risks to the Directorate Register using the [Risk Identification Guidance](#) and following the prescribed template on the risk management intranet pages to determine the most appropriate course of action. Action could either include; closely monitoring the risk or escalating the risk to the SRR if the likelihood/impact is scored outside of the appetite as agreed by the relevant Assistant Director.

- **Project Risk Registers** provide a record of the risks that have been identified from individual projects. Project risks are escalated to either Directorate risk registers via the relevant Assistant Director or to the SRR if outside of the agreed risk appetite. Project leads are responsible for maintaining the project risk registers.
- 4.4 **Appendix C** provides an overview of how risks are escalated to the strategic risk register.

5. Risk Management Lifecycle

- 5.1 The lifecycle of managing risk at the Council ensures that risk registers at all levels remain live and comprises the following key elements:



6. Risk Identification

- 6.1 In order to manage risk, the Council needs to understand what risks it faces and be able to evaluate them. Identifying risks is the first step in building the risk profile. Care should be taken to avoid identifying risks that do not impact on the Council's aims and objectives. Incidents that have already materialised should be distinguished from risk.
- 6.2 Risks can originate from inside or outside of the Council. Tools and techniques such as; PESTLE, SWOT, brainstorming and workshops can be used to ensure that a full range of internal and external risks are considered and assessed accordingly. These could include risks such as changes in government policy, extreme climate events, pandemics and business continuity threats.

7. Risk Definition and Description

- 7.1 Risks should be described in terms of the cause and consequence so that stakeholders can understand why they are of importance to the Council.

8. Risk Ownership

- 8.1 All risks on the SRR should be assigned to a member of CMLT as the owner.
- 8.2 Risks identified at Operational or Project level should be assigned to an owner who has responsibility for ensuring that the risk is managed and monitored over time. A risk owner, in line with their accountability for managing the risk, should have sufficient authority to ensure that the risk is effectively managed.

9. Risk Assessment

- 9.1 Risk assessment is concerned with the measurement of identified risk. Risk is measured on two distinct scales:
- The likelihood of the risk event occurring (on a 1 to 5 scale), and
 - The impact of that risk event occurring (on a 1 to 5 scale).
- 9.2 The scores for each are then multiplied together to give a risk rating (on a 1-25 scale), which will form the basis for allocating resources for implementing risk control and mitigation activities.
- 9.3 Risk assessment and risk scores should be graded by using the risk scoring matrix provided at **section 11 of this policy in line with guidance given around Risk Appetite.**
- 9.4 The risk assessment should take into consideration the effectiveness of existing controls that are already in place that will have an impact on the likelihood and impact of the risk occurring.

- 95 Once risks have been assessed, the risk priorities for the Council will emerge. The greater potential exposure to the risk, the higher the priority required for addressing it. The highest priority risks (those that have the potential to have a strategic impact), should be given attention at the highest level i.e. CMLT and Cabinet.

10. Target Risk Assessment

- 10.1 If the identified risk requires mitigation due to it being outside of the appetite of the Council, actions will be identified that reduce the likelihood or impact of the risk. A second risk assessment should then take place to evaluate the risk exposure as if all the actions have been completed, reflecting how the planned actions would have reduced the overall risk rating.
- 10.2 The template for the register and assessment is provided on the Risk Management intranet pages.

11. Risk Appetite

- 11.1 Risk appetite is defined as: 'the amount of risk an organisation is prepared to accept in pursuit of its objectives'. The principle recognises that risk cannot be reduced to zero and that mitigation will have both resource and cost implications.
- 11.2 When considering threats, the concept of risk appetite embraces the level of exposure which is considered tolerable and justifiable should it be realised. It is about comparing the cost (financial or otherwise) of containing the risk with the cost of the exposure should the exposure become a reality and finding an acceptable balance.
- 11.3 When considering opportunities, the concept embraces consideration of how much the organisation is prepared to actively put at risk in order to obtain the benefits of the opportunity.
- 11.4 The risk appetite of the Council is outlined by a risk appetite statement which is as follows:

Broadland District Council is a dynamic, innovative and commercially-minded Council that empowers its staff to make well-rounded decisions and take proportionate risks within our boundaries based on intelligence, reason and insight, seizing opportunities to enhance the wellbeing of our community, economy and staff, reimagining the role of local government.

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

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected	Medium 5	Medium 10	High 15	Very High 20	Very High 25
4	Highly Likely	Low 4	Medium 8	High 12	High 16	Very High 20
3	Likely	Low 3	Medium 6	Medium 9	High 12	High 15
2	Not Likely	Very Low 2	Low 4	Medium 6	Medium 8	Medium High 10
1	Rare	Very Low 1	Very Low 2	Low 3	Low 4	Medium 5
Very High 20-25		Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.				
High/Medium High 10-16		Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.				
Medium 5-10		Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.				
Low 3-4		Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.				
Very Low 1-2		Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.				

- 11.7 As demonstrated by the table shown above, any risk with a combined score of 10-25 is outside the risk appetite and action must be taken to reduce the score down to an acceptable level to protect the achievement of the Council's strategic aims and objectives.

- 11.8 In order to assist staff in the risk assessment and scoring of each risk, scoring criteria has been identified for a series of key categories. This may not be applicable in all instances but can be used as a guide. Please see likelihood and impact scoring criteria at **Appendix B**.

12. Risk Mitigation and Management

- 12.1 Identifying gaps in existing controls and identification of the actions that are needed to improve the mitigation of risks in line with both Council's risk appetite will involve employing either one or a mix of the following:

- Acceptance – Where the level of the risk falls below the Council's risk appetite and a conscious decision is made to accept that risk and to take no further action other than ongoing monitoring and periodic review. Sometimes referred to as tolerate.
- Avoidance – Where the actions causing the risk are avoided; for example, withdrawing from a particular activity, project or service.
- Reduction – Take action to reduce the level of risk by reducing either the impact or the likelihood of the risk event occurring.
- Transferring – Transferring most or some of the risk to a third party. The main types are insurance and outsourcing.
- Sharing – Risk sharing is the distribution of risk to multiple organisations for example during a project with a number of stakeholders involved.

- 12.2 In choosing between these responses, factors to consider include cost, feasibility, probability and the potential impact. Every control has an associated cost and it is important that the control action offers value for money in relation to the risk that it is controlling.

13. Opportunity Risk

- 13.1 Opportunity risk is defined as a 'failure to identify or exploit an opportunity which is unable to be pursued later without an additional cost'. Managing opportunity risk involves creating a climate for innovation in which an awareness of the constraints doesn't prevent people coming up with ideas and putting them forward.
- 13.2 Risk and opportunity go hand in hand. The opportunity for advancement cannot be achieved without taking risk and risk is essential to progress and innovation. Excessive caution can be as damaging as unnecessary risk taking.

14. Reviewing and Reporting

- 14.1 Regular monitoring and review are essential to gain assurance over the risk management framework and to ascertain whether:

- Risks are still relevant
 - Emergent risks have been identified
 - Likelihood and impact of risks has changed
 - Controls are still effective.
- 14.2 Cabinet will review the Strategic Risk Register three times a year. The papers provided to Cabinet will include a summary on the effectiveness of the risk management framework and any specific comments on the strategic risks identified.
- 14.3 Audit Committee will support Cabinet by reviewing and advising on the operation and effectiveness of arrangements in place across the Council that support the achievement of objectives. Audit Committee will review both the Strategic risk register and risk management arrangements three times a year. They will also periodically receive results of independent assurance on the adequacy of the risk management framework and control framework.
- 14.4 In particular, Audit Committee will scrutinise the adequacy of:
- All risk and control related assurance statements, together with any accompanying internal audit statement, external audit opinion or other appropriate independent assurances.
 - The underlying assurance processes that indicate the degree of the achievement of the Council's objectives, the effectiveness of the management of strategic risks and the appropriateness of the above disclosure statements.
- 14.5 The Corporate Leadership Management Team will receive reports on the progress of the risk management framework prior to Cabinet and the make-up and movement in the strategic risk register three times a year.
- 14.6 Risks and risk registers at a directorate/service level and project level are reviewed as part of the routine cycle of team meetings or as required.
- 14.7 All staff are required to consider and monitor risks as part of their job role. If a risk is identified that is above risk appetite of the Council and requires escalating to the strategic risk register, the procedure at **Appendix C** should be followed. These risks should be monitored and reported until they are reduced to an acceptable level or the risk no longer poses a threat to the achievement of Council objectives.
- 15. Staff Training and Development**
- 15.1 To support colleagues in the move towards a mature enterprise wide risk management process, the following training will be available:
- An e-learning self-facilitated learning module developed to provide guidance on the fundamental principles of risk, covering the policy and procedures

specific to the Council.

- A rolling programme of small team specific workshops on the fundamental principles of risk management.
- One to one training and support offered to officers by the Strategy and Programmes Team and or Internal Audit.
- **Risk Identification Guidance** is also available on the intranet under risk management pages.

16. Links with other processes

- 16.1 The risk management process is carried out during the setting of strategic delivery plans and is considered during Internal Audit's approach to risk based planning. The Strategic Risk Register is considered during the completion of assurance statements informing the Council Annual Governance Statement.

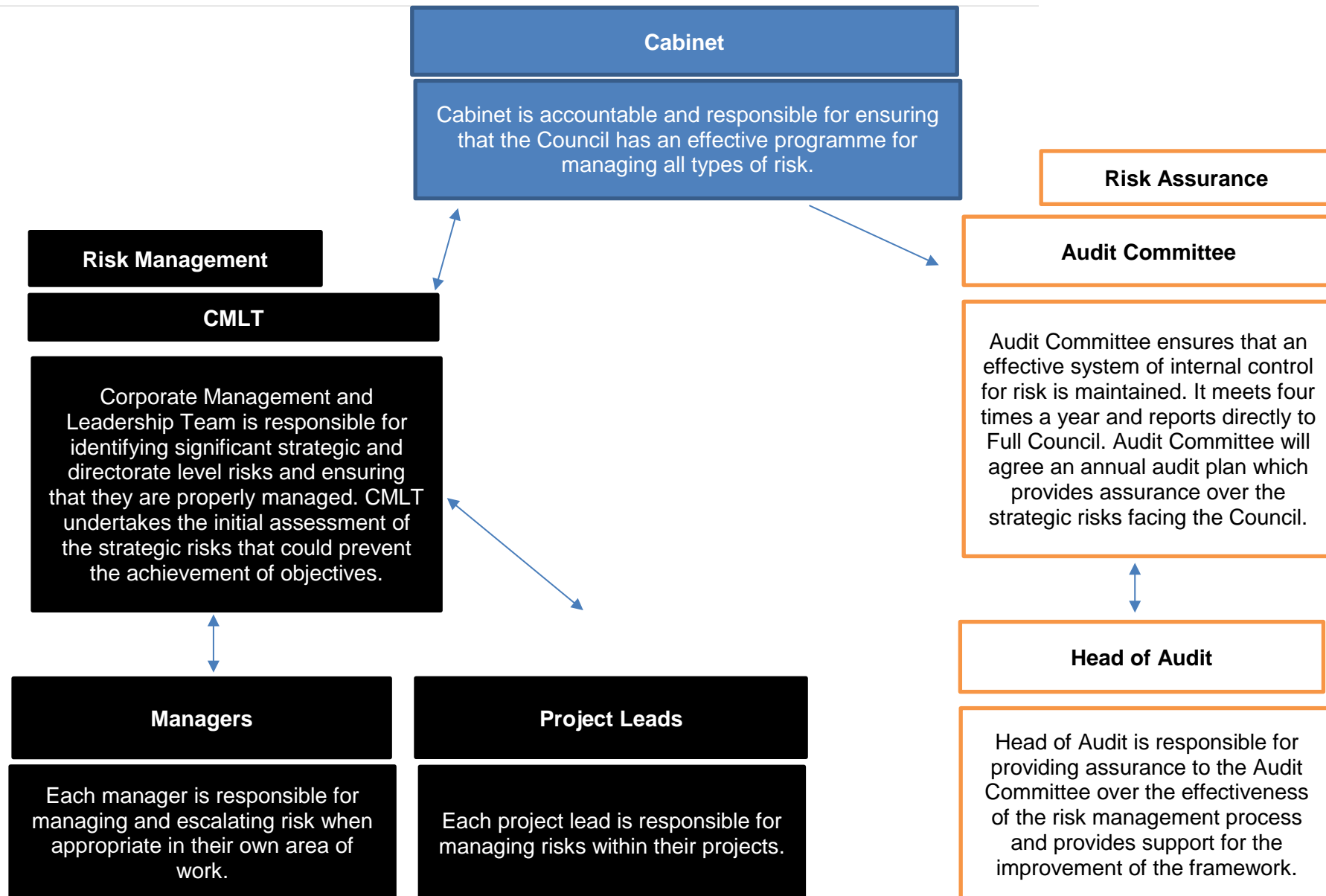
17. Appendices

Appendix A – Council's Structure for Risk Management

Appendix B – Risk Scoring Criteria – Likelihood and Impact

Appendix C - Escalation to the Strategic Risk Register

Appendix A – The Council's Structure for Risk Management



Appendix B – Risk Scoring Criteria Likelihood and Impact

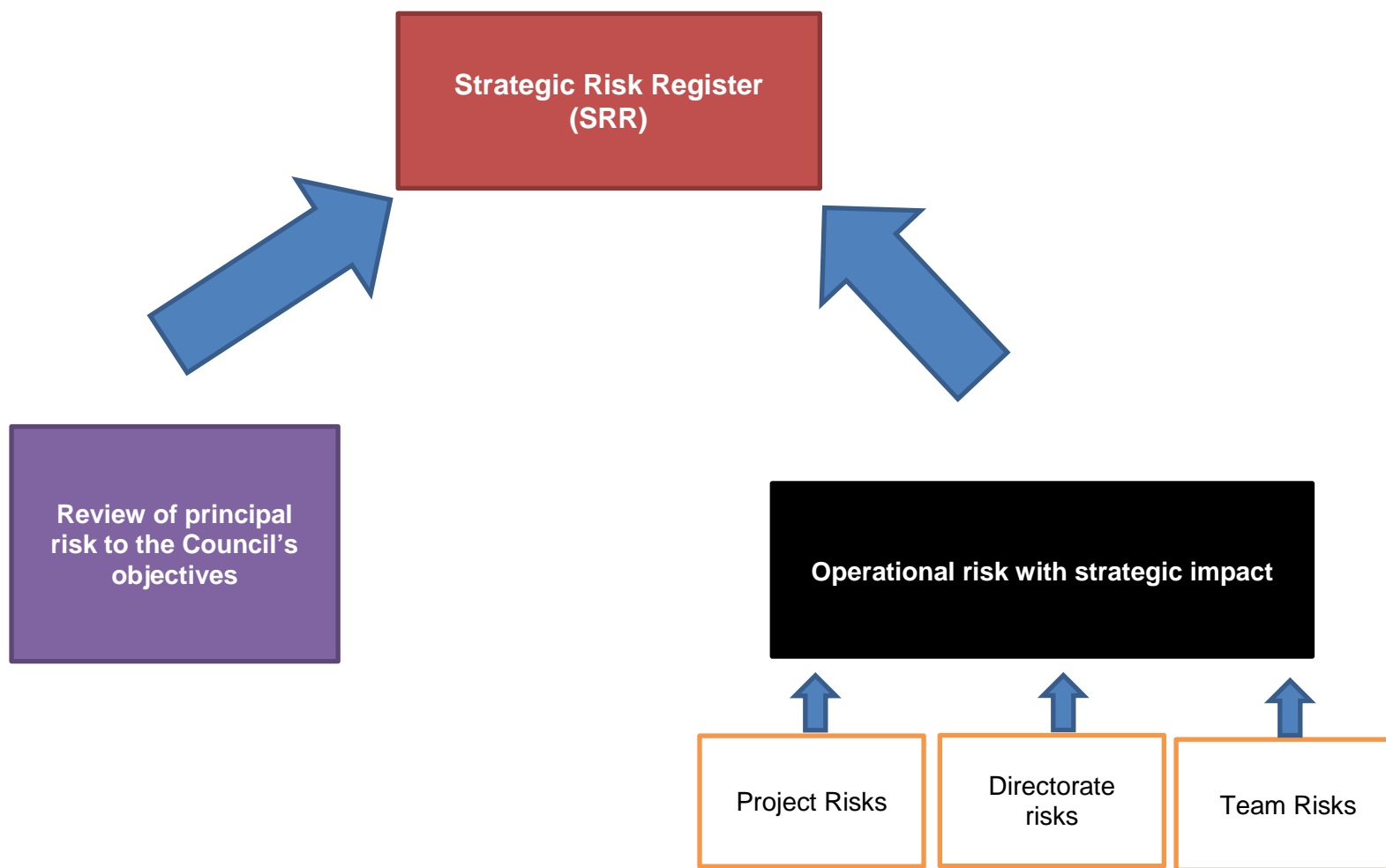
Likelihood

Likelihood		Description	Timing
5	<i>Expected</i>	<i>Risk event or circumstance is relatively certain to occur</i>	<i>More than once per year</i>
4	<i>Highly Likely</i>	<i>Risk event or circumstance is highly likely to occur</i>	<i>Once per year</i>
3	<i>Likely</i>	<i>The risk event or circumstance is more likely to occur than not</i>	<i>At least once between 1-5 years</i>
2	<i>Not likely</i>	<i>The risk event or circumstance is possible</i>	<i>At least once between 5-10 years</i>
1	<i>Rare</i>	<i>This will probably never happen</i>	<i>Probably within 10-15 years</i>

Impact

Impact Type	Insignificant	Minor	Moderate	Significant	Severe
Financial loss	£0k - <£10k	£10k - <£25k	£25k - <100k	£100k - £500k	Over £500k
Service provision	Inconsequential disruption to a service.	Minimal disruption to Council activities/service.	Significant disruption to service delivery.	Significant disruption to large parts of the Council or suspension of service.	Service suspended long term.
Projects	Minor delay	Minor milestones missed	Significant milestones missed or delayed	Major milestones missed	Project will not achieve objectives and misses majority of milestones
Objectives	No effect	Some team objectives not met	Team objectives not met	Portfolio objectives not met	Strategic objectives not met
Health and Safety	Isolated incident/ injury/illness. No lost time to injury days.	Minor injury or illness requiring medical treatment.	Threat of violence, serious injury or illness requiring medical attention.	Significant/extensive/multiple injury or illness, permanent or partial disability.	Fatality. Multiple major injuries/illness. Permanent total disability.
Staff Engagement	Isolated events of dissatisfaction	Some hostile relationships/minor non-co-operation	Hostile relationships. Major non-cooperation across the organisation	Industrial Action	Mass staff walkout/leaving
Reputational	Minor unfavourable social media coverage/attention	No media coverage. Minor letters of complaint	Adverse local media/social media coverage relating to conduct of leader or members or Council	Adverse national media exposure	Prolonged adverse national exposure
Statutory/Legal	Isolated non-compliance. Informal recommendation not followed up.	Non-compliance Warning received	Breach. Improvement Notice	Enforcement Action	Prosecution Fine Successful Judicial Review

Appendix C – Escalation to the Strategic Risk Register



Minutes of a meeting of **Cabinet** held by video link on **Tuesday 3 November 2020** at **6.00pm** when there were present:

Cllr S A Vincent – Policy (Chairman)

Portfolio holders:

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr T M Mancini-Boyle	Finance
Cllr F Whymark	Housing and Wellbeing

Cllr T Adams, Cllr K Kelly, Cllr K Leggett and Cllr S Riley also attended the meeting.

Also in attendance were the Managing Director, Director Place, Director Resources, Director People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Regulatory, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Governance Manager, Communities Senior Manager, Business Improvement Team Manager, Housing and Wellbeing Senior Manager, Policy and Partnerships Officer and the Democratic Services Officer (JO).

146 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr J Copplestone, Cllr J Leggett, Cllr S Riley	159 - Housing Standards Enforcement Policy	Pecuniary Interest, owner of a rental property.

147 MINUTES

The Minutes of the meeting held on 29 September 2020 were confirmed as a correct record.

148 MATTERS ARISING

Minute No: 137 – Updated Delivery Plan Post Covid-19

The Portfolio Holder for Economic Development advised the meeting that Broadland had been allocated £428,000 from the Norfolk Strategic Fund and

would spend this funding on enterprise facilitation.

Minute No: 138 – Response to Ministry of Housing, Communities and Local Government (MHCLG) Consultations.

The Portfolio Holder for Planning informed Members that the Council's response to the 'Planning for the Future' White Paper had been signed off; she would circulate the response to Members following the meeting.

149 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

150 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 27 October 2020, as each item was considered.

151 SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Cabinet received the Minutes of the meeting of the Service Improvement and Efficiency Committee held on 5 October 2020

152 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 7 October 2020.

153 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 8 October 2020. The Portfolio Holder for Environmental Excellence informed the meeting that Members of the Panel had recently viewed a trial of an electric refuse collection vehicle; unfortunately it had not been able to complete two rounds on one charge.

A Norfolk Waste Partnership meeting was to be convened shortly and it was hoped that some good communications on recycling and reducing waste would result from it.

154 ECONOMIC SUCCESS PANEL

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 12 October 2020.

RESOLVED

To bring the Recycling Behaviour Change project to a close, as recommended by the Economic Success Panel at its meeting on 8 October 2020.

155 BUDGET UPDATE REPORT

The Assistant Director Finance introduced the report, which provided an additional update on the budgetary position at the Council, which was considered appropriate due to the exceptional circumstance caused by the pandemic.

As part of the response to COVID-19 and the New Ways of Working programme, staff had now been categorised as either: a permanent home worker (80 staff), a home enabled worker (396 staff working both at home and in the office) and 70 dedicated office workers. However, at present only 327 officers had laptops.

This left 219 laptops short and, therefore, to complete a roll out of laptops plus peripherals a further £256,000 (including 20% contingency) split BDC 45%, SNC 55% was required.

Member approval was, therefore, requested to increase the BDC 2020/21 Information Technology Capital Budget by £115,000 to fund the rollout of additional laptops to better facilitate the New Ways of Working.

Cabinet noted that this matter had caused a lot of debate at the Overview and Scrutiny Committee. The Portfolio Holder for Finance confirmed that she fully supported increasing the IT budget to ensure that officers had the tools to do their jobs.

The Chairman of the Overview and Scrutiny Committee informed the meeting that the Committee had recommended that this budget be increased to cover providing laptops to Members to help them do their job as well. He also noted that Members' iPads would need to be replaced in a few years and that this would be a relatively inexpensive way to allow them to access the greater functionality available in laptop computers.

In response, the Leader noted that iPads offered a safe and secure platform that had served Members well. Although he acknowledged that the pandemic

had brought its own problems for Members.

The Portfolio Holder for Finance noted that the Director of Resources was looking into Members' IT and suggested a separate additional budget of £35,000 be established to fund potential changes following a review of Members' IT.

The Assistant Director Business Support and Governance (Monitoring Officer) confirmed that a cross party Working Group would be established to scope out what Member IT requirements were. The Leader noted that this group might also include Members from South Norfolk as well.

However, the Chairman of the Overview and Scrutiny Committee was of the opinion that Members just needed to be supplied with laptops, rather than establishing a Working Group to look into it.

The meeting was advised that South Norfolk had decided to postpone a decision on increasing their Revenue Budget by £44,000 to implement the actions set out in the Environmental Strategy, in order to focus on their response to COVID-19.

However, Cabinet supported the recommendation and were advised that a graduate apprentice was in place and scoping out the foundational work for the person who would take up this post.

It was agreed that the unspent 'joint waste budget' would be used to cover waste procurement. The reference to depot would be deleted from this recommendation.

The £45,000 increase in the budgetary provision to cover additional regulatory expenditure was supported. The reduction in the budgetary provision for COVID-19 direct hardship payment of £77,000 and the return of the money to the Council Tax Support Hardship Allocation was also supported. It was noted that this sum could be returned for direct hardship payments, if needed.

The proposed changes in the income budgets was supported. Also supported were the proposals to authorise the Assistant Director Regulatory to spend the Coronavirus Enforcement Grant; the removal of the Assistant Director Consultancy post from the establishment and to note the updated Medium Term Financial Strategy.

In response to a query, the Assistant Director Regulatory confirmed that he would bring an operational report back to Cabinet to keep Members informed about how the £49,421 Coronavirus Enforcement Grant was being spent.

It was noted that the final proposal for approval of the criteria for local lockdown grants had been overtaken by events and it was suggested that it be expanded to include consultation with the Portfolio Holder Finance and the Leader, as well as Assistant Director Economic Growth. Reference to 'discretionary' lockdown grants was also removed from the recommendation.

The Portfolio Holder for Economic Development also advised the meeting that the Council would receive £2.6m rolled out over 18 months to provide local lockdown grants.

RECOMMENDED TO COUNCIL

1. To increase the BDC 20/21 Information Technology Capital Budget by £115,000, to fund the rollout of additional laptops to better facilitate the New Ways of Working.
2. To increase the BDC 20/21 Information Technology Capital Budget by £35,000 to fund potential changes following a review of Members' IT.
3. To increase the BDC annual Revenue Budget by £44,000 (with a pro-rata adjustment for 20/21 as only a part year effect) to fund an additional resource to help implement the actions set out in the recently agreed Environmental Strategy.
4. To agree that the unspent 'joint waste budget' can be applied to cover the costs of the waste procurement.
5. To increase the budgetary provision for Covid-19 expenditure from £250,000 to £295,000 to cover the additional £45,000 regulatory expenditure.
6. To reduce the budgetary provision for Covid-19 direct hardship payments by £77,000 and return the money to the main Council Tax Support hardship allocation.
7. To agree the proposed changes to the 20/21 income budgets as set out in paragraph 4.17.
8. To agree that the Assistant Director Regulatory is authorised to spend the new Coronavirus Enforcement grant of £49,421, to help the public and businesses understand the latest Covid-19 regulation, and increase compliance work and enforcement checks on businesses.
9. To remove the post of Assistant Director Consultancy Team from the establishment.

RESOLVED

To note:

10. The updated Medium Term Financial Strategy.

11. That the Portfolio Holder for Economic Development, in consultation with the Portfolio Holder for Finance, the Leader and the Assistant Director Economic Growth will be asked to approve the criteria for the distribution of local lockdown grants, in line with Part 3 of the Constitution Para 16.5 (1) Delegation of powers to Portfolio Holders, and Para 19.18 (22) Oversight of the Council's Grants Policy.

Reasons for decision

The report was a factual account.

156 REVIEW OF EARMARKED RESERVES

The Assistant Director Finance introduced the report, which reviewed the Council's earmarked reserves and proposed that three reserves be closed, two merged and the two reserves created.

Earmarked Reserves were amounts that had been set aside to provide financing for specific future events. The Council's Earmarked Reserves as at 31 March 2020, were £8.733m.

The proposed changes were:

1. The closure of the following reserves:
 - a. External Funding Reserve.
 - b. Community Right to Challenge Reserve.
 - c. Systems Thinking Reserve.
2. The reduction in the Business Rates Reserve by £703,000.
3. The merging of the Economic Success Fund and the Broadland Growth Reserve.
4. The creation of the following Reserves:
 - a. Refuse Services - £7m.
 - b. New Ways of Working - £4m.

The proposed changes would result in the earmarked reserves being increased to £18.692m. This would reduce the General Fund to £5.387m,

which was still significantly above the minimum recommended level of £2m.

The Portfolio Holder for Finance confirmed that she had no objection to closing the three reserves. But would not want to reduce the Business Rates reserve by £703,000. Neither would she recommend merging the Economic Success Fund and the Broadland Growth Reserve.

Some concern was also expressed about creating the two new reserves and in response to a query, Cabinet were assured that any spending would be undertaken through the normal scheme of delegation, as set out in the Constitution. The Director of Resources also confirmed that money was not spent directly from reserves and would go into either the Revenue or Capital programme to be agreed by Cabinet.

However, it was agreed that further clarification was needed before reserves were set aside for Refuse Services and New Ways of Working. It was also requested that the split between the Marriott's Way bridges and the Bure Valley Railway bridges in the Bridge Maintenance Reserve be explained and brought back to the next meeting.

RECOMMENDED TO COUNCIL

1. The closure of the following reserves:
 - a. External Funding Reserve.
 - b. Community Right to Challenge Reserve.
 - c. Systems Thinking Reserve.
2. The retention of the Economic Success Fund and the Broadland Growth Reserve.
3. To defer a decision on the creation of the following Reserves:
 - a. Refuse Services - £7m.
 - b. New Ways of Working - £4m

Reasons for decision

To review the Council's earmarked reserves.

157 TREASURY MANAGEMENT QUARTER 2 REPORT 2020/21

The Assistant Director Finance introduced the report, which reviewed treasury management activity during the first six months of the financial year 2020/21.

As at 30 September 2020 the Council's investments totalled £43,770m. Around £400,000 investment income was forecast at year end, which was

£160,000 above budget. The Council had not needed to borrow during this period.

The Council had exceeded its counterparty limit for Barclays PLC, by £2.5m, due to a requirement to keep funds short to make money available for relief to residents and businesses during the pandemic.

The Chairman noted that the Council made some investments on behalf of charitable organisations and requested that he be provided with further information about the organisations after the meeting, as he understood they were located in his Ward.

RECOMMENDED TO COUNCIL

To

1. Note the report on treasury activity undertaken in the first half of the year and that it complies with the agreed strategy; and
2. Note the 2020/21 prudential indicators for the first six months of the year.

Reasons for decision

The report was a factual account.

158 STRATEGIC PERFORMANCE AND FINANCE REPORT FOR QUARTERS 1 AND 2 2020/21

The Chief of Staff introduced the report, which was the first iteration of the new format Strategic Performance and Finance Report for Quarters 1 and 2.

The report provided an overview of the performance of the Council against key outcomes set out in the Delivery Plan for 2020/21.

In the Delivery Plan for 2020/21 not all delivery measures had been given targets. Where targets were provided a red, amber, green (RAG) status had been used to provide an update on progress. The majority of those measured under the RAG system were either baselined this year or had year-end targets which would be updated to Members as part of the Quarter four reports. For those with targets, seven measures were on target and green and four were currently red this Quarter.

Highlights in the report were:

- Over £5m of external funding was secured during Q1 and Q2. £2.7m through Government's 'Getting Building Fund' to support the delivery of the Food Innovation Centre. £521,976 has been secured from MHCLG to deliver the 'Next Steps Accommodation' programme and £428,572 has been secured from the Norfolk Strategic Fund to support with COVID-19 economic recovery initiatives.
- Supporting vulnerable residents was a focus area for Q1 and Q2 with 2,160 residents receiving support from the discretionary prevention services since April this year.
- The amount of collected waste being recycled had increased by 3 percent to 52.5 percent, which significantly outperformed the national recycling average of 44 percent.

Areas where improvements could be made were:

- The number of missed bins, (40 bins per 100,000) which was higher than the year-end target of no more than 30 bins per 100,000. This had been partly attributed to staff sickness.
- Homelessness prevention measures, which suffered a drop in performance due to a doubling of people being housed in temporary accommodation and the resultant impact on resources. It was highlighted that a programme of work named 'best in class housing' was currently being progressed to ensure the Council provided the best housing services for residents

The Quarter 3 report would also cover Strategic Risk. The draft Strategic Risk Register had been taken to the Audit Committee and was being developed further following the Committee's feedback before final review in November.

The Assistant Director for Finance drew Members' attention to the favourable variance in the budget of £2.1m, which had chiefly be due to receiving COVID-19 Government funding that had not been budgeted for. At the end of September this amount totalled £1.3m. It was emphasised that this would be spent on supporting residents and businesses by the end of the financial year.

In respect of the Capital Programme at the end of Quarter 2, the Council would have expected to have spent £1.2m, but in fact had spent £0.5m. However, there remained the opportunity to catch up with this spend by the end of the financial year.

The Portfolio Holder for Transformation and Organisational Development

noted that 2020 had been a very difficult year for everyone and commended staff for their performance in rising to the challenge of delivering services to residents and businesses.

The Portfolio Holder for Finance noted an error in the figure for variance in the income budgets in the report, but acknowledged that this was probably due to rounding up. The Assistant Director for Finance confirmed it would be amended.

The Portfolio Holder for Finance also noted that the processing of new Housing Benefit claims had a target of seven days and that this had reached 5.4 days, due to the huge increase in claims caused by the pandemic, but that this figure had now come back down to the pre-COVID-19 figure of 4.7 days and that staff were to be congratulated for their hard work in achieving this.

In respect of Council Tax collection, the Portfolio Holder for Finance confirmed that although the Council could now take legal action against residents in arrears, it would be putting this off until the New Year to give them more time given the current situation.

The Leader noted that the Council Tax debt was currently £650,000, but that this was out of a total of £87m collected, which put it in perspective and that as much should be done as possible to encourage residents in arrears to engage with the Council.

The Portfolio Holder for Housing and Wellbeing commended the work of the Housing Team, which had faced unprecedented levels of demand and also the Communities Team who had worked very hard to support residents. He also drew Members' attention to the £521,976 funding secured from the Ministry of Housing Communities and Local Government to deliver the Next Steps Accommodation programme, which would provide even more support for the Districts most vulnerable residents.

The Portfolio Holder for Environmental Excellence congratulated staff in the Regulatory Team and the Environmental Health Officers for their hard work during the pandemic.

In respect of the performance measures she noted that too much was being made of the drop in performance for missed bins; from 27 per 100,000 in Quarter 1 to 40 per 100,000 in Quarter 2, as this figure was still good considering the number of bins collected.

The Portfolio Holder for Environmental Excellence was also pleased to see a measure for the KGs of residual waste collected per household included in the report for the first time.

The Portfolio Holder for Economic Development thanked the Economic Development Team and the Finance Team for their hard work in distributing nearly £29m in support grants to 2,5000 businesses in the District. She noted that Business Rate relief had also been given to businesses affected by the pandemic and new local business support would be rolled out soon due to the second lockdown. She also noted that £2.7m had been secured to help fund the Food Innovation Centre, which would be delivered in partnership with the Local Enterprise Partnership, as well as the £428,572 secured from the Norfolk Strategic Fund, which would support enterprise facilitation initiatives. The Communities Team were also congratulated on their work with the Kick Start scheme, which would help young people into jobs.

The Leader noted that the pie chart in the dashboard overview section of the report was not particularly informative and a few other elements in the report needed further work and he suggested that an informal session with officers and Cabinet might be a good way to iron out these issues.

In response to a query regarding the refurbishment of Thorpe Lodge, the Leader confirmed that this was on hold, as options would need to be looked at to meet the new needs for accommodation once the pandemic was over.

The Assistant Director for Governance and Business Support (Monitoring Officer) confirmed that the current focus had been on creating a safe COVID-19 secure office environment for staff. The work on hold was for the air conditioning system, the toilets and the showers.

RESOLVED

To

1. Note the revenue and capital position; and
2. Note the 2020/21 performance for Q1 and Q2.

Reasons for decision

The report was a factual account.

159 APPROVAL OF UK MUNICIPAL BOND AGENCY'S FRAMEWORK AGREEMENT

The Director of Resources introduced the report, which sought approval for the Council to enter into a Framework Agreement with the UK Municipal Bonds Agency, which would be a potential source of borrowing for the Council, if required. This would represent an even cheaper source of borrowing than the Public Works and Loans Board.

The Council was required to sign up to the Framework prior to borrowing and Cabinet was advised that loans provided by the Agency were pooled and guaranteed by the borrowers. However, to date no UK local authority had ever defaulted on a loan.

It was confirmed that signing up to the Framework did not commit the Council to only borrowing from the Municipal Bonds Agency.

RECOMMENDED TO COUNCIL

to approve the Council's entry into a Framework Agreement and its accompanying schedules

Reasons for decision

To provide the Council with access to an additional loan facility.

160 THE VISION FOR A BEST IN CLASS HOUSING OFFER AND DRAFT ALLOCATIONS SCHEME

The Assistant Director for Individuals and Families introduced the report. He noted that housing was a core function of a local authority and that the proposals in the report represented a significant opportunity to establish a best in class housing model for residents across Broadland and South Norfolk, by working together to build efficiencies and economies of scale through a single officer team. The project had been assisted by the Local Government Association, who had funded external consultants and by the Joint Member Working Group, who had carried out a significant amount of work with officers to bring the housing offer forward.

The Policy and Partnerships Officer presented some more detailed aspects of the report, which had been drawn up following a number of workshops and considerable work to develop an efficient and consistent working approach. The review had been undertaken before and during the pandemic, which had created an opportunity to be mindful of the likely demand on the service from the crisis.

Following a successful bid to the LGA Housing Advisor programme, officers had been working in conjunction with external consultants Campbell Tickell and had developed a 'best in class housing offer'. A fundamental part of the offer was the proposed allocations scheme and a four-stage accommodation model, which sought to provide a universal service open to all with a housing need.

Key to the service was the proposed Allocations Scheme, which defined the procedures to be followed in allocating housing accommodation to ensure the

Council provided the most effective housing service through an up-to-date and legally compliant scheme.

It was proposed that the current banding system be changed from three bands to four to allow for a band to accommodate those in most urgent need.

Over the proposed four bands there was likely to be approximately 1000 people registered for accommodation. Whilst those in high bands were more likely to be allocated a property, difficult to let properties and S106 restrictions on the allocation of properties offered to those with a local connection would help to secure offers to those in lower bands. A willingness to move outside a specific area was also an option to help increase the likelihood of securing a property.

The new combined system would provide residents with a single point of access to bid for properties across both Councils with properties being allocated to those residing within the District where the property was located in the first instance, but ultimately offered to a bidder in the other District if the property was not taken, thereby helping to reduce the incidence of empty properties and facilitating mobility. The bidding process would be explicit about priority being given to the allocation of properties to bidders within the same District as the property.

The Portfolio Holder for Housing and Wellbeing commended the report and the collaborative work undertaken to develop the proposed Allocations Scheme, which if adopted would be a significantly improved, transparent and proactive means of prioritising Broadland's most vulnerable residents.

In answer to a query, it was confirmed that the proposals in the scheme, emphasised partnership working with housing associations and other landlords to prevent houses being unoccupied longer than necessary.

Cabinet commended the proposals in the report and it was:

RECOMMENDED TO COUNCIL

1. To endorse Officers work towards the Best in Class Housing Offer; and
2. Agree to the adoption of the Housing Allocations Scheme.

Reasons for decision

To initiate the development of a best in class housing service.

The Assistant Director for Individuals and Families introduced the report, which proposed the adoption of a revised Housing Standards Enforcement Policy.

He explained that the new Policy would ensure that all statutory obligations and procedures that Housing Standard Officers initiated on behalf of the Council were up-to-date and in a single document. This would allow the Council to support landlords, but also set a clear bar for the standards of housing that they were expected to provide.

In response to a question, it was confirmed that the Council would be more proactive in education regarding housing standards and that work with the Eastern Landlords Association was planned for 2020/21.

RESOLVED

To approve the Council's new Housing Standards Enforcement Policy.

Reasons for decision

To adopt a revised and improved policy.

162 PLANNING ENFORCEMENT PLAN AND STRATEGY

The Business Improvement Team Manager introduced the report, which presented an updated Enforcement Plan and Strategy, following an audit of the Planning Enforcement Service in early 2020.

He advised the meeting that the report had been considered and recommended for approval by the Place Shaping Panel, subject to the inclusion of headings for the legislative tools that were available to the Council (pre formal, formal and compliance) and to also include a flowchart to outline the enforcement process. The Panel had also asked that enforcement training be provided for parish and town councils. The Overview and Scrutiny Committee had also welcomed and endorsed these suggestions.

The Plan would now include a more proactive approach towards the monitoring of the commencement of developments with planning permission to ensure compliance with associated conditions.

To ensure that Members had an overview of current cases it was also proposed that a monthly report be provided to all Members, which would highlight work being undertaken. Training would also be provided to allow Members to make best use of this information.

The Portfolio Holder for Planning commended report and recommended it for approval.

RESOLVED

1. To agree the use of the Enforcement Plan for the Planning Enforcement Service at Broadland Council; and
2. To agree the use of the Enforcement Strategy for the Planning Enforcement Service at Broadland Council, subject to the inclusion of the headings and flowchart, as suggested by the Place Shaping Panel, as well as offering enforcement training to parish and town councils.

Reasons for decision

To adopt a revised Enforcement Plan and Strategy.

163 FUTURE OF COMMUNITY GRANTS

The Communities Senior Manager introduced the report, which reviewed the Member Grant Scheme and Community funding sources and put forward proposals for consideration.

It was proposed that the Member Grant Scheme would open at the beginning of the financial year, with £500 ring-fenced for each Member until January 31. Between 1 February and 1 March any remaining budget that had not been spent would be offered out to all Members on a first come, first served basis. This would allow Members to access funding for areas of high demand from areas where demand was lower.

An online form could be made available to the public which would enable them to share information about their project and why they would like the Member to consider allocating funds to them. This would also allow the community group to provide information such as their bank details, reducing the potential for duplication or error in the current system.

More emphasis would be placed on the naming and branding of the scheme to support its promotion.

Another proposal was to introduce start-up grants to kick start worthwhile community activity. Grants of up to £300 could be offered to informal groups (of 3 or more people) who were proposing a community project. This would be funded from the Community at Heart Lottery.

It was also proposed that by working closely with the Planning and Economic Development Teams, there was an opportunity to create a whole Council

approach to funding, by linking together Community Grants, Community Lottery and CIL to provide the appropriate funding stream and support for local infrastructure projects.

The Portfolio Holder for Economic Development noted the hard work that had been put into the project, which had also been considered by the Economic Success Panel, but she proposed that the Member-led grant scheme should remain unchanged, as it was fair and equitable for all Members to receive a pot of £500. It was also not proposed to have formalised branding for the scheme, as it was for a relatively small amount. However, the proposal for Start-Up Grants linked to the Community at Heart Lottery was welcomed.

The Chairman of the Overview and Scrutiny Committee advised the meeting that the Committee had recommended increasing Member Ward Grants to £1,000, the same sum that South Norfolk Council Members received and had also recommended that Community Action Grants be introduced in Broadland as well. The Committee had also supported greater accessibility in the application process and improved branding of the scheme.

The Leader noted a preference for a simple scheme to deliver community projects at a Ward Member level and Members concurred with this view.

RESOLVED

1. That the member-led ward grant system would remain unchanged for 2021/22; and
2. To introduce a start-up grant; linked to the new Community at Heart Lottery.

Reasons for decision

To support local community projects in the District.

164 TEMPORARY CHANGE TO HOUSING ALLOCATIONS POLICY-UPDATE

The Housing and Wellbeing Senior Manager introduced his report, which requested a three month extension to the temporary amendment to the criteria within the Council's Housing Policy, which had been agreed in June 2020. This would allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation.

The Portfolio Holder for Housing and Wellbeing informed Members that the amendment to policy had been very successful for residents and he suggested an amendment to the recommendation to lengthen the extension to 31 March 2021.

RESOLVED

To agree an extension to the temporary amendment to the criteria within the Council's Housing Policy, agreed in June 2020, for three months, to allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation. This extension will cease on the 31 March 2021 subject to further review by Cabinet if still required.

Reasons for decision

To reduce pressure on temporary accommodation in the District.

165 EXEMPT MINUTES

The exempt Minutes of the meeting held on 29 September 2020 were confirmed as a correct record.

166 ENVIRONMENTAL EXCELLENCE PANEL

The Exempt Minutes of the meeting of the Environmental Excellence Panel held on 8 October 2020, were noted.

The meeting closed at 8.45pm

Broadland District Council
Allocations Scheme

With effect from ***[insert final Council date]***

Document Control		
Document reference	<i>[Insert Corporate Reference Number]</i>	
Document title	Broadland District Council Allocations Scheme	
Document status	Draft 2 [28 July 2020] – Major Change	
Document approval route	Internal Management	27 July 2020
	Major changes only beyond this point	
	CMLT	29 September 2020
	Legal Check	07 September 2020
	Wellbeing Panel	7 October 2020
	Overview & Scrutiny	27 October 2020
	BDC Cabinet	3 November 2020
	BDC Council	19 November 2020
Effective from (Date)	<i>[Approval Date – (later one)] or [Next Review Date]</i>	
Policy Author	Campbell Tickell Ltd	
Policy Owner	Housing and Wellbeing Senior Manager	
Consultation: internal	Housing and Wellbeing Service People and Communities Directorate	
Consultation: external	Key Stakeholders <ul style="list-style-type: none"> • Members • Partner Landlords • Partner Agencies • Housing Register Applicants 	
Equalities and Communities Impact Assessment (EqCIAs)	Date completed	In progress
	Partial/ Full EqCIAs	In progress
Data Protection Impact Assessment (DPIA)	Date completed	Recommended - see client brief
	DPIA	
Review	Date due	Annual while you transform
	Reason	
	Review Date due	
	Reason	

Table of Contents

1 Part 1: Introduction	6
1.1 The Allocation Scheme	6
1.2 The Legal Framework.....	6
1.3 Right to Move	7
1.4 Allocation of a Tenancy	7
1.5 Data Protection	7
1.6 Equalities, Access and Monitoring.....	8
1.7 Force Majeure.....	8
1.8 Changes to the Allocations Scheme	8
2 Part 2: Aims and Accommodation Pathway Model	10
2.1 Aims of the Allocation Scheme	10
2.2 Accommodation Pathway Model.....	11
2.3 Enabling the Model	12
3 Part 3: Eligibility and Qualification.....	14
3.1 Eligibility	14
3.1.1 Special arrangements for 16 – 18- year old.....	14
3.1.2 Persons from Abroad.....	14
3.2 Qualification Rules	15
3.3 The Armed Forces Covenant	16
3.4 Non-Qualification Rules.....	17
3.5 Exceptional or Mitigating Circumstances.....	18
3.6 Reassessment of applications who have not qualified.....	19
3.7 Safe Surrender Agreements.....	20
4 Part 4: Applications and Assessments.....	22
4.1 The Application Process	22
4.2 Submission.....	23
4.2.1 Applicants without a fixed address.	24
4.2.2 Joint Applicants.....	24
4.3 Verification.....	24
4.3.1 Proof Required.....	25
4.3.2 Household Splits.....	25
4.3.3 False information.....	26
4.4 Assessment.....	26
4.4.1 Assessment of housing need	26

4.4.2	Homeless Assessment.....	26
4.4.3	Temporary Suspension of Bidding	27
4.4.4	Transfer assessments	27
4.4.5	Child of Tenant	28
4.4.6	Priority on Health Grounds.....	28
4.4.7	Care Leavers.....	29
4.4.8	Move On	30
4.4.9	Elected Members or Employees and Close Relatives	30
4.4.10	Pitches for Gypsies and Travellers.....	30
4.4.11	Housing Priority Bands	31
4.4.12	Determination of Effective Band Date.....	32
4.4.13	Household Type and Property Size Allowed.....	33
4.5	Notification.....	34
4.6	Cancellation of Applications.....	35
4.7	Change in circumstances.....	35
4.8	Deliberate or worsening circumstances.....	35
5	Part 5: Allocations and Lettings	37
5.1	The Allocations Process.....	37
5.1.1	Blended Allocations.....	37
5.1.2	Predicting Properties.....	37
5.2	Property Identification.....	38
5.2.1	Direct Lets	38
5.2.2	Choice Based Lettings.....	39
5.2.3	Advertising the Property	39
5.2.4	Rent Regimes	40
5.2.5	Property Descriptions	40
5.2.6	Local Letting Provision	40
5.2.7	Hard to Lets.....	42
5.2.8	Sensitive Lets.....	42
5.2.9	Housing with Support or Extra Care.....	42
5.3	Expressions of Interest.....	43
5.3.1	Bidding for Properties	43
5.3.2	Assisted Bidding and Auto Bidding.....	43
5.3.3	Grouped Bids	43
5.3.4	Retrospective Bids	43
5.3.5	Shortlisting.....	44

5.3.6	Direct Offer	44
5.4	Letting.....	45
5.4.1	Offer of Accommodation.....	45
5.4.2	Limited Offers.....	46
5.4.3	Viewings.....	46
5.4.4	Resulting the Offer	47
5.4.5	Publicising Lettings	48
5.5	Tenancy Sustainment.....	49
Part 6: Appeals, Complaints, Decisions and Reviews.....		51
5.6	Decisions	51
5.7	Complaints.....	51
5.8	Reviews	52
5.8.1	Housing Register Review.....	52
5.8.2	Statutory Right of Review.....	53
5.8.3	Judicial Review.....	54
5.9	Appeals	54
Appendix 1: Lettings outside of the Allocation Scheme.....		55
Appendix 2: Allocation by Bedsize		56
Appendix 3: Terms of Reference: Allocations Scheme Panel.....		58

1.1 The Allocation Scheme

Broadland District Council operates a Housing Register known as the Allocations Scheme.

This document outlines how affordable housing, which is a limited resource in both districts, is allocated to those who need it. Broadland District Council does not have properties of its own. We work in close partnership with a number of social housing landlords who we refer to as our partner landlords. The partner landlords own and manage properties in both districts. Broadland District Council will be seeking to formally review its partnership arrangements. It is anticipated that a Common Housing Register approach will be considered the way forward in order to embrace the Allocations Pathway Model. **See Part 2**

We work with:

- Broadland Housing Group
- Clarion Housing Group (Broadland District Council's Stock Transfer partner)
- Cotman Housing Association with Places for People
- Flagship Housing Group
- Orbit Housing Association
- Saffron Housing Trust
- Sage Housing
- Victory Housing

We also work with a range of supported and specialist housing providers:

- House of Genesis
- Benjamin Foundation
- Emmaus
- Homegroup
- Solo Housing
- YMCA
- Leeway
- Evolve East Anglia
- St Martins Housing
- Stonham

1.2 The Legal Framework

The Allocation Scheme is a requirement of Part 6 of the Housing Act 1996. Applicants are able to apply for housing and all applications will be fully assessed. The Allocations Scheme has been framed in accordance with the Greater Norwich Homelessness Strategy and the South Norfolk and Broadland Rough Sleeping Statement and the Council's Housing and Tenancy Strategies. It has also been styled in accordance with the LGA funded work to develop an Accommodation Pathway Model with South Norfolk Council **see 2.2**. In developing the Scheme; the Council has followed and fully considered the following housing legislation, regulations, and statutory guidance:

- The Housing Act 1996, Part 6 as amended by Localism Act 2011 (England)
- The Housing Act 1996, Part 7 as amended by the Homelessness Reduction Act 2017
- Allocation of Accommodation: Guidance for Local housing Authorities in England (2012, DCLG) "the Code"

- Providing social housing for local people: Statutory guidance on social housing allocations for local authorities in England (DCLG, December 2013) “Supplementary Code”
- Allocation of Housing (Procedure) Regulations 1997, SI 1997/483
- Allocation of Housing (England) Regulations 2002, SI 2002/3264
- Allocation of Housing and Homelessness (Eligibility) (England) Regulations 2006, SI 2006/1294 and all subsequent amendments
- Allocation of Housing (Qualification Criteria for Armed Forces) (England) Regulations 2012, SI 2012/1869
- Housing Act 1996 (Additional Preference for Armed Forces) (England) Regulations 2012, SI 2012/2989
- The Allocation of Housing (Qualification Criteria for Right to Move) (England) Regulations 2015
- ‘The Allocation of Housing and Homelessness (Eligibility) (England) (Amendment) (EU Exit) Regulations 2019 (SI 2019/861)’
- Equality Act 2010.
- Data Protection Act 2018 and contained within the General Data Protection Regulation 2018 (GDPR).
- Care Act 2014
- Human Rights Act 1998

1.3 Right to Move

In accordance with the Right to Move statutory guidance on housing allocations for local housing authorities in England (Department for Communities and Local Government, March 2015) the Scheme sets a limit of no more than 2% of lettings per annum will be allocated to social housing tenants from outside of Broadland who need to move for employment purposes.

1.4 Allocation of a Tenancy

The allocation of housing by a housing authority is defined in s.159 of the 1996 Housing Act as:

- a) Selecting a person to be a secure or introductory tenant of housing accommodation held by them (i.e. by that housing authority)
- b) Nominating a person to be a secure or introductory tenant of housing accommodation held by another person (i.e. another housing authority)
- c) Nominating a person to be an assured tenant of housing accommodation held by a Private Registered Provider (Housing Association)

Lettings outside of the Allocation Schemes are those essentially where the allocation is for a tenant by their own partner landlord. These are summarised in **Appendix 1: Lettings outside of the Allocation Scheme**.

1.5 Data Protection

Broadland District Council will ensure personal information of all applicants (new, existing and deleted) is:

- Stored lawfully
- Processed in a fair and transparent manner
- Collected for specific, explicit and legitimate for the purpose
- The data will be kept up to date and not held only until it is no longer required.
- Shared only with other organisations for legitimate processing, the prevention of fraud or with the person’s explicit consent.

An applicant's permission to share their personal information is a qualification condition of being accepted onto the housing register. The Council has a Privacy Notice which can be located at: [URL to be supplied](#)

1.6 Equalities, Access and Monitoring

Broadland District Council is committed to ensuring that the Scheme is non-discriminatory and that all applicants are able to access the service, especially taking account of any vulnerability or other specific needs, and also the needs of different groups protected by the Equality Act 2010; the Human Rights Act 1998; and for Children, Section 11 of the Children Act. To identify the needs of our applicants the application contains specific questions relating to vulnerability, ethnic origin, sexual orientation, disability and other relevant criteria. The information obtained will be used to monitor the impact of the policy on minority and specific needs groups and to evidence the need for amendments, as may be required.

Under the Equality Act 2010 and in particular section 149 of the Public Sector Equality Duty, Councils are required to give due regard to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not, when exercising a public function such as their legal Housing Allocation Policy. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The new policy has been subject to a full, detailed Equalities and Communities Impact Assessment (EqCIA) before it has been adopted. The impact will continue to be monitored throughout the administration of the Scheme. Should evidence of discrimination occur; it will trigger a "Change to the Allocation Scheme".

1.7 Force Majeure

The Council will not be liable for any delay in performing its obligations under this policy if the delay is caused by a Force Majeure (chance occurrence or unavoidable accident for example), provided that reasonable action and notification to customers is taken by the Council. More fully, this means, circumstances beyond reasonable control of that party, including without limitation, strikes, lock outs, acts of God, the act or omission of any governmental or other competent authority, war or national emergency.

1.8 Changes to the Allocations Scheme

The Council reserves the right to expand, change or alter any element of the scheme, as and when required, to meet changes in housing need, capacity, resources and legislation. The routes to enable the amendments would depend on whether the change is major or minor. The EqCIA will define whether the changes and their impact constitute a major or minor change.

Major		Minor
I.	Internal management	Internal management only
II.	Stakeholders including partner landlords and members	
III.	Corporate Management Leadership Team (CMTL)	
IV.	Legal Check	
V.	BDC Wellbeing Panel	

- VI. Overview and Scrutiny
- VII. BDC Cabinet
- VIII. BDC Council

The Council will ensure the changed scheme is then made available to the public through its website at [URL to be supplied](#)

1.9 Statement on Choice

This Allocations Scheme is fully committed to enabling customers to play an active role in choosing where, and in what property type and tenure they live, while continuing to house those people in the greatest housing need and complying with all relevant legislation. However, to minimise the risk of further incidents of anti-social behaviour an applicant may be restricted in their choice of area.

It is important to realise that the demand for accommodation is higher in some areas than others. In making a decision about the choices available, applicants need to consider their housing need priority against the availability of properties in any given area.

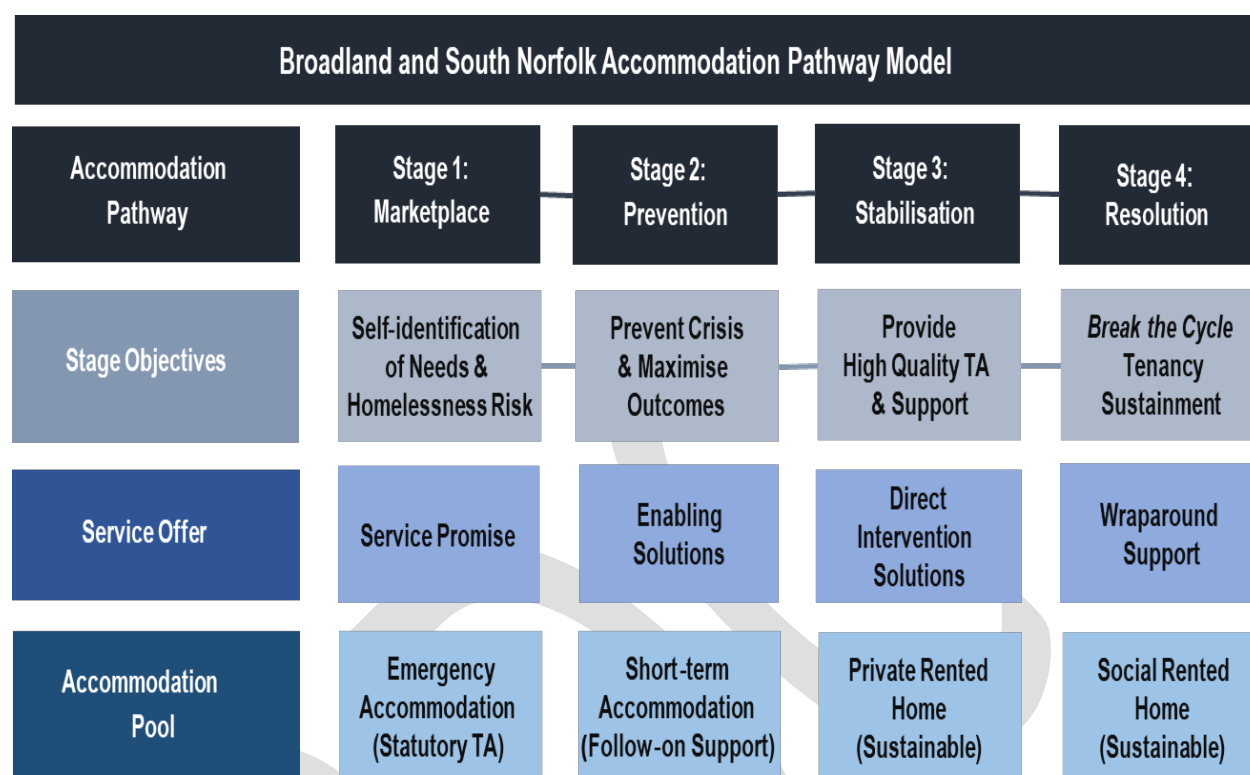
In order to meet our statutory duties, an applicant in the emergency band may be made a direct let of suitable accommodation anywhere within the district.

2.1 Aims of the Allocation Scheme

In order to deliver this Allocations Scheme, Broadland District Council aims to:

- To reduce the use of temporary accommodation for homeless applicants and to assist with prevention by making customers aware of their potential housing choices and the alternative options available to them e.g. private sector, low cost home ownership.
- To increase the availability of move-on accommodation to prevent 'blockages' in supported housing schemes. Careful consideration will be given to cases referred by other authorities to ensure they fall in line with the intentions under the Right to Move legislation. Also, that it takes into account households who have been placed in Broadland in short term housing projects, but where the longer-term responsibility lies with the referring authority.
- To ensure a lettings service that embraces equality and diversity by being open and fully accessible to all individuals and to provide support to customers where needed.
- To improve the means by which local people in the region gain access to social rented housing by providing a modern and easy to understand allocation system which allows choice and is fair, transparent and accountable.
- To encourage residents to access employment and to recognise residents who make a contribution to a local community.
- To make the best use of the housing stock within the scheme.
- To increase opportunities for tenant mobility between the region and other areas of the country. In accordance with the Right to Move statutory guidance on housing allocations for local housing authorities in England (issued by the Department for Communities and Local Government, March 2015) the Scheme sets a limit of no more than 2% of lettings will be allocated to social housing tenants from outside of Broadland who need to move for employment purposes.
- To attract new customers from the existing housing register to areas of low demand and reduce void times on 'hard to let' properties
- To meet the legal obligations of the Council by giving appropriate priority to customers who fall within the Housing Act "reasonable preference" categories.
- To contribute to the creation of balanced and sustainable communities; ensuring local need is given sufficient weighting.

2.2 Accommodation Pathway Model



The model relies on investment of resources at the front end of our service by looking at how we work with households when they first approach the Council.

Marketplace

This would involve:

- A self-service portal for exploring options available to the household
- Providing it is relatively inexpensive once it is set up on our website as it enables individuals to solve their own need by exploring the support available to them.
- Where necessary, direct intervention will be undertaken to prevent homelessness
- The market place will give each household a bespoke Accommodation Options Plan
- Assistance will be available who find the website difficult to use.

Prevention

This would involve:

- Help to high risk households to avoid a point of crisis
- Prevention-based case work
- Support to enable people to remain in their home where this is feasible
- Investment of resources to prepare people to take control of their Accommodation Options Plan and ultimately the solutions necessary to prevent the homelessness risk reoccurring
- Target services to homeless families.

Stabilisation

This would provide:

- Sustainable discharge of Statutory Duties
- Excellent quality Temporary Accommodation that meets needs
- Directive casework to help find a longer-term home
- Wraparound support for those who need more than just a roof

Resolution

Undertaken by:

- Resolving homelessness for all applicants
- Exploring social and private sector options
- Building resilience and tenancy management skills
- Coordinating partnership support to break the cycle of homelessness, eviction and short-term solutions

2.3 Enabling the Model

The model relies on key components being in place to work.

Enabling the Accommodation Pathway Model			
<i>Best in Class</i> TA Solutions	<i>Best in Class</i> Housing Solutions	<i>Best in Class</i> Partnership Solutions	<i>Best in Class</i> Performance Framework
Right provision in the right place at the right price	Fair and efficient allocations and sustained tenancies	Strategic, holistic, delivering value-add outcomes	Compliance, performance, sustainable outcomes. See Table 3
Predictive Model to predict demand	Allocations Policy which is common to all partners and is flexible and fair	Landlord and Council risk sharing to jointly sustain tenancies	
Procurement Strategy based on sustainable costs	Supply and Demand modelling	Jointly commissioned support services	
Focused, performance driven service	Structured Customer Journey. See Table 1	Unlock PRS supply through a Social Lettings Agency	
Performance framework which optimises demand and throughput	Partnership Agreements. See Table 2	Identification and management of accommodation solutions	

Table 1

Structured Customer Journey			
Marketplace Advice & Guidance	Application & Assessment	Waiting list Management	Allocation Offer
TA ,Social, Private, Specialist, Low-cost Home Ownership	On-line Assessment & Triage	Self-managed Application	Nominations
Self-service Advice & Guidance	Personalised Applications	Change of Circumstance	Choice-based Lettings
Self-referral Pathway	Validation & Verification Framework	Automated Notifications and Reminders	Sensitive Lets
Assisted Choice	Support Services Referral	Scheduled Reviews	Targeted Advertising

Table 2

Formalised Partnership Arrangements			
Waiting list Management	Allocation Offer	Lettings	Sustainment
Waiting List Protocol	Allocations Protocol	Resulting Offer	New Tenancy Management
Joint Management	Application Verification	Resulting Application	Joint Solution Provision
List Management	System Delegated Authority	Multiple & Assisted Viewings	Tenancy Sustainment
Data Sharing Protocol	Bypass Verification	Hard to Lets	Migration Review

Table 3

Housing Service Performance Framework					
Compliance	Council Statutory Reporting	Landlord Statutory Reporting	Policy Application	Process & Evidence Audit	Policy Application
Service Performance	Service Access	Housing Register Management	TA Management	Allocations & Lettings Management	Partnership Management
Sustainable Outcomes	Customer Outcomes	Business Outcomes	Partnership Outcomes	TA Supply & Demand Modelling	Housing Supply & Demand Modelling

3.1 Eligibility

The Broadland District Council Housing Register is a list of applicants who qualify for inclusion on the list. It will include homeless applicants owed a duty, applicants with a priority need owed a duty and existing social housing tenants residing in the region and seeking a transfer.

3.1.1 Special arrangements for 16 – 18- year old

- Anyone over the age of 16 is eligible to join the Housing Register if their current address is their only home, or sole residence, and they are not already registered through someone else's housing application.
- Applicants under 18 cannot legally hold a tenancy. If they are under the jurisdiction of social services and owed a duty under the Children Act, social services will act as a guarantor for those within 6 months of their 18th birthday under an existing protocol. This is subject to their ability to live independently and manage their tenancy. Social services will need to provide a support package to prevent the risk of losing the tenancy. The tenancy will be held in trust until they reach 18.
- Those not owed a duty under the Children Act, may still be granted a tenancy provided they can provide a suitable person to act as a guarantor such as a parent, legal guardian or relative. They will accept responsibility for the tenancy whilst the tenancy is held in trust until the applicant reaches 18.

3.1.2 Persons from Abroad

Some persons from abroad may not be eligible to join the housing register. These include:

- Under sections 160ZA (1), (2) and (4) of the Housing Act 1996 Broadland cannot allocate a tenancy, or nominate a person for housing, if they are a person who is ineligible for an allocation of housing accommodation by virtue of being a person subject to immigration control or a person from abroad who is prescribed as ineligible.
- Do not live habitually in the Common Travel Area (UK, Channel Islands, the Isle of Man or the Republic of Ireland);
- Do not have the right to live in the UK;
- Other categories of people who the Government may in the future, decide are not eligible for housing assistance.

The relevant regulations that apply to eligibility are:

- ❖ Regulations 3 and 4 Allocation of Housing and Homelessness (Eligibility) (England) Regulations 2006, SI 2006/1294
- ❖ All subsequent amendments including 'The Allocation of Housing and Homelessness (Eligibility) (England) (Amendment) (EU Exit) Regulations 2019 (SI 2019/861)

The rules are complicated and anyone who is impacted or believes they may be impacted can approach the Council for advice or seek independent legal advice.

The rules will change from 2021 due to the UK's exit from the EU and new regulations regarding eligibility for housing based on the EU settlement scheme. This policy will be amended to take into account any new rules.

3.2 Qualification Rules

Section 160ZA (7)) allows Broadland District Council to define who will be regarded as qualifying and non-qualifying persons. Applicants, who are eligible for an allocation, must meet one or more of the following qualification rules in order to join the Housing Register:

- a) Have a recognised housing need (please refer to 4.4.11 Housing Priority Band)
- b) Have a Broadland local connection through one or more of the following:
 - Have lived in Broadland for 6 of the previous 12 months
 - Have lived in Broadland for 3 of the previous 10 years
 - Have a current contract of permanent employment where the job requires residency in Broadland
 - Have a family member (parent, adult child or adult sibling) who lives in and has lived in Broadland for a continuous period of at least five years.
 - Have an existing social tenancy and been in employment or training in Broadland for a minimum of six months and there is a reasonable expectation that the employment or training will continue for a further 12 months.
 - If they are residing in a supported housing project and approaching the Councils via a Move On arrangement, they will have to have resided at the project at least 6 months before submitting an application. If the specialist provider has a move on arrangement with the Council this will provide the local connection.
- c) Be homeless or threatened with homelessness (within 12 weeks and who are assessed as probably having a priority need) when the local connection criteria as laid down in the homelessness code of guidance would apply
- d) Be owed a Relief duty under the Homelessness Reduction Act, when the local connection criteria as laid down in the homelessness code of guidance would apply.
- e) Have been 'placed' or relocated outside the district due to illness, military service or other exceptional circumstances such as violence and lived in Broadland for at least 6 months prior to the placement.
- f) A young homeless care leaver under 25 years who has been looked after by Norfolk County Council for at least 2 years, including some time before they turned 16, under section 22A of the Children Act 1989.

- g) A care leaver age under 25 years, placed in accommodation in Broadland by another authority for at least 2 years, including some time before they turned 16, under section 22A of the Children Act 1989.
 - h) Are living in accommodation-based support services outside the district to which they were referred by or with the agreement of the Council and they lived in Broadland for 6 months immediately prior to the placement.
 - i) Be a current or former member of the British Armed Forces, having left service within the preceding 5 years, as defined by s.374 of the Armed Forces Act 2006.
 - j) Be a civil ex-partner of armed forces personnel and required to vacate a Ministry of Defence property.
- The spouse or civil partner of a deceased member of the regular forces where their death was attributable to that service
 - Current or former members of the reserve forces who suffer from a serious injury, illness or disability which is attributable to that service.
 - Victims of domestic abuse who are residing in a refuge or other safe temporary accommodation in Broadland as they have fled abuse from another area.
 - Applicants who have a connection to Broadland as a result of other special circumstances as set out in S199 of the Housing Act 1996 to be determined based on the individual facts of the case and in reference to statutory guidance on allocation schemes and homelessness.

Evidence of a connection to Broadland may be required to be provided. Where a connection to Broadland is through work (and in relation to the exemption for applicants through the Right to Move) employment must be physically located in the boroughs, not be short term or marginal or ancillary to work in another area or voluntary. Evidence of current employment or the offer of employment will be required.

Applicants who are disqualified as they meet one of the disqualification criteria can re-apply when their circumstances change so they would qualify.

- k) Be a gypsy (as defined in the Caravan Sites Act 1968) who has habitually resorted to the Broadland area.

All applications accepted onto the Housing Register will be subject to a review. **See Part 6**

3.3 The Armed Forces Covenant



Broadland District Council is a signatory of the Norfolk Armed Forces Covenant. It is a voluntary statement of mutual support between a civilian community and the local armed forces community.

Broadland District Council has created a Covenant Pledge to demonstrate its support, as an employer of choice, to the armed forces community. We believe that those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

In undertaking this covenant, we:

- ❖ Disregarding injury and disability payments; whether these are periodic or a lump sum
- ❖ Overlooking lack of connection for current and former members instead, we allow up to 5 years for divorced and separated spouses.
- ❖ All applications qualify from current or former members (having left service within the preceding 5 years, as defined by s.374 of the Armed Forces Act 2006)
- ❖ If they are divorced, separated or a civil partner of service personnel required and are required to move out of Ministry of Defence accommodation, they will qualify
- ❖ If they have to move from an unsuitable property as a result of injuries sustained while in the Armed Forces, they will be awarded the highest priority band.
- ❖ If they have a Housing Need Priority and they meet the local connection qualification they will also be placed in the highest priority band.

3.4 Non-Qualification Rules

An applicant will not qualify for an allocation where:

- a) They have been housed by a scheme landlord, through a partner landlord within the preceding year, unless there has been a change in circumstances resulting in a priority need.
- b) They have been housed through the Council's Rent Advance & Deposit Scheme within the preceding year, unless there has been a change in circumstances resulting in a priority need.
- c) They are under 18 and do not have a guarantor and cannot show they will be supported in a tenancy where the Council assesses that support is needed to sustain a tenancy.
- d) They, or a member of their household, have been evicted from a tenancy and has neither had a settled period of a minimum of six months nor met the criteria for reassessment, since the eviction.

- e) They, or a member of their household, have been evicted from a property for mortgage arrears and has neither had a settled period of a minimum of six months nor met the criteria for reassessment, since the eviction.
- f) They, or a member of their household, is/was responsible for paying rent and they have rent arrears and/or court costs greater than 16 weeks rent, if the rent is charged weekly or greater than 4 months if the rent is charged monthly **and** they have not met the criteria for reassessment. This will apply equally whether they pay the rent in full, are on partial housing benefit and they pay the shortfall or are in receipt of full housing benefit where the arrears are solely the responsibility of the tenant. In respect of housing benefit an exception may be made if they have provided the information required and the claim is being reassessed.
- g) They have made a fraudulent claim for housing and/or housing benefit or provided false information.
- h) They, or a member of their household, has caused damage to a property and been charged for damages and/or recharges and/or court costs of over £1000.
- i) They, or a member of their household, has been evicted for anti-social behaviour or unacceptable behaviour and there has been no demonstrable evidence of behaviour change in settled accommodation.
- j) They, or a member of their household, own a residential property and have the financial means to find their own housing solution. Exceptions may be made where there is demonstrable hardship and the applicants would qualify for sheltered accommodation or housing with care. An exception may also be made if a court order is in place rendering their property is not suitable for habitual residence.
- k) Failure to bid. Exceptions may be made around s106 properties or properties which are hard to let and the applicants can demonstrate they can afford the unit.
- l) Applicants who are considered to have sufficient financial resources to secure accommodation within the private sector
 - a. 'Sufficient financial resources' includes any assets or investments even if they are not immediately available to the applicant, such as any residential or non-residential property that they own, or part own anywhere in the UK or abroad.
 - Any lump sum received by a member of the armed forces as compensation for an injury or disability on active service will be disregarded.
 - They will not be awarded a priority housing need.
 - They will be advised on low cost home ownership schemes, such as rent to buy, shared ownership/equity, discounted market sale and starter homes, sheltered accommodation and housing with care, or lower demand properties.

3.5 Exceptional or Mitigating Circumstances

Each application will be assessed individually. Exceptional and/or mitigating circumstances will be considered and the council will be able to exercise its discretion. If it can be shown that they now qualify they will be placed in a suitable band. However, if there is still concern in relation to their behaviour or ability to pay the rent, their application may be suspended or made inactive for bidding until a suitable pattern of behaviour has been demonstrated over a period of 6 months or more. The factors will be assessed against the Accommodation Pathway Model. **See Part 2**

The following are factors to be taken into account in determining non-qualification or reduction of preference and subsequent management of their application to either suspend or prevent from bidding.

- Physical disability
- Mental illness and/or severe depression
- Physical illness or frailty
- Special educational needs
- Learning disabilities
- Financial resources or substantial debt problems
- Low income/benefit recipient
- Support or floating support needs
- Rooflessness/homelessness
- Inability to find alternative accommodation
- Size of family (including young children)
- Known forms of violence have occurred including domestic abuse and neighbour disputes.

This list is not exhaustive and could apply to an applicant or a member of the household. Depending on the number of factors present, the severity and their relevance to the overall situation, the effect could be a non-qualification or reduction of preference or it could lead to a non-qualification being changed to a reduction of preference. Non-qualification means the applicants cannot join the housing register. Reduction of preference means the applicant can join the register but their ability to bid may be restricted or their application suspended for an agreed period of time and subject to a set of conditions.

3.6 Reassessment of applications who have not qualified

Applicant who have failed to qualify will need to provide the evidence if their circumstances have changed to initiate a reassessment. If the reassessment is successful and they now qualify, they will be treated as reduced preference and either suspended or made inactive for bidding for an agreed period of time.

The table below summarises the causes and evidence required to mitigate it.

Cause	Evidence
They are in arrears of rent in advance and deposit loan or other debt owed to the Council.	Repayment plan in place and adhered to for a minimum of six months or the debt has been cleared by regular payments whichever is sooner
Eviction from a tenancy for rent arrears	Minimum six month settled accommodation with up to date rent

Cause	Evidence
	account. Repayment plan in place and adhered to for a minimum of six months
Eviction from a property for mortgage arrears	Minimum six month settled accommodation with up to date rent account. Repayment plan in place and adhered to for a minimum of six months
Responsible for paying rent and they have rent arrears and/or court costs greater than 16 weeks rent, or if the rent is charged weekly or greater than 4 months if the rent is charged monthly. This will apply equally whether they pay the rent in full, are on partial housing benefit and they pay the shortfall or are in receipt of full housing benefit where the arrears are solely the responsibility of the tenant.	Up to date rent account (where relevant) and repayment plan in place and adhered to for a minimum of six months or the debt has been cleared by regular payments, whichever is sooner. Confirmation of information provided for a housing benefit claim to be assessed.
Damage to a property and been charged for damages and/or recharges and/or court costs of over £1000.	Repayment plan in place and adhered to for a minimum of six months or the debt has been cleared by regular payments whichever is sooner
Eviction from a tenancy for anti-social behaviour	Minimum six month settled accommodation with no complaints relating to behaviour.

3.7 Safe Surrender Agreements

Where a tenancy is failing but has not yet met the threshold for non-qualification and resulting reduced preference, a Safe Surrender Agreement may be considered which enables the surrender of the tenancy before the situation escalates to a crisis and/or eviction. It should be agreed before the tenancy is surrendered.

The agreement is between Landlord, Tenant and relevant Council

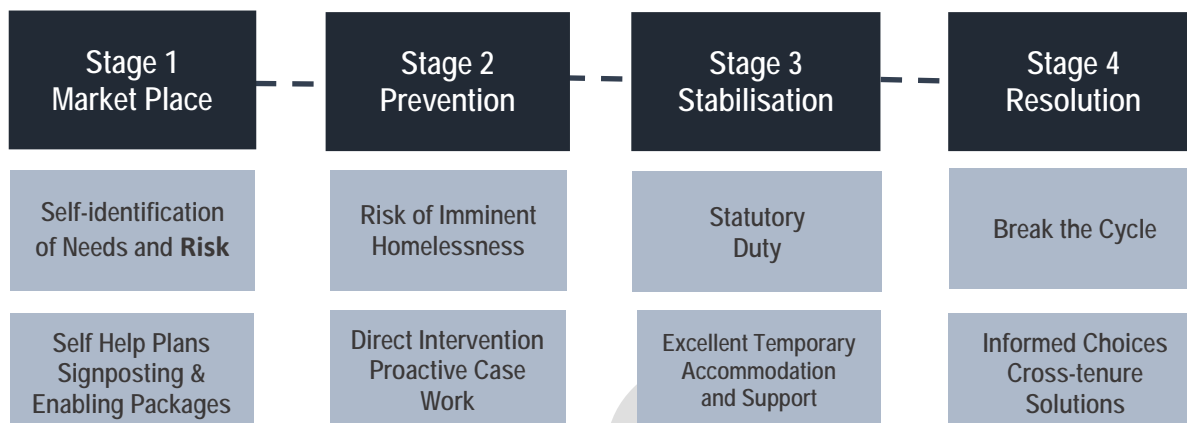
If the agreed the conditions are:

- The tenant will give usual 28-day notice.
- The partner landlord may agree a shorter notice period at their discretion.
- The tenant must be unable to manage the tenancy due to illness and/or other support needs which cannot be met at that time.
- Where the property is in danger of deterioration but substantial deterioration (under £500) has not yet occurred and does not occur before vacant possession is given.
- The tenant is struggling to pay the rent, but the rent account is not yet more than 8 weeks in arrears (net) and does not become so before vacant possession is given.

- f) The tenant is in breach of other terms of the tenancy, but this has not yet reached the level where a reduction of preference would usually be applied and does not become so before vacant possession is given.
- g) Applications submitted under a Safe Surrender Agreement, will not have reduced preference applied provided no further issues become known subsequent to the agreement.
- h) Their priority will be assessed according to current need and circumstances. If a subsequent homelessness application is made, the existence of a safe surrender agreement will allow the Councils to take this into account when making their decision.

The Safe Surrender Agreement is considered both a prevention and stabilisation under the Accommodation Pathway Model. **See Part 2.** It shows the tenant is being responsible and taking the necessary action and has taken the time to negotiate safeguards. This reconciles with the promotion of tenancy sustainment. **See 5.5**

Allocation Pathway Model



The model relies on an allocation plan for anyone who approaches the Council. This might be designed online the applicant self-supporting or with assistance from a third party or a Council Officer. Where they identify arrears or ASB or homelessness, prevention measures will be explored and then a period of stabilisation introduced. If social housing is a realistic option, they will submit an application and the Allocation Scheme is initiated.

Stabilisation will address reduced preference and non-qualification in that the application may be submitted under the reassessment process outlined in part 3 and a reduced preference awarded which either means their application will be suspended during the period of stabilisation or they will be LIVE but prevented from bidding.

4.1 The Application Process

The Key Stages



Submission: The application to join the housing register or rent a pitch.

Verification: Confirming and investigating the evidence needed to assess the application

Assessment: Assessing eligibility, qualification, non – qualification, reduced preference, priority need

Notification: Formal notification of the outcome of the assessment of the application

4.2 Submission



The application to join the housing register is online via the market place which is located by following the link. **URL to be supplied**

The application can be submitted by one of the following:

- a) When you enter the market place website by clicking the link to the housing register, it will ask you for your name, date of birth and national insurance number and if we already hold an application for you it will advise you on what to do next. If not, it will take you to the electronic online form. You will be offered assistance via a web chat facility if you need it.
- b) Or an application may be submitted as part of your advice session which you will be offered if your navigation through the market place provides you with this option.
- c) Alternatively, if a prevention interview is needed, the application may be submitted here.
- d) If you are being referred by one of the agencies we work with, they will navigate the market place with you and as part of this they may assist you to submit an application if this is deemed one of your options.

Wherever you enter the allocations scheme system, you will be given a unique identification number. This is not an application (housing register) number which is only issued once we have assessed your application. The identification number will enable you to use the market place as an account. You will be asked to create this account when you log on for the first time. The account will hold a user name and password and these should be held by you to access the account. When an application form is submitted, we will match your identification number to the application. This prevents duplications.

The Allocations Scheme is supported by our Housing and Benefits Service. They are responsible for:

- Providing the advice via a web chat or in person
- Assisting you in navigation of the market place.
- Conduction prevention interviews.
- Agreeing stabilisation plans
- Processing the intended housing solutions including applications to join the housing register.

Once you have submitted your application and based on the sections of the form you have completed, the system will:

1. Acknowledge your submission with a date and time email.
2. Provide you with a statement of how your application will be processed.
3. Indicate the time needed to process your application.
4. Provide you with a list of evidence we need in order to verify your application. We usually need originals to be seen in one of our offices. You will be advised where to take the evidence.
5. Provide you with the average waiting times for the types of accommodation in the areas you have chosen.

4.2.1 Applicants without a fixed address.

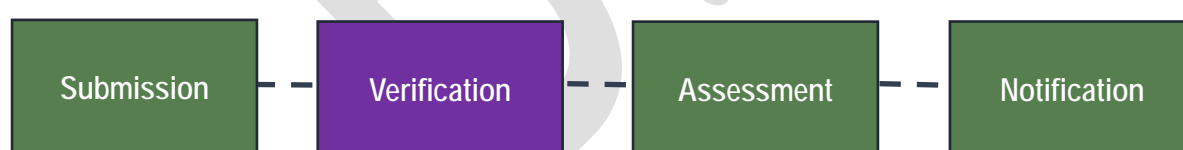
Applicants with no fixed address can request for correspondence about their application to be sent to the care of another address. If no other address is available, the Housing and Benefits Service will hold the correspondence and take reasonable steps to contact the applicant to inform them that correspondence needs to be sent to them and to agree a way of sharing the correspondence.

4.2.2 Joint Applicants

Joint applications will be accepted and will be treated as one application. The housing need of the full household will be considered in assessing housing need. Joint tenancies are normally granted where applicants have a long-term commitment e.g. married and unmarried couples, civil partners but this decision is down to the individual partner landlord who will decide whether to allow a joint tenancy in accordance with their own rules.

Carers cannot be a joint applicant unless they are already a member of the permanent household and are providing a carer role in addition to their prior and existing relationship with the applicant.

4.3 Verification



Verification requires the production of information to support the priority needs of the applicant or a member of their household and an investigation into its authenticity. Information will be required as follows:

- a) At the point of submission in order to make the initial assessment.
- b) At the point of a review to affirm the assessment.
- c) At the point of a change of circumstances to make a reassessment.
- d) At the point of offer of accommodation if either the last review was over 12 months or confirmation of new circumstances comes to light.

It is Broadland District Council's responsibility to ensure an application is verified before an allocation is made. It is the applicant's responsibility to provide the information required by the date indicated and to cooperate fully with the investigation.

Where proof cannot be supplied; the reasons will be determined, and a decision must be made by a senior officer on whether the application can be processed.

4.3.1 Proof Required

For every person on the application we must normally see at least two of the following forms of proof of identity - one of which must be a photo ID, and proof of where they currently live and previously lived:

- full birth certificate
- medical card
- marriage certificate
- driving licence
- national insurance card
- Passport.

In order to assess whether the qualification rules are met and to undertake the assessment the applicant will also be asked to provide independent documentary proof of the following:

- relationship to and between all those named on the application
- immigration status
- the property you currently live in – where, the occupation status and how long
- previous property details and reasons for moving
- if you have a local connection with the Local Authority area
- salary levels, proof of income e.g. pay slips, P60
- formal evidence proving separation and relationship breakdown
- main bank account into which benefits, or salary is paid
- details of savings held including stocks and shares
- title deeds of any properties owned and/or mortgage details
- school letters
- utility bills
- proof of benefits including proof of receipt of child benefits
- residence order
- other relevant court orders
- evidence of medical conditions and how it is impacted by your housing
- evidence of mobility or physical disability and how it is impacted by your housing
- MATB1 as evidence of a pregnancy
- Notice to Quit where notice has been served
- evidence to support welfare or social reasons for moving
- evidence of unspent criminal convictions (a Disclosure and Barring Service (DBS) or police check may be subsequently).

This list is not exhaustive, and alternatives may be requested. In the case of mobility or physical disability, the Councils will use Occupational Therapists to make an assessment where required.

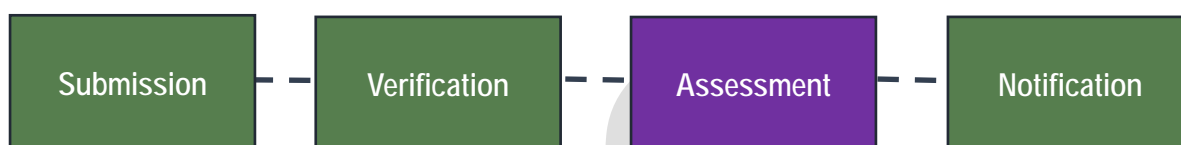
4.3.2 Household Splits

Where children live with one person, but another person has access where they stay with them some of the time, and in the absence of a Residence Order from the courts, a combination of this evidence must be provided which determines the length of time spent with the main carer. i.e. their habitual residence. Children cannot usually appear on more than one application.

4.3.3 False information

The application form states that under the Housing Act 1996 and Homelessness Act 2002, it is a criminal offence for anyone to knowingly give false information or to withhold relevant information if reasonably required to give it, on any matter regarding the allocation of housing. In addition, applicants will be advised that should an applicant be successful in obtaining a tenancy from one of the partner landlords by knowingly or recklessly making a false statement then the landlord would seek possession of the property and may result in prosecution leading to a fine and/or imprisonment.

4.4 Assessment



4.4.1 Assessment of housing need

All applicants who are eligible and qualify to join the Housing Register will be assessed for housing need. The law requires that reasonable preference for an allocation must be made in the following cases:

- a) People who are homeless within the meaning of Part 7 of the Housing Act 1996 as amended by the Homelessness Reduction Act. **See 4.4.2**
- b) People who are owed a duty by a housing authority under relevant housing and homelessness legislation.
- c) People occupying unsanitary (unhealthy) or overcrowded housing or otherwise living in unsatisfactory housing conditions.
- d) People who need to move on medical or welfare grounds, including grounds relating to a disability.
- e) People who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or others).
- f) Broadland District Council prioritises local housing for local people and will give additional preference to local connection specifically in relation to:
 - Properties built under a s106 agreement
 - Local lettings plans
 - Rural lettings schemes
- g) Additional preference is given under the Armed Forces Covenant. **See Part 3.**
- h) Additional preference may be given to certain groups of people in order to meet local and priority need.

Applicants are placed in the Broadland District banded priority award suitable for their circumstances.

4.4.2 Homeless Assessment

Applicants presenting as homeless within the meaning of Part 7 of the Housing Act 1996 as amended by the Homelessness Reduction Act will be subject to a homeless assessment to assess the following:

- a) Whether homeless prevention measures can keep the applicant in their home.
- b) Whether the applicant is going to become homeless in the next 12 weeks.

- c) Whether the applicant is already homeless and is owed a relief duty.
- d) Whether the applicant is intentionally homeless and thereby is owed a reduced preference.
- e) Whether a Safe Surrender Agreement prior to tenancy surrender prevented imminent homelessness.

Broadland District Council will use a toolkit to undertake the homeless assessment. They will then be placed in the relevant priority band. We use a toolkit to assess and interview homeless cases. If they are assessed as being owed a relief duty, we use a Temporary Accommodation Operational Manual to process the application further,

See associated document: Homeless (Part 7) Case Assessment and Interview Toolkit

See associated document: Temporary Accommodation Operation Manual

4.4.3 Temporary Suspension of Bidding

Applicant who have failed to qualify and are subsequently reassessed so that they now qualify will be treated as reduced preference. If you have reduced preference it means that you will be awarded the correct priority band for your circumstances, but your allocation will be held for the agreed period of time to enable stabilisation. This allows the applicant to demonstrate their ability to meet tenancy conditions in the future.

This will be achieved by:

Inactive to Bid:

The application is made inactive. There is a period of stabilisation which allows the applicant to improve their tenancy management skills and increase the probability of tenancy sustainment.

We do not operate a reduced preference band, as this still allows a reduced preference applicant to receive an offer of accommodation. If they have failed to address the behaviour that led to their reduced preference award, they are a high risk of tenancy failure and this is not in keeping with the Accommodation Pathway Model.

Likewise, we do not allow them to bid and then bypass them for selection. This is not in keeping with a fair and transparent policy.

4.4.4 Transfer assessments

Social tenant applications (transfers) with a local connection will be accepted and assessed in accordance the following being met:

- a) Eligibility
- b) Qualification
- c) Housing need

Broadland District Council transferred their stock to a partner landlords operational in the area under a stock transfer agreement which preserves the rights of tenants to transfer using the Housing Register. This has been further expanded to allow all partner landlord tenants with a local connection to utilise the Housing Register to effect transfers.

4.4.5 Child of Tenant

This is a scheme which rehouses adult children within a household with the aim of alleviating overcrowding while allowing the family as a whole to remain in their community.

Specific Criteria:

- ❖ It would apply where the main household has already got an overcrowded priority.
- ❖ 18 years olds+ could potentially be given their own allocation subject to an application being submitted to be considered as a single person.
- ❖ The application of the 18 year-old+ would reflect the overcrowding priority award of the main household.
- ❖ It is subject to the agreement of the 18-year-old+ and parent/guardian.
- ❖ It must alleviate the overcrowding by at least one bedroom.
- ❖ The main household and child's application would be linked so that when the child is allocated, the main application is flagged for review. If overcrowding is the only priority and this has been fully alleviated, then the main application will be treated as rehoused and the application closed.
- ❖ If the main household has another priority need besides the overcrowding it will be reassessed as a change of circumstance.
- ❖ The 18-year-old+ must be deemed as ready to move and able to afford the property and sustain their tenancy.

4.4.6 Priority on Health Grounds

Priority on health or disability grounds will only be awarded after an assessment if someone in the household has a severe long-term limiting illness, or a permanent and substantial disability AND their health or quality of life is severely affected by the home they live in.

A priority medical award is not given on the basis of the medical condition or disability alone but upon the effect the housing circumstances are having on a long term and serious medical condition or disability. We will also consider if where you live now can be reasonably adapted to meet your needs. It may also be that there are combinations of serious health or disability concerns that mean that the health or quality of life of a household is being severely affected.

The Housing and Benefits Service will undertake the assessments and may ask qualified health advisers for advice and/or recommendations in relation to the condition and the impact their housing is having on that condition or that of the household. Occupational Therapists are usually used to assess housing requirements for mobility and physical disability cases. Any evidence you supply will be considered fully and further evidence may be requested.

Other recommendations that can be made on health grounds such as:

- a) The type of property that is most suitable and essential on health grounds. This can include access, space, location, or access to a garden.
- b) When a property with one of these features is advertised, preference for it may be given to applicants where a recommendation by health advisors has been accepted.
- c) Use of a garden for safe supervised outdoor play area by a child under 18 in your household with one of the following:
 - a permanent and substantial physical disability
 - severe long-term limiting illness
 - the severest forms of learning disabilities

- the severest forms of behaviour problems.
- d) Use of a garden for an adult in the following circumstances:
 - if they have a cognitive impairment that means they do not sense danger
 - at risk of wandering and so need constant supervision
- e) A garden may be recommended if:
 - if they have a severe, permanent and substantial disability or severe long-term limiting illness
 - limiting illness and caring for children is causing concern such that their continued residence is at risk
 - stress of caring for them is exacerbating the health problems
 - they have a sensory impairment and/or a guide dog and they live alone or only with others with disabilities.
- f) Extra space may be recommended if:
 - you, or someone in your household, has either a permanent and substantial disability, or a severe long term limiting illness, or the severest form of learning disabilities or behaviour problems and it is unreasonable for you to share a bedroom as it would seriously affect the sleep of those you would normally share with, to the severe detriment of their or your health
 - you are having health treatment at home that needs large machinery or a stock of health supplies to be stored e.g. you are having renal dialysis at home
 - you need a full-time Carer to provide support night and day
 - you have a permanent and substantial disability or long-term limiting illness or severe learning disability and need additional space for specialist equipment
 - you have a severe long-term limiting illness and sharing a bedroom will exacerbate your health problems e.g. you have an immune deficiency.
- g) Ground floor or category A or B wheelchair accessible on health/ disability grounds
- h) An additional recommendation that can be made is that an applicant must have ground floor on health or disability grounds or must have a ground floor property that is wheelchair accessible category A or B. This may be recommended if you have a permanent and substantial disability or severe long- term limiting illness that means that your mobility or exercise tolerance is so severely restricted you cannot safely manage any stairs.

4.4.7 Care Leavers

Young people in local authority care will work with the Council to navigate the Accommodation Pathway Model. They will enter the Market Place with the assistance of social services to set up an accommodation plan. All the tenancy preparation and support measures they required to sustain a tenancy will be explored together with the possible housing solutions. Once they are stable and ready to move their application will be activated. This will be no sooner than 6 months before they reach 18 years old. This will be done jointly with the Housing and Benefits Service and social services. It is usual for applicants coming through this route to be vulnerable and therefore it is especially important to get the assessment right. For their eligibility and qualification. **See Part 3**

4.4.8 Move On

Applicants in supported housing with a specialist provider will work with the Council to navigate the Accommodation Pathway Model. They will enter the Market Place with the assistance of their specialist provider to set up an accommodation plan. All the tenancy preparation and support measures they required to sustain a tenancy will be explored together with the possible housing solutions. Once they are stable and ready to move their application will be activated. This will be done jointly with the Housing and Benefits Service and the specialist provider. It is usual for applicants coming through this route to be vulnerable and therefore it is especially important to get the assessment right. For their eligibility and qualification. **See Part 3**

4.4.9 Elected Members or Employees and Close Relatives

Elected Members: The application will be assessed by a relevant manager of the Council. The award of priority (housing need band) must be authorised by the Council's Chief Executive Officer.

Current or Former Employees: The application will be assessed by a relevant manager of the Council. The award of priority (housing need band) must be authorised by the Council's Director with the responsibility for Housing.

4.4.10 Pitches for Gypsies and Travellers

Applications for these pitches are through the same route as applicants for Housing Register. A landlord reference is required. If it is their first pitch application and they have no reference, they will need to provide a guarantor, usually an existing pitch holder with a good record. They are assessed and awarded a priority need band. There may be an additional assessment of any site-specific factors. The assessments will be in accordance with Gypsy and Traveller Site Management Good Practice Guide (Published by Communities and Local Government July 2009) and will include consideration of the balance and mix in the community, therefore prioritising the long-term cohesion of the site.

Specific Considerations:

- a) Extra support with the process is offered to applicants where it is needed.
- b) The pitches are not advertised on the website and these are covered as direct lets. **See Part 5**
- c) A degree of limited discretion in allocating pitches is required and should not be automatically bound to the household with the highest priority. The Councils will have the discretion to offer pitches other than the one applied for to prevent the household residing on an unauthorised encampment.
- d) Sites are often occupied by extended family groups and this can help to ensure good community relations on the site. In some exceptional circumstances the Councils may, in consultation with the site manager, want to take account of factors which a pitch allocation may have in adversely affecting the suitability of the site as a social unit.
- e) If as a result of an assessment of their application, the landlord has good reason to be concerned about the risk of conflict with existing residents, they should take up this issue with the applicant, and carry out a risk assessment. Refusal to allocate a pitch must be based on the merits of the application, without undue influence from those already on a site.

- f) The landlord will confirm the landlord reference with the applicant.
- g) The landlord reserves the right to withdraw any offer which may have been granted on the basis of incorrect information.

4.4.11 Housing Priority Bands

Each application will be assessed to determine the level of housing need of the household and placed into one of four bands:

Band	Priority Need
Band 1 Urgent	People with an urgent medical need inc. hospital discharge
	People with an urgent need for an adapted property
	If your home has been destroyed by a disaster
	Homeless and fleeing/threat of violence (with or without local connection)
	s193 Duty and in TA/s189 Relief Duty
	Witness Protection
Band 2	Threatened with Homelessness (next 12 weeks)
	High Medical Need
	High Welfare
	Current tenant in an adapted property they no longer need
	Current tenant willing to take a smaller property
	Disrepair/Unsafe Home/lacking essential amenities
	Overcrowded by 2 or more bedrooms (affordability test)
	Someone needing an adapted property
Band 3	Care Leavers
	Threatened with Homelessness (next 12 weeks)(no priority need)
	Medium Medical Need
	Medium Welfare Need
	Lack of Amenities
	Overcrowded by 1 or more bedrooms
	Tenant under-occupying by 1 or more bedroom (affordability test)
	Move On
	Have a need to move to the Broadland area where failure to meet that need would cause hardship to themselves or others.
Band 4	Intentionally Homeless

Band	Priority Need
	s193 Duty (not ready to move)
	TA (assessment in progress)
	Meet eligibility/qualification
	No Housing Priority Need

Band Considerations:

Cumulative Need:

We do not operate a banded system with cumulative need. If you have more than one priority need (reasonable preference allocation). We will use your highest priority to place you in the correct band.

Time Waited:

You will be placed in the priority band in effective band date order. Those who waited the longest will be the highest in the list. **See 4.4.12** to see how we determine your effective band date.

Suspension of Bidding:

We do not operate a lower band for reduced preference. Instead we manage this within the administration of the housing register and bidding process. In this way we promote good tenant behaviour and sustainable tenancies. **See 4.4.3**

Adequately Housed:

You will be in band 4. If you are adequately housed. You will still get the benefit of any S.106 PROPERTIES, AND ANY TRANSFERS THAT BECOME AVAILABLE.

4.4.12 Determination of Effective Band Date

In order to determine your effective band date, and provided there is no delay in providing the information required within the time stipulated, we use the following:

- ❖ Your first assessment, we will use the date you submitted your application
- ❖ If you have a change of circumstances and your priority need changes and you go up a band, we will use the date your new priority was awarded.
- ❖ If you have a change of circumstances and your priority need changes and you go down a band, we will use the same effective band date you had in your original band.
- ❖ An assessment and award of priority cannot take place without the supporting evidence. If you fail to provide this at the point of submission or the date you advised us of the change of circumstances, we will use the assessment date as the effective band date.
- ❖ If you are statutory homeless, the effective band date will be the date we accepted a statutory duty under the homeless legislation.
- ❖ In the unlikely event more than one applicant bids for the same property and they have the same effective band date, we will consider the type of priority awarded and the urgency of the priority to determine who will be allocated the property.

4.4.13 Household Type and Property Size Allowed

The legislation states in order to allocate a property we must ensure all of the following:

- The size of the property must be suitable for the household need
- Landlords must make best use of their stock
- The property must be affordable for the applicant it is allocated to
- It should be possible for the applicant to sustain their tenancy if the property is allocated
- The household's circumstances must be fully considered
- The property is allocated in accordance with the Broadland District Council Allocations Scheme.

The table below shows how we allocate property size. For further clarification and definition of the room and space standards. **See Appendix 2: Allocation by Bedsize**

Household Type	Property Size	Conditions
Single Person	Any 1 bed property or 2 bed above ground Floor	2 beds will only be allocated where a property is deemed hard to let. It is allocated subject to affordability and sustainability.
Couple	Any 1 bed property or 2 bed above ground Floor	2 beds will only be allocated where a property is deemed hard to let. It is allocated subject to affordability and sustainability.
Carer	A bedroom will be allocated if the carer needs to reside in the property and is not already part of the permanent household	Subject to an agreed medical need for a Carer. Evidence of Housing Benefit and/or Disability Living Allowance will need to be at enhanced levels. Young carers treated as if they are 16+
Medical	A bedroom will be allocated if recommended as part of the medical need	Subject to an agreed medical need where the extra room may be needed to accommodate large equipment or there are serious mobility issues.
Child Residency	A bedroom will be allocated for a child resides as part of the household 4 nights per week or more and we have evidence they are part of the applicants household	Subject to evidence such as Child Benefit and/or Custody Order. We will not allow the same children on more than one application.
Unborn Child	Provision will be made for an unborn child provided we have evidence	Subject to evidence of a MATB1 issued by NHS confirming the pregnancy. The unborn child will be treated as same sex. The overcrowding priority will not be awarded until the child is born and a birth certificate has been provided. The applicant will be able to bid without the

		overcrowding award. The date of birth will be used to determine the effective band date.
16+	Own Bedroom	The child is deemed in need of their own personal space.
Sex Separation	Children of the opposite sex will only be allocated their own bedroom when they are 10 years or older	This reflects the current benefits position.
Students	Living away from home will not be treated as part of the main household	Where a household normally includes a family member who currently lives away from home studying at college or university that family member may be considered part of the household for the duration of the initial course. This will usually be up to 3 years. Evidence of the end date of the course must be provided and a reassessment will be made following the end of the course. Post graduate study may not be covered by the above criteria. This ties in with Housing Benefit.
Under Occupation	Allow under occupation by 1 bedroom	This will only apply where a property is deemed hard to let and subject to affordability and sustainability.
Ground Floor	Ground floor units will be prioritised for medical need where possible but ultimately, we will make best use of stock.	We will advertise clearly to show how we allocate ground floor properties. We will seek to be fair to applicants and partner landlords. Some partner landlords may restrict upper floors when a household has children for safety reasons, and this will show in the advert.
Adapted	Adapted units will be prioritised for medical need applicants who require the specific adaptations in the property.	OT assessments will be used to assess the requirements of the household.

4.5 Notification



Once an application has been assessed the applicant will be notified in writing of the following:

- ❖ The band in which they have been assessed
- ❖ The size and type of property they qualify for

- ❖ How to access the Scheme Guide in order to bid for properties
- ❖ Their Housing Register number
- ❖ Their bidding reference number
- ❖ Their right of review of their band and property size/type eligibility
- ❖ Qualification under reduced preference where relevant, the conditions imposed and the reassessment process.

4.6 Cancellation of Applications

Applications will be cancelled for one or more of the following reasons:

- a) The applicant requests cancellation
- b) The applicant's circumstances change, and they are no longer eligible or no longer qualify
- c) The applicant has not responded to a review of their application within the 28 days requested.
- d) The applicant is found to have made a false or deliberately misleading statement, or to have withheld information in connection with their application.
- e) The applicant has not placed a bid for 12 months
- f) The applicant has not responded to contact from the Council within the 28 days requested.
- g) The applicant has failed to provide the evidence required to assess their application.
- h) If cancelled, the applicant will need to review and update their accommodation option plan. A review via the market place will take place to enable this.

4.7 Change in circumstances

A change in circumstances must be notified to the Council immediately together with any supporting evidence. Failure to do this could result in an applicant not being considered for a property. This is because priority is based on the applicant's current situation. A change in circumstances will mean that an application has to be reassessed.

4.8 Deliberate or worsening circumstances

Where there is evidence that an applicant has knowingly and deliberately made their housing situation worse in order to gain a higher priority on the register, the assessment of their priority need will be based on the circumstances before their situation changed through their actions to deliberately worsen their circumstances.

Some of the examples are listed below:

- Applicants who have allowed family members or others to move into their property, who previously had suitable accommodation or the financial means to secure their own accommodation, and this has resulted in the property being overcrowded.
- Applicants who have moved from previously suitable or more suitable accommodation which it was reasonable for them to continue to occupy, into a less suitable property.
- Homeowners who have transferred their property to another family member within the last 5 years from the date they make their application to the Register.
- Applicants who have given up affordable and suitable private rented accommodation which they are able to maintain, to move in with other relatives or friends, creating a situation of overcrowding and/or sharing of bathroom/kitchen and/or a split household.

- Requesting or colluding with a landlord or family member to issue them with a Notice to Quit.

BDS

5.1 The Allocations Process

The Key Stages



Property Identification: Notification by the agent or partner landlord of a property that is available to let

Expression of Interest: The applicant either bidding or agreeing to view a direct offer

Letting: Offer, viewing, resulting the offer and lettings types

Tenancy Sustainment: Sign up and continued supervision of new tenancies with support

5.1.1 Blended Allocations

The Broadland District Council Allocations Scheme combines allocations by direct lets and choice-based lettings as a blended system. The majority of properties are advertised through the choice-based lettings system. Applicants have their own accounts and access the system via online. They are able to bid for a property. The list of bidders are shortlisted and the highest priority applicants is usually put through to the partner landlord who owns the property.

However, there are times when the properties are not advertised, instead they are matched direct to an applicant and the applicant is nominated to the partner landlord who owns the property. These are called direct lets and they are used to manage the most urgent or specialised cases.

Matching and Shortlisting will prioritise active cases. Where this is exhausted the inactive list will be used and selection is subject to:

- Satisfactory progress during a stabilisation period
- Tenancy failure is low risk
- Agreement by the partner landlord.

5.1.2 Predicting Properties

The Council will use information provided by the Allocations Scheme to predict the number, type and location of properties due for letting. This is undertaken on a strategic and operational level in order to meet the needs of the applicants the Scheme is designed to house.

Annual Lettings Plan:

Each year an annual lettings plan will be produced based on consultation with the Housing Enablement Team who are responsible for overseeing all the properties being built in the area. They will have expected handover

Supply and Demand Modelling:

dates which will be affirmed by the partner landlord who is building the properties. Based on averages in previous years it is also possible to predict how many properties already in management with the partner landlords will be expected to become empty (void). The plan is usually broken down into quarters and by partner landlord and then further as new build and relets. It should also be possible to assess whether they are specialist units such as Housing with Care, sheltered, adapted, or general use (general needs). Partner landlords will make properties available under agreement. In order to plan longer term, a supply and demand model is used to determine the types, size, numbers and locations where properties need to be developed. This is known as the supply. The demand is the number of applicants on the housing register and the type, size and location of the properties they need. The Housing and Benefits service will work with the Housing Enablement Team and the partner landlords to undertake this exercise. Ideally the model should aim to predict 3-5 years and longer if possible. The predictions are used by the housing developers to undertake scheme appraisals in the required areas.

5.2 Property Identification



When a partner landlord has a property that is available to let, they notify the Councils. Broadland District Council will monitor the number of properties they receive from each partner landlord and then determine whether they need to match it to an urgent applicant as a direct let or advertise it as a choice based letting. Each month end and quarter end, the totals will be reconciled against the predicted properties in the annual lettings plan and against the targets set for direct lets and choice-based lettings. There may be other targets which will also need to be factored into the allocation.

Therefore, the allocation of a property takes place on two levels:

- a) At letting type
- b) At applicant level

5.2.1 Direct Lets

Broadland District Council will make a direct let in the following situations:

- a) Where a property is needed urgently to deal with an emergency or to provide temporary accommodation for a homeless family.

- b) Where an allocation is required to ensure protection of the public, for example, following a decision made by a Multi-Agency Public Protection Panel meeting or to fulfil agreements made with offender management services, or where a customer has been referred as part of the witness protection scheme. These are usually referred to as sensitive lets. **See 5.2.8**
- c) Where a customer's home is being repaired and they need to be moved from the property on a temporary or permanent basis.
- d) Where the applicant has enjoyed an established occupancy of the property, has a reasonable expectation of a property of that type and would be a suitable tenant (e.g. former tenants of the property, non-secure or introductory tenants or carers or family members with no succession rights). A tenancy reference will be obtained to verify the decision.
- e) Homeless and in TA under s189B(2) relief duty or main duty – use of TA
- f) Urgent rehousing requirement: property, health, personal safety, discharge of homelessness duty the allocations needs to be undertaken quickly.
- g) Duty to house under s39 land compensation act 1973.
- h) Failure to bid.
- i) The applicant has exceeded the number of offers they are allowed, and their refusal has been deemed unreasonable.
- j) Adapted units.
- k) Vulnerable applicants where they would find bidding problematic.
- l) Pitches for Gypsies and Travellers.

If a direct let is needed for other reasons it requires the approval of the Allocation Scheme Panel will make the decision. **See Appendix 3: Terms of Reference for the Allocation Scheme Panel.**

5.2.2 Choice Based Lettings

The main method of allocation is via choice-based lettings and the majority of properties are advertised in order for applicants to be able to choose. There will be specific restrictions:

- Applicants can only bid for the property type and size they are allowed. **See 4.4.14**
- 80% of the properties advertised will be open for bidding by all applicants.
- 20% of the properties advertised will be targeted for social landlord tenant transfers only. **This will need to be reviewed if a CHR is introduced.**
- Targeted adverts for adapted units, those restricted under a local letting plan, rural letting scheme or s106 agreement.
- Applicants will be limited to 3 offers.
- Ensuring a balance between homeless applicants and other priority need with local demand in Band 1.

5.2.3 Advertising the Property

Properties identified for choice-based lettings are advertised online on the Allocation Scheme System for a period of 7 days from Wednesday to Tuesday. This is called an advert cycle. The 7th day is the closing date.

Alternative housing options such as private rented, shared ownership properties and other solutions do not have an advert cycle. They remain on the website at all times.

5.2.4 Rent Regimes

This should be clear in the advert and/or offer letter where it is a direct let. There may be 3 types:

Social Rented: Properties built before the affordable rent programme; the rent is calculated as a formula rent under the rent standard. Tenure types will be Starter and Assured tenancies.

Affordable Rented: Properties built under the affordable rent programme; the rent can be up to 80% of the local market rent value. Tenure types will be Starter and Affordable Assured with some of them being fixed term tenancies of between 3 and 5 years. This is determined by the partner landlord's tenancy policy.

Fair Rented: These are generally for tenancies issued prior to 1989 or stock transfer properties. They only apply to social landlord transfers currently on a secure or preserved secure tenancy. The rent is registered every 2 years with the Rent Officer Service. Tenants on secure tenancies may not be able to transfer their tenancy to an Affordable Rented property unless the advert specifically states you can. If you bid for it and accept it, you will be expected to surrender your secure tenancy and sign up on an affordable assured tenancy. This will be discussed with you at the time and you may wish to seek independent advice.

5.2.5 Property Descriptions

The advert or direct offer letter should contain a clear description of the property.

- a) Photographs
- b) Type (house, flat)
- c) Tenure (social rented, private rented, shared ownership)
- d) Number and max occupancy of bedrooms
- e) Location
- f) Level of accessibility for those with mobility issues/wheelchair users
- g) Services provided (sheltered housing scheme manager, caretaker)
- h) Heating type
- i) Age restrictions
- j) Whether pets are allowed
- k) Availability of outside space (garden etc.) and parking
- l) Rent and service charges (split weekly/monthly) and rent regime. **See 5.2.4**
- m) Special information (location of bus routes/ other amenities)
- n) Property size category (known as the PPGC code)
- o) Targeted advert for transfers only or if a local letting provision only
- p) Permission to under occupy.

5.2.6 Local Letting Provision

Sometimes local lettings agreements are agreed with Broadland District Council either for a new development or existing properties. The table below outlines the types of local letting provision operating within this Allocations Scheme. These are monitored annually and measured for their impact on the main Allocations Scheme.

Local Letting Provision	Description
Local Letting Policies	<p>Local Lettings Policies Section 167(2E) of the 1996 Housing Act enables housing authorities to allocate particular accommodation to people of a particular description, whether or not they fall within the reasonable preference categories.</p> <p>Criteria in addition to the Allocation Scheme is considered when an allocation is made to a particular estate or community. They are used to achieve a wide variety of housing management and other housing policy objectives, and are usually developed where there is a wish to alter the balance of the community or ensure a balanced community at the stage where a new development is let.</p> <p>The partner landlord will gain approval from their own Board and the Allocations Scheme Panel. The planning department of the Councils will also be involved where the policy is being applied to a new development.</p> <p>The reason for its proposed introduction must be set out as follows:</p> <ul style="list-style-type: none"> ▪ the particular issue that is affecting the community that requires the Local Lettings Policy ▪ the area it would cover including the number and types of properties ▪ how long the policy will be in place ▪ what they hope to achieve by its introduction ▪ what the policy contains ▪ the impact on the main Allocations Scheme
Rural Lettings Schemes	<p>In areas which are officially defined as either villages or rural parish the rural lettings scheme may apply. The allocation will be made to the applicant with the highest priority, where there is equal priority, the allocation will be given to the applicant that demonstrates the greatest connection to the community which is assessed by:</p> <ul style="list-style-type: none"> ▪ how long the applicant has resided in the community ▪ how long the applicant has been employment in the community ▪ how long the applicant has been involved in voluntary work within the community
Section 106 Agreements	<p>Section 106 Agreement Letting Scheme Properties developed on sites that incorporate a Section 1064 agreement determining the allocation of housing on that site will be let in accordance with the terms of the agreement. Such agreements</p>

	<p>have been developed to ensure that secure mechanisms are in place to restrict the occupancy of the dwelling both on first occupation and in perpetuity to those who have a local community need for an affordable dwelling.</p> <p>The partner landlord will gain approval from their own Board, the Councils planning department and the Allocation Scheme Panel.</p>
--	---

5.2.7 Hard to Lets

Some properties are harder to let because they are less attractive to applicants who will either refuse them or fail to bid for them. This could be a number of reasons including, location, floor level, age, condition. Broadland District Council will consult with the landlord and if it is deemed hard to let, then it may be made available to a wider pool of people on the Housing Register. This would include households that can afford to under occupy by one bedroom. If after 2 advert cycles this is still not let, it will be offered to South Norfolk Council. If the property is still not let, it may be offered to another Local Authority with permission from the partner landlord. Broadland District Council must ensure that it has been let to eligible applicants in priority need.

5.2.8 Sensitive Lets

Sensitive lets are rare and likely to be due to two main reasons:

1. Where we have to be careful with the applicant or a member of their household due a traumatic incident. We need to consider the location of the property or even the type of the property to ensure that the accommodation would not expose them to undue stress. In these cases, we will undertake a sensitive let as a direct offer.
2. Where the partner landlord informs us that a property has a management history which requires the careful selection of the next tenant to ensure harmony in the area where it is located. In these cases, we may have a targeted advert for transfers only as a choice-based letting or we will make a direct offer.

In both cases the priority order and time waited will be preserved. We will however be using additional selection criteria to manage the letting sensitively. Both types of cases must be presented to Allocations Scheme Panel for approval. If it is the applicant and their identity must be protected then, only the case specifics will be heard by the Panel.

5.2.9 Housing with Support or Extra Care

Some accommodation is designed specifically for older people or people who need a specific type of care or support. There is a charge in addition to the rent. The older people schemes are designed for those with a minimum age of 55 or 60. They may also have extra care provision. If the property is advertised as choice-based letting, the advert will be clear who can apply. Some schemes are not advertised and are subject to a direct let.

In exceptional circumstances, younger people may be considered for older people schemes, if they require support, and other types of accommodation are not suitable. This would be achieved through a direct let.

In both instances, the partner landlord will undertake a need and risk assessment of the applicant to ensure they meet the eligibility for the scheme.

5.3 Expressions of Interest



5.3.1 Bidding for Properties

Once an applicant has been assessed and provided there are no restrictions such as a reduced preference or they are not ready to move, they will be made active to bid and issued a choice based lettings scheme guide to help them use the system. This enables them to apply for an advertised property which meets the size and type they are permitted. They can bid for up to two properties a week, but they must do so before the closing date to be considered. The expression of interest is by bidding.

Bidding can be undertaken by:

- Phone
- Text
- Website

5.3.2 Assisted Bidding and Auto Bidding

Where someone is vulnerable or unable to bid for themselves and has no one to do it for them, we will allow you to register for assisted bidding. You provide us with your choices, and we do it for you. They placed using a function we call auto bidding. If you wish to change your choices, you need to contact us. We may need to reassess your application if your new choices do not match with your current priority need. The auto bids are like advance expressions of interest. You will need to be sure of choices so that the auto bidding system can bid for the type of home you are willing to accept.

5.3.3 Grouped Bids

In certain circumstances, properties that are advertised may be grouped into one single advertisement. This will include advertisements for new build properties and those properties made available following regeneration schemes, where properties will be grouped by property type and size. Schemes under 5 units will not be subjected to grouped bids. Where there are grouped advertisements, applicants who place one bid will be considered for all properties within the group.

5.3.4 Retrospective Bids

A retrospective bid request is a bid placed once the bidding cycle is closed. It is usually a request from an applicant, or their authorised representative, to include a new bid or withdraw an existing bid and replace it with another. It will only be considered if there was period during the bidding cycle where the bidding facility was unavailable for 30 minutes or more and the Housing and Benefits Service can confirm this. The Council places alerts on the system when the system is down and

invites retrospective bids where necessary. If allowed, a retrospective bid can only be placed by the Council no later the close of business on the day after the closing date. By placing such a bid, the applicant is not guaranteed an offer. The applicant will need to contact the service by phone or come in person. The Council will alert the partner landlord who owns the property, the shortlist will be suspended whilst this bid is processed and then the shortlist will be run again.

5.3.5 Shortlisting

When a closing date is reached for a choice based letting, the applicants who bid for the property will be shortlisted within 3 working days.

The shortlist will use the following parameters to prioritise:

- Broadland District Council local connection **See 3.2**
- Local letting provision **See 5.2.6**
- Targeted advert criteria **See 5.2.5**
- Reduced preference applicants who are inactive to bid should not appear on the list. **See 4.4.3**
- Bedsize and property type allowed **See 4.4.14**
- Adapted unit.

The successful applicant will be verified if they are to be selected for the property and it has not been done within the last month or the applicant shows an outstanding issue. The property must be deemed suitable to the needs of the applicant and there must be agreement by the partner landlord.

If an applicant has to be bypassed because there are circumstances which mean they do not suit the property or cannot be selected, a bypass reason must be put in the system. This is mandatory and ensures the decisions are fair and transparent. This will be preserved on the applicants offer history.

Typical bypass reasons are:

- Bid was placed before a change of circumstance was requested
- Failed tenancy reference – arrears
- Failed tenancy reference – ASB
- Failed tenancy reference – other
- Unable to afford
- Matching incorrect – review application
- Unable to contact using 2 different methods and making 3 attempts

If a shortlist is exhausted and it is not possible to select an applicant, the list may be run again to check there are no further applicants who have been missed.

Where it has not been possible to select an applicant, a matching exercise will be undertaken on applicants who are inactive to bid. If one of them matches, their stabilisation will be reviewed, and risk assessed. If the Council feels they could now sustain their tenancy and the partner landlord agrees; then they will be selected for a direct offer subject to conditions around tenancy sustainment.

5.3.6 Direct Offer

Where a property or an applicant has been identified for a direct offer **See 5.2.1** a matching exercise will be undertaken to ensure the property is suitable for the

applicant. It uses similar criteria to the shortlisting process undertaken for choice-based lettings. Officers will undertake the matching exercise in the Housing Register.

Once matched a list is generated. Bypass reasons are mandatory on a match list in the same way as they are for a shortlist. The successful applicant will be discussed with the partner landlord and following their agreement, an offer will be made. The expression of interest is by the applicant responding favourably to the offer.

5.4 Letting



5.4.1 Offer of Accommodation

All applicants selected for a property will receive a formal offer letter which serves two purposes:

- preserves the offer history whether they accept or refuse the property
- meets legal compliance

Broadland District Council will:

Formally notify the applicant they have been selected for a property either by shortlisting as a choice based letting or matching as a direct let. This will usually be accompanied with direct contact by email or phone. It should not completely replace it.

Partner Landlord will:

Formally offer the applicant the property; even if this has to be done retrospectively because of the quick turnaround of voids.

All formal contact around selection and offer is subject to the following:

- Applicants will usually be contacted within 3 working days of the closing date.
- It is the applicant's responsibility to keep the Council of current contact details.
- Applicants have up to two working days to respond.
- If they fail to contact or to express an interest if they do, the Council will go to the next applicant on the shortlist.
- Partner landlords will have their lettings procedures which will usually include an affordability check, a suitability assessment and a needs and risk assessment if they are providing specialist housing. Pitches for gypsies and travellers may be subject to further assessments. **See 4.4.11**
- The landlord has the final decision on whether they will accept the applicant for the property, however they are required to contact the Council before rejecting them to see if there are more measures that can be put in place to make the offer more suitable.

- g) Selection and an offer may be withdrawn if it is found that the information supplied by the applicant was either false or incorrect or they have had a change in circumstances.
- h) All offers are subject to viewing.
- i) Once the formal offer is made the status of the applicant on the Housing Register will show as 'Under Offer'.

5.4.2 Limited Offers

Broadland District Council has a limited offer policy:

- homeless single offer; penalty discharge of duty and no reapplication unless circumstances change
- management transfers unlimited; no penalty required
- all other 3 offers only; penalty suspension for 6 months which could have the added requirement of a reapplication and new application date. This drops them down the time waited queue.
- An offer is deemed to be reasonable if matches area, bedroom allocation, floor level, property type for household, criteria for medical award, takes into account young children, and is an average standard or repair or more. Where an offer is agreed as not reasonable it will be withdrawn and will not count as one of the limited offers.

5.4.3 Viewings

There is no obligation on the applicant to take a property unseen. The partner landlord will contact the applicant to arrange a viewing. They will send an Officer to attend the viewing with the applicant. Following the viewing the applicant will be expected to either accept or refuse the property. If they refuse, they will be referred back to the Council and another applicant known as a nomination will be requested. If the partner landlord pulled the shortlist themselves, they will go to the next suitable applicant on the shortlist and repeat the offer process until the property is accepted. If it proves hard to let. **See 5.2.7**

There are three types of viewing:

Single Viewing:

One applicant views the property at any one time. This will be used primarily for sensitive lets.

Multiple Viewing:

More than one applicant will view at the same time. All the applicants will be verified. Only the top applicant if offered formally. The remainder are given viewing letters only. If the top one refuses, the next one is formally offered etc. Any who failed to get a formal offer will be withdrawn. There are no penalties for having it withdrawn in this situation.

Accompanied Viewing:

This may be single or multiple. The applicant is accompanied by either an advocate, a Support Worker, a Homeless Officer or an Occupational Therapist. It is usually offered where the applicant is likely to need extra assistance

around the viewing in respect of vulnerability, mobility need, and navigation around their rights under the homeless duty.

5.4.4 Resulting the Offer

Recording the outcome of the viewing/offer is called resulting the offer. It is mandatory in order to preserve the offer history and property history. It also serves to allow management of the Councils and partner landlord partnership arrangement.

The partner landlord will obtain a formal record of the outcome. The table below outlines each type of result and the ensuing action.

Outcome	Action Required	Applicant Status
Withdrawn - multiple viewing	<ul style="list-style-type: none"> No penalty Automatic system function 	<ul style="list-style-type: none"> Offer history preserved
Withdrawn - other	<ul style="list-style-type: none"> Partner landlord refuses applicant Councils withdraw Housing register review initiated. See 6.3.1 	<ul style="list-style-type: none"> Offer history preserved Housing Register review with review period May require an investigation. Under review and inactive to bid allow a review and/or investigation to take place

Accepted	<ul style="list-style-type: none"> ▪ Acceptance recorded ▪ Provisional tenancy start dated recorded ▪ Monitored for sign up 	<ul style="list-style-type: none"> ▪ Offer history preserved ▪ Status changes to accepted ▪ Inactive to bid
Refused – homeless	<ul style="list-style-type: none"> ▪ Refusal recorded ▪ Limited Offer maintenance See 5.4.2 ▪ Statutory review initiated See 6.3.2 	<ul style="list-style-type: none"> ▪ Offer history preserved ▪ Statutory review with a review period ▪ Under statutory review and inactive to bid ▪ The review will pick up changes in circumstances and penalties as a result of a single offer.
Refused – other	<ul style="list-style-type: none"> ▪ Refusal recorded ▪ Limited Offer maintenance See 5.4.2 ▪ Exceed limited offer penalty evoked ▪ Change of circumstances. 	<ul style="list-style-type: none"> ▪ Offer history preserved ▪ Change of circumstance prompts a Housing Register review with review period ▪ Number of offers remaining ▪ Penalty action if limited offers exceeded

5.4.5 Publicising Lettings

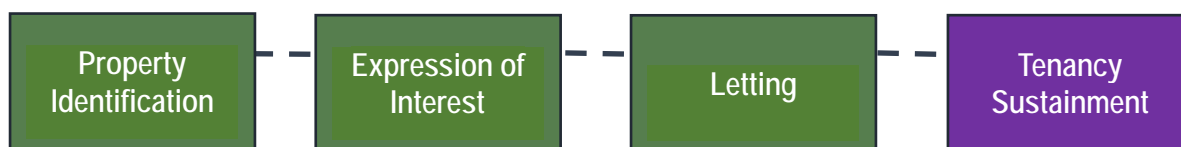
Our performance around lettings is publicised:

- **Annually;**
 - **Quarterly;**
 - **Weekly;**
- will show:

on the property page of the choice-based lettings system we

- ❖ Areas where properties were let
- ❖ Number of bids each property had
- ❖ Band and effective band date of the successful applicant came from for each property
- ❖ No personal information will be disclosed

5.5 Tenancy Sustainment



Our Accommodation Pathway Model ensures that anyone who approaches us for housing, or a housing related matter will be sent through the key stages of:

- Marketplace
- Prevention
- Stabilisation
- Resolution

The Allocations Scheme is designed to sort our longer-term solutions for people, and this means making it possible for them to stay in the home of their choice and one that meets their need. We therefore ensure that at each of the key stages of the model we will do everything practically possible to promote tenancy sustainment.

The table below describes the tenancy sustainment measures that are/could be adopted in order to achieve tenancy sustainment.

Marketplace	<ul style="list-style-type: none">▪ Accommodation Option Plan is designed for the household▪ Affordability and household size will be considered▪ Specific health needs will be considered▪ Age will be considered▪ Support and care needs will be considered▪ Previous tenant history will be considered▪ Professional reports will be considered
Prevention	<ul style="list-style-type: none">▪ Each case presenting in high priority need will be assessed to see if there is prevention solution with the provider of their existing home▪ Support and care assessment will be undertaken to see if more or different is needed▪ Living skills will be promoted to allow tenancy management learning▪ Families will be prioritised alongside single people if they are reaching crisis point▪ Referring agents will be required to undertake a hands-on approach▪ Safe Surrender Agreements put in place before a failing tenancy is surrendered. See 3.6

Stabilisation	<ul style="list-style-type: none"> ▪ Discharge of duty will only take place if the applicant is completely unwilling to engage in the previous key stages of the model ▪ All temporary solutions will be quantified and qualified in order to set a tenancy sustainment standard and promote learning ▪ People who are not ready to live independently will undertake a period of stabilisation to see if this will remedy the situation. They will not be able to bid for social housing during this time. ▪ Support and skills will be introduced to promote learning and redressing of any negative tenancy behaviour ▪ Reduced preference cases will be subject to a mandatory period of stabilisation to ensure they address the behaviour which resulted in the assignment of preference assignment. They will be unable to bid for social housing and may not qualify for other housing options either as private landlords will have similar requirements to partner landlords. ▪ The existence of a Safe Surrender Agreements prior to tenancy failure, shows the applicant is prepared to take responsibility and negotiate stability prior to surrendering the tenancy. It allows the Councils to assess their application with this in mind and will likely allow them to qualify without the need of reduced preference. This in turn enables the current priority need, to be addressed much earlier and factored into the Accommodations Options Plan. See 3.6
Resolution	<ul style="list-style-type: none"> ▪ All types of housing solutions will be considered with recourse to tenancy sustainment implications ▪ Partner landlord and other housing providers within the partnership will be required to work with the Council to provide a hand holding period for applicants who have support and care identified and require longer to settle in. During this time, their application will remain open but suspended subject to a satisfactory assessment with input from the applicant themselves and any agencies involved. If the assessment is successful and they are managing their tenancy effectively, their application will be closed retrospectively. The tenancy start date will be used as the closure date to ensure performance is not penalised. ▪ Applicants being referred to the rent deposit schemes, and other such private housing options may experience a longer period of stabilisation as private landlords are less likely to be partners. ▪ The partner landlords usually have a tenancy support or sustainment service which will support the new tenancy and this should be flagged as a requirement for all applicants who have undergone a mandatory stabilisation period and for those who are already identified with support and care provision. ▪ The Council and the partner landlords will have the final decision in whether to accept a level of risk in relation to tenancy sustainment with an applicant. ▪ The Council and the partner landlords will seek to provide a guarantee where practically possible with applicants which meet the threshold of high risk.

5.6 Decisions

The administration of the Allocations Scheme requires Broadland District Council to make key decisions in relation to an application to join the Housing Register.

- a) The decision that confirms or denies your eligibility to join. **See Part 3**
- b) The decision that confirms or denies your qualification. **See Part 4**
- c) The decision that awards your priority housing need. **See Part 4**
- d) The decision to reassess your application as reduced preference. **See Part 3**
- e) The decision to reassess your priority housing need following a change of circumstance. **See Part 4**
- f) The decision to cancel your application. **See Part 4**
- g) The decision to deny your review. **See Part 6**
- h) The decision that deems your refusal of a property as unreasonable. **See part 5**
- i) The decisions to refuse a duty under the homeless legislation. **See Part 4**

If you disagree with a decision in relation to your application, you have the right to request a review. In order to ensure you are heard by the correct officer, it is important to understand the following:

- ❖ If you provide evidence that you did not provide for your assessment. **This is a change in circumstance. See 4.7**
- ❖ If you think we failed to follow our policy or stated process, or you simply feel we could have handled your application better. **This is a complaint. See 6.2**
- ❖ If you disagree with a homeless decision under Part 7 of the legislation. **This is a statutory right of review.**
- ❖ If you disagree with your priority award under Part 6 of the legislation. **This is a statutory right of review.**
- ❖ If you have completed a period of stabilisation on reduced preference. **This is a housing register review.**
- ❖ If you take legal action and the judge agrees with you and directs the Councils accordingly. **This is a judicial review**
- ❖ If you are unsatisfied with the outcome of your right of review. **You may appeal.**

5.7 Complaints

If an applicant is dissatisfied with any aspect of the management of their application, other than where a review can be made, they should follow the Council's published complaints procedure, available on the Council's website at **URL to be supplied** or on request.

If a complainant is not satisfied with the action the Council takes, they can send a written complaint to the Local Government Ombudsman who can be contacted at:

Local Government Ombudsman
PO Box 4771
Coventry CV4 0EH
Tel: 0300 061 0614
Website: www.lgo.org.uk

If an applicant wishes to make a complaint against a partner landlord, they should contact:

Housing Ombudsman Service
Exchange Tower
Harbour Exchange Square
London
Tel: 0300 111 3000
E mail: info@housing-ombudsman.org.uk

5.8 Reviews

There are several types of reviews:

Housing Register Review	This review is initiated by the Council in order to maintain applications on the housing register.
Statutory Right of Review	This is the right of review requested by the applicants because of a decision made in relation to their application.
Judicial Review	This a review undertaken by the Courts because something has come to light in a case where legal action has been taken.

5.8.1 Housing Register Review

Broadland District Council undertakes the current Housing Register reviews:

Band 1 Reviews:	These applications will be reviewed every 4 weeks. This ties in with homeless prevention and relief duties. These are critical cases and should not retain the highest level of priority indefinitely as factors in relation their circumstances usually change rapidly.
All other bands:	These applications will be reviewed every 12 months. Good practice dictates these are undertaken annually in order to maintain the accuracy of the Housing Register.
Spontaneous Reviews:	These arise from time to time as a result of being alerted either by an allocation or because we have been contacted by another agency in relation to the application.
Reassessment Reviews:	Applicants on reduced preference who have completed a period of stabilisation in relation to their behaviour will have a review when it ends in order to assess their ability to sustain a tenancy. If they have failed, they may no longer qualify. If they succeed, they will qualify, and action will be taken to allow them to bid in the awarded band.

In order to undertake Housing Register reviews, we will:

- a) Set the correct review period on their initial assessment and all subsequent reassessments.
- b) Our Allocations Scheme will flag the application on its review date.
- c) This will be assigned to an Officer to review.
- d) They will write to the applicant or contact them by their preferred method to confirm if their circumstances remain the same.
- e) The applicant has 21 days to respond.
- f) If they fail to respond their application is cancelled.
- g) If they confirm the circumstances remain the same, the correct review period is reset.
- h) If their circumstances have changed, they will be asked to provide the evidence and their application is reassessed as a change in circumstances. Their new review period is set following the reassessment.
- i) With reassessment reviews for reduced preference applicants, a tenant reference will be obtained from their current landlord in relation to their behaviour during their stabilisation period. References from other agencies may also be obtained if the reason for their reduced preference is not tenancy related. If the reference is favourable, they will be made active to bid and this will be confirmed in writing. If they have failed their reduced preference will be removed and they will no longer qualify to be on the Housing Register and their application will be cancelled.

5.8.2 Statutory Right of Review

If you are not satisfied with a decision you may request a statutory right of review which would cover:

- The information we used to make the decision
- Whether the information was fully considered
- The reason for the decision
- The decision itself.

The following steps should take place for a Statutory Right of Review:

- a) The applicant or their representative should make the request within 21 days of the decision preferably in writing. The request should state why they disagree with the decision and if necessary, provide the necessary information they felt should have been considered.
- b) The request will be logged and acknowledged. It will state how long the review will take. The reviews will be carried out within 28 days of the request being received. If more time is required, an extension will be requested with the applicant.
- c) The review will be assigned to a senior Officer who did not make the original decision.
- d) If the information was not previously provided for the original decision, the review will be closed, and the applicant will be advised in writing that this now being treated as a change in circumstances.
- e) If the senior Officer feels that the applicant is correct or partially correct the outcome will be to uphold the review and the application will be reassessed.
- f) If the senior Officer feels the original decision is correct, they will deny the review and the original decision stands.
- g) The review outcomes will be recorded.
- h) The applicant will be advised in writing within 14 days of the decision.
- i) If the review needs more time, the applicant will be advised in writing that an extension is required.

- j) If the applicant is still not satisfied, they may appeal the decision. **See 6.4**

5.8.3 Judicial Review

Where an individual or organisation feels the Council's Allocations Scheme is unfairly prejudicial or their case has been dealt with a prejudicial manner, they may wish to take legal action. They should seek independent advice before doing so.

The case will be heard in Court before a judge. Both sides will appoint counsel. If the judge decides the case against the Council to be partly or fully substantiated, the Council will be formally advised of the verdict and will need to respond through their counsel. The result may be an alteration to the Allocations Scheme and/or a reassessment of the applicant's case. These are termed judicial reviews.

5.9 Appeals

If you are not satisfied with the outcome of the statutory right of review, you may request an appeal. Appeals are heard by the Allocations Scheme Panel. Both sides get the chance to represent their point of view before the panel. The terms of reference for the Allocations Scheme Panel are detailed in **Appendix 3**

The following steps should take place for an Appeal:

- a) The applicant or their representative should make the request within 14 days of the review decision preferably in writing. The request should state why they disagree with the decision and if necessary, provide the necessary information they felt should have been considered. They should indicate whether they want an oral hearing i.e. appear before the Panel or have it heard by written submission.
- b) The request will be logged and acknowledged.
- c) The appeal will be assigned to a senior Officer who did not make any of the original decisions. Their role is to collate the papers and service the Panel.
- d) If the information was not previously provided for the original decision, the appeal will be closed, and the applicant will be advised in writing that this now being treated as a change in circumstances.
- e) The Officer will convene the Panel within 14 days of receiving the request. In exceptional situations a longer period may be agreed.
- f) Only 3 representatives of the Allocation Scheme Panel are needed to hear an appeal.
- g) The Panel will meet. In attendance will be the senior Officer. If an oral hearing was requested the applicant or their representative and a Council Officer from the Housing and Benefits Service will also attend.
- h) The Panel may feel that the applicant is correct or partially correct the outcome will be to uphold the appeal and the application will be reassessed.
- i) The Panel may feel that the original decision is correct they will deny the appeal and the original decision stands.
- j) The appeal outcomes will be recorded.
- k) The applicant will be advised in writing within 14 days of the Panel decision.
- l) If the applicant is still not satisfied, they may contact the ombudsman. **See 6.2.** Alternatively, they may seek independent advice.

Appendix 1: Lettings outside of the Allocation Scheme

Lettings where an allocation takes place which a tenancy or licence is created that are outside of the Broadland District Council Allocations Scheme include:

- a) **Introductory or probationary tenancies:** Where an introductory/probationary tenancy becomes a secure or assured tenancy
- b) **Family Intervention Tenancies:** Introduced by the Housing and Regeneration Act 2008, Family Intervention Tenancies are a form of residential tenancy without security of tenure. They may be offered by either a local housing authority or a registered provider to anyone who is a tenant of a secure (or assured) tenancy subject to a possession order on the grounds of anti-social Behaviour or domestic abuse or anyone who (if they had a secure or assured tenancy) could have had such a possession order made against them.
- c) **Succession:** Under S89 of the Housing Act 1985 (secure tenancies), under S133 (2) of the Housing Act 1996 (introductory tenancies) or under S90 of the Housing Act 1985 (fixed term tenancies).
- d) **Non-Secure tenancies or temporary accommodation:** Any accommodation that is provided to meet an interim duty under Part VII of the Housing Act 1996.
- e) **Temporary decants:** Secure or Introductory tenants of a local authority or assured or assured shorthold tenants of Registered Providers who need to be moved temporarily whilst major work is carried out on their home.
- f) **Demoted tenancies:** Following a successful application for a demotion order under sections 14 and 15 of the Anti-Social Behaviour Act 2003.
- g) **Mutual exchanges:** Between existing tenants under S92 of the Housing Act 1985 or under S158 of the Localism Act 2011.
- h) **Assignment:** To a person who would be qualified to succeed the tenant under S92 of the Housing Act 1985 (secure tenancies) or S134 Housing Act 1996 (introductory tenancies).
- i) **Conversion of an introductory tenancy:** to a secure tenancy under S125 Housing Act 1996).
- j) **Transfers of secure or introductory tenancies by a court order:** Made under certain provisions contained within matrimonial, family, children, and partnership legislation.
- k) **Land Compensation Act:** Allocation to a person entitled to rehousing under section 39 of the Land Compensation Act 1973.
- l) **Re - Purchased Homes:** Allocation to a person whose home is repurchased under sections 554 or 555 of the Housing Act 1985 (defective dwellings).
- m) **Transfers:** Within the same partner landlord (registered provider) stock, where the unit has not been made available to the Councils under current partner arrangements.

Appendix 2: Allocation by Bedsize

A bedroom is defined under the legislation and regulation as:



The Room Standard: The room standard is contravened when the number of persons sleeping in a dwelling and the number of rooms available as sleeping accommodation is such that two persons of opposite sexes who are not living together as partners must sleep in the same room. Children under the age of ten excluded from this definition. A room is available as sleeping accommodation if it is of a type normally used in the locality either as a bedroom or as a living room.

The Space Standard: The space standard is contravened when the number of persons sleeping in a dwelling is in excess of the permitted number, having regard to the number and floor area of the rooms of the dwelling available as sleeping accommodation. A child under the age of 1 year and a child aged 1 year or over but under ten shall be reckoned as one-half of a unit. A room is available as sleeping accommodation if it is of a type normally used in the locality either as a living room or as a bedroom.






















No account shall be taken for the purposes of either standard of a room having a floor area of less than 50 square feet.

Floor Area of Room (square feet)	Number of Persons
110 or more	2
90 or more but less than 110	1.5
70 or more but less than 90	1
50 or more but less than 70	0.5

This table below provides guidance on the size of home that different types of household can bid for on the Broadland District Council Choice Based Lettings website. Further information may be provided by the partner landlord on the website when a property is advertised. Use the key below to explain the symbols.

Key	
	Number of bedrooms allowed for this household type
	Number of bedrooms allowed for this household type, subject to the ages and sex of the children: <ul style="list-style-type: none">Two children under the age of 10 are usually expected to share a bedroomTwo children of the same sex are usually expected to share a bedroom until they are 16Once a child is 16 a separate bedroom is allowed
D	The Council will award the extra bedroom as a discretionary allowance, but it is subject to affordability and the ability to sustain their tenancy even if they are on benefits and subject to the bedroom tax.

*	Some partner landlords may only allow households with children to bid on houses
---	---

Household	Bedsit	1 bed	2 bed	3 bed	4 bed	5+bed
Single person			D	D		
2 Adults – Couple (inc.: same sex couples)			D	D		
2 Adults			 *	D		
1 Adult plus 1 Child				D		
1 Adult plus 2 Children						
1 Adult plus 3 Children						
1 Adult plus 4 or more Children						
Couple plus 1 Child				D		
Couple plus 2 Children						
Couple plus 3 Children						
Couple plus 4 or more Children						

Note: Households with access to children who do not live with them as part of the permanent household will only be able to bid for the property size they have been allocated as part of their priority award. **See 4.3.2 and 4.4.14**

Appendix 3: Terms of Reference: Allocations Scheme Panel

The role of the Allocations Scheme Panel is to:

- Approve a direct let for an applicant does not meet the criteria list in 5.2.1
- Approve a sensitive let requested by the Council in relation to an application or a partner landlord in relation to a property. Simple cases will be heard by 3 panel members via an online platform and the decision ratified at the next full panel meeting. Complex cases or cases where the decision will have a negative impact on the household will be heard by the full panel.
- Consider and approval Local Lettings Policies partner landlords may wish to introduce.
- Hear appeals where an applicant has exercised their right to a review, remains dissatisfied with the outcome and wishes to take it further.

The panel members are:

Housing and Benefits Managers (joint administrator responsibility)

Senior Officer, Saffron Housing Trust
Senior Officer, Clarion (Circle Wherry) Housing
Senior Officer, Cotman Housing Association
Senior Officer, Orbit Housing Association
Senior Officer, Flagship Housing Group
Senior Officer, Broadland Housing Association
A Panel is quorate with 3 or more members
A chair will be elected for appeal panels.

The Panel will process requests and appeals by ensuring the following:

- a) A member may present a request from their own organisation, but they must excuse themselves from the decision as a clear conflict of interest.
- b) A member can be part of the panel to hear an appeal if they were involved in the original decision.
- c) Requests and appeals must be submitted to Broadland District Council by email, however requests can also be made in writing or by telephone where appropriate.
email address to be supplied
- d) Submissions must be in the format of the proforma which can be download from the website. Housing Solutions Officers will support applicants to submit a proforma by the most appropriate means. **URL to be supplied**
- e) Panel members should have the papers for a request or appeal at least 5 working days prior to the meeting.
- f) The Panel must give due consideration and fair treatment in relation to:
 - The decision to have their appeal heard orally or by written submission
 - The appellant to be accompanied by one person to advocate on their behalf
 - Time for all parties to have sight of the papers in relation to a request or appeal
 - Necessary time for an investigation where necessary
 - Request for adjournments from the applicant if it is deemed reasonable
- g) Business discussed by the panel is confidential to panel members only. Named parties may request a copy of the decision. These will only be released at the discretion of the panel and with personal data other than the named parties redacted or removed.
- h) Approval requires a majority vote and the meeting to be quorate.
- i) The chair will be responsible for conveying the decision of a panel.
- j) The Panel decision is final.

DECISIONS ON APPLICATIONS – 16 SEPTEMBER 2020

App'n No	Location	Description of Development	Decision
20201193	Plot 7, Broadland Gate Business Park	Erection of electric vehicle charging station with ancillary uses at first floor level to include Class E (retail and a coffee shop), plus associated electrical infrastructure, car parking and landscaping (amended description)	APPROVED subject to conditions
20200861	Adam and Eve House, Little Hautbois, Coltishall	Proposed two bedroom detached dwelling with associated access and parking	REFUSED
20201143	Unit 7, Avian Way, Salhouse Road, Sprowston	Change of use from B8 to E (d) (previously D2)	APPROVED subject to conditions
20201017	Hellesdon Hospital, Drayton High Road	5 no: 16 bed en-suite non-secure wards (C2) one of which is a potential transition ward for 18-25 year olds. The total number of beds proposed is increased to 80 from 65 (Outline)	APPROVED subject to conditions

DECISIONS ON APPLICATIONS – 7 OCTOBER 2020

App'n No	Location	Description of Development	Decision
20200302	Land East of 35 The Hill, Ranworth	Change the use of agricultural land to glamping/camping site including erection of four camping huts and a toilet/shower/storage block (part retrospective)	REFUSED
20181183	Woodland Manor, Shack Lane, Blofield	Private motor cross track and change of use of agricultural lane to residential curtilage	REFUSED
20200981	Walled Garden, Belaugh Green Lane, Coltishall	Erection of dwelling, greenhouse, garage, landscaping and access	APPROVED subject to conditions
20201320	6 Alston Road, Hellesdon	Change of use from (Former B1 employment use) Class E – Commercial, business & service use to (Former D2 assembly & leisure) Class E(d) – Indoor recreation/fitness use for use as self-defence training facility	APPROVED subject to conditions

DECISIONS ON APPLICATIONS – 4 NOVEMBER 2020

App'n No	Location	Description of Development	Decision
20191881	Drayton Drewray, NDR Reepham Road Junction, Drayton	Change of use of woodland for use as organised Paintballing Site and erection of ancillary structures	REFUSED
20201212	10 Penn Road, Taverham	Raising of roof level with loft conversion, dormer windows and single storey extension to the rear and extension to the front.	APPROVED subject to conditions

Minutes of a meeting of the **Audit Committee** held remotely on **Thursday 22 October 2020** at **10.00am** when there were present:

Cllr G K Nurden – Chairman

Cllr P E Bulman

Cllr N J Brennan

Cllr S I Holland

Cllr D King

Cllr S Catchpole also attended the meeting for its duration.

Also in attendance were the Managing Director, Director of Resources, Director of Place, Director of People and Communities, Assistant Director of Finance (Section 151 Officer), Assistant Director Governance and Business Support (Monitoring Officer), Chief of Staff, Internal Audit Director TIAA, Strategy and Programme Manager and the Democratic Services Officer (JO).

52 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Crotch and Cllr K Vincent.

53 MINUTES

The revised circulated Minutes of the meeting held on 16 July 2020 were confirmed as a correct record, save for the following amendments:

Minute No 43: Draft Statement of Accounts 2019/20

At this draft stage the *Comprehensive Income and Expenditure Accounts* showed an accounting surplus for the year of £183,000.

The Movement in Reserves Statement showed a net addition to the General Fund of £1.047m.

The Chairman also requested that draft Minutes be sent to him for approval as soon as possible after the meeting.

54 MATTERS ARISING

Minute No: 42 – Matters Arising

In respect of online Member training; the Assistant Director Governance and Business Support (Monitoring Officer) confirmed that courses for Members provided by SkillGate, the Council's E-learning Platform, on Risk Management and Cybercrime were being assessed and would be made

available on Members iPads shortly.

The Director of Resources advised the Committee that no feedback on the Broadland Growth Ltd briefing had been received, other than it having been an informative session.

The Assistant Director Finance informed the meeting that the negotiations with EY over the increase in their fee levels were still to be resolved.

The Committee were informed that a new Fraud Officer had been appointed and would be able to bring a revised Fraud Policy to a meeting in the near future.

55 DRAFT STRATEGIC RISK REGISTER

The Chief of Staff introduced the report, which presented a draft Strategic Risk Register (SRR) for the Council, which the Audit Committee were asked to review, before it went on to form part of the Council's quarterly Performance, Risk and Finance Reports to Cabinet.

The risks in the SRR had been identified through the Corporate Management Leadership Team's assessment of the risks to the Council's Strategic Plan, based on the framework set out in the Risk Management Policy, adopted by Council in September 2020.

The Risk Management Policy broke risks down into three main categories; Strategic Risks, Directorate or Operational Risks and Project Risks.

Strategic risks were large scale risks that would impact on the delivery of the Council's services and might include operational risks escalated from a particular service according to the potential scale of their impact. All of the risks in the SRR were linked to the Council's corporate priorities.

The Audit Committee were asked to review the SRR prior to being presented to Cabinet in Quarter 3.

The Chairman informed the meeting that he had concerns about the Risk Register, as it had two risks with the objective of supporting individuals and empowering the community and nine with the objective of working smartly and collaboratively. He noted that the SRR included risks such as local government reform that were not within the Council's ability to control, but none in respect of growing the economy and environmental matters. He suggested that it was, therefore, not a balanced Risk Register. He would also have liked to see more information provided in the comments column.

In response to a Member's comment, it was confirmed that the likelihood and severity controls and the numbering ascribed to them was set out in the Risk Management Policy.

In answer to the issues raised by the Chairman, the Chief of Staff confirmed that the risks had been linked to the Council's Delivery Plan and were those risks that were seen as having the greatest impact on it. However, the SRR would evolve according to circumstances and risks could be added or removed accordingly. The rationale for including local government reform in the SRR, was because of the huge potential impact it could have on the Council. It was confirmed that the comments columns would be updated for the Quarter 3 performance report.

The Chairman noted these points, but considered the environment and the economy to be higher priorities, than some of the risks in the SRR. In response, the Director of Place acknowledged that the environment was a global threat and reminded the Committee that the Council had an Environmental Strategy and a new graduate apprentice scoping it out and drafting a Delivery Plan for it, which would address many of the issues that were within the Council's control.

The Chairmen responded that he would like to see the risks of not achieving the goals and targets in the Environment Strategy set out in the SRR and the impact this might have on the reputation of the Council. He added that he wanted to see a more balanced SRR that covered all of the strategic ambitions of the Council.

Another Member also noted that some risks were not within the risk appetite and asked what measures could be put in place to move them within it. In response to this the Chief of Staff confirmed that although mitigations could be put in place, some risks would never be completely within the Council's control and therefore not within the risk appetite of the Council.

In response to a question regarding the Food Innovation Centre, it was confirmed that this would be listed under project risks and that consultants were working on a robust project management plan for this largescale capital project.

The Chairman asked that the SRR be looked at again to make it more balanced and be brought back to the 26 November 2020 Audit Committee for a final review from the Committee.

A Member also suggested that the risks listed in the SRR were too generic and that the Council had some very specific risks that were not listed.

The Assistant Director Governance and Business Support (Monitoring Officer) pointed out that many risks would be listed at an operational level, so would not be included in the SRR; an example of this would be the Food Innovation Centre. She also asked Members to note that the matrix within the Risk Management Policy was a tool to help officers assess risk and then plot them onto the Risk Registers. Not all of the Council's ambitions and targets would be linked to the SRR; as they could be managed and mitigated at an operational level, so would not be escalated to a strategic level. She

emphasised that the risks set out in the SRR were the key strategic risks that should be brought to the Committee's attention. A discussion could be had with Cabinet about the inclusion of risks that had been mitigated and whether they should remain on the SRR or come off it.

The Director of People and Communities added that a risk of not achieving environmental targets, such as recycling 60 percent of collected waste by 2025, was very much an operational matter and would not be raised to the strategic level. However, issue such as local government reform and devolution could have a profound effect on the residents of the District and beyond and, therefore, should be raised as a strategic risk.

A Member suggested that the Committee should have seen the other Risk Registers to give some context to the SRR. Officers confirmed that as per the Risk Management Policy, operational risks are managed by Officers and Members have oversight of those which are strategic in nature through the SRR.

RESOLVED

To note and request that further work be done on the draft Strategic Risk Register to make it more balanced, as suggested by the Chairman, and brought back to the Committee's meeting on 26 November 2020.

56 PROGRESS REPORT INTERNAL AUDIT

The Chairman welcomed Fiona Dodimead, the Internal Audit Director TIAA, to the meeting who was presenting the report in the absence of the Internal Audit Manager, who was on maternity leave.

The report reviewed the work performed by Internal Audit in delivering the Annual Audit Plan for 2019/20 during the period 7 July 2020 to 12 October 2020.

No significant changes occurred during the period. Two minor revisions to the plan had been to move the Service Desk Review and the Remote Access Review to the Quarter 3.

Quarter 2 was very light with only Assurance Mapping taking place; this took the form of an Officer questionnaire to identify any issues in their areas that needed to be added to the Internal Audit Plan. Assurance Mapping was being carried out across the Consortium of Norfolk local authorities, which should provide very good coverage and ensure that no important areas were missed. This work was reaching the conclusion stage, so the Committee should get an update on this at the 26 November 2020 meeting.

Quarter 3 and 4 would be far busier; with Payroll and HR and Council Tax Audits already having commenced and a further seven audits to be completed.

The Chairman noted that the Service Desk and Remote access audits had been moved at the request of the Committee and that this should have been recorded in the Minutes.

In response to a query, the Internal Audit Director assured Members that although only four of the eight days set aside for the Assurance Mapping Audit had been carried out so far, she was confident that the other four days would be completed shortly. The delay was due to the Audit being carried out at the same time across the Consortium to obtain the best possible picture of any areas that needed looking into further. This was the only Audit in the Plan of this nature. There was now significant capacity available to complete the Audits in Quarter 3 and 4 on time, subject to any restrictions introduced to fight the pandemic.

RESOLVED

To note the progress in delivering the Internal Audit Plan of work for the 200/21 financial year.

57 FOLLOW UP REPORT INTERNAL AUDIT

The Chairman welcomed the Managing Director to the meeting and drew Members' attention to Minute 45 of the 16 July 2020 meeting, where he had noted the number of recommendations that had been given more than one extension and had suggested that Officers drew up plans of implementation and submit them to the Managing Director, so that the Committee could get a response from him if they were not implemented.

The Internal Audit Director advised the meeting that it was pleasing that there were only two outstanding recommendations raised prior to 2019/20 that were outstanding, with the majority of unimplemented recommendations being from 2019/20.

She also advised Members that progress had been made on many of the recommendations despite the due dates being revised and that some were close to implementation.

The Chairman drew Members' attention to BRD 1809, (Key Controls and Assurance Work) and reminded them that this had had numerous revised due dates. He advised the Committee that he was concerned that there was a lack of commitment by Officers to implement recommendations by their due date. He asked the Managing Director if Officers had a commitment to

implement these recommendations.

The Managing Director confirmed that Internal Audit was critical for ensuring that the Council maintained its controls and procedures correctly and to further raise the profile of Internal Audit from Quarter 3, outstanding recommendations would be included on Quarterly Performance Reports to Cabinet, to ensure that the responsible Officers were managing the recommendations.

The Managing Director re-emphasised that the role of Internal Audit was valued and taken seriously and the recommendations would be addressed in a timely fashion and appropriate feedback given to the Committee.

He asked the Committee to note the exceptional circumstances of the pandemic and that according to the materiality of recommendations there might be delays in some cases, so realistic implementation deadlines should be set.

The Managing Director recommended that BRD1809 (key controls assurance work) be closed, as there was a system in place to pick up any issues on a weekly basis and to check for any recurring issues with individual Members of staff.

In response, the Internal Audit Director confirmed that there were sufficient controls in place to close the recommendation and that it could be re-visited in Quarter 4 as part of the Key Controls and Assurance Audit to confirm if any purchases were occurring without a Purchase Order being raised.

In respect of the three outstanding recommendations relating to Broadland Growth Ltd, the Managing Director suggested that they should be for the Joint Venture Company to consider as part of its own Internal Audit process, which in turn would be reported to the Council via Broadland Growth Ltd Annual Report.

In respect of BRD2003 (Monthly reconciliations to be checked by a separate officer to the person completing them) it was confidently anticipated that all controls for this would be in place by the revised due date of 31/12/20.

The Committee was advised that Broadland's reconciliation process was too manual and Officers were looking into replacing it.

BRD 2006 (SLAs with temporary accommodation providers) should be closed as the Council had the appropriate assurance that the accommodation met the required standard from the providers that were contracted with. When the need arose to spot purchase temporary accommodation, assurances about the required standard would be confirmed on a case by case basis. Internal Audit had confirmed that this recommendation could be closed.

For BRD2010 (Planning and Development Management) it was confirmed that the reconciliations were being completed, it was just the sign off process that was being looked at to determine how to best do this electronically. It was confirmed that a Team Leader, was sufficiently senior for the sign off if it fell into their area of responsibility. It was anticipated that this recommendation would be completed by 31/12/20.

The Managing Director suggested that BRD2011 (Disaster Recovery) could be closed, as an appropriate disaster recovery plan was in place. In respect of power, an alternative power source was in place and tested on a routine basis. COVID-19 had improved the resilience of the Council, by the introduction of softphones and had fundamentally shifted the focus of disaster recovery from the offices and the systems within it. He suggested that disaster recovery should feature in a future audit, but should reflect the new environment that the Council was working in.

RESOLVED

To note the position in relation to the completion of agreed Internal Audit recommendations.

58 ANNUAL GOVERNANCE STATEMENT 2019/20

The Assistant Director Governance and Business Support (Monitoring Officer) introduced the report which the Committee was asked to review to ensure that it reflected the comments made at the 16 July 2020 meeting and subject to this giving its final approval of the Annual Governance Statement 2019/20.

The following four changes had been requested by the Committee:

Page 47 'confidentially' replaced by 'confidently'

Page 48 repeated 'limited' deleted

Page 51 reference to the COVID-19 legislation was added

Page 52 risk training for Members was added

RESOLVED

To approve the final Annual Governance Statement for 2019/20.

59 AUDIT COMMITTEE WORK PROGRAMME

The Committee was advised that an annual rolling Work Programme was to be drafted to give a fuller picture to Members of the work of the Committee over the whole year.

It was confirmed that the Committee would be considering the Risk Register three times over the course of the financial year.

The following items were added to the Work Programme

- | | |
|------------------|----------------------------|
| 26 November 2020 | • Assurance Mapping Update |
| 11 March 2021 | • Anti-Fraud Policy |
| | • Whistle-blowing Policy |

The meeting closed at 12.21pm

Minutes of a meeting of the **Licensing & Regulatory Committee** held by video link on **Wednesday 23 September 2020** at **9.00am** when there were present:

Cllr S C Gurney – Chairman

Cllr C Karimi-Ghovanlou

Cllr K G Leggett MBE

Also in attendance were the Democratic Services Manager, Licensing and Enforcement Officer (CN) and the Democratic Services Officer (JO).

4 MINUTES

The Minutes of the meetings held on 18 March and 22 July 2020 were confirmed as a correct record.

5 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976 PRIVATE HIRE VEHICLE DRIVER LICENSING

The Committee considered an application for a Private Hire Vehicle Driver's Licence from Mr Andrew Broadhead.

Mr Broadhead had stated in his application that he was related to a member of staff working at Broadland and South Norfolk Council. Therefore, in accordance with the Council's Constitution, the application had been referred to the Licensing and Regulatory Committee for determination.

The Licensing and Enforcement Officer advised the meeting that following his application for a Private Hire Vehicle Driver Licence on 5 March 2020, copies of Mr Broadhead's DVLA and DBS checks had been received and there were no matters listed on these checks.

Where there were no matters arising in respect of an application for a Private Hire Vehicle Driver Licence, the Council was required to grant the application and this would normally be authorised by officers using delegated powers.

However, in the interests of transparency, when an applicant was related to a member of staff the Committee was required to determine whether to grant the application.

Members were asked to note that there was a risk that the Council could incur costs in officer and legal representative time if a person was aggrieved by the decision of the Committee and pursued an appeal to the Magistrates' Court.

In response to a query, the Committee was informed that the applicant had been driving since 1988.

The Chairman noted that the applicant was not present and that there were no representations from other parties.

DECISION

Members considered all the information before them and decided to grant the licence.

The Chairman noted that there were no concerns raised by officers in respect of this application, however she emphasised that in future she would like to see the application form and any accompanying papers attached to the Agenda.

RESOLVED

To grant the Private Hire Vehicle Driver Licence.

6 LICENSING ACT 2003 APPLICATION FOR A PREMISES LICENCE

This application was not considered, as the objection had been withdrawn, and as such could be dealt with by officers under delegated powers.

The meeting closed at 9.14am.

Minutes of a meeting of the **Licensing & Regulatory Committee** held via video link on **Thursday 29 October 2020** at **9:30am** when there were present:

Cllr S Gurney – Chairman

Cllr A Adams

Cllr K Kelly

In attendance were Mr D Lowens (the Committee's legal advisor), the Governance Manager, the Licensing & Enforcement Officer (CN) and the Democratic Services Officer (DM).

Also present was Imogen Oliver, applicant. The objector was not present and attempts were made to contact her by email but without success. No telephone contact number had been provided. The objector had not contacted the Council to request an adjournment or to explain why she was not present. The committee agreed to continue with the meeting in the absence of the objector.

7 LICENSING ACT 2003 – APPLICATION FOR A PREMISES LICENCE – 15 JOYCE WAY, THORPE ST ANDREW, NORWICH, NR7 0ZG

The Chairman welcomed everyone to the meeting, confirmed who was in attendance and that they all had effective remote connections. She explained the procedure to be followed for the meeting and sought confirmation from all present that they had copies of the papers for the meeting.

The Licensing and Enforcement Officer read out the officer's report and invited the Committee to consider the application for a Premises Licence in respect of 15 Joyce Way, Thorpe St Andrew, Norwich, NR7 0ZG for the supply of alcohol (for consumption off the premises) Monday to Sunday 7.00am to 22.00am.

Representations had been received from the Police, which had subsequently been withdrawn following the applicant's agreement to the conditions proposed by the Police Licensing Officer. These conditions were read out. A representation had also been received from a local resident raising concerns about public nuisance from the proposal. In essence their concerns related to the inexperience of the applicant to run the operation safely, disruption to the neighbours from deliveries and visitors to the property, potential for break-ins and concern for the welfare of young people resident at the property. Members noted the location of the application premises in relation to the objector's residence.

In response to questions, the Licensing & Enforcement Officer stated that no details were included in the application regarding fire safety measures and

confirmed that the required notices regarding the application had been advertised correctly, having been posted at the front of the property and being visible from the public highway.

The Committee then heard from Imogen Oliver, the applicant, who acknowledged the right of others to make representations on her application and acknowledged that it may not have been totally clear from her application what her exact proposals were which may have led to assumptions being made and concerns being raised which she hoped to address. She had made the application as it was a legal requirement to enable her to operate her intended business. The business was a home delivery pre-made cocktail business involving the making and delivery of cocktails solely by the applicant at the premises in low volumes and delivered by her to customers. No customers would visit the property to order, consume or collect the product. With regard to concerns raised by the objector, who she had not met, about her ability to responsibly run the business, the applicant stated that, despite her young age, she was a very mature, level headed and responsible person and had experience of working in other relevant industries. She felt the representations made were stereotypical and any refusal of the licence on the basis of her age would be discriminatory. She had worked as an independent travel advisor in a customer based, face to face, role managing complex customer needs with care, responsibility and diligence. She also had managerial experience in a supermarket including alcohol sales with relevant ID checks. She lived with her parents and 3 siblings at the family home which would be the business premises. Her parents were fully supportive of her venture. She did not feel the business would impact on traffic in the cul-de-sac where the premises was situated and she and her brother already parked their cars away from the house to avoid congestion. The family had good relations with their neighbours. She would be continuing with her current full time employment and would utilise the permitted hours to make cocktails before and after work for delivery at convenient times to fit around her other work commitments, potentially on her way to work, depending on her shifts. She purchased her supplies from a local wholesaler in person.

With regard to young persons being in the house, there was already a supply of alcohol in the house for infrequent domestic use as with many households and given low volume nature of the proposed business there would only be a modest increase in this and measures would be taken to store this safely in a locked cabinet. With regard to other assumptions made about the nature of the business, the applicant stated that she had made use of social media to document her the business and would continue to use her extensive experience of this method of promotion, eventually launching a website if the licence was granted. She did not feel her business premises would be any more attracted to break-ins than other premises in the relatively affluent area in which the premises was situated. With regard to the claim that demanding customers could potentially be turning up on the doorstep and her ability to deal with this, she reassured members that there was no intention to encourage visitors to the premises and no need for them to visit.

The Chairman asked if the applicant had any witnesses to call and the applicant confirmed she did not but that she did have a character reference to support her application from a nearby neighbour which she was happy to share. Having taken legal advice, and having sought confirmation that the reference did not raise any new material or evidence, the Chairman invited the applicant to read the reference. The reference highlighted that the authors lived very close to the applicant's premises, and that they had no concerns with the proposals. The applicant was a very sensible, mature, considerate person and was to be commended in her plans to set up a new business in the current climate. She had complied with all the requirements necessary and they wished her will with her endeavors.

In answer to questions, the applicant explained why she wished to operate her business from 7am to 10pm. This was to enable her to prepare cocktails before commencing her main employment, not necessarily to deliver them at that time. She confirmed the finish time was 10pm and not 9pm as stated in section M of the application form. She would be making the cocktails in the family kitchen/dining room and would work around family use of these facilities. She confirmed that ingredients would be stored in a locked cabinet and she enabled members to view the cabinet. The applicant confirmed that she would be delivering to domestic homes and not public places; she understood public places to be places outside a home with free movement of people. She confirmed that she was a Designated Premises Supervisor and had undertaken the course on-line in July this year.

In the absence of the objector, the Committee had regard to the representations made in their written submission and the applicant had addressed the main areas of concern raised in the representation.

All present were then invited to make their closing statements.

The applicant stated that she had learnt a great deal in preparing her application and would not be able to please everyone. She had dedicated her sole to creating her new business, which in the current environment was to be applauded. People were being made redundant in current environment. The business was a special occasion service to supply cocktails to people celebrating special occasions at home. She was a capable mature individual with a strong desire to succeed and she hoped that members now had an informed understanding of the nature and operation of the business which would enable them to support her application.

All parties present, with the exception of the Committee Members, the Legal Advisor and the Democratic Services Officer, then left the meeting whilst Members discussed the matter. All parties were then re-admitted to the meeting and advised of the Committee's decision, as follows:

Decision of the Licensing Committee 29 October 2020 - 15 Joyce Way, Thorpe St Andrew, Norwich, NR7 0ZG

The application was approved, with the following imposed conditions:

1. Drink ingredients containing alcohol are to be stored in a sturdy, secure and locked (not glass) container/cupboard.
2. Alcoholic drinks once prepared are to be stored in a sturdy, secure and locked (not glass) container/cupboard – this can be the same container as that holding the ingredients.
3. Alcoholic ingredients and prepared drinks are to be kept separate from items stored for domestic purposes.
4. The premises licence holder is to request the Norfolk Fire and Rescue Service or other properly authorised body to carry out a fire safety inspection of the licensed storage areas and is to act on their recommendations.

REASONS FOR THE COMMITTEE DECISION

There is insufficient evidence to support the concerns of the objector that the operation of this business would cause a nuisance to persons in the area, noting that the hours of operation are reasonable, the scale of operations is limited in scope and that no member of the public will visit the premises to obtain alcohol. The premises licence holder has limited but relevant experience of alcohol sales. The business will be delivery only and there are adequate controls regarding age verification and training. Significant weight is given to the fact that there are no outstanding representations from the Norfolk Constabulary or any other responsible authority and that the proposals presented by the Norfolk Constabulary to promote the licensing objectives and to ensure that the proposals offered by the applicant were enforceable have all been agreed.

The preparation of the alcoholic drinks takes place in a domestic setting, as a result the committee has imposed conditions regarding security of alcohol, the keeping of the business stock separately from the domestic storage of items and the carrying out of appropriate measures to ensure safety against fire.

RIGHTS OF APPEAL:

Rights of appeal are set out in Schedule 5 of the Licensing Act 2003. Any person wishing to appeal this decision by the licensing authority regarding either the decision to grant the application or the conditions imposed or which should have been imposed should do so within the period of 21 days from the receipt of written notification of the decision appealed against. Any appeal must be sent directly to the Magistrates' Court.

A written decision would be provided within 5 working days of the meeting and circulated to all those making representations.

The meeting closed at 11:40am

Minutes of a meeting of a remote meeting of the **Licensing & Regulatory Committee** held via video link on **Thursday 5 November 2020** at **9:30 am** when there were present:

Cllr S Gurney – Chairman

Cllr A Adams

Cllr D Harrison

Cllr D King

Cllr S Catchpole

Cllr C Karimi-Ghovanlou

Cllr K Leggett MBE (for
part of the meeting)

Cllr R Foulger

Cllr K Kelly

In attendance were Mr D Lowens (the Committee's Legal Advisor), the Governance Manager, the Licensing & Enforcement Officer (SH) and the Democratic Services Officers (LA and JH).

8 DECLARATIONS OF INTERESTS UNDER PROCEDURAL RULE NO 8

No declarations of interest were received.

9 APOLOGIES FOR ABSENCE

No apologies for absence were received.

10 LICENSING ACT 2003 – REVIEW OF LICENSING POLICY

The Licensing and Enforcement Officer presented the report regarding a review of Licensing Policy. Members noted that in accordance with the Act, the Council was required to publish a statement of Licensing Policy and to review the Policy every five years. The report included responses to consultations on the revised Policy.

Members queried why comments made by the Environmental Excellence Portfolio Holder (Cllr J Leggett) were not included in the consultation response at Appendix 2. The Licensing & Enforcement Officer advised Members that the Portfolio Holder was informally consulted on the amended Policy before it went out for the formal consultation, and she assured Members that her comments had been incorporated into the amended Policy.

In response to concerns regarding the low level of response to the consultation, in particular the lack of a response from Child Protection or Safeguarding, the Licensing & Enforcement Officer commented that that this was a review of policy required by law, and these reviews did not often lead to significant changes. The Legal Advisor added that it was rare for Child

Protection and Safeguarding to respond to these type of Policy updates, as Local Policies could not conflict with the National Policy.

In response to concerns raised by the Legal Advisor, Members voted in favour of recommending to Council that paragraph 2.19 of the Policy be amended as follows:

- Bullet point 3 (on page 14 of the report) be amended to state “Each page must include a relevant representation”
- Bullet point 7 (on page 15 of the report) be removed, as current legislation states that it is the Licensing Authorities responsibility to contact each signatory and not the responsibility of the lead signatory.
- The final sentence of paragraph 2.19 (on page 15 of the report) be removed.

Also in response to concerns raised by the Legal Advisor, Members voted in favour of recommending to Council that paragraph 2.7 on page 12 of the report be amended to read “Conditions may be imposed on a licence following the receipt of relevant representations.”

In response to Members’ concerns that the proposed policy would remove the requirement of the presence of an appropriate number of adult staff, at paragraph 7.11 (on page 22 of the report), Members voted in favour of recommending to Council the following:

- Paragraph 7.11 be reinstated into the policy with the revised wording of “Where entertainment requiring a licence is specifically presented for children, the licensing authority may require the presence of an appropriate number of adult staff to ensure public safety and their protection from harm”
- Paragraph 7.12 be reinstated into the policy.
- Paragraph 7.13 be reinstated into the policy.

Having considered the schedule of responses received as a result of the consultation, and comments made by Members and Officers at the meeting, Members supported the proposed amended Policy, subject to the Committee’s recommendations, and it was

RESOLVED

TO RECOMMEND THAT COUNCIL adopts the amended Licensing Policy, subject to the amendments agreed above.

The meeting closed at 10:17am

Draft Licensing Policy

Licensing Act 2003



Definitions

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

‘the Act’ refers to the Licensing Act 2003

‘the Council’ refers to Broadland District Council


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

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

‘the Licensing Authority’ refers to Broadland District Council

‘the Licensing Committee’ refers to the Licensing and Regulatory Committee

1 Executive Summary

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

Who is affected?

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

2 Purpose and Scope of the Policy

- 2.1 Broadland District Council is situated in the County of Norfolk, which contains 7 District Councils in total. The Council area has a population of 124,626 (2011 Census) and covers 55,215 hectares. Broadland includes the northern suburbs of Norwich and the rural areas to the north and east of the city. It consists of several market towns including Aylsham and Acle and numerous villages. Due to the reasonably rural nature of the district, the majority of licensed premises consist of public houses, village halls, members' clubs, convenience stores and hotels.
- 2.2 In accordance with the legislation the licensing authority will prepare and publish a statement of licensing policy every five years. During the five year period the policy will be kept under review and the licensing authority may make such revisions as considered appropriate.
- 2.3 This 'Statement of Licensing Policy' has been prepared in accordance with the provisions of the 2003 Act and the Guidance issued under Section 182 of the Act.
- 2.4 This licensing authority must seek to promote the four licensing objectives contained in the Licensing Act 2003 when carrying out its licensing functions. These objectives are:
- the prevention of crime and disorder
 - public safety
 - the prevention of public nuisance
 - the protection of children from harm
- 2.5 When determining applications for licences the licensing authority must also have regard to this policy statement, to the Guidance and to the secondary legislation.
- 2.6 Each application will be considered on its individual merits in the context of the four licensing objectives stated above.
- 2.7 Conditions may be imposed on a licence following relevant representations received from responsible authorities. There is a provision for the licensing authority itself to make representations in its role as a responsible authority.
- 2.8 Before publishing this policy statement the licensing authority will consult with the following:
- the chief officer of police for the area;
 - the fire and rescue authority for the area;
 - the Director of Public Health for any area or any part of which is in the Broadland area;
 - persons/bodies representative of local premises licence holders;
 - persons/bodies representative of local club premises certificate holders;
 - persons/bodies representative of local personal licence holders; and
 - persons/bodies representative of businesses and residents in the area.
- 2.10 A Licensing Authority is not precluded from consulting with other persons or bodies in addition to those it is required to consult with.

- 2.11 For the purposes of the Licensing Act 2003, the relevant Responsible Authorities are:
- the relevant licensing authority and any other licensing authority in whose area part of the premises is situated;
 - the chief officer of police;
 - the local fire and rescue authority;
 - the relevant enforcing authority under the Health and Safety at Work etc Act 1974;
 - the local authority with responsibility for environmental health;
 - the local planning authority;
 - a body that represents those who are responsible for, or interested in, matters relating to the protection of children from harm;
 - each local authority's Director of Public Health (DPH); and
 - the local weights and measures authority (Trading Standards).
- 2.12 In cases where a licensing authority is also acting as responsible authority in relation to the same process, it is important to achieve a separation of responsibilities within the authority to ensure procedural fairness and eliminate conflicts of interest. In such cases licensing determinations will be made by the Licensing Committee or sub-committee comprising elected members of the authority (although they are advised by a licensing officer). Therefore, a separation is achieved by allocating distinct functions (i.e. those of licensing authority and responsible authority) to different officials within the authority.

Main Principles of the Policy

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

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

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

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

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

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

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

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

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

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

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

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

3 Duplication

3.1 There are many stakeholders in the leisure industry, covering a wide range of disciplines. Many are involved, directly or indirectly, in the promotion of the licensing objectives, particularly those relating to the prevention of crime and disorder and public nuisance.

3.2 ~~Arrangements will be made for the Licensing Committee to receive reports on the following matters, as required, to ensure these are reflected in their decisions:~~

- ~~• the needs of the Greater Norwich Growth Board in so far as they relate to the Broadland district; and~~
- ~~• the employment situation in the Broadland district and the need for investment and employment where appropriate.~~

3.3 The licensing authority will arrange for protocols with Norfolk Constabulary to enable reporting to the authority responsible for transport matters on the need for the swift and safe dispersal of people from the town centres within the district to avoid concentrations of people, which can produce disorder and disturbance.



3.4 The licensing authority recognises the need to avoid, so far as possible, duplication with other regulatory regimes. Whilst having regard to the planning regime the licensing authority recognises that there should be a clear separation of the planning and licensing regimes. The licensing authority will endeavour to minimise the burden of legislation on small businesses.

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

3.6 This policy recognises that:

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

4 Prevention of Crime and Disorder

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

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

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

5 Public Safety

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

6 Prevention of Nuisance

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

7 Protection of Children from Harm

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

Access to Licensed Premises

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

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


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

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

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

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

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


- 7.6 The 2003 Act details a number of offences designed to protect children in licensed premises and the licensing authority will work closely with Norfolk Constabulary and Trading Standards to ensure the appropriate enforcement of the law, especially relating to the sale and supply of alcohol to children. 
- 7.7 Applicants may wish to consider including a statement within their operating schedule detailing how they will prevent underage drinking at their premises. This may be incorporated within the applicant's proof of age policy.

Access to Cinemas

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

Children and Public Entertainment

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

- ~~7.11 Where entertainment requiring a licence is specially presented for children, the licensing authority will require the presence of an appropriate number of adult staff to ensure public safety and their protection from harm.~~
- ~~7.12 The licensing authority will expect the submitted Operating Schedules to satisfactorily address these issues.~~
- ~~7.13 Where relevant representations are received the licensing authority will consider attaching conditions to licences and permissions to prevent harm to children.~~ 
- 7.14 As agencies regulated under section 11 of the Children Act 2004, the licensing authority is obliged to have in place safeguarding processes. The licensing authority must also consider the need to protect children from sexual exploitation when undertaking licensing functions.
- 7.15 The Act provides a legal responsibility to make sure that children and young people are protected from harm at licensed premises. The Guidance requires that children must be protected from "physical, psychological and moral harm", premises allowing access to persons under the age of 18 are expected to have systems in place to safeguard children and young people. For further details of the safeguarding of children in licensed premises please see the Child Sexual Exploitation Leaflet on the following

webpage: https://www.safeguardingsheffieldchildren.org/assets/1/child_sexual_exploitation_leaflet_v2.pdf.

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

Adult Entertainment

- 7.17 Where regulated entertainment provided on premises is commonly of an adult or sexual nature the licensing authority may, where relevant representations are received, give appropriate and additional consideration as to whether to grant a premises licence when the premises are in the vicinity of:

- residential housing
- schools
- play areas
- children's nurseries or preschool facilities
- places of religious worship or education
- historic buildings
- tourist attractions
- predominantly family shopping areas
- community facilities or public buildings e.g. youth clubs, libraries & sports centres.

- 7.18 In so far as it relates to the licensing objectives, and taking into account location, the licensing authority may determine the nature of any external signage for premises providing adult entertainment. The licensing authority will also expect that the entertainment occurring on the premises should only be visible to those who have chosen to enter, regardless of the location.

- 7.19 The licensing authority is especially concerned that premises providing adult entertainment promote the

protection of children from harm objective and will expect operating schedules to address this by adopting strict entrance policies, security measures and staff training and management policies to ensure that this and the other licensing objectives are promoted.

- 7.20 Broadland Council has resolved to adopt schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009, in relation to lap dancing and other sexual entertainment venues and the Licensing and Regulatory Committee will have regard to this when an application is made to operate a venue of this kind.

8 Cultural Strategies

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

9 Live Music, Dancing and Theatre

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

10 Planning

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

11 Temporary Event Notices



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

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

12 Personal Licences

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

13 Cumulative Impact of a Concentration of Licensed Premises

- 13.1 A cumulative impact assessment (CIA) may be published by a licensing authority to help it to limit the number or types of licence applications granted in areas where there is evidence to show that the number or density of licensed premises in the area is having a cumulative impact and leading to problems which are undermining the licensing objectives. CIAs relate to applications for new premises licences and club premises certificates and applications to vary existing premises licences and club premises certificates in a specified area.
- 13.2 Section 5A of the 2003 Act sets out what a licensing authority needs to do in order to publish a CIA and review it, including the requirement to consult with the persons listed in section 5(3) of the 2003 Act. 
- 13.3 The licensing authority will not take 'need' into account when considering an application, as this is a matter for planning control and the market. However, the authority recognises that the cumulative impact of the number, type and density of licensed premises in a given area, may lead to serious problems of nuisance and disorder outside and some distance from the premises.
- 13.4 Representations may be received following consultation or subsequently from a responsible authority/interested party, that an area has become saturated with premises, making it a focal point for large groups of people to gather and circulate away from the licensed premises themselves. Consequently, creating exceptional problems of disorder and nuisance over and above the impact from the individual premises.
- 13.5 In these circumstances, the licensing authority may consider that the imposition of conditions is unlikely to address these problems and may consider the adoption of a special policy on cumulative impact of refusing new premises licences or club premises certificates or the variation of the same because the area is saturated with licensed premises and the granting of any more would undermine one or more of the licensing objectives.
- 13.6 In the event of an application within an area defined in 13.1 above, the licensing authority will follow the procedures set out in the Home Office Guidance and the Licensing Act 2003 to determine whether a special policy covering cumulative impact should be incorporated in this Statement of Licensing Policy. ~~take the following steps when considering whether to adopt a cumulative impact policy:~~ 
 - ~~Identify concern about crime and disorder or public nuisance~~

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

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

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

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

13.10 The licensing authority will not use such policies solely:

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

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

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

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

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

Late Night Refreshment

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

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

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

Early Morning Restriction Orders

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

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

Late night levy

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

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

14 Licensing Hours

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

Shops, Stores and Supermarkets

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

15 Conditions

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

16 Licence Reviews

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

17 Enforcement

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

Licence Fees

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

18 Administration, Exercise and Delegation of Functions

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

19 Entitlement to Work in the UK

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

20 Advice

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

Broadland Council

Website: www.broadland.gov.uk

Telephone: 01603 430580

Email: licensing@broadland.gov.uk

Broadland District Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St. Andrew
Norwich

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

Table of delegations of licensing functions

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

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

Annex A to

Broadland District Council's Statement of Licensing Policy

The Portman Group Code of Practice

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

Annex B to

Broadland District Council's Statement of Licensing Policy

The Joint Enforcement Guide

Please see the Broadland website at https://www.broadland.gov.uk/downloads/download/31/enforcement_policy for a copy of the Joint Enforcement Guide or contact the Licensing Section.

Broadland District Council



Facebook
[@BroadlandDistrictCouncil](#)



Twitter
[twitter.com/BroadlandDC](#)



LinkedIn
[linkedin.com/company/broadland-district-council](#)

Updated Delivery Plan to reflect the impact of Covid-19

Report Author(s): Sinead Carey
Strategy & Programmes Manager
01508 533661
sinead.carey@broadland.gov.uk

Portfolio: Policy

Ward(s) Affected: All

Purpose of the Report:

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

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

Recommendations:

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

1 SUMMARY

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

2 BACKGROUND

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

3 CURRENT POSITION/FINDINGS

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

4 PROPOSED ACTION

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

5 OTHER OPTIONS

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

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and are subject to change if the budget changes. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the plan effectively.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – no implications.

7 CONCLUSION

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

8 RECOMMENDATIONS

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

Background Papers

None.

Delivery Plan

2020 – 2021

Two Councils
One Team



Our Delivery Plan for 2020/21

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2017 which has seen the councils develop a single officer team working across the two districts. Our Strategic Plan has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next four years working as a partnership.

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

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

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

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

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

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

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



has been updated to reflect our changing programme of work.

The Vision for our Place

THE VISION

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



OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing our economy

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



Supporting individuals and empowering communities

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



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

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



Moving with the times, working smartly and collaboratively

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

Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

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

2020/21 outlook

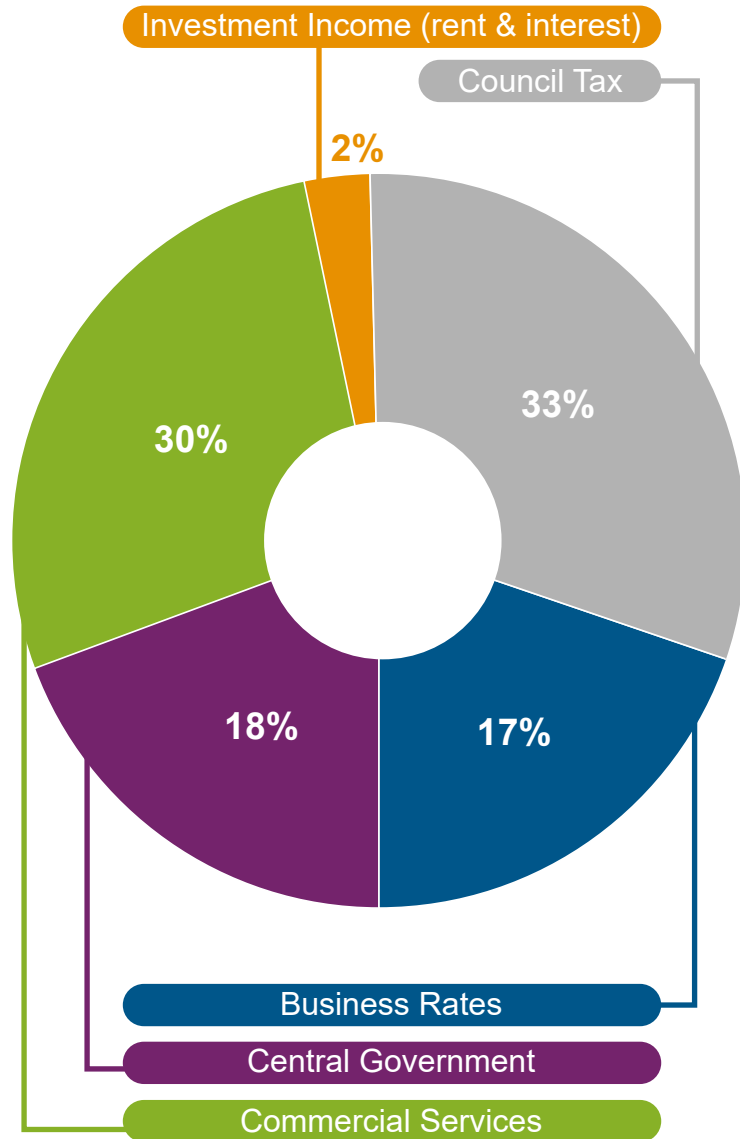
Our total controllable funding for 2020/21 is:

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

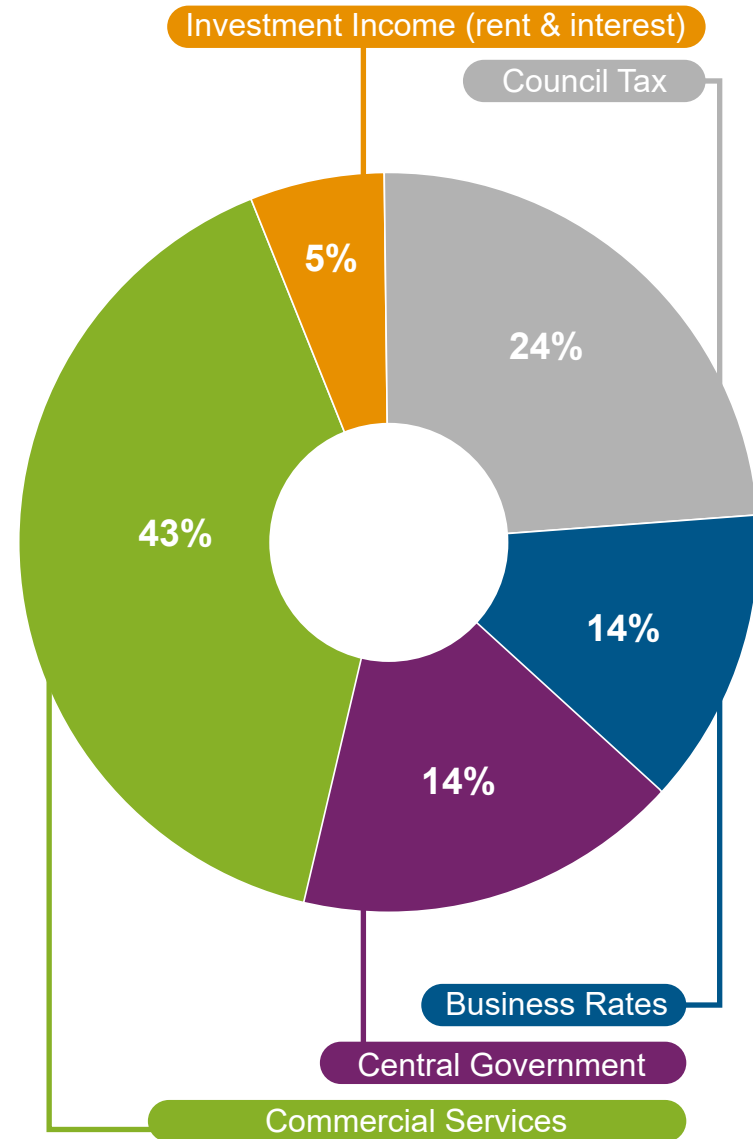
The chart below shows the breakdown of our funding sources:



Broadland District Council



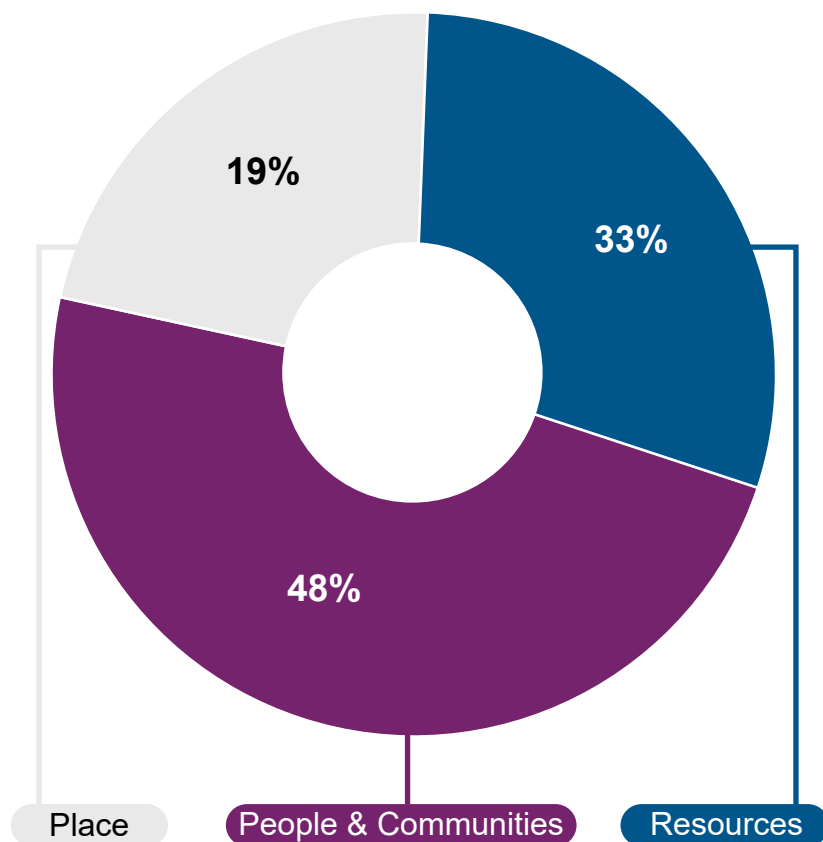
South Norfolk Council



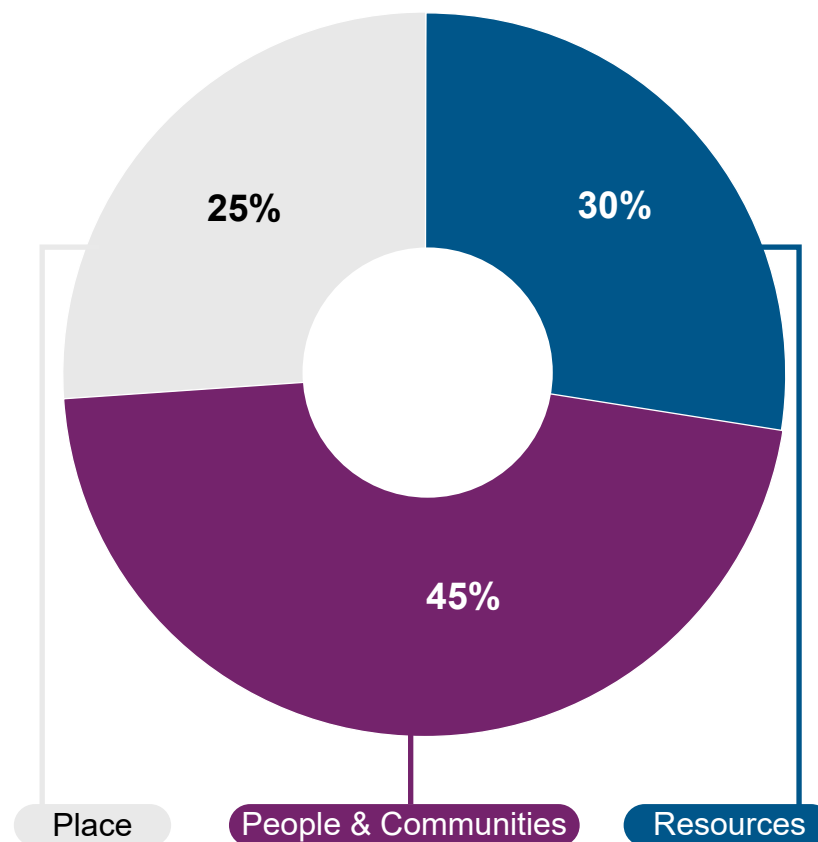
How our budget is to be spent in 2020/21

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

Broadland District Council






South Norfolk Council





Delivery Measures

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



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


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


Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
	22	G7	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time 	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing


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



People and Communities


Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	Communities and Early Help						
	Core purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	Major Projects/Programme of work						
	A1	Redesign our early help and prevention model as part of the transformation agenda: By working closely with partners, Use the learning from the COVID crisis to identify <u>how we can build on the community hub partnership between districts, county council and other partners to develop and</u> have the capacity and capability to effectively manage resident issues before they become crises. This includes: <ul style="list-style-type: none"> Design with partners and establish a common and accessible help hub model Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty 	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q 2 <u>4</u> District Direct programme is delivering in community hospitals and acute trusts – Q 1 <u>3</u> A new community leisure model is in place to support locality working – Q 2 <u>4</u>	n/a	AD Individuals and Families	 


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


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




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


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


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

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

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


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

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

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

			more sustainable accommodation.				
	E2	Redesign shared social housing system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q ⁴	n/a	AD Individuals and Families	
	E3	Redesign complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q ³	n/a	AD Individuals and Families	
	E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	E5	Universal Credit: Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	<u>Ongoing</u> Q ⁴	n/a	AD Individuals and Families	
	E6	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
	Operational/Service Delivery (BAU)						
	E7	Deliver housing advice services: Prevent residents becoming homeless where possible through: <ul style="list-style-type: none"> advice or financial packages 	The Councils provide sustainable outcomes which meet the ongoing and changing needs of	Ongoing	n/a	AD Individuals and Families	




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



People and Communities





The Finances


Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,1 <u>6396</u>	5 <u>4772</u>	-442	-75	63	0
Leisure	3, <u>671749</u>	0	- <u>1,1243,371</u>	0	488	0
Waste Services	6, <u>554608</u>	5,97 <u>42</u>	-3,8 <u>3753</u>	-3,4 <u>0821</u>	1,276	92
Housing Standards and Independent Living	6 <u>8452</u>	<u>2,3141,048</u>	-485	- <u>1,108851</u>	900	990
Housing and Benefits	1, <u>376359</u>	<u>3481,620</u>	- <u>6770</u>	- <u>404761</u>	0	0
Totals	13,<u>448564</u>	9,<u>183212</u>	- <u>6,5588,922</u>	- <u>4,9955,107</u>	2,72<u>78</u>	1,082


Place

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


			South Norfolk and Broadland.				
	F3	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3 Finance agreements in place with BDC, NCC & NALEP – Q3 Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	F4	Beeston Park scheme acceleration: to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – Q1 Q3	None at present (the outcome of the Housing Infrastructure Fund bid is awaited)	AD Economic Growth	
	F5	Bure Valley Path and Railway We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q3 4 Commence d Delivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	

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



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

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


				<p>Launch of new 'Food & Drink Sector' group – <u>Delayed due to Covid-19. Q2</u></p> <p>Launch of invitation only business leaders' events – <u>Delayed due to Covid-19. Q2</u></p> <p>Promoting our business support services at the Norfolk Enterprise Festival – Event cancelled due to Covid-19. Q2</p>			
	F10	<p>Inward Investment (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level</p>	<p>Develop a new joint inward investment strategy in conjunction with NALEP</p> <p>New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed.</p> <p>Businesses engaged in manufacturing and financial sector/cluster</p>	<p>Relevant research completed, and draft inward investment <u>strategy</u> produced – <u>Q34 Delayed due to Covid-19</u></p>	n/a	AD Economic Growth	


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


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


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





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

	G4	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	<p>The amount of funding secure to deliver the Bypass</p> <p>Progress in determining the planning application</p>	<p>Q34 – Outline Business Case submitted to DfT</p> <p>Q2 – Determination of planning application <u>delayed to Q1/Q2 21/22</u></p> <p>Full permission for the bypass approved.</p>	n/a	AD Planning	
	G5	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	G6	Review methodology for monitoring CIL/S106 receipts. <u>On hold, awaiting outcome of Planning White Paper</u>	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	<p>Scoping exercise and engagement with members – Q1tbc – <u>on hold awaiting outcome of Planning Review</u></p> <p>Design and implementation - Q2/3tbc - <u>on hold awaiting outcome of Planning Review</u></p>	n/a	AD Planning	



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


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



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


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

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

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

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

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




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




Place


The Finances


Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,23461	1,05898	-1,479757	-216	14,753	1,128
Planning	1,8222,439	1,288324	- 1,1963,673	- 7361,011	0	15
Environmental Protection	481641	43954	-26	-33	0	0
Food, Safety and Licensing	25980	21128	-171	-165	0	0
CNC	1,804265	0	-2,26641	0	0	0
Business Support	71435	493533	-248330	-165220	0	0
Totals	7,314621	3,489638	- 5,3866,200	- 1,315645	14,753	1,143



Resources


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


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


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


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



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


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


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


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



	O5	Implementation of iTrent for BDC members: Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to submit expense claims electronically.	Training to be completed - end of Q <u>32</u>	n/a	AD Governance & Business Support	
	O6	Electronic System – Committee and FOI: Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3 Potential procurement commences - Q4	n/a	AD Governance & Business Support	
	O7	Internal Audit: To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted <u>Q1_Q2</u> then ongoing	n/a	AD Governance & Business Support	
	O8	Elections – Joint IT System: Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	Business Case development – Q4 2020, Implementation by end of Q1 2021 <u>Completed end Q1</u>	n/a	AD Governance & Business Support	
Operational/Service Delivery (BAU)							
	O9	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	


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



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



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



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


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



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


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

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

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	Marketing and Communications Core purpose of the service: <ul style="list-style-type: none"> To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives. 						
	Major Projects/Programme of work						
	S1	Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include: <ul style="list-style-type: none"> Developing a platform which delivers efficient user journey and offers clear and well signposted information and services Phased transformation of content and transactions 	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1 Website design and development phase – Q3 Website content and testing – Q4 Website go live – Q1 2021/22 <u>On track but any slippage allowed has been used up so there is a risk this may be delayed</u>	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	 
	S2	Transform our internal communications approach to support an engaged and motivated workforce through projects including: <ul style="list-style-type: none"> Intranet 	1) Good to high level of interactions when benchmarked	Phase 2 development of intranet – Q1	n/a	Chief of Staff	

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

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

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

Resources

The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	67 49	57 59	-4 284	-1 95213	0	0
Facilities	590	686	-143	-66	0	167
Finance	6 0135	518616	-20	-5	0	0
Governance	1,8 3540	1,036992	-637	-6	0	0
Human Resources	579613	44673	0	-2	0	0
ICT and Digital	1,6 1375	1,1 7186	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	6 3386	54298	-23	-5	0	0
Senior Management Team and Executive Support	525476	411359	0	0	0	0
Corporate Costs (<u>incl company loans- capital</u>)	<u>2,6031,921</u>	<u>1,578978</u>	0	<u>-130</u>	<u>18,9900</u>	<u>5,000</u>
Totals	9,65077	6,963468	-1,34586	-2927	20,097	5,834

MONITORING OFFICER REPORT

Report Author(s): Emma Hodds
Assistant Director Governance and Business Support
(Monitoring Officer)
01508 533791
Emma.hodds@broadland.gov.uk

Portfolio: Leader

Ward(s) Affected: All

Purpose of the Report:

This report provides updates to appointments to Committees and appoints Mr Mark Hedges to the position of Independent Person.

Recommendations:

1. To approve the amendments to the appointments to the Committees as noted in section 2 of the report.
2. To approve the appointment of the Independent Person, Mr Mark Hedges, for an initial period of four years, till 30 November 2024.

1 SUMMARY

- 1.1 This report provides updates to appointments to Committees and appoints Mr Mark Hedges to the position of Independent Person.

2 CHANGES TO APPOINTMENTS TO COMMITTEES AND PANELS

- 2.1 At the Council meeting in September 2020 Cllr Sue Holland was appointed to the Joint Scrutiny Committee as a substitute. As a consequence, Cllr Steve Riley returned to the main membership of the Committee. This therefore confirms that change and Council are requested to approve the consequential movement.
- 2.2 The Leader of the Conservative Group has indicated that he wishes to make the following change to Member appointments:

Planning Committee

Cllr Nigel Brennan to replace Cllr Rebecca Grattan

3 APPOINTMENT OF INDEPENDENT PERSON

- 3.1 Under the Localism Act 2011, Councils are required to appoint an Independent Person to provide their views on standards complaints before it reaches its decision on how they should be resolved.
- 3.2 The Council advertised the position over the summer months, and applications were received for the position. Applicants must not be:
- a current member, co-opted member or a paid employee at Broadland District Council (or a parish/town council in the Broadland District Council area) or within the past 5 years;
 - a relative or close friend of a current member, co-opted member or a paid employee at Broadland District (or a parish/town council in the Broadland District Council area).

Applicants were also asked to demonstrate a commitment to maintaining high standards in public life and should show an interest in local government.

- 3.3 Mr Mark Hedges is an associate investigator for ch&i associates ltd and specialises in carrying out complex and sometimes contentious reviews and investigations in the political sector. The company has a long track record of delivering independent investigations for Local Authorities into Code of Conduct complaints. Mr Hedges has been appointed to investigate allegations of misconduct against Members of Parish, Town, Borough, District and County Councils. In this role Mr Hedges regularly provides professional guidance to Monitoring Officers and liaises with elected Members.
- 3.4 The knowledge and experience would prove to be extremely useful and thus it is proposed that Mr Hedges is appointed as the Independent Person for an initial four-year period, till 30 November 2024.

4 ISSUES AND RISKS

- 4.1 **Resource Implications** – not applicable to this report.
- 4.2 **Legal Implications** – these recommendations contained within this report ensure that the Council remains compliant with relevant legislation.
- 4.3 **Equality Implications** – not applicable to this report.
- 4.4 **Environmental Impact** – not applicable to this report.
- 4.5 **Crime and Disorder** – not applicable to this report.
- 4.6 **Risks** – not applicable to this report.

5 CONCLUSION

- 5.1 The Council are therefore required to agree the amendments to Committee membership and confirm the appointment of the Independent Person.

6 RECOMMENDATIONS

- 6.1 To approve the amendments to the appointments to the Committees as noted in section 2 of the report.
- 6.2 To approve the appointment of the Independent Person, Mr Mark Hedges, for an initial period of four years, till 30 November 2024.

.

OUTSIDE ORGANISATIONS - FEEDBACK FROM REPRESENTATIVES

Report Author: Emma Hodds
Assistant Director Governance and Business Support,
Monitoring Officer for BDC
01508 533791
ehodds@s-norfolk.gov.uk

Portfolio: Leader (Policy)

Wards Affected: All

Purpose of the Report:

The purpose of this report is to receive feedback from members on their representation on outside bodies.

Recommendation:

To note the report

Cllr J Ward - Norfolk Arts Forum Executive Committee - 24th September 2019

The meeting was held on the Teams platform, chaired by Cllr Margaret Dewsbury. People from a number of different organisations gave their reports.

Rebecca Moore, the Programme Director of Voluntary Norfolk spoke about “Freshly Greated Great Yarmouth” which is one of 30 Arts Council funded projects across England to increase engagement with arts and culture amongst those who are least engaged in the Arts.

Nichola Naismith, the Project Manager of the National Writing Centre told us about their Change Cultural Leadership Programme which starts in January 2021.

Dr Katy Owen, the Environment Project Manager at Norfolk County Council reported on “Experiential Tourism” which aims to extend the visitor season. One of their projects is a 250 mile culture trail linking some existing sculpture trails and parks.

Alice Whitney, Senior Partnership Manager at Creative and Cultural Skills aims to encourage learning opportunities in craft, culture, music and art.

Andrew Ellis of the charity Art Uk is compiling a digital record of all publicly owned art and sculpture in the UK. They are working with 3290 collections and will have 300, 000 works on the site by next year.

Cllr S Prutton - NHOSC meeting held on 8 October 2020

1 Cancer diagnostic services, post COVID - As surmised, there have been delays in patients presenting themselves when symptoms have arisen - for example, an increase has been noted in colorectal cancers presenting for the first time in A&E. It was noted that there had been a reduction in take-up of invitations for various screening services, a situation which will be addressed. The CCG reported that it has been chosen as a pilot site for 400 camera capsule endoscopies.

2 Childhood immunisations, post COVID - A success story! 95% uptake – some of the remaining 5% was attributable to parental choice and acknowledged language barriers.

3 Ambulance response and turnaround times - This report was limited as the ongoing CQC concerns in respect of EEAST prevented detailed discussion and questioning. EEAST been asked to return in six months’ time with a report on what has been done to address these immediate concerns, why the concerns persisted for so long, what has been learned and what changes to policies and practices have been put in place.

4 Next meeting on 28th November 2020 NHOSC will receive reports on the following:

- Provision of accessible health services for disabled patients /service users, specifically visually or hearing impaired people
- Suicide prevention
- Propose relocation of St James's Practice in King's Lynn.

Cllr L Hemsall - Joint Committee for Transforming Cities Fund projects - held on 14 October 2020

I attended the meeting of Transforming cities steering committee (papers available [view online.](#)) which takes place virtually on MS teams hosted by NCC. Of interest to members will be the approval of the Mariott's Way project, a fully costed improvement to this popular pedestrian and cycle route. The scheme was taken forward without amendment, if you have any further questions let me have them in advance as I will necessarily have to revert back to officers for any further detail

Cllr L Hemsall - Broads Authority Planning Committee

I attended the meeting of the BA planning committee on 9th October. There were no applications for decision in Broadland, but the committee had a very long and constructive discussion about the implications of the Planning White Paper. Link to agenda [Planning Committee - 9 October](#)

I attended the meeting of the BA planning committee on 11 September 2020, all matters were resolved after a brief discussion – link to agenda [Planning Committee Agenda - 11 September 2020](#)

Broads Authority meeting 25 September 2020 - link to agenda https://www.broads-authority.gov.uk/_data/assets/pdf_file/0030/348087/Broads_Authority_agenda_-_25_September_2020.pdf

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1
PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY
THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER
2006 (contains information relating to the financial or business affairs of any
particular person (including the authority holding that information))**

Pages 278 to 282 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person