

## Agenda

### CABINET

#### Members of the Cabinet

#### Portfolio

#### Date

Monday 7 December 2020

Mr J Fuller  
(Chairman)

External Affairs and  
Policy

Mrs K Mason Billig  
(Vice Chairman)

Governance and  
Efficiency

Mrs Y Bendle

Better Lives

Mr M Edney

Clean and Safe  
Environment

Mrs L Neal

Stronger Economy

Mrs A Thomas

Customer Focus

Mr J Worley

Finance and  
Resources

#### Time

9.00 am

#### Place

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

#### PUBLIC ATTENDANCE

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

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

If a member of the public would like to attend to speak on an agenda item, please email your request to [democracy@s-norfolk.gov.uk](mailto:democracy@s-norfolk.gov.uk), no later than 5.00pm on Thursday 3 December 2020

#### Contact

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**If you have any special requirements in order to attend this meeting,  
please let us know in advance  
Large print version can be made available**

# Agenda

1. To report apologies for absence
2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. To Receive Declarations of Interest from Members (please see guidance – page 3)
4. To confirm the minutes of the meeting of Cabinet held on 2 November 2020  
(attached – page 5)
5. Budget Update Report – Second Wave COVID Funding (report attached – page 16)
6. Business Rates Pooling 2021/22 (report attached – page 22)
7. Long Stratton Bypass (report attached – page 26)
8. Update to Local Development Scheme (report attached – page 31)
9. Proposals on the Future Governance Arrangements for the Big Sky Companies:  
(report attached – page 50)
10. Cabinet Core Agenda (attached – page 56)
11. Exclusion of the Public and Press;  
To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)
12. Contract for Tyres and Related Services at the Depot (report attached – page 57)  
(NOT FOR PUBLICATION by virtue of Schedule 12A Part 1 of Paragraph 3 of the Local Government Act 1972 (as amended))

### Agenda Item: 3

#### DECLARATIONS OF INTEREST AT MEETINGS

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

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

Does the interest directly:

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

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

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

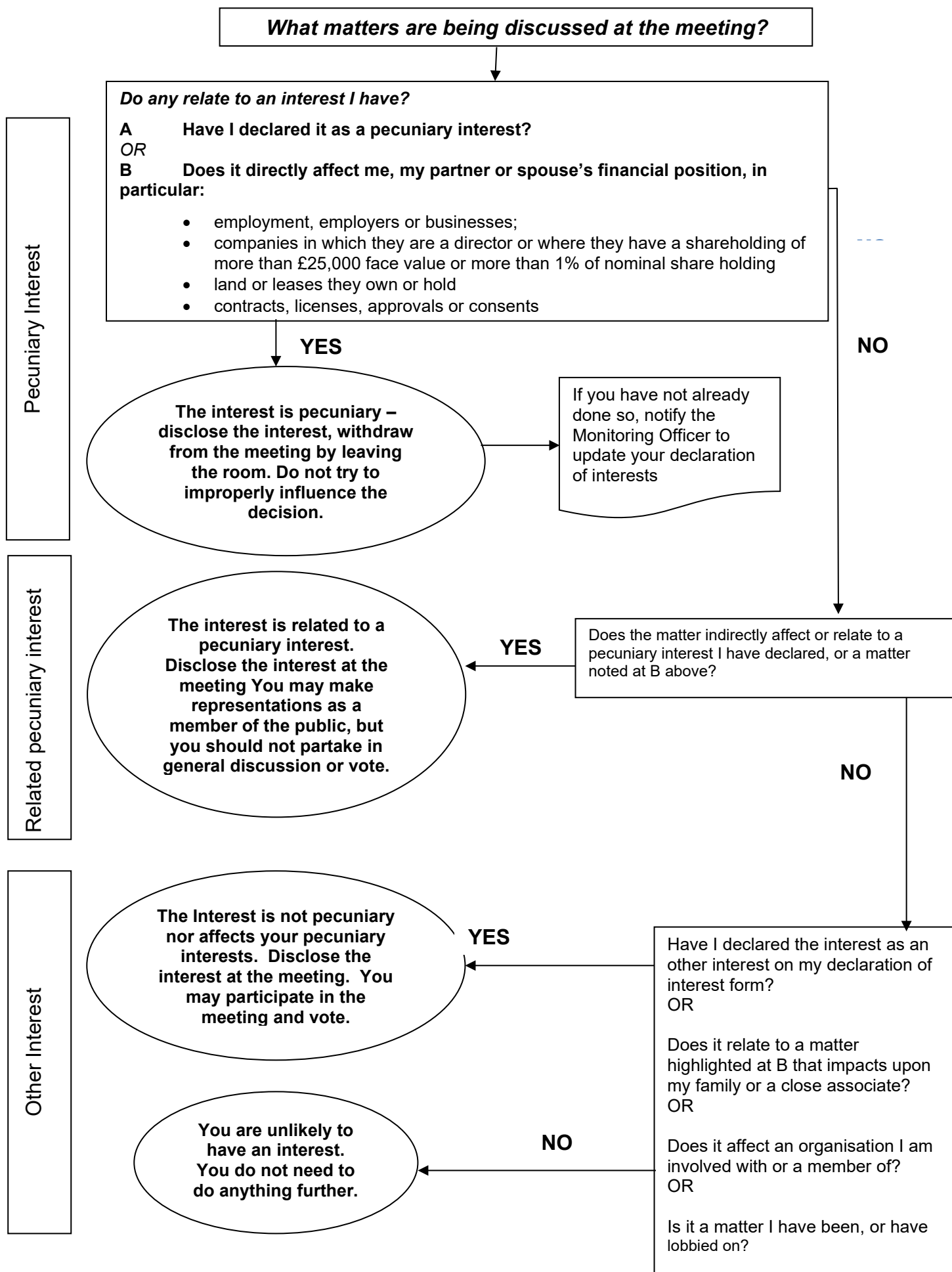
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

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

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

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

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF. PLEASE REFER ANY  
QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE  
DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**





## CABINET

**Minutes of a remote meeting of the Cabinet of South Norfolk District Council, held on Monday 2 November 2020 at 9.00 am.**

### **Members Present:**

**Cabinet:** Councillors: J Fuller (Chairman), Y Bendle, M Edney, L Neal, K Mason Billig, A Thomas and J Worley

**Non-Appointed** Councillors: C Brown, V Clifford-Jackson and T Laidlaw

**Officers in Attendance:** The Managing Director (T Holden), the Director of Place (P Courtier), the Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby), the Assistant Director Chief of Staff (H Ralph), the Assistant Director Individuals and Families (M Pursehouse), the Assistant Director Finance (R Fincham), the Assistant Director Planning (H Mellors), the Housing and Wellbeing Senior Manager (R Dunsire), the Business Improvement Team Manager (S Pontin), the Environmental Protection Manager (T Cooke), the Strategy and Programmes Manager (S Carey), the Policy and Partnerships Officer (V Parsons), the Senior Governance Officer and Deputy Monitoring Officer (E Goddard) and the Senior Finance Business Partner (M Bussens)

### **2834 MINUTES**

The minutes of the Cabinet meeting held on 28 September 2020, were confirmed as a correct record and signed by the Chairman.

### **2835 PUBLIC SPACE PROTECTION ORDER – DOG FOULING**

Members considered the report of the Environmental Protection Manager, which sought recommendations to Council for the making of a new dog fouling and dog restrictions Public Space Protection Order (PSPO), under the Anti-social Behaviour, Crime and Policing Act 2014.

The Portfolio Holder, Cllr M Edney, commended the report to Cabinet, explaining that this was a requirement following the expiry of the existing PSPO. The Order was in place to ensure that there was a mechanism in place to act as a deterrent to irresponsible dog owners. A new PSPO at this stage would also provide alignment with Broadland District Council.

Members noted that the proposals included an increase in the Fixed Penalty Notice for breaching the Order, from £80.00 to £100.00, which would bring the charge in line with other Norfolk councils.

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

**RESOLVED TO RECOMMEND THAT COUNCIL:**

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

**The Reason for the Decision**

To provide a deterrent to irresponsible dog owners and to protect open spaces and the health of residents.

**Other Options Considered**

None.

**2836 BUDGET UPDATE REPORT**

Members considered the report of the Assistant Director of Finance, which provided members with an update report on the budgetary position for the Council.

The Portfolio Holder, Cllr J Worley, introduced the report, and drew attention to its key recommendations.

The Chairman referred to the report's second recommendation, to fund an additional resource to help implement the actions set out in the recently agreed Environmental Strategy, and suggested that with the second national lockdown to commence shortly, it was not an appropriate time to be taking on additional staff. The Portfolio Holder for the Environment, Cllr M Edney agreed with Cllr Fuller, suggesting that consideration of the proposed resource could be postponed, acknowledging that all current focus was on providing support to the vulnerable. This was unanimously supported by Cabinet.

Turning to the fifth recommendation which proposed a reduction in the budgetary provision for Covid -19 direct hardship payments, the Chairman proposed that in light of the second wave of Covid-19 and the pending lockdown, this proposal was premature, and should not be actioned, and this view was unanimously supported by Cabinet.

Regarding paragraph 4 (d) of the report concerning Discretionary Local Lockdown Grants, the Assistant Director Finance explained that this was a fast-moving issue, and that the Council was awaiting more guidance from the Government, before payments could be made to local businesses. The Chairman queried whether the grant values outlined at paragraph 4.21 were under review, and also suggested that it was likely that the Government would be awarding a “£20 pre head grant” to all areas to support local businesses during lockdown, and that a mechanism would need to be in place to support its distribution. He felt that an urgent review to prioritise those businesses most in need was required. The Assistant Director Economic Growth explained that further clarity was required from the Government before these areas could be progressed further. With this in mind, and the fact that figures and criteria were fast moving, Cabinet agreed that the approval of the criteria for the distribution of all lockdown grants, should be delegated to the relevant officer, in consultation with the relevant portfolio holder.

Members noted that the Council had been allocated £57,176 to spend on Covid-19 related compliance and enforcement and the Chairman believed that further funding amounting to £8 per head would be awarded for work on compliance and to assist in rolling out a community test and trace system.

The vote was taken by roll call and it was unanimously

**RESOLVED 1. TO RECOMMEND THAT COUNCIL**

- (a) Increases the SNC 20/21 IT Capital Budget by £141,000, to fund the rollout of additional laptops to better facilitate the New Ways of Working;
  - (b) Agrees that the unspent ‘joint waste budget’ be applied to cover the costs of developing a full business case for a LATC and depot projects.
  - (c) Increases the budgetary provision for Covid-19 expenditure from £250,000 to £305,000 to cover the additional £55,000 regulatory expenditure.
  - (d) Agrees the proposed changes to the 20/21 income budgets as set out in paragraph 4.17 of the report;
  - (e) To agree that the Assistant Director Regulatory, in consultation with the Portfolio Holder for Stronger Economy and the Leader of the Council, is authorised to spend the new Coronavirus Enforcement grant of £57,176, to help the public and businesses understand the latest Covid 19 regulation, and increase compliance work and enforcement checks on businesses
  - (f) Remove the post of Assistant Director Consultancy Team from the establishment.
2. To agree that proposals to increase the SNC annual Revenue Budget by £44,000 to fund an additional resource to help implement the actions set out in the recently agreed Environmental Strategy, be postponed for future consideration;

3. To note the updated Medium-Term Financial Strategy;
4. That the approval of criteria for the distribution of lockdown grants be delegated to the Assistant Director Economic Growth, in consultation with the Portfolio Holder for Stronger Economy and the Leader of the Council.

### **The Reason for the Decision**

To ensure that budget levels were appropriate and managed effectively

### **Other Options Considered**

- To increase the revenue budget to fund an additional resource to assist implement the actions recently agreed in the Environmental Strategy
- To reduce the budgetary provision for Covid-19 direct hardship payments

## **2837 REVIEW OF EARMARKED RESERVES**

Members considered the report of the Senior Finance Business Partner, which presented a review of the Council's earmarked reserves.

The Assistant Director Finance outlined the proposals in the report.

The Chairman queried whether it was an appropriate time to be reducing the Localisation of Business Rates reserve by £3,169.00, referring to the Spending Review on 25 November and the pending non-domestic rates reset and the NHS Business Rates Appeal. Members unanimously agreed that the reserve should remain at its current level.

The Chairman also suggested, and it was agreed, that the new reserve "Depot Works", should be renamed "Depot Works and LATC".

In response to a query regarding the "New Ways of Working Reserve", the Assistant Director Finance explained that this reserve could be used to offset some of the £2 million capital budget needed on IT, and any additional resource required when looking at bringing systems together in the medium term.

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

**RESOLVED** To agree the following changes to the Council's Reserves:

1. The closure of the following reserves:
  - a. Localisation of Council Tax Benefit
  - b. Low Cost Housing (New Homes Bonus)
  - c. Communities and Localism
2. The merger of the following two reserves:
  - a. Non-Commercial Assets Replacement Reserve



- b. Vehicle and Equipment Procurement and Replacement Reserve
3. The creation of the following Reserves:
  - a. Depot works / LATC - £5m.
  - b. New Ways of Working - £4m.
  - c. Leisure Centre - £2m.

### **The Reason for the Decision**

To ensure that appropriate reserves are in place.

### **Other Options Considered**

- To reduce the Localisation of Business Rates Reserve by £3,169,000

## **2838 TREASURY MANAGEMENT QUARTER 2 REPORT 2020/21**

Members considered the report of the Corporate Accountant, which reviewed the treasury management activity during the first six months of the financial year 2020/21 and reported on the prudential indicators.

The Portfolio holder, Cllr J Worley, outlined the key issues arising from the report.

The Chairman referred to the Council's total worth of approximately £75-80m, which included cash, other investments and commercial property and trading assets. He felt the current allocation of investments was an appropriate balance.

During discussion, one member requested that in future, the Council aimed to make ethical investments only, with no investments in fossil fuels. The Chairman noted these comments but stressed that the Council was driven by its current Treasury Management Strategy, with credit ratings and safety of funds taking priority.

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

### **RESOLVED TO RECOMMEND THAT COUNCIL**

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

### **The Reason for the Decision**

To ensure that the Council's Investment Strategy remains prudent and complies with statutory requirements.

### **Other Options Considered**

None.

## **2839 STRATEGIC PERFORMANCE, RISK AND FINANCE REPORT FOR QUARTERS 1 AND 2 2020/21**

Members considered the report of the Senior Finance Business Partner and the Strategy and Programmes Manager, which provided a summarised overview of the performance of the Council against the key outcomes set out in the Council's Delivery Plan for 2020/21, for the period April to September.

Turning first to risks, the Strategy and Programmes Manager reminded Members that the Council's Risk Management Policy had recently been agreed by Cabinet and Council and she explained that Management Team was developing new processes to manage strategic and operational risks. Referring to Appendix 2 of the report, she explained that the comments and progress to date on actions column, would be updated for Quarter 3.

Referring to the Council's core performance, the Strategy and Programmes Manager outlined the performance highlights and areas for improvement. Members noted the good performance in Planning, increased rates of recycling, the increase in external funding received, and the work carried out to support vulnerable residents.

With regard to the reduction in footfall at the Council's leisure centres, the Strategy and Programmes Manager reminded Members that they had been closed from mid-March and since partially reopening in mid-July, had seen an 82% reduction in footfall. The Portfolio Holder, Cllr A Thomas explained that officers had been working very hard to positively engage with those members who had not returned to the centres since lockdown, and also to provide an offer that was Covid-19 compliant. Unfortunately, many members had not returned to the centres due to personal reasons, such as the need to shield, or to protect family members that were shielding. She explained that officers would continue to engage with members to encourage their return, however, the pending lockdown would delay this process.

Members noted that this was the first time the report had been before Members in its new format. Cabinet agreed that it would be useful in future for it to include colour coding alongside the commentaries in the Performance Highlights and Areas for Improvement section of the report. It was also agreed that it would be helpful for officers to colour code the performance detailed in Appendix 3, and include details of targets, the previous year's performance, and line graphs to indicate performance levels.

The Chairman stressed the need to be mindful of the impact of the pandemic, when considering performance generally, and also reminded Cabinet that a quarter of the workforce had been redeployed throughout Quarter 1. With this in mind, he felt the performance to be extraordinary, and he acknowledged the long hours many staff had been working since March. He stressed the need for this to continue as the country entered in to its second lockdown, however voiced concerns that this level of work might not be sustainable.

In response, the Managing Director assured Members that Management Team was looking to assist staff as much as possible to ensure that they were able to take breaks when needed. Officers were examining the Business Plan and available resources and would shortly be presenting future options to Members.

It was

**RESOLVED** To:

1. Note the revenue and capital position (variance details in Appendix 1).
2. Note the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 2);
3. Note the 2020/21 performance for Q1 and Q2 (detail in Appendix 3).

**The Reason for the Decision**

To ensure that processes are in place to improve performance, the management of risks is sound, and that budgets are managed effectively.

**Other Options Considered**

None.

**2840 APPROVAL OF REVISED UK MUNICIPAL BOND AGENCY'S FRAMEWORK AGREEMENT**

Members considered the report of the Director of Resources, which sought approval for the Council to enter into a revised framework agreement with the UK Municipal Bonds Agency.

The Portfolio Holder, Cllr J Worley commended the report to Members, briefly outlining the salient points. Members noted that the Council was required to sign up to the revised framework prior to borrowing and that loans provided by the Agency were pooled and guaranteed by the borrowers.

The Director Resources added that the changes made were favourable to the Council and signing up to the agreement in advance would allow the Council to borrow from the Agency at short notice. She assured Members that no Authority had ever defaulted on a loan.

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

**RESOLVED** To agree that the Council enters into the revised Framework Agreement with the UK Municipal Bonds Agency.

### **The Reason for the Decision**

To reduce any future risk and allow the Council to borrow at short notice.

### **Other Options Considered**

None.

## **2841 THE VISION FOR A BEST IN CLASS HOUSING OFFER AND DRAFT ALLOCATIONS SCHEME**

Members considered the report of the Housing and Wellbeing Senior Manager and the Policy and Partnerships Officer, which presented the findings of the work towards a Best in Class Housing Model, and also recommended adoption of a revised Allocations Scheme.

The Portfolio Holder, Cllr Y Bendle, commended the report to Members, and she thanked officers for their hard work, also referring to the valued input from the consultants, Campbell Tickell, and colleagues at Broadland District Council.

The Policy and Partnerships Officer then provided a brief overview of her report, explaining that the vision sought to deliver a truly innovative and preventative service for residents, enabling the Council to provide the support needed to the more vulnerable residents.

Members referred to funding recently awarded to both South Norfolk and Broadland, and Cllr Y Bendle explained that this would be used to address long term homelessness where specialist support was often required. The need for this had become particularly apparent following the “Everybody In” scheme, during the first lockdown.

The Chairman welcomed the proposals and the excellent report from officers. However, he did voice concerns with regard to the spend on Disabled Facilities Grants, and how frequently adaptations were removed from properties, when properties were re-let. He felt that this was a prime opportunity to address those issues and ensure that adaptations were not removed unnecessarily.

Officers confirmed that the Allocations Policy did provide priority to those individuals requiring properties with adaptations, however, finding the right tenant at the right time was sometimes difficult, and there was a pressure to reduce voids. The Director People and Communities confirmed that officers had already started to examine how to manage this more effectively, and it was agreed that a report would be presented to a future meeting, examining how to prevent the unnecessary removal of adaptations.

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

**RESOLVED 1. TO RECOMMEND THAT COUNCIL**

- (a) endorses the officers work towards the Best in Class Housing model;
  - (b) agrees the adoption of the Allocations Scheme.
2. That a report is presented at a future meeting of the Cabinet, examining Disabled Facilities Grants and how to ensure more effective use of housing adaptations to properties, to prevent their unnecessary removal.

**The Reason for the Decision**

To deliver a truly innovative and preventative service for residents, enabling the Council to provide the support required to those that need it.

**Other Options Considered**

None.

**(Cllr M Edney then left the meeting)**

**2842 HOUSING STANDARDS ENFORCEMENT POLICY**

Members considered the report of the ICT Lead, which recommended the adoption of the Council's new Housing Standards Enforcement Policy.

The Portfolio Holder, Cllr Y Bendle, commended the report to Members, explaining that the current policy required updating to reflect new legislation and practice. The Assistant Director Individuals and Families added that an additional discretionary policy would follow in due course.

During discussion, reference was made to the process for recovery where a penalty was not paid, and the Chairman queried whether in addition to a county court order, this could also lead to an attachment to a land register title. The Assistant Director Individuals and Families explained that the Council would take all measures within the legislation to recover funds, including land registry charges, and agreed to amend the policy accordingly.

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

**RESOLVED** To approve the Council's new Housing Standards Enforcement Policy, subject to minor amendment.

**The Reason for the Decision**

To ensure that the Policy reflects new legislation and adheres to central government guidance.

**Other Options Considered**

None.

## **2843 PLANNING ENFORCEMENT PLAN AND STRATEGY**

Members considered the report of the Business Improvement Team Manager, which proposed a Planning Enforcement Plan and Strategy.

The Portfolio Holder, Cllr L Neal, introduced the report, explaining that the documents had been produced following a recent internal audit review of the Planning Enforcement service. As a result of the review, the service would become more proactive, with more monitoring of commencement of developments and compliance of conditions. Members noted that there were plans to send out a monthly monitoring report to all Members from early next year.

The Business Improvement Team Manager explained that the documents had already been considered at a meeting of the Regulation and Planning Policy Committee and its suggested changes around priorities had been incorporated into the Enforcement Plan. He also advised of some suggested amendments to the Strategy from Members at Broadland District Council, relating to the addition of headings, and a process flowchart. It had also been suggested that Parish Councils be offered training, in addition to District Members. Cabinet welcomed these amendments.

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

- RESOLVED**
1. To agree the Enforcement Plan, outlined at Appendix 1 of the report
  2. To agree the Enforcement Strategy, outlined at Appendix 2 of the report, subject to minor amendment.

### **The Reason for the Decision**

To ensure a high quality, customer focussed service.

### **Other Options Considered**

None.

## **2844 CABINET CORE AGENDA**

Members noted the latest version of the Cabinet Core Agenda.

In response to a query regarding the need for a meeting of the Emergency Committee, following the announcement of a second national lockdown, the Managing Director explained that with better infrastructure in place, the Council was in a better position to deal with matters, and therefore there was no requirement for a meeting at this stage. However, Members noted that this might change, depending on how events evolved and the pace of delivery.

(the meeting concluded at 10.48 am)

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Chairman

**BUDGET UPDATE – 2<sup>nd</sup> WAVE COVID FUNDING**

**Report Author(s):** Rodney Fincham  
Assistant Director Finance  
[rodney.fincham@broadland.gov.uk](mailto:rodney.fincham@broadland.gov.uk)

**Portfolio:** Finance & Resources

**Ward(s) Affected:** All

**Purpose of the Report:** To request additional funding is released to support the Council's response to Covid 19.

**Recommendations:**

Cabinet to recommend to Council the following:

1. To increase the general 20/21 Covid 19 emergency budgets by £450,000 to provide additional resource to support the Council's response to Covid 19. To be funded by the Government's Covid grant.
2. To increase the housing 20/21 Covid 19 emergency budget by £50,000 to meet the ongoing need for homelessness support. To be funded by the Government's Covid grant.
3. To agree that £350,000 should be including in the 21/22 budgets to help cover the cost of responding to the Covid 19 pandemic, to be funded from the Council's general reserve.
4. To increase the SNC 20/21 Information Technology Capital Budget by £40,000, to provide funding to support the outcome of the review of member IT.
5. To increase the SNC 20/21 Information Technology Capital Budget by £50,000, to improve the technology in the council chamber.



# 1 COVID 20/21 Budget

## 1.1 The Emergency Committee on 5 June agreed to increase the following budgets.

	Original Budget £'00	Change £'000	Revised Budget £'000
General Allowance for Covid 19 costs	0	250	250
Housing costs	35	250	285

## 1.2 These budgets have proved sufficient to meet the demands during the first wave of Covid 19. Although it should be noted that many officers worked significant extra unpaid hours and extra resources were able to be redeployed as some services (particularly the SNC leisure service) were curtailed.

## 1.3 As we are now entered the second wave it is important that the Council prepares for potential Covid challenges over the next few months. In particular if we wish to continue our business as usual activity at the same time as responding to the second wave there will be a need to be an increase in resource.

## 1.4 Officers have therefore undertaken a review of our state of readiness and have identified the following needs during the current financial year:

Requirement	Total Cost £'000	BDC Cost £'000	SNC Cost £'000
<b>General Covid 19 Response Requirement</b>			
2 FTE Housing Solution Officers to meet demand Need likely to continue for up to 18 months.	40	18	22
5 FTEs to meet potential surge in call volumes to community hub. Proposal is to redeploy staff from leisure, as they have the relevant skills and training, with leisure posts backfilled as required.	72	33	39
2 FTE community connectors to support: community capacity development; response in Broadland to identify and support shielded and isolated people, as well as support track and trace and support COVID recovery (BDC only) Need to employ on 18 month fixed term.	33	33	
Agency staffing to maintain waste service (SNC only). The figure is very much worst case scenario taking into account the loss of staff and where leisure staff cannot be redeployed to backfill, in the first wave we redeployed 12 leisure staff to the depot.	140		140
Continued use of hire cars to maintain 2 people in a refuse Collection Vehicle cab £7,500 per month	45		45
1FTE resource in HR to support bank of agency staff and recruitment of staff	16	7	9
1 FTE resource in HR to support Covid 19 potential cases within our organisation and OD / HR project work	14	6	8
1 FTE resources in IT to bolster team to meet demands of Covid and BAU work	26	12	14

<b>Requirement</b>	<b>Total Cost £'000</b>	<b>BDC Cost £'000</b>	<b>SNC Cost £'000</b>
1 FTE resource in democratic services to meet the additional demands of servicing remote meetings.	14	6	8
1FTE Electoral Services Officer to support the recruitment & training off external staff and to open postal votes.	14	6	8
0.5 FTE resource in NDR team to deal with new business grant schemes Likely to be agency resource due to need for NDR experience	25	11	14
0.5 FTE Resource for food safety and EHO team to meet additional demands to support businesses.	50	23	27
Extra 4 FTE resource to backfill consultancy roles where the officers are redeployed to support the Covid 19 response.	99	45	54
Extra 1 FTE resource to provide additional Comms capacity to support Covid 19 response	18	8	10
Extra 1 FTE admin post within Economic Recovery team to assist the team with administrative tasks and allow existing resource to be focussed on project delivery and direct business support	14	6	8
An expansion of our economic develop team to support the economic recovery work	100	45	55
Extra 2 FTE posts to support the discretionary grants programme for a 2 month period. These are likely to be funded by a specific grant from Government. But are included here for completeness.	12	5	7
	<b>732</b>	<b>264</b>	<b>468</b>
<b>Homelessness Response Requirement</b>			
Ongoing need for additional homelessness support at £16k a month Need likely to continue for up to 18 months.	96	43	53

**1.5 Based on the above Members are therefore requested to increase the following budgets.**

	<b>Original Budget £'00</b>	<b>Revised Budget £'000</b>	<b>Proposed change £'000</b>	<b>New Budget £'000</b>
General Allowance for Covid 19 costs	0	250	<b>450</b>	<b>700</b>
Housing costs	35	285	<b>50</b>	<b>335</b>

## **2 COVID 21/22 Budget**

- 2.1 It is increasingly clear that the effects of Covid 19 will continue for many months if not years. As a Council we need to be prepared for this, in order to help our residents and our businesses recover.
- 2.2 In order to ensure a sustainable operating model, to meet heightened demand over the next 18 months, officers have identified that there will be a need to continue with extra support in the following areas, over and above our normal business as usual.
- The demands of the housing service will continue requiring extra housing solutions officers throughout 21/22.
  - An increased demand on our housing benefit service.
  - An increased demand on our council tax and business rates recovery service.
  - An increased need for support from our economic development team.
- 2.3 In total it is anticipated that the Councils will need to continue to employ between 10-15 extra staff in order to help our residents and our businesses recover.
- 2.4 Furthermore, if demand continues at current levels there will be an increase in homelessness costs of up to £100,000.

**Members are therefore requested to agree that officers should prepare the 21/22 budgets on the basis of including up to £350,000 to deal with the ongoing effects of Covid and that this should be funded from the Council's general reserve.**

## **3 MEMBER IT**

- 3.1 Over recent months it has become increasingly clear that the IT equipment provided to members is not adequate to meet member needs in this increasingly technologically environment, particularly with the increased need to interact virtually.
- 3.2 A member IT working group is therefore to be established to look at the equipment needs for members going forward.
- 3.3 Given that the likely outcome of this review will be that the current member IT equipment will need to be upgraded, it is prudent to set aside £40,000 to fund the recommendations arising from the working group.

**Members are therefore requested to agree to increase the SNC 20/21 Information Technology Capital Budget by £40,000, to provide funding to support the outcome of the review of member IT.**

## 4 COUNCIL CHAMBER TECHNOLOGY

- 4.1 The current council chamber is not set up to support hybrid meetings ie where some members attend in person and others attend virtually.
- 4.2 Given the success of virtual meetings it is envisaged that there will need to support hybrid meetings going forward.
- 4.3 A project therefore needs to be undertaken to work out how to improve the technology in the Council Chamber, and this is likely to conclude that we will need to invest in new equipment. At this stage we are only just starting to explore options, and thus there is no project timeline or accurate costing information available. Furthermore, if members wish to progress this quickly it will be necessary to re-prioritise existing IT projects in order to free up capacity to implement this.

**Members are therefore requested to agree to increase the BDC 20/21 Information Technology Capital Budget by £50,000, to provide funding to support the outcome of the review of the Council Chamber technology.**

## 5 FINANCIAL IMPACT OF COVID 19

- 5.1 There have been numerous changes made to the budgets this year to respond to Covid 19.
- 5.2 The following table therefore sets out the overall position to date in respect of the current financial year.

	£'000	£'000
COVID-19 Emergency Funding for Local Government		
- Tranche 1 – May	-55	
- Tranche 2 – May	-1,410	
- Tranche 3 – Aug	-201	
- Tranche 4 – Nov	-186	-1,852
Allocation of Funding		
- General Expenditure (including this report)	700	
- Homelessness Expenditure (including this report)	300	
- Operation Beacon to support businesses	50	
- Business facility grants	50	
- Cost of Council tax support	256	
- Increase in DHP budget	50	
- Reduction in Council tax collection	154	
- Contribution to Norfolk Strategic Fund	150	
- Additional regulatory expenditure	55	
- Hardship money	100	1,865
Lost Income		
- Estimated lost income	3,233	
- Offset by compensation grant	-1,778	1,455
Saving used to offset pressures		-433
<b>Overall position (positive is worse off/ negative is better off)</b>		<b>1,035</b>

## **6 OTHER OPTIONS**

- 6.1 Members have discretion to agree the requested budget changes, or propose alternatives.

## **7 ISSUES AND RISKS**

- 7.1 Resource Implications – See section 5.
- 7.2 Legal Implications – The Council has a legal duty to ensure its financial position remains robust, whilst at the same time responding to the needs of the community.

## **8 RECOMMENDATIONS**

Cabinet to recommend to Council the following:

1. To increase the general 20/21 Covid 19 emergency budgets by £450,000 to provide additional resource to support the Council's response to Covid 19. To be funded by the Government's Covid grant.
2. To increase the housing 20/21 Covid 19 emergency budget by £50,000 to meet the ongoing need for homelessness support. To be funded by the Government's Covid grant.
3. To agree that £350,000 should be including in the 21/22 budgets to help cover the cost of responding to the Covid 19 pandemic, to be funded from the Council's general reserve.
4. To increase the SNCC 20/21 Information Technology Capital Budget by £40,000, to provide funding to support the outcome of the review of member IT.
5. To increase the SNC 20/21 Information Technology Capital Budget by £50,000, to improve the technology in the council chamber.

**Background Papers**      None

## **BUSINESS RATES POOLING 2021/22**

<b>Report Author(s):</b>	Rodney Fincham Assistant Director Finance <a href="mailto:rodney.fincham@broadland.gov.uk">rodney.fincham@broadland.gov.uk</a>
<b>Portfolio:</b>	Finance & Resources
<b>Ward(s) Affected:</b>	All
<b>Purpose of the Report:</b>	To seek agreement to continue with Business Rates Pooling for 2021/22.

### **Recommendations:**

Cabinet to agree:

1. In principle to continue with Business Rates Pooling for 2021/22.
2. That the Assistant Director Finance, in consultation with the Leader and the Portfolio Holder for Finance & Resources, is authorised to withdraw SNC from the Norfolk pool, if the latest modelling undertaken by the Norfolk authorities no longer demonstrates a financial benefit from pooling.

## **1 BACKGROUND**

- 1.1 Under the Business Rates Retention Scheme local authorities are able to come together, on a voluntary basis, to form a business rates pool.
- 1.2 In many cases, authorities that pool can be better off collectively. This is because the levy rate for a pool as a whole can be lower than that for individual pool members if they remain outside the pool – ie pool authorities get to keep more of any business rates growth.
- 1.3 Norfolk has formed a Norfolk wide pool since 2014/15, and to date has retained over £28m additional business rates growth due to pooling.
- 1.4 The Norfolk authorities have agreed that any additional retained growth is allocated to the 'Joint Investment Fund' which is used to fund projects across Norfolk.

## 2 2021/22 NDR FORECAST

- 2.1 A summary of the latest “best estimate” NDR forecasts for 2021/22 is shown in the table below. It is important to note that the districts have highlighted significant uncertainty and / or limited confidence in the forecasts at this stage.

	Baseline £m	Safety Net Level £m	Forecast £m	Levy £m	% reduction to move into safety- net
Breckland	3.959	3.662	4.443	0.242	4.7%
Broadland	2.876	2.660	4.032	0.578	8.9%
Great Yarmouth	3.841	3.553	3.690	n/a	0.9%
King's Lynn and West Norfolk	5.491	5.079	7.785	1.147	11.1%
North Norfolk	3.225	2.983	4.119	0.447	6.8%
Norwich	5.987	5.538	6.198	0.106	1.8%
South Norfolk	3.121	2.887	5.829	1.354	16.7%
<b>Total</b>				<b>3.873</b>	

- 2.2 This shows that pooling could generate approximately £3.873m for the Joint Investment Fund in 2021/22.
- 2.3 It also shows that maximum financial gain can be achieved by all Norfolk Councils being in the pool. Although Great Yarmouth are not forecasting a levy, they are also not in a safety net position and therefore do not impact on the gain from pooling. However, both Great Yarmouth and Norwich require only a relatively small adverse change in the forecast gross rates (0.9% and 1.8% respectively) before they would move into a safety net position.

## 3 POOLING RISKS

- 3.1 The pooling invitation for 2021/22 is unchanged from that in previous years. The Government would not support the 2021/22 Pool until or unless the Pool as a whole fell below the safety-net position.
- 3.2 The risk of pooling therefore remains that significant levels of losses / reductions in business rates income would have to be absorbed from Norfolk local authority retained rates, and that the gain of pooling overall would be insufficient to address these losses.
- 3.3 Financial risks to the Pool are considered to be higher this year than they have been when pooling proposals were submitted in previous years.
- 3.4 The largest financial risk to the Pool relates to the risks to all local authorities' business rates income which are considered to be significantly higher due to the impact of COVID-19 and the level of uncertainty around continued Government support for businesses. This increases the risk that authorities will move to a safety-net position requiring pool funding.

- 3.5 In addition, there has still been no final resolution of the NHS Trusts legal appeal on application for business rates relief. In September 2019, the impact of a successful challenge by the NHS Trusts for Norfolk was estimated to be in the region of £40m if settled in 2020-21, of which £20m would be borne locally. There would also be an ongoing impact in future years of a successful challenge, permanently reducing the rates take in Norfolk by about £4-5m.
- 3.6 There is also a significant risk that Government could announce a full or partial NDR reset in the forthcoming Comprehensive Spending Review or, in the Provisional Local Government settlement announcement. If this reset affected 2021/22 then it is likely that the benefit of pooling would reduce or disappear altogether. If this happened then the provisional decision to pool would have to be reviewed, and potentially revoked.

## 4 TIMELINE / NEXT STEPS

- 4.1 The following table sets out the timetable / next steps regarding business rates pooling for 2021/22.

16 Sep 20	The Government (MHCLG) issued an invitation to form business rates pools for 2021/22. By law, existing pooling arrangements continue from year to year unless they are revoked.
24 Sep 20	Norfolk Chief Finance Officers considered the options for establishing a Business Rates pool in 2021-22. Chief Finance Officers agreed that options for pooling in 2021/22 should be referred to Norfolk Leaders.
09 Oct 20	Norfolk Leaders agreed that Norfolk authorities in principle intend to pool for 2021/22, and agreed to delegate to Chief Finance Officers to determine the optimum membership of the pool to maximise the financial gain for the whole county based on forecasts due to be provided.
15 Oct 20	Norfolk Chief Finance Officers agreed to pool with the current membership.
23 Oct 20	The Lead authority for the Norfolk pool (Norfolk County Council) confirmed the current pooling arrangements by the deadline of 23 October 2020.
End Nov / Early Dec 20	Updated forecasts due to inform final decision-making.
Date to be confirmed	Provisional local government finance settlement
28 days after provisional settlement	The Local Government Finance Act 1988 allows members of a pool to have a period of 28 days from the date of publication of the provisional local government finance settlement to make a request to revoke a pool. In such an event the only option is to dissolve the pool entirely, not alter membership.



## **5 OTHER OPTIONS**

- 5.1 Members could consider the risk of pooling to be too great and withdraw from the pool. This would cause the pool to collapse, and Norfolk would lose the opportunity to generate approximately £3.8m for the Joint Investment Fund in 2021/22.

## **6 ISSUES AND RISKS**

- 6.1 Resource Implications – Included in body of report.
- 6.2 Legal Implications – If none of the pooling authorities revoke the pool within 28 days of the provisional finance settlement, then the Norfolk Business Rates pool will continue for 2021/22.

## **7 RECOMMENDATIONS**

Cabinet to agree:

- 1. In principle to continue with Business Rates Pooling for 2021/22.
- 2. That the Assistant Director Finance, in consultation with the Leader and the Portfolio Holder for Finance, is authorised to withdraw SNC from the Norfolk pool, if the latest modelling undertaken by the Norfolk authorities no longer demonstrates a financial benefit from pooling.

**Background Papers**      None

**Long Stratton Bypass : Proposal to underwrite the developer's financial contribution**

**Report Author(s):** Phil Courtier  
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**Portfolio:** Cllr John Fuller - External Affairs and Policy, Cllr Lisa Neal – Stronger Economy, Cllr Joshua Worley – Finance and Resources

**Ward(s) Affected:** Long Stratton

**Purpose of the Report:**

Norfolk County Council intend to submit an Outline Business Case (OBC) to the Department for Transport (DfT) for funding for Long Stratton bypass before the end of this year. To maximise the likelihood of a positive outcome the DfT and Norfolk County Council's s.151 officer will want to be assured of an overall funding package which is fully secured. At present more than 10% of the overall funding package (circa £4.5m) is to be secured from the developer but this contribution cannot be finalised prior to the determination of the planning application and the associated s.106 which is unlikely to take place before Summer 2021. Therefore, in order to give greater assurance and security for the funding package, and to strengthen the OBC, it is proposed to underwrite the developer contribution with £4.5m of South Norfolk's capital programme and to reduce the Capital Programme from £10m to £5.5m accordingly.

**Recommendations:**

Cabinet is asked to:

1. Reduce the £10m set aside in the Capital Programme for Other Property/Economic Development Investment to £4.5m and that this is used to underwrite the developer's contribution.

## **1 SUMMARY**

- 1.1 Norfolk County Council intend to submit an OBC to Department for Transport (DfT) for funding for Long Stratton bypass before the end of this year. To maximise the likelihood of a positive outcome the DfT and Norfolk County Council's s.151 officer will want to be assured of an overall funding package which is fully secured.
- 1.2 At present more than 10% of the overall funding package (circa £4.5m) is to be secured from the developer but this contribution cannot be finalised prior to the determination of the planning application and the associated s.106 which is unlikely to take place before Summer 2021. Therefore, in order to give greater assurance and security for the funding package, and to strengthen the Outline Business Case, it is proposed to underwrite the developer contribution with £4.5m of South Norfolk's capital programme.

## **2 BACKGROUND**

- 2.1 In 2018 a planning application was submitted to South Norfolk Council for a *"Hybrid Application on 109.7 hectares of land to the east of the A140 seeking outline planning permission for 1275 no. dwellings, 8 hectares of employment land for uses within Classes B1, B2 and B8, 2 hectare primary school site, community facilities site, associated infrastructure and public open space. Together with application for full permission for a bypass including roundabouts and junctions."*
- 2.2 This application remains undetermined, but it is anticipated that additional and updated information will be submitted next year to enable the application to progress towards a final decision in Summer 2021. In conjunction with the planning application a successful Strategic Outline Business Case (SOBC) for Long Stratton Bypass was submitted by Norfolk County Council and approved by the Department for Transport (DfT). This requested funding for the bypass through the government's Major Road Network programme.

## **3 CURRENT POSITION/FINDINGS**

- 3.1 The SOBC was successful and resulted in 'provisional' programme entry. This has led to the progression of an Outline Business Case (OBC), which will be ready for submission to DfT later this year. This business case sets out that 70% of the scheme will be funded from the DfT's Major Road Network Fund. The cost of delivering the scheme will not be fully known until the detailed design has been completed and the scheme obtains planning approval. However, significant levels of work have been undertaken at this stage to assess the likely outturn cost and to assess the risks, and as a result the draft OBC estimates the current overall cost of delivering Long Stratton Bypass to be £37.44m.
- 3.2 At present the remaining 30% of funding for the bypass will be secured from a mix of Greater Norwich pooled CIL and developer contributions.
- 3.3 Members are advised that none of the financial information in this report is fixed but if the aforementioned overall cost of the bypass remains accurate then the remaining 30% equates to £11.23m. Members are also advised that as part of negotiations regarding the planning application the developer/promotor has stated that they can contribute £4.5m to the scheme. In addition the Greater Norwich Five Year Infrastructure Investment Plan (which is the strategic document setting out the use of pooled CIL) shows a commitment of £10m to the bypass scheme.

## **4 PROPOSED ACTION**

- 4.1 As referred to above Norfolk County Council intend to submit the OBC to DfT before the end of the year and both the County's Finance Director and DfT require assurance that the proposed OBC financial package is fully secured. However, no such assurance can be given for the private sector funding of £4.5m because this contribution can only be secured once planning permission is granted and the associated s.106 agreement is entered into.
- 4.2 In order to address this issue it is proposed that South Norfolk Council commit £4.5m of its £10m capital programme dedicated for the delivery of the bypass to underwrite the developer contribution. If Cabinet approves this course of action then this decision will be shared with the County Council and included in the OBC. It is also proposed to reduce the capital programme by £5.5m because there are no other foreseen budgetary implications for South Norfolk Council in delivering the bypass and there are inbuilt contingencies in the overall costs being submitted to DfT and in the Greater Norwich pooled CIL fund.

## **5 OTHER OPTIONS**

- 5.1 There is no obligation for South Norfolk Council to underwrite the developer contribution to the Long Stratton bypass. Therefore the other option is to not underwrite this contribution. However, the associated risk is that the full funding package cannot be shown to be secured and the robustness of the OBC is significantly eroded.

## **6 ISSUES AND RISKS**

### **6.1 Resource Implications**

- 6.1.1 The greatest risk is that the OBC is unsuccessful and that the DfT funding is not secured for the bypass. At present there is no alternative source of funding for the DfT's contribution of 70% (circa £26.2m) and so it is anticipated that if the OBC is unsuccessful it would have a substantial impact upon the current bypass scheme and its delivery. This report seeks to mitigate this risk by underwriting the developer contribution thereby giving far greater security to the overall funding package.
- 6.1.2 The following sub-headings consider some other scenarios which could have resource implications:

**The developer contribution secured by s.106 agreement (following the grant of planning permission) is less than £4.5m:**

- 6.1.3 The developer contribution for the bypass will continue to be negotiated as part of the planning application process. These discussions will be informed by viability appraisals and ultimately the South Norfolk Planning Committee may have to weigh the proposed bypass funding against other contributions such as the percentage of affordable housing on the residential scheme. This could potentially lead to a planning decision which secures less than £4.5m for the bypass. However, the resultant shortfall could be met by the Greater Norwich pooled CIL fund which has a commitment of £10m for the bypass despite a current draw on the fund of approximately £6.7m. This would ensure that the current commitment of £11.23m (i.e. 30% of the overall cost) is still secured. It is therefore considered that although the developer contribution could be reduced this doesn't pose a significant risk to South Norfolk Council.

**The developer is unable to pay its contribution at the start of the development:**

- 6.1.4 This is a highly probable scenario on the grounds that neither the developer nor the landowner are likely to have £4.5m available to contribute to the scheme at the outset. Discussions have already commenced regarding how deferred/phased payments can be agreed and secured (e.g. a roof tariff or payments linked to land sales) but if any such mechanism seeks to utilise South Norfolk's funds then this would be brought back to Members to consider in due course.

**The development and bypass are not granted planning permission**

- 6.1.5 In this scenario the bypass can't be delivered and there is no draw on any funding.

**The cost of the bypass increases**

- 6.1.6 As described above the Greater Norwich pooled CIL fund provides a buffer of approximately £3.3m. Furthermore, the overall cost estimate for the project includes an allowance for risk which has been calculated through a 'quantified risk assessment'. Therefore, there is currently no risk to South Norfolk Council's funds if the cost of the bypass increases.

**6.2 Legal implications**

There are currently no legal implications arising from this paper.

- 6.3 **Equality Implications** - an Equalities and Communities Impact Assessment is not required at this time.

**6.4 Environmental Impact**

There are no environmental implications arising from this paper because it is solely focused on the funding of the bypass scheme. The environmental impact of the development will be fully assessed as part of the planning application process.

**6.5 Crime and Disorder**

There are none directly

**6.6 Risks**

If the Outline Business Case is unsuccessful, DfT funding will not be secured for delivery of Long Stratton bypass. At present there is no alternative source of funding for the DfT's contribution of 70% and it is anticipated that if the OBC is unsuccessful it would have a substantial impact upon the current bypass scheme and its delivery.

**7 CONCLUSION**

- 7.1 The delivery of a bypass for Long Stratton has been a long standing ambition for this Council and the opportunity presented by the OBC and the associated DfT funding makes this much more of a reality. South Norfolk has funds in its capital programme and in order to ensure that the case presented to DfT is as robust as possible it is recommended that

the developer contribution is underwritten and that this decision is included within the OBC.

## **8 RECOMMENDATIONS**

### **8.1 Cabinet is asked to:**

Reduce the £10m set aside in the Capital Programme for Other Property/Economic Development Investment to £4.5m and that this is used to underwrite the developer's contribution.

## **UPDATE TO LOCAL DEVELOPMENT SCHEME**

**Report Author(s):** Paul Harris  
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**Portfolio:** The Economy and External Affairs

**Ward(s) Affected:** All

### **Purpose of the Report:**

Amendments to the current Local Development Scheme to reflect the changes to the Greater Norwich Local Plan (GNLP) timetable

### **Recommendations:**

1. It is recommended that Cabinet recommends Council to approve the proposed amendments to the current Local Development Scheme.

## 1 SUMMARY

- 1.1 The Local Development Scheme (LDS) sets out the timetable for preparing new local plans and summarises what they are to contain. This report sets out amendments to the current Local Development Scheme (LDS) regarding:

- the emerging Greater Norwich Local Plan (GNLP) timetable;

It is anticipated that the GNLP will be adopted in September 2022.

## 2 BACKGROUND

- 2.1 It is a legislative requirement for the Council to publish a Local Development Scheme and to keep this up to date under section 15 of the Planning and Compulsory Purchase Act, as amended by the Localism Act. The last update to the LDS (May 2019) was agreed by Council on 15 July 2019. This can be viewed at: <https://www.south-norfolk.gov.uk/residents/planning-and-building/planning-policy/local-development-scheme>.

## 3 CURRENT POSITION/FINDINGS

- 3.1 On 10th July the Greater Norwich Development Partnership (GNDP) agreed to recommend that constituent authorities agree a revised production timetable for the GNLP. The revised timetable allowed for an additional consultation in November 2020 and further evidence gathering. This revised timetable was duly agreed by Broadland and South Norfolk Councils through the statutory plan making project plan: the Local Development Schemes (LDS).
- 3.2 On 6th August government published a consultation entitled “Changes to the current planning system”. Proposed changes included revisions to the method for calculating “Local Housing Need” (LHN). The revised method would increase Greater Norwich’s housing need from 40,000 to 65,000 homes. The GNLP would need to plan for this higher number if progressed in accordance with the previously agreed timetable.
- 3.3 In reality, due to the significance of the uplift in numbers, the GNLP could no longer progress in line with the previously agreed timetable. This is because the additional sites needed to meet the higher housing number could not be evaluated, evidenced and consulted upon without a significant delay.
- 3.4 On 30th September the Greater Norwich Development Partnership (GNDP) considered a report that evaluated the appropriate response to these matters. Subject to ongoing progress reviews, the GNDP resolved to:

*“accelerate the production of the GNLP, excluding the additional consultation and evidence gathering planned. This acceleration would mean carrying out the reg.19 pre-submission publication of the GNLP in February/March 2021 and submitting the plan to the secretary of state for examination in July 2021.”*



- 3.5 Producing the plan to this timescale should enable the GNLP to rely on the current method of calculating LHN i.e. a housing need of 40,000 homes.”
- 3.6 The LDS (Appendix A) has been updated in accordance with the new timeline. The new timetable sees the document adopted in September 2022.

#### **4 PROPOSED ACTION**

- 4.1 To ensure that the latest situation on the proposed GNLP is properly reflected in the LDS, it is recommended that the document be updated in accordance with the new timetable.

#### **5 OTHER OPTIONS**

- 5.1 The alternative is to not make the above amendments, which would mean that the LDS is not up to date which would not be compliant with the Localism Act, with implications for the soundness and legal compliance of the Local Plan documents.

#### **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – Production and publication of the revised LDS is within the normal Place Making Team resources. The work on the GNLP is resourced under the arrangements for the Greater Norwich Development Partnership.

- 6.2 **Legal Implications** – Not having an up-to-date LDS would conflict with the Localism Act (2011) and result in emerging Local Plan documents not being ‘sound’ and legally compliant.

- 6.3 **Equality Implications** – In terms of the Equalities Act 2010 requirements, the LDS is not a policy, but is the document that sets out the timetable for the production of Development Plan Documents, in accordance with the legal requirements. As such, it does not itself impact on equalities. The timetable allows sufficient time for community engagement, as required under the Council’s Statement of Community Involvement (SCI). The Development Plan Documents will themselves be subject to equalities impact assessment.

- 6.4 **Environmental Impact** – None

- 6.5 **Crime and Disorder** – None

- 6.6 **Risks** – None

#### **7 CONCLUSION**

- 7.1 During the process of preparing the Greater Norwich Local Plan (GNLP) it has become evident that amendments are needed to the timetable for its production and consequently the LDS.

#### **8 RECOMMENDATIONS**

8.1 It is recommended that Cabinet recommends to Council that it approves the proposed amendments to the current Local Development Scheme (LDS).

**Background Papers**

None

# **DRAFT Local Development Scheme for South Norfolk**

**December 2020**



## **Contents**

1. Introduction
2. The Adopted Local Plan
3. The LDS Programme
4. Local Development Document Profiles
5. Other Documents related to the Development Plan

Appendix 1 – South Norfolk Local Development Scheme Timetable

Appendix 2 – Details of Existing Local Plan Documents

DRAFT

## 1. Introduction

- 1.1 The Council is required to prepare a *Local Development Scheme* (LDS) under the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). The LDS is essentially a project plan which identifies, amongst other matters, the Development Plan Documents which, when prepared, will make up the Local Plan for the area. It must be made publicly available and kept up-to-date. This enables the public and stakeholders to find out about emerging planning policies in their area, the status of those policies, what the documents will contain, and the timescales for their production.
- 1.2 In addition to providing information about the development plan documents in preparation, this LDS also provides detail about the preparation of Supplementary Planning Documents (SPDs), and adopted local development documents, to provide a full account of the planning policies operating in South Norfolk. This document also refers to key documents supporting the production of the Local Plan.
- 1.3 The South Norfolk LDS does not cover the Broads Authority areas within South Norfolk, as the Broads Authority is a Local Planning Authority in its own right and produces its own LDS.

## 2. The Adopted Local Plan

### Development Plan Documents (DPDs)

- 2.1 Development Plan Documents or DPDs, now more usually called 'Local Plans', are the formal policy documents which make up the statutory development plan for South Norfolk. Once adopted, these have full legal weight in decision making. The Council's decisions to approve or refuse any development which needs planning permission must be made in accordance with the policies in the development plan, unless material considerations indicate otherwise.
- 2.2 The currently adopted development plan for South Norfolk comprises the following documents:
- *Joint Core Strategy for Broadland, Norwich and South Norfolk* (the JCS), adopted in March 2011, with amendments adopted January 2014;
  - *South Norfolk Site Specific Allocations and Policies Document*, adopted October 2015;
  - *South Norfolk Development Management Policies Document*, adopted October 2015;
  - *Wymondham Area Action Plan*, adopted October 2015;
  - *Long Stratton Area Action Plan*, adopted May 2016;
  - *Cringleford Neighbourhood Plan*, made February 2014;
  - *Mulbarton Neighbourhood Plan*, made February 2016; and
  - *Easton Neighbourhood Plan*, made December 2017;

Further details on the above can be found in Appendix 2.

- 2.3 Each document (apart from Neighbourhood Development Plans) must be prepared in accordance with a nationally prescribed procedure set out in the Town and Country Planning (Local Planning) (England) Regulations 2012, as amended. At key stages of plan-making there is an opportunity for the public to comment on emerging planning policies and proposals in the documents. At the end of the process, development plan documents must be submitted to the Secretary of State and be independently examined by a government appointed inspector to assess their soundness and legal compliance before they can be adopted by the Council and come into force.
- 2.4 Certain other documents must be published alongside each Development Plan Document, including:
- a *sustainability appraisal (SA) report* of the DPD at each stage (a *sustainability appraisal scoping report* is prepared and consulted on at the start of the process to set out what sustainability issues and objectives the SA should cover and what evidence it will use);
  - a *policies map*, setting out the DPD's policies and proposals on a map base (if relevant);
  - a *statement of consultation* summarising public representations made to the plan and how they have been addressed (called the "Regulation 22(c) statement");
  - copies of any representations made;
  - any other supporting documents considered by the council to be relevant in

- preparing the plan;
- an *adoption statement* and *environmental statement* (when the plan is adopted).

### **Supplementary planning documents (SPDs)**

- 2.5 Supplementary planning documents (SPDs) help to support and explain in more detail how the Council will implement particular policies and proposals in the local plan. SPD can also take the form of masterplans or detailed design briefs for sites allocated in the Local Plan. SPDs can be reviewed frequently and relatively straightforwardly to respond to change.
- 2.6 The National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG) state that SPDs should be used '*where they can help applicants make successful applications or aid infrastructure delivery*', and should not be used to add unnecessarily to the financial burdens on development. SPDs should clarify and amplify existing policy, not introduce new policy or include excessively detailed guidance.
- 2.7 Current SPDs adopted by the Council are:
- *South Norfolk Place-Shaping Guide SPD (September 2012);*
  - *Guidance for the delivery of a Food and Agriculture Hub for Broadland and South Norfolk SPD (July 2014); and*
  - *Guidelines for Recreation Provision in New Residential Developments SPD (September 2018)*

### **3. The LDS Programme**

- 3.1 With an adopted Local Plan for the whole of South Norfolk's planning authority area, the focus is now on maintaining an up to date Plan in accordance with Government requirements. The focus of this work is on the replacement of the oldest part of the Local Plan, the JCS, with a new Greater Norwich Local Plan (GNLP). As well as replacing the JCS the GNLP will also allocate the sites to deliver future growth, replacing sections of the South Norfolk Site Specific Policies and Allocations Document, and potentially some elements of the Wymondham and Long Stratton Area Action Plans, The South Norfolk Development Management Policies Document and some Neighbourhood Plans. The timetable for producing the GNLP set out in this LDS has been adjusted to reflect its accelerated programme. The updated profile for the GNLP is set out in Section 4 below.
- 3.2 The consultation on the draft GNLP also marked the separation of the sites in the Village Clusters in South Norfolk into the South Norfolk Village Clusters Housing Allocations Document. During production of the Regulation 18 draft GNLP it became apparent that the choice of sites available in the village clusters across South Norfolk was not producing the potential options that would successfully address the requirements in those settlements. Some parishes had few sites submitted, often detached from the settlement or with other issues raised via the initial Housing and Economic Land Availability Assessment (HELAA), consequently leading to a potentially greater concentration of development in other settlements. As such a call for additional sites in Village Clusters was made through Policy 7.4 of the draft GNLP. With its more extensive rural area, significantly larger number of small settlements/parishes, and consequently larger requirement for village cluster allocations than Broadland, the work to address the Village Clusters in South Norfolk is now being undertaken in a separate document. The overall strategic requirements, including the total number of new dwellings to be allocated in the Village Clusters, will continue to be set out in the GNLP; consequently, the timetable, set out in the Document Profile below, will follow closely behind the GNLP timetable with adoption timetabled for November 2022.



## 4. Local Development Document Profiles

Document Title	Greater Norwich Local Plan (GNLP)
<b>Role and content</b>	<p>To provide the strategic vision, objectives and strategy for future development of the Greater Norwich area, to accommodate objectively assessed needs for growth and to identify specific sites for development in the period to 2038.</p> <p>The areas to which the policies apply will be shown on the Policies Map.</p> <p>The GNLP provides the strategic context for the preparation of any lower level policy documents prepared by the three constituent district planning authorities, such as Development Management Policies or Area Action Plans.</p>
<b>Status</b>	Development Plan Document/Local Plan
<b>Conformity</b>	The document must conform with the National Planning Policy Framework (NPPF) and should also accord with standing advice in national the Planning Practice Guidance (PPG) and other Government Policy Statements.
<b>Geographical coverage</b>	The three districts of Broadland, Norwich and South Norfolk, excluding the parts of those districts falling within the Broads Authority Executive Area.
<b>Joint working arrangements (if any)</b>	The plan will be prepared jointly with Broadland District and Norwich City councils, working with Norfolk County Council.
<b>Relationship with adopted local plan(s)</b>	<p>The GNLP will supersede</p> <ul style="list-style-type: none"> <li>a) the Joint Core Strategy (JCS) for Broadland, Norwich and South Norfolk (adopted March 2011, amendments adopted 2014); and</li> <li>b) elements of the South Norfolk Site Specific Allocations and Policies Document (October 2015); and</li> <li>c) those other documents identified in the LDSs for Norwich City and Broadland District Councils</li> </ul> <p>The Wymondham Area Action Plan (October 2015), the Long Stratton Area Action Plan (October 2015) and the South Norfolk Development Management Policies Document (October 2015) will not be superseded, although there may be elements of the GNLP that add to, amend or replace parts of those documents.</p>

	The GNLP will be a component of the overall South Norfolk Development Plan, in conjunction with the retained documents and any 'made' Neighbourhood Plans.
<b>Evidence required</b> <i>May include selective reviews of the evidence base already in place for the adopted Local Plan and new or updated studies where necessary.</i>	<p>Includes (but may not be limited to):</p> <ul style="list-style-type: none"> <li>• Strategic Housing Market Assessment (SHMA);</li> <li>• Housing and Economic Land Availability Assessment (HELAA);</li> <li>• New Settlement Topic Paper</li> <li>• Employment, Town Centre and Retail Study;</li> <li>• Viability Study</li> <li>• Infrastructure study;</li> <li>• Health Impact Assessment;</li> <li>• Strategic flood risk assessment (SFRA);</li> <li>• Water Cycle Study;</li> <li>• Landscape Character Assessment;</li> <li>• Green infrastructure study; and</li> <li>• Sport and recreation study.</li> </ul> <p>The plan must be accompanied by a Sustainability Appraisal (SA) and Habitats Regulation Assessment (HRA) which will draw on, and themselves be part of, the evidence base</p>
<b>Production milestones</b> (Timetable consistent with that for Norwich City and Broadland District Councils)	
Commence document production.	December 2015
Call for sites – invitation to put forward specific development sites for inclusion in the GNLP.	May-July 2017
Commission, prepare and publish evidence studies required to support the GNLP.	March 2016 – January 2019
Publish initial Growth Options and Site Proposals <b>(Regulation 18)</b> for consultation.	January-March 2018
Publish the New, Amended and Small Sites <b>(Regulation 18)</b> for consultation.	October – December 2018
Publish Draft Plan <b>(Regulation 18)</b> for consultation.	January – March 2020

Publish Pre-Submission Plan (Regulation 19)	February – March 2021
Formal submission of GNLP to Secretary of State (Regulation 22).	July 2021
Public Hearings start	November - December 2021
Adoption of the Greater Norwich Local Plan.	September 2022
<b>Arrangements for Production and Review</b>	
South Norfolk Governance	<p>Led by Place Making</p> <p>Agreement at each stage through Cabinet and Full Council approval at Regulation 19, 22 and adoption.</p>
How will stakeholders and the community be involved?	The Council will accord with the approved Statement of Community Involvement (SCI)
How will the document be reviewed?	<p>The document will be monitored and reviewed as part of the Annual Monitoring Report process.</p> <p>In accordance with the NPPF, Local Plans should be reviewed every 5 years. Such a review will need to determine whether any significant matters have arisen, for example through changes to national policy or the identification of additional development needs, that mean the Plan needs to be updated or replaced.</p> <p>The current timetable proposes adoption of the GNLP in September 2022, approximately 5 years from commencement of plan production. Consequently, the first review is scheduled for late 2027.</p>

<b>Document Title</b>	
<b>South Norfolk Village Clusters Housing Allocations document</b>	
<b>Role and content</b>	To allocate housing sites in the South Norfolk village cluster settlements, sufficient to meet the minimum requirements set out in the Greater Norwich Local Plan (GNLP).
<b>Status</b>	Development Plan Document/Local Plan
<b>Conformity</b>	The document must conform with the National Planning Policy Framework (NPPF) and the GNLP and should also accord with standing advice in national the Planning Practice Guidance (PPG) and other Government Policy Statements.
<b>Geographical coverage</b>	<p>Village Cluster parishes* in South Norfolk Council, excluding the parts of those parishes falling within the Broads Authority Executive Area.</p> <p>* All parishes, except: Chedgrave; Colney; Costessey; Cringleford; Diss; Easton; Framingham Earl; Framingham Pigot; Hethersett; Hingham; Loddon; Long Stratton; Poringland; Redenhall w Harleston; Trowse w Newton; and Wymondham. The document also excludes housing sites in: parts of Roydon and Heywood that relate to the settlement of Diss; parts of Tharston &amp; Hapton that relate to the settlement of Long Stratton; and parts of Caistor St Edmund &amp; Bixley and Stoke Holy Cross that relate to the settlement of Poringland/Framingham Earl.</p>
<b>Joint working arrangements (if any)</b>	None.
<b>Relationship with adopted local plan(s)</b>	The South Norfolk Village Clusters Housing Allocations document will supersede elements of the South Norfolk Site Specific Allocations and Policies Document (October 2015).
<b>Evidence required</b> <i>May include selective reviews of the evidence base already in place for the adopted Local Plan and new or updated studies where necessary.</i>	<p>Will include:</p> <ul style="list-style-type: none"> <li>• Housing and Economic Land Availability Assessment (HELAA)</li> </ul> <p>The document will draw largely on the evidence base that supports the strategic policies in the GNLP but will in certain instances require specific updates/additional work. This includes (but may not be limited to):</p> <ul style="list-style-type: none"> <li>• Strategic Housing Market Assessment (SHMA);</li> <li>• Viability Study;</li> <li>• Infrastructure study;</li> <li>• Health Impact Assessment;</li> <li>• Strategic flood risk assessment (SFRA);</li> <li>• Water Cycle Study;</li> <li>• Landscape Character Assessment;</li> <li>• Green infrastructure study; and</li> <li>• Sport and recreation study.</li> </ul> <p>The plan must be accompanied by a Sustainability Appraisal (SA) and Habitats Regulation Assessment (HRA) which will</p>

	draw on, and themselves be part of, the evidence base
<b>Production milestones</b>	
Commence document production.	January 2020
Call for sites – invitation to put forward specific development sites for inclusion as part GNLP Regulation 18.	January to April 2020
Publish Draft Plan <b>(Regulation 18)</b> for consultation.	February/March 2021
Publish Pre-Submission Plan <b>(Regulation 19)</b>	September/October 2021
Formal submission of GNLP to Secretary of State <b>(Regulation 22)</b> .	November/December 2021
Public Hearings start	March/April 2022
Adoption of the South Norfolk Village Clusters Housing Allocations Plan.	December 2022/January 2023
<b>Arrangements for Production and Review</b>	
South Norfolk Governance	<p>Led by Place Making</p> <p>Agreement at each stage through Cabinet and Full Council approval at Regulation 19, 22 and adoption.</p>
How will stakeholders and the community be involved?	The Council will accord with the approved Statement of Community Involvement (SCI)
How will the document be reviewed?	<p>The document will be monitored and reviewed as part of the Annual Monitoring Report process.</p> <p>In accordance with the NPPF, Local Plans should be reviewed every 5 years. Such a review will need to determine whether any significant matters have arisen, for example through changes to national policy or the identification of additional development needs, that mean the Plan needs to be updated or replaced.</p>

## 5. Other documents related to the Development Plan Documents

- 5.1 Various other documents are required alongside the local plan, but do not form part of it. A **Statement of Community Involvement (SCI)** shows how the council intends to involve the community in plan preparation and planning decision making. The South Norfolk SCI was updated in June 2019 to reflect changes to national legislation and will be kept under regular review.
- 5.2 To ensure that plans and policies are effective, an **Annual Monitoring Report (AMR)** must also be prepared to record progress on implementing the local plan and whether local plan targets are being met. From 2011, the AMR for South Norfolk has been incorporated within a combined monitoring report for the Joint Core Strategy prepared jointly by the Greater Norwich authorities.
- 5.3 The **Norfolk Strategic Planning Framework (NSPF)** is a non-statutory strategic policy statement which sets broad targets and priorities for the next round of statutory Local Plans for individual districts and wider areas in Norfolk, facilitating joint working across district boundaries and helping to fulfil the statutory Duty to Co-operate. Consultation on the initial NSPF took place from July-September 2017, and the document was subsequently endorsed by all of the Norfolk authorities. During 2019 it was updated to reflect the requirements of the revised NPPF, in particular (a) so that it fulfils the remit of a 'Statement of Common Ground' and (b) so that it reflects the new 'standard' housing methodology and Version 2 was endorsed by all of the authorities in late 2019. In order to keep the document relevant and up to date, Version 3 of the NSPF is currently being prepared for endorsement in late 2020.
- 5.4 Local Planning Authorities must to publish and maintain a statutory **Brownfield Land Register**. The register is intended to include details of any previously developed land suitable for housing, which is capable of accommodating five or more dwellings. The first Register was prepared for December 2017 and will be reviewed annually thereafter. The Brownfield Register is prepared jointly by the Greater Norwich authorities.

## Appendix 1

### South Norfolk Local Development Scheme Timetable - July 2020

	2019												2020												2021												2022												2023		
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M												
Greater Norwich Local Plan																																																			
South Norfolk Village Clusters Housing Allocations Document																																																			
Policies Map - Update																																																			

#### Legend

- Preparation of document/evidence gathering to inform Reg.18 consultation
- Regulation 18 (or equivalent for SPD) Consultation
- Pre-Submission Publication of Plan (Regulation 19)
- Submission to Secretary of State for Independent Examination (Regulation 22)
- Examination
- Adoption of Plan

## Appendix 2

### The existing adopted Local Plan

Several planning documents are already in place to guide the council's decisions on planning applications: together these form the existing adopted Local Plan for South Norfolk. As these documents are already in use, they are not part of the formal LDS schedule set out in Appendix 1.

The documents making up the Local Plan must conform to national planning policy in the National Planning Policy Framework (NPPF), supported by national Planning Practice Guidance (PPG).

The Local Plan documents fit into a hierarchy with broad, strategic policies at the top and more detailed policies interpreting the strategic approach at a district or smaller area level.

For the Greater Norwich area (which includes South Norfolk), the adopted ***Joint Core Strategy for Broadland, Norwich and South Norfolk*** (JCS) is at the top of the hierarchy. The JCS was adopted in March 2011, with amendments adopted in January 2014. It is a strategic planning document prepared jointly by the three constituent districts in Greater Norwich and provides a long-term vision, objectives and spatial strategy for development of the area to 2026.

The ***Site Specific Allocations and Policies Document*** identifies and sets out policies for site allocations in South Norfolk indicating where development is expected to occur between now and 2026. Alongside the Wymondham Area Action Plan, the Cringleford Neighbourhood Plan and the Long Stratton Area Action Plan, it responds to the requirement of the JCS to identify additional sites for approximately 16,000 new homes in the district by 2026, over and above existing housing commitments at the JCS base date of April 2008. It also identifies opportunities to accommodate the overall levels of growth in jobs and services anticipated over that period and to ensure that these can be delivered and located sustainably. It will also help to deliver the community facilities and green infrastructure and elements of the sustainable transport network required to support new development as it occurs, in accordance with the JCS.

The ***Development Management Policies Document*** sets out a range of more detailed policies applying throughout South Norfolk which will be used in the council's assessment of development proposals and to guide future council decisions on applications for planning permission. Policies cover a range of topics, building on the national policy principles for sustainable development set out in NPPF and the strategic policies and objectives of the JCS. In certain cases, the policies also set out local criteria and standards for different kinds of development.

The ***Wymondham Area Action Plan*** guides development in the town up to 2026. The plan provides for at least 2,200 new homes and 20 hectares of



employment land, in the context of: protecting and enhancing a 'Kett's Country Landscape' to strengthen the role of the Tiffey Valley; maintaining the strategic separation between Wymondham and Hethersett; protecting the landscape setting of the town and abbey; and creating connections and linkages between green infrastructure.

The **Long Stratton Area Action Plan** will deliver at least 1,800 new dwellings, additional employment land, alongside the long-sought Long Stratton bypass to reduce congestion and pollution through the village in peak hours and improve connectivity along the A140 corridor.

The Localism Act 2011 allows for community led **Neighbourhood Development Plans** to be brought forward to complement the adopted Local Plan. There are existing Neighbourhood Plans for Cringleford, Mulbarton and Easton. Neighbourhood Areas, the first stage of developing a Neighbourhood Plan, have been formally agreed for the following: Dickleburgh; Diss & District (Diss, Burston & Shimpling, Roydon, Scole, and three parishes in Mid-Suffolk); Long Stratton, including parts of Tharston Parish; Poringland; Starston; Trowse w Newton; Tasburgh; Tivetshall and Wymondham.

## **Proposal on the future governance arrangements for the Big Sky Companies**

**Report Author(s):** Debbie Lorimer  
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**Portfolio:** Cllr Alison Thomas – Customer Focus

**Ward(s) Affected:** None

### **Purpose of the Report:**

To propose that the Council's wholly owned Big Sky Companies consider a change to their governance arrangements.

### **Recommendations:**

1. That Cabinet agree to recommend to Council that the Big Sky Board is invited to consider:
  - a. increasing the number of Directors on the Board of Big Sky Ventures by one to a total of three and
  - b. offering two of those positions to Members drawn from the Council

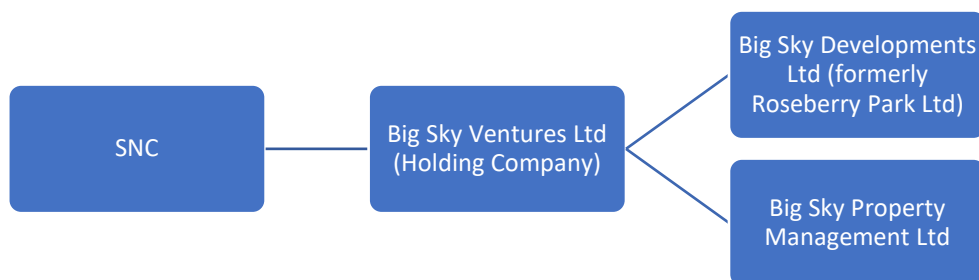
## 1 SUMMARY

- 1.1 This report considers a proposal to invite the Council's wholly owned Big Sky Companies to change their governance arrangements to invite two Members of the Council to join the Board of the holding company; Big Sky Ventures.

## 2 BACKGROUND

### Company Structure

- 2.1 During 2013 and 2014 the Council explored a number of options in relation to bringing forward the development of Council owned land at Poringland and Long Stratton. Originally looking to progress the site at Poringland, the Council formed a company called Roseberry Park Limited in 2013 to develop the first phase of that site.
- 2.2 Following legal and tax advice the following company structure in relation to the Big Sky Companies was agreed at Cabinet in January 2015



- **Big Sky Ventures Ltd** – The top-level holding company with the Council as sole shareholder of this company which in turn is sole owner of the other companies in the group.
- **Big Sky Developments Ltd** – The development company set up to implement Phase 2 of the property development at Poringland and the development at Long Stratton. This company was formerly named Roseberry Park Developments Limited.
- **Big Sky Property Management Ltd** – This company manages the residential portfolio of properties which includes those properties retained from the developments for private sector rental and also the Council's commercial property portfolio.

### Company Governance

- 2.3 The current governance arrangements in place reflect the arrangements that were agreed by Cabinet in January 2015. The rationale regarding the arrangements was that the two sites would have been developed by Council Officers as part of their day to day work, had there not been a legal requirement to trade as a company under the Localism Act. It was therefore agreed by Cabinet that the Council owned companies would operate with officers of the Council serving on

the Board alongside non-Executive Directors with relevant industry and specialist expertise.

- 2.4 To facilitate the appointment of the Directors, it was agreed that Full Council would appoint the Leader of the Council, as a Council representative, to act as the shareholder's representative. The shareholder would not be a Director but the shareholder representative's role at the AGM of each company would be to:
- Approve the appointment or removal of Directors,
  - to set the long-term objectives of the companies,
  - to agree the pay policy for each year,
  - and to scrutinise the Companies' accounts prior to approval by the Directors.

### 3 CURRENT POSITION/FINDINGS

- 3.1 The current Directors for the Big Sky Companies are listed below:

	Big Sky Ventures Ltd	Big Sky Developments Ltd	Big Sky Property Management Ltd
Trevor Holden	✓	✓	✓
Vacancy (previously Sandra Dinneen)	✓	✓	✓
Stuart Bizley		✓	
Spencer Burrell		✓	✓
Peter Catchpole		✓	✓

NB:

- Sandra Dinneen was a Director on all three companies until her resignation at the AGM on 6 November 2020
  - Julie Brown is the company Secretary for all companies
- 3.2 While the current arrangements have delivered two successful and profitable developments this has been against a background of the Council owning the land, so the level of risk was not as great as it will be going forward when Big Sky Developments will need to compete in the open market for development land.
- 3.3 Building on this success, Big Sky Developments has ambition to increase the delivery of properties going forward. The company together with the Council was successful in receiving a Homes England grant of £7.8million to take forward the development at Cringleford of 350 dwellings at an accelerated delivery rate. This is a marked step change in both the scale and speed of delivery and therefore the level of risk and the level of investment required by the Council is significantly greater.
- 3.4 The benefits to the Council of operating the Big Sky Companies are not limited to the interest it receives from the loans to the companies ( 6% for loans to Big Sky Developments Ltd and 4% for loans to Big Sky Property Management Ltd) which far exceed the rate of return from investments placed with banks and building societies. There are also additional financial benefits from the council tax on the

dwellings, planning and building control fees, new homes bonus, Community Infrastructure Levy (CIL) and S106 contributions. Where commercial property is part of the development that also delivers business rates income.

There are also other significant benefits such as:

- leveraging council assets to create housing,
- promoting economic growth and development and attracting additional investment such as the Homes England funding,
- co-location of homes and jobs to enhance residents' lifestyles,
- maximising the benefit to residents through optimising the use of Council reserves and preserving capital within the District.

## **4 PROPOSED ACTION**

- 4.1 As the Big Sky companies mature and grow, operating with a greater level of investment, it is opportune to look at the future Governance arrangements to provide Members a higher level of oversight in recognition of the increased risk. While the Shareholder's Representative is clear that Members are not part of the Operational Boards and the day to day business of the companies, it is proposed that the number of Directors in the holding company should be increased from two to three and that two of these posts should be held by Members drawn from Full Council. This will give greater oversight on the security and return from the Council's investment in the companies and assist in the strategic direction of the companies in the future.
- 4.2 Members of the Commercial Trading and Customer Focus Committee considered the proposal at their meeting on the 8 November 2020 and endorsed the proposed model with the recommendation to Cabinet that the Big Sky Board is invited to consider the additional Director for Big Sky Ventures and for two of the Director posts to be held by Members alongside the Managing Director of Big Sky.
- 4.3 This report has been produced in consultation with the Shareholder's Representative working with the Managing Director of Big Sky. As the proposed appointment of Members to the Board is such a fundamental change the Shareholder's Representative is not minded to use the existing delegation to approve the appointment of Directors to the Big Sky Boards but instead bring the decision to Council.

## **5 OTHER OPTIONS**

- 5.1 Other models could be considered but this proposal strengthens the involvement of Members at a strategic level while the day to day business is carried out by the experienced Boards of Big Sky Developments Ltd and Big Sky Property Management Ltd.

## **6 ISSUES AND RISKS**

- 6.1 The increased level of investment required to deliver a 350 dwelling site is significantly larger than the previous two developments. Investing up to a third of the Council's assets in Big Sky necessitates a change in the governance

arrangements to provide greater oversight of the Council's investment in its wholly owned companies.

## **7 CONCLUSION**

- 7.1 This report provides a revised model on the governance arrangements for the wholly owned Big Sky Companies reflective of the increased investment requested to deliver larger sites.

## **8 RECOMMENDATIONS**

- 8.1 That Cabinet agree to recommend to Council that the Big Sky Board is invited to consider:
- a. increasing the number of Directors on the Board of Big Sky Ventures by one to a total of three and
  - b. offering two of those positions to Members drawn from the Council

### **Background Papers**

Exempt Cabinet Paper - Update on Commercial Activities 26 January 2015

**CABINET CORE AGENDA 2020/21**

<b>Date</b>	<b>Key</b>	<b>Title of Report</b>	<b>Responsible Officer</b>	<b>Portfolio Holder</b>	<b>Exempt?</b>
<b>7 Dec</b>	N	Budget Update – Second Wave COVID Funding	Rodney Fincham	Josh Worley	N
	N	Contract for Tyres and Related Services at the Depot	Simon Phelan/ Steve Williams	Michael Edney	N
	K	Business Pooling Rates 2021/22	Rodney Fincham	Josh Worley	N
	K	Long Stratton Bypass	Phil Courtier	Lisa Neal	N
	K	South Norfolk Local Development Scheme	Paul Harris	John Fuller	N
<b>Council Meeting 14 December 2020</b>					
<b>11 Jan</b>	N	Recycling Facility	Simon Phelan	Michael Edney	N
	N	Procurement Options	Rodney Fincham	Josh Worley	N
	K	Zone 4 Building Lease	Spencer Burrell/ Tig Armstrong	Lisa Neal	E
	Y	Poringland Neighbourhood Plan	Richard Squires	Lisa Neal	N
	Y	Council Tax Support Scheme 2021/2022	Richard Dunsire/ Louise Tiernan	Josh Worley	N
	Y	Greater Norwich Local Plan Regulation 19 Pre-Submission Publication of Plan	Mike Burrell/ Paul Harris	John Fuller	N
	Y	ICT Infrastructure to support One Network – preferred supplier(s)	Tom Sayer	Kay Billig	E
	N	Eligibility for Affordable Home Ownership	Keith Mitchell/ K Oglieve-Chan	Yvonne Bendle	N
	N	Leisure – Transformation	Simon Phelan	Alison Thomas	N
<b>8 Feb</b>	N	Revenue Budget 21/22, Capital Budget 21/22, Treasury Management Strategy 21/22	Rodney Fincham	Josh Worley	N
	Y	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Phil Courtier	John Fuller	N
<b>Council Meeting 24 February 2020</b>					
<b>15 Mar</b>	N	Q3 Strategic Performance/Finance and Risks	Mel Wiles/ Sinead Carey	Josh Worley	N
	K	Review of Bawburgh Temporary Stopping Place for Gypsies and Travellers	Kevin Philcox/ Leigh Booth	Yvonne Bendle	N

Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.