

## Agenda

### CABINET

Members of the Cabinet	Portfolio	Date
Mr J Fuller (Chairman)	External Affairs and Policy	Tuesday 21 July 2020
Mrs K Mason Billig (Vice Chairman)	Governance and Efficiency	Time
Mrs Y Bendle	Better Lives	9.00 am
Mr M Edney	Clean and Safe Environment	Place
Mrs L Neal	Stronger Economy	To be hosted remotely at:
Mrs A Thomas	Customer Focus	South Norfolk House
Mr J Worley	Finance and Resources	Cygnets 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 Friday 17 July 2020

#### Contact

Claire White tel (01508) 533669

South Norfolk District Council  
Cygnets Court  
Long Stratton Norwich  
NR15 2XE

Email: [democracy@s-norfolk.gov.uk](mailto:democracy@s-norfolk.gov.uk)  
Website: [www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)

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

Large print version can be made available

# 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 15 June 2020  
(attached – page 5)
5. Performance, Risk, Revenue and Capital Budget Position for Quarter 4 2019/20;  
(report attached – page 11)
6. Broadland and South Norfolk – Our Plan for Recovery from the Covid-19 Crisis;  
(report attached – page 64)
7. Leisure Services Recovery Plan Update;  
(report attached – page 84)
8. Environmental Strategy;  
(report attached – page 98)
9. Temporary Pavement Licensing  
(report attached -page 125)
10. Cabinet Core Agenda;  
attached – page 136)
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. Insurance Procurement;  
(report attached – page 138)  

(NOT FOR PUBLICATION by virtue of Schedule 12A Part 1 of Paragraph 3 of the Local Government Act 1972 (as amended)
13. Review of Legal Services Provision;  
(report attached – page 142)  

(NOT FOR PUBLICATION by virtue of Schedule 12A Part 1 of Paragraph 3 of the Local Government Act 1972 (as amended)

## 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.

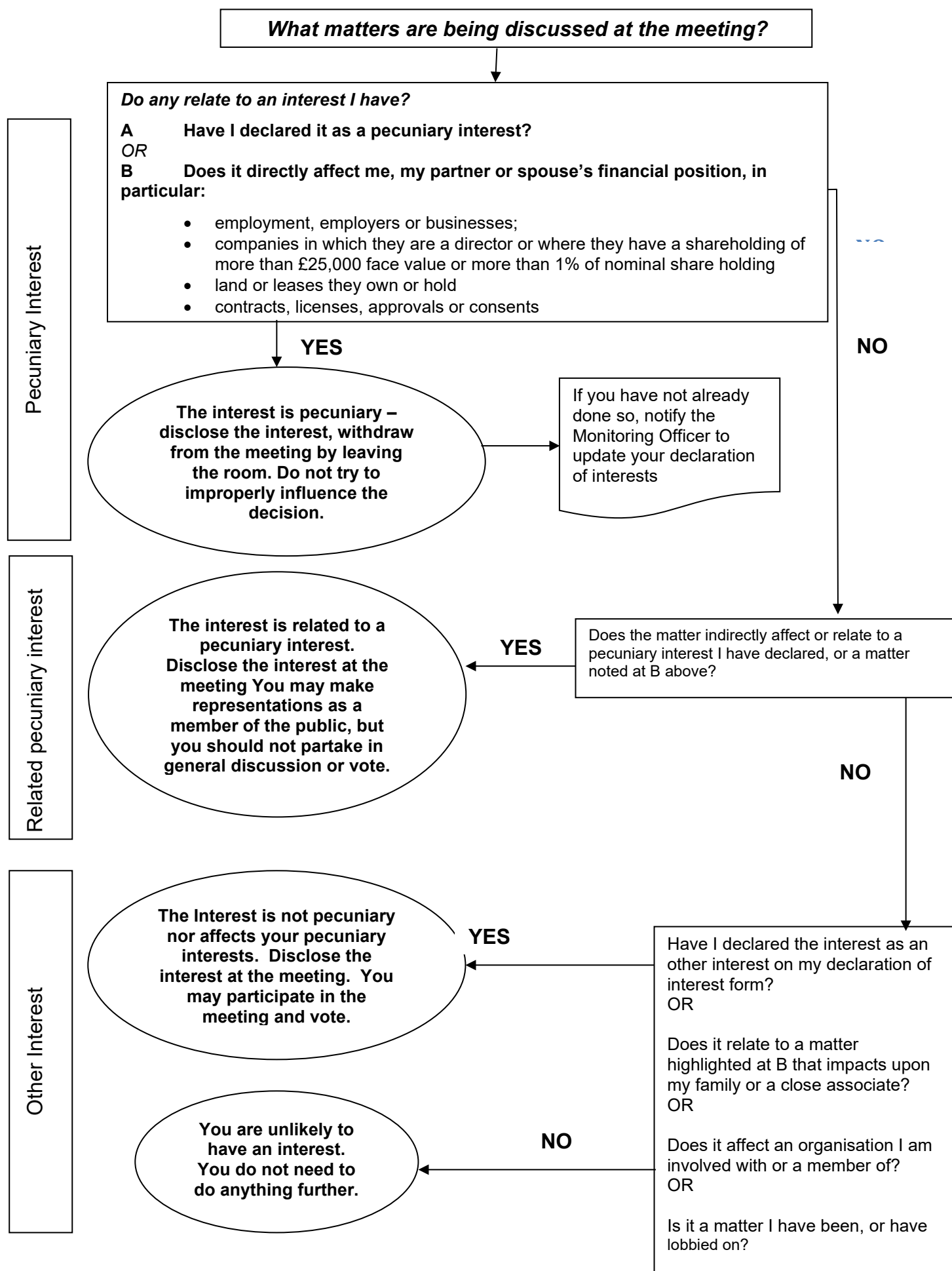
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

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 15 June 2020 at 9.00 am.**

### Members Present:

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

**Non-Appointed** Councillors: C Brown, V Clifford-Jackson, F Ellis, N Legg and G Minshull

**Officers in Attendance:** The Managing Director (T Holden), the Director of People and Communities (J Sutterby), the Director of Place (P Courtier), the Director of Resources (D Lorimer), the Assistant Director Governance and Business Support (E Hodds), the Assistant Director (Planning) (H Mellors), the Development Director - Big Sky (S Burrell), the Housing and Wellbeing Senior Manager (R Dunsire) the Senior Community Planning Officer (R Squires), and the Policy and Partnerships Officer (V Parsons)

**Also in Attendance** Mr J Joyce (Poringland Parish Council)

### 2796 DECLARATIONS OF INTEREST

Cllr L Neal declared an "other" interest as detailed below:

Item	Minute No.	Reason for Declaration
Poringland Neighbourhood Plan	2798	Cllr Neal was a member of the Poringland Parish Council Neighbourhood Plan Steering Group ( but had not attended any meetings since 2018)

### 2797 MINUTES

The minutes of the Cabinet meeting held on Monday 9 March 2020, were confirmed as a correct record and signed by the Chairman.

## **2798 PORINGLAND NEIGHBOURHOOD PLAN 2019-2039 – CONSIDERATION OF THE EXAMINER’S REPORT**

Members considered the report of the Senior Community Planning Officer, which presented members with the recommendations of the examiner, appointed to examine the Poringland Neighbourhood Plan.

Cllr L Neal, drew members’ attention to the background of the report, and advised members that Poringland Parish Council was satisfied with all of the modifications from the examiner, with the exception of one, relating to Policy 2 within the Plan; “Housing – scale”.

Mr J Joyce, speaking on behalf of Poringland Parish Council, explained that the Parish Council had formally requested that South Norfolk Council exercise its powers to make an alternative modification to the policy, than that proposed by the examiner, in relation to Policy 2. The Parish Council felt that the examiner’s recommended modification would significantly weaken the Policy, which in their view, already had sufficient exceptions and allowed flexibility. He thanked officers for their invaluable support and advice regarding this matter.

The Senior Community Planning Officer drew members’ attention to the proposed alternative modification, as set out in the Decision Statement, detailed at Appendix 2 of the report. Members noted that a more effective standard for small scale development would be through an area-based approach of no more than 1 ha, rather than a cap on the number of dwellings. This would allow for more flexibility around density and was in accordance with the National Planning Policy Framework (NPPF) definition of small to medium.

During discussion, members concluded that the examiner’s modifications with regard to Policy 2, created too much ambiguity and Cabinet supported the alternative modification. It was noted that this would result in a further period of consultation and that there might also be a need to refer the issue to further independent examination. Officers explained that due to Covid-19, Neighbourhood Plan referendums could not take place until 6 May 2021, at the earliest.

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

### **RESOLVED To**

1. Take a different view to that of the examiner, in relation to the recommended modification of Policy 2 within the Poringland Neighbourhood Plan, and to propose the alternative modifications, as set out in the Decision Statement (App 2 of the report);
2. Delegate to the Director of Place (in consultation with the Portfolio Holder) the power to decide whether or not the issue should be referred to an independent examination following the six-week period of consultation.
3. Accept the examiner’s remaining recommended modifications, as set out in the Decision Statement (App 2 of the report).

## **The Reason for the Decision**

To ensure that the policy demonstrates the clarity and contribution to sustainable development, that is required by the National Planning Policy Framework (NPPF).

## **Other Options Considered**

To take a different view regarding the recommended modifications from the examiner.

## **2799 TEMPORARY CHANGE TO HOUSING ALLOCATION POLICIES**

Members considered the report of the Housing and Wellbeing Senior Manager, which outlined proposed temporary adjustments to the home options allocation policy, to help reduce unprecedented demand on temporary accommodation caused by the current Covid -19 pandemic.

The Housing and Wellbeing Senior Manager outlined the proposals, explaining that this was a great strategic opportunity to help people in to supported housing, and to allow those that were ready to move on to more sustainable accommodation.

The portfolio holder, Cllr Y Bendle, commended the report to members and expressed her support for the proposals.

During discussion, members referred to the hidden numbers of homelessness, that had been identified as a result of the Covid-19 pandemic. Members felt this was an ideal opportunity to address these issues and ensure that residents were appropriately housed.

One member stressed the importance of acknowledging the vital role played by the voluntary sector through the provision of supported housing, and the pressures that this sector was facing.

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

## **RESOLVED**

- 1 To agree a temporary amendment to the criteria within the Council's Housing Policy to allow officers discretion to place eligible, and suitable, individuals currently living in supported accommodation within the 'High' category for allocation;
- 2 That this be in place for an initial period of 3 months, extendable to 6 months, with approval of the Director of People and Communities, in consultation with the relevant portfolio holder.

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

To reduce numbers in temporary accommodation and ensure that residents are appropriately housed.

### **Other Options Considered**

Not to implement the changes to the policy.

## **2800 SILVER AND GOLD APPLICATIONS FOR ARMED FORCES EMPLOYER RECOGNITION SCHEME**

Members considered the report of the Policy and Partnerships Officer, which summarised progress made by both Broadland District and South Norfolk Councils, towards fulfilling their obligations under the Armed Forces Community Covenant and working towards a Gold status under the Employer Recognition Scheme.

The Policy and Partnerships Officer presented her report, explaining that nominations for the Silver status had been submitted in May, with a decision expected sometime in August. There was, she explained, a clear ambition to be the first authorities in Norfolk to achieve Gold status, and to do this, the Council would need to change its current policy and allow reservists an additional 10 days paid annual leave.

Cllr K Kidde, as a former member of the armed forces, stressed the importance of the additional leave, which would allow reservists to attend vital training.

In response to a query, the Policy and Partnerships Officer explained that numbers of reservists at both Councils had been typically low, and therefore there would be little impact financially on the Council. Should this change, the Council could choose to review its policy.

Members expressed their support for the proposals. Voting was then carried out by way of a roll call and it was unanimously

### **RESOLVED To:**

1. Note actions and progress towards achieving Silver and Gold status through the Armed Forces Employer Recognition Scheme;
2. Approve the proposed policy change to offer an additional 10 days paid leave to Reservists employed by the Council.



**The Reason for the Decision**

To demonstrate the Council's commitment to serving and retired Armed Forces Personnel and their families.

**Other Options Considered**

Not to amend the current policy.

**2801 CABINET CORE AGENDA**

Members noted the latest version of the Cabinet Core Agenda.

The Chairman referred to the need to ensure that officers were able to redesign the leisure offer and pricing, before the Leisure Recovery Plan was considered by Cabinet on 21 July. The Managing Director explained that he would review the existing delegations and consider whether there was a need to make any changes to delegations at the Council meeting that evening.

It was noted that the Waste Services Review would be considered by the Cabinet at its meeting in August.

**2802 EXCLUSION OF THE PRESS AND PUBLIC**

It was

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

**2803 PHASE 3, ROSEBERY PARK, PORINGLAND**

Members considered the *exempt* report of the Development Director of Big Sky, regarding Phase 3 of the development at Rosebery Park. Poringland.

The Development Director drew members' attention to the key areas of his report.

Following brief discussion, it was

**RESOLVED** To agree the recommendations as outlined in section 8 of the report.

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

To support the economic growth of the area, whilst generating income.

### **Other Options Considered**

As outlined in the report

(the meeting concluded at 10.00 am)

---

Chairman

**21 July 2020**

**PERFORMANCE, RISK, REVENUE AND CAPITAL BUDGET POSITION FOR  
QUARTER 4 2019/20**

**Report Author(s):** **Finance:** Rodney Fincham (Assistant Director - Finance)

01508 533982, [rfincham@s-norfolk.gov.uk](mailto:rfincham@s-norfolk.gov.uk)

**Performance:** Shaun Crook & Emma Pepper (Innovation and Transformation)

01508 535317, [epepper@s-norfolk.gov.uk](mailto:epepper@s-norfolk.gov.uk)

**Risk Management:** Emma Goddard (Senior Governance Officer)

01508 533943, [egoddard@s-norfolk.gov.uk](mailto:egoddard@s-norfolk.gov.uk)

**Portfolio(s):** Governance and Efficiency  
Finance & Resources

**Ward(s) Affected:** All

**Purpose of the Report:** This report details the Council's performance against strategic measures, risk position and financial position for the fourth quarter of 2019/20.

**Recommendations:**

It is proposed that Cabinet:





- a) Notes the 2019/20 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).
- b) Notes the current position with respect to risks and accepts the actions to support risk mitigation (detailed in Section 6 of this report).
- c) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).

## 1. SUMMARY


- 1.1 This report details the Council's performance against strategic measures, and risk position and financial position for the fourth quarter of 2019/20.





## 2 CURRENT POSITION / FINDINGS

- 2.1 In terms of performance, the table below provides a summary for Q4.

	Totals
 <b>Green Indicator</b>	<b>26 Measures met or exceeded the target.</b>
 <b>Amber Indicator</b>	<b>2 Measures are within an acceptable tolerance of target.</b>
 <b>Red Indicator</b>	<b>5 Measures did not reach the stretched target.</b>
 <b>Baseline</b>	<b>11 Measures are being 'baselined' in 2019/20 in order to determine the target.</b>

- 2.2 With regard to risk management, the current organisational capacity position is positive, indicating the Council is proactively managing risks and capable of realising opportunities as they are identified. The table below presents a position that will assist the organisation to achieve its ambitious targets for the future. The Strategic Risk Register is outlined in Section 6 of this report.

Capacity Indicator	Present Position	Present Risk Acceptability
<b>Financial</b>	<p>The Council is currently undertaking a review of its 20/21 budgets and Medium Term Financial Strategy in the light of COVID-19, which was considered at the Emergency committee on 5th June 2020.</p> <p>There is a positive variance against revenue budget at Q4 of £2.5m. Further details are provided in section 4 of this report.</p>	

Capacity Indicator	Present Position	Present Risk Acceptability
<b>Service Delivery</b>	The Council continues to perform strongly against its suite of strategic performance indicators. The Quarter 4 position 2019/20 is favourable.	
<b>Legal / Compliance</b>	No significant legal / compliance issues have been raised over the past quarter and the status remains the same.	
<b>Reputation</b>	The Council continues to have good reputation locally and nationally	
<b>Human Resources Capacity</b>	This remains strong in light of the implementation of the “one team” in January 2020 across South Norfolk and Broadland District Council. The Corporate Management Leadership Team continues to be in a position to drive the Council forward. The impact of redeploying resource in response to COVID-19 will primarily be seen as we move into 2020/21	

### 3 COMBINED PERFORMANCE , RISK AND FINANCIAL COMMENTARY BY CORPORATE PRIORITY

**Economic Growth, Productivity and Prosperity**

Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities.



#### 3.1 Economic Development

In relation to Strategic Risk S1 - *Failure to encourage business growth at Norwich Research Park Enterprise Zone (EZ) and realise associated opportunities and benefits agreed by Cabinet*, all funding agreements and the legal agreement have now been signed between all relevant parties. The land has been secured, the building and infrastructure has started on site, with Phase1 of the work (internal road) due to be completed on 11 August 2020. The Programme Delivery Board continues to meet to ensure that the Zone 4 project comprising both infrastructure and a building remains on track and within budget, effectively managing this risk.

### 3.2 **Property Development and Management**

At 31st March 2020, there were £14.2m of capital loans invested in the Big Sky companies in accordance with the approved capital programme. Loan interest receivable from the Big Sky companies for 2019/20 was £674k

In relation to Directorate Risk D1 - *Property Investment and Disposal Programmes does not secure additional income and economic growth*, the Pulham disposal remains delayed whilst the Council reviews the potential purchaser's request for amended designs. Development options at Wymondham continued to be explored, whilst quotes are to be sought for the demolition and tidy up of the Diss site (9, Park Road) to make it safer whilst considering options.

### 3.3 **CNC Building Control**



#### **LI1013 CNC Building Control fee earning income**

2019/20 final income figure is £1,658,182 against a target of £1,850,000

To understand why we have successively recorded lower than expected levels of fee earning income in Q4, we must consider the national construction landscape in which this has happened. Overall, construction industry output fell by 2.6% in Quarter 4 (Jan to Mar 2020), compared with Quarter 3 (Oct to Dec 2019). Evidence received from across the industry suggested the coronavirus (COVID-19) pandemic was a significant factor as construction activity ceased or reduced significantly in March 2020.

The effect of COVID-19 on income generation has adversely affected Directorate Risk D3 - *Income generation through Building Control does not materialise at the pace anticipated*. The budget will be reviewed to identify opportunities to make savings and mitigate losses related to the global economic slowdown caused by the coronavirus pandemic.

On 20th March the Council implemented a coronavirus inspection protocol, to ensure we continued to carry out inspections throughout lockdown, although some types of inspections had to be postponed for health and safety reasons. Our inspection protocol will be continually reviewed to keep it in line with current government advice.

As lockdown progressed our partners and customers also experienced a slow-down in productivity which in turn meant we received less applications than expected for this time of year.

Generally business plan activities are progressing but at a slower pace as we adjust to working conditions within lockdown. Some business plan activities such as mobile development and training activities have continued as normal.

It is noteworthy that not all the decrease is from the coronavirus-impacted weeks in March 2020. While January 2020 saw 0.1% growth, February 2020 experienced a large decline in monthly growth of 2.1%. This was due to

adverse weather and flooding experienced throughout the month. (February 2020 was the wettest February since Met Office records began in 1862). The Office for National Statistics reported construction output fell by 5.9% in the month-on-month all work series in March 2020, this decrease was the largest monthly fall on record since monthly records began in January 2010. In addition, it is well documented but very hard to quantify, the negative impact of Brexit on the UK economy and construction rates during the period.

### 3.4 **External funding**



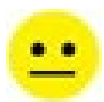
**LI 758 External funding identified and brought into the local economy** – This has been yet another strong quarter during which we have attracted an additional £1.86m from NALP as a contribution towards the Food Innovation Centre. This means we have secured £14.27m of external funding this year against a target of £12K.

### 3.5 **Affordable Homes**



**LI 350: Number of affordable homes delivered (including Help to Buy)** – We delivered 593 affordable homes against a target of 500. 251 were completed by housebuilders under s106 planning agreements and 12 were built by housing associations. The remaining 330 were reported sales through Help to Buy (equity loan). Although slightly less than the previous financial year (total 741), that was the peak delivery year for affordable homes through s106 agreements on sites allocated through the Greater Norwich Joint Core Strategy.

### 3.6 **Non-Domestic Rates**



**BV010: % of non-domestic rates collected** – COVID-19 had an adverse effect in March 2020 preventing normal collection and recovery work during that month. There was also a reduction in payments from a number of businesses who had to close due to lockdown. Nevertheless we achieved a 97.92% collection rate against a 98% target.

It should be noted that the collection rate for non-domestic rates in 2020/21 will be adversely affected by Covid 19. Many businesses are shut due to the pandemic and are unable to pay some or all of their Rates until things return to normal.



### 3.7 Leisure and Recreation

In relation to Directorate Risk D4 - *Leisure Enhancement Programme does not result in increased income and usage*, it has continued to prove difficult to move the leisure service to cost neutrality. A simplified fees and charges structure was agreed for introduction from April 2020, however the closure of all centres in March will have significant impacts on the financial stability of the centres during 2020/21. In addition, capital expenditure on centre improvements has been reprofiled in-light of the issues around the partial VAT exemption and its impacts on capital spend. All Centres were shut on the 17th March following Government advice, resulting in the loss of all income.

A recovery plan for the reopening of the Centres, expected in early July, has been developed with the aim of a phased return to full operation as soon as possible. At this stage it is not possible to predict with certainty the speed at which users will return and therefore the level of income that it will be possible to generate.



#### **HE1901 - Achievement of our leisure services income performance target to achieve cost neutrality**

This quarter the service was £178,111 overbudget, giving a total annual overspend of £393,191 against an ambitious stretch target for 2019/20 of moving towards cost neutrality.

However, total income in 19/20 has increased to £3,243,309 compared to £2,716,940 in 18/19, an impressive increase of £526,369 (19%) in income achieved, meaning we continue to head in the right direction

Wymondham cafe has now been transferred to a 3rd party operator and is now making a profit. An annual membership sales campaign in Dec sold 66 units and raised over £21k compared to 16 units and £5k in 2018. Bespoke sales training (via an industry renowned company TA6) for the front-line teams was delivered in December to prepare and galvanise the team for the expected new year membership surge.

Diss LC has had its most successful year on record improving from last year by £10k and Long Stratton surpassed its year end membership target. Membership although up year on year at Wymondham remains below target with Diss remaining static. Swim school growth and success at both pools has delivered the highest number of members and occupancy on record.



The College have requested an extension to the course programme held at Ketts Park course into the next academic year which will boost its financial performance further.

The Leisure Management & Recreation budgets have produced savings of 31k. To assist further business growth the car park extension works at WLC commenced in April 2020 and the Spa arrangement is being re-negotiated. All sites were closed for the last half of March, with cancellations and refunds given for many bookings due to Covid 19.



**HE1902: % increase in the annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives –**

While Q4 showed a small reduction (-2% ) in overall number of users visiting the centres following the forced closure of the centres from 17th March due to COVID-19, there was an excellent overall increase in the total number of visits from 823,700 last year to 972,926 in 2019/20 (18% )

If the Centres had not been closed because of COVID-19 we would have exceeded our target for 1 million visitors. To put this success in context our visitor numbers in 2016/17 were 694,922 showing a 40% increase over the 4-year period.

### 3.8 **Housing**



**HE1603: % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution -**

Although we have not met this target it is important to note that during this period the average was 6.4 weeks a reduction from the average for Q3 which was 7.78 weeks. 26 households were supported. This clearly shows that we were able to move those people, who were ready to move, into more sustainable accommodation whilst spending longer working with those who were not ready. This ensured that they were ready for whatever outcome was jointly assessed as suitable. This approach is essential if we are to maintain the great performance found within HE1605.



**HE 1606: Number of working days taken to process new claims for Housing Benefit/Council Tax Benefit**

This quarter has seen the best performance this year with the average time to process new claims falling to 4 days. The Broadland/South Norfolk one team approach has been critical by enabling improved learning opportunities, as the team to come together. By taking the best from each (both being top quartile performers) we have become an overall stronger team demonstrating

the advantage of the Two Councils, One Team collaboration. By becoming one team we expect to make further progress in 2020/21.

### 3.9 **Help Hub**



#### **HE 1607: Number of households helped to achieve positive outcomes through our Help Hub service**

This year we have seen an 8% increase in help hub cases throughout the year with the last part of Q4 picking up with support for those impacted by COVID-19. What the Help Hub has demonstrated is the need for a point of contact for residents who don't know where to go for help. This will assist our thinking in how we develop the help hub in the future to bring the learning from Covid and our own success to support residents.

### 3.10 **Social Prescribing**



#### **HE 1608B: Number of referrals to our social prescribing services.**

The service has continued to grow ending the year with 1,785 referrals (a 38% increase on 2018/19). Funding was agreed for a further four (full time equivalent) Connectors, who started on 1 June, with a pilot scheduled to focus on common Mental Health problems in primary care. The started on The month of March showed a significant diminution in expected referrals as GP surgeries modified practice in the light of the Covid 19 outbreak

### 3.11 **Council Tax**



**BV009: % of council tax collected** – Collection was 98.26% against a target of 98.50% but it should be noted that Covid 19 had an adverse effect in March 2020 preventing normal collection and recovery work during the second half of the month. There was also a minor reduction in payments from those Council Tax payers who are not on Direct Debit. Collection rates will be affected in 2020/21 due to the effect of Covid 19



### 3.12 **Waste**



#### **LI263: Number of missed bins for all waste per 100,000**

**collections** In Q4 we recorded 28.6 per 100,000 missed bins against a target of 35. The Waste service continues to improve with the Depots digital 'back-office' system, 'Collections', now fully embedded and driving the waste collection round paperwork. Additionally, vehicle availability and reliability has been enhanced, as well as full compliance with the improvements in the workshop area of the business. This has resulted in the best quarterly performance this year.

### 3.13 **Member Ward Grants & Community Action Fund**



**PL 1901: % of Member Ward budget spent** – The budget has not been spent this year, the ward member budget closed in December with £6,995 left in the budget unspent. This was insufficient to be rolled into a community action fund panel.



**PL1602: % of Community Action Fund (CAF)** – All the original £50,000 has been allocated in quarter four. An additional £50,000 was allocated with the remaining unspent about being carried forward. A community action fund panel will run in Q3 2020/21



**How we will deliver:** Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together

### 3.14 **Brexit**

Strategic Risk S7 - *The Council is unable to respond to an unforeseen impact as a consequence of Brexit, particularly in a no-deal scenario* has been removed as this is not considered to be a current risk facing the Council.

### 3.15 **Resources**

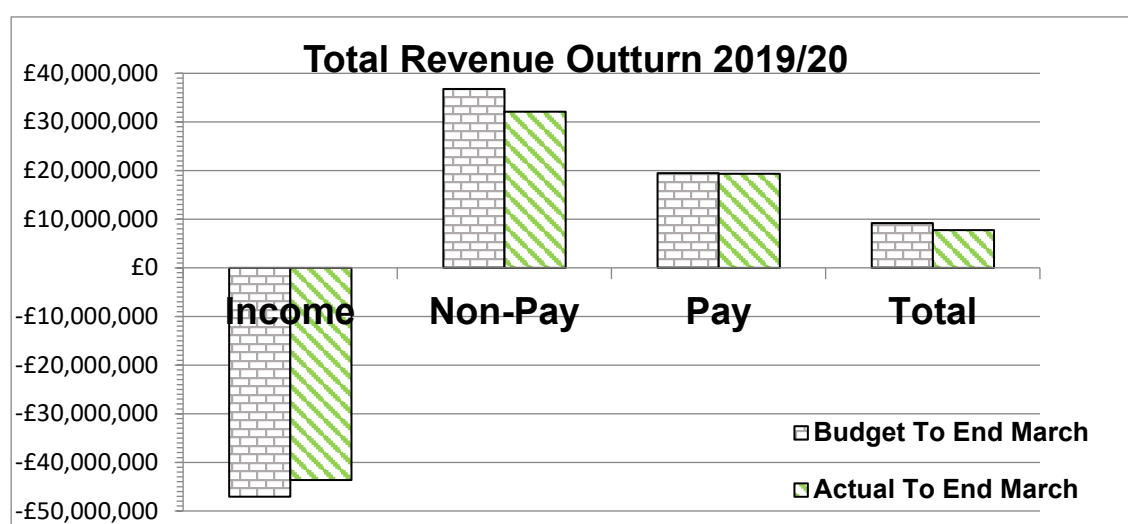
With regard to Strategic Risk S4 - *Council assets are not managed effectively and do not support service delivery*, an accommodation review has begun to look at the longer term requirements and options for the Council, and Broadland District Council.

The positive variance against the revenue budget of £2.5m at Q4 is a positive sign of the present strength of the Council's financial position which needs to be protected in the future. It is recognised that there is a strategic risk that the Council is unable to deliver priority services should revenue funding fall short of required expenditure. The revenue surplus reflects the higher business rates income achieved to date due to good collection and S31 grant income from central government. The Council is participating in the Norfolk 75% business rates retention pilot during 2019/20.

Looking ahead to 20/21, Covid 19 will have a significant financial and operating impact on the Council. It will therefore be important to closely monitor performance in 20/21.

## 4. **REVENUE OUTTURN**

4.1 The budget for 2019/20 was set by the Council in February 2019. The provisional end of year position is set out in the graph below.



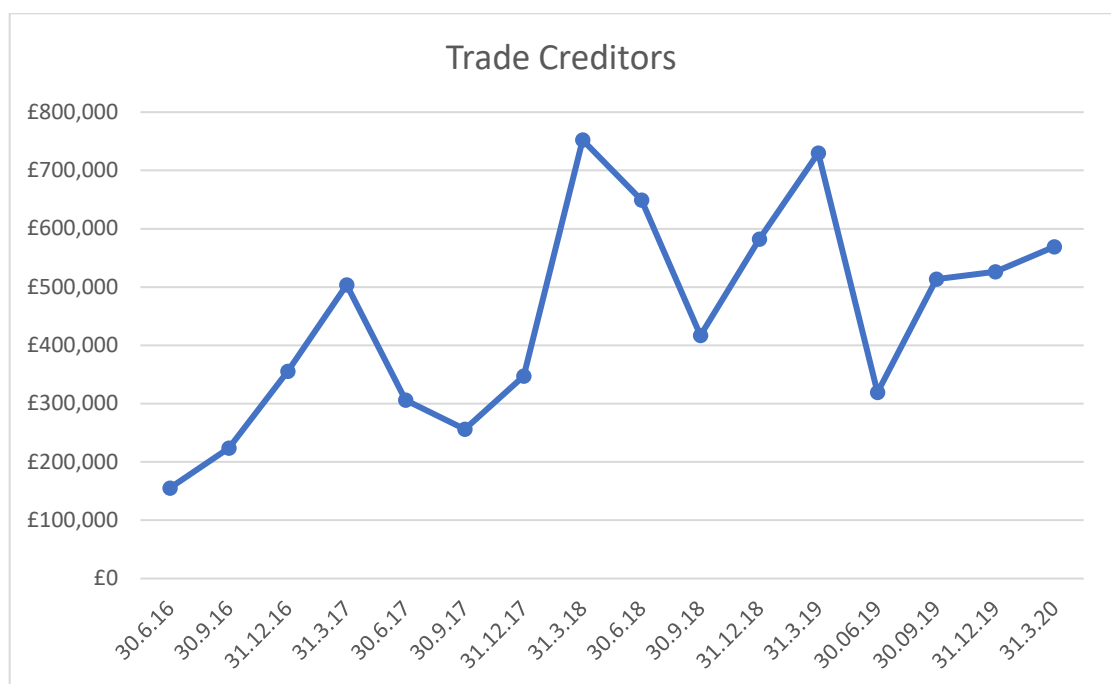
4.2 The year results show a favourable variance of £2.5m. Reasons for the variations are chiefly;

- An additional £1.4m being received in NNDR.
- Additional £0.4m from Investment Income.
- Surplus of £0.8m in Resources, driven by Collaboration savings of £0.3m and an underspend on professional services of £0.2m.
- Surplus of £0.7m in Place chiefly arising from a £0.3m write back of legal provisions, additional income of £0.2m and cost savings in most areas.
- Deficit for People & Communities of £0.8m, driven by Leisure of £0.7m.

- 4.3 A more detailed analysis of the main areas of variance by service is attached as Appendix 2.
- 4.4 **Pay and staffing budgets:** The Council has continued to realise savings as a result of restructuring roles through the One Team programme. Since January 2020 salary costs of joint teams have been shared 55%/45%. The overall effect on staffing budgets is a positive variance of £0.1m.
- 4.5 **Non-Pay budgets:** There has been lower than budgeted non-pay expenditure, driven by lower than budgeted Housing Benefit Grant expenditure of £5.8m, resulting in a positive variance of £4.7m in non pay costs.
- 4.6 **Income budgets:** There was an adverse variance of £2.3m against budget, largely explained by the £4.6m shortfall in money received for Housing Benefits and £0.7m in leisure income being partially offset by an additional £1.4m from NNDR S31 grants from central government in relation to the mandatory reliefs awarded NNDR and combined surplus of £1.5m in Resources and Place.

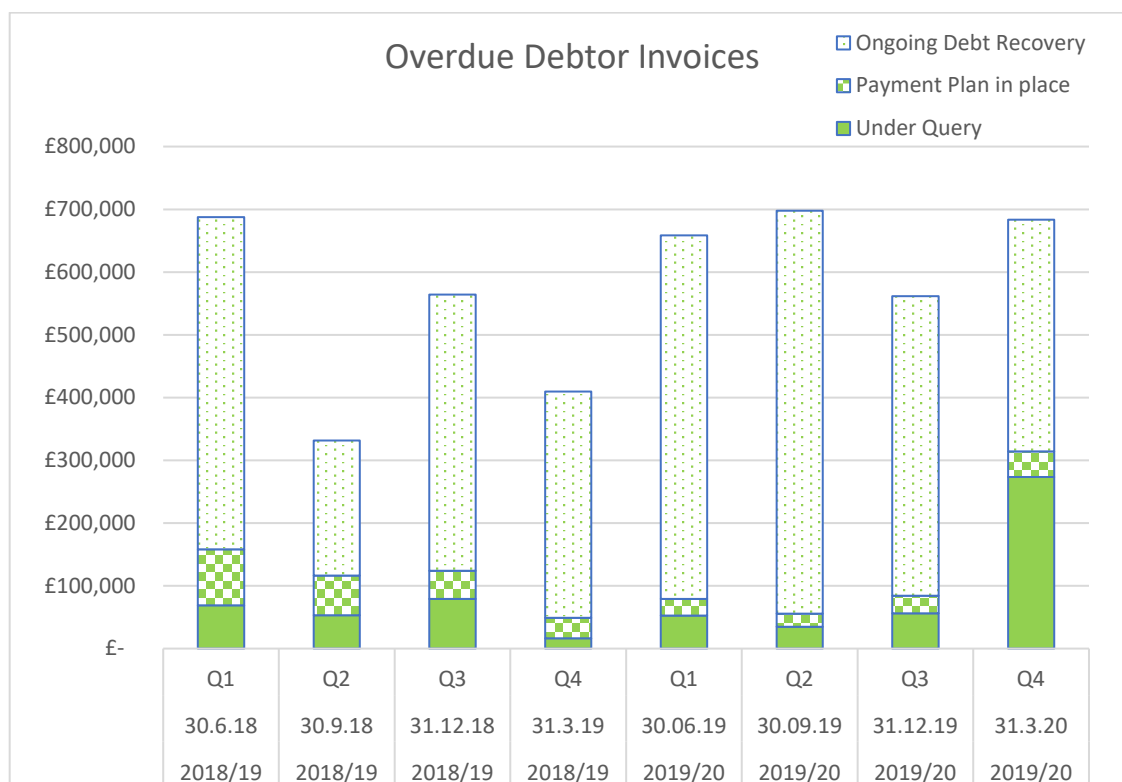
## **Creditors**

- 4.7 Performance on payments is shown in the graph below which shows the total value of invoices approved on the finance system but not yet paid (these are referred to as 'Trade Creditors'). The Council pays most of its suppliers within 30 days, 96.5% of all undisputed supplier invoices have been paid within 30 days at year end.



## Debtors

- 4.8 Trade Debtors are all outstanding invoices raised by the Council which are still awaiting payment. Performance on overdue invoices is shown in the graph below. The year end position is skewed by one invoice under query to Norfolk Homes for £233k, which is expected to be paid in full shortly once additional information has been provided by the service.



## **5. CAPITAL OUTTURN**

- 5.1 Expenditure to the 31 March 2020 was £9.6m compared to a budget of £38.8m.

- 5.2 The major variations are shown in the following table:

Scheme	Budget £'000	Actual £'000	Variance £'000	Slippage request	Comment
Cringleford	3,000	3,000	-		Loan to BSDL for purchase of land
NRP Enterprise Zone – New Building	2,000	896	1,104	454	Land for the new office was purchased in March 2020, but work did not commence until the new financial year.
NRP Infrastructure	2,100	-	2,100		Work did not commence until early in 2020-21 but the project is expected to

					be completed by August 2020.
Strategic Economic Development (Browick)	7,202	-	7,202	50	This project is still in the feasibility stage and the budget will be carried forward so options can be further investigated in 2020-21
Funding for Big Sky Development's Strategy	9,589	2,000	7,589		The Council provides financing to BSD as required by project cash flows. As some of the company's projects have been paused due to viability, only £2m was needed.
Other Strategic Property & Economic Investment (NRC Car Park)	4,150	-	4,150		Project will not be going ahead
Other Property/Economic Development Investment	5,000	-	5,000		Slipped from 2019-20 & 2021 to 2021-22 & 2022-23 as unlikely to be needed in the short term
Better Broadband	570	570	-		Grant to NCC for Improvements to Provision
Improved Leisure Provision	1,480	322	1,158	30	In order not to risk reaching the Council's partial exemption threshold, the Council has re-prioritised the Leisure capital projects. This has meant that only essential works were carried out in 2019-20. £248k of the variance has already been slipped into 2020-21 to allow for the pool filters and car park extension at Wymondham Leisure Centre
Disabled Facilities Grants	939	937	2		

Depot projects, including vehicle replacement	1,311	833	478	61	Bin lift refurbishments were not complete by the end of year as expected, so a slippage request of £42k is made.
Street Lighting	514	440	74	60	Payment to Loddon Parish Council remains outstanding and will now be paid during 2020-21.
IT Projects	482	180	302	172	Hardware was purchased as required during 2019-20, particularly regarding mobile working and the implementation of Windows 10, however, other systems improvements were temporarily put on hold whilst collaboration plans were formulated. It is expected that most of this budget will be required in 2020/21.
Other	443	447	(4)	85	Delay in Toilet Refurbishment during 2019/20 as options for the refurbishment of the Long Stratton & Diss Public conveniences were being investigated (£70k) and Electric charging points (£15k)
<b>Total</b>	<b>38,780</b>	<b>9,625</b>	<b>29,155</b>	<b>912</b>	

5.3 Slippage totaling £19.357m, based on the expected outturn for 2019-20 was incorporated into the 2020-21 Capital Programme approved by Council in February.

Based on the actual outturn and therefore not included in the £19.357m, further slippage from 2019-20 to 2020-21 of £912k is requested as above.



## 6. STRATEGIC RISK POSITION



<b>Risk Reference: S1</b>	<b>Failure to encourage business growth at Norwich Research Park Enterprise Zone (EZ) and realise associated opportunities and benefits agreed by Cabinet.</b>
Directorate & Owner	Place - Director of Place
Commentary	<p>On 23 May 2016, Cabinet agreed to invest £12.54m to support infrastructure and a commercial building development at Norwich Research Park Enterprise Zone. This report was revised and resubmitted on 23 April 2019 requesting a reduced amount of funding investment of c. £3.05m to unlock part of the EZ. This report was subsequently revised on 9 March 2020 to reflect the higher construction costs . The accompanying reports highlighted the opportunity to:</p> <ul style="list-style-type: none"> <li>- invest, unlock and enable new development</li> <li>- generate significant economic and financial benefits</li> <li>- accelerate business growth and attraction of inward investment</li> <li>- generate business rates income</li> </ul> <p>Also highlighted were several key risk areas, most notably that if the commercial building cannot secure tenants and/or if the infrastructure fails to secure additional development to this site this could ultimately result in the Council's investment not being recouped or delayed beyond the expected period.</p> <p>The impact of COVID-19 on the supply chain has meant that the risk has increased of the building missing the 31 March 2021 occupation deadline. If tenants fail to occupy the building by this date, the EZ relief cannot be awarded under the current EZ rule be applied .</p> <p>Work has been completed on a market assessment for a building Zone 4 which shows a good level of demand for such an investment.</p>
Business Plan Activity	Delivery of inward investment, new jobs, cluster development and business rates income from the NRP EZ.
Required/outstanding actions to mitigate risk	<ul style="list-style-type: none"> <li>• Assessment of most advantageous borrowing. Options for South Norfolk Council will be assessed at the point of borrowing. As building works started 1 March - April 2020 this is likely to be agreed Q3 2020.</li> <li>• Lambert Smith Hampton have been appointed to secure developers/ tenants to the NRP EZ.</li> <li>• The Zone 4 building is on track to be completed in March 2021.</li> </ul>

	<ul style="list-style-type: none"> <li>• The funding agreement between Bullens and SNC some provides protection and mitigation against the non/ late delivery of the MSCP as well as any overspend of the required infrastructure.</li> <li>• A Programme Delivery Board will continue to meet to ensure that the Zone 4 ( Phase 1) projects comprising both infrastructure and a building remains on track and within budget.</li> <li>• To mitigate against Brexit clauses clauses by contractors, longer lead in times to purchase materials were put in place.</li> <li>• To mitigate against the inclusion of a Force Majeure clause w.r.t. COVID-19 for the zone 4 building contract, work is in train to secure an extension to EZ deadline ( 31 March 2021) alongside securing an alternative financial mechanism for its prospective tenants.</li> <li>• Work with partners and Bullens to ensure the S. 278 for Hethersett roundabout is signed ASAP.</li> </ul>
--	--

<b>Risk Reference: S2</b>	<b>Delivery of the Long Stratton Bypass is delayed</b>
Directorate & Owner	Place - Director of Place
Commentary	<ul style="list-style-type: none"> <li>• The Greater Norwich City Deal facilitates a commitment to pool CIL to help fund infrastructure across the Greater Norwich area, with the Long Stratton Bypass identified as a key project to be delivered. A multi-year commitment to borrow £10m from the City Deals loan pot to help part-fund the bypass was agreed by the Greater Norwich Growth Board in 2016. Additional internal and external funding streams are also being investigated.</li> <li>• The Long Stratton AAP was adopted in May 2016, which requires developers/ landowners to contribute a 'substantive' amount of the funding required, adding certainty to the project happening</li> <li>• A successful bid to the National Productivity Investment Fund secured £3.05m towards a new roundabout at Hempnall Crossroads, which was opened in late 2019.</li> <li>• On 30 September 2019 DfT announced that Long Stratton Bypass had been successful in the first wave of major roads network funding with an initial award to help further develop the business case.</li> <li>• Long Stratton Bypass has been identified as a Transport East priority as part of the regional evidence base and submitted to DfT.</li> <li>• SNC has supported the inclusion of the A140 as part of the Government's Major Roads Network programme, and has assisted Norfolk County Council in pursuing subsequent funding opportunities.</li> </ul>
Business Plan Activity	E3 Infrastructure Delivery
Required/outstanding actions to mitigate risk	<ul style="list-style-type: none"> <li>• Two planning applications have been submitted, which include 1,800 homes, employment land, supporting infrastructure and the bypass. Currently working towards determination by Development Management Committee in 2020.</li> <li>• The potential use of a Compulsory Purchase Order to ensure delivery remains an option if progress is too slow. Considerable internal resources would be needed to pursue this option and a</li> </ul>

significant sum has been earmarked from the Council's reserves should it be necessary to fund such work.



How we will deliver: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together

<b>Risk Reference: S3</b>	<b>The Council is unable to deliver priority services as revenue funding falls short of required income</b>
Directorate & Owner	Resources – AD - Finance
Commentary	<p>The Council's Medium-Term Financial Strategy (MTFS) was updated in February 2020 and shows a balanced budget for 2020/21. From 21/22 there is a funding gap of c£0.5m which will need to be addressed.</p> <p>The figures in the plan are based on the 2020/21 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review</p>
Business Plan Activity	<b>BAU: Finance:</b> Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.
Required/outstanding actions to mitigate risk	<ul style="list-style-type: none"> <li>• Balanced budget beyond 2022/23</li> <li>• Delivery of the Enterprise Zone</li> <li>• Delivery of further property developments (2019/20 and beyond)</li> <li>• Delivery of the savings from collaboration with Broadland Council (2019/20 onwards)</li> </ul>

<b>Risk Reference: S4</b>	<b>Council assets are not managed effectively and do not support service delivery</b>
Directorate & Owner	Resources - Director of Resources
Commentary	<p>The Council's key operational assets need to be maintained adequately to support effective service delivery. These assets can assist the Council in improving services offered and increasing income generation. The repairs and maintenance of these assets is managed by the services responsible. Technical advice is provided by the Facilities and Technical Services Manager.</p>
Required/outstanding actions to mitigate risk	<ul style="list-style-type: none"> <li>• Undertake a review of all office accommodation across both SNC &amp; BDC to deliver spaces for teams to come together while maximising the benefits from having a flexible workforce which includes remote working. In the short-term the accommodation must ensure it is Covid Secure so that Staff, Members and visitors can safely occupy the building as required.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Lodge at South Norfolk has been refurbished, and is actively being marketed</li> <li>• Trumpeter House is being actively marketed.</li> <li>• The impact of the pandemic on the commercial rental market will be closely monitored to ensure vacant units within the commercial portfolio are competitively marketed.</li> <li>• A project is being undertaken during 2020/21 to investigate the opportunity for a joint depot between the two Councils.</li> <li>• Maintenance of leisure assets is being brought forward where possible, so that work is completed while the centres are closed due to the pandemic to reduce any impact to customers and also to assist the economy in placing work during this period.</li> </ul>
--	--

<b>Risk Reference: S5</b>	<b>Property Development activities are not successful, leading to lack of income generation and inability to repay council loans and associated interest</b>
Directorate & Owner	Resources - Development Project Manger
Commentary	Through the Council's wholly owned property development company, Big Sky Developments Ltd, the Council is seeking to utilise its own land to develop a range of residential and commercial property. The commercial units will be retained within the Council to enable revenue income to be generated from rents. While the majority of the residential homes will be sold to generate profit, it is envisaged that a number will be retained in the Council's wholly owned property rental company, Big Sky Property Management Ltd. These homes will generate a rental income and the company's profits will be returned to the Council's revenue income.
Required/outstanding actions to mitigate risk	<ul style="list-style-type: none"> <li>• Maximise opportunities by seeking to gain planning consent for development</li> <li>• Respond to market conditions, supply and demand</li> <li>• Feasibility appraisal of 5 potential development sites has led to pre-application discussions in relation to 4 sites, with a view to submit full planning applications in relation to two sites. Subsequently full planning permission has been granted for the land remaining at Roseberry Park, Poringland. The second site identified for progression has needed to be reconsidered due to viability – A High level feasibility has been undertaken and issues passed to growth team for feedback to understand if site should be taken forward.</li> <li>• Search for additional sites for development in progress with number of sites investigated, and tentative offers given, awaiting feedback. Cringleford continues to be driven forward. Reserved matters applications for further 79 dwellings and the strategic landscape submitted and granted (landscape subject to Highways England comments). Works commenced on site to deliver first 60 dwellings, works completed on first infrastructure package (providing access roads into site, surface water drainage feature and first element of public open space), next phase of infrastructure commenced. Out to tender for next 42 dwellings. End of March saw the start of the Lockdown, infrastructure</li> </ul>

	contractor goes off site for 2 weeks, housing contractor carries on works. The scheme has been re-appraised for potential negative impact on sale prices and stalling of the market as a result of the pandemic and it remains viable at this stage to proceed, especially with the benefits to the local economy of continuing.
--	--

<b>Risk Reference: S6</b>	<b>Opportunity to benefit from efficiencies and enhance services and quality of life for residents through collaborative working with Broadland District Council.</b>
Directorate & Owner	Managing Director - Assistant Director – Chief of Staff
Commentary	<p>South Norfolk and Broadland Councils agreed to move ahead with collaborative working in July 2018.</p> <p>This approach is enabling both Councils to drive economic and housing growth, enhance quality of life and improve service delivery to residents of Broadland and South Norfolk.</p> <p>It is also allowing both councils to build capacity and resilience, deliver potential savings and increase their influence nationally with regard to shaping the local government agenda</p> <p>In January 2020, a single team structure for the whole organisation came into place and focus has now turned to the delivery of transforming our services, utilising the new joint transformation approach of ‘Spark’, to deliver better outcomes for our place.</p>
Delivery Plan Activity	R1 - Broadland District Council and South Norfolk Council Collaboration and Transformation programme management: Continued implementation of the collaboration and transformation programme and programme
Required/outstanding actions to mitigate risk	<p>Transformation, Innovation and Strategy Team to co-ordinate across the organisation:</p> <ul style="list-style-type: none"> <li>• The progression and implementation of the ‘Spark’ transformation programme for the two councils (a large proportion of this programme of work has been put on hold due to Covid-19)</li> <li>• Monitoring of significant corporate projects / programmes relating to the collaboration</li> <li>• Monitoring of organisational risks and opportunities</li> <li>• Consulting and work with the informal Joint Lead Members Group when appropriate.</li> </ul>

## 7. PROPOSED ACTION

- 7.1 Cabinet is asked to note the contents of this report and agree the recommendations in paragraph 11 of this report.

## 8. OTHER OPTIONS

- 8.1 None

## **9. ISSUES AND RISKS**

9.1 **Resource Implications** – These are as outlined in the body of the report.

9.2 **Legal Implications** – none

9.3 **Equality Implications** – none

9.4 **Environmental Impact** - none

9.5 **Crime and Disorder**- none

9.6 **Other Risks** – none

## **10 CONCLUSION**

10.1 Overall, the position regarding performance, management of risks and financials is positive at quarter 4 2019/20.

## **11 RECOMMENDATIONS**

11.1 It is proposed that Cabinet:

- a) Notes the 2019/20 performance for the quarter and the year and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).
- b) Notes the current position with respect to risks and accepts the actions to support risk mitigation (as detailed in section 6).
- c) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 2).

## CORPORATE PRIORITY AREA

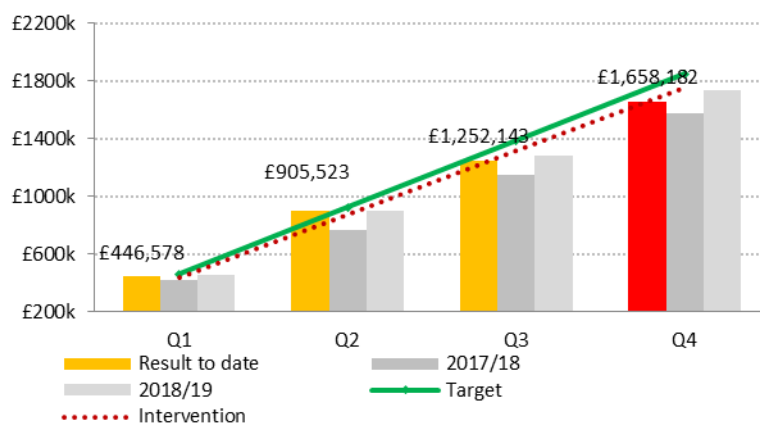
**Economic Growth, Productivity and Prosperity – Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities**

### Corporate Priority:

*Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity*

#### Measures:

**LI 1013: CNC Building  
Control fee  
earning income**



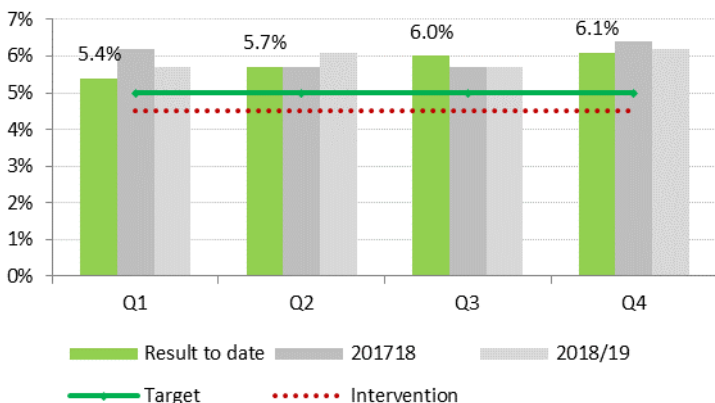
**Directorate:** Place

**Measure owner:** AD Planning

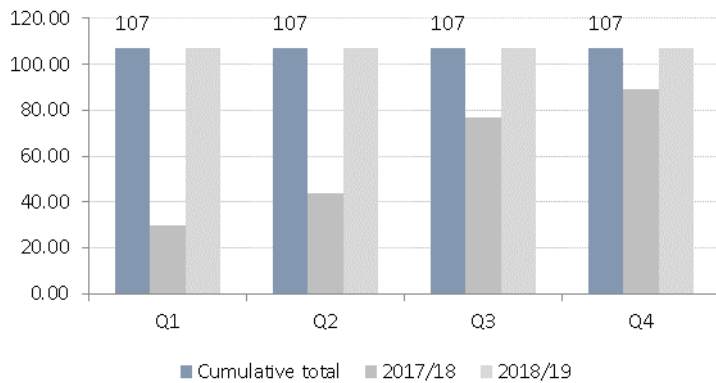
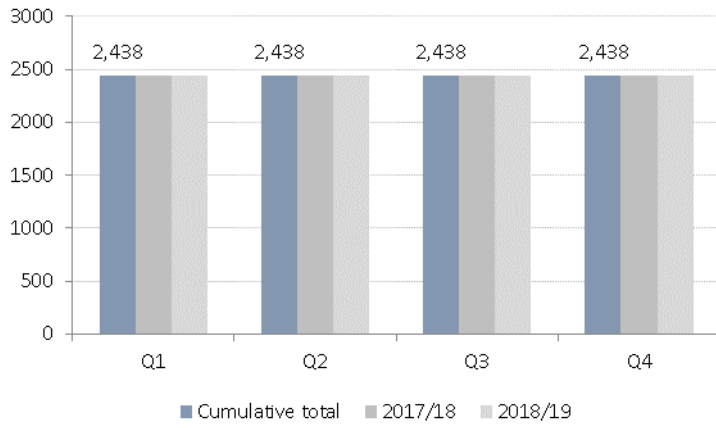
2019/20 final income figure is £1,658,182 against a target of £1,850,000

To understand why we have successively recorded lower than expected levels of fee earning income in Q4, we must consider the national construction landscape in which this has happened. Overall, construction industry output fell by 2.6% in Quarter 4 (Jan to Mar 2020), compared with Quarter 3 (Oct to Dec 2019). Evidence received from across the industry suggested the coronavirus (COVID-19) pandemic was a significant factor as construction activity ceased or reduced significantly in March 2020.

It is noteworthy that not all the decrease is from the coronavirus-impacted weeks in March 2020. While January 2020 saw 0.1% growth, February 2020 experienced a large decline in monthly growth of 2.1%. This was due to adverse weather and flooding experienced throughout the month. (February 2020 was the wettest February since Met Office records began in 1862). The Office for National Statistics reported construction output fell by 5.9% in the month-on-month all work series in March 2020, this decrease was the largest monthly fall on record since monthly records

	<p>began in January 2010.</p> <p>In addition, it is well documented but very hard to quantify, the negative impact of Brexit on the UK economy and construction rates during the period.</p> <p>Income generation has been adversely affected by the coronavirus, which has adversely affected Directorate Risk D3 - Income generation through Building Control does not materialise at the pace anticipated. We are reviewing our budget for opportunities to make savings and mitigate losses related to the global economic slowdown caused by the coronavirus pandemic.</p> <p>On 20th March the Council implemented a coronavirus inspection protocol, to ensure we continued to carry out inspections throughout lockdown, although some types of inspections had to be postponed for health and safety reasons. Our inspection protocol will be continually reviewed to keep it in line with current government advice.</p> <p>As lockdown progressed our partners and customers also experienced a slow-down in productivity which in turn meant we received less applications than expected for this time of year.</p> <p>Generally business plan activities are progressing but at a slower pace as we adjust to working conditions within lockdown. Some business plan activities such as mobile development and training activities have continued as normal.</p>																				
<b>LI358: % rental income return from property investment</b>	<div><table><thead><tr><th>Quarter</th><th>Result to date</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Q1</td><td>5.4%</td><td>~5.8%</td><td>~5.5%</td></tr><tr><td>Q2</td><td>5.7%</td><td>~5.8%</td><td>~6.0%</td></tr><tr><td>Q3</td><td>6.0%</td><td>~5.8%</td><td>~5.8%</td></tr><tr><td>Q4</td><td>6.1%</td><td>~6.5%</td><td>~6.2%</td></tr></tbody></table></div> <div><b>Directorate:</b> Resources <b>Measure owner:</b> AD Finance</div> <p>Investment properties has a positive variance of £20.8k due to good occupancy and additional unexpected rent from Unit 13.</p> <p>Ketteringham Depot rent is at budgeted level.</p> <p>Loddon has a negative variance of £4k which is because of vacant units. This is expected to grow in the short term as there are more units due to</p>	Quarter	Result to date	2017/18	2018/19	Q1	5.4%	~5.8%	~5.5%	Q2	5.7%	~5.8%	~6.0%	Q3	6.0%	~5.8%	~5.8%	Q4	6.1%	~6.5%	~6.2%
Quarter	Result to date	2017/18	2018/19																		
Q1	5.4%	~5.8%	~5.5%																		
Q2	5.7%	~5.8%	~6.0%																		
Q3	6.0%	~5.8%	~5.8%																		
Q4	6.1%	~6.5%	~6.2%																		



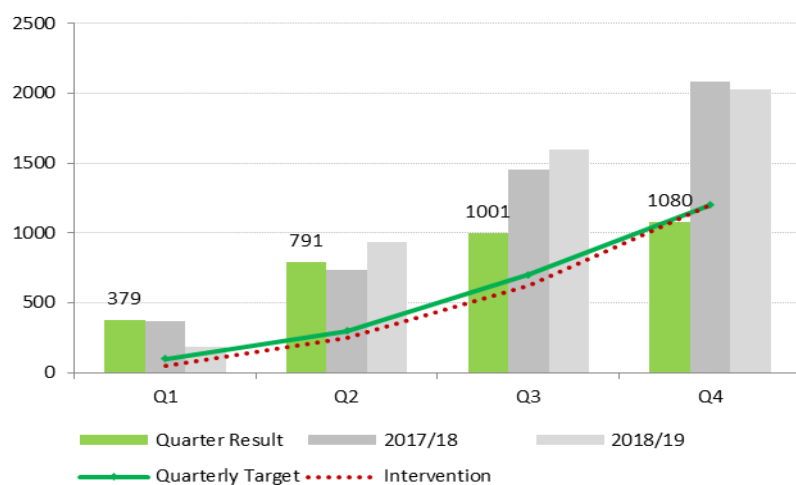
	<p>become vacant and money will need to be spent to bring them to a rentable standard.</p> <p>Crafton House has a positive variance to date of £47k due to better occupancy then budgeted for and a catch up on historical rent invoicing.</p>
<b>EG 1601a: Number of residential dwellings developed through our Big Sky Developments company</b>	 <p>Directorate: Resources Measure owner: AD Finance</p>
	<p>Rosebery Park - Only one left to complete. Maple Park - All open market sold, 2 yet to complete. Shares Equity - sale fell through and now being marketed.</p>
<b>EG 1601b: Sq. Metre area of commercial space developed through our Big Sky Developments company</b>	 <p>Directorate: Resources Measure owner: AD Finance</p>
	<p>The running total still remains at 2,438 sqm with no further units planned for delivery in this financial year.</p>

### Corporate Priority:

**Supporting new and existing businesses to grow: facilitating innovation, and providing targeted support to key sectors**

### Measures:

**LI 356: Number of Small-to-Medium (SMEs) provided with advice and guidance in South Norfolk**



**Directorate:** Place

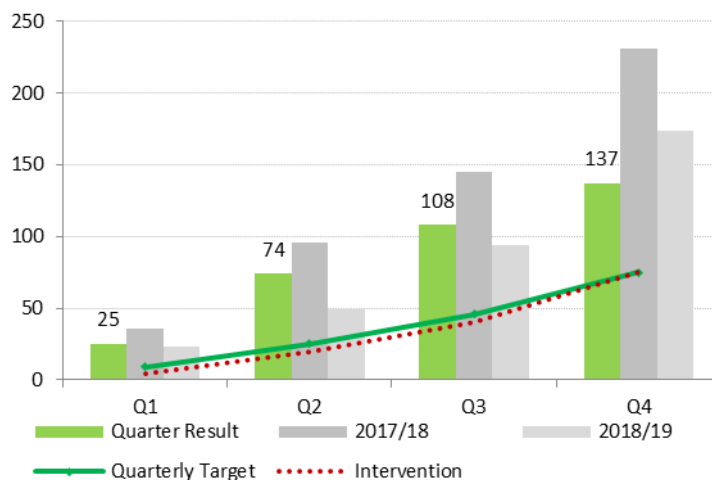
**Measure owner:** AD Economic Growth

Following the team reorganisation, a common CRM system is being developed to collect joint business engagement statistics. Brexit has increased the number of business growth enquiries, but uncertainty has affected the start-up numbers. Covid 19 dramatically affected the overall numbers too.

Engagement numbers within this quarter consist of 59 businesses attending South Norfolk Business Breakfasts, 9 Growth Hub referrals and 11 ED general enquiries.

Local Tourism Action Groups have not met due to the Tourism Action Zone being planned. Safety and Licensing figures are not available.

**LI 1613: Number of new business start-ups supported in South Norfolk**

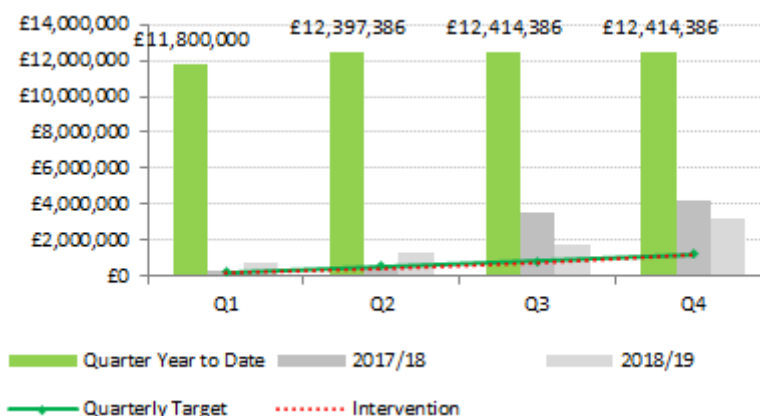


**Directorate:** Place  
**Measure owner:** AD Economic Growth

Brexit has severely affected the number of start-up enquiries.

26 Start ups have been supported through the Business Growth Club, and 3 through NWES (Norfolk & Waveney Enterprise Services)

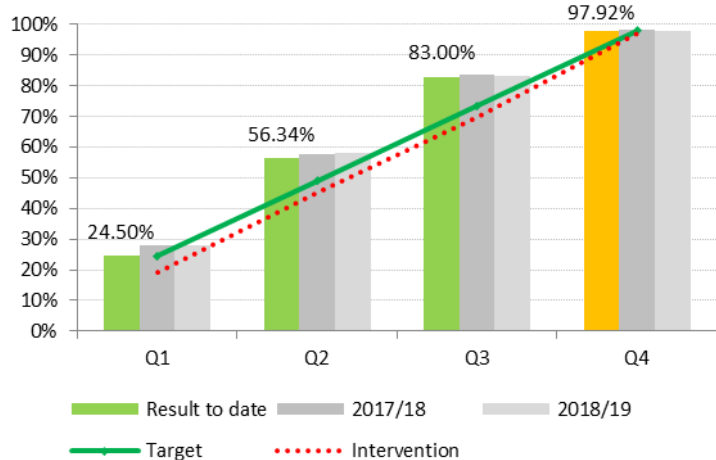
**LI 758: External funding identified and brought into the local economy**



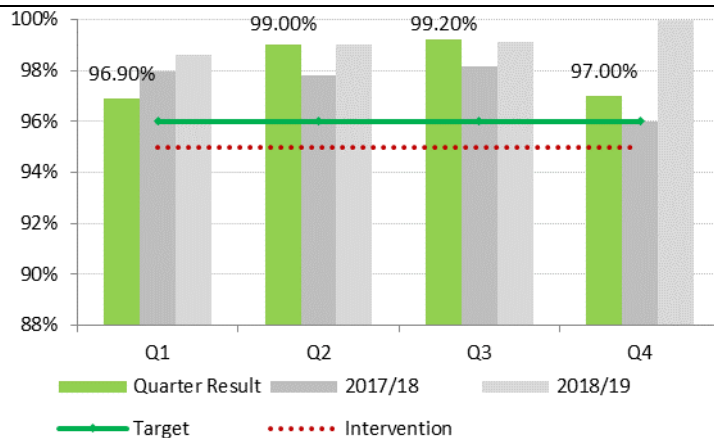
**Directorate:** Place  
**Measure owner:** AD Economic Growth

The total external funding secured in 2019/20 is in excess of £12m, helping to deliver significant growth within the district.

Homes England Accelerated Construction fund of £7.8m secured for the delivery of St Giles Park (350 homes), Cringleford by Big Sky Developments (BSD). This fund has enabled the reprofiling of the delivery of this key site. BSD started on site with the first phase of roads and infrastructure (including the "Town Square") in October 19, and the

	<p>first phase of 60 homes, along with the second phase of infrastructure in March 20. This funding has so far enabled BSD to change the proposed construction to an offsite timber panelised system and deliver the public realm and infrastructure elements sooner than scheduled. A total of £3,560,029 was claimed up to the end of Q4. With the remainder of the fund on target to be claimed (as agreed with Homes England) by the end of Q4 2019/20</p> <p>Norwich Research Park -Q4 saw the completion of the revised funding agreement with Bullen Developments Ltd, the land purchase and completion of the agreement with New Anglia LEP to deliver the speculative commercial space. This development is being delivered by Big Sky Developments who in turn awarded the build contract to RG Carter Ltd. The building is on track to be completed Q4 2021 Road infrastructure to open up the Enterprise Zone for further development also commenced in Q4. This contract was awarded by Bullen Developments Ltd to Walker Construction Ltd. Rosalind Franklin (formally James Watson) Road is due to be fully open in August 2020. Once complete, work is due to commence on a new roundabout on Hethersett Lane in Autumn 2020.</p>																														
<b>BV010: % of non-domestic rates collected</b>	<div><table><thead><tr><th>Quarter</th><th>Result to date</th><th>2017/18</th><th>2018/19</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>24.50%</td><td></td><td></td><td></td><td></td></tr><tr><td>Q2</td><td>56.34%</td><td></td><td></td><td></td><td></td></tr><tr><td>Q3</td><td>83.00%</td><td></td><td></td><td></td><td></td></tr><tr><td>Q4</td><td>97.92%</td><td></td><td></td><td></td><td></td></tr></tbody></table></div> <div><b>Directorate:</b> Resources <b>Measure owner:</b> AD Finance</div> <p>The target for collection is 98%. Covid 19 had an adverse effect in March 2020 preventing normal collection and recovery work during that month. There was also a reduction in payments from a number of businesses who had to close due to lockdown.</p> <p>The collection rate for non-domestic rates in 2020/21 will be adversely affected by Covid 19. Many businesses are shut due to the pandemic and are unable to pay some or all of their Rates until things return to normal.</p>	Quarter	Result to date	2017/18	2018/19	Target	Intervention	Q1	24.50%					Q2	56.34%					Q3	83.00%					Q4	97.92%				
Quarter	Result to date	2017/18	2018/19	Target	Intervention																										
Q1	24.50%																														
Q2	56.34%																														
Q3	83.00%																														
Q4	97.92%																														

**LI 210: % of food premises which have an FHRs (Food Hygiene Rating Scheme) rating of satisfactory or above**



**Directorate:** Place  
**Measure owner:** AD Regulatory

This figure is calculated from the percentage of food premises currently subject to a Food Hygiene Rating of 3 (satisfactory) or above, as registered on the Food Standards Agency website on 19.5.2020.

Since January 2020, the Food, Safety & Licensing teams' operating staffing has been challenged by vacancies and maternity absences. This is impacting on team capacity and resilience; however, the team has been working hard to minimise the impacts on public protection. We are now recruiting into our vacant Food Safety Health Officer posts. Since lockdown the team has focussed on compliance with The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020. Looking ahead the team will be supporting businesses to restart and diversify whilst maintaining the safety of their employees and customers in preventing the spread of the virus.

No data is available to report against this measure.

**Corporate Priority:**

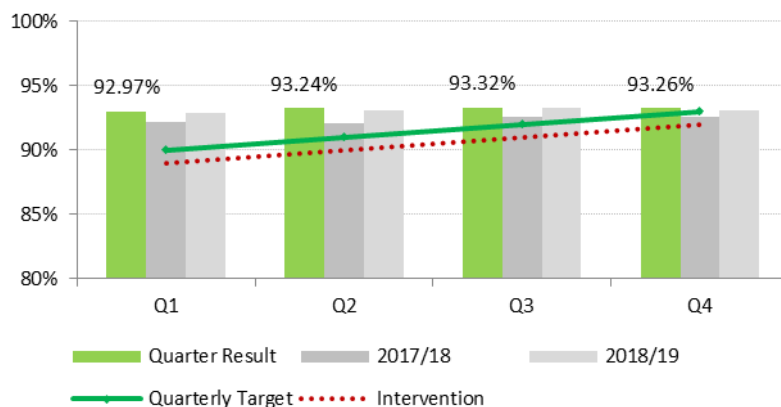
*Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships*

**Corporate Priority**

*Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our district*

**Measures:**

**MI 1039: % of units liable for business rates occupied**



**Directorate:** Place

**Measure owner:** AD Economic Growth

The general trend has been for the occupancy level for commercial premises in South Norfolk, at the end of Q4, to have risen over the past number of years. At 31/03/2020 it has risen again and was at its highest level for seven years. It is the third consecutive year where we have seen a year on year increase at Q4. For comparison purposes occupancy of Broadland premises stood slightly higher at 93.35% and would have been 93.8% were it not for 17 units on one site being vacated prior to redevelopment.

This measure across all premises subject to business rates, suggests that the economy of the South Norfolk district has been gradually getting more buoyant year by year. Not only did occupancy level of the stock increase by 2% but also the total number of units, subject to business rates, has increased by 35% over the past seven years.

## CORPORATE PRIORITY AREA

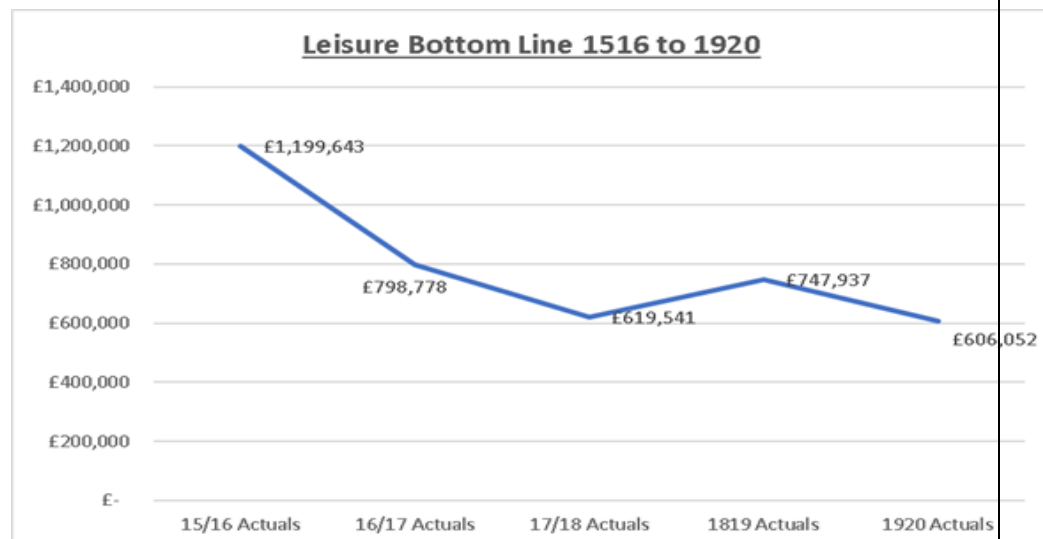
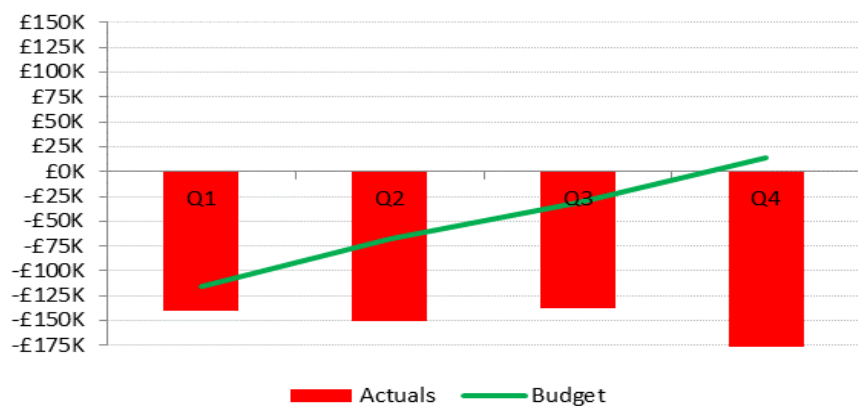
**Health, Well-being and Early Help – Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents**

### Corporate Priority

*Encouraging our residents to live healthy and active lives*

#### Measures:

**HE 1901: Achievement of our leisure services income performance target to achieve cost neutrality**



**Directorate:** People & Communities

**Measure owner:** AD Community Service

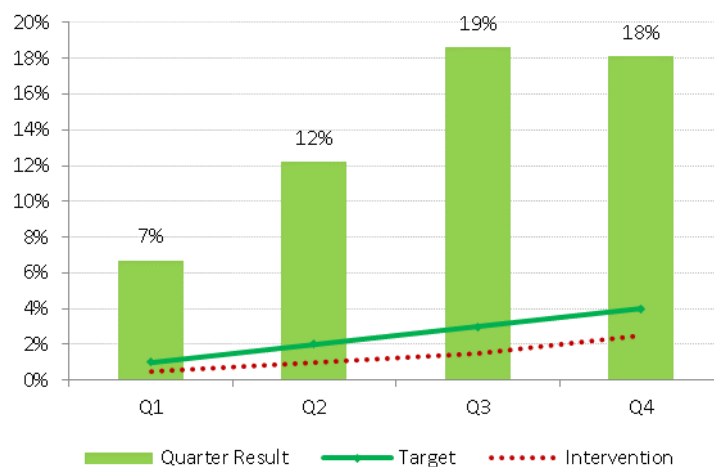
This KPI reflects the whole Leisure service (including the dedicated Head

	<p>Office based Leisure Management Support) and illustrates the services performance against the budget expectations set. Showing for this quarter the service was £178,111 overbudget, giving a total annual overspend of £393,191 against what was an ambitious and stretched target for 2019/20.</p> <p>However, total income in 19/20 has increased to £3,243,309 compared to £2,716,940 in 18/19, an increase of £526,369 in income achieved, representing a 19% increase.</p> <p>The actuals figure reported accommodates the new VAT treatment on income, the initial stretch budget was put in place to push the service to operational cost neutrality by year end. Whilst this has not been achieved, the current YTD position, with all 4 Leisure facilities now fully open and operating, shows that whilst Q1, Q2 &amp; Q3 have not met the budget expectations we have delivered a 19% YTD improvement on last year's performance.</p> <p>The previously loss-making Wymondham cafe has now been transferred to a 3rd party operator and is making WLC a profit through the new arrangement. An annual membership sales campaign in Dec sold 66 units and raised over £21k compared to 16 units and £5k in 2018. Bespoke sales training (via an industry renowned company TA6) for the front-line teams was delivered in December to prepare and galvanise the team for the new year membership surge.</p> <p>Diss LC has had its most successful year on record improving from last year by £10k and Long Stratton has surpassed its year end membership target. Membership although up year on year at Wymondham remains below target and Diss is static. Swim school growth and success at both pools has taken it to its highest number of members and occupancy on record and its most financially productive.</p> <p>The College have requested an extension to the course programme held at Ketts Park course into the next academic year which will boost its financial performance further.</p> <p>The Leisure Management &amp; Recreation budgets have produced savings of 31k.</p> <p>To assist further business growth the car park extension works at WLC commenced in April 2020 and the Spa arrangement is being re-negotiated.</p> <p>All sites were closed for the last half of March, with cancellations and refunds given for many bookings due to Covid 19. A Leisure recovery plan is now in place to bring Leisure Centres back from early July</p>



**Measures:**

**HE 1902: % increase in the annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives**



**Directorate:** People & Communities

**Measure owner:** AD Community Service

While Q4 showed a small reduction of -2% in overall number of users visiting the centres compared to the figures for 18/19 following the forced closure of the centres from 17th March due to Covid-19, there was an overall increase of 18% in visits across the whole year compared to 18/19.

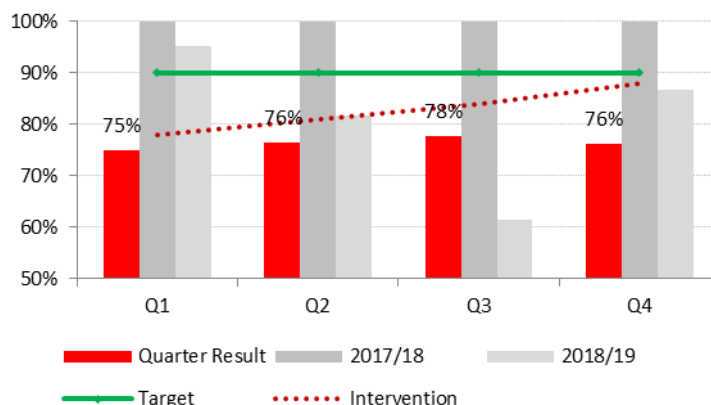
The total number of visits increased from 823,700 in 19/20 to 972,926, so if the Centres had not been closed because of Covid-19 we would have exceeded our target for 1 million visitors. To put this success in context our visitor numbers in 2016/17 were 694,922 showing a 40% increase over the 4-year period.

**Corporate Priority**

**Supporting people within our communities who need our help the most**

**Measures:**

**HE 1603: % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution**

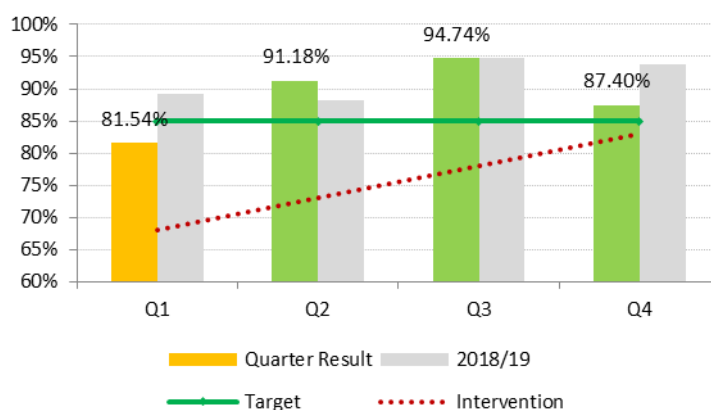


**Directorate:** People & Communities

**Measure owner:** AD Individuals and Families

Whilst this measure has not performed to target a more suitable way of considering length of stay is to measure the average length of time in temporary accommodation. During this period the average was 6.4 weeks. 26 households were supported in this period. This shows that we were able to move those people, who were ready to move, into more sustainable accommodation whilst spending longer working with those who were not ready. This ensured that they were ready for whatever outcome was jointly assessed as suitable. This approach is essential if we are to maintain the great performance found within HE1605

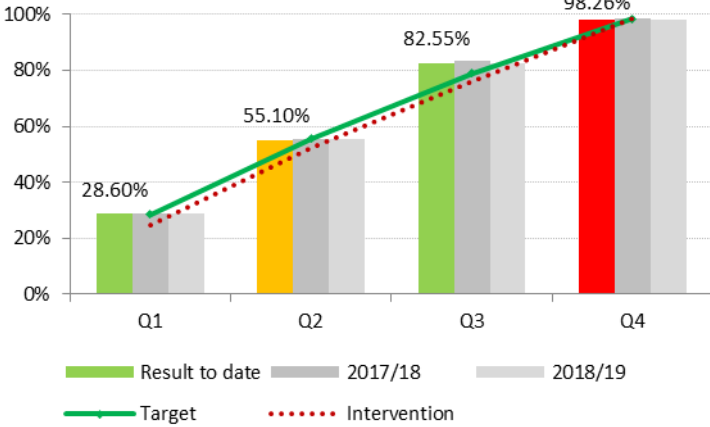
**HE 1801: % successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless**

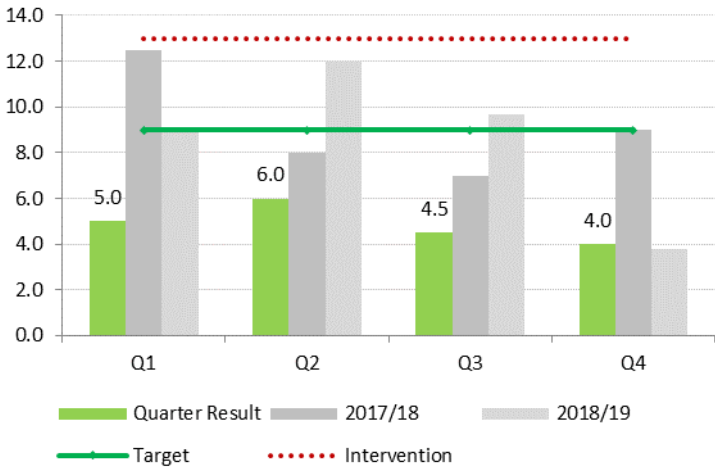


**Directorate:** People & Communities

**Measure owner:** AD Individuals and Families

This cumulative figure shows that we continue to be able to prevent people from facing homelessness. There has been a slight downturn as more people have struggled to remain where they currently live in time for us to source new accommodation however this remains strong performance

<p><b>HE 1605: % of those housed by SNC housing remain in the same, or improved accommodation after a 12-month period</b></p>	 <p><b>Directorate:</b> People &amp; Communities <b>Measure owner:</b> AD Individuals and Families</p> <p>By utilising strong Housing Association partnership who provide their failed tenancy data this figure now includes tenancies that have ended either through tenancy choice or eviction. This still presents very strong performance and shows that a huge majority are ready to take on a property. It also shows that people choose to remain where they have successfully gained a property</p>
<p><b>BV009: % of council tax collected</b></p>	 <p><b>Directorate:</b> Resources <b>Measure owner:</b> AD Finance</p> <p>Actual collection was 98.26%. Target was 98.50% Covid 19 had an adverse effect in March 2020 preventing normal collection and recovery work during the second half of the month. There was also a minor reduction in payments from those Council Tax payers</p>

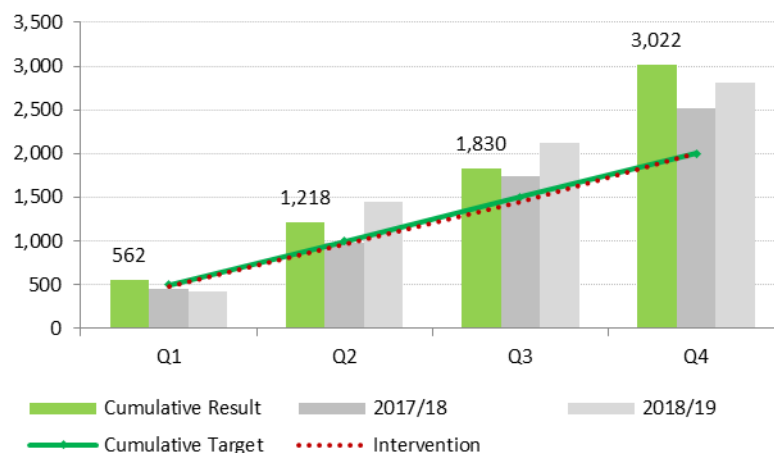
	who are not on Direct Debit. Collection rates will be affected in 2020/21 due to the effect of Covid 19..
<b>HE 1606: Number of working days taken to process new claims for Housing Benefit and Council Tax Benefit</b>	 <p> <b>Directorate:</b> People  <b>Measure owner:</b> AD Individuals and Families         </p> <p>The Broadland/South Norfolk one team approach has improved learning from both sides allowing the team to come together, taking the best from each (both being top quartile performers) and becoming an overall stronger team. This is truly the Two Council, One Team collaboration in motion. The progress achieved by becoming one team is far from over with a string of additional opportunities as we continue to align the teams further</p>

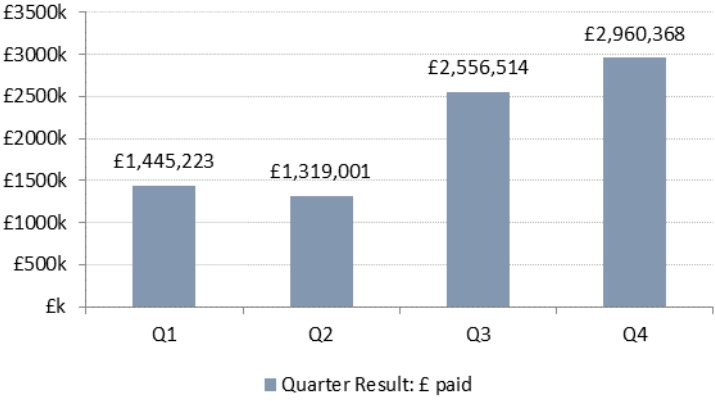
## Corporate Priority

*Working as part of communities to proactively provide early help*

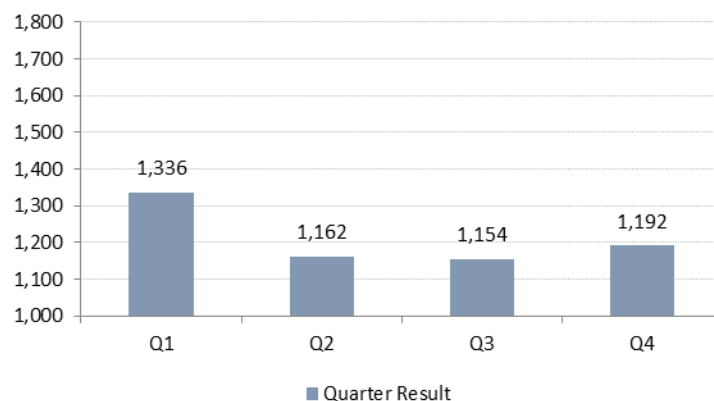
### Measures:

**HE 1607: Number of households helped to achieve positive outcomes through our Help Hub service**



	<div data-bbox="531 331 1458 439" style="border: 2px solid blue; padding: 5px;"> <p><b>Directorate:</b> People &amp; Communities  <b>Measure owner:</b> AD Individuals and Families</p> </div> <p>We have continued to see an increase in help hub cases throughout the year, pre-Covid with the last Q4 picking up part of the Covid crisis figures. What the help hub has demonstrated is there is a need for a point of contact for residents who don't know where to go for help. This will assist our thinking in how we develop the help hub in the future to bring the learning from Covid and our own success to support residents.</p>										
<p><b>HE 1607a: £ paid in benefits to people in work</b></p>	<div data-bbox="531 736 1458 1200">  <table border="1"> <thead> <tr> <th>Quarter</th> <th>£ paid</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£1,445,223</td> </tr> <tr> <td>Q2</td> <td>£1,319,001</td> </tr> <tr> <td>Q3</td> <td>£2,556,514</td> </tr> <tr> <td>Q4</td> <td>£2,960,368</td> </tr> </tbody> </table> </div> <div data-bbox="531 1200 1458 1317" style="border: 2px solid blue; padding: 5px;"> <p><b>Directorate:</b> People &amp; Communities  <b>Measure owner:</b> AD Individuals and Families</p> </div> <p>This is a cumulative figure therefore expected to rise every quarter. The slight decrease in upturn this quarter is due to 2 things - 1) this includes Council Tax Support (CTS) awards that are awarded on a financial year bases, the closer to the end of the year we get the lesser the value of the award 2) as per last quarterly report Q3 included 5 payments. We are seeing a sustained reduction in HB claimants as expected however CTS claims continue to rise indicated underemployment remains an issue within the district.</p>	Quarter	£ paid	Q1	£1,445,223	Q2	£1,319,001	Q3	£2,556,514	Q4	£2,960,368
Quarter	£ paid										
Q1	£1,445,223										
Q2	£1,319,001										
Q3	£2,556,514										
Q4	£2,960,368										

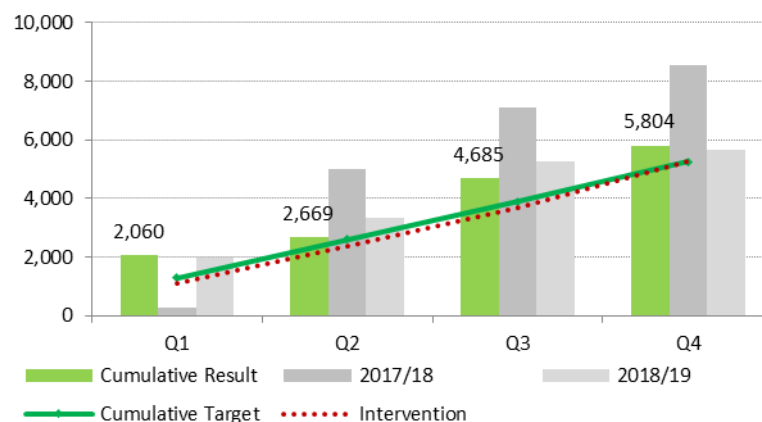
**HE 1607b: Number people in work receiving benefits**



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

Slight increase in those claiming. We anticipate that this will increase significantly as new CTS claims following Covid-19 have doubled. The introduction of an automated CTS claim system will also make sure that everyone who is entitled to CTS gain the support they need, whether in work or not.

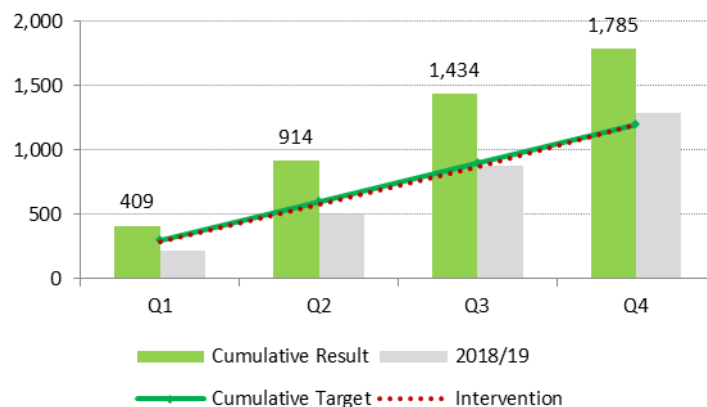
**HE 1608a: Number of households who are assisted to access support within their community to meet low level need**



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

The number of needs addressed due to Covid 19 saw 700+ cases in the final week in March. The figures engaged in low level need has remained largely constant over the last year.

# HE 1608b: Number of referrals to our social prescribing services



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

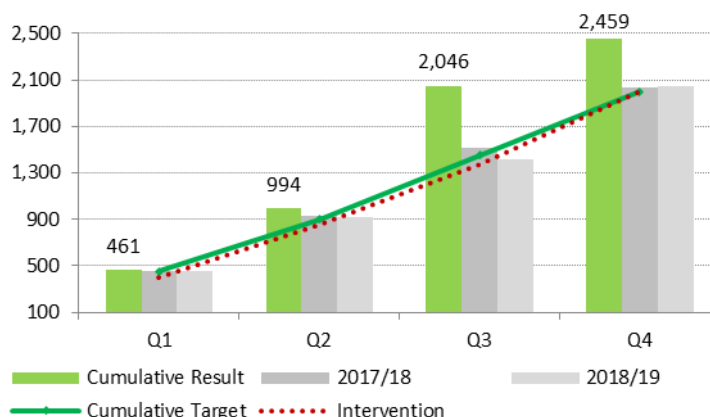
The service goes from strength to strength. Funding is agreed for a further four (full time equivalent) Connectors with a pilot scheduled to focus on common Mental Health problems in primary care. The month of March showed a significant diminution in expected referrals as GP surgeries modified practice in the light of the Covid 19 outbreak.

## Corporate Priority

*Helping our older and vulnerable residents to stay independent and in their own homes for longer*

### Measures:

**LI 323: Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions**



	<div style="border: 2px solid blue; padding: 5px;"> <p><b>Directorate:</b> People &amp; Communities</p> <p><b>Measure owner:</b> AD Individuals and Families</p> </div> <p>Cumulative total for the year. Figure for this quarter 413 which includes delivery of handyperson, debt &amp; welfare advice and care &amp; repair service</p>
--	---

## CORPORATE PRIORITY AREA

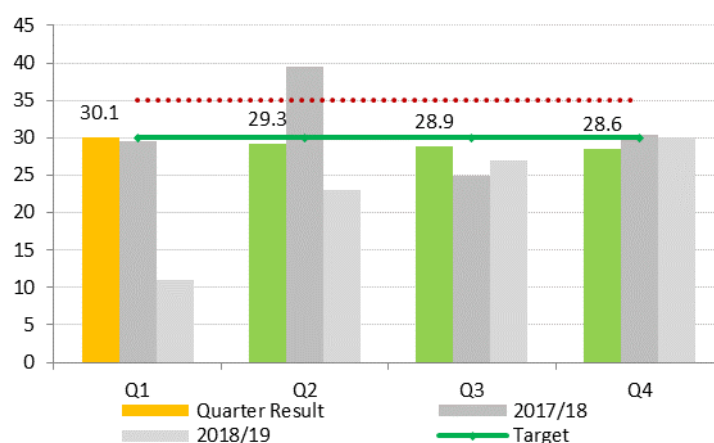
**Place, Communities and Environment-** Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages

### *Corporate Priority*

*Keeping streets and public spaces safe, clean and tidy*

#### Measures:

**LI 263: Number of missed bins for all waste per 100000 collections**



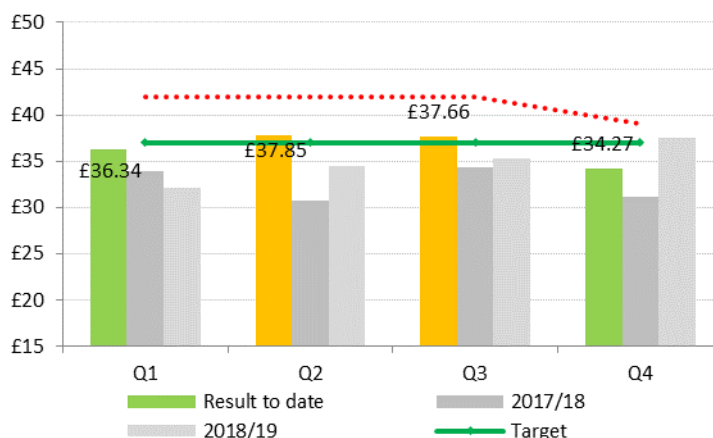
**Directorate:** People & Communities

**Measure owner:** AD Community Service

The Waste service continues to improve with the Depots digital back-office system, 'Collections', now fully embodied and driving the waste collection round paperwork. Additionally, vehicle availability and reliability has been enhanced, as well as full compliance, with the improvements in the workshop area of the business.



**LI 262: Cost of waste collection per household**



**Directorate:** People & Communities

**Measure owner:** AD Community Service

The Q4 cost of waste collection per household has dropped significantly. This is due to;

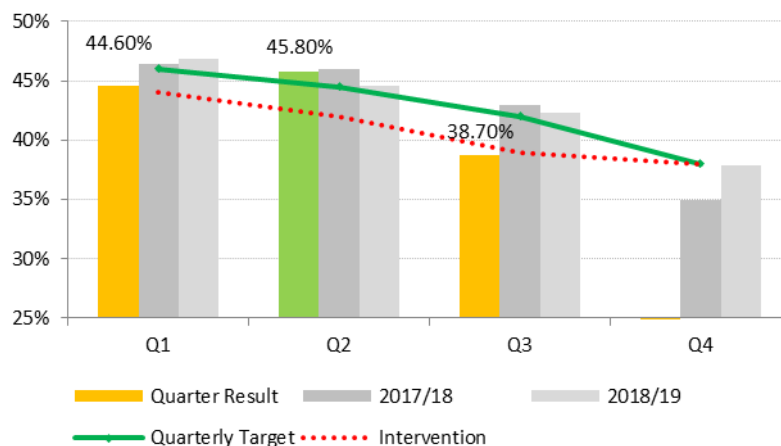
- Lower than forecast salary costs and agency costs within the Garden Waste service
- A reduction in depreciation charges (as a result of delaying procurement of new waste collection vehicles)
- Lower than forecast supplies & material costs due to a delay in the NHS ceding responsibility of the collection of sharps
- A larger than anticipated rebate from the MRF for the 18/19 year.
- Fuel costs falling c. 12% on budget as a result of lower fuel prices and enhanced maintenance on vehicle fleet, improving fuel efficiency

**Corporate priority**

**Encouraging communities and businesses to recycle more – reducing the amount of waste that we send to landfill**

**Measures:**

**NI 192a: % municipal waste recycled, reused and composted**



**Directorate:** Place

**Measure owner:** AD Regulatory

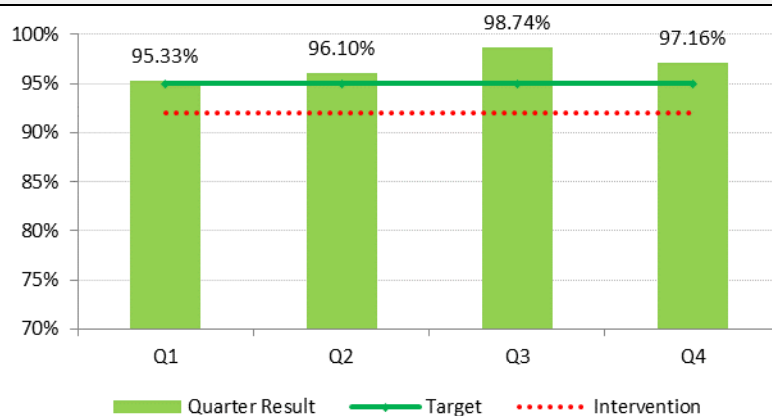
**This commentary relates to Q3 performance as Q4 data is not available until July 2020.** In comparison the recycling rate for Oct-Dec 2018 was 36.1%. This shows an increase of 2.6%. When looking into the data further this is mainly due to the dry recycling rate, which excludes composting, so consists of the material sent to the MRF and recycling banks. The dry recycling rate for Oct – Dec 2018 was 19.52% and this increased to 22.10% in Oct – Dec 2019, showing an increase of 2.58%. This is largely due to the reject rate at the MRF reducing from an average of nearly 27% for Oct – Dec 18 to just over 19% for the Oct – Dec 19. This increased the amount of material being recycled through less rejected material.

**Corporate priority**

*Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk*

**Measures:**

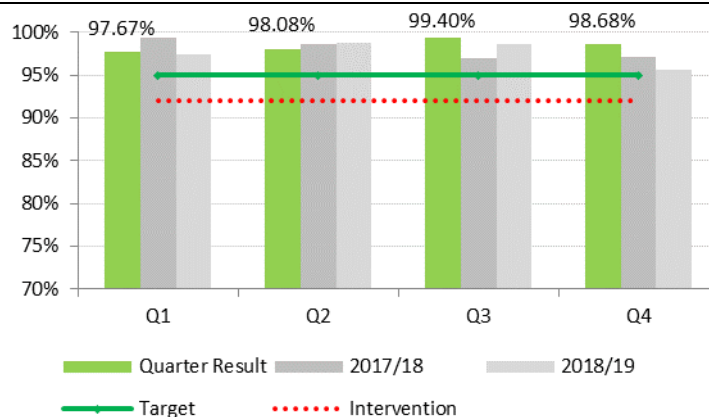
**PL 1801: % of other and minor applications determined within 8 weeks or in an extension of time**



**Directorate:** Place  
**Measure owner:** AD Planning

This relates to 195 applications out of 211. 184 were determined within the statutory time period and 11 within an agreed extension of time. For the year as a whole, 88.5% of applications were determined in the statutory time period or an agreed extension. This relates to 408 applications out of 461. 287 were determined within the statutory time period and 121 within an agreed extension of time.

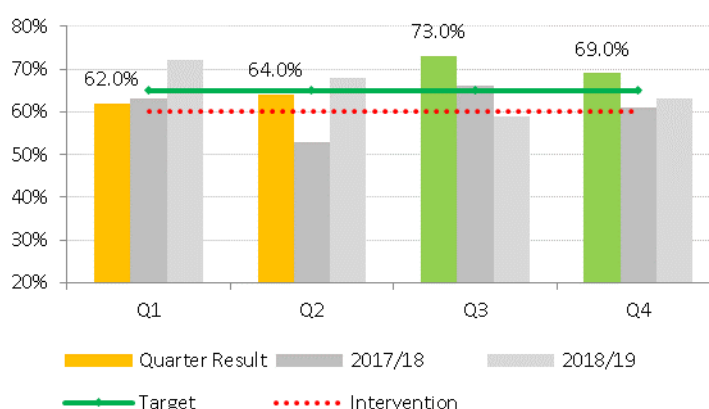
**LI 302: % of householder applications determined within 8 weeks or in extension of time**



**Directorate:** Place  
**Measure owner:** AD Planning

This relates to 149 applications out of 151. 149 were determined within the statutory time period and 11 within an agreed extension of time. For the year as a whole, 98.6% of applications were determined in the statutory time period or an agreed extension. This relates to 636 applications out of 645. 579 were determined within the statutory time period and 57 within an agreed extension of time.

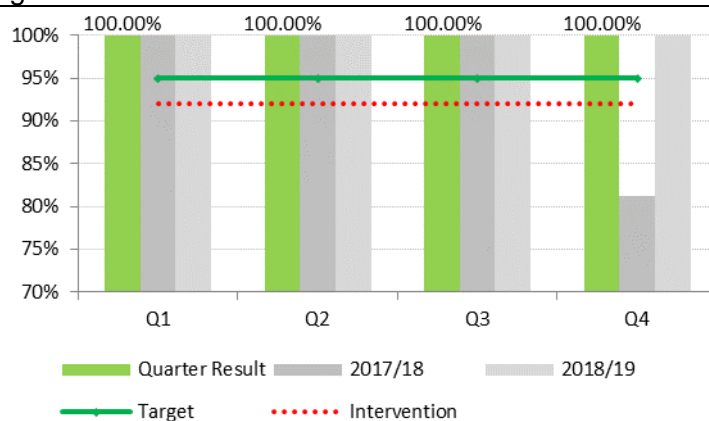
**MI 1307: % of householder applications determined within 6 weeks**



**Directorate:** Place  
**Measure owner:** AD Planning

This relates to 104 applications out of 151. 149 were determined within the statutory time period and 11 within an agreed extension of time. For the year as a whole, 67% of applications were determined in less than 6 weeks. This relates to 430 applications out of 645. 579 were determined within the statutory time period and 57 within an agreed extension of time.

**MI 1308: % of major applications determined within 13 weeks or in extension of time**



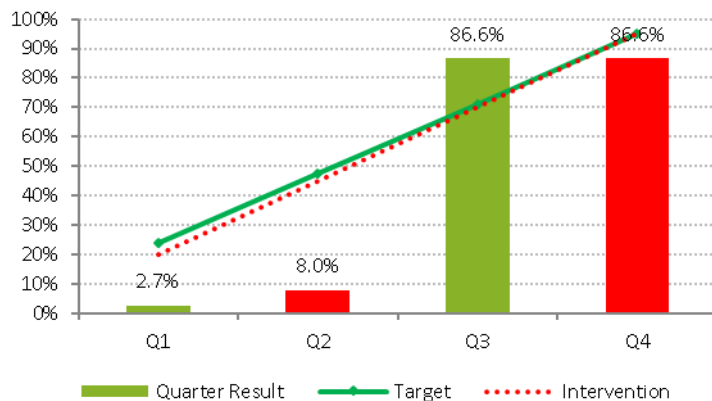
**Directorate:** Place  
**Measure owner:** AD Planning

This relates to 14 applications. 7 were determined within the statutory time period and 7 within an agreed extension of time. For the year as a whole, 100% of applications were determined in the statutory time period or an agreed extension. This relates to 64 applications. 30 were determined within the statutory time period and 34 within an agreed extension of time.

### Corporate Priority

*Working effectively with the Voluntary Sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs*

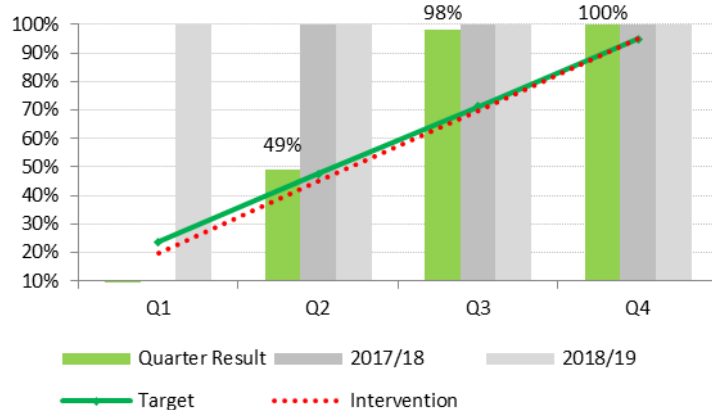
**Measures:**  
**PL 1901: % of Member Ward budget spent**



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

The budget has not been spent this year; the ward member budget closed in December with £6,995 left in the budget unspent. This was insufficient to be rolled into a community action fund panel.

**PL 1602: % of Community Action Fund (CAF) spent**



**Directorate:** People & Communities  
**Measure owner:** AD Individuals and Families

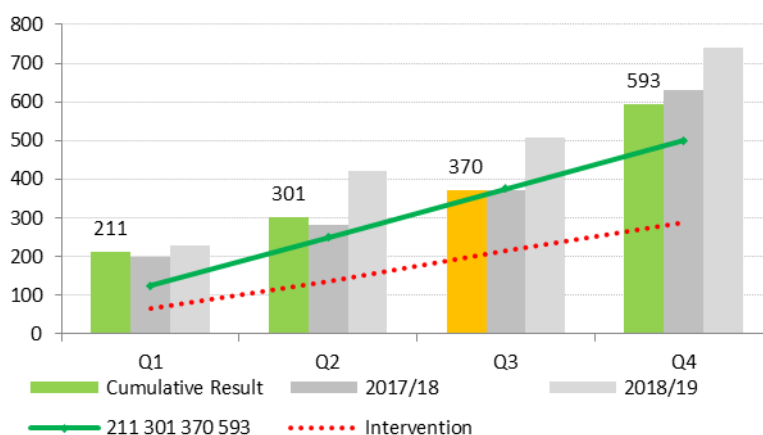
All the original £50,000 has been allocated in quarter four. An additional £50,000 was allocated with the remaining unspent about being carried forward. A community action fund panel will run in Q3 2020/21

## Corporate Priority

*Ensuring the range and number of local homes match the needs of local families and residents*

### Measures:

**LI 350: Number of affordable homes delivered (including Help to Buy)**



**Directorate:** Place

**Measure owner:** AD Planning

The outturn total was 593 affordable homes. 251 were completed by housebuilders under s106 planning agreements and 12 were built by housing associations. The remaining 330 were reported sales through Help to Buy (equity loan).

The target of 500 was exceeded. All figures were slightly less than the previous financial year (total 741), which was the peak delivery year for affordable homes through s106 agreements on sites allocated through the Greater Norwich Joint Core Strategy.

**PL 1603: New homes to be developed by 2020**

**Directorate:** Place

**Measure owner:** AD Planning

Initial monitoring returns at the end of Q4 of 2019/20 identifies a further 879 house completions in total in the financial year. Due to the Covid-19 travel restrictions, end of year on site checks were not able to be completed as normal. Officers are in the process of engaging with housebuilders to establish the number of plots they have recorded as of 31 March 2020. The figure reported may therefore be subject to further revision once responses are received from developers. Final

end of year figures are those which form the basis of the statutory housing flow and housing delivery test data returns, the JCS AMR and the 5-year housing land supply statement.

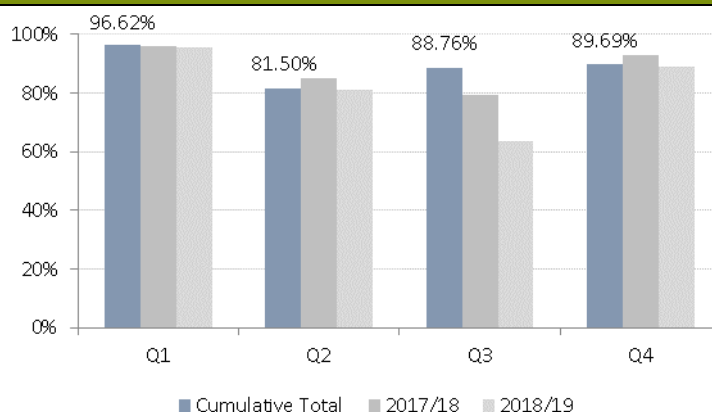
By way of comparison, the Joint Core Strategy housing requirement equates to 862 homes delivered per year within South Norfolk. The minimum annual housing requirement based on government's methodology for calculating Local Housing Need is 897 homes per year. The Greater Norwich Housing Land Supply Statement published in October 2019 forecast 1,371 housing completions in 2019/20.

### Corporate Priority

*Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services*

#### Measures:

**PL 1604: % of people applying to register to vote online as opposed to on paper**



**Directorate:** Resources

**Measure owner:** AD Governance and Business support

In Q4 89.69 % applied online to register to vote as opposed to 10.31% on paper. The slight increase in online applications could be a result of the current circumstances with the lock down due to Covid-19.

### CORPORATE PRIORITY AREA

**Customer Focussed, Can Do and collaborative, Business-like, efficient and entrepreneurial**

## Corporate Priority

*Delivering increased value for money by increasing productivity*

### Measures:

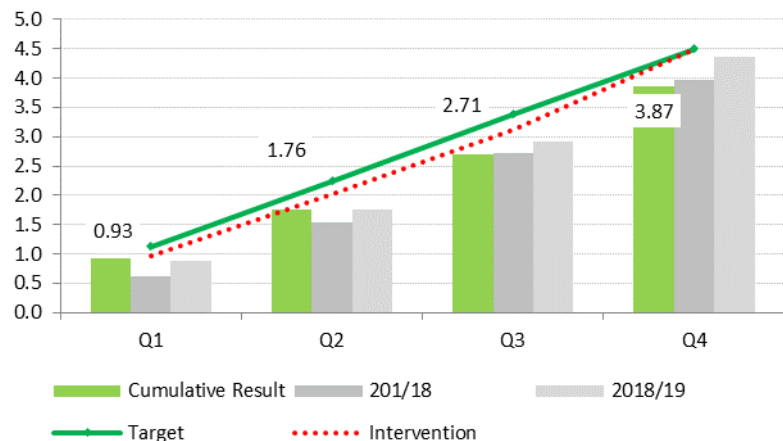
**HO 1601: % of income commercially generated**

**Directorate:** Resources

**Measure owner:** AD Finance

This was 23% for 2019/20 against a profiled target of 10%. This is based on service income and fees of £13.7m from all sources out of total income £58.1m as per Budget 19/20.

**BV 012a: Working days lost due to short term sickness absence**



**Directorate:** Resources

**Measure owner:** AD Governance and Business support

Target achieved: short term sickness absence is 3.87 days lost per fte, against a target of 4.5 days (cumulative year end position)  
Staff consultation and reorganisation occurred during Q4 and it is satisfying that sickness absence still improved during this time.

Success has been achieved through HR's close monitoring and overview, providing timely feedback and coaching to managers where appropriate. This has included quality spot-checks of Return to Work interviews to ensure the sickness management process is followed.

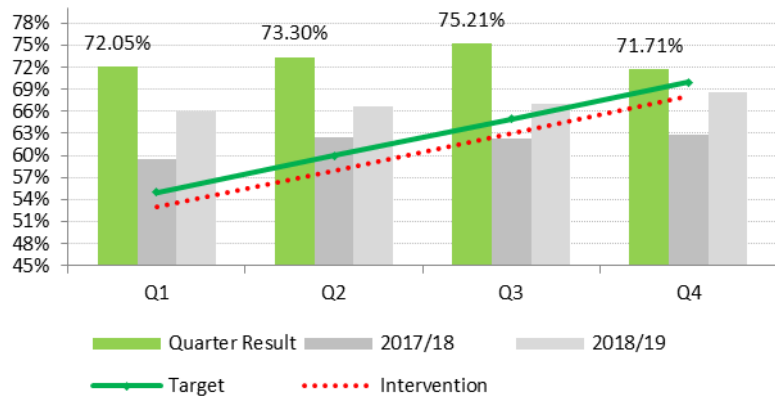
## Corporate Priority

*Delivering the services that customers need, when they need them*



**Measures:**

**HO 1801: % of services that have an online webform which were completed via self-service**

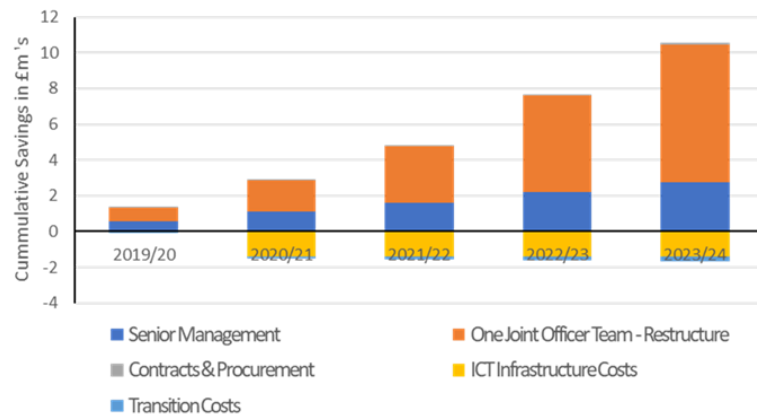


**Directorate:** Resources

**Measure owner:** AD Chief of Staff

The figures have decreased from Q3. This is mainly due to a decline in Leisure Centre activity which accounts for a significant proportion of on-line forms.

**HO 1602: £ efficiency savings identified**



**Directorate:** Resources

**Measure owner:** AD Finance

	<p>The current five-year saving forecast as reported in March 2020 is £8.9m, £0.3m better than the Feasibility Study Forecast of £8.6m.</p> <p>The saving categories are as follows:</p> <ul style="list-style-type: none"> <li>• Senior Management - Savings arising from the rationalisation of the top 3 tiers of management in both Councils.</li> <li>• One Joint Officer Team - Savings arising from the combination of teams across both Councils.</li> <li>• Contracts and Procurement - Savings arising from increased purchasing power and joint procurement.</li> <li>• ICT Infrastructure Costs - Costs incurred to facilitate joint working across teams and across sites.</li> <li>• Transition Cost - Costs incurred to implement the programme</li> </ul> <p>Of these projected savings, 55% will be apportioned to SNC over the 5 years.</p>
--	---

## SNC – Explanation of Variances

## Appendix 2

### MD & Resources

	Budget £'000	Actual £'000	Variance £'000	Commentary
Corporate Management	1,235	1,161	74	Underspend on consultancy.
Collaboration	367	127	240	Pay savings across the organisation.
IT	1,216	1,243	(27)	Negative variance due to the overspend on software (£72k), telecoms (£40k) and infrastructure (£27k), offset by a saving in pay costs (£87k). The overspends arose through software upgrades, more expensive renewals and general underbudgeting of business as usual costs. This is addressed in the 20/21 budget.
Governance	499	354	145	Positive variance due to a higher than expected profit share received from our 2018-19 activities (£42k) with NPLaw and underuse of the 19/20 account (£70k)
Transformation	282	253	29	There is an underspend on the organisation development and system improvement budget.
Investment Properties	(282)	(312)	30	Residual rent from the sale of Unit 13 Wymondham alongside higher occupancy than predicted.
CT Cost of Collection	(231)	(303)	72	Additional grant for empty home premium (£16k) and higher summons costs recovered (£39k) contributed to this positive variance
Crafton House	(40)	(98)	58	Higher occupancy then predicted and agreements made meaning that older rents were chargeable.
The Asset Management Plan	82	38	44	Lower level of work than budgeted for.
Council Tax & NNDR	606	647	(41)	Increased need for agency staff (£35k over budget) to cover vacancies in the team.
Accountancy	252	191	61	Additional recharge costs not in original budget
Other under / overspends	5,258	5,171	87	
<b>Total MD &amp; Resources</b>	<b>9,243</b>	<b>8,471</b>	<b>772</b>	

Place	Budget £'000	Actual £'000	Variance £'000	Commentary
Economic Development Tourism	73	32	41	Positive variance achieved through savings on Advertising [£27k] and income from the Kett's Day event that was held during the year [£5k], Funding for LIFT programme [£7k] and £6k contribution from Broadland for Invest GN
Community Assets	211	95	116	£212k S106 payment received which was not budgeted for has helped offset increased expenditure on Grounds Maintenance of (£74k) and an overspend of (£47k) on Grants Paid which included (£26k) to Woodton Parish Council for a Pocket Parks Plus grant, (£7k) for improvements to footpaths in East Hills and (£6k) to Norwich City Council for Fringe project
Building Control	(270)	(111)	(159)	Adverse variance due to a (£297k) shortfall in income being recorded in the year, of which (£121k) is the increase in IFRS 15 provision for this year. This more than offset savings made on employment costs of [£75k] as a result of the decision not to appoint to vacated posts in the year, £15k on staff travel, £16k on training expenses following a change to how this is treated and £23k on software purchases following a large credit note being received during the year
Development Management	(5)	(518)	513	Favourable variance driven by income surpassing budgeted levels by £179k. Application fees account for £67k of this, with the 5% South Norfolk can recover for administrating the Community Levy Infrastructure has seen an additional £123k on what was budgeted due to more than £2 million in receipts being received. Savings on expenditure include £21k on SLA's, and the reversal of £310k of a £385k legal fee provision made last year following the decisions in the two cases provided for last year not incurring costs
Planning Policy	266	237	29	Positive variance recorded due to savings made on Consultancy of £11k as there were fewer neighbourhood plans than was budgeted for and unbudgeted income of £17k for Brown Field site register & Custom Build Grant was received in year
Street Lighting	81	53	28	Favourable variance achieved in year due to lower than expected costs of replacing lamp columns of £60k, being partially offset by loss of income from fees & charges of (£14k) after divestment of streetlights in year
Management of Commons	33	1	32	Savings of £17k and £13k were recorded against Grounds Maintenance and Grants Paid respectively
NRP Enterprise Zone	0	29	(29)	No budget set for 2019/20 has resulted in an adverse variance being recorded.
Other under / overspends	1,430	1,271	159	
<b>Total Place</b>	<b>1,819</b>	<b>1,089</b>	<b>730</b>	

People & Communities	Budget £'000	Actual £'000	Variance £'000	Commentary
Leisure Management	239	208	32	Favourable variance due to underspends on Advertising (£20k) and Uniform (£8k) to help compensate the overspends on the Leisure Centres.
Ketts Park	(0)	42	(43)	Negative variance due to under achieving against income targets (£17k) and overspend on building maintenance (£14k)
Wymondham Leisure Centre	(360)	69	(429)	The adverse variance is due to under achieving against income budgets (~ £160k). As noted in the q/3 report the 19/20 income budget had been overstated, (~£158k) due to the subsequent correction of VAT treatment on DD membership income. Of the remaining variance (~£60k) is due to pay costs and (~£20k on building maintenance)
Wymondham Leisure Centre Spa	(13)	32	(45)	The Spa has not performed as expected, with sales ~£52k below budget. There are ongoing discussions with the Spa providers to resolve.
Wymondham Leisure Centre Café	(7)	31	(39)	We have now appointed an external company to run the café to produce a net contribution from the facility. Sales underachieved by ~£92k, compensated by pay costs savings of £24k and direct costs of ~£29k.
Diss Swim & Fitness Centre	61	130	(70)	The adverse variance is due to under achieving against income budgets (~ £61k). As noted in the q/3 report the 19/20 income budget had been overstated, (~£31k) due to the subsequent correction of VAT treatment on DD membership income. Income expectation will be reset in the 20/21 budgets. Savings on non-pay have helped reduce this variance on income.
Long Stratton Leisure Centre	170	250	(80)	As noted in the q/3 report the 19/20 income budget had been overstated due to the subsequent correction of VAT treatment on DD membership income., This accounts for (~£39k) of the variance. Income expectation will be reset in the 20/21 budgets. The remaining ~£40k overspend is spread across a number of pay and non-pay overheads.
Youth Advisory Board	(31)	31	(61)	This budget is one we hold for a the YAB and therefore any underspends are carried forward to the next year. The negative variance is due to previous years error in regard to budget carry forward, so we had to overspend in 1920 to correct this.
Early Help Hub	185	154	31	Positive variance due to underspend on consultancy costs and securing income for mental health work.
Community Action Funds	50	99	(49)	Negative variance due to CAF's budget being doubled.
Hostels	(18)	(59)	41	Favourable variance due to hostels being fully utilised, Income is ~44% higher than budgeted.
Care & Repair	12	(82)	94	Income exceeded budget by ~£32k (29%). This is also an increase of ~£37k compared to last year. This is linked to an increased number of Disabled Facilities Grants awarded (see Capital Position Section 4) Also a further £47k identified for the 1718 SLA fee not billed
Housing Access & Standards Team	148	183	(35)	Negative variance due to over budgeting for HMO licence fees.
Pest Control	(25)	21	(47)	Service has missed income targets by (£52k), with challenging income targets being set for the service to break even.

Public Conveniences	32	161	(129)	Adverse variance recorded as no budget was set for 2019/20. This was because at the time of the budget being set all Public Conveniences were supposed to have been devolved by the start of the financial year. £104k spent on divesting toilets in Wymondham and Hingham.
Grounds Maintenance	77	19	58	Favourable variance due to higher than budgeted fees, mainly through taking on the contract for delivering Broadland's Grounds Maintenance [£34k] and Adopted Open Spaces [£9k]
Garden Waste	(1,359)	(1,468)	109	Favourable variance recorded through higher than budgeted fees & charges [£65k] following stronger take up of the service and recycling credits [£38k] as a result of increased tonnage being sent for recycling.
Transport Fleet	487	598	(110)	Significant effort and costs have been incurred behind vehicle repairs (£70k) and tyres (£59k) to ensure compliance with operator licence criteria. This coupled with expenditure on a new software system (£8k) to support compliance and business efficiencies which wasn't budgeted. Better maintenance on vehicles this year has resulted in savings of £17k against budget on vehicle hire. New processes to reduce the amount of outsourced repairs by bringing this work in-house has had a positive impact and have resulted in a 10% saving on expenditure than last year
Car Parks	(143)	(112)	(31)	Adverse variance due to income targets being missed. Fees & Charges were short of budget by (£19k), Permits by (£8k) & Recovery income by (£10k). In addition costs of electricity for the EVCP wasn't budgeted for resulting in an overspend of (£8k) and the decision to reline one of the car parks led to Building Maintenance being overspent by (£5k). There were savings of £4k on Consultancy & £10k on fees due to other Local Authorities.
Waste LATC	0	50	(50)	Costs associated with reviewing the options for waste services.
Other under / overspends	3,621	3,564	57	
<b>Total People &amp; Communities</b>	<b>3,126</b>	<b>3,922</b>	<b>(796)</b>	

Corporate	Budget £'000	Actual £'000	Variance £'000	Commentary
Interest Paid	359	(95)	454	Favourable variance due to VAT liability for leisure direct debit correction lower than anticipated. The Council did not require borrowing in the financial year, as originally budgeted.
Interest Received	(109)	(302)	193	The delay in capital expenditure has meant that we have been able to invest money in interest accruing investments.
Investment Income	(852)	(674)	(178)	The amount currently being loaned to council owned companies is not at the level that was budgeted due to cashflow within the companies being better than expected
Contribution from NNDR	(4,410)	(5,768)	1,357	This positive variance reflects good performance on the collection of business rates and receipt of grants from Central Government in relation to mandatory reliefs given. During 2019/20, the Council is participating in a Norfolk wide 75% Business Rates Retention pilot.
<b>Total Corporate</b>			<b>1,826</b>	

## **Broadland and South Norfolk - Our Plan for Recovery from the Covid-19 Crisis**

**Report Author(s):** Sinead Carey  
Strategy and Programmes Manager  
01508 533661  
[scarey@s-norfolk.gov.uk](mailto:scarey@s-norfolk.gov.uk)

**Portfolio:** External Affairs and Policy

**Ward(s) Affected:** All

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

This report provides an overview of our Plan for Recovery from the Covid-19 pandemic. The purpose of this report is to seek Cabinet's recommendation to Council for the endorsement of the Covid-19 Recovery Plan and subsequent agreement to update the 2020/21 Delivery Plan in light of the Recovery Plan priorities.

### **Recommendations:**

1. Cabinet to consider and recommend to Council, the endorsement of the initial Recovery Plan and priorities to support recovery from the Covid-19 crisis in South Norfolk.
2. Cabinet to recommend to Council the in-year review and update of the 2020/21 Delivery Plan, to be brought back to Cabinets in September 2020 and then onto Councils for agreement.



## 1 SUMMARY

- 1.1 This report outlines the plan for recovery in response to the ongoing Covid-19 pandemic, working in collaboration with Broadland District Council. It includes an overview of the current context in terms of the impacts and challenges of the Pandemic on our economy, communities and councils to date, alongside a review of the key priority delivery areas to focus on in the coming months.

## 2 BACKGROUND

- 2.1 Covid-19 is an unprecedented global crisis, which is continuing to have significant impacts on our communities, businesses and council.
- 2.2 The response of our communities, partners, volunteers and businesses over the last few months has been incredible, and we are thankful to everyone who has provided support and help during the crisis.
- 2.3 The pandemic is not yet over, and the impacts continue to be significant both globally and locally. The initial response phase in South Norfolk, Broadland and across the UK has rightly been focussed on the immediate emergency response to deal with the impacts of the pandemic since March 2020. Although our work on responding and adapting to the current challenges will continue for some time, we are now needing to start planning ahead for longer term impacts and challenges that will begin to become clearer as we emerge from the immediate emergency phase of the pandemic.

## 3 CURRENT POSITION/FINDINGS

- 3.1 The Recovery Plan attached to this report outlines the planning work that is now under way to support the recovery from the pandemic in South Norfolk and Broadland. Early planning is critical to ensure that we are clear on the priorities for recovery across the districts, while also enabling us to internally to review changes needing to be made to how we operate in the future.
- 3.2 The Recovery Plan is shaped around a 6-point plan based on 3 key themes that need to be progressed to ensure we are prepared for recovery. This is outlined below:



- 3.3 Each point is broken down into high level short, medium- and longer-term priority actions, each with key measures of success to ensure we are tracking our performance against the recovery plan. Directorates and teams across the Councils will be developing more detailed operational action plans to ensure the key priorities set out in the recovery plan are delivered upon.
- 3.4 There are many interdependencies between the key priority areas, and these shouldn't be viewed independently of each other.
- 3.5 While it is important to set out our early priorities for recovery, it is also recognised that the plan will need to remain flexible as the impacts of the pandemic become clearer over time or indeed a second wave arises. Therefore, the Recovery Plan will remain under review and adapted where needed.
- 3.6 At present, South Norfolk Council has a Joint Delivery Plan for 2020/21 in conjunction with Broadland District Council which sets out the key pieces of work for the Councils to deliver in the coming year. This came into effect from April 2020. Due to the impacts of Covid-19 on our service delivery and key focus areas, it is also proposed that we review and update the Delivery Plan to ensure it reflects our new areas of focus and the revised current year budget, and this will be brought back to Councils in September for review and agreement.

## 4 PROPOSED ACTION

- 4.1 The report proposes that Cabinet recommends to Council the endorsement of the Recovery Plan and the subsequent review and update of the Delivery Plan for 2020/21. This will enable the Council to have a clear overview of the priority pieces of work for delivery within 2020/21, including those new pieces of work as part of the recovery phase.

## 5 ISSUES AND RISKS

- 5.1 **Resource Implications** – The budget for 2020/21 have been reviewed and updated in light of the Pandemic. This will feed into the review and update of the Delivery Plan for 2020/21.
- 5.2 **Legal Implications** – Not applicable to this report.
- 5.3 **Equality Implications** – Not applicable to this report.
- 5.4 **Environmental Impact** – Not applicable to this report.
- 5.5 **Crime and Disorder** – Not applicable to this report.

- 5.6 **Risks** – Organisational risks associated with the Recovery Plan and Delivery Plan will be monitored and reported through to Members as part of the Quarterly Performance Reports.

## **6 CONCLUSION**

- 6.1 In summary, the Recovery Plan sets out our priorities for our areas as we make the shift from the response to recovery phase in light of the Covid-19 Pandemic. The plan will ensure that organisationally, we have a clear overview of our priorities for recovery and will allow for us to subsequently update the Delivery Plan for 2020/21, ensuring we can effectively deliver our services across the Council.

## **7 RECOMMENDATIONS**

1. Cabinet to consider and recommend to Council, the endorsement of the initial Recovery Plan and priorities to support recovery from the Covid-19 crisis in South Norfolk.
2. Cabinet to recommend to Council the in-year review and update of the 2020/21 Delivery Plan, to be brought back to Cabinets in September 2020 and then onto Councils for agreement.

## **Background Papers**

Appendix 1 - Broadland and South Norfolk, Our Plan for Recovery from the Covid-19 Crisis



Broadland and South Norfolk

Appendix 1

# Our Plan for Recovery from the Covid-19 Crisis

Two Councils  
One Team

# Leading the recovery of our areas



Shaun Vincent,  
Leader of Broadland District Council

The world has changed in a way none of us ever expected. Broadland District Council led the way in managing the crisis locally, it is now the time to plan for the future and our recovery.

We are determined to see local jobs retained and facilitate businesses to recover quickly, while continuing to support those residents that need our help the most. This way we will drive our local economy and in turn, sustain our communities ensuring they prosper.

This plan ensures that local businesses are helped, not hindered, through the recovery, and can bounce back to prosperity. We will use our statutory, regulatory, licencing and financial powers to offer something practical to local businesses.

We have supported hundreds of residents during this crisis and it is vital we continue to during the recovery. That is why we will continue to work with our partners and local volunteers to help our most vulnerable residents and their families.

Broadland has community at its heart and with our deep understanding of local issues, we are best placed to lead this recovery.



John Fuller, OBE  
Leader of South Norfolk Council

This crisis has proven, once again, that local works. Bigger is not better. Our national recovery will only happen with hundreds of smaller, local ones. And District Councils, like ours, will mobilise our economy in the same way as we stood up with our community response.

While we continue to look after our most vulnerable residents, we will lead this recovery, working closely with our local businesses to get our market towns trading. We understand local issues and we are best placed to offer the help and support needed to get the cash registers, on our high streets, ringing again.

This is a major piece of work and as you will see from this plan, we are mobilising every part of the Council to deliver a bespoke response to every business, one job at a time.

We will measure our success by the way that businesses and consumers can get back to normal as quickly as possible in towns, industrial estates and villages and by how many jobs can be saved, if not created. Together we will work to ensure South Norfolk continues to be a great place for businesses to invest, grow and thrive.

# The impacts of the Pandemic and the plan for recovery

Coronavirus is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial. The response to date has required the support of people and organisations at all levels to work together. From delivering food to those in need to supporting businesses through quick access to grants; the wider community in our districts have truly pulled together.

**The Vision for our Place, as set out in our Strategic Plan, still stands true as we plan for recovery: 'Working together to create the best place and environment for everyone, now and for future generations'**

There is still much uncertainty about the pandemic, with one thing being clear, the pandemic is not yet over. Therefore, it is necessary that we, working in collaboration with our key partners,

start to take a look at how the pandemic is affecting our areas in the short term, while planning on how best to support and rebuild our districts longer term.

This document outlines our initial and strategic 6-point plan for recovery based around 3 key themes. Action plans will underpin each of these areas, to manage delivery and to achieve the measures of success set out for each area.

Recovery will be about rebuilding, restoring and rehabilitating our communities and economy and our plan seeks to address these points, alongside increasing our resilience as a community. The challenges facing us will require creativity and imagination. Our plan will need to remain flexible as we respond to the changing environment in an agile way.



# Our achievements working together – March - June 2020

Since the lockdown on 23 March we have:



Had over  
**6,000**  
calls come into our  
Help Hub

Updated residents with

**1,814**  
social media posts  
and over  
**57,844**



residents engaged with these posts



Contacted  
**4,675**  
shielded residents



Awarded  
**£50M**  
in Grant Payments to  
local businesses

Provided  
**78**  
residents with  
temporary  
accommodation



Delivered  
**3,774**  
food and medicine parcels

Received  
**15,000**  
calls into the Communities team including  
benefits dedicated calls, online forms  
specific calls and contacts triaged  
through NCC



Published  
**3,678**  
page updates and had  
**252,712**  
visits to our websites



Received  
**9,312**  
calls into our  
Housing and Benefits Team

Had over  
**840**  
businesses sign up  
for e-news



Called  
**655**  
businesses to support  
them in claiming grants



Redeployed  
**92**  
members of staff  
to other areas of  
the businesses



Provided nearly  
**£1M**

in Council Tax Assistance to our residents.



Processed  
**4,281**  
Business grants



Collected  
**1,071,600**  
bins

**Broadland**  
District Council  
*Community at heart*

**South Norfolk**  
COUNCIL

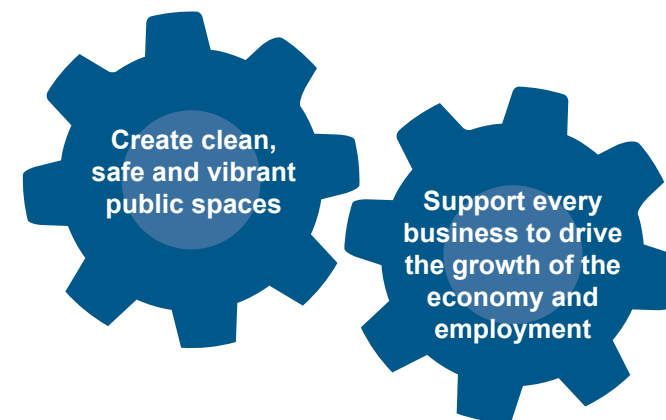


# Challenges for the future





# Our Plan for Recovery – Economy



In the first 3 months of the financial year, the UK has experienced the sharpest economic decline since the peak of the financial crisis in 2008<sup>1</sup>. The national unemployment rate has grown and continues to grow, alongside significant impacts anticipated for certain sectors of the economy.

The economic impacts within the East of England are expected to be less than a large proportion of the UK, but the pandemic still presents serious economic challenges in the future. Recent modelling by The Centre for Progressive Policy showed that the economic output for the UK will decline, with Broadland showing a 32% decline in GVA and South Norfolk showing a 25% decline in GVA<sup>2</sup>. Alongside this, challenges will grow for key sectors such as retail, tourism/hospitality, construction

and manufacturing. Both districts have a large percentage (89% in Broadland, 91% in South Norfolk) of micro businesses (0-9 employees) and these businesses are particularly vulnerable at this time.

Great work has taken place so far as part of the response phase to facilitate as many businesses as possible to become open for business, alongside providing advice, guidance and grants. Over the past few months, over £50m in grant payments has been made to local businesses to help keep them on their feet. More recently, the two Councils announced the launch of the Local Discretionary Grant Scheme, which will see over £2.7m of additional funding aimed at small businesses and charities who were unable to apply for previous grants. The Councils have also been working in partnership with Breckland Council to

launch the 'Shop in Confidence' campaign which in the first instance, aims to give people confidence that they can safely shop in their local towns and villages and help businesses get back on their feet.

Broadland and South Norfolk are great places for businesses to invest, grow and thrive. While recognising these challenges for the economy, our ambition is to continue to build a productive, high performing and dynamic economy for the future.

We know there is more to be done and below outlines our plan of action for the economy:

<sup>1</sup> The economic effects of coronavirus in the UK – Resolution Foundation

<https://www.resolutionfoundation.org/publications/the-economic-effects-of-coronavirus-in-the-uk/>

<sup>2</sup> Which local authorities face the biggest immediate economic hit? – The Centre for Progressive Policy

<https://www.progressive-policy.net/publications/which-local-authorities-face-biggest-immediate-economic-hit>

# Our Plan of Action – Economy



## **Short Term:**

- Support our businesses to survive and continue to operate, including the delivery of grant schemes where appropriate
- Unlock business opportunities by utilising our regulatory powers to support small businesses where we can to set up and/or recover
- Support local businesses through reprofiling business rates payments and utilising discretionary business rates reliefs as appropriate
- Review and progress our Capital Programme, with the view of supporting our businesses and economy in the future
- Maintain an up-to-date overview of impacts and trends within our local economies to inform our support and services, working in partnership with key stakeholders
- Early engagement with the LEP skills board to understand the future skills needs within our Districts
- Explore the potential of working jointly with the LEP and DWP to support Education Accounts
- Continue to ensure that residents have access to employment support schemes and services

## **Medium Term:**

- Support businesses to diversify into new areas where the market has changed
- Promote the visitor economy in Broadland and South Norfolk
- Develop an unlock service to resolve furlough issues and skills support to enable both continued trading and growth in the economy
- Restart the Disabled Facilities Grant and Warm Homes Fund, in line with Government guidelines, to support local tradespeople and supply chains
- Facilitate business to business support, including clusters
- Review of how, working independently and in partnership, we can support and grow our businesses and economy long term
- Support business to buy local and promote social value in procurement by engaging with local businesses to ensure they have the opportunity where appropriate, to bid to supply the Councils with goods and services

### Long Term:

- Investigate new approaches which strengthen the economies of our areas and support businesses to diversify and innovate
- Continue to unblock constraints to growth through delivering and supporting infrastructure projects which will help to transform our areas including the Long Stratton bypass, Norwich Western Link Road and the dualling of the A47
- Encourage the adoption across Norfolk of a common set of Contract Standing Orders and procurement processes, to assist local businesses in responding to tenders for public sector contracts by reducing the bureaucracy



### Short Term:

- Continue to take the necessary steps as part of our 'Confidence Campaign' to promote our market towns and high streets and to encourage people to visit and transact with our businesses
- Utilise our licensing powers to support key business impacted by the pandemic to recover e.g. the hospitality sector
- Continue engagement with the community to inform the measures being taken in our high streets and market towns

### Medium Term:

- Deliver key community events and community based-leisure activities with key partners, in line with government guidance to support the creation of vibrant public spaces
- Continuously review and improvement of our measures to ensure clean, safe and vibrant public spaces

### Long Term:

- Work with local communities, businesses and Councils to ensure the vitality and vibrancy of our market towns and key service centres
- Review and consider the vision and future role of our market towns and highstreets and how we will play a role in leading the change required



## Measures of Success

- Employment Rates
- % of vacant retail space in market towns
- Business Survival Rates
- External funding to support growth
- Number of new jobs created

# Our Plan for Recovery – Communities

Central to the Councils' response to the Covid-19 pandemic was supporting the most vulnerable individuals and families in our communities. We recognised that our response needed to maximise and work in the context of the local community, voluntary and public sector, while ensuring that resources and support reached communities as quickly as possible.

Since 23 March to the beginning of June, over 17,000 calls from the community have been triaged by our Help Hub's team of staff including redeployed Leisure Staff and volunteers, while also writing to all residents to offer support, making 3,500 home visits, and 5,000 calls to check shielding residents have what they need to stay safe. We also used our own data to help identify and contact any other residents who may be vulnerable and need support.

The impact of the pandemic on our communities has been vast. Many individuals and families have been affected, with some becoming ever more reliant

on support from the Government through different schemes such as furlough, council tax support, hardship funding etc. We know there has been an increase in the number of cases of domestic abuse across Norfolk as a whole as more people have been within their homes during lockdown. We have also seen an increase in demand for emergency temporary accommodation, with nearly double the usual number of people being supported, alongside an increase in out of work benefits being claimed.

As part of the response, our approach to support was and continues to be: 'Don't be afraid to ask for help'. We utilised our existing Help Hub models to provide a range of services from advice to practical help like collecting medicines and delivering food to people who are self-isolating or unable to go to the shops. The support was completely free and available to people of all ages who are local residents. We also set up our Hardship Fund for those in need and extended our operating hours to 7 days to ensure that no call went unanswered.



Moving forward into recovery, we will need to take a holistic, collaborative and leadership role to ensure we can put the building blocks in place to support our communities to adapt and recover. We know we can't do this alone and it will require working with all of our key partners, as well harnessing community and volunteer power at a street level.



# Our Plan of Action – Communities



## **Short Term:**

- Working collaboratively, define our approach to responding to the surge of hidden issues which are likely to increase as the lock down reduces, such as support for victims of domestic abuse and mental health issues
- Produce a comprehensive Impact Assessment, to understand the impacts the pandemic has had on our communities. This will form an evidence base for future service design
- Harness the voluntary sector which has grown during the pandemic by engaging volunteers in meaningful activity which connects them within their local communities
- Ensure the Council Tax recovery process signposts those in need to the early help hub

## **Medium Term:**

- Review lessons learnt and the role of our Help Hubs, with the ambition to develop an even more effective collaborative Community Hub model
- Given the upsurge in neighbourhood schemes and mutual aid groups which have largely met local demand for community support, develop a clearer and cohesive position on community capacity development across the districts
- Support voluntary and community groups to return to their business as usual and support for new groups to continue providing critical support to the community

## **Long Term:**

- Build and harness the relationships we have developed with key partners during the pandemic, in particular adult social care and mental health services
- Further scoping of a Community Hub model, utilising existing community assets in our areas
- Develop a predictive tool which helps us to understand demand levels for key Community Hub services

## **Short Term:**

- Work closely with key partners such as the housing sector and County Council to ensure there is an effective approach in the short term to meet needs of vulnerable individuals
- Continue to utilise partnerships with the Help Hub to ensure those in hardship are supported to become independent

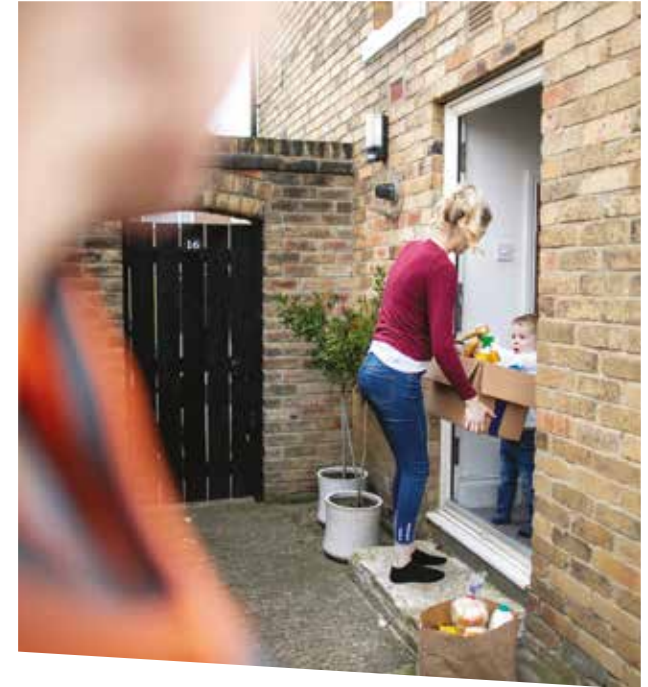


### Medium Term:

- Review opportunities for a County wide model for high needs accommodation
- Provide support to help people back into employment including skills development and encouraging apprenticeships and work placements

### Long Term:

- Secure longer-term resilience of our Hardship Offer through a review of our internal systems and policies



## Measures of Success

- Number of those in employment claiming benefits
- Successful interventions to prevent or relieve homelessness
- Number of residents supported by discretionary prevention services
- New Community Hub Model scoped and in place



# Our Plan for Recovery – Organisation and Governance

The way in which the organisation works and delivers services has had to change in response to the Covid-19 pandemic. The Councils needed to adapt fast, changing ways of working and governance models to ensure that key services and support could be delivered quickly and effectively to residents and businesses alike. We enabled the majority of our staff to be able to work remotely through increasing our IT capabilities and created an effective internal redeployment plan, utilising our flexible and agile workforce, to ensure services being provided to vulnerable people and our businesses were fully resourced.

Many services have seen an increase in demand over the past few months, in particular our community services such as the Help Hub and Housing and Benefits. Since late March, our Help Hub and Benefits teams alone, have seen nearly three times the usual number of calls compared to business as usual. Comparatively, some services have also seen a decrease in demand such as South Norfolk Councils' Leisure Centres. Though

some services have seen a decline, teams have been developing creative solutions to ensure that some level of service is maintained. For example, the South Norfolk Leisure Team launched a brand-new YouTube channel and developed an outdoor class programme to help residents keep fit and active during lockdown. As well as service changes, our governance processes have also had to change. Both Councils were keen to ensure that the key business matters of the Councils continued and that decisions that were needed to be made were progressed. The Councils embraced the use of technology to achieve this and held committee meetings virtually. With these changes has come opportunity and we are keen to take the learnings of delivery at pace, to create a modern and flexible organisational culture moving forward.

These changes and challenges have had a significant impact on the Councils' budgets. The combination of increased Covid-19 related spending and loss of income through key services will have a significant impact on South Norfolk Council's and



Broadland Council's 2020/21 budget, alongside our medium-term finances. The Councils have estimated that if the impacts of the lockdown last until the end of November, the full financial impact for Broadland District Council could be close to £4m in 2020/21 and closer to £10m for South Norfolk Council in 2020/21. Though Central Government has recognised the work that Councils have been doing by providing additional funding, this has proved to not be enough, with the consensus across Local Government being that without stable finances, recovery will become increasingly challenging.

Central to our long-term financial plan to become more financially self-sustaining focusses on utilising the benefits of commercialisation to support our economies to grow, work with our key partners to deliver economies of scale and secure our finances transforming and reimagining our services.

# Our Plan of Action – Organisation and Governance



## **Short Term:**

- Closely monitor the Councils' finances and the impact of Covid 19
- Continue to work alongside our Local Government partners to lobby Central Government for stable and fair funding to cover the cost pressures of Councils
- Support the commercialisation agenda through the production of clear business cases to allow Councillors to make informed decisions
- Explore new avenues for South Norfolk's Leisure service offer and income, including developing innovative ways of extending our offer both to make sure that opportunities to maximise income and extend the leisure offer to as many as possible
- Deliver a report to Councillors on how new ways of working for the One Team can enable and enhanced customer offer, use of space effectively and efficiently, reducing the carbon footprint, maximising the use of technology and developing an agile approach

## **Medium Term**

- Production of the 20/21 budgets and medium-term financial plans, reflecting the longer-term impact of Covid 19 on the Councils' finances
- Re-introduce existing and new leisure services, in accordance with evolving governmental advice, ensuring a safe environment is created
- Continue to expand our outdoor leisure offer

## **Long Term:**

- Review the Councils' development company structures to ensure they can deliver the number of properties in line with the aims and ambitions of the companies in order that they can deliver a return to the councils





### Short Term:

- Reset of our 2020/21 Delivery Plan to ensure that it reflects the changing nature of service delivery and new priorities for the districts
- Review our Transformation Programme in line with the update to the Delivery Plan
- Delivery of IT equipment which enables our staff to work in a more agile manner and improve the service for customers, this includes: a single telephony solution, laptop roll out (where appropriate) and the implementation of a joint Office 365 solution (includes Members)
- Ensure our staff are able to perform to the best of their ability by:
  - Ensuring the One Team Managers are trained to provide support for their staff and to identify and assist any wellbeing concerns
  - Upskilling Managers in managing staff remotely
  - Increasing the number of staff who are trained as Mental Health First-Aiders
  - Revisiting our recruitment and on-boarding process for new staff during this period of social distancing and remote working
  - Continuing to implement the wellbeing action plan

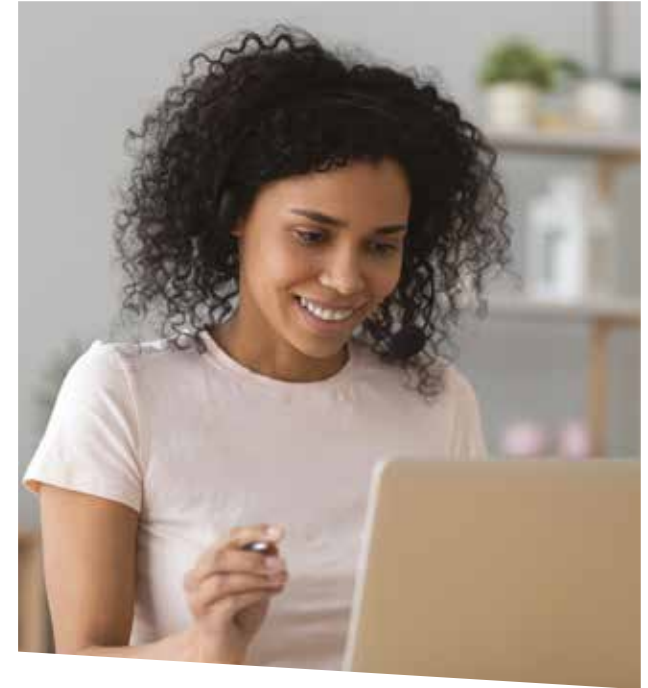


**Medium Term:**

- Improve our service offer by providing more services and appointments online to improve customer service and reduce the need for customers to travel to a physical location
- Ensure that our opening hours are reflective of the needs of our community and extend our offering through the availability of a 24/7 digital self-service
- Utilise IT to support locality working to provide improved accessibility to services
- In line with social distancing guidelines and in consultation with members, continue to run Committee Meetings virtually and live stream these to ensure transparency of decision making

**Long Term:**

- Deliver the 5-year IT investment programme to release efficiencies through removing duplication of IT systems

**Measures of Success**

- Delivery of savings through the Broadland/South Norfolk collaboration
- Leisure Centre Income (SNC)
- Strong financial management to close our budget gaps

## Broadland District Council

 Facebook  
[@BroadlandDistrictCouncil](https://www.facebook.com/BroadlandDistrictCouncil)

 Twitter  
[twitter.com/BroadlandDC](https://twitter.com/BroadlandDC)

 LinkedIn  
[linkedin.com/company/  
broadland-district-council](https://www.linkedin.com/company/broadland-district-council)

## South Norfolk Council

 Facebook  
[@SouthNorfolkCouncil](https://www.facebook.com/SouthNorfolkCouncil)

 Instagram  
[southnorfolkc](https://www.instagram.com/southnorfolkc)

 Twitter  
[twitter.com/SNorfolkCouncil](https://twitter.com/SNorfolkCouncil)

 LinkedIn  
[linkedin.com/company/  
south-norfolk-council](https://www.linkedin.com/company/south-norfolk-council)

## **LEISURE SERVICES RECOVERY PLAN UPDATE**

**Report Author(s):** Simon Phelan, Assistant Director – Communities  
t 01508 533707 e [sphelan@s-norfolk.gov.uk](mailto:sphelan@s-norfolk.gov.uk)

**Portfolio Holder:** Cllr Alison Thomas – Customer Focus

**Ward(s) Affected:** All wards

**Purpose of the Report:** This report provides an update on the recovery plan for reopening the Council's leisure centres.

### **Recommendations:**

That Cabinet

- a) Notes the progress being made by officers in ensuring that the facilities are able to reopen in the safest possible manner.
- b) Notes the facility offer being presented to customers at the first phase of reopening, the £20 loyalty offer to existing direct debt members and the engagement of a specialist marketing and communications agency to deliver the reopening campaign.
- c) Notes the income projections for the service based on the membership targets set.
- d) Notes the potential level of financial support the Council may be able to reclaim from the Government for the loss of income.
- e) Notes that the membership fees will be reviewed after the initial two months introductory offer and any price increases agreed under delegated authority by the Portfolio Holder Customer Focus in consultation with the Director People and Communities.

### **Introduction**

1. On 5 June, the Emergency Committee of South Norfolk Council considered a paper on the plan for the recovery of the Leisure service once restrictions were eased and facilities were able to be reopened. The financial implications of the closure were considered as part of another report presented by the Assistant Director – Finance. At the time of the Emergency Committee meeting, planning for reopening was very much based on this happening on 4 July, as per the Government's Roadmap to Recovery, which was released in early May.
2. However, following the Government's decision not to allow leisure centres and indoor sports facilities to reopen on the 4 July as expected, the Council has had to readjust its planning accordingly. On the 9 July the Government announced that indoor gyms,

leisure centres and pools would be able to reopen from the 25 July, subject to being able to comply with certain social distancing and cleaning regimes, officers are now working toward re-opening Wymondham and Long Stratton leisure centres, Framingham Earl sports centre and Ketts Park from this date, with the pool at Wymondham reopening mid-August and at Diss early September due to improvement works needing to be completed.

3. On 2 July the Government announced a funding package of support for local authorities intended to cover some of the losses in income experienced during the Covid-19 pandemic, including directly run leisure services. At the time of writing full details have not yet been released but account has been taken of what we anticipate the impact of the scheme will be on the leisure income budget.
4. This report outlines the key first stage of the recovery plan, the reopening of the facilities and the streams of work that are currently being undertaken by officers to ensure a safe and sustainable reopening. From 1 July, weekly updates are being provided to the Portfolio Holder.

### **Operational Matters**

5. All facilities have been working on their new Covid-19 procedures and policies, which have been completed and will be implemented on reopening. This includes a number of interventions that aim to keep customers socially distanced when using the facilities and enhanced hygiene regimes, as well as booking systems being put in place for all users to ensure that capacity within all areas can be managed effectively and safely.
6. Independent inspections and reviews of the new Covid-19 procedures have been carried out by Right Directions (leisure industry health and safety specialists). The inspector was very impressed with the Council's set ups, with the final report stating *'From a personal viewpoint, I feel your model may have gained Government assent at an earlier phase had this been universal across the industry'*.
7. The Portfolio Holder for Leisure visited Long Stratton Leisure Centre on 24 June to view the set up. As a paying member pre-lockdown, Cllr Thomas' views and opinions are insightful from a customer perspective and officers are confident that we are initially able to offer a product that our health and fitness members will be satisfied with.
8. Operational staff are now working on a plan to recover the Swim School business following the release of the reopening guidance in relation to swimming pools on 15 June. Information and guidance on other areas such as soft play and spars have yet to be released but procedures and timelines will be put in place to reopen them as soon as they are known.

### **Product Offer**

9. As per the Recovery Plan (Appendix A) that was considered by the Emergency Committee in June, the initial reopening will focus on dry-side health and fitness provision i.e. gym and classes, with an emphasis on targeting existing direct debit and annual memberships. As previously mentioned, activities will need to be pre-booked with limits on capacity to ensure that social distancing measures are possible. Appendix B gives a simple diagrammatical representation of the initial comprehensive offer that will be available to members that opt in to restart their memberships from the

point that we are able to reopen.

10. Class programmes will be a mix of indoor and outdoor classes, with approximately 80 indoor classes delivered across the sites every week. Based on the anticipated programme at the time of writing there will be approximately 20,000 gym and class slots available every four weeks across Wymondham and Long Stratton leisure centres, which equates to about 80% of all such visits in July 2019. All sessions will be bookable in advance through the live on-line booking system, with no more than one session bookable per member per day, unless there is spare capacity available
11. The outdoor class programme at Wymondham and Long Stratton has been ramped up to 34 classes per week and will increase in the future according to demand. A limited outdoor offer is being developed for Diss to ensure that there continues to be some level of offer available in the town, until which point the centre is able to reopen, it is expected to be launched week commencing 13<sup>th</sup> July. Classes will expand to accommodate more participants when social distancing guidelines allow (currently limited to 5) which will further increase capacity. While these classes are generating modest levels of casual income, they are allowing ongoing face to face contact and engagement with our valued customers in order to maintain our positive relationship with them.
12. Following discussions with the Leader and Portfolio Holder Customer Focus it has been agreed to implement a special time limited introductory loyalty offer of £20 (gross income, which is subject to a deduction for VAT) to all existing Direct Debit members for their first two months payment (anticipated to be August and September) for when the Centres reopen to recognise the loyalty of members and that the initial offer will be somewhat reduced. All members will also receive the balance of their outstanding days for March DD payment.
13. A ten for 12 months annual offer will also be available to renewing annual members up until the end of September, which will be used as a marketing tool to aid member retention. Last year the DD and annual gym memberships represent 66% of the income received in comparison to 13% from casual pay as you go users. The membership fees will be reviewed by the Portfolio Holder after the initial two months and increased in accordance to the level of take up and customer feedback, in order that there is a phased increase back to the levels pre-Covid by March 2021.
14. Works to the plant at WLC pools are expected to start in early July, completing in mid-August. Specialist contractor availability means that the proposed works at Diss are currently expected to start in late-July, with completion in early September.
15. Tennis facilities at Kett's Park are open and have brought in £1.6k in the last three months. Work is ongoing to reopen the 3G pitches, with w/c 13 July as the target date subject to FA guidelines and the successful release of operational staff from other areas of the Council being permitted to return to the leisure service.
16. Below is a table comparing the membership offer, only available to existing DD members, that will be available at Wymondham Leisure Centre when it is initially reopened, compared to that available pre Covid-19

<b>Membership Offer - Cost £33 Wymondham – Pre Covid-19</b>						
	Gym	Classes	Swimming	Changing Facilities	Cafe	
Number Available	Unlimited	8000 spaces every four weeks	Unlimited	Yes	Yes	
Actual Visits July 2019	12,600	5,491	5,292			
<b>Pay as you go – Pre Covid-19</b>						
	£7.50	£7.50	£6.00			
<b>Membership Cost - £20 Wymondham – On Initial Opening</b>						
Number Available	8,800 slots every four weeks  Max 75min subject to availability	4,832 Indoor/outdoor subject to availability Plus on-line live or catch-up (under development)	No  (expected mid-August WLC and Sep DLC)	No	Take Out only	
	Max of 1 gym or class per day					
<b>Pay as you go – On Initial Opening – Subject to availability Members have priority</b>						
	£7.50	£7.50	£6.00			

17. The attached recovery plan (Appendix A) includes details of when we expect to be able to bring other products, such as soft play, the spar and kids camp back online in response to receiving guidance that they can reopen. As these products are brought back online the offer to the members will significantly increase, both in terms of product availability, frequency and volume. This will need to be carefully communicated to both existing members, casual users and those who might be looking to use the centres and activities for the first time. It needs to be also recognised that there is a link between the product offer and pricing, which might mean that in order to attract users back or new users into the facilities a range of promotional offers may be required.

### **Marketing and Communications**

18. Officers have engaged the services of an external marketing and communications agency, Spring, to assist in delivering a targeted reopening campaign. Their initial brief is to develop a positive message to retain as many existing members as possible on reopening, followed by then moving to targeting new customers from September onwards if need dictates and capacity exists within the centres to accommodate them. The initial high-level delivery plan can be found at Appendix C, along with some examples of the content that they will be using, including the marketing strap line “We’ve ready when you are” and “exercise with confidence” to tie in with the wider confidence campaign that will be used on promotional materials.

19. The marketing campaign has been divided into two distinct phases, the initial campaign and focus will be on retaining existing members through promoting the offer and products that we have available, while managing product capacity. There will be direct marketing of the products available including Group Exercise, Tennis, 3G, Gym, Main Hall and Swimming, through a range of media channels including emails, video, social media and direct marketing, making it very clear what the offer available is and how this can be accessed.
20. The second phase of the campaign envisaged to start in September, will aim to focus on promoting additional products as they come back on-line such as soft play, team sports, kids camp etc. It will also target potential new members through direct marketing using a range of channels but principally social media to ensure that we continue to grow our membership base and that the capacity in the facilities is being fully utilised. The campaign will respond to how the market has developed and users responded since the centres re-opening, to ensure that our product is appropriately placed in the market.
21. High level market segmentation information of our customer base would suggest that we have a large number of younger users who will be happy to return to the facilities, but also a significant number of older users who will need more reassurance before they venture back into the Centres. A key aspect of the campaign will be to reassure members and promote the procedures we have put in place to ensure their safety.
22. We will seek to reassure customers that they can be active with confidence in our centres, heavily promoting the £20 loyalty offer to encourage them to re-engage with us and to get members to opt back into their memberships as soon as we reopen. while also recognising that we will initially have a reduced offer. We will also seek direct feedback via focus groups etc. on the experience of users and those who have not chosen to return, to work with us to help shape and develop the offer moving forward.
23. Assuming a mid-July opening of dry side facilities, Spring have been set targets of ensuring that we have 1,500 (40%) of our pre-Covid members opted back in by 01/08 and 2,700 (70%) of pre-Covid members by 01/10.
24. A holding email was sent to all fitness members on 26 June expressing our disappointment at the Government's decision to not allow us to reopen but letting them know that we would be ready and as safe as possible when a reopening date is given. We also asked members to let us know if they would be wanting to opt back into their membership as soon as we are able to reopen. To date we have received approximately 550 positive responses, representing approximately 15% of all DD members.
25. Videos have been produced ( [720p.mov](#) ) and posted on our social media channels that outlines the operational measures that are in place at Long Stratton and Wymondham. On Facebook, these had been viewed approximately 4,300 times by the 2 July and there has been a lot of positive feedback on the steps that have been taken
26. Marketing and promotion will go into overdrive once we have a confirmed date for reopening but, in the meantime, we continue to promote and extend the outdoor classes, considering existing capacity guidelines (e.g. 5 participants + instructor,) and



reintroducing personal training sessions.

27. Direct contact either by phone, email or letter will be made with all members who inform us that they wish to cancel their membership or whose membership ended in January and February to explain the steps we have taken to make the facilities safe and the offer that will be available.

## **Finances**

26. The Emergency Committee agreed a new income budget for the service of £1.124m for 2020/21, which assumed no income between April and July and a blanket 50% reduction for the rest of the year.
27. On 2 July the Government announced a further package of support for local authorities that would cover some of the losses in income experienced during the Covid-19 pandemic, including leisure. Initial information indicates that the Government will cover 75p in every £1 of lost income after the first 5%. Until the full details of the formula used to calculate what the Council may be able to claim are received, it is impossible to accurately predict what levels of support will be available, but we could expect this to be somewhere between £969k to £1.7m depending on whether the scheme covers just the five month period of closure (former figure) or full year losses (latter figure). This will enable the Council to revisit the income budget recommended by the Emergency Committee and influence some of the decisions moving forward.
28. The table found at appendix D profiles the expected levels of income and expenditure based on the initial membership targets, given the further delay in reopening from the anticipated 4 July and also includes estimated profiling of a number of other product income lines, e.g. soft play, café, spar as they come back online. Note the figures have been adjusted for VAT and leisure passport discounts etc. It also includes the possible figures that the Council may be able to reclaim from the support scheme outlined in paragraph 27. The figures do not, however, include any projected income that could be achieved from either increasing the existing membership base or developing other income streams such as selling advertising alongside on-line classes, but these will be dependent upon the rate at which existing members return, spare capacity available within the Centres and the take up of the on-line offer.
29. The pricing model beyond October will need to be flexible and respond to how the market has developed to ensure that we both retain our existing membership base, but also look to grow and exploit new opportunities as they arise. A phased increase to £25 and then to £30 (average yield) from the initial £20 loyalty offer has been assumed for this purpose for income profiling, on the basis that we can increase the price back to the pre-Covid prices by February 2021 as the offer improves with the reopening of charging rooms, pools and when social distancing requirements are reduced allowing for longer session times etc. Any increases in prices will be agreed with the Portfolio - Holder Customer focus in consultation with the Director People and Communities.
30. It is clear that the Council needs to get pricing back to the levels that Cabinet agreed in February 2020 at the earliest opportunity if it is to meet the revised income target for 2020/21 and a sustainable budget for 2021/22 onwards. Members may, therefore, wish to consider, in the light of the additional support that is being provided by the Government, bringing prices back to their pre-Covid levels, at the earliest opportunity in October, rather than phasing prices back slowly.

31. The introductory price also compares very favourably with our local competitors; the table below sets out some of offers available.

Provider	DD price	Notes/Comments/Normal offer
UEA Sportspark	£40.00	Unlimited gym/swim/classes. No discounting on reopening confirmed.
Bannatyne West (Costessey)	£35.99	No discounting expected
Nuffield Health	£54.00	No discounting expected
Places for People (Riverside)	TBC	No discounting expected
NR Fitness (Wymondham etc)	£26.99	No discounting expected, members have been paying £10 a month during closure period. Will lose class programme due to equipment moves.
The Gym Group, Hall Road	£16.99	Unmanned, 24hour budget gym. No discounting expected.
Dereham Leisure Centre	£37.00	Unlimited gym/swim/fitness. No discounting expected.

32. Information from the membership survey carried out in May would indicate that price is not the driving factor that will determine whether members choose to return or not, where some 82.65% of respondents indicated that they would be prepared to spend the same money on their health and wellbeing through sport, exercise and being active (e.g. leisure centre memberships). This is slightly better than the national picture where the figure was 81.89%. Only 9.69% of respondents said that they would be prepared to spend less. When asked how important cleanliness was to them when they came back, the most frequent response was 'very important' with 31% of all answers.

33. The income assumptions also show that Swim School is crucial to the income of the service and we will update members appropriately as work on the post-Covid Swim School offer progresses. Early thinking is that we should be able to restart Swim School based on a fortnightly lesson basis, with a 50% reduction in pupil numbers to allow changing room and pool gallery social distancing measures to be implemented.

34. The unprecedented nature of the pandemic makes it impossible to model income with certainty but the surveys that we carried out with both fitness and Swim School customers do give us some hope. The announcement by the Government that it will meet a substantial element of the income losses of local authorities as a result of the Covid-19 pandemic, including those from directly run leisure centres, means that there is more scope to set membership fees at a level that will retain members, but recognition also needs to be given to the fact that they will need to be increased back up to pre-Covid levels if the service is to move toward cost neutrality during 2021/22.

## **Summary and Recommendations**

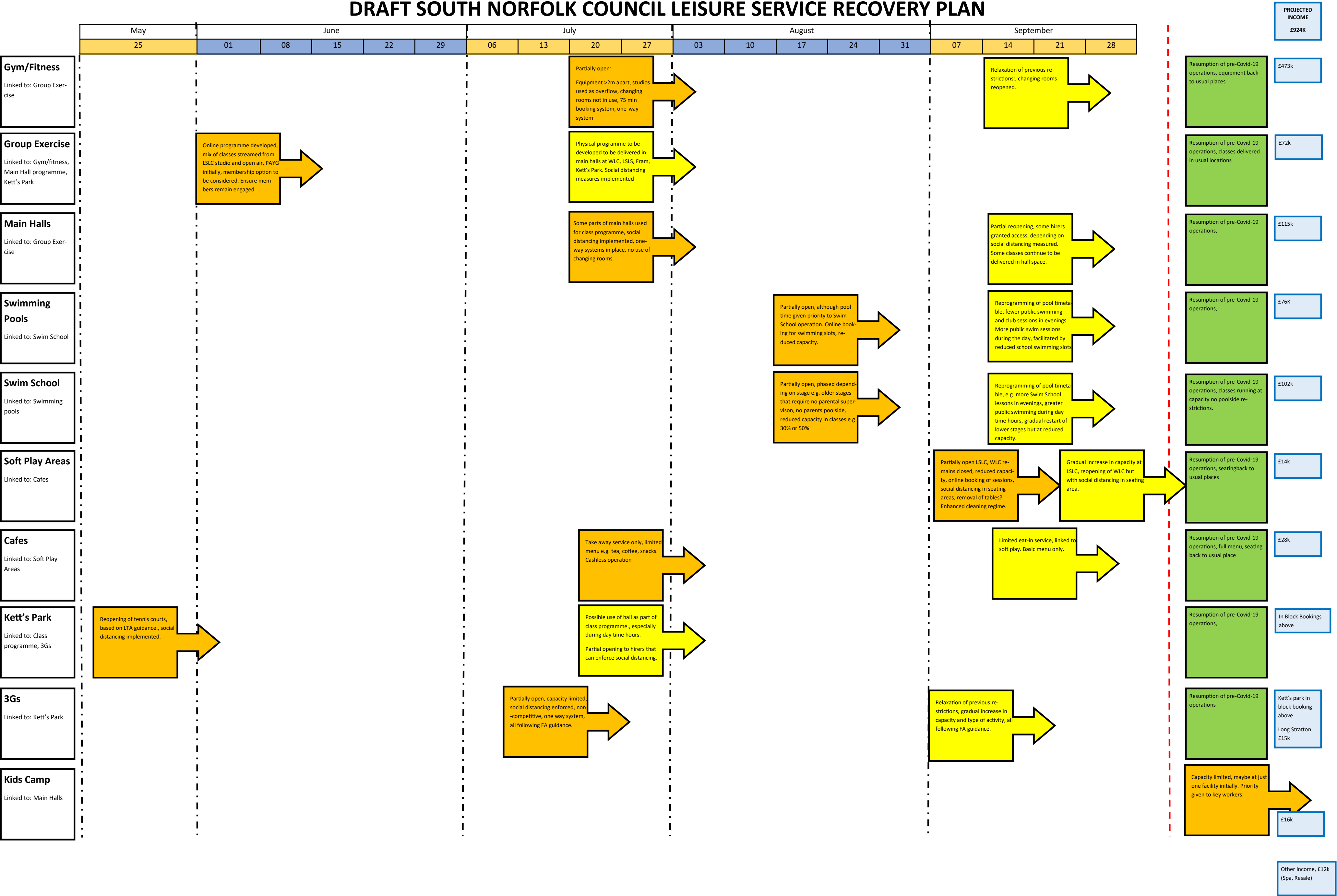
35. As per the previous report on the subject, the leisure service is facing an unprecedented situation following the enforced closure due to Covid-19, with the relaxation of lockdown a road map has been developed for the safe reopening of facilities and the development

of a wider offer to ensure both staff and customer safety, while maximising income.

36. It is recommended that Cabinet:

- f) Notes the progress being made by officers in ensuring that the facilities are able to reopen in the safest possible manner.
- g) Notes the facility offer being presented to customers at the first phase of reopening, the £20 loyalty offer to existing direct debt members and the engagement of a specialist marketing and communications agency to deliver the reopening campaign.
- h) Notes the income projections for the service based on the membership targets set.
- i) Notes the potential level of financial support the Council may be able to reclaim from the Government for the loss of income.
- j) Notes that the membership fees will be reviewed after the initial two months introductory offer and any price increases agreed under delegated authority by the Portfolio Holder Customer Focus in consultation with the Director People and Communities.

DRAFT SOUTH NORFOLK COUNCIL LEISURE SERVICE RECOVERY PLAN





Access to bookable gym sessions, each 75 minutes long, 8800 available at WLC, 4400 at LSLC every four weeks.



80 class programme at WLC, LSLC, Kett's Park and Framingham Earl, capacity 6500 every four weeks. Outdoor classes too.



Pools available mid-August after capital works complete. Bookable swim slots, number tbc

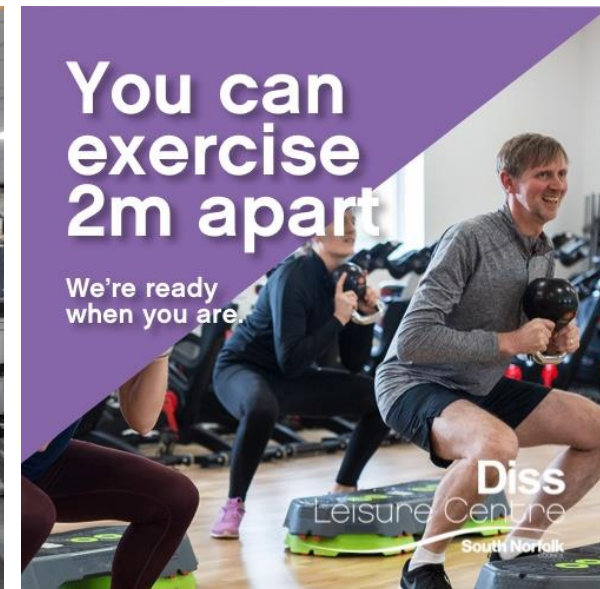
All delivered in safe, hygienic environments, adhering to Government guidelines

August & September  
£20 loyalty offer

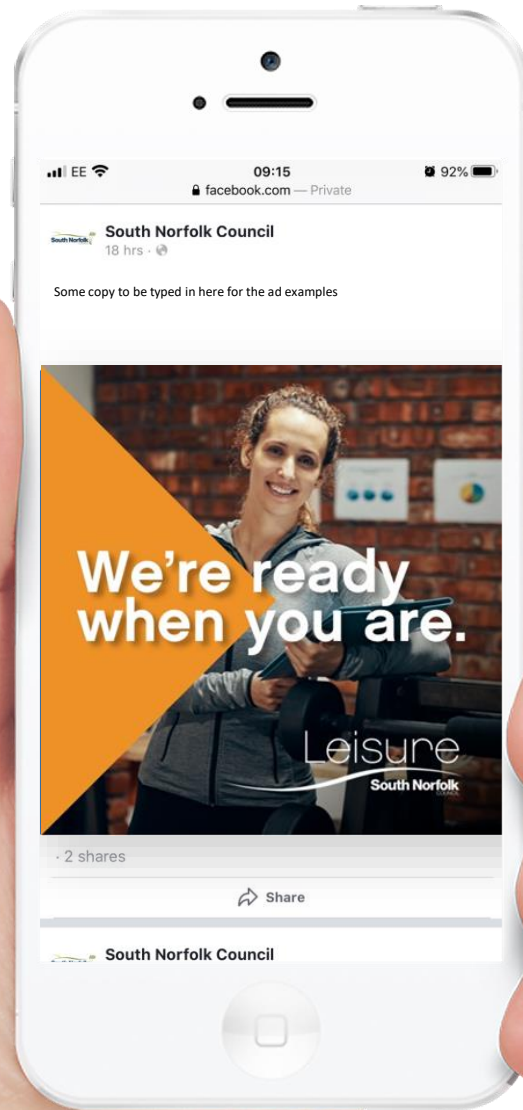
## Easily adapted for sub-messaging

As we look to engage your target audiences with specific offerings, the priority messaging can be easily adapted.

spring







		Phase one: July - August			Phase two: September		
		Aim: Retain existing members and manage produce capacity			Aim: Fill outstanding capacity across all products		
Product	Live	Outputs	Outtakes	Outcomes	Outputs	Outtakes	Outcomes
Group Exercise	Live	Fresh creative, email campaign, social media member targeting and organic social media.	Reach: 1,500, Engagement: 450, Footfall: 50% of available capacity	Active DD members 01/08: 1500 (40%) Income forecast: 30K p/m	Fresh creative, new measures video, stakeholder outreach, media relations, email campaign, social media acquisition targeting, digital search and display advertising, organic social media.	Reach (impressions): 220,000, Social Media Engagement: 1,800, CTR: 1%, Web traffic: 1000, Footfall 80% of capacity from September onwards	Active DD members 01/10 2700 (70%). Income forecast £54K per month
Tennis							
3G							
Gym	20th July	Fresh creative, new measures video, email campaign, social media member targeting, digital search and display advertising, organic social media.					
Main Halls	17th August						
Swimming			Reach 1900, engagement 570, footfall 50% of capacity	Active DD members 01/08: 1900 (50%) Income forecast: 38K p/m			



APPENDIX D  
PROJECTED INCOME 2020/21

Income		April	May	June	July	August	September	October	November	December	January	February	March	Full year
WLC	2021 Budget	-£ 155,267	-£ 148,463	-£ 143,927	-£ 152,999	-£ 166,607	-£ 148,463	-£ 151,865	-£ 143,927	-£ 148,463	-£ 143,927	-£ 149,597	-£ 147,329	-£ 1,800,837
	Forecast	£ -	£ -	-£ 1,924	-£ 2,565	-£ 22,074	-£ 31,683	-£ 52,377	-£ 52,502	-£ 62,345	-£ 62,470	-£ 79,941	-£ 89,712	-£ 457,593
DLC	2021 Budget	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 557,282
	Forecast	£ -	£ -	£ -	£ -	-£ 5,568	-£ 10,455	-£ 15,978	-£ 16,028	-£ 19,220	-£ 19,270	-£ 23,600	-£ 26,050	-£ 136,171
LSLC	2021 Budget	-£ 61,051	-£ 57,749	-£ 55,581	-£ 60,317	-£ 67,221	-£ 58,249	-£ 59,916	-£ 57,281	-£ 60,116	-£ 56,881	-£ 59,816	-£ 58,776	-£ 712,950
	Forecast	£ -	£ -	-£ 2,430	-£ 3,240	-£ 12,351	-£ 12,161	-£ 22,144	-£ 22,174	-£ 29,220	-£ 27,703	-£ 40,279	-£ 46,116	-£ 217,820
Ketts Park	2021 Budget	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 154,140
	Forecast	£ -	£ -	£ -	£ -	£ -	-£ 6,423	-£ 6,423	-£ 9,634	-£ 9,634	-£ 12,845	-£ 12,845	-£ 12,845	-£ 70,648
Fram Earl	2021 Budget	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 131,924
	Forecast	£ -	£ -	£ -	£ -	-£ 1,307	-£ 1,307	-£ 1,711	-£ 1,711	-£ 2,901	-£ 1,860	-£ 3,573	-£ 4,313	-£ 18,684
Leisure Management	2021 Budget	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
	Forecast	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
All	2021 Budget	-£ 286,597	-£ 276,491	-£ 269,787	-£ 283,595	-£ 304,107	-£ 276,991	-£ 282,060	-£ 271,487	-£ 278,858	-£ 271,087	-£ 279,692	-£ 276,384	-£ 3,357,133
	Forecast	£ -	£ -	-£ 4,354	-£ 5,805	-£ 41,301	-£ 62,029	-£ 98,632	-£ 102,049	-£ 123,321	-£ 124,148	-£ 160,239	-£ 179,037	-£ 900,915
	Loss	-£ 286,597	-£ 276,491	-£ 265,433	-£ 277,790	-£ 262,806	-£ 214,961	-£ 183,427	-£ 169,438	-£ 155,536	-£ 146,938	-£ 119,453	-£ 97,347	-£ 2,456,218
	95% of loss	-£ 272,267	-£ 262,666	-£ 252,161	-£ 263,900	-£ 249,666	-£ 204,213	-£ 174,256	-£ 160,966	-£ 147,760	-£ 139,591	-£ 113,480	-£ 92,480	-£ 2,333,407
	75% Claim back	-£ 204,200	-£ 197,000	-£ 189,121	-£ 197,925	-£ 187,249	-£ 153,160	-£ 130,692	-£ 120,725	-£ 110,820	-£ 104,694	-£ 85,110	-£ 69,360	-£ 1,750,055
Net Forecast Income Loss		-£ 82,397	-£ 79,491	-£ 76,312	-£ 79,865	-£ 75,557	-£ 61,801	-£ 52,735	-£ 48,713	-£ 44,717	-£ 42,245	-£ 34,343	-£ 27,987	-£ 706,163

PROJECTED EXPENDITURE 2020/21

Expenditure		April	May	June	July	August	September	October	November	December	January	February	March	Full year
WLC	2021 Budget	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 1,682,540
	Forecast	£ 36,894	£ 36,894	£ 72,771	£ 86,686	£ 125,562	£ 128,869	£ 131,617	£ 137,543	£ 138,170	£ 138,170	£ 138,776	£ 139,686	£ 1,311,638
DLC	2021 Budget	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 676,379
	Forecast	£ 23,104	£ 23,104	£ 23,104	£ 30,188	£ 54,717	£ 55,751	£ 55,944	£ 56,323	£ 56,323	£ 56,323	£ 56,323	£ 56,323	£ 547,527
LSLC	2021 Budget	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 79,395	£ 787,735
	Forecast	£ 38,485	£ 38,485	£ 41,348	£ 45,566	£ 55,737	£ 59,139	£ 60,451	£ 63,281	£ 63,587	£ 63,587	£ 63,893	£ 79,353	£ 672,914
Ketts Park	2021 Budget	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 20,389	£ 134,670
	Forecast	£ 8,847	£ 8,882	£ 9,252	£ 10,070	£ 10,280	£ 10,322	£ 10,338	£ 10,338	£ 10,373	£ 10,373	£ 10,373	£ 20,373	£ 129,821
Fram Earl	2021 Budget	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 152,394
	Forecast	£ 4,951	£ 4,951	£ 6,112	£ 7,071	£ 11,168	£ 11,210	£ 11,625	£ 12,662	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 120,550
Leisure Management	2021 Budget	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 330,757
	Forecast	£ 16,715	£ 17,902	£ 23,157	£ 23,157	£ 23,157	£ 23,157	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 267,309
All	2021 Budget	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 336,623	£ 3,764,474
	Forecast	£ 128,996	£ 130,218	£ 175,744	£ 202,738	£ 280,622	£ 288,448	£ 293,319	£ 303,492	£ 304,496	£ 304,496	£ 305,409	£ 331,779	£ 3,049,758
Net Budget		£ 25,026	£ 35,132	£ 41,836	£ 28,028	£ 7,516	£ 34,632	£ 29,563	£ 40,136	£ 32,765	£ 40,536	£ 31,931	£ 60,239	£ 407,341
Net Forecast Loss Overall 2020/21		£ 75,204	£ 66,781	£ 17,731	£ 992	-£ 52,072	-£ 73,259	-£ 63,995	-£ 80,718	-£ 70,355	-£ 75,654	-£ 60,060	-£ 83,382	-£ 398,788

## **Environmental Strategy**

**Report Author(s):** Debra Baillie-Murden  
Environmental Management Officer  
01603 430597  
[debra.baillie@broadland.gov.uk](mailto:debra.baillie@broadland.gov.uk)

**Portfolio:** Clean and Safe Environment

**Ward(s) Affected:** All

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

Present back to members the revised content of the Environmental Strategy.

### **Recommendations:**

**To approve** (subject to any amendments suggested by Cabinet)

- 1. The Environmental Strategy**
- 2. The Action Plan**

## 1 BACKGROUND

- 1.1 As requested by Members at previous meetings, an Environmental Strategy has been developed based on the previously agreed key themes.
- 1.2 The draft strategy was discussed at South Norfolk's Growth, Infrastructure and Environment Policy Committee on 19<sup>th</sup> June and Broadland's Environmental Excellence Panel on 4<sup>th</sup> June. Members' comments have been incorporated into the final document.
- 1.3 Each council will have independent documents to reflect the priorities for their district, however, the majority of the content will be the same.
- 1.4 A separate action plan has been developed which includes a wide range of activities to continue to improve our environment as well as helping to address wider environmental challenges. The action plan will be used by officers and members to assess progress against the strategy.

## 2 PROPOSED ACTION

- 2.1 Implementation of the approved document will include meeting with individual teams to discuss the content of the strategy with them and help them to set additional measures, to be incorporated in the action plan.
- 2.2 The action plan is a living document which will be updated as required.
- 2.3 Progress which will be reported back to the Economy and Environment Policy Committee at a frequency to be agreed.

## 3 ISSUES AND RISKS

- 3.1 **Resource Implications** – The agreement of the new Environmental Strategy will entail a programme of activity to deliver on the priorities and, therefore, there will be resource implications for the Council.
- 3.2 There is currently no dedicated staff resource to provide a strategic response to climate change issues. At the moment, all activity and development work is being covered by existing staff from a number of teams, aligned to the purpose of this agenda. In addition, the ability to fully exploit future funding opportunities could be progressed with suitable funding and investment.
- 3.3 **Legal Implications** – The 'net zero' target is now a statutory obligation, subsumed within the Climate Change Act 2008 (2050 Target Amendment) Order 2019<sup>1</sup>. At

---

<sup>1</sup> <https://www.legislation.gov.uk/ukdsi/2019/9780111187654>

this stage it is unclear what additional responsibilities this will impose on local authorities.

- 3.4 **Equality Implications** – There are likely to be a number of groups affected by the likely environmental impacts associated with some of the strategy themes. The district has large numbers of residents over the age of 65. These will be affected by the more obvious impacts associated with major weather events, such as major heat events. It is important that their accessibility to services, mobility and resilience to the impacts affecting their communities is addressed. Therefore, as initiatives are rolled out to implement the strategy, equality assessments will be undertaken to ensure that accessibility and inclusivity is considered and addressed before final decisions are made.
- 3.5 **Environmental Impact** – The purpose of the document is to ensure that the authority can have a greater positive impact on the environment.
- 3.6 **Crime and Disorder** – N/A based on current recommendations.
- 3.7 **Risks** – Failure to adopt an environmental strategy is likely to expose the Council to negative public perception as evidenced by recent freedom of information requests and press coverage along with reputational damage.

## 4 RECOMMENDATIONS

**To approve** (subject to any amendments suggested by Cabinet)

- 4.1 The Environmental Strategy
- 4.2 The Action Plan



# Environmental Strategy



### National strategy and policy:

The Government's 25-year Environment Plan, published in January 2018, brings together the Clean Growth, Clean Air and Industrial Strategies. It sets out a comprehensive and long-term approach to protecting and enhancing the environment for the next generation.

The goals focus around achieving clean air and water, protecting threatened species and providing richer wildlife habitats. It wants us to use resources more wisely and radically reduce the waste we generate. It calls for an approach to agriculture, forestry, land use and fishing which puts the environment first.

The document outlines plans to encourage sustainable development and support innovation to achieve clean growth and increase resource efficiency.

The Environment Bill is also currently going through Parliamentary approval. If approved the Bill makes provisions about targets, plans and policies for improving the natural environment. It outlines reporting requirements about environmental protection and sets the scene for the proposed new regulator – the Office for Environmental Protection. It gives waste and resource efficiency targets, redesigns air quality regulation, provides powers for the recall of products which fail to meet environmental standards and makes provisions to manage water resources sustainably.

### Regional Strategy and Policy:

In November 2019, Norfolk County Council adopted a new Environmental Policy building on the 25-year Environment Plan and the authority's current business plan. The document sets out key policy aims on conserving and enhancing the local environment while exploring new ways to make the countryside and coast as accessible as possible to improve health and wellbeing. There is also a focus on increasing resource efficiency and reducing pollution and waste which we can support at a district level.

### The Local Environment:

The Government produces a National Atmospheric Emissions inventory<sup>1</sup>, which assess the emissions from Local Authority areas broken down by different sectors. According to this, in 2017, South Norfolk produced 838.6kt of CO<sub>2</sub> which equates to 6.2tonnes of CO<sub>2</sub> for each person. It takes 6 fully grown trees to offset each tonne of carbon so you would need to plant at least 36 per year per person to balance it out. Alternatively, 6.2 tonnes is approximately 4 round trip flights from London to New York.

Looking at the data by sector, South Norfolk has experienced an increase in emissions from transport over the previous five years while the greatest reductions have been seen in the industry and commercial sector.

---

<sup>1</sup> <https://www.gov.uk/government/collections/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics>

## FIVE YEAR VISION

South Norfolk Council has published a new Strategic Plan for 2020-2024 with our commitment to support growth while protecting the local environment. The vision for the Council is to create the best place for everyone now and for future generations.

One of our key priorities is to protect our natural and built environment – such as open spaces, parks, homes and places of work and leisure, while maximising quality of life. Our approach to achieving this has been set out in the plan as follows.

\*Promoting growth in our area by working with key partners to deliver a local plan which protects the best of what we have and shape the area's future, to make it the best possible place to live and work.

\*Making sure our green spaces, streets and public places are clean, attractive and safe.

\*Protecting our environment and playing our part in wider environmental issues.

\*Acting as a catalyst for homes people can afford, creating sustainable communities for the future.

### Key targets for the environment:

\*A reduction in per capita emissions (i.e. each individual) against 2017 levels.

\*Implementation of carbon offset measures including solar generation and tree planting.

\*Engaging with local residents and businesses to support energy generation or where that isn't possible then using carbon sequestration i.e. reducing the amount of carbon dioxide in the atmosphere.

### Working with our communities:

We recognise we have an important part to play in reducing our emissions, but we cannot do this on our own. We will, therefore, work closely and inclusively with our residents and businesses to support behaviour and lifestyle changes such as green transport options and recycling facilities.

We will use social media, attendance at events and strategic communications to increase awareness, promote and share good practice and enable informed decisions.



# CLEAN AND SAFE ENVIRONMENT

## Our Environment:

For most of us in South Norfolk we are fortunate to live in neighbourhoods where we feel happy, healthy and safe. Clean streets, which are well maintained and designed, bring people together and discourage crime. These are places we are proud to call home. But there are still areas where we could do better.

Litter, dog fouling and fly-tipping are more than just a nuisance. So too are issues such as excessive noise, dust and odour from commercial activities, pest complaints and anti-social behaviour. All of these spoil the environment in which we live. They lower the quality of our lives and can adversely affect our physical and mental health.

But it's not just about clean streets. The quality of the air we breathe, dealing with contaminated land and rivers, drainage and flood risk and ensuring our drinking water is of the highest quality are all part of protecting our environment.

## The Environment:

The Government's 25 year plan 'A Green Future: Our 25 Year Plan to Improve the Environment', sets out what it will do to improve the environment within a generation. It highlights tackling fly tipping and waste crime where hazardous materials are dumped on private land and/or falsely labelled and exported abroad to unsuspecting countries.

It has laid out targets to improve air quality, achieve a clean and plentiful supply of water and ways of ensuring the environment is richer in plants and wildlife. It looks at natural hazards such as flooding, drought and coastal erosion and what can be done to mitigate climate change.

Clean up operations, whether on a larger scale such as waste crime or rubbish in the streets is paid for by the taxpayer and costs millions of pounds each year. It also has a negative impact on communities, our health and wellbeing.



## What we are doing:

- \*Zero tolerance approach to Environmental Crime from fly tipping to dog fouling with a combination of fines for offenders and educating the public.

- \*Encouraging and supporting social and community action to keep our streets clean working with parish and town councils and businesses to improve high streets and market towns.

- \*Undertaking a spring clean of the district.

- \*Adopting the best new technology and methods to get people to change their behaviour to design safe and attractive streets, stop littering and fly tipping before it happens and take rapid action when it does.

- \*Working more closely and sharing intelligence with the Police, National Farmers Union and the Environment Agency to tackle Environmental Crime

## What we are asking you to do:

- \*Report environmental crime to us so we can investigate all cases where someone has witnessed an incident or may know where the waste has come from.

- \*Ensure, whether you are a business or an individual, you dispose of your waste legally and correctly.

- \*Take part in community litter picks to keep your community clean and safe.

- \*Tell us if we get it wrong so we know how to make it right.

- \*Take your rubbish home or put it in a bin.



# SUSTAINABLE COMMUNITIES

## Our Environment:

South Norfolk is a great place to live and work. To keep it that way we must ensure our community is sustainable. This means taking into account the needs of those who live here, ensuring the economy can grow, while at the same time protecting the local environment.

To ensure our communities are sustainable we will meet the diverse needs of existing and future residents from recreation to work, healthcare and access to shops and schools. We will ensure that the design and quality of new development is high and contributes to the establishment and maintenance of resilient and inclusive places to live. We will work to ensure our communities are sensitive to their environment, contribute to a high quality of life and are well planned with space for people to enjoy their leisure time, places for children to play, good transport networks and equal opportunities and good services for everyone.

But there are factors outside of our community which need to be taken into consideration to ensure the places where we live and work are resilient to a changing climate and the impact that will have on maintaining our sustainable communities and building new ones.

## The Environment:

Extreme weather events such as rain, storms, drought and heat waves are becoming more frequent and more intense. They have the potential to damage our homes, buildings and infrastructure such as power lines and transport networks.

Work needs to be done locally and nationally to help businesses, individuals and communities become more resilient in the face of potential extreme weather events. Furthermore, South Norfolk Council is working with its partners in Greater Norwich on the Greater Norwich Local Plan – GNLP – to ensure new homes and jobs can be delivered to meet the needs of the area while at the same time protecting and enhancing the environment.

Ecosystems like wetlands and woodlands contribute to this aim by helping minimise flood risks, regulating the local climate and maintaining the supply of clean water and other resources. Biodiversity – the whole range of living things from plants to animals - supports sustainable communities by providing us with clean air, water, food, energy, medicine and building materials. It's about giving us places for recreation and employment while also protecting the best and most precious environmental assets of our area.

## What we are doing:

- \*Ensuring local plans take a proactive approach to mitigate and adapt to climate change and the impact on our community.
- \*Allowing for the delivery of new and changing technologies from electric and hydrogen powered cars to fibre optic networks, broadband and telecommunications.
- \*Creating inclusive and safe communities where people of all ages can interact, have good access to services and job opportunities and have the chance of a healthy, active lifestyle.
- \*Enhancing existing and establishing new local green spaces.
- \*Using the best environmental management practices for land use to protect and enhance biodiversity.

## What we are asking you to do:

- \*Encourage wildlife into your garden to support biodiversity. <https://www.rhs.org.uk/science/conservation-biodiversity/wildlife/encourage-wildlife-to-your-garden>
- \*Where possible give some time to volunteer in our parks and open spaces.
- \*Get involved with local environmental groups who work to protect and enhance biodiversity such as the Norwich Fringe Project <https://norwichfringeproject.wordpress.com/>
- \*Install water saving devices to cut your water consumption and reduce energy bills.
- \*Sign up to receive flood warnings by phone, email or text.
- \*Let us know your views when it comes to planning issues so we can ensure our plans meet with your needs.



## Our Environment:

In South Norfolk there are a large proportion of homes – particularly in rural areas – which rely on liquid fuel such as oil or LPG – liquid petroleum gas. For many the cost of connecting to the local gas grid is prohibitive. This means residents have no option but to use liquid fuel even though other fuel types have a lower carbon footprint.

A substantial number of properties in the district are of solid wall construction which means they struggle to retain heat and are harder to insulate. All of these factors affect the district's existing energy consumption and the potential for renewable energy.

Despite this the overall emissions from homes in the district have reduced significantly over the past five years. Data from the EPC – Energy Performance Certificate – considers a property with a rating of C and above to be well insulated. Of those who have an EPC, 42% of South Norfolk's homes have the C rating or higher.

Local councils can play a major part in reducing carbon emissions by improving the energy efficiency of homes across both districts with schemes such as the Norfolk Warm Homes Fund which provides grants for first time central heating, and also advice and support about saving energy and reducing fuel bills. More efficient use of energy will lower bills which will have an impact environmentally, socially and economically.

## The Environment:

We need fuel to heat our homes, power appliances and run industry. The cost of electricity, gas and oil are rising faster than the rate of inflation and increasingly taking up a larger part of household income. This affects the health, welfare and prosperity of our residents – particularly those on a low income.

The UK's plans to reduce carbon emissions relies on producing our energy from low or zero carbon sources such as solar panels and wind farms.

Fuel poverty, where people cannot afford their heating or lighting bills is a growing issue and is closely linked to a number of health problems. Older people and children are most at risk of health problems associated with living in a cold home such as respiratory and cardiovascular illnesses.

## What we are doing:

- \*Minimising energy use in all Council owned buildings including offices and leisure centres.
- \*Moving to buy our energy from green suppliers
- \*Assessing the potential for renewable energy production
- \*Proactively enforcing minimum energy efficiency standards in the private rental sector and encouraging new developments to be designed to minimise energy demand and maximise sustainable energy.
- \* Encouraging and supporting residents to install more efficient central heating and making energy efficient improvements using national funding where available such as the Warm Homes Fund.
- \* Supporting residents with advice about saving energy and reducing energy bills.

## What we are asking you to do:

- \*Look at saving energy at home. For how this can be achieved see <https://energysavingtrust.org.uk/home-energy-efficiency>
- \*Seek financial support for energy efficiency measures. If anyone in your household is receiving benefits ask your energy company e.g. Npower, SSE, Scottish Power etc to tell you what help is available through the ECO - Energy Company Obligation.
- \*Contact us as we may be able to let you know about local initiatives which can provide help to reduce energy bills and make your home warmer. See [Norfolkwarmhomes.org.uk](http://Norfolkwarmhomes.org.uk)
- \*Check if you are eligible for the winter fuel payment and/or warm home discount.





# WASTE MINIMISATION

## Our Environment:

More than 40% of waste in South Norfolk is recycled. Every household in the district is provided with a 240-litre recycling bin and the option of a bin for garden waste. Recycling provides the opportunity to reduce the amount of rubbish being sent for disposal and positively impacts our economy and environment.

We collect and sell waste which has a value – for example paper and glass. That money then goes back into Council's funds. Where practical all waste is sent to facilities in the UK for treatment for recycling or disposal.

The value of recycling increases with its quality. Reducing recycling contamination saves money otherwise spent on sorting and removal, and ensures more items are being recycled. We are directly engaging with our communities to increase the quality and quantity of our recycling to reach some of the best levels in the Country. We monitor/observe contamination levels and work with/ provide feedback to households to encourage positive recycling behaviours.

The recycling of plastics is a priority. We are investigating ways in which we can tackle this locally. This includes becoming a single use plastic-free Council by 2024. We are raising awareness of the Refill scheme where businesses displaying a Refill sign will fill up your reusable water bottle free of charge.

Plastic containers, bottles and lids can be placed in the recycling bins in both districts. A full list is available on the recycling section

of the Council's websites. We'd also suggest carrying canvas or cotton bags for shopping as plastic bags cannot be put in the recycling bins.

## The Environment:

The Government has recently introduced a new strategy on minimising waste.

The Government's Our Waste, Our Resources: A Strategy for England wants us to look at how the Council manage recycling and ways of reducing the amount of rubbish produced in the first place. This means looking at the journey from manufacturing to packaging to recycling and disposal. It also takes into account the impact on the environment of transportation to landfill and recycling sites.

The issue of single use plastics is a nationwide problem. The average household uses around 500 plastic bottles each year but only recycles around half of them. Plastic containers including soft drinks, cleaning products and cosmetics make up nearly two thirds of household plastic collections. We are raising awareness on plastics recycling through community and educational events.

Recycling extends the life of the items we use and reduces the amount of waste we dispose of. This decreases the need for raw materials which helps save energy and reduce carbon emissions.

## What we are doing:

- \*Reducing the amount of waste generated through council activities
- \*Engaging with communities/residents to reduce the amount of waste generated and to minimise recycling contamination.
- \*Encouraging businesses to recycle through better value and more effective commercial waste services.
- \*Providing a service which complies with the Government's latest waste minimisation regulations and generates income for the Council.
- \*Hosting local community events where residents can reuse and recycle unwanted items,

## What we are asking you to do:

- \*Recycle more and double check which is the correct bin – which avoids rubbish, which could be recycled, having to go into landfill. <https://www.south-norfolk.gov.uk/sites/default/files/Waste%20and%20Recycling%20Guide%202017.pdf>
- \*Put your bin out by 0630 on the day of collection.
- \*Help a neighbour, friend or family member put their bin out if you can. Otherwise let them know about the assisted collection scheme for people who have difficulty with mobility.



## Our Environment:

Having a good transport network is vital to get us to our jobs, schools and colleges, doctors' surgeries, the hospitals, shopping and to visit friends and family. It's also important for our leisure time and to encourage visitors to the area.

For many of us that means travelling by car – particularly if you live in a rural area. We are always looking at ways to improve our transport network – whether that is buses, cycle routes or safe places to walk. It includes linking the network so wherever you live you can be sure of getting to where you need to go.

We're pulling together a local plan to reduce car use which will be cost-effective and convenient to encourage change. It will take into account the needs of people living in our villages and outlying areas as well as our towns and the city.

We are also encouraging other methods of transport such electric cars and the use of greener private hire vehicles, such as taxis, through licensing.

## The Environment:

Emissions from petrol and diesel engines – nitrogen oxides known as NOx pollutants - reduce the quality of the air we breathe and have an impact on the environment in which we live. These nitrogen oxides can cause breathing problems, reduced lung functions and corroded teeth. They are also harmful to animals and plants.

Switching to a zero emission capable vehicle – such as an electric or hydrogen vehicles – can reduce harmful emissions and improve air quality.

The number of electric cars registered in the UK in 2013 was around 3,500. In 2018 it was almost 60,000. This means there are nearly a quarter of a million electric vehicles on the UK's roads. The number of charging points has risen too. There are now around 30,000 charging points across the country in more than 11,000 locations. (Source: EDF Energy <https://bit.ly/2YM3qfx> )

We want to see an expansion of the electric vehicle infrastructure network and are supporting local groups in installing and managing public charging points. In South Norfolk we now have 20 electric vehicle charging points across five sites.

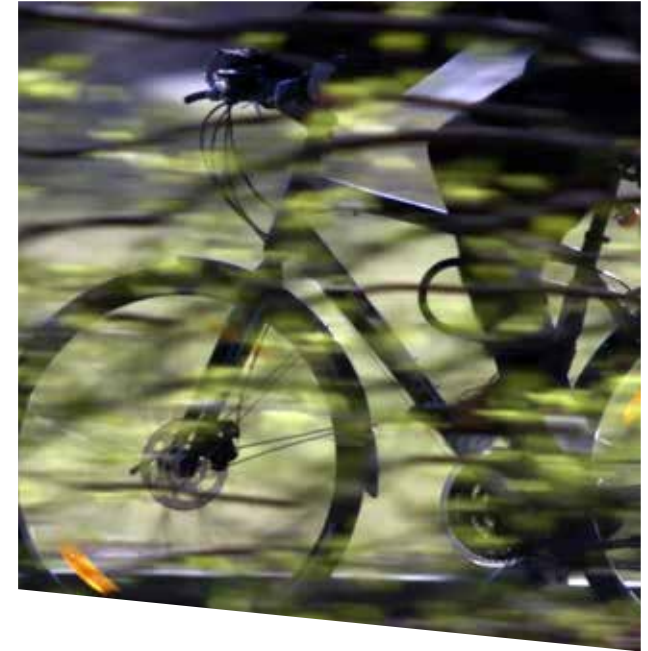


### **What we are doing:**

- \*Encouraging and incentivising staff to use public transport, bicycles, motorcycles or car share where possible to get to work.
- \*Allowing staff to work from home where possible and hold video/phone conferences rather than travelling to meetings.
- \* Introducing a new car leasing scheme with options for electric and hybrid vehicles and installing electric vehicle charging points at all council owned buildings.
- \*Working with Norfolk County Council to promote and encourage new alternative technologies for personal and commercial vehicles including taxis such as hybrids and electric cars.

### **What we are asking you to do:**

- \*Turn off your engine when stationary – especially outside schools.
- \*Use public transport where available.
- \*Cycle to work or to the shops if possible.
- \*Walk more for health and to avoid the short car journeys if you can.



## Our Environment:

When South Norfolk Council buy goods or services, our priority is to ensure we are getting value for money for you, the taxpayer. We also want to use our buying power to support local businesses and the local economy. We want to encourage local enterprises in South Norfolk and the county to bid for work with us.

However, it is also important we take into account the significant environmental impact of those decisions not just for now but in the future too. This is known as sustainable procurement.

As a Council we want to ensure all the services and products we buy improve the economic, social and environmental wellbeing of the area from reducing carbon emissions to maximising the use of recycled materials. We want all businesses and individuals we work with to consider their role in our efforts to increase sustainable procurement.

## The Environment:

Government departments and their related organisations have to ensure they meet the minimum mandatory Government Buying Standards (GBS) standards when buying goods and services and encourage the wider public sector to specify these in tenders.

However, it encourages everyone to meet best practice standards, which go further and include sustainable procurement.

In effect when organisations choose their goods or services, the decision should not be based solely on value for money but for the impact on society and the economy as a whole including the need to minimise any damage to the environment.

We will select products and services which have a minimal effect on the depletion of natural resources and biodiversity. We will also look at the environmental performance of suppliers.

### **What we are doing:**

- \*Carrying out a review of the products we buy and their impact on the environment.
- \*Considering the environmental performance of all suppliers and contractors and encourage them to conduct their operations in an environmentally sensitive manner.
- \*Ensuring local enterprises are encouraged to bid for goods and services from the Council.
- \*Looking at moving to green energy supplies for property belonging to the Council
- \*Considering ways of minimising the environmental impact of our canteen through new contracts.

### **What we are asking you to do:**

- \*Buy local and sustainable goods and produce to help support the local economy and local producers.



## South Norfolk Council



Facebook  
[@SouthNorfolkCouncil](#)



Instagram  
[southnorfolkc](#)



Twitter  
[twitter.com/SNorfolkCouncil](#)



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

Action Plan			
Theme		Delivery	Targets/Measures of Success
Clean & Safe Environment	Environmental Protection and Crime prevention	<p>Number of litter picks/clean up initiatives supported.</p> <p>Number of confirmed incidents of fly tipping.</p> <p>Increased enforcement and education for fly tipping, waste crimes, littering, graffiti and dog fouling.</p> <p>Review of fixed penalty notice charges.</p> <p>Environmental Crime Strategy promoting a zero- tolerance approach.</p> <p>Increase joint working with other stakeholders to increase intelligence sharing and tackle Environmental Crime.</p> <p>Use all available powers to deal with community issues.</p> <p>Encourage community action.</p>	<p>Increase in number of litter picks/clean up initiatives.</p> <p>Decrease in number of fly tips identified against baseline figure Baseline in 2018/19: 888.</p> <p>Increase in appropriate enforcement. Number of Fixed Penalty notices served in 2018/19</p>

	Land Quality	<p>Education for developers and consultants on what they need to submit with their planning applications.</p> <p>Pre planning application support in more applications.</p> <p>Proactive project to target oil users in vulnerable locations to provide advice on fuel security and spill prevention.</p>	<p>All developments meeting planning policy requirement: major developments to submit a sustainability statement and developments of 100+ to submit delivery statement.</p>
	Water Quality and Management	<p>Education for developers and consultants on what they need to submit with their planning applications.</p> <p>Pre planning application support in more applications.</p> <p>Raise awareness of drought and water security with Private Water Supply users.</p> <p>Proactive work with our partners and other stakeholders aiming to achieve a positive change.</p> <p>Promotion of rainwater reuse and water conservation.</p> <p>Develop supplementary planning documents.</p>	<p>Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard.</p> <p>Number of non-housing developments over 500 m<sup>2</sup> achieving BREEAM “very good” water efficiency standards or any equivalent successor.</p>

Sustainable Communities	Climate Change adaption	<p>Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating.</p> <p>Promote the use of sustainable drainage systems in new developments, which help to reduce downstream flooding.</p> <p>Rainwater conservation and re use promoted through the planning process.</p> <p>Raise awareness for residents and businesses allowing them to consider property level adaptations.</p>	Number of community plans developed by parish and town councils, considering the impacts of climate change and mitigation.
	Planning Policy	<p>Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating.</p> <p>Adoption and delivery of the Greater Norwich Local Plan.</p> <p>Support local plan policies which seek to improve the energy efficiency of new build homes and commercial premises.</p>	<p>Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016).</p> <p>Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard.</p> <p>Number of non-housing developments over 500 m<sup>2</sup> achieving BREEAM “very good” energy efficiency and water efficiency standards or any equivalent successor.</p>

	<p>Green Infrastructure and biodiversity</p>	<p>Enhance existing and establish new local green spaces.</p> <p>Use the best environmental management practices for land use to protect and enhance biodiversity.</p> <p>Where appropriate and where we have community buy in, turn some short-mown grass sites to wildflower meadows.</p> <p>Engage local communities and businesses to support volunteers and expand links with local schools.</p> <p>Increase tree canopy cover across the districts -Support Norfolk County Council's aim of planting one million trees by 2024.</p>	<p>Value of external funding secured to increase delivery of green infrastructure projects across the districts.</p> <p>Number of new developments delivering a net biodiversity gain.</p> <p>Monitor canopy cover on new development sites to aim to achieve 25% canopy cover over 10 years.</p> <p>Capture numbers of trees planted through development.</p> <p>Total number of trees planted through council supported schemes. Target of planting one tree for every resident South Norfolk by 2024.</p> <p>Number of green infrastructure projects supported.</p> <p>Increase in number of community tree wardens.</p>
--	--	---	---



Energy Efficiency	In-House Emissions	<p>Minimise Energy use for our own estate.</p> <p>Assess potential for renewable energy production.</p> <p>Move to green energy suppliers Proactive enforcement of Private Rental Sector Minimum Energy Efficiency Standards.</p>	<p>Overall reduction in gas/electricity emissions when compared to baseline. Baseline 2018/19 Kg of CO<sub>2</sub> e SNC – Gas 821,347 Elec 278,919 Number/percentage of rented homes meeting standards</p>
	Supporting our Residents and Communities	<p>Enable residents to maximise incomes, accessing all eligible benefits and ensuring they are on the most appropriate energy tariff for their use or can access affordable heating oil solutions.</p> <p>Support and encourage residents to install energy efficiency improvements, drawing down national funding where available.</p> <p>Encourage new developments to minimise the energy demand through their design and orientation and maximise sustainable energy, local energy networks and battery storage.</p> <p>Support free standing decentralised, renewable and/or low carbon energy networks, subject to the acceptability of wider impacts.</p> <p>Help energy companies to target fuel poor and vulnerable households for energy efficiency measures.</p>	<p>Number of residents supported and homes improved through council organised/promoted schemes.</p> <p>Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016) Increase in renewable energy production across the districts. 2019 Baseline: 63MW</p>

Waste Minimisation	Waste Collection Service	<p>Provide a viable, cost effective and compliant service which generates income for the Councils.</p> <p>Provide the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced. Initiatives to encourage recycling and reduce contamination.</p> <p>Support and encourage the uptake of schemes and services which increase food and garden waste composting.</p>	<p>Gross tonnage increase - food waste. Increase on 2018/19 baseline of 2,165 tonnes.</p> <p>Recycling - % of household waste recycled. 2% increase by Q4 2020/2021 compared to 2018/19 baseline of 41.3%.</p> <p>Tonnage of Garden Waste being recycled - Increase in tonnage Baseline 2018/19: 9,762.</p>
	Reducing Single use Plastics	<p>Raise awareness and support the extension of the Refill Scheme.</p> <p>Encourage the districts institutions, businesses and residents to work towards reducing the use of single use plastics.</p>	<p>Becoming a single use plastic-free council by 2024.</p>

Transport	Sustainable Transport	<p>New developments will be required to be designed to manage travel demand, promote active and sustainable transport.</p> <p>Integrate the need to reduce car use into the local plan.</p> <p>Work with Norfolk County Council to support more sustainable and healthier transport systems, enabling and encouraging active travel.</p> <p>Encourage the use of greener vehicles for private hire vehicles through taxi licensing.</p> <p>Promote the use of ECO Stars Fleet Recognition Scheme locally.</p> <p>Review our vehicle policy.</p>	<p>Increase in the percentage of green commuter journeys. Baseline 2011 census data 16%.</p> <p>Increase in number of hybrid and electric private hire vehicles licenced.</p>
	Staff Travel	<p>Introduction of new car leasing scheme from April 2020, including options for electric and hybrid vehicles.</p> <p>Investigate the infrastructure and installation required for the delivery of electric vehicle charging points at all council owned buildings.</p> <p>Investigate/implement a staff travel plan – encouraging remote working, car sharing etc.</p>	<p>Number of staff utilising leasing scheme for electric/hybrid vehicles.</p> <p>Installation of charging points at Council owned locations.</p> <p>Overall reduction in staff/member mileage against baseline 2018/19.</p>

Sustainable Procurement		<p>Develop a new Corporate Procurement Strategy to ensure procurement of services consider the need to minimise emissions and reduce the negative impacts of transportation when purchasing goods and services.</p> <p>Take steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured.</p> <p>Consider the environmental performance of all suppliers and contractors, and encouraging them to conduct their operations in an environmentally sensitive manner.</p> <p>Maximise the use of recycled products and products derived from reclaimed materials.</p> <p>Select products / services that have minimal effect on the depletion of natural resources and biodiversity.</p> <p>Ensure that local enterprises are encouraged to bid for Council business.</p> <p>Conduct a review of existing product areas and their associated environmental impacts.</p> <p>Look to move to green energy supplies for the Council's estate.</p> <p>Minimise the environmental impact of our canteen.</p>	
-------------------------	--	--	--

## **TEMPORARY PAVEMENT LICENSING**

**Report Author:** David Poole-Gotto  
Senior Environmental Health Officer (Licensing)  
01603 430610  
[david.poole-gotto@broadland.gov.uk](mailto:david.poole-gotto@broadland.gov.uk)

**Portfolio Holder:** Clean and Safe Environment

**Wards Affected:** All

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

To seek Cabinet decisions on the delegation of authority to officers, and the setting of fees and licence conditions, for new temporary Pavement Licences to local business premises.

### **Recommendations:**

That Cabinet agrees to:

- (1) Set the temporary pavement licensing application fee at £75.
  - (2) Delegate authority to the following officers for the purposes provided at sub-paragraphs (a) and (b) below:
    - Licensing & Enforcement Officers
    - Senior Environmental Health Officer (Licensing)
    - Food, Safety and Licensing Team Manager
    - Assistant Director Regulatory
    - Director for Place
- (a) To decide whether to approve, refuse, or revoke pavement licences, also to set their durations.
  - (b) To decide which licence conditions are attached to each licence (selecting from local standard conditions as established, and non-standard conditions as appropriate to individual circumstances).

- (3) Delegate authority to the following officers the power to enforce licence conditions and to vary or revoke individual licences:

- Senior Environmental Health Officer (Licensing)
- Food, Safety and Licensing Team Manager
- Assistant Director Regulatory
- Director for Place

## **1 SUMMARY**

- 1.1 Local businesses are struggling for financial viability following the Covid-19 emergency restrictions. Temporary pavement licensing by district councils is proposed nationally to help maximise businesses' customer capacity. The final form of legislation providing for this temporary pavement licensing is awaited imminently, however decisions by Cabinet as proposed in this report are required now to enable the necessary licensing administration process and acceptance of applications from local businesses.

## **2 BACKGROUND**

- 2.1 There is a discretionary power for local authorities to grant pavement licenses under the Highways Act 1980. The consultation period is 28 days and the fee which can be in the order of £300-400 varies considerably between local authorities. This Council does not presently offer pavement licences.
- 2.2 The Business and Planning Bill was debated by Members of the House of Lords during its second reading on 6 July 2020 and is likely to become enacted in late July. It introduces a temporary streamlined and inexpensive route for businesses such as cafes, restaurants and licensed premises to place removable furniture on certain highways adjacent to their premises. This will support businesses to operate safely and offer the financial benefit of additional customer seating capacity while social distancing measures remain in place. Application fees to be decided by councils individually are capped at £100.
- 2.3 The introduction in the Business and Planning Bill of the new temporary approach to pavement licenses is an important part of enabling businesses to achieve economic recovery, by safely increasing their trading space, while mitigating any potential negative impacts via a licensing process. It is important to note that the draft Bill mandates the introduction of the proposed temporary pavement licensing in our District.
- 2.4 The proposed process will allow for a five working day consultation period involving liaison with the Highways Authority and other agencies, followed by a determination period of a further five working days.
- 2.5 If the Council has not determined the application by the expiration of the determination period, the application is deemed approved. It is imperative that

the council expedites a licensing process that suitably governs decision-making and the conditions under which licence holders operate outdoor seating etc.

- 2.6 Approved pavement licences will be subject to national standard conditions published by the Secretary of State. They may also be subject to local standard conditions when imposed (a draft of these is provided at Appendix 1), and specific conditions attached to licences granted in respect of individual premises.

### **3 CURRENT POSITION**

- 3.1 Currently this Council does not issue any permissions for furniture to be placed on the public highway adjacent to businesses. Meanwhile, as we emerge from emergency Covid-19 restrictions, many businesses face immediate and urgent needs to secure financial and this applies not least to our local catering and hospitality businesses. There is a general desire to see a positive and progressive approach in offering support for local business financial recovery and it would suitably reflect this approach to expedite the implementation of temporary pavement licensing. Inevitably this new licensing will raise concerns in localities and individual cases, where noise or other concerns arise, however the Council's powers will rely on rapid licensing decisions and effective licensing conditions and enforcement as appropriate.
- 3.2 Officers have made preparations for administering temporary pavement licensing and preparatory discussions have been held with the regulatory partner agencies concerned.

### **4 PROPOSED ACTION**

- 4.1 In order that business viability can be supported at the earliest opportunity, by granting pavement licences where appropriate, it is necessary to seek approval ahead of the legislation being enacted. The implementation of a simplified process and revised scheme of delegation to officers that will enable the timely determination of pavement licence applications and any subsequent enforcement action. This requires decisions on the points noted at 4.2 to 4.5 below, which are reflected in the recommendations contained in this report.

#### **Application fee**

- 4.2 This Council may choose to set an application fee of no more than £100. Officers have calculated that an application fee of £75 would provide cost recovery for this council, just as it would also for South Norfolk and for Breckland District Council thereby offering a degree of local consistency.

#### **Decision-making, local standard conditions, and enforcement**

- 4.3 It will be safe and appropriate to grant pavement licences to some businesses and not to others. This will depend primarily on local circumstances (eg there being sufficient safe outdoor space on the highway or pavement) and risks of causing anti-social behaviour, neighbour noise problems, crime and disorder. The draft legislation provides for formal consultation only with the Highways Authority, however officers propose that five working days' informal consultation would also take place with Norfolk Constabulary, with the Council's environmental health service, and with the relevant town or parish council. Given the very tight timescale for deciding applications, there will need to be delegated authority to decide whether to grant or refuse applications, also to decide which local standard (and any non-standard) conditions are attached to each pavement licence.
- 4.4 The delegation to officers proposed at 8(2) deliberately includes a wide range of officer posts. The intention is that the vast majority of the decision making process will be carried out by Licensing Officers. However, the wider delegation allows for greater resilience to respond to the short timescale and acknowledges that this is new legislation which is still in draft form. The level of delegation could be subject to review by the relevant Portfolio Holder and Chairman of Licensing.
- 4.5 The Bill includes the power to vary, modify or revoke a pavement licence. This may become necessary where a licence holder exceeds what is permitted or fails to manage compliance with licence conditions.
- 4.6 It is proposed that the Senior Environmental Health Officer (Licensing), the Food Safety and Licensing Team Manager, the Assistant Director (Regulatory) and the Director for Place are delegated the power to enforce licence conditions and to vary or revoke individual licences.

## **5 OTHER OPTIONS**

- 5.1 The determination of applications by a Licensing Sub-Committee, whether or not representations have been received, is not consistent with the spirit or timescale specified in the legislation and this would introduce unnecessary delay and increase the cost of administration. Instead, it is proposed that progress implementing will be reported to members to enable the achievement of satisfactory licensing outcomes to be monitored whilst enabling businesses to provide sufficient seating numbers to maintain business viability.

## **6 ISSUES AND RISKS**

- 6.1 If there is no licensing process put in place by this Council to urgently consider applications or they are not processed and decided in the required timescale then legally they will be deemed granted. In such a scenario, licences deemed granted will not benefit from consideration of individual and local circumstances and relevant decisions and controls being applied.



- 6.2 **Resource implications** – The administration and enforcement of temporary pavement licensing through to September 2021 will require officer administration and the proposed application fee of £75 is expected to recover these costs.
- 6.3 **Legal implications** – Legal advice has been taken and the Monitoring Officer has been consulted. The legal implications of this regulatory activity are addressed in this report.
- 6.4 **Equality implications** – An equalities assessment has been completed. There is a potential impact on individuals who are visually impaired or have mobility issues, however, these considerations will be factored into the consideration of each local setting, individual circumstances and the detail of each pavement licence application and any conditions attached if it is granted.
- 6.5 **Environmental impact** – There is a risk of windblown litter arising from outdoor pavement licensed areas. This would be addressed in licence conditions, as a responsibility of the licence holder subject to licence review or enforcement if necessary, and it is expected that businesses will manage pavement licensed areas responsibly. The decisions sought in this report will not in themselves impact on the environment.
- 6.6 **Crime and disorder** – There is a potential for the use of street furniture sited outside premises to contribute to noise or antisocial behaviour issues. The police and Community Protection Team will be consulted regarding each application and their representations taken into consideration. The legislation will allow for enforcement action including the revocation of a licence where a license condition is breached, including risks to public safety or anti-social behaviour or a public nuisance.
- 6.7 **Risks** – The draft legislation proposes that should a local authority not determine an application before the end of the determination period, then it is deemed granted subject to local conditions. The decisions sought in this report are designed to ensure that risks arising from pavement licensed premises are well managed.

## **7 CONCLUSION**

- 7.1 The decisions sought in this report will enable implementation and administration of temporary pavement licensing by delegated officers to be completed without delay, enabling businesses to safely expand their customer capacity and assist economic recovery.
- 7.2 The proposed application fee will recover the Council's operating costs

## 8 RECOMMENDATIONS

### 8.1 That Cabinet agrees to:

- (1) Set the temporary pavement licensing application fee at £75.
- (2) Delegate authority to the following officers for the purposes provided at sub-paragraphs (a) and (b) below:
  - Licensing & Enforcement Officers
  - Senior Environmental Health Officer (Licensing)
  - Food, Safety and Licensing Team Manager
  - Assistant Director Regulatory
  - Director for Place
- (a) To decide whether to approve, refuse, or revoke pavement licences, also to set their durations.
- (b) To decide which licence conditions are attached to each licence (selecting from local standard conditions as established, and non-standard conditions as appropriate to individual circumstances).
- (3) Delegate authority to the following officers the power to enforce licence conditions and to vary or revoke individual licences:
  - Senior Environmental Health Officer (Licensing)
  - Food, Safety and Licensing Team Manager
  - Assistant Director Regulatory
  - Director for Place

---

### Background Papers

1. Business and Planning Bill 2020 (part 1)  
[https://publications.parliament.uk/pa/bills/lbill/58-01/119/5801119\\_en\\_1.html](https://publications.parliament.uk/pa/bills/lbill/58-01/119/5801119_en_1.html)
2. Draft UK Government guidance: Pavement Licences (outdoor seating proposal) <https://www.gov.uk/government/publications/pavement-licences-draft-guidance/draft-guidance-pavement-licences-outdoor-seating-proposal>

## Business and Planning Act 2020

I/We wish to apply for a pavement licence on the highway (section 115A (1) Highways Act 1980) in the Broadland or South Norfolk district.

<b>1. Your name:</b>	
<b>2. Telephone no:</b>	<b>Mobile no:</b>
<b>3. E-mail address:</b>	
<b>4. Name of licence holder:</b> (if different from above)	

**5. Business name and address of premises to be licensed:**

**a. Telephone no.** (if different to above)

**6. Address for correspondence** (if different to above)

**SECTION B – Licence Details****Purpose of Application**

**7. Please specify the purpose (or purposes) for which the furniture will be used (tick all that apply)**

- ☐ To sell/serve food
- ☐ To sell/serve drink
- ☐ For customers to consume food bought from the premises
- ☐ For customers to consume drink bought from the premises

**Dimensions – Size and Layout**

**8. What is the size of the proposed licensed area?**

Width (m)

Depth (m)

**9. Proposed number of tables?**

**Proposed number of chairs?**

**10. Do you propose to use parasols?**

**YES/NO**

**If YES, how many?**

**11. Do you propose to use space heaters?**

**YES/NO**

**If YES, how many?**

**If you intend to use space heaters you will need to submit a risk assessment with your application.**

**12. Do you propose to use barriers around the edge of the licensed area?**

**If YES, please describe the type of barriers**

**13. Do you propose to use any other furniture/equipment not already listed?**

**If YES, please give details**

### Details of furniture and means of enclosure

*Applicants are requested to supply as much detail as possible for all items proposed. Photographs, scale drawings, clear photocopies and technical details (dimensions/colours/materials etc.) are preferred. All items need to be specified/detailed on the main site plan.*

14.	Please give brief description, suppliers and technical details, where appropriate, of proposed furniture.
15.	Please give brief description, suppliers and technical details, where appropriate, of proposed enclosure/barriers.

### Hours of Operation

On what days do you propose to open?		Please tick	Hours of operation
	Monday		
	Tuesday		
	Wednesday		
	Thursday		
	Friday		
	Saturday		
	Sunday		

**NB: Pavement licences will not be granted beyond 23:00 (11pm)**

<b>16. Will alcoholic drinks be served and consumed within the licensed area?</b>  <b>YES</b> <b>NO</b> (If answering NO go straight to Q.19)	
<b>a. If YES, please state:</b>  <b>Premises licence number:</b>	

## SECTION C – Compulsory Requirements

19. Any Pavement Licences will be issued subject to the following conditions:	
<input type="checkbox"/>	The licence holder shall ensure that use of the area authorised under the Pavement Licence does not cause a noise nuisance to nearby properties.
<input type="checkbox"/>	The licence holder shall ensure that empty glasses and crockery are removed from the licensed area on a regular basis.
<input type="checkbox"/>	The licence holder shall ensure that any litter is cleared from the licensed area on a regular basis and that the area is kept in a clean, orderly and tidy manner.
<input type="checkbox"/>	A-boards, advertising signs, beer kegs, bottle crates or any other unsightly or unapproved items must not be placed on or adjacent to the licensed area.
<input type="checkbox"/>	Tables, chairs and other associated structures must be removed from the public highway after the close of trading hours. The furniture must not be stored on the
<input type="checkbox"/>	The tables, chairs and any other furniture provided, must conform to the details of the Pavement Licence application, unless the licensing authority gives written approval of any change.
<input type="checkbox"/>	The licence holder shall be responsible for making good any damage caused to the site in the exercise of this licence.
<input type="checkbox"/>	The licence holder must remove the tables, chairs and parasols from the licensed area if: <ul style="list-style-type: none"> <li>a) works to the area are to be undertaken by the Council, the highway authority or a utility provider</li> <li>b) so requested by a Police Officer to ensure public safety</li> </ul>
<input type="checkbox"/>	The licence holder must keep a copy of this licence on the premises and it must be available for inspection at reasonable times. The licence must be prominently displayed so as to be visible from the highway.
<input type="checkbox"/>	When drinks are served on the licensed area in glasses, they must be made of toughened or tempered safety glass.
<input type="checkbox"/>	The licence holder shall ensure that social distancing guidelines are complied with, in line with the Coronavirus Regulations 2020 and associated guidance.
<input type="checkbox"/>	The holder(s) shall not cause any obstruction of the highways (other than the permitted use) or danger to persons using it and shall not permit persons to gather so as to cause a nuisance or annoyance or danger to any persons lawfully using the highway.
<input type="checkbox"/>	All Pavement Licences will be issued with an earliest start time of 8am and a maximum finish time of 23:00 (11pm) each day.

**NB. If your application is successful, the operation of your Pavement Licence may be subject to periodic inspections to ensure that all the terms and conditions of the licence are adhered to. Failure to do so may result in the suspension or termination of your licence.**

## SECTION D – Documentation Required

Please tick the checklist boxes below to ensure that with this application form you provide the supporting sites plans and any other required documents. These must be up-to-date and accurate and show fully and clearly what you are applying for.

**ENCLOSED**

<input type="checkbox"/>	A plan on which your premises and the proposed Pavement Licence area are clearly outlined – suggested scale 1:100 or 1:150.
<input type="checkbox"/>	A 1:100 or 1:150 scale site plan (where possible) showing the building line of the application premises and adjacent buildings, the location of the kerb line, the distance between the building line and the kerb line, the precise boundary of the proposed licensed area giving measurements of the width and depth of the area, the location of all accesses on your frontage including fire exits, the location of existing obstructions within or near to the street café area, e.g. lamp posts, bollards, trees etc, the size and location of the proposed tables, chairs and other furniture and the size and location of enclosure barriers.
<input type="checkbox"/>	Photographs, brochures or scaled drawings showing design, dimensions, colour and materials of the tables and chairs you propose to use.
<input type="checkbox"/>	Photographs, brochures or scaled drawings showing design, dimensions, colour and materials of proposed means of enclosure.
<input type="checkbox"/>	Design and access statement showing the provision made for people with sensory and physical disabilities.
<input type="checkbox"/>	Third party public liability insurance certification up to the value of £5 million.
<input type="checkbox"/>	Payment of the appropriate application fee (if applicable).
<input type="checkbox"/>	If you propose to use space heaters you must also provide a risk assessment.
<input type="checkbox"/>	Photos of the site notice to demonstrate it has been properly displayed.

**SECTION E – Declaration**

**I declare that I am over 18 years of age and I certify that, to the best of my knowledge and belief, the information I have provided in this application form and on the submitted plans is both accurate and correct.**

**Signed** .....

**Name of Company** (if applicable) .....

**Position in Company** (if applicable) .....

**Dated** .....

Broadland District Council and South Norfolk Council takes your privacy very seriously and provides the following information in compliance with *Data Protection Legislation*. Under data protection legislation we lawfully process your personal information as a public authority which may involve sharing your information with other regulatory authorities.

Data received as a result of any Licensing application will be retained for the period of your licence and for a period of 7 years once the licence has lapsed. We may need to share your information with other regulatory authorities, any relevant Council Committees and other departments within Broadland District Council and South Norfolk Council to ensure the best possible service.

Under data protection law you have the right to request access to, rectification, restriction or objection to the processing of your personal data, as detailed in our Privacy Policy (on our website). You can contact our Data Protection Officer at [dpo@broadland.gov.uk](mailto:dpo@broadland.gov.uk) or 01603 430615. You also have the right to lodge a complaint with the regulator, the Information Commissioner's Office.

**Please send your completed application to:**

[licensing@broadland.gov.uk](mailto:licensing@broadland.gov.uk) (Broadland applications) or  
[licensingteam@s-norfolk.gov.uk](mailto:licensingteam@s-norfolk.gov.uk) (South Norfolk applications)

**CABINET CORE AGENDA 2020**

<b>Date</b>	<b>Key</b>	<b>Title of Report</b>	<b>Responsible Officer</b>	<b>Portfolio Holder</b>	<b>Exempt?</b>
<b>21 July</b>	Y	<i>Environmental Strategy</i>	<i>Debra Baillie-Murdon</i>	<i>Michael Edney</i>	N
	N	<i>Insurance Procurement</i>	<i>Debbie Lorimer</i>	<i>Josh Worley</i>	Y
	Y	<i>Legal Services</i>	<i>Emma Hodds</i>	<i>Kay Mason Billig</i>	Y
	Y	<i>Leisure Recovery Plan</i>	<i>Simon Phelan</i>	<i>Alison Thomas</i>	N
	N	<i>Plan for Recovery</i>	<i>Sinead Carey</i>	<i>John Fuller</i>	N
	N	<i>Q4 Performance, Risk and Finance (Strategic)</i>	<i>Emma Pepper/ Julie Brown/ Emma Goddard</i>	<i>Kay Mason Billig</i>	N
	N	<i>Licensing Pavements</i>	<i>David Poole-Gotto</i>	<i>M Edney</i>	N
<b>Council Meeting 27 July 2020</b>					
<b>24 Aug</b>	N	Alignment of Mandatory Licensable HMO Fees	Louise Simmonds / Leigh Booth	Yvonne Bendle	N
	N	Municipal Bonds Agency	Debbie Lorimer	Josh Worley	
	N	Local Development Scheme Update	Paul Harris	John Fuller	N
	N	Interim Approach to Performance Management Framework	Helen Molloy	Josh Worley	N
	Y	Waste – Final Business Case	Simon Phelan	Michael Edney	
	N	Housing Standards Enforcement Procedure	Leigh Booth	Yvonne Bendle	N
<b>Council Meeting 21 September 2020</b>					
<b>28 Sept</b>					
<b>2 Nov</b>	N	Early Help Approach	Kerrie Gallagher	Yvonne Bendle	N
	N	Recycling Facility	Simon Phelan	Michael Edney	N
	N	Empty Homes Policy	Kevin Philcox	Yvonne Bendle	N
	N	ASB and Crime	Mike Pursehouse	Michael Edney	N
	N	Housing Allocation Policy	Richard Dunsire	Yvonne Bendle	N
	N	Community Grants	Kerrie Gallagher	Kay Mason Billig	N
	N	Council Tax Scheme	Richard Dunsire	Yvonne Bendle	N



Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
	N	Q2 Strategic Performance, Finance and Risks	Melanie Wiles/ Sinead Carey	Josh Worley	N
	N	Temporary Accommodation Review	Richard Dunsire	Yvonne Bendle	N
	N	Diss OPE	Mark Heazle		N
	N	Planning Enforcement Review	Helen Mellors	Lisa Neal	N
<b>7 Dec</b>	N	Community Transport	Kerrie Gallagher	Kay Mason Billig	N
	N	Procurement Options	Rodney Fincham	Alison Thomas	N
	N	Consultation followed by adoption of CAA and Boundary Amendments for Burston, Forncett, Gissing, Thorpe Abbots, Winfarthing and Wramplingham Conservation Areas	Chris Bennett	Lisa Neal	N
Council Meeting 14 December 2020					

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.