

Scrutiny Committee

Members of the Scrutiny Committee:

Cllr G Minshull (Chairman)
Cllr V Clifford-Jackson (Vice Chairman)
Cllr B Bernard
Cllr B Duffin
Cllr J Hornby
Cllr J Rowe
Cllr R Savage
Cllr T Spruce
Cllr J Wilby

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, no later than 5.00pm on Monday 3 August.

Agenda

Date

Wednesday 5 August 2020

Time

9.30 am

Place

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

Contact

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

Large print version can be made available

AGENDA

- 1. To report apologies for absence and to identify substitute members;**
- 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 form and flow chart attached – page 4)
- 4. Minutes from the meeting of the Scrutiny Committee held 6 February 2020;**
(attached at page 6)
- 5. Review of Market Towns Confidence Campaign;** (report attached - page 13)
- 6. Scrutiny Work Programme and Cabinet Core Agenda;** (attached – page 19)

Working style of the Scrutiny Committee and a protocol for those attending

Independence

Members of the Scrutiny Committee will not be subject to whipping arrangements by party groups.

Member leadership

Members of the Committee will take the lead in selecting topics for and in questioning witnesses. The Committee will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee's questions about topics, which relate mainly to the Council's activities.

A constructive atmosphere

Meetings of the Committee will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committee should not feel under attack.

Respect and trust

Meetings will be conducted in a spirit of mutual respect and trust.

Openness and transparency

The Committee's business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee's meetings will explain the discussion and debate, so that it could be understood by those who were not present.

Consensus

Members of the Committee will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.

Impartial and independent officer advice

Officers who advise and support the Committee will give impartial and independent advice, recognising the importance of the Scrutiny Committee in the Council's arrangements for governance, as set out in the Constitution.

Regular review

There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.

Programming and planning

The Scrutiny Committee will have a programme of work. Members will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.

Managing time

The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.

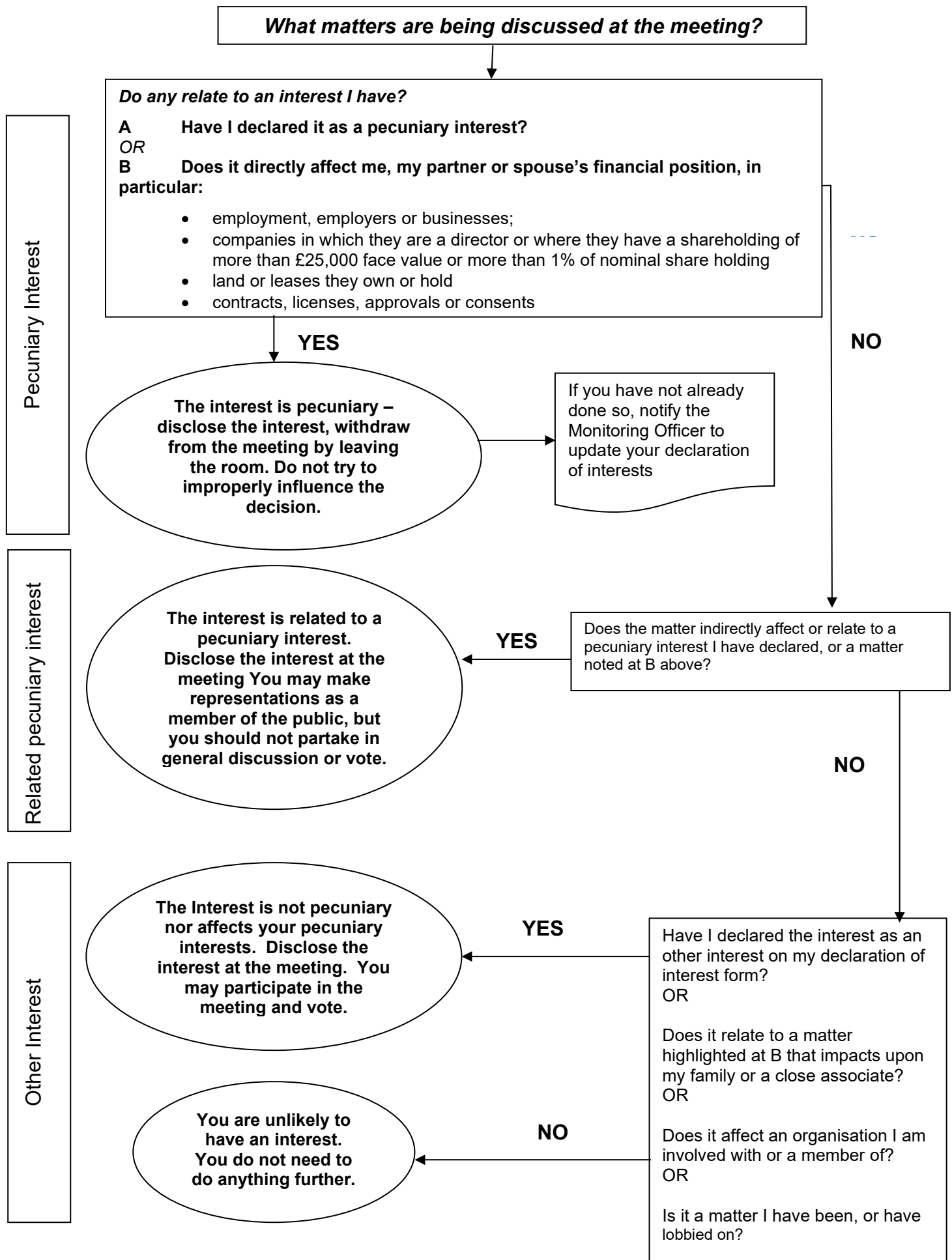
DECLARATIONS OF INTEREST AT MEETINGS

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.

<p>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.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 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 <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>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.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>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.</p>
<p>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.</p>
<p>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.</p>

**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





SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 6 February 2020 at 9.30am.

Committee Members Present: Councillors: G Minshull, B Bernard, V Clifford-Jackson, B Duffin, T Spruce, J Wilby, J Worley

Apologies for Absence: Councillors: J Rowe and R Savage

Officers in Attendance: The Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby), the Director of Place (P Courtier), the Assistant Director of Governance and Business Support (E Hodds), the Assistant Director - Finance (R Fincham), the Assistant Director Chief of Staff (H Ralph), the Strategy and Programmes Manager (S Carey), the Capital Accountant (H Craske) and the Senior Governance Officer (E Goddard)

Also in Attendance Cllr S Nuri

1261 DECLARATIONS OF INTEREST

No declarations were made.

1262 MINUTES

The minutes of the meeting of the Scrutiny Committee held on 27 November 2019 were confirmed as a correct record and signed by the Chairman subject to the addition of Cllr Spruce in the list of members present at the meeting.

1263 BROADLAND DISTRICT COUNCIL AND SOUTH NORFOLK COUNCIL – STRATEGIC PLAN AND DELIVERY PLAN

Members considered the report of the Strategy and Programmes Manager, which invited the Committee to endorse Cabinet's recommendation to Council to approve and adopt the new Strategic Plan 2020-2024 and the interim Delivery Plan 2020/21 for Broadland and South Norfolk Councils. In presenting the report, the Strategy and Programmes Manager stated that the ambition arising from the feasibility study was to develop joint strategic priorities and delivery plans to provide a clear vision for the collaboration and to enable a common focus for the new one joint officer team. Both councils had their own vision, priorities and ambitions set out in their current respective plans which were very similar. Moving

forward, the “Our Plan” strategic plan would set out the visions, ambitions and priorities as a collaboration and would align to the 4 year political term of office, with a 6 month period for development, supported by a rolling 2 year delivery plan (following a one year interim plan), which would set the programme of work. The Delivery Plan included delivery measures to enable the success of activities to be monitored. The overarching vision was to work together to create the best place for everyone, now and for future generations and priorities included growing the economy, supporting individuals and empowering communities, protecting the natural and built environment whilst maximising quality of life and moving with the times, working smartly.

Following consideration by the Joint Lead Members’ Group, an amendment to the Strategy had been suggested to incorporate changes regarding the environment and the Environmental Strategy.

At its meeting on 3 February 2020, Cabinet had decided to recommend Council to approve the Strategic Plan 2020-2024 and the Interim one-year Delivery Plan for 2020/21, to include proposed changes regarding the environment and Environmental Strategy.

A question was raised about how the individual plans of the two councils could be aligned having regard to their differing timeframes. Officers confirmed that the new joint plan would replace the existing plans and incorporate the joint aims and ambitions for both councils which were very similar in terms of their priorities and ambitions and that these would be aligned with the four year political term of office.

With regard to a concern about increased risks associated with two organisations coming together, officers confirmed that Cabinet currently received a quarterly report on risks and that a piece of work on reviewing the approach to risk management was underway and would be brought forward for consideration by members.

Members then considered each of the main sections of the Plan and officers answered a number of questions.

Officers confirmed that, in terms of funding streams, the councils would remain two independently funded bodies, with differing risk appetites to income generation, particularly in respect of income from commercial services. With regard to how the budget was spent, particularly in relation to resources, officers confirmed that the cost apportionment had been verified with the External Auditors at 45% Broadland/ 55% South Norfolk.

In response to a comment that the inclusion of other delivery measures in relation to use of the leisure centres might be helpful, officers confirmed that a whole range of other data was available but the data supplied gave an overview of performance. With regard to the measures for household waste recycled, concern was expressed that measuring increases in the percentage of waste recycled did not help monitor any reduction in overall waste. Officers confirmed that part of the proposed changes from JLMG on the environment, was to include a new measure on the amount of residual waste which would pick up this point.

A member welcomed the proposals for apprenticeships and internships and noted the timescales for this which would see the establishment of internship placements for 16-18 year olds this year, followed longer term by the development of

apprenticeships and graduate schemes. Proposals for partnership working were also welcomed but, it was suggested, attracted additional risks which needed to be managed. In some instances, for example market towns, it was felt there was a need for a more coordinated approach to partnership working between all interested parties. Members were assured that work was ongoing to continue to develop strong, well designed partnership arrangements. In response to comments regarding the arrangements for review of performance, officers confirmed that quarterly performance reports were reviewed by Cabinet together with a high level review of the delivery plan measures and overview of individual projects through various committees.

In response to a comment about the need to ensure that services and support were available to all, including those without IT access, and in the right way, officers reported that work was underway to develop a new customer experience plan following the move to one joint officer team to ensure that customers' needs were met but mindful of the need to maximise efficiency and the use of IT. The proposals would also look at locality working to ensure staff and services were accessible.

With regard to remote working, officers assured members that measures were in place to ensure that staff were given the necessary tools and support to work flexibly and remotely and that training would be given to managers to enable them to support remote working by their staff. Progress continued to be made to develop robust IT infrastructure to facilitate this and to ensure business continuity in the event of any emergency. It was noted that adequate training budget for staff would be available to ensure staff were in the best position to support the delivery of the Plans.

Members were supportive of the recommendations and the proposal to include reference to the environment and the environmental strategy in the Plans.

It was unanimously

RESOLVED: to endorse the Cabinet's recommendation to Council to approve the adoption of the Strategic Plan 2020-2024 and the Interim one-year Delivery Plan for 2020/21, subject to the inclusion of reference to the environment and the environmental strategy.

1264 2020/21 BUDGET – CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25

Members considered the report of the Capital Accountant which set out the Council's capital strategy for the next 5 years and the capital programme and capital financing for that period. The Assistant Director - Finance highlighted the key issues in the report stating that the Council owned significant assets valued at £32m which would likely require capital investment over the next 20 years and it currently held £18.6m in loans and equity in its companies. The Programme totalled £78m including slippage and additional budget for investment in IT infrastructure and software to support collaboration. Revenue reserves of £4.9m would be required to fund the programme and reduce borrowing. Overall the strategy was deliverable and affordable and the risks were actively managed.

The biggest call on the capital programme was the large proportion of borrowing relating to Big Sky, much of which was however likely to be short term pending repayment on the delivery of projects. This figure could vary depending on potential slippage of projects and an allowance had also been made to facilitate any new projects identified. Funding of the capital programme would be by way of borrowing (45%), capital receipts (30%), grants (18%), reserves (6%) and S106 monies (1%). Attention was drawn to the sum of £4m which had been allocated provisionally for the likely need to refurbish or replace the depot which would be the subject of a detailed report to Cabinet. It was also noted that the sum of £4m allocated for disabled facilities grants was offset by external funding.

Members noted that, at its meeting on 3 February 2020, Cabinet had decided to recommend Council to approve the capital strategy and programme for 2020/21-2024/25 and the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems across the two councils.

In response to a question about the likelihood of reserves being used, officers confirmed that these would be needed to fund vehicle replacements. In respect of a comment about the allocations for Big Sky, officers assured the member that this investment was monitored in accordance with the treasury management strategy and was mindful of the need for spending to be prudent and affordable. In response to a concern about the need to balance liquid assets and fixed assets having regard to the fact that proceeds from the sale of capital assets could not be used to fund revenue expenditure, officers commented that capital funds invested in Big Sky returned an income to the Council which was in excess of the returns which could be achieved if the funds were invested in the banks. Going forward, this position would continue to be monitored and any mitigating steps would be taken to respond to any changes in market conditions should the need arise, for example houses not selling could be rented out to generate a revenue income.

With regard to borrowing, rates continued to be very favourable. It was noted that, whilst the Council had both borrowed and lent to other local authorities, it was not practical to assist parish councils in their financial management by utilising their surplus reserves in the form of loans. With regard to the extent of borrowing proposed, officers confirmed that the budget usually allowed for a level of borrowing depending on how the budget proposals progressed but that this had not been needed to date. The Council had been prudent in setting aside reserves for items such as the vehicle replacement scheme and was in a good position to fund the proposed programme. In response to a questions, officers confirmed that, despite longer term plans for future leisure provision in Diss, the proposed works to the current Diss Leisure Centre were necessary. They also confirmed that a business case in relation to the Council's potential involvement in the Framingham Earl leisure facility was to be investigated.

With regard to the proposals for funding the programme of work to align the ICT infrastructure and corporate systems in use across the two councils, officers referred to the detailed proposals set out in appendix D of the report. IT provision at both sites had been reviewed, much of which was reaching its end of life requiring investment over both sites. There was a need to build a flexible foundation to accommodate the current joint needs and future needs, creating efficiencies for staff and investments which should facilitate longer term savings. IT provision for members was part of the proposals and would include access to calendars. In

response to questions, it was confirmed that the proposals would enable any specific needs of existing or new staff to be readily accommodated, action was already being taken to reduce the carbon cost through the use of IT and appropriate security measures would continue to ensure the protection of data.

It was then

RESOLVED: to endorse the Cabinet's recommendation to Council to approve the capital strategy 2020/21 to 2024/25 and the programme of work for 2019/20 to align key elements of ICT infrastructure and corporate systems across both councils.

1265 2020/21 BUDGET – REVENUE BUDGET AND COUNCIL TAX 2020/21

Members considered the report of the Assistant Director – Finance on the Council's revenue budget for 2020/21 and their attention was drawn to the changes in the budget set out in detail in the report. It was noted that a large element of the budget relating to housing benefits (£31m) would be recouped via government subsidy. With regard to government funding, the revenue support grant was now nil and changes to business rates retention were expected in 2021/22 together with the phasing out of the new homes bonus. A new scheme to replace the new homes bonus was anticipated but no details were as yet available and therefore a "worst case scenario" approach had been taken in relation to the budget. It was proposed to increase fees and charges in line with inflation. With regard to the medium term financial strategy, savings were expected arising from the one joint officer team structure but in view of the reduction funding incomes there would be a funding gap of approximately £1m. It was anticipated this would be met from the government's replacement for the new homes bonus funding stream but, the Council was also looking to generate additional income and there was potential for Big Sky to help fund the gap. Overall the Council was in a good position and the view of the S151 officer was that the budget was robust and reserves were adequate. The report included a recommendation for a £5 increase in council tax for 2020/21 to support the budget.

Members noted that, at its meeting on 3 February 2020, Cabinet had decided to recommend Council to approve the revenue budget for 2020/21 and council tax as proposed in the report.

In response to questions, officers confirmed the budget still included provision for those streetlights for which parishes had not taken on responsibility and it was felt could not be turned off. With regard to the pay awards for staff, the arrangements for the interim period were noted and that a new performance related pay scheme was currently being explored.

RESOLVED: to endorse the Cabinet's recommendation to Council to approve the revenue budget and council tax for 2020/21 as set out in the report.

1266 2020/21 BUDGET – TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21

Members considered the report of the Assistant Director – Finance outlining the Council's approach to management of its borrowing, investments, cash flows, banking, money market and capital market transactions and the effective control of the associated risks and performance. The security of investments remained a primary consideration for the Council. Reserves could continue to be used to borrow up to £9.6m internally from cash balances and up to £28m of external borrowing could be utilised for economic and housing growth and property investment. There was currently no borrowing in place and the proposed level of borrowing was prudent and affordable. Members' attention was drawn to the investment parameters set out in the report which provided a secure framework for investments.

Members noted that, at its meeting on 3 February 2020, Cabinet had decided to recommend Council to approve the Treasury Management Strategy Statement, the Policy Statement, the Annual Investment Strategy, the Treasury Management Practice Credit and Counterparty Risk Management, the Treasury Management Scheme of Delegation, the Minimum Revenue Provision Statement and the Prudential Indicators and Limits for the next 5 years.

Members expressed the desire where possible to ensure the Council utilised ethical options for borrowing/investment and also asked if training could be made available to members on treasury management matters. Officers stated that a training session for members on treasury management was being earmarked for the summer. With regard to ethical investments, officers agreed that it was possible to include reference in the strategy to the Council's preference to invest ethically where possible and viable. It was noted that, where possible, options for environmentally favourable replacement of items such as vehicles and boilers would be considered and that this was addressed in detail in the environmental strategy.

In response to concerns about the current difficulties associated with the Council's auditors, the Director of Resources explained that she had met with the Council's auditors and with other local authorities about the current difficulties being experienced in securing the completion of public sector audits. The current issue was a national one arising from pressure being placed on all local authority auditors to undertake more robust audits of public services following major failings in the private sector with the audit of some national companies. There were cost and time implications for the auditors arising from the requirement for higher levels of audit and this, together with a shortage of qualified auditors, had created a significant issue. It had become apparent that the 31 July audit deadline was not a statutory requirement but that the Council's auditors were endeavouring to complete the audit by the end of September with formal sign off in October.

Members supported the proposals for the authority's approach to the management of its borrowing, investments, cash flows, banking, money market and capital market transactions and the effective control of the associated risks and performance, and added their desire to see training offered on this topic to members and, where possible to look to place the Council's investments with ethical companies.

RESOLVED: to endorse the Cabinet's recommendation to Council to approve the various treasury management documents as detailed in the report, subject to reference in the treasury management statement that where possible, the Council will look to place its investments with ethical companies.

1267 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the work programme, tracker and cabinet core agenda. The Senior Governance Officer reported that a review of the Community Action Fund would be added to the work programme for consideration at the meeting on 25 March 2020.

Members were reminded that they could suggest future items for consideration and should do so through the Scrutiny TOPIC form.

(The meeting concluded at 11.25 am)

Chairman

REVIEW OF MARKET TOWNS CONFIDENCE CAMPAIGN

Report Author(s): Tig Armstrong
Assistant Director – Economic Growth
07790 563 554
tigarmstrong@s-norfolk.gov.uk

Portfolio: Stronger Economy

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to provide members with a summary of the work undertaken by the Council and partner organisations in the South Norfolk market towns of Harleston, Diss and Wymondham to support the reopening of non-essential retail and hospitality businesses in July 2020, as part of the CONFIDENCE campaign.

The primary objective of the work was to support the reopening of the local economy by ensuring high streets in the three market towns were 'clean, safe and vibrant' spaces where residents and visitors could visit and shop, confident that appropriate social distancing measures were in place.

Recommendations:

1. Members note the report and make recommendations as appropriate.

1 SUMMARY

- 1.1 Following broad direction from the Government, the Council, working with relevant town councils and the County Council/Highways Authority implemented a range of measures in the market towns of Diss, Harleston and Wymondham.
- 1.2 The measures were designed to encourage residents and visitors back into their local high streets, and to be confident to once again shop locally as lockdown eased and non-essential shops were allowed to reopen. The Council's aspiration was to provide 'clean, safe and vibrant' high streets, and ensure that social distancing guidelines were able to be adhered to.
- 1.3 A range of changes were implemented, including the use of emergency Traffic Regulation Orders (TROs), provision of hand sanitisers, and the deployment of redeployed staff and volunteers to act as on-street advisers.
- 1.4 Collectively, these measures formed part of our 'CONFIDENCE campaign', intended to restore local confidence amongst residents and traders, and in the local economy.
- 1.5 Due to the unprecedented circumstances these changes were designed and implemented with very short lead times. In addition, Government guidance was being updated frequently and without significant warning in response to the unprecedented nature of the pandemic. The timelines prevented the normal level of pre-planning and/or community consultation that would have been undertaken prior to undertaking such a far-reaching programme of work.
- 1.6 The Council continues to receive a significant amount feedback from the affected communities, both supportive of, and opposed to the changes.
- 1.7 Many of the measures remain in place, however some modifications to the initial changes to the road layouts have been reversed in response to local feedback.

2 BACKGROUND

- 2.1 On the 9 May 2020 the Government issued '*Guidance for local authorities on managing their road networks in response to the coronavirus (COVID-19) outbreak.*' The guidance applied to all highways authorities and very broadly focused on reallocating road space to walking and cycling to encourage 'active travel', and enable social distancing in anticipation of the reopening of high streets, shopping centres etc.
- 2.2 On 11 May the Government detailed their 'Roadmap to Recovery', including a proposal for the reopening on non-essential retail on 1 June, and other public places including hospitality businesses from 1 July.
- 2.3 An initial meeting was held between County and District officers on 15 May 2020 to discuss the delivery of 'Phase 1' (as described by County officers) of measures being suggested by the Government guidance (see above point).

- 2.4 The purpose of the meeting was to discuss joint aspirations and begin planning for the reopening of the highstreets and public spaces.
- 2.5 On 22 May an Economic Recovery Update paper was presented to the SNC Emergency Committee. The paper highlighted the need for the Council '*to facilitate clean, safe and vibrant places within which our businesses can operate and where customers can visit and spend money with confidence.*' (Emergency Committee Agenda, 5 June 2020)
- 2.6 The paper noted South Norfolk, Broadland and Breckland District Councils would be working together to achieve the above, in what become known as 'Operation Beacon'. The paper also noted that *the 'main workstreams in the (Operation Beacon) project plan are: Traffic Regulation Orders (TROs) and street scene, communities and marshalling, procurement, communications and liaison, and licencing and regulation'.*
- 2.7 The Emergency Committee resolved to allocate £100,000 to '*investing in the public realm*' (Emergency Committee Agenda, 5 June 2020). This allocation was to fund the provision of small capital items (e.g. planter boxes and public seating) designed to enhance the public realm in market towns in which social distancing measures were being introduced by the highways authority.
- 2.8 The intention was to substitute conventional road signage and barriers with planter boxes etc. to enhance the appearance of the public realm whilst social distancing measures remain in place.
- 2.9 On the 24 May 2020 the Government issued guidance on the 'Reopening High Streets Safely (RHSS) Fund'. The Fund provided £50 million nationally from the European Regional Development Fund (ERDF) to councils to support the safe reopening of high streets and other commercial areas. SNC was allocated £125,889 from the RHSS fund.
- 2.10 On the 25 May 2020 the Prime Minister announced a two-week delay to the opening of non-essential retail, from 1 June to the 15 June 2020.
- 2.11 During the week beginning 1 June 2020 it became clearer there was a divergence of views between County and District officers on the implementation of 'Phase 1' measures (see para 2.3 above). The County was not anticipating implementing TROs and planned instead to place temporary Covid-19 related road signs in the market towns and install on-street plastic barriers to facilitate social distancing, particularly on narrow pavements.
- 2.12 This position was inconsistent with South Norfolk's plans to install planter boxes etc. in the public realm, and potentially on the roads to facilitate safer social distancing and minimise the visual impacts of the proposed road closures.
- 2.13 Further discussions between County and District officers in the same week led to agreement on the need for TROs in the three market towns, and process of

formally determining the scope of each TRO in consultation with town councils, traders and other local community members was undertaken.

- 2.14 Subsequently the County Council began the process for 'laying' the TROs in preparation for the reopening of the high streets.
- 2.15 On 15 June emergency TROs came into effect in Harleston, Diss and Wymondham. At the same time, small teams of redeployed council staff and local volunteers commenced a six-day-a-week operation to provide advice to the public and business operators, and CONFIDENCE banners and social distancing advisory signs were placed in and around the high streets.
- 2.16 The installation of planter boxes in Harleston began on 13 June. Individual planter boxes were sited to facilitate social distancing, primarily by delineating increased spaces for pedestrians adjacent to, and on the roads. They have also been placed on the roadway in some circumstances to encourage lower driving speeds in the changed roads. The rollout of the planters in Diss and Wymondham was completed approximately 10 days later.
- 2.17 In Diss, opposition from business operators to the changed road layout, which was evident from the initial, short consultation process became significantly more pronounced immediately post the implementation of the TRO. Subsequent discussions with affected business operators, the town council, district councillors, the constabulary, and County officers led to a joint decision to significantly reduce the scope of the TRO, thereby reinstating most of the normal traffic flows in the town centre on the afternoon of Tuesday 15 June.
- 2.18 In Wymondham, opposition to the TRO built over a number of days, and again, post discussions with the same organisations/individuals as in Diss the decision was taken to largely reinstate normal traffic flows, and major elements of the TRO were removed on Monday 22 June.
- 2.19 In Harleston, with the exception of some minor changes to the TRO, the primary changes remain in force.

3 CURRENT POSITION/FINDINGS

- 3.1 As noted in the section above, the TROs remain in force in the three market towns. However, they have all been scaled back from their original design, and in the case of Diss and Wymondham, significantly.
- 3.2 The major changes to the road layout in Harleston remain in place. We have recently, following advice from the County Council, committed to the provision of traffic marshals whilst the TRO is in force at it currently stands.
- 3.3 Informal and anecdotal feedback collected by CONFIDENCE team members and Council staff continues to indicate a great diversity of views on the changes that

have been implemented from the local business communities and residents more generally.

- 3.4 It is likely that a lack of time available to conduct a thorough consultation and engagement with each of the communities prior to the TROs being implemented led to subsequent changes being made in a relatively short amount of time. More robust consultation may have led to a) a more locally acceptable TRO being implemented in the first place, and/or b) the TRO as implemented being more widely accepted.
- 3.5 Despite the above, Government guidelines and the evident concerns of many members of the community made it clear that taking no action to facilitate social distancing, and thereby supporting the local economy was not an option.
- 3.6 Officers, and partner organisations continue to work together to resolve localised issues as they arise. At the same time, consideration is being given to the medium to longer-term implications of the temporary changes, including identifying those elements which may be retained on a permanent basis, or implemented on a seasonal basis, e.g. the introduction of additional public seating in public spaces to support the hospitality industry. In noting this report Members may want to give consideration to the potential legacy they would like to see arising from these interventions.

4 ISSUES AND RISKS

- 4.1 **Resource Implications** – the only ongoing resource implications are the embedded ongoing staff costs related to this work.

As noted above, the Council previously allocated £100,000 to the CONFIDENCE campaign. Current expenditure against this allocation stands at £24,347.15 (accurate as of 29 July 2020).

Expenditure against the RHSS/ERDF allocation of £125,889 currently stands at £73,382.70 (accurate as of 29 July 2020).

- 4.2 **Legal Implications** – N/A
- 4.3 **Equality Implications** – the withdrawal of the temporary measures in the future may create some issues for, for example, people using mobility scooters who have become used to the lower numbers of vehicles in the high streets.
- 4.4 **Environmental Impact** – N/A
- 4.5 **Crime and Disorder** – there have been a small number of vandalism events (primarily damage to plants and sanitiser stations), all of which have been referred to and dealt with by the local police force.

- 4.6 **Risks** – the key risk is the potential need for a further lockdown as a result of a second wave of the pandemic. Many of the powers required to enact a location/sector specific lockdown have now been passed from central Government to local government. The Council will need to work closely with other levels of local government should the need to re-enact elements of the lockdown.

5 CONCLUSION

- 5.1 This report has:

- Highlighted the capacity of the Council to successfully deliver a complex programme within a tight timeframe, responding effectively and efficiently to guidance from Government;
- Highlighted how the CONFIDENCE campaign has provided a template for the implementation of a range of measures that could be rolled out quickly in response to a second wave/lockdown, or other circumstances.

6 RECOMMENDATIONS

- 6.1 Members note the report and make recommendation as appropriate.

Background Papers

Emergency Committee Agenda, 5 June 2020

https://www.southnorfolk.gov.uk/sites/default/files/downloads/emergency_committee_agenda_5_june_2020_final.pdf

Scrutiny Committee – Work Programme

In setting future Scrutiny **TOPICS**, members are asked to consider the following: **T**imely – **O**bjective – **P**erformance – **I**nterest – **C**orporate Priority

- T** Is this the right **time** to review this issue and is there sufficient **officer time** and resource to conduct the review? What is the **timescale**?
- O** What is the reason for review; do officers have a clear **objective**?
- P** Can **performance** in this area be improved by input from Scrutiny?
- I** Is there sufficient **interest** (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.
- C** Will the review assist the Council to achieve its **Corporate Priorities**?

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
9 Sept 2020	Council response to COVID-19	AD – Governance & Business Support, AD – Finance, Chief of Staff and AD – Individuals & Families; and The Leader	For members to consider the Council's response to the COVID-19 pandemic and make any recommendations arising. The report to cover the support provided to vulnerable residents, businesses (including business rate relief), and governance arrangements.
14 Oct 2020	Community Grants	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to consider and review the proposed changes to the Community Grants process and make any recommendations to Cabinet, which will consider this at its meeting on 2 November 2020
	ASB & Crime	Assistant Director – Individuals & Families; and Portfolio Holder for Clean & Safe Environment	The Committee to consider and review the Council's approach to anti-social behaviour and crime, and ensure that our community is safe. Partners to be invited, including the Police. Members make any recommendations to Cabinet, which will consider this at its meeting on 2 November 2020.
	Early Help Approach	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to consider and review the Council's Early help Approach and the future model and make any recommendations to Cabinet, which will consider this at its meeting on 2 November 2020. Partners in the Hub to also be invited to attend the meeting.
19 Nov 2020	<i>No items scheduled</i>		
21 Dec 2020	2021/22 Strategic Plan with the Delivery Plan	Chief of Staff & all cabinet members	For members to review the draft 2021/22 Strategic Plan with the Delivery Plan and make recommendations as appropriate.
27 Jan 2021	<i>No items scheduled</i>		

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
11 Feb 2021	2021/22 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2021/22 budget and the recommendations of Cabinet. Members to also formulate a recommendation to Council regarding the budget for consideration at its meeting on February 2021.
25 Feb 2021	<i>To be held in the event of a call-in only</i>		
31 March 2021	<i>No items scheduled</i>		
Sept 2021	Environment Strategy	Environment Manager and Portfolio Holder for Clean & Safe Environment	Scrutiny Committee to review the effectiveness of the Strategy and assess whether outcomes have been achieved. To make recommendations as appropriate.

CABINET CORE AGENDA 2020/21

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
24 Aug	N	Alignment of Mandatory Licensable HMO Fees across the two Councils	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	Y
Council Meeting 21 September 2020					
28 Sept	N	Greater Norwich Homelessness Strategy 2020-2025 and South Norfolk and Broadland Rough Sleeper Statement 2020-2022	Victoria Parsons/ Mike Pursehouse	Yvonne Bendle	N
	N	Total Reward Package	Helen Molloy	Josh Worley	N
	N	Update to SNC's Statement of Community Involvement	Paul Harris/ Richard Squires	Yvonne Bendle	N
2 Nov	N	Housing Standards Enforcement Procedure	Leigh Booth	Yvonne Bendle	N
	N	Recycling Facility	Simon Phelan	Michael Edney	N
	N	ASB and Crime	Mike Pursehouse	Michael Edney	N
	N	Housing Allocation Policy	Richard Dunsire	Yvonne Bendle	N
	N	Housing and Wellbeing Strategy	Richard Dunsire	Yvonne Bendle	N
	N	Community Grants	Kerrie Gallagher	Kay Mason Billig	N
	N	Council Tax Scheme	Richard Dunsire	Yvonne Bendle	N
	N	Q2 Strategic Performance, Finance and Risks	Melanie Wiles/ Sinead Carey	Josh Worley	N
	N	Broadland and South Norfolk Health and Wellbeing Strategy	Sarah Oldfield/ Jamie Sutterby	Yvonne Bendle	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

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
7 Dec	N	Procurement Options	Rodney Fincham	Alison Thomas	N
	N	Housing Standards Empty Homes Policy and other Discretionary Enforcement Options	Kevin Philcox	Yvonne Bendle	N
	N	Consultation followed by adoption of CAA and Boundary Amendments for Burston, Forncett, Gissing, Thorpe Abbots, Winfarthing and Wrampingham Conservation Areas	Chris Bennett	Lisa Neal	N
Council Meeting 14 December 2020					
11 Jan	N	Future Community Help Hub Approach	Kerrie Gallagher	Yvonne Bendle	N
	Y	Greater Norwich 5-Year Investment Programme	Phil Courtier	John Fuller	N
		Leisure – Transformation	Simon Phelan	Alison Thomas	N
8 Feb	N	Q3 Strategic Performance/Finance and Risks	Mel Wiles/ Sinead Carey	Josh Worley	
	N	Community Transport	Kerrie Gallagher	Yvonne Bendle	N
15 Mar	N	Community Wellbeing Offer	Dan Goodwin/ Simon Phelan	Yvonne Bendle	N

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