

Cabinet

Agenda

Members of the Cabinet:

Cllr J Fuller (Chairman) Cllr K Mason Billig (Vice Chairman) Cllr G Minshull Cllr R Elliott Cllr L Neal Cllr A Thomas Cllr A Dearnley Leader, External Affairs and Policy Governance and Efficiency Clean and Safe Environment Customer Focus Stronger Economy Better Lives Finance and Resources

Date & Time:

Monday 22 November 2021 9.00 am

Place:

To be held in the Council Chamber at South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

Contact:

Claire White tel (01508) 533669 Email: <u>democracy@southnorfolkandbroadland.gov.uk</u> Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link: https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng

If a member of the public would like to observe the meeting in person, or speak on an agenda item, please email your request to <u>democracy@southnorfolkandbroadland.gov.uk</u>, no later than 5.00pm on Wednesday 17 November 2021.

Large print version can be made available

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



Public Speaking and Attendance at Meetings

All public wishing to attend to observe, or speak at a meeting, are required to register a request by the date / time stipulated on the relevant agenda. Requests should be sent to: <u>democracy@southnorfolkandbroadland.gov.uk</u>

Public speaking can take place:

- Through a written representation
- In person at the Council offices

Please note that due to the current rules on social distancing, the Council cannot guarantee that you will be permitted to attend the meeting in person. There are limited places in the Council Chamber and the numbers of public speakers permitted in the room will vary for each meeting.

All those attending the meeting in person are asked to sign in and arrive/ leave the venue promptly. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your initial registration has been accepted.

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 5)
4.	To confirm the minutes from the meeting of Cabinet 18 October 2021;	held on Monday (attached – page 7)
5.	Strategic Performance, Risk and Finance Report for 2021/22;	
6.	Treasury Management Quarter 2 Report 2021/22;	(report attached – page 14)
7.	Medium-Term Financial Plan and Reserves Update;	(report attached – page 165)
8.	Household Support Fund;	(report attached – page 173)
		(report attached – page 180)
9.	Use of Norfolk Strategic Fund Grant (please note that some papers have been received from cannot guarantee that they are accessible)	(report attached – page 184) an external source and we

10. Future Office Accommodation Project – Appraisals and Business Case (ITEM WITHDRAWN)

11. Cabinet Core Agenda;

12. 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 item 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)

13. Browick Interchange Local Development Order;

(report attached – page 259)

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





Agenda Item: 4

CABINET

Minutes of a meeting of the Cabinet of South Norfolk Council, held on Monday 18 October 2021 at 9.00am.

Committee Members Present:	Councillors: J Fuller (Chairman), M Edney, R Elliott, K Mason Billig, L Neal and A Thomas
Apologies for absence:	Councillor J Worley
Other Members in Attendance:	Councillors: D Bills and F Curson
Officers in Attendance:	The Managing Director (T Holden), the Director of Place (P Courtier), the Director of People and Communities (J Sutterby), the Assistant Director Chief of Staff (E Hodds), the Assistant Director Economic Growth (G Denton), the Assistant Director (S Phelan), the Assistant Director Finance (R Fincham), the Assistant Director Individuals and Families (M Pursehouse) and the Strategic Growth Projects Manager (N Cunningham)

2934 URGENT ITEM – LGA CIVILITY IN PUBLIC LIFE REPORT

The Chairman referred to the recent tragic murder of the Member of Parliament, Sir David Amess on 15 October 2021.

He explained that these tragic events had led some members to consider further their own safety, and that of their families. Members were often subject to abuse, in person, or online, and it caused distress and deterred people from standing for public office.

He believed that such behaviour should not go unchallenged and he referred to the Local Government Association's report "Civility in Public Life", which laid out some templates and expectations for acceptable behaviour, between members, and the public and members. He proposed that the Scrutiny Committee, along with the Standards Committee, examined further what could be done to address the issues of intimidation and abuse, taking in to account the LGA report and making recommendations to Council in December. He suggested that these recommendations might result in amendments to the Council's Code of Conduct, Standing Orders and Complaints procedures. Cllr K Mason Billig explained that she had been fortunate enough to have met Sir David Amess, and she was both shocked and saddened by his tragic death. Seconding the Chairman's proposal, she suggested that such attacks not only risked the personal safety to members, but undermined local democracy and decision making. Local members wanted and needed to be accessible, but she stressed the need for this to be balanced with their public safety.

Cllr Thomas explained that she had been the subject of such abuse, and stressed the impact this could have on the wider family, especially children. She referred to the need to represent residents openly, honestly and fairly and without fear of abuse, and she expressed her support for the proposals.

Cllr F Curson, who had worked close to Sir David Amess' office, referred to him as kind, gentle and welcoming, and she felt it important that the Council reflected on what had happened, and considered further how it could keep its members safe.

RESOLVED:

That the Local Government Association's report on Civility in Public Life be referred to both the Scrutiny Committee and the Standards Committee for consideration, with a view to making recommendations to Council in December 2021, regarding the need to implement any required changes to the Council's Code of Conduct and other policies

The Reason for the Decision

To support members in addressing intimidation and abuse, and keeping themselves safe.

2935 DECLARATIONS OF INTEREST

Cllr A Thomas declared an other interest with regard to minute number 2942 (Ella May Barnes building), by virtue of her representing Norfolk County Council as a Governor of the Norfolk and Norwich University Hospital.

2936 MINUTES

The minutes of the meeting of the Cabinet held on 18 October 2021 were agreed as a correct record.

2937 INDEPENDENT LIVING ASSISTANCE POLICY

Members considered the report of the Housing and Health Manager, which presented members with the Independent Living Assistance Policy, which included a range of proposals to assist vulnerable residents of all ages across the District.

The Portfolio Holder, Cllr A Thomas, commended the report to members, explaining that it allowed more flexibility and discretion around social care projects, and allowed the Council to provide timely practical assistance, when it was really needed.

The Assistant Director of Individuals and Families briefly outlined his report, explaining that the proposals were a good opportunity to build on what the Council already did to support the most vulnerable in society. Members noted that the changes allowed for a more effective approach to the use of Disabled Facilities Grant (DFG) funding.

The Chairman of the People and Communities Policy Committee, Cllr D Bills, explained that the Committee had recently fully endorsed the proposals, and had been really encouraged by the number of ways in which the Council was able to assist those in need. He thanked officers for all their work.

The Chairman welcomed the proposals and the improvements this would bring to individuals, whilst reducing the burden on the wider state. He suggested that this might be an ideal topic for a future edition of the Council's Link magazine.

RESOLVED:

To agree the proposed:

- a) Independent Living Assistance Policy.
- b) Revised Care and Repair fees procedure.
- c) Revised Land Charges procedure.

The Reason for the Decision

To use DFG money more effectively and to ensure the quality, suitability and sustainability of the housing provision

Other Options Considered

None.

2938 SOUTH NORFOLK COUNCIL MOBILE HOMES FEES POLICY

Members considered the report of the Housing Standards Senior Manager, which sought approval for the Council to implement new duties and powers under the Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.

The Portfolio Holder, Cllr A Thomas supported the proposals, explaining that this was a legal requirement that would impact on four sites in South Norfolk. She stressed the need to set appropriate fees and explained that the Council would work with the mobile homes sites to ensure that they nominated someone who was fit and proper and met the relevant criteria.

The Assistant Director of Individuals and Families explained that this change would result in one person being allocated responsibility for the site, whereas in the past, this had sometimes been difficult to ascertain. He drew members' attention to the fee structure and costings, and stressed that South Norfolk Council would support individuals where necessary.

The Chairman suggested that it would be sensible to round up fees to the nearest £50.00, to avoid the need for their revision each year, and members supported this proposal. The Assistant Director individuals and Families agreed that as long as the Council was able to justify the costs, this was acceptable.

It was

RESOLVED:

To agree:

- a) The inclusion of the enforcement of new regulations as part of the Housing Standards responsibility.
- b) That the proposed fees within the fee structure, be rounded up to the nearest £50.00.
- c) To delegate authority to the Senior Housing Standards Manager to approve Fit and Proper Person applications.

The Reason for the Decision

To implement procedures, in line with statutory requirements, and to recover the costs required.

Other Options Considered

To reject the proposed charge for licencing actions involved in the application and registration process for the fit and proper person assessement

2939 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

It was noted that the report regarding the procurement for the EIAS Internal Audit provider would move from November to 4 January 2022 meeting.

2940 EXCLUSION OF THE PUBLIC AND PRESS

It was **RESOLVED** 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 they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)

2941 REVIEW OF MATERIAL RECYCLING FACILITY CONTRACT

Members considered the exempt report of the Assistant Director Community Services, which summarised the negotiations recently carried out by the Norfolk Waste Strategic Officer Group, on behalf of all Norfolk's Waste Collection Authorities, with Norse Waste Environmental Services Ltd, regarding the existing Joint Venture Company Material Recycling Facility Contract.

The Assistant Director of Community Services provided a presentation for members, which outlined the background to the report, the proposals, other options available to the Council, and the risks involved. The Assistant Director requested that Cabinet approve an additional recommendation, to delegate authority to officers, in consultation with the relevant portfolio holder, the final details of any agreement, and this was agreed by Cabinet.

The Portfolio Holder, Cllr M Edney, commended the report to members and highlighted the need to ensure that additional budget was in place, should it be required.

Brief discussion followed and members suggested that the public communication campaign regarding recycling be reinvigorated.

RESOLVED:

То

- 1. Approve the recommendations as outlined at paragraph 9 of the report.
- 2. Delegate to the Director of People and Communities, in consultation with the Portfolio Holder for Clean and Safe Environment, the final details of the agreement.
- 3. Reinvigorate the public communication campaign regarding recycling.

The Reason for the Decision

To ensure best value of money for the Council.

Other Options Considered

As outlined in the report

2942 ELLA MAY BARNES BUILDING – BUILDING LEASE

Members considered the exempt report of the Strategic Growth Projects Manager, which sought approval to enter into an agreement, to lease out the Ella May Barnes building.

The Strategic Growth Projects Manager drew members' attention to the background of the report and outlined in detail the proposals, and options available to members.

Members expressed their support for the proposals and it was

RESOLVED:

To approve the recommendations as outlined at paragraph 9 of the report.

The Reason for the Decision

To help stimulate growth at the Norwich Research Park and to achieve best value for the Council.

Other Options Considered

As outlined in the report

2943 PROPOSED ASSIGNMENT OF LEASE AND SUBLETTING OF COMMERCIAL PROPERTY

Members considered the report of the Commercial Property Manager at Big Sky Living, which sought Cabinet approval for the assignment of a lease and subletting of commercial property.

lt was

RESOLVED:

То

- 1. Approve, retrospectively, the lease assignment as set out in the report.
- 2. Approve, retrospectively, the sub-letting and minor alterations as set out in the report.

- 3. **RECOMMEND TO COUNCIL** an amendment to the Constitution Part 4 Rules of Financial Governance at 13.4 for an additional clause:
 - Allow all Lease assignments, sub-lettings, alterations and other dealings within the terms of the lease, to be approved under delegation to the Section 151 Officer in consultation with the Portfolio holder for Finance.

The Reason for the Decision

To allow other small businesses to grow in the District and to ensure future requests are facilitated in a timely manner.

Other Options Considered

None

(The meeting concluded at 9.57 am)

Chairman



Agenda Item:5 Cabinet 22 November 2021

Strategic Performance, Risk and Finance Report for Quarter 1 and Quarter 2 2021/22

Report Author(s):	Finance: Maddy Bussens (Senior Finance Business Partner) 01508 508713 Madeleine.bussens@southnorfolkandbroadland.gov.uk				
	Performance & Risk: Sinead Carey (Strategy and Programmes Manager) 01508 533661 Sinead.carey@southnorfolkandbroadland.gov.uk				
Portfolio:	Governance and Efficiency Finance and Resources				

Ward(s) Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2020/21. This Quarterly Report covers Quarters 1 and 2 combined.

Recommendations:

- Note the revenue and capital position (variance details in Appendix 1)
 1a) To agree proposals for the usage of this years potential savings
- 2. Note the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 2).
- 3. Note the 2021/22 performance for Quarters 1 and 2 combined (detail in Appendix 3).
- 4. Note the update of the Delivery Plan for 2021/22 (detailed in Appendix 4)

1. Introduction

1.1. This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2021/22. This Quarterly Report covers Quarters 1 and 2 combined.

2. Background

- 2.1. The Council agreed in March 2020 to move forward with implementing the fouryear Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed an in-year Delivery Plan for 2021/22 which outlines the proposed projects and business as usual activities we would seek to deliver in that year.
- 2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:

'Working together to create the best place for everyone, now and for future generations'

- 2.3. This vision is underpinned by the Council's strategic priorities:
 - Growing the economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively
- 2.4. The Delivery Plan sets out the key activities to be delivered within the second year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2, Quarter 3 and Quarter 4.
- 2.5. This report summaries the Council's performance, risk and finance position for Quarter 4, with additional detail set out in the appendices as per below. This Quarter, we are also providing Cabinet with a 6-month update of the Delivery Plan which we set in April 2021.

Appendix 1 – Finance

Appendix 2 – Delivery Measure Performance

Appendix 3 – Strategic Risk Register

Appendix 4 – Updated Delivery Plan 2021/22

3. Current Position / Findings

3.1. The sections below provide a summary for finance, risk and performance data.

Finance Revenue Dashboard Overview

- 3.2. The below dashboard provides a summary for Q2 finance, performance, and risk data.
- 3.3. The following table provides a summary of the revenue budget position. It shows the actual spend as at end of September 21, and the estimated outturn for the 21/22 financial year.

	Original Annual	Latest Annual	Actual To	Estimated Outturn	Variance	
	Budget (OAB)	Budget (LAB)	Date	(EO)	(LAB-EO)	
	£'000	£'000	£'000	£'000	£'000	
COVID Support	0	662	-3,664	662	0	
Chief of Staff	3,060	3,212	1,401	2,966	246	Green
Resources	5,678	5,872	2,736	5,777	95	Green
Place	1,470	1,589	401	1,420	170	Green
People & Com - Leisure	1,564	1,564	661	1,030	534	Green
People & Com - Other	3,782	3,869	3	3,334	535	Green
Net Cost of Services	15,554	16,767	1,537	15,187	1,580	Green
Investment Income	-1,356	-1,356	50	-1,446	90	Green
Interest Payable	300	300	0	0	300	Green
Minimum Revenue Provision (to repay borrowing)	39	39	0	0	39	Green
Internal Drainage Board Levy	173	173	0	192	-19	Red
Council Tax Deficit	31	31	0	31	0	
Transfer to / (from) Covid Reserve	-410	-1,072	-1,072	-1,072	0	
Transfer to / (from) Leisure Services Recovery Reserve	0	-1,564	0	-1,030	-534	Red
Transfers to / (from) Other Earmarked Reserves	2,042	1,492	-1,071	1,492	0	
Total costs before transfer to General Reserves	16,373	14,810	-557	13,354	1,456	Green
Transfers to / (from) General Reserves	405	1,969	948	3,424		
Total Amount to be Funded by Taxpayers and Government Grants	16,778	16,778	391	16,778		

Notes:

- 1) This summary reflects the new Chief of Staff structure.
- 2) The Latest Budget includes agreed budget carry forwards from 20/21.
- 3) The 21/22 figures include a 1% pay rise provision, if a higher rate is agreed this will reduce the potential favourable variance.
- 3.4. It is currently estimated that SNC will end the 21/22 financial year with a favourable variance against budget of £1.456m.

3.5. **Chief of Staff directorate** is forecasting to achieve a favourable variance against budget of £246,000.

The reasons for this are primarily as follows:

- Governance is forecasting a favourable variance on legal fees due to the efficiency of the service meaning that costs are not as high as anticipated. This is being monitored to see if this is an ongoing reduction.
- 3.6. **Resources directorate** is forecasting to achieve a favourable variance against budget of £95,000

The reasons for this are primarily as follows:

- IT are forecasting a reduction in cost on consultancy and agency spend. This reduced expenditure may be utilised to assist the team in additional resource to maintain the service level required.
- Due to the catering service ceasing there will be savings against the original budget.
- 3.7. **Place directorate** is forecasting to achieve a favourable variance against budget of £170,000

The reasons for this are primarily as follows:

- Car Parking income is forecasting to be lower than budget due to Fees & Charges and Permits seeing reduced income from PCNs because of lower usage of Car Parks.
- Establishment vacancies across the directorate has reduced this income deficit. These vacancies are currently being appointed to.
- CIL Admin Levy income is currently forecasting to be above budget.
- The village cluster work to be carried out between SNC and GNGB over a 2year period has been reprofiled which has resulted in the Local Development Scheme being updated to account for extending the time to carry out the work.
- 3.8. People and Communities directorate Leisure is forecasting to achieve a favourable variance against budget of £534,000 This is due to a strong recovery following reopening after Covid closures. This represents performance close to scenario 2 of year 1 of our 3-year recovery plan.
- 3.9. **People and Communities directorate** is forecasting to achieve a favourable variance against budget of £535,000 The reasons for this are primarily as follows:
 - The full budget for the revenue cost of developing the new depot will not be fully utilised this financial year, which will be subject to a request to carry forwards into next financial year to resource developing the business case.
 - Waste is currently forecasting savings across most services.
 - Recurring savings from the delivery of the Clinical Waste service currently procured through a contract with County's service provider

- Further recurring savings on vehicle repairs as a result of the continued working processes put in place including more in-house work, at the Depot.
- Additional income forecasted from improved performance in retaining of Commercial Waste customers following the easing of pandemic restrictions.
- 3.10. A more detailed analysis of the variances is attached as an Appendix.
- 3.11. The forecast outturn position is shown graphically below.



- 3.12. As explained above, it is forecasting that the 2021/22 budget position will be better than originally budgeted.
- 3.13. This gives the Council the opportunity to consider how best to utilise this resource. Nb: Given that the Councils are still facing a longer-term funding gap, this resource should be considered a one-off pot, as opposed to an ongoing resource.

3.14. The following suggestions are therefore put forward for consideration.

Amount	Proposal
£500k	To be set aside in a new accommodation reserve
	(see MTFS and Reserves Update report for more details).
£46k	Insight are able to provide a full time Project Manager for an initial engagement period of 6 months to work with South Norfolk & Broadland District Council's existing project team to support the delivery of the in-flight O365 migration project. Work beyond that of the email migrations.
£40k	Allowance for Investment in Queens Hill / Costessey County Park. Note: Queens Hill country park is due to be transferred to SNC in Autumn 2021)
£50k	To set aside money for Wymondham Old Sales Yard feasibility costs which may be able to be re-couped when the project is capitalised
£48k	Extra one-off resource for temporary flood officer / Riparian rights officer.
£55k	To set aside funding to support various Queen's Jubilee celebrations.
Total £739k	

Finance Capital Dashboard Overview

3.15. The following table provides a summary of the capital budget position. To date, SNC has spent £5.910m on capital schemes.

	<u> </u>				•	·	•	an 20.0 rom on capital schemes.
	Budget Manager	Original Annual Budget (OAB)	Slippage and Other Changes	Latest Annual Budget (LAB)	Actual to date	Estimated Outturn (EO)	Variance (LAB-EO)	Comment
		£000	£000	£000	£000	£'000	£000	
Approved Schemes								
Disabled Facilities Grants	Kevin Philcox	900	340	1,240	394	1,000	240	
Improved Leisure Provision	Dan Infanti	295		295		128	167	£53k essential works £75k door replacement
Depot Projects including Vehicle Replacement	Steve Williams	933	113	1,046	630	894	152	
IT Projects	Chris Balmer	622	917	1,539	654	1,539		
Poringland Ph 3	Debbie Lorimer	1,700	104	1,804		1,804		First invoice for £630k just received
Norfolk Strategic Fund to support Economic Growth	George Denton	429		429			429	Unlikely that work will start this year. Report going to cabinet to explore options.
Norwich Research Park Enterprise Zone Office	Nina Cunningham	900	378	1,278		296	982	Propose that any underspend is used to cover EMB base fit out.
Norwich Research Park Enterprise Zone Infrastructure	Nina Cunningham		174	174	130	174	0	Cabinet report 18/10 includes proposal for remainder of budget to be used to cover EMB base fit out
Street Lighting	Helen Sibley	112		112			112	
Play Area Refurbishments Equipment	Gary Howard	25		25			25	
Car Park Improvements	TBC	49		49			49	May be some spend on lighting, but otherwise needs slipping
Bawburgh Travellers Site	Kevin Philcox	114		114		114		Delays in finding suitable quote and contractor but should be complete by year end, though may exceed £114k.
Big Sky Projects (BSD and BSPM)	Debbie Lorimer	7,450	3,586	11,036	4,100	6,100	4,936	
		13,530	5,612	19,142	5,909	12,049	7,093	
Provisional Schemes								
Framingham Earl High School	TBC	220		220			220	To be slipped to future years

Ketts Park 3G Pitch / Tennis Facilities	TBC	367		367	1	142	225	
Long Stratton Pool	Dan Infanti	110		110			110	To be slipped to future years
Depot Refurbishment / Replacement	Simon Phelan	2,500		2,500			2,500	Suitable site not found - likely to slip
Security Improvements for Temporary Accommodation	Mike Pursehouse	10		10		10		
Strategic Economic Development (Browick)	Phil Courtier	9,750		9,750		3,000	6,750	Potential for £3m Infrastructure loan to developer before 31st March
		12,957		12,957	1	3,152	9,805	
TOTAL		26,487	5,612	32,099	5,910	15,201	16,898	

Performance Dashboard Overview

RAG Rating	Totals
Green Indicator	 13 Measures are meeting the year end success criteria Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1) Staff retention (Measure reference 5) Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6) Percentage of vacant retail space in market towns (Measure reference 12) Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15) Number of residents supported to live independently (Measure reference 17) Delivery of housing standards enforcement (Measure reference 18) Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 21) Number of affordable homes delivered (including help to buy) (Measure reference 21) Number of verified missed bins for all waste per 100,000 collections (Measure reference 29) Number of litter picks / clean up initiatives supported (Measure reference 30) Number of confirmed incidents of fly tipping (Measure reference 31)
	8 Measures are currently not meeting the year end target or have
-	missed the target by a narrow margin. Light touch monitoring in
Amber	 place. Staff absence levels - working days lost to short term sickness
Indicator	(Measure reference 4)
	Collection rate of Council Tax (Measure reference 7)
	Collection of Business Rates (Measure reference 8)
	Percentage of planning decisions made within statutory timescales –
	 minors/others (Measure reference 23) Percentage of planning decisions made within statutory timescales –
	 Percentage of planning decisions made within statutory timescales – householders (Measure reference 23)
	 Percentage of food businesses with food hygiene ratings of rated as 4
	(Good) and 5 (Very Good) (Measure reference 24)
	Percentage of household waste recycled (Measure reference 26)
	KGs of residual waste collected per household (Measure reference 28)
	3 Measures are not on track to meet the year end target by a significant amount. Close monitoring in place.
-	 Percentage increase in the annual footfall of customers visiting SNCs
Red Indicator	leisure facilities and activities to lead healthier and more active lives
	(Measure reference 16)

	 Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 20) Percentage of planning decisions made within statutory timescales – majors (Measure reference 23)
b Baseline	 3 Measures are currently being baselined to determine the target. Customer satisfaction (Measure reference 2) Staff Satisfaction (Measure reference 3) External funding to support growth (Measure reference 14)

- 3.16. A number of delivery measures in the Delivery Plan have been baselined during the 20/21 financial year in order for us to ascertain service standards and set targets moving forward. The Delivery Plan for 2021/22 (Appendix 4) sets out the new targets for those measures being baselined.
- 3.17. As part of the new Delivery Measure design, not all measures were given a specific 'target' to meet over each quarter. Where 'targets' have been provided, a Red, Amber or Green (RAG) status has been used. A RAG status signifies whether or not progress is on track. In deciding RAG ratings, data on current performance, tolerances and an assessment of progress is considered:
 - Green RAG rating the delivery measure is on track to meet the year end success criteria and no action is needed.
 - Amber RAG rating the delivery measure is currently not meeting the year end target or has missed the target by a narrow margin. Light touch monitoring in place.
 - Red RAG rating the delivery measure is not on track to meet the year end target by a significant amount. Close monitoring in place.

Strategic Risk Dashboard

- 3.18. Work has been done by CMLT to review and update the strategic risk register over the last two quarters to ensure it accurately reflects the strategic risks to the Council based on our updated Delivery Plan for 21/22. The risk register found in the appendices highlights the new risks added to the register, along with a summary of changes since last reporting to Cabinet.
- 3.19. The following table shows the number of risks within each risk category. Appendix 2 outlines the risk register in more detail, including an update on actions being taken to mitigate risks.

Risk Category	Category Description	Number of Risks	Change from previous quarter
Very High	Risks scored here represent a severe threat to the delivery of Council objectives and service delivery and are outside of the risk appetite of the Council.	Total number of risks - 0	No change in severity scores

High/Medium High	Risks scored here represent a significant threat to the delivery of Council objectives and service delivery and are outside the risk appetite of the Council.	Total number of risks - 7	•	Risk 1 (financial) score reduced from 12 to 10 to reflect the additional mitigating actions being put in place. Risk 11 (capacity of organisation to deliver) score has been increased from 9 to 12, due to the recruitment market at present, both nationally and locally and the challenges this is bringing to the organisation. Risk 16 (ICT infrastructure) is a new risk to the organisation.
Medium	Risks scored here represent a moderate threat to the delivery of Council objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required.	Total number of risks – 10 6 risks proposed to be de- escalated to directorate risk registers		Risk 2 (commercial) score reduced from 9 to 6 to reflect positive progress being made to mitigate the risk. Proposed this risk to be de- escalated to the Resources DRR as it is within our risk appetite. Risk 4 (emergency planning) score reduced from 12 to 9 to reflect the range of actions currently in place to mitigate and reduce this risk. Proposed this risk to be de- escalated to the Place DRR as it is within our risk appetite. Risk 6 (local government reform) is within our risk appetite but proposed to keep in the SRR due to potential future changes. Risk 7 (failure of contract) proposed this risk to be de- escalated to the Resources DRR as it is within our risk appetite. Risk 8 (health and safety) proposed this risk to be de- escalated to the Resources DRR as it is within our risk appetite. Risk 8 (health and safety) proposed this risk to be de- escalated to the Resources DIrectorate Risk Register as it is within our risk appetite. Risk 9 (collaborative

thr Co de ap Very Low Ris	isks here represent a minor reat to the delivery of ouncil objectives and service elivery and are within the risk opetite of the Council.	Total number of risks – 1 1 risk proposed to be de- escalated to directorate risk registers Total	 around horizon scanning. Though this is within our risk appetite currently, it is proposed to keep this on the SRR to ensure cabinet maintain oversight of this opportunity risk. Risk 10 (data management) score has been reduced from 12 to 8. This is due to additional actions around reviewing how data is managed while working remotely being completed. Proposed this risk to be de- escalated to the Resources DRR as it is within our risk appetite. Risk 13 (economic impact of Covid) proposed to de- escalate to the Place DRR as it is within our risk appetite. Risk 15 (impact of withdrawal of Covid funding) is a new risk, but is proposed to be de-escalated to the People and Communities DRR as it is within our risk appetite. Risk 3 (reputation) score reduced from 9 to 3 to reflect the customer strategy now being agreed and in place, along with the Project Management Framework. Proposed this risk to be de- escalated to the Chief of Staff and Resources DRR as it is within our risk appetite. No risks in this category.
de ob are	n insignificant threat to the elivery of Council ojectives/service delivery and re within the risk appetite of e Council.	number of risks - 0	

Performance Highlights and Areas for Improvement

3.20. The following section of the report provides an overview of the key performance highlights and areas for improvement for the Council.

Growing the Economy

3.21. Collection of Business Rates (Measure reference 8)

Business Rates collection rates are lower than this time last year (Q2 51.67% compared to 58.27% last year). This is mainly due to the amount collectable increased in June by £4.1m over the position at the start of this financial year as a result of the three-month period of full relief for Retail, Hospitality and Leisure businesses coming to an end and charges being raised for them for the remainder of the year. Help is being offered through extended payment arrangements and signposting to advice services and Economic Development.

3.22.

External funding to support growth (Measure reference 14)

This measure continues to be baselined this year. In Q1, £38,750 was secured to deliver a business case which will underpin the provision of a high-speed data infrastructure facility within the Region called Smart Emerging Technology Institute (SETI). In Q2, £675,000 has been confirmed as South Norfolk's allocation of the Norfolk Business Rates Pool. Work is now in train to confirm how this funding will be spent allocated.

Supporting Individuals and Empowering Communities

3.23.

Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19)

At present, an average of 92% of interventions to prevent or relieve homelessness are successful. Despite an increase in emergency presentation, the housing team are working to prevent escalation of homelessness cases through a range of initiatives such as the 'whatever it takes' fund; allowing staff to consider a range of outcomes and negotiating standpoints to either maintain their current accommodation or successfully obtain alternative long-term accommodation.

Percentage increase in the annual footfall of customers visiting SNCs leisure facilities and activities to lead healthier and more active lives (Measure reference 16)

Footfall within our Centres is increasing, and our Centres have continued to operate safely, relaxing Covid procedures, as per Government guidance **a**nd have received a rating of 'Excellent' from Quest, highlighting our strong Covid protocols, following our re-opening. The return of members across the centres has continued

^{3.24.}

to be strong and currently live paying member numbers stand at 3,039. This is a 57% increase since April 2021.

Protecting and improving the natural and built environment, whilst maximising quality of life

3.25.

27)

Tonnage by household of garden waste being recycled (Measure reference)

The amount of garden waste recycled in Q2 2021/22 showed an increase of 287.2t (7.42%) compared to Q1. The total amount of household garden waste recycled in Q2 2021/22 was 4,157.4t, which is 750.9t higher than for the same quarter last year (2020/21) which represents an increase of 22.04% overall.

3.26.

 Percentage of planning decisions made within statutory timescales – minors/others and householders

Both minors/others and householders' decisions are currently below target. This is due to delays experienced from April to August in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters. Planning have appointed additional resources and additional hours are being worked to address further delays.

Moving with the times, working smartly and collaboratively

3.27.

3.28.

Progress towards delivery of the predicted £8.6m savings through the South Norfolk and Broadland collaboration (Measure reference 1)

The Feasibility Study for the collaboration set out an indicative savings forecast of £8.6m over a five-year period. The current five-year saving forecast for the collaboration is £8.294m, this saving is split 45/55 (BDC/SNC). Some of the One Joint Officer Team savings have been delayed, due to the impact of the Covid-19 pandemic. In particular it was originally envisaged that the internal consultancy resource would have completed the majority of their initial transformation support within 2 years (i.e. by Jan 22). This will now not be achieved and thus the savings in this area will be delivered later than originally anticipated. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

Collection rate of Council Tax (measure reference 7)

Council Tax collection rates are slightly ahead of this time last year. (Q2 54.76% compared to 54.71% last year). However, collection continues to be challenging in the aftermath of a very difficult 2020/21. We continue to engage with customers to offer support where they are in financial difficulty.

4. Proposed action

4.1. Cabinet is asked to note the contents of this report and agree the recommendations.

5. Other options

- 5.1. None applicable to this report.
- 6. Issues and risks
- 6.1. **Resource Implications** the finance section of this report provides an overview of the finance resource implications for this quarter.
- 6.2. Legal Implications no implications.
- 6.3. Equality Implications no implications.
- 6.4. **Environmental Impact** no implications.
- 6.5. **Crime and Disorder** no implications.
- 6.6. **Risks** Operational risks to the delivery of our Delivery Plan are managed within directorates. Strategic risks are managed through our strategic risk register which is an appendix to this report.

7. Conclusion

7.1. The report has provided an overview of the position of the Council for performance and finance for Quarters 1 and 2 2021/22.

8. Recommendations

- Note the revenue and capital position (variance details in Appendix 1)
 1a) To agree proposals for the usage of this years potential underspends
- 2. Note the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 2).
- Note the 2021/22 performance for Quarters 1 and 2 combined (detail in Appendix 3).
- 4. Note the update of the Delivery Plan for 2021/22 (detailed in Appendix 4)

Appendix 1 Explanation of Variances

Covid support

COVID Support	Original	Latest	Actual	Estimated	Variance	Explanation of significant variances
	Annual	Annual	То	Outturn		
	Budget	Budget	Date	(EO)	(LAB-EO)	
	(OAB)	(LAB)				
	£'000	£'000	£'000	£'000	£'000	
Covid-19 Main Council Response	0	448	-1,132	448	0	There is a risk that not all COVID monies will be spent in 21/22. If necessary monies will be
						carried forward into 22/23.
Covid-19 Business Grants	0	165	-1,950	165	0	Business grants are fully funded by Government.
Covid-19 Economic Recovery	0	34	144	34	0	
Covid-19 COMF	0	15	-725	15	0	COMF is fully grant funded. Grant funding received in 20/21 has been carried forward to cover
						expenditure in 21/22.
	0	662	-3,664	662	0	

Chief of Staff

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Executive Team	526	516	251	516	0		
Communications & Marketing	502	497	200	496	1		
Governance	1,245	1,251	426	1,055	196	_	The current forecasting for legal fees is showing an improved cost against budget due to an average fee rate used from the supplier when setting the budget. So far the majority of the spend has been fulfilled by lower fee earners meaning costs are significantly lower than anticipated. There is further work being done as it is recognised we are only half a year into the arrangement. The budget also includes £60k Counsel advice that is yet to be allocated.
Internal Audit	66	66	30	32	35	-	Due to the timing differences of when the Audit plan is set after the budget there are now 2 new authorities joining the consortium bringing more income for Head of internal Audit charges. Due to the additional workload a new trainee has started to support this and their time will be recharged out.
Electoral Services	52	52	160	17	35	-	Reduction in postage, stationery and contracted services in the Canvas and Electoral register cost centre
Human Resources	669	830	334	851	-21	_	Savings on reallocation and advertising costs offset by additional costs in increased establishment for the implementation of Oracle
	3,060	3,212	1,401	2,966	246		

Resources

Resources	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Corporate Management	2,102	2,281	701	2,283	-2		
Finance & Procurement	515	504	251	478	26		We are in the process of implementing a shared service arrangement with Breckland. At present there are establishment savings due to vacancies in Procurement and Finance.
Revenues	300	300	301	300	0		
Transformation & Strategy	384	384	163	380	4		
Facilities	498	498	229	478	20		Estimated savings due to not having a catering supplier. This is offset by additional establishment costs due to cleaning staff being budgeted at 55% and not in full.
IT & Digital	1,812	1,839	1,060	1,789	50	-	At present there is currently £40k estimated as a favourable variance against consultancy, £5k establishment vacancies and £5k estimated saving on printing due to reduced usage. There are conversations regarding these reductions in costs being used on further resource to help the team deliver what's expected.
Customer Services	67	67	30	70	-3		
	5,678	5,872	2,736	5,777	95		

Place

Place	Original	Latest	Actual	Estimated	Variance		Explanation of significant variances
	Annual	Annual	То	Outturn			- p
	Budget	Budget	Date	(EO)	(LAB-EO)		
	(OAB)	(LAB)	Dute	(20)	(2.0 20)		
	£'000	£'000	£'000	£'000	£'000		
Business Support	201	201	65	197	4		
Car Parking and Public Conveniences	-139	-139	29	1	-141		Shortfall in income from Fees & Charges, Permits and PCN's as a result of lower usage of Car
							Parks during Covid. There are additional costs of £28k for Parking Schemes in Cringleford and
							Trowse Newton, and a £8k contribution to the Norfolk Parking Partnership neither of which
							were budgeted for.
Community Assets	262	262	198	295	-33		S106 income is estimated to be lower than budgeted and Street Lighting electricity costs are
							anticipated to be over budget.
Economic Growth	743	735	689	671	64		Savings in establishments due to staffing vacancies which are now being filled. £15k
							unbudgeted expenditure on electricity for the NRP Zone 4 building. Covid has temporarily
							reduced the number Economic Development grants given. Subscription costs are forecasted to
							be lower than budget.
Property	-378	-378	-190	-383	5		Due to under occupancy, Investment property income is expected to be under budget by £10k,
							Diss Business Centre by £20k, Crafton House by £3k and Loddon Business Centre by £9k.
							However, income from Trumpeter House is anticipated to exceed budget by approx £25k. New
							tenants are being actively sought for all unoccupied properties. Additional total electricity costs
							of £3k, covid related costs of £5k and grounds maintenance costs of £7k are anticipated. There
							are expected transfers to the Service Account reserves of (£44k).
CNC	-385	-385	-494	-385	0		
Planning	517	643	-183	396	247		Savings in staffing establishments due to vacancies and absence in year. Income from Fees &
						_	Charges in Development Management are currently exceeding budget, and CIL Admin Levy
							income is sitting above budget but it is currently too early in the year to be able to make
							accurate projections of income levels. £142k carry forward from 2021 for village cluster work
							between SNC and GNGB 2 year project.
Community & Environmental Protection	508	508	315	502			
Food Safety & Licensing	143	143	-27	126			Savings in staffing establishments due to vacancies in the team.
	1,470	1,589	401	1,420	170		

People & Communities

People and Communities - Leisure	Original Annual Budget	Latest Annual Budget	Actual To Date	Estimated Outturn (EO)	Variance (LAB-EO)		Explanation of significant variances
	(OAB) £'000	(LAB) £'000	£'000	£'000	£'000		
Leisure Services	1,564	1,564	661	1,030	534	-	Forecasting to achieve a favourable variance against budget of £534,000 this is due to a strong recovery following reopening after Covid closures. This represents performance close to scenario 2 of year 1 of our 3-year recovery plan.

People and Communities - Other	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual To Date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000		Explanation of significant variances
Assistant Director - Community Service	47	47	23	47	0		
New Depot	125	210	0	50	160	•	The full budget for the revenue cost of developing the new depot will not be fully utilised this financial year, which will be subject to a request to carry forwards into next financial year to resource developing the business case.
Waste	2,739	2,769	1,304	2,435	334	•	A forecasted favourable variance is expected from recurring savings from the delivery of the Clinical Waste service currently procured through a contract with County's service provider. Further recurring savings on vehicle repairs are forecasted as a result of the continued improved working processes put in place including more in-house work, at the Depot. and lastly additional income has been forecasted from improved performance in retaining of Commercial Waste customers following the easing of pandemic restrictions.
Recyclable Waste	-866	-866	-400	-820	-45	•	Reallocation of specific insurance costs between Domestic Waste and Recycling cost centres. It is anticipated that there will be reduced spend on Agency Staff in the Garden Waste service, Agency staff being split between Domestic Waste and Recycling cost centres. It is expected that there will be increased salary costs as a result of reallocation of staff.
Street Scene	389	389	167	338	51	•	Forecasted favourable variance due to a vacancy and absence within the establishment. Additional savings are forecast on Removal of Hazardous Materials and on Supplies and Materials. Projected increase in costs for fuel as a result of higher fuel prices and a reallocation of vehicles to Grounds Maintenance.
Grounds Maintenance	63	63	35	59	4		
Communities & Help Hub	706	685	205	667	18		Forecasted favourable variance against budget due Community Connectors funding being secured to cover all costs for the full year.
Benefits & Housing	471	471	159	472	-1		
Housing Benefit Payments	-300	-300	-1,681	-300	0		
Policy and Housing Standards	409	401	191	386	15		Forecasted favourable variance of £90k due to current vacancies within the establishment. These vacancies are currently being recruited to. Income is forecasted to be £80k down due to rebuilding after Covid.
	3,782	3,869	3	3,334	53 5 1		

Appendix 2 South Norfolk Council – Strategic Risk Register

Last reviewed – November 2021



						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 2 21/22
Moving with the times, working smartly and collaboratively	1	Risk - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP. Consequence - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.	 Medium Term Financial Plan (MTFP) budget process and scenario planning. Quarterly review of performance and risks to the organisation. Regular Horizon Scanning. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies. Implementing Broadland/South Norfolk Collaboration. Active Membership of different groups such as the DCN, LGA, RSN etc. 	2		10	Monitor	 1a Lobby government for adequate funding. 1b Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. 1c Feed into any relevant networks e.g LGA and DCN to influence policy creation. 1d Ensure local MP's are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. 1e Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence. 1f Regular monitoring of our current position and reporting to 	Director of Resources	1a - Prior to Autumn budget 1b - As appropriate when consultations open 1c - As Appropriate 1d - At regular MP Briefings 1e - Monthly 1f - Quarterly			10	No	Risk score reduced from 12 to 10 due to additional mitigating actions being put in place. 1a Prior to Autumn budget. 1b As appropriate when consultations open. 1c As Appropriate. 1d At regular MP Briefings. 1e Monthly horizon scanning and policy reports are developed for CMLT. 1f Completed on a quarterly basis.
Moving with the times, working smartly and collaboratively	2	Risk - Commercial uncertainties associated with decisions taken as part of the Councils	Governance arrangements for commercial activities. Budget monitoring.	3	5	15	Reduce	Members. 2a Robust oversight and governance arrangements for all commercial activities. through	Managing Director	2a - Governance arrangement s in place for the company	2	3	6	Yes	Risk score reduced from 9 to 6 to reflect positive progress being made to mitigate the risk. Proposed this risk to be de-escalated to the Resources Directorate Risk

		Commercial Strategy e.g. Property Development activities through the Council owned Big Sky Development, Commercial Waste etc. Consequence - Reputational damage, lack of income generation and inability to repay council loans and associated interest.	Close management and monitoring of investments. Quarterly reporting against the commercial strategy.					Company Boards for Big Sky and the Leisure Board 2b Robust budget management for commercial activities through Company Boards for Big Sky and the Leisure Board as well as monthly budget monitoring within the council. 2c Thorough project management and business case development where required. 2d Respond to market conditions, supply and demand.		boards & the leisure board. 2b - At Board meetings as and when. 2c- When business cases are presented. 2d - The Leisure Board will review the market as part of its remit. The Big Sky companies regularly review the market when market when market when market ing their houses and undertaking rent reviews regularly in line with the tenancy			
Moving with the times, working smartly and collaboratively	3	Risk - The Council fails to uphold a positive and trusted reputation and fails to meet customer and stakeholder expectations. Including making an unlawful decision or failure to comply with agreed policies or legal compliance. Consequence - Reputation declines, negative impact on staff and Member morale, negative impact on trust of residents and businesses on the Councils ability to provide effective services. This may include a	Internal and external communications. Project Management with clear milestones for delivery and communication. Freedom of Information (FOI) responses and complaints handling Provide Officer and Member training to ensure an awareness of policies	4	4	16	Reduce	3a Delivery of an effective internal and external Communications Strategy, with clear deliverables and milestones. 3b Development and delivery of a Customer Satisfaction Strategy and action plan. 3c Implement effective programme and project management approach and ensuring all external facing projects have clear communication messages and effective methods. 3d Strong management and response to	3a and d Chief of Staff 3b - c Director of Resources	agreements. 3a – Q4 21/22 3b - Q4 20/21 (development completed, delivery is now underway) 3c – Q4 20/21 (development completed, delivery is ongoing to the organisation) 3d – Ongoing	1	3	3

	 Register as it is within our risk appetite. 2a Governance arrangements in place for the company boards & the leisure board. 2b Big Sky prepares regular board reports for the company's, the leisure board will receive information on its financial performance at each board meeting. 2c In Q2, we have developed and delivered a new Project Management Framework to support the organisation in effective project management. 2d The Leisure Board will review the market as part of its remit. The blg Sky companies regularly review the market when marketing their houses and undertaking rent reviews regularly in line with the tenancy agreements.
Yes	Risk score reduced from 9 to 3 to reflect the customer strategy now being agreed and in place, along with the Project Management Framework. Proposed this risk to be de-escalated to the Chief of Staff and Resources Directorate Risk Register as it is within our risk appetite. 3a Internal Comms strategy created. External pending. 3b The Customer Charter is now in place and staff member recruited to drive this forward. 3c Project Management Framework for the organisation has been agreed and launched to all staff. A Resources Coordination Group has been set up to review and manage the organisations resources. 3d FOI responses are on the whole responded to within time and process for this currently being reduced.

		negative financial						complaints handling,							
		impact.						including Freedom of							
All priorities	4	Risk - Failure to maintain robust Business Continuity and Emergency Planning arrangements. Consequence - Disruption to our service delivery, increased cost to rectify disruption, potential harm/injury to staff or residents and decline in reputation.	Councils form part of the Norfolk Resilience Forum (NRF). Business Continuity Plans in place and tested. Remote working for key staff tested and in place. County and District Memorandum of Understanding (MOU) in place to provide support in an emergency.	4	4	16	Reduce	Information requests. 4a Accuracy and effectiveness of emergency plans and business continuity plans continually improved (no less than quarterly updates) and reviewed annually, working with key partners such as the NRF where possible. 4b Test our plans through regular practice exercises where appropriate until commencement of usual exercise program. 4c Conduct lesson learnt activities after significant emergency and business continuity events to ensure that we continuously adapt and improve. 4d Assured, resourced capacity	Director of Place	4a - Q3 21/22 and then annually in Q3 4b - Ongoing 4c - When appropriate 4d - Q3 21/22	3	3	9	Yes	Risk score reduced from 12 to 9 to reflect the range of actions currently in place to mitigate and reduce this risk. Proposed this risk to be de-escalated to the Place Directorate Risk Register as it is within our risk appetite. 4a - Revised Emergency Response Plan prepared in draft, including provision for the new Emergency Incident Officer scheme. Update on BC plans is due Q3. 4b - Flood Plan under review following NRF/NSFA multi-agency exercise. 4c - Internal flooding table-top exercise and lessons learned session in preparation for Q3. 4d - Recruitment nearing completion for Emergency Incident Officer scheme, which is due to commence Q3. Business continuity risks and Mitigations are reviewed and managed through CMLT.
Supporting individuals and empowering communities	5	Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic. Consequence - Unable to support our residents and businesses as there is the potential of significant impact on service delivery resulting in a negative	Council forms part of Norfolk Resilience Forum (NRF) Strategic and Tactical Coordination Groups established Business Continuity Plans in place and tested. Recovery Plan agreed by Cabinets and	3	4	12	Reduce	in place to respond effectively out-of- hours to serious emergency incidents impacting on our communities. 5a Implement the organisational Recovery Plan 21/22. 5b Closely monitor and respond to the impacts of the pandemic on our economy and communities, working with key partners where possible. 5c Continue to lobby	Trevor Holden - Managing Director	5a - Delivery timelines as per Recovery Plan (June 2021/22 Cabinet). 5b - Ongoing 5c - Ongoing 5d - Completed and will be removed from SRR in Q2	3	4	12	No	No risk score change this quarter. 5a A revised recovery plan has been agreed by cabinet in July 2021 5b Ongoing data analysis forms a key component of both a proportionate strategic and tactical responses to the changing environment, with the tactical response led through our local coordinating group which includes key partners such as CCG, constabulary, public health and registered providers. 5c The COVID recovery plan sets out the allocation of containing outbreak and un-ringfenced funding to support

		residents and businesses, decline in reputation, increase in staff absence and inability to address the Councils budget gaps in the future.	process of being implemented. Majority of staff enabled to work from home. HR processes refined and in place to support staff					adequate funding to support recovery. 5d Implement phase 1 of the new ways of working project. 5e Emergency Planning team running scenario based exercises to document good practices from Covid response and how we can be more effective against any further waves.		5e - Completed					 pandemic. Suggest this mitigation is closed 5d Phase 1 of the New Ways of Working Programme has been completed to enable staff to work effectively from home. The Accommodation Project will now pick up further work regarding flexible working. 5e Multi agency scenario planning has been undertaken. Business Continuity Plans are being updated across all directorates to reflect lessons learned from our Covid response
Moving with the times, working smartly and collaboratively	6	Risk - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution. Consequence - Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.	Regular Horizon Scanning. Active Membership of different groups such as the DCN, LGA, RSN etc Implementing Broadland/South Norfolk Collaboration. Quarterly review of performance and risks to the organisation. CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.	3	4	12	Reduce	 6a Review the outcomes of the Devolution White Paper when it is released. 6b Continued regular horizon scanning and policy updates to CMLT, management team and Members to ensure we stay abreast of changes and are able to have influence. 6c Lobby MPs on specific policy issues and the implications for our residents. 6d Work with our partners where appropriate to present a collaborative response to political changes. 	Director of Resources	6a - Expected in Autumn 2021 6b - Monthly 6c - As appropriate 6d - As appropriate	2	4	8	Yes	The risk score has been reduced from 12 to 8. This is due to additional actions in place around horizon scanning. Though this is within our risk appetite currently, it is proposed to keep this on the SRR due to the potential changes that could come in the future. 6a The Devolution White Paper will now be replaced by a Levelling Up White Paper which is expected to be published later this year. 6b Regular policy updates are presented to CMLT and the wider organisation to ensure we stay abreast of key changes. A new monthly horizon scanning report is produced for CMLT. 6c This is ongoing and done as appropriate. 6d This is ongoing and done as appropriate.
Moving with the times, working smartly and collaboratively	7	Risk - A major contractor or supplier fails to deliver on an agreed contract or service delivery. This would include the main IT systems for services e.g. payroll, planning, finance, housing, environmental health and revenues & benefits.	Procurement processes in place to develop robust contracts. Strong communication channels between suppliers and the Council.	3	4	12	Reduce	 7a Ensure staff are equipped with the right knowledge to ensure effective and proactive management of our contracts. 7b Ensure contract registers are up to date. 	Director of Resources	7a - regular contract reviews with supplier & financial checks of suppliers during the procurement process 7b -a check against expenditure data has	2	3	6	Yes	No changes to risk score this quarter. Proposed this risk to be de-escalated to the Resources Directorate Risk Register as it is within our risk appetite. 7a Regular contract reviews with supplier & financial checks of suppliers during the procurement process 7b A check against expenditure data has been carried out and there are quarterly reviews of the contracts register at CMLT.
		Consequence - Material effects to our service delivery, potential large scale financial impacts, increased resources to handle and manage customer expectations/complain ts								been carried out and there are quarterly reviews of the contracts register at CMLT .					
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Moving with the times, working smartly and collaboratively	8	Risk - A major health and safety incident occurs (internal or external e.g. leisure centres/waste depot) of which the Council are responsible for. Consequence - Potential injury/harm to either staff or customers, service disruptions and potential cost implications	Risk assessments and action plans in place where needed. Lone Working Controls in place. Health and Safety Contract with Norfolk County Council in place. Risks and mitigations are reviewed and managed through the Health and Safety Committee and CMLT.	2	5	10	Monitor	8a Ensure we have risk assessments and action plans in place where needed. 8b Provide organisational wide Health and Safety training where applicable via Skillgate.	Director of Resources	8a - Quarterly 8b - End of Nov 2021 for all courses to be available on Skillgate.	2	4	8	Yes	No changes to risk score this quarter. Proposed this risk to be de-escalated to the Resources Directorate Risk Register as it is within our risk appetite. 8a Health & Safety Advisor will be undertaking checks of risk assessments in Q4 2022. A check on the Depot's H&S procedures and processes was undertaken Q2 2021, and an action plan to address any shortfalls is in place. An independent check of H&S in relation to Leisure Centres was recently completed, awaiting report. 8b Skillgate courses in place and staff notified of requirement to undertake training where applicable to their role. Lone Worker training to be rolled out in Q3.
Moving with the times, working smartly and collaboratively	9	Risk - The Council is unable to take advantage of the benefits and opportunities from collaborative working with Broadland Council and other key partners through autonomous policy decision-making. Consequence - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.	Transformation approach (SPARK) and programme of work in place based on the collaboration roadmap. ICT/Digital Strategy in place which aligns systems and transformation to deliver a First Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time. Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer	3	4	12	Reduce	 9a Embed the SPARK transformation programme across the organisation. 9b Establish and embed a new officer Resources Co- ordination Group as an outcome of the Project Management Framework, to ensure that we manage our resources efficiently to deliver the collaboration roadmap. 9c Outputs from the Methods report on system alignment reported to Cabinet as part of the ICT/Digital Strategy. 9d - Following 	Director of Resources	9a - Through 21/22 9b - Establish in Q2 and embed throughout Q2-Q4 21/22 9c - Q1 21/22 Completed and will be removed from SRR in Q2 9d - Through 21/22 9e - System live 1 April 2022 9f - Decision by November 2021 9g - Q3 21/22	3	3	9	Yes	The risk score has been reduced from 12 to 8. This is due to additional actions in place around horizon scanning. Though this is within our risk appetite currently, it is proposed to keep this on the SRR to ensure cabinet maintain oversight of this opportunity risk. 9a Transformation guides and toolkits continue to be developed and cascaded to teams through Connect. We are also reviewing the opportunity of introducing Improvement Apprenticeships across the transformation network to drive forward projects. 9b The Resources Group has been established and is currently working on baselining our projects and prioritising the 22/23 draft Delivery Plan resource requirements. 9c This report has been produced and has fed into the ICT/Digital Strategy which has been approved by Cabinet in Q1. The strategy is now being

			service. CTCF committee has Member oversight and steering of the collaboration programme. Regular updates and briefings to CMLT (6 weekly) and CTCF on the collaboration. Collaboration costs and savings tracked half yearly.					agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system (finance system business case completed and signed off by Cabinet July 2021). 9e Implementation of the approved Finance system business case. 9f - Undertake accommodation review to ensure the Councils' maximise the efficiency and use of their two offices. 9g Implementation of the Customer Service Strategy.							 implemented. 9d A business case for a new finance system has been approved by Cabinet, with a transformation review in this area now underway. Further business cases are currently in development and will be brought forward to Members during 21/22. 9e As above the Finance System is currently underway and due to be implemented on 1 April 2022. 9f Consultants have been appointed who are currently working on developing a business case looking at the options for future office accommodation. The decision on this is expected in November/December 2021. 9g The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented.
Moving with the times, working smartly and collaboratively	10	Risk - The Council fails to handle and manage data adequately. Consequence - Potential loss of data, unlawful sharing of data, reputational damage and significant financial penalties.	Online GDPR training provided to all staff to raise awareness of how to handle and manage data correctly. Remote access controls in place including two factor authentication. Any breaches are identified internally and recorded as and when necessary.	3	4	12	Reduce	10a Strong management and response to complaints handling, including Freedom of Information requests. manage FOIs. 10b Ensure all systems meet our data security requirements 10c Business Case for CRM.	10a - Chief of Staff 10b - c - Director of Resources	10a - Q4 20/21 10b- Ongoing 10c - Q4 21/22	2	4	8	Yes	The risk score has been reduced from 12 to 8. This is due to additional actions around reviewing how data is managed while working remotely being completed. Proposed this risk to be de- escalated to the Resources Directorate Risk Register as it is within our risk appetite. 10a FOI responses are on the whole responded to within time and process for this currently being reduced. 10b Access to all systems on our network is through secure log in when office based, or through a two-factor authentication when remote working 10c A team has been formed to begin the discovery phase of the project, looking at requirements and needs for a CRM and exploring different providers and options.
Moving with the times, working smartly and collaboratively	11	Risk - Capability and capacity does not meet organisational requirements. Consequence - Poor standards of service delivery, service disruption, slow or	Four year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years. Delivery Plan for the Council developed and	4	4	16	Reduce	 11a Scope and develop a talent management programme. 11b Build our own talent - Develop projects to consider our use and opportunities of 	11a - d Chief of Staff 11e Director of Resources	11a - March 2021 (completed) / Ongoing. 11b - March 2021 (completed) / Ongoing 11c - Not yet	3	4	12	No	The risk score has been increased from 9 to 12, due to the recruitment market at present, both nationally and locally and the challenges this is bringing to the organisation. Additional mitigating actions (highlighted below) will be done throughout Q3 to address this.

		minimal transformation and inability to meet savings targets as a result.	in place which sets out the detailed projects and BAU for the Council in the coming year to 2022. Management/Leadershi p Training and Development in progress.					apprenticeships, internships, career placement, graduates etc. 11c Succession planning to ensure capacity is maintained. 11d Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally) - this links in with 11b above. 11e Effective project and programme management processes and Resources Co- ordination Group in place to manage our capacity to deliver.		started. 11d - New recruitment approach trialled summer 2021 through apprenticeshi ps. This is to be reviewed and rolled out across the board for all appointments 11e - Establish in Q2 and embed throughout Q2-Q4 21/22			
Moving with the times, working smartly and collaboratively	12	Risk – The Council is unable maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19. Consequence – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.	Detailed Covid-19 procedures in place Regular contact with existing members Marketing campaigns to increase membership Review of existing member offer and pricing structures Budget monitoring	4	5	20	Reduce	 12a Reduced membership fee as a loyalty offer to existing members to encourage them back into Centres 12b Provide a range of incentives to encourage existing and new members to return 12c Delivery of the savings through reduced staff resources and utility costs 12d Look for further income generating opportunities and review of membership offer 	Assistant Director Community Services	12a – Until Aug 2021 (completed action to be removed in Q3) 12b - Ongoing 12c - Ongoing 12d - Ongoing	3	4	12

	Completion of training needs assessment by Assistant Directors for their service areas to ensure training is appropriate - timescale by December 2021.
	Branding of the One Team to be reviewed and refreshed to ensure that we are an attractive recruiter.
	11a This work is still in progress. 11b Successful apprenticeship recruitment drive held, with apprenticeship levy target now being met. Graduate places also recruited
	to. 11c Initial discussions have been held with Assistant Directors to look at succession planning and potential knowledge gaps - management & leadership training programme will have a positive impact on knowledge in relation to people
	 11d further work required on recruitment approach with recruiting managers and in particular the hard to recruit to posts 11e Project Management Framework
	for the organisation has been agreed and is in the process of being launched to all staff. A Resources Coordination Group has been set up to review and manage the organisations resources.
No	No change to risk score this quarter.
	 12a, 12b & 12d A range of incentives continue to be offered to encourage new and existing members back into the Centres - from 1st Aug all members who had their membership suspended had their membership made live again, currently we have 76% or pre COVID members, representing strong recovery performance in yr 1. The Leisure Oversight Board will review marketing strategy in Nov, in the run up to the winter period, focussing on uptake of other non-membership products and swim school. 12c Staff restructure completed and new structure now in place, continue
	to identify options for reducing utility costs.

Moving with the times, working smartly and collaboratively	13	Risk - The Council is unable to respond effectively to the economic impact of Covid-19 and the resultant impact upon local businesses and the local economy. In addition, the roll-out of the Covid vaccination programme fails to provide adequate coverage for the population of South Norfolk, in particular vulnerable groups, impacting the health of our communities and limiting the pace of economic recovery. Consequence – Detrimental impact on our local economy	Administering grant funding to businesses Providing an ongoing package of business support Using all levers available to us to help our businesses retain cash in the business where appropriate.	3	4	12	Reduce	 13a Improve the quality of business intelligence we are gaining in order to enable the Council to respond to the needs of our businesses 13b Draft and adopt a new Economic Growth Strategy. 13c Invest in infrastructure and development where appropriate to help stimulate growth. 13d Deliver a package of business and entrepreneurial support 13e Continue to provide support to the roll-out of the vaccination programme across South Norfolk, working in collaboration with partners, to provide targeted support to vulnerable and hard to reach groups 	13a-d Director of Place 13e Director of People and Communities	13a – December 2021 13b - Ongoing - Tender Prior to Q4 21/22. 13c - Ongoing 13d - completed and ongoing 13e – Ongoing - proposed to close this element of the risk in Q3.	2	4	8	Yes	No change to risk score this quarter. Proposed this risk to be de-escalated to the Place Directorate Risk Register as it is within our risk appetite. 13a A dedicated, fixed term consultant has been employed to liaise with businesses to gather greater intelligence and support businesses wherever possible. 13b A tender process has commenced to employ a consultant to draft a new Economic Growth Strategy. Draft still in progress, expected to tender prior to Q4. 13c Investment and infrastructure opportunities are being delivered at the NRP and further opportunities are being explored at Long Stratton, Browick Road, Apex at Harford Bridge, etc. 13d A package of measures to support businesses has been approved by SNC. Continues to evolve - new highstreet support launched Q2. 13e The district has seen amongst the best uptake of vaccine in the county, and Norfolk is an exemplar for vaccine uptake in the country. Practical support is ongoing for local providers to deliver this programme, with communications and targeted social media support commissioned via Coder Agency, supporting younger adults and children, and booster vaccine.
Growing the Economy/ Supporting individuals and empowering communities	14	<new> Risk - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast- changing external environment. Consequence - Detrimental impact on local businesses and residents, including unmanageable demands on council services.</new>	Two councils staffing resources provide resilience. Regular horizon scanning and professional networking. Recruitment to apprenticeships within regulatory services to provide additional support. Regular response to consultations to ensure we play an active	4	3	12	Monitor	 14a Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource deployment become necessary. 14b Optimise development of environmental health apprentices to help secure future workforce. 	Assistant Director Regulatory	16a - Ongoing. 16b - Ongoing over five year minimum qualifying period, 21/22 to 26/27. 16c - Raised currently for CMLT consideratio n. 16d - Proposed	3	3	9 <new></new>	Yes	New risk - though this is within our risk appetite, it is proposed to keep this on our SRR due to the current Food Standards Agency Scrutiny and to keep Cabinet abreast of key changes. 14a Actively exploring capability of Norfolk Environmental Health Leads / Heads of Regulatory Services and newly formed national Association of Chief Environmental Health Officers to build collective responses and sharing of common burdens. 14b 2 x Graduate environmental health apprentices recruited and commenced formal training, ongoing development of training programme. 14c Acute shortage of professional

		influencing role in changing regulatory policies.				 14c Identify scope for market supplements to enhance ability to attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals). 14d Temporary contractor support secured, and service reviews planned for Licensing (in 21/22) and Food & Safety regulation (in 22/23). 14e Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand. 		for reporting in Q4 21/22 (Licensing service review) and Q3 22/23 (Food & Safety service review).					applicants to vacancies has been reported to CMLT. Potential value of market supplements has been raised. (Equally applies to Regulatory and Planning professionals). 14d - Licensing service review 21/22 underway and on track.
Growing the Economy/ Supporting individuals and empowering communities	<new> Risk- Failure to meet the demands on Council services as Covid Funding ceases nationally. Consequence – The potential closure of support schemes leading to increased levels of unemployment and financial hardship for our residents and unmanageable levels of demand upon key council service areas.</new>	Council tax support scheme and hardship policy for those facing hardship. Increased help hub resource providing support to our residents. Business rates relief. Working with our partners to support Kickstart and Apprenticeship schemes to support employment. Proactive work with housing associations and PSLs to identify tenants in arrears and prevent evictions. Ability to increase and flex temporary accommodation and housing support offers	4 4	16	Reduce	15a Using data and insight to map and forecast the impact for our residents and ensure appropriate support services in place for residents	Director of People and Communities	Ongoing	2	4	8 <new></new>	No	New risk to the organisation identified by CMLT. Proposed to be de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite. 15a The COVID recovery plan agreed by Cabinet in July 2021 outlines a range of packages of support which are under implementation to a) ensure key services (such as housing and temporary accommodation) continue to meet inflated demand as a consequence of the COVID pandemic and b) provide additional support for key affected cohorts of residents, such as mental wellbeing or skills and employability.

			to suit profile of demand.												
All priorities	16	<new> Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches. Consequence - Unable to delivery our systems transformation programme, inability to bring systems together and deliver longer term savings. Unable to recover systems if infrastructure fails.</new>	Ongoing work to create additional capacity on our servers. Regular contact and updates from the supplier of the new infrastructure. Frequent back-ups and health checks on old infrastructure.	3	5	15	Reduce	As per existing controls.	Director of Resources	Ongoing	3	5	15 <new></new>	No	The new infrastructure project is currently delayed due to the switch's shortage. New infrastructure due to be in place by January 2022. Space made on our current servers to ensure we are able to deliver the finance system as part of the systems transformation programme.



Appendix 3

South Norfolk Council – Delivery Measure Performance for Quarter 2 2021/22

Appendix 3 provides a detailed overview of the performance of the Council against its Delivery Plan.



Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)



Year End Success Target: £1,632,000

COMMENTS

In 2018, the Council agreed to the joint Feasibility Study, which began the collaboration between BDC and SNC. The Feasibility Study set out an indicative cumulative savings forecast of £8.6m over a five-year period.

The current five-year saving forecast for the collaboration is £8.294m, this saving is split 45/55 (BDC/SNC). The figure net of one officer team transitional costs is £7.029m - One Team transitional costs were charged to the relevant Council.

Some of the One Joint Officer Team savings have been delayed, due to the impact of the Covid-19 pandemic. In particular it was originally envisaged that the internal consultancy resource would have completed the majority of their initial transformation support within 2 years (ie by Jan 22). This will now not be achieved and thus the savings in this area will be delivered later than originally anticipated. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

RISKS

The identification of savings becomes increasing difficult over time, once processes have been standardised and streamlined.

CONTEXT

The graph below shows the current savings projections (dotted lines) for the collaboration, compared to the Feasibility Study forecasts (solid line).



The table below shows the cumulative breakdown of the savings forecast by area.

1	0040/00	0000/04	0.004/00	0.000,000	0000104
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Senior Management	571	1,098	1,636	2,184	2,744
One Joint Officer Team	884	2,411	3,367	4,812	6,897
Contracts / Procurement	0	0	23	69	116
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	2,046	3,563	5,604	8,294
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	781	2,298	4,339	7,029



Customer satisfaction survey (%) (Measure reference 2)

RAG Status: Baselining

COMMENTS

With the exception of our customer complaints data and ad-hoc surveys we do not currently have a consistent way of measuring customer satisfaction across the Council. To start to address this, between April and June 2021, a 'pilot' Customer Satisfaction Survey was placed on the South Norfolk Council website. We have included below some data from the Customer Satisfaction Survey pilot below for information.

Completed survey	Chose to answer
responses	additional questions
169	28.39%
Happy to be contacted	What rating would you
and left their details	give us overall?
48.39%	2.94/5.0

As part of the 'Moving Towards a First-Class Customer Service', which was approved by Cabinet on 19 July, we appointed a Customer Experience & Insight Lead on 16 August who will take ownership for Customer Satisfaction Survey and wider Customer Engagement activity. Following analysis and iteration informed by the pilot, the Customer Satisfaction Survey was launched onto the new joint website on 1 October. Over the next quarter the Customer Satisfaction Survey will be added to additional customer interaction channels. This will enable us to provide a baseline figure to start to measure our customer satisfaction performance against.

RISKS

Without confirmation of the customer satisfaction baseline, we are not able to fully impact the overall results of our wider transformation programme from a customer's perspective. However, snapshots of customer satisfaction can be taken prior to and post implementation on a case by case basis to mitigate this risk at an individual project level.

CONTEXT

As part of the Customer Experience project, we are reviewing the current mechanisms in place across the Council for the collation of customer feedback including complaints. Once we are able to establish a consistent baseline, we will be able to seek to benchmark this against both the public and private sector data, although it must be considered that there are multiple ways customer satisfaction can be recorded and measured and this will need to be considered in its' wider context when benchmarking

Year End Success Target: A robust Customer Satisfaction Performance measure which forms a baseline for future surveys



Staff satisfaction (Measure reference 3)



RISKS

COMMENTS

During 2020/2021 new ways of communicating, engaging and working with our staff were established:

- Wellbeing pulse surveys continue, latest issue was during quarter two of this financial year
- Wellbeing is included as part of all staff briefing sessions.
- Wellbeing webinar series are made available for all staff
- Twice- weekly virtual drop- in sessions, hosted by Mental Health First Aiders.

The latest staff wellbeing pulse survey resulted in:

- 72% of respondents reported feeling positive about the potential of this shift to hybrid working.
- 80% of respondents felt their line manager encourages them to consider and look after their mental health.
- Only 18% of respondents believing senior management doesn't encourage them to look after their mental health. This is an improvement of 21% since the last wellbeing survey (June 2021).
- 90% of respondents reported feeling thoroughly/moderately supported by their line manager. This is an improvement of 23% since the last wellbeing survey (June 2021).

Year End Success Target: Baselining

Inequality of accessibility for staff to online platforms, new ways of working preventing traditional methods for engagement with materials and communications. Due to new ways of working communications with staff should be virtual, leading to increased traffic and potential for over distribution of communications, negatively impacting staff satisfaction levels

CONTEXT

An overall improvement can be seen across the repeat measures from the June wellbeing survey. In June: 67% of individuals reported feeling supported by their line manager in June, 61% of respondents reported that the organisation encourages them to look after their personal health and wellbeing, 57% of respondents reported feeling supported by the organisation.



Staff absence levels – working days lost to short term sickness per FTE (Measure reference 4)



Year End Success Target: 4.5 days

COMMENTS

Staff short term sickness absence rates sit at 0.83 working days lost per FTE across Q1. This falls below the One Team target of 1.13 working days lost per FTE for Q1 and is below the established tolerance level: resulting in green RAG status for the quarter. Staff short term sickness absence rates sit at 1.66 working days lost per FTE across Q2, bringing the average for the year so far to 2.49 days. This is above the One Team target for Q2 of 2.25 working days lost per FTE, but is below the established tolerance level: resulting in an amber RAG status for the quarter. Projection of this figure would result in a year end of 3.32 working days lost to short term sickness per FTE, this would fall below the One Team target resulting in green RAG status.

Long terms sickness figures sit at 2.00 working days lost per FTE across Q2. This falls below the One Team target of 2.25 working days lost per FTE and is also below the established tolerance level: resulting in green RAG status for the quarter. Projection of this figure would result in a year end of 4.00 working days lost to long terms sickness per FTE, this would fall below the One Team target resulting in green RAG status.

RISKS

Increased sickness rates following a higher frequency in onsite working, due to reintegration into onsite working. A projected increase in mental health cases throughout the UK following lockdown restrictions easing, a specific increase in post lockdown anxiety for staff adopting a more hybrid style working pattern.

CONTEXT

Short- term sickness staff absence levels 2020-21 were universally lower than those seen for the 2019- 20 financial year, in line with National averages across both years. Rates for the 2021- 22 financial year are higher than those seen for the same period for 2020- 21, however rates still remain universally lower than those seen across Q1 and Q2 for the 2019- 20 financial year, these are still below One Team targets and are hence represented by green RAG status.





Staff retention (Measure reference 5)



Year End Success Target: 90%

COMMENTS

Staff retention rates sat at 95.04% for Q1. This was above the 90% average target set for the organisation across each quarter. Hence, this resulted in green RAG status for staff retention in quarter one. Staff retention rates sat at 95.06% for quarter two. This was above the 90% average target set for the organisation across each quarter. Hence, this resulted in green RAG status for staff retention in quarter two. Projection of these figures would result in a year end of 95.05% average retention rate, this would fall above the One Team target of 90% resulting in green RAG status. Retention rates continue to be monitored across the organisation and service areas to identify areas that may need extra support.

Exit interview data continues to be analysed on a quarterly basis. Some key themes from exit interviews conducted during quarter two are regarding inductions. Work is currently being undertaken on streamlining and personalising the induction process for new starters. Additionally, points have been raised regarding the proposed performance related pay scheme and the associated financial rewards. Similarly, work is ongoing to look at the scheme alongside the financial incentives offered.

RISKS

Current economic trends have resulted in the job market being constricted across the last financial year (2020/21) hence retention rates are likely to be higher due to limited external opportunities. However, as Government restrictions have eased the UK job market has expanded with more external opportunities available, resulting in September having the most job vacancies in the UK on record. Hence, a reduction in staff retention is likely.

CONTEXT

Staff retention levels for the previous financial year are available, the retention rate of the Councils for this period was constantly high. With rates being consistently above the agreed 90% One Team target, resulting in a consistent green RAG status across all four financial quarters.





Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure

reference 6)



<NEW> Year End Success Target: 18 new apprentices (2.4% of the workforce)

COMMENTS

For Q1, the percentage of the Organisations workforce who are apprentices or fill graduate entry roles sits at 1.34% of the Organisation headcount. This shows a very slight increase on the percentage of the Organisations headcount who are apprentices or fill graduate entry roles from the end of Q4 2020/21 headcount. For Q2, the percentage of the Organisation headcount, or 17 apprentices or fill graduate entry roles sits at 2.54% of the Organisation headcount, or 17 apprentices and 2 graduates, bringing the average to 1.94%. This shows a large increase of 1.2% from the end of Q1. This can be largely attributed to the apprenticeship open evening held during quarter two, which had >50 attendees, resulting in the Organisation has also taken on another National Management Trainee as part of the National Graduate Development Programme (NGDP). This increase to 2.54% of the Organisation headcount has resulted in the Organisation being on target for our end of Q4 2021/22 target, or 0.64% ahead of our Q2 2021/22 target. In terms of Kickstart the council currently have 44 agreed placements with the DWP, 21 individuals have taken up a placement, 17 individuals are currently in placements, with another 17 posts being currently live at the job centre +.

RISKS

Covid increasing workload and Government guidance reducing the opportunities for development and training for the apprentice, resulting in a less face to face and development time for the individual. All Public Sector Organisations are subject to the same annual target set by The Local Government Association, so competition from other Organisations in the local area will be higher. Similarly, a low frequency of training providers in the local area are available for apprentices, the Organisation also requires buy- ins from partner Organisations willing to host placements or jointly fund schemes.

CONTEXT

The Council was in line with other businesses where apprentice and graduates start, have slowed due to the current climate, however in line with the LGA targets for public sector Organisations and also with the Councils apprenticeship strategy, recruitment activity is increasing in order to fulfil our aims and quoter for apprentices within the Organisation. Hence, the sharp increase 1.45% seen between Q1 and Q2.





Collection rate of Council Tax (Measure reference 7)



Year End Success Target: 98.5%

COMMENTS

Council Tax collection rates are slightly ahead of this time last year. (Q2 54.76% compared to 54.71% last year). However, collection continues to be challenging in the aftermath of a very difficult 2020/21. We continue to engage with customers to offer support where they are in financial difficulty. We have introduced an additional reminder notice, before moving to summons stage for those that do not pay. The objective is to be more customer focused and achieve higher collections, whilst at the same time reducing the number of summonses which we have to issue. Recovery action has continued at pace with monthly courts and a new and innovative process being introduced over the Autumn to encourage earlier payment from those in arrears by sending text and email messages offering swift payment options and advice.

Those on a low-income receiving Council Tax Assistance were given extra help last year with a £150 reduction on each bill. This was a one-off scheme, and this means that those households have higher Council Tax bills this year. Extended payment arrangements and signposting assistance is being provided.

RISKS

Collection rates are affected by external factors such as the economic environment and people coming off furlough.



CONTEXT

The graph to the left shows annual collection rates for the past 4 years.



Collection of Business Rates (Measure reference 8)



Year End Success Target: 98%

COMMENTS

Business Rates collection rates are lower than this time last year. (Q2 51.67% compared to 58.27% last year).

This is principally because the amount collectable increased in June by £4.1m over the position at the start of this financial year as a result of the three-month period of full relief for Retail, Hospitality and Leisure businesses coming to an end and charges being raised for them for the remainder of the year. The rates due will be collected over the remainder of this financial year.

Help is being offered through extended payment arrangements and signposting to advice services and Economic Development.

RISKS

Uncertainty remains over outturn this year given the economic climate and that a large number of businesses have been faced with paying rates for the first time in 18 months and other businesses have to contend with staff coming off furlough and repaying government loans.



CONTEXT

The graph to the left shows annual collection rates for the past 4 years.



Percentage of vacant retail space in market towns (Measure reference 12)



The overall vacancy rate across all 3 market towns is 6.52%, remaining unchanged from the previous quarter. There does not appear to be any direct correlation across the market towns of Diss and Harleston at present in terms of the fluctuations of vacancy rates and the pandemic itself. Wymondham has seen a sustained increase in vacant units across each of the last three-quarter ends (but factors like retirement of retailers is as much a factor here as any economic downturn). Of the nine vacant units one will shortly be reoccupied and two may be used for residential purposes. Changes across Q1 and Q2 show reductions in vacant units in Diss and Harleston, and two more vacant units in Wymondham. Compared to figures from the start of the pandemic Diss has stayed the same, Harleston has two less empty units and Wymondham has four more.

Vacancy rates are:

COMMENTS

- Diss 8.3% at both end of Q1 and Q2 (down from 9.5% at 1 April 2021 as 3 more units were occupied)
- Harleston 4.6% at end of Q1, 3.7% at end of Q2 (down from 5.6% at 1 April 2021 as 2 more units were occupied)
- Wymondham 5.1% at end of Q2, and 5.7% at end of Q2 (up from 4.4% at 1 April 2021 and 1.9% at 1 April 2020)

RISKS

The true economic impact of the pandemic may not yet be presenting itself in terms of vacant units with businesses being supported by one-off Restart Grants paid from April to provide support as restrictions started to be lifted, and retail rate discounts continuing in 2021/22 (though at less than the 100% discount level for many businesses from 1 July 2021).



CONTEXT

The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by, the Business Rates team.



External funding to support growth (Measure reference 14)



COMMENTS

£38,750 was secured in Q1 to deliver a business case which will underpin the provision of a high-speed data infrastructure facility within the Region called Smart Emerging Technology Institute (SETI). The funding has been secured from New Anglia Local Enterprise Partnership (£28,750) and Cambridge Norwich Tech Corridor (£10,000) together with some in-kind support to the project from South Norfolk Council. Once the relevant consultants have been procured, work on the business case is due to start in Autumn 2021 and completed early in 2022. This project has the potential to be nationally significant having attracted the interest of globally significant companies based in Cambridge.

In Q2 £675,000 has been confirmed as South Norfolk's allocation of the Norfolk Business Rates Pool. Work is now in train to confirm how this funding will be spent allocated.

Year End Success Target: Baselining

No covid recovery related funding has been included as part of this report.

RISKS

Officers will ensure that any project proposals for use of the business rates pool funding are fully compliant with the required funding requirements.



CONTEXT

Work continues on securing external funding for strategic growth projects along Tech corridor. Although other capital investment and funding has been secured this quarter, this will only be reported once the relevant agreements are in place.



Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)



COMMENTS

Demand on Help Hub and Communities services for vulnerable residents has remained broadly consistent from Q1 (1136) to Q1 (1245). Significant numbers of people continue to access support via out Help Hub and Social Prescribing work (858 in Q2).

The figures also contain numbers supported via a range of community support and grants. Where these are included this relates to the number directly support (i.e those receiving funding) but a greater number of people will be supported indirectly (i.e the members of a group that has received funding). The YMCA contract is operational with 69 referrals and an active caseload of 45. Initial feedback has been extremely positive.

Year End Success Target: 2,000 residents (combined figures for BDC and SNC)

RISKS

We continue to see additional demand as we continue in Covid recovery, with debt, welfare and hardship issue increasing. This may put additional strain on services, which additional covid money is helping to alleviate.

CONTEXT

Figures for Q1&2 for 20/21 financial year included significant numbers of people seen as part of our Covid19 welfare response. Whilst this is ongoing it now accounts for a minimal volume of work in this measure for the same quarters in this financial year. Work now is focused on Covid recovery as we see the impact on finances and wellbeing coming to the forefront



Percentage increase in the annual footfall of customers visiting SNCs leisure facilities and activities to lead healthier and more active lives (Measure reference 16)



Year End Success Target: 5% increase

COMMENTS

From 19th July 2021 and following national stage 4 COVID-19 relaxations, our leisure centres have continued to operate safely, relaxing COVID-19 procedures, as per Government guidance. Softer language is now being used around precautionary measures, placing more responsibility on individual customer behaviour. A rating of 'Excellent' was achieved from Quest, highlighting our strong COVID-19 protocols, following our re-opening.

All facets of our leisure offer (gym, fitness classes, 3G pitches, soft play etc) are now operational, albeit we are still limiting numbers to around 80% of full capacity, in order to ensure customers, remain safe and confident. All members have now been unfrozen and so a true reflection of numbers will soon start to be seen.

The Leisure Oversight Board is now fully functional, providing useful strategic checking and challenging. The advert for the Non-Executive Director will go out soon, adding further objective challenges, especially around more commercial business aspects. The first Moving Communities survey results show a really positive average Net Promoter Score of +65 across all centres, compared to the leisure centre national average of +51. The Moving Communities data also shows our centres have produced £469,000 of social value, in the last 12 months. The second Moving Communities survey will be completed in mid-October.

Marketing plans continue to be developed, implemented and monitored, in order to keep driving traffic towards our centres and engagement with new audiences.

A review of Move GB (online class platform) has been taking place, to monitor current customer engagement and understand more around how the service can be maximised and targeted to new client groups.

RISKS

The major risk for the leisure service remains a failure to continue to see membership numbers grow, further COVID-19 infection spikes and any increased restrictions are likely to impact upon customer confidence. Operationally there are risks around staff recruitment and retention as the job market in the leisure industry starts to open up again. Issues remain around the Council's VAT Shelter position which could have a limiting factor upon future growth and investment.





CONTEXT

The return of members across the centres has continued to be strong and currently live paying member numbers stand at 3,039. This is a 57% increase since April 2021.

The Scenario 3 (best case) direct debit growth assumption is 2,761 (73% of pre-COVID) by March 2022 and we already sit at 2,763.

Cumulative footfall numbers are now 225,789, well above the 5% target.

Swim school numbers continue to increase steadily, and numbers are currently 1,071 at Wymondham and 624 at Diss.

The latest bottom line figure shows the service is currently £58,000 better than scenario 3 and we are forecasting to finish £28,000 better than this best-case scenario at year end. Pricing has returned back to full rates of £33 per month, including a £15 joining fee for new members. Pricing structure for next year is currently being discussed and agreed.



Number of residents supported to live independently (Measure reference 17)

COMMENTS



Year End Success Target: 100 residents

The team has worked hard to catch up with the backlog of demand following lockdown and is likely to be back on track by Q4. Demand is high following delay in health and social care support which is has impacted on older people who need support. A review of the way we delivery support for independent living is under way with the aim of broadening the range of ways we can support people and adapt the home to provide greater flexibility. During Q2 2021/22, 43 DFGs and 4 dementia grants have been completed. This totals 47 homes in the Broadland area supported.

By the end of September, £398,870.04 of the Better Care Fund allocation had been spent, out of \pounds 1,035,425. A further amount of \pounds 603k of committed funds remained outstanding at the end of the quarter which we are on target to complete at the end of the year.

These figures compare to 26 DFGs and 2 dementia grants in Q2 of 2020/21. Our delivery numbers are still in recovery from COVID-19 related delays but showing good progression towards improvement.

RISKS

A majority of the work undertaken by the Housing Standards team relates to residents who may be clinically or extremely vulnerable. The restrictions of COVID-19 on these residents have therefore caused repercussions on work progression within the team. Some residents remain understandably apprehensive, though some improvement has been noticed with increased vaccination availability. Significant restrictions put in place for safety within other organisations, such as housing associations, has also impacted delivery during the pandemic. Currently, work is permitted in people's homes although contractors still initiate Covid safe procedures for social distancing and PPE use. There is a significant shortage of availability in supplies and materials for trades that is also impacting service. The team are currently recruiting extra trades people to improve supply.



CONTEXT

Keeping residents in their own homes is one of our key responsibilities, which in turn helps to reduce pressure on other services. We can support residents in a large variety of ways which enables residents to remain independent and confident in their own homes. Our key focus is on disabled facility grants (DFGs) that enable us to physically adapt properties to meet the needs to the individual. Our target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources.



Delivery of housing standards enforcement (Measure reference 18) COMMENTS



Year End Success Target: 75 enforcements

In this quarter, 27 disrepair complaints have been resolved and there have been no occurrences of unauthorised gypsies and travellers' encampments.

This compares to 19 disrepair cases and 9 reports of travellers in Q2 of 2020/21.

Following approval for additional support to deal with houses of multiple occupation, the team is recruiting and will be able to focus more in this area in quarter three. So far, we have licenced four HMO's that we discovered through COVID.

RISKS

The main risk related to complaint demand would be an increase in the tenanted private sector. Currently, the demand on service is within the team's capacity. The impact of increased houses of multiple occupation will be mitigated with additional resources.

CONTEXT

A key aim of the Council is to ensure that private sector landlords renting properties are dealt with appropriately, and to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering, and monitoring Houses of Multiple Occupation (HMOs) to ensure they are safe, compliant, and not under exploitation.

We also ensure that unauthorised gypsy and traveller sites are dealt with appropriately, balancing the welfare of gypsies and travellers with any impacts on the local community. The temporary stopping place improvement has been agreed and works are being planned to bring this site back to operational use.



Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 19)



Year End Success Target: 80% successful interventions

COMMENTS

The team continue to face significant demand as the consequence of Covid, particularly domestic abuse and antisocial behaviour. Our temporary accommodation remains higher than we would normally see this time of year, mostly driven by an increase in domestic abuse presentation and failure within a highly competitive private rental sector, many due to no fault of the leaving residents.

Despite this increase in emergency presentation the team are working to prevent escalation of homelessness cases. Initiatives such as the whatever it takes fund allows staff to consider a range of outcomes and negotiating standpoints to either maintain their current accommodation or successfully obtain alternative long-term accommodation. Housing register applications: The Council finds themselves in a strong position due to previous levels of housing delivery and a strong preventative ethos, however there is no doubt that the housing sector as a whole remains under substantial strain as outcomes become hard to find, especially as household finances become tighter. We have six properties allocated across South Norfolk and Broadland ready for Afghanistan refugees and are waiting for our first tranche to settle.

RISKS

- Demand remains at this level
- Housing availability not sustained
- Housing sector as a whole does not re-balance
- Access to materials delay voids further
- · Recruitment remains difficult as competition for experienced staff remains



CONTEXT

The housing advice and homelessness sector as a whole remains under incredible strain throughout the country, not only have cases increased but the complex nature of each household has increased. Partner's organisations also continue to cope with increased demand, these being social services and mental health services. This extra complexity means each case is taking longer to resolve. Feedback from department of levelling up, housing and communities explain this is not centred to Norfolk.



Number of working days taken to process new claims for Housing Benefit/Council Tax benefit

(Measure reference 20)



Year End Success Target: 7 working days

COMMENTS

Whilst the number of days remains high compared to target, this is gradually being worked through and coming down to the right levels.

The team would have been able to meet even the increased regulatory demand however officers have struggled to meet the number of new government initiatives at the same time. Whilst positive for our residents, these initiatives have been essential to the short-term needs of our residents, we have prioritised these initiatives, so far this year paying out £76k in DHP, £216k in discretionary Covid isolation payments and £18k to people struggling with their council tax payments to name just a few. We are confident that with this new impetus of team members utilising long term experience already present that we will start to see a stark improvement in performance. However, an important factor is we are still within our target days with the Department of Work and Pensions.

RISKS

Training time to bring up to staff means issue remains for whole next quarter but this has been mitigated through in-house promotions and resilience through two Councils, one team.

CONTEXT

In previous years we have met performance targets, however this unpresented year of demand, and due to administration additional Government incentives, the target is not being met. However, we are still within tolerance limits from the Department of Works and Pension to pay housing benefits and we ensuring that the most vulnerable are supported.



Number of affordable homes delivered (including help to buy) (Measure reference 21)

RAG Status: Green



Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment. The Strategic Housing Market Assessment for Central Norfolk (2017) indicates a yearly target of 152 new affordable homes for South Norfolk.

COMMENTS

During Quarter 1, there were 22 new-build completions and 96 reported Help to Buy sales.

During Quarter 2, there were 30 new-build completions and 62 reported Help to Buy sales.

These figures bring the cumulative totals for affordable homes delivery at the end of Quarter 2 to 52 new-build and 158 Help to Buy.

The Quarter 1 completions comprised 10 houses for shared ownership bought in Wymondham from a housebuilder by a housing association. The remaining 12 were in Cringleford and Costessey.

The Quarter 2 completions comprised 8 in Bunwell for local needs under the rural exceptions policy, and 22 through negotiation with developers in Hethersett, Trowse, Gillingham and Cringleford.

RISKS

Risks identified are: delays caused by material supply problems and Covid on-site mitigation.



CONTEXT

There have been significant delays in completing homes, especially on large sites. Nevertheless, many are under construction and we are still on course to achieve the target of 152 new affordable homes by March 2022.



Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 23)



Year End Success Target: 90% minors/others in agreed time

COMMENTS

For Q1 90.5% of applications were determined in time (324 out of 358 applications). 273 applications were determined in the statutory time period of 8 weeks and a further 51 were determined in an agreed extension of time. For Q2 81.% of applications were determined in time (322 out of 397 applications). 249 applications were determined in the statutory time period of 8 weeks and a further 73 were determined in an agreed extension of time. This brings the average for the year so far to 86%. The national average for "Other" applications determined in 8 weeks or agreed time limit for Q1 in 2020 was 90% and for Q2 it was 89%.

We are now measured as part of a national measure for a rolling 2 years performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 90.5 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. "Other" applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc

RISKS

For Q1 we are currently meeting our internal target, and for Q2 we are above the tolerance figure of 80%. We are exceeding the national target of 70%, so there is currently no risk. However, we are currently experiencing a delay in registering applications due to an increased number of applications being submitted (this has resulted in the lower performance for Q2) and could impact on performance in subsequent quarters, although delays have now been significantly reduced. We have appointed addition resources and additional hours are being worked to address further delays.



CONTEXT

The graph to the left shows a comparison for previous years.



Percentage of planning decisions made within statutory timescales - householders (Measure reference 23)



COMMENTS

For Q1 93.6% of applications were determined in time (233 out of 249 applications). 211 applications (85%) were determined in the statutory time period of 8 weeks and a further 22 were determined in an agreed extension of time. 95 (38%) were determined in 6 weeks or less. For Q2 83.1.% of applications were determined in time (211 out of 254 applications). 185 applications were determined in the statutory time period of 8 weeks and a further 26 were determined in an agreed extension of time. 75 (30%) were determined in 6 weeks or less. This brings the average for the year so far to 88%.

There has been a significant increase in the number of applications submitted compared to previous years, and while Q1 was below target, there was an improvement on Q4 2020/21 and we have determined an additional 68 applications. Q2 has seen a further increase in the number of applications determined

RISKS

For Q1 we were slightly below our internal measure of success of 95%, and for Q2 we are slightly below the tolerance figure of 85%. This is due to delays we experienced from April to August in registering applications resulting from an increased number of applications being submitted. This could also impact on performance in subsequent quarters although delays have now been significantly reduced. We have appointed additional resources and additional hours are being worked to address further delays



CONTEXT

The graph to the left shows a comparison for previous years



Percentage of planning decisions made within statutory timescales - majors (Measure reference 23) COMMENTS



Year End Success Target: 95% of decisions

For Q1 77.8% of applications were determined in time (7 applications out of 9).). 2 were determined within the statutory time limit and 5 were determined within an agreed extension of time. For Q2 83.3% of applications were determined in time (5 applications out of 6). 4 was determined within the statutory time limit and 1 were determined within an agreed extension of time. The national average for "Major" applications determined in 13 weeks or agreed time limit for Q1 in 2020 was 89% and for Q2 was 88%. This brings the average for the year so far to 81%.

We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 94.4%, which is against the national target of 60% means the Authority is not at risk of special measures

RISKS

We are below our internal measure of success of 95% and the tolerance figure of 85%. This is partly due to delays we experienced from April to August in registering applications resulting from an increased number of applications being submitted. It has also resulted from 3 of the applications not being determined in an agreed timescale. We will continue to seek to agree extensions of time to determine applications where appropriate. This could impact on performance in subsequent quarters. We have appointed addition resources and additional hours are being worked to address further delays We are in excess of the national measure of 60% both for the quarter and the rolling two-year measure and as such, are not at risk of special measures.



CONTEXT

The graph to the left shows a comparison for previous years



Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good)

(Measure reference 24)



COMMENTS

A total of 808 food businesses in South Norfolk are currently rated within the Food Hygiene Rating Scheme with 95% of these being rated 5 (very good) or 4 (good), a total of 700 and 69 businesses respectively. This result is high and should give confidence to consumers and businesses alike. 94 food safety interventions have taken place, comprising food safety inspections, partial inspections, monitoring/surveillance visits.

Inspectors are, however, finding that there has been slippage in food safety standards in some of the existing businesses they have visited and there has been a corresponding slight increase in numbers of premises not 'broadly compliant' (0, 1 or 2 rated) and this may be, as anticipated, a consequence of the pandemic extending the timeframe between physical inspections together with other reasons. This situation is replicated across Norfolk, with other LAs showing a similar slight reduction in quarter-on-quarter figures

Year End Success Target: 98%

RISKS

Our work programme continues to address a backlog of inspections and during Q2 our food safety inspections and other visits focussed on the high risk-rated businesses, plus new food registrations, in line with Food Standards Agency advice to local authorities. The use of an additional officer, fully funded from the Contain Outbreak Management Fund (COMF), is assisting with the Food, Safety and Licensing Team's Recovery Plan and the food visits that were deferred during the pandemic response in 2020/21. This additional resource is helping us to maximise inspection numbers to address concerns that food safety/food hygiene standards may have slipped in places. Where poor food safety is encountered during inspection, officers are serving enforcement notices when appropriate. Currently there is a backlog of new businesses requiring inspection, which has been a key focus in Q2 (and will continue to be for the remainder of 2021/22). Inspection work in Q2 has resulted in a 3% increase in the total number of food businesses currently rated since Q1.



CONTEXT

The table benchmarks the percentage of food businesses with a Food Hygiene Rating of 4 or 5 in other Norfolk authorities. Source: Food Standards Agency.



Percentage of household waste recycled (Measure reference 26)



Year End Success Target: 2% increase

COMMENTS

Q2 2021/22 is not yet available. We are reporting on Q1 2021/22.

The total recycling rate in Q1 2021/22 was 45.3% which is up from 36.8% in Q4 2020/21. The increase of 8.5% is mainly due to seasonal variation impacting the number of garden waste collections and tonnages collected. Further analysis of the data shows that the dry recycling rate decreased by 4.4% whilst the composting rate (garden and food waste) increased by 12.9%.

By comparing the figure with last year's Q1 (2020/21) we can help to identify trends and reduce the impact of seasonal variations.

Comparing this data shows a 0.82% decrease in the total recycling rate for this quarter (2021/22) compared to Q1 in 2020/21. While the total tonnage of recycling decreased by 58.8t, over same period the tonnage of residual waste increased by 198.1t resulting in a reduction in the percentage of waste recycled. Further analysis shows that the dry recycling rate (excluding garden waste) has decreased by 1.32% or 167.1t and the composting rate increased by 0.49% or 108.3t. This change is statistically insignificant and is on trend with other authorities in Norfolk

RISKS

The key risks to increasing the amount of household waste that is recycled, include increasing householder apathy towards recycling, a misunderstanding over what can go in which bin, leading to contamination or potentially recyclable materials being put in the residual waste.



CONTEXT

The total recycling rate for all Norfolk authorities has decreased this quarter compared to the same quarter last year, except for Great Yarmouth and Broadland, according to Waste Data Flow.

Electronic leaflets promoting reduced-price composters were distributed to Parish Clerks, along with the promotion of Food Waste Action Week in March aimed at reducing the amount of food being wasted at home.

Over the period there was social media campaign to reduce contamination in garden waste bins and a campaign to reduce the amount of food generally being wasted at home and thus reduce the amount of rubbish being produced.

Plus, the promotion of Recycle Week in September to encourage residents to recycle right



Tonnage by household of garden waste being recycled (Measure reference 27)



Year End Success Target: Increase in tonnage

COMMENTS

The amount of garden waste recycled in Q2 2021/22 showed an increase of 287.2t (7.42%) compared to Q1. This is due primarily to two reasons, a net increase in the number of bins rising from 28,544 at the beginning of April to 31,011 at the end of September (2,467 new customers Q1 1395, Q2 1,072) and a wetter summer causing an increase in net weight of the material collected.

The total amount of household garden waste recycled in Q2 2021/22 was 4,157.4t, which is 750.9t higher than for the same quarter last year (2020/21) which represents an increase of 22.04% overall.

RISKS

The key risks to the level of garden waste being recycled are the number of subscribers and a saturation of the service, coupled with seasonality, behaviour changes linked to the pandemic and contamination of the material collected.



CONTEXT

Q2 2021/22 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities.



KGs of residual waste collected per household (Measure reference 28)



COMMENTS Note Q2 2021/22 data is not yet available the information below relates Q1 to 2021/22.

The total kgs of residual waste collected per household in Q1 was 129.5kg/hh compared to 132.7kg/hh in Q4 2020/21. The decrease of 3.34kg/hh (2.5%) is probably due to ending of the lockdown in January 2021, during the lockdown many households took the opportunity to have a clear out and therefore produced more waste.

However, when comparing the figure to last year's Q1 figure, there has been an increase of 2.49% in the overall amount of kgs of residual waste collected per household. This is a trend experienced across the Country and in a number of other Norfolk authorities.

Year End Success Target: Decrease in KGs of residual waste collected per household

RISKS

Householder apathy to recycling or lack of knowledge over what can be recycled leading to materials that could be recycled being put into the residual waste and behaviour changes linked to the pandemic.



CONTEXT

Comparative data with other Norfolk authorities for Q1 2021/22 and Q1 2020/21 shows an increase in kgs of residual waste per household for all authorities except Broadland and Great Yarmouth. South Norfolk's increase in kg of residual waste per household is the smallest compared to the other authorities that showed an increase.



Number of verified missed bins for all waste per 100,000 collections (Measure reference 29) COMMENTS



The SNC waste collection service continues to perform well with the amount of verified missed bins reducing to 27 in Q2 compared to 29 in Q1, bringing the average for the year so far to 28. Enhancements in the service have been delivered by improving the data that supports the collection rounds, the efforts of the respective crews and returning collection crews to 3 in a cab where they can operate more cohesively.

Year End Success Target: No more than 30 missed bins per 100,000 collections

RISKS

The Governments new waste strategy potentially raising the requirement to deliver a food waste service in SNC, housing growth increasing the task for the waste collection operation and the longevity of Ketteringham Depot. The national HGV shortage may in the short-term impact upon the workforce although plans are in place to mitigate the potential impacts.



CONTEXT

Overall missed bin performance remains stable and below the target level. SNC have maintained all waste collection services despite the challenges of the lack of HGV drivers which have affected waste services provided by other Local Authorities in the East of England.



The number of litter picks / clean up initiatives supported (Measure reference 30)

COMMENTS



The Big South Norfolk Litter Pick 2021 scheme commenced toward the end of the quarter on 1^{st} September. The scheme was promoted to all Members, Parish Councils and participants of previous iterations of the scheme. A total of 11 volunteer groups signed up and successfully completed their litter pick events in September, a further 20 events have already been booked in October. All groups taking part will be awarded a £20 prize, as well as the chance of winning £200 in a prize draw. This draw will be drawn by the portfolio holder after the scheme has finished on 31^{st} October.

Year End Success Target: 30 litter picks/clean up initiatives

RISKS

On-going Covid-19 related concerns from volunteers around meeting in groups leading to a reduction in engagement. The move from the picks taking place in April to September has meant that verges have become overgrown, which have led to some groups deciding not to undertake their normal pick.

CONTEXT

The delay in Big South Norfolk Litter Pick (TBSNLP) scheme from April to September coupled with Covid-19 Lockdown measures including restrictions on the numbers of people that could meet and the Council's position on not allowing visitors to collect equipment from the Council offices has greatly restricted the ability to support community litter picks.



Number of confirmed incidents of fly tipping (Measure reference 31)



The numbers of incidents have dropped compared to the previous quarter, from 241 in Q1 to 185 in Q2. This could be potentially for seasonal reasons or because household waste recycling centres have become less congested since lockdown easing in May. This could mean more people are disposing of waste responsibly.

Alternatively, the drop in numbers might reflect the Council's enforcement focus and growing trade awareness of our focus on fly tipper detection. A number of enforcement cases have been completed or are in the pipeline.

Year End Success Target: No more than 1,000

RISKS

Officers will continue to monitor incidents and offending behaviours closely, to detect offenders and target hotspot locations, and to robustly enforce legal responsibilities.



CONTEXT

Previous year data is shown in the graph.



Delivery Plan 2021-2022

Two Councils One Team






Our Delivery Plan for 2021/22

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2017 which has seen the councils develop a single officer team working across two districts.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those challenges. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

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. It is clear that the impacts of the pandemic will be with us for future years and this Delivery Plan, alongside our Recovery Plan, has outlined the ways in which we will respond to the challenges the pandemic has brought and our plan for supporting our districts in the future.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2021/22.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

Working together to create the best place and environment for everyone, now and for future generations

OUR PRIORITIES, OUR PEOPLE, OUR APPROACH



Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.

Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.

Protecting and improving our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.



- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment.

Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2021/22 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45% (Broadland) and 55% (South Norfolk). This is reflected in the financial tables in this plan.

2021/22 outlook

Our total controllable funding for 2021/22 is:

- £21.2m for Broadland District Council
- £32.4m for South Norfolk Council

South Norfolk Council

Government Specific Grant	41%
Fees, Charges and other Income	26%
Council Tax	14%
Business Rates	8%
Government Central Grant	8%
Investment Income	2%
Commercial services	1%

Broadland District Council

Government Specific Grant	51%
Fees, Charges and other Income	17%
Council Tax	16%
Business Rates	10%
Government Central Grant	5%
Investment Income	1%

How our budget is to be spent in 2021/22

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils'.

South Norfolk Council

People and Communities	43%
Resources	33%
Place	23%

Broadland Council

People and Communities	44%
Resources	37%
Place	19%

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into both Broadland and South Norfolk Cabinets in Q2, Q3 and Q4.

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
1	N5	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in line with the customer satisfaction strategy	Quarterly (once baselined)	Innovation, Strategy & Programmes
3	1	Staff satisfaction	Success will look like an increase on the baseline figure ascertained in 20/21	Quarterly (once baselined)	OD
4	P4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	P3	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure.	Quarterly	HR / OD
7	L3	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
8	L4	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4 of 20/21. Success will look like a decrease on that baseline figure	Quarterly (once baselined)	Economic Growth/ Planning
13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	Across a number of activities	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
15	A5	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	Achieve 80% of the pre-Covid19 footfall at all South Norfolk Leisure Centres by end Q4	Quarterly	Leisure

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
20	E7	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
21	G7	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
22	G8	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
23	G9	% Planning decisions made within statutory timescales	 90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time 	Quarterly	Planning
24	13	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure	Quarterly (once baselined)	Food, Safety & Licensing

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
25	C6	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
26	C6	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
27	C6	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
28	C6	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
29	C7	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
30	C9	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that base-line figure	Quarterly (once baselined)	Waste Services
31	C9	The baseline measure will be ascertained in Q4. Success will look like a decrease on that baseline figure	The baseline measure will be ascertained in Q4. Success will look like a decrease on that baseline figure	Quarterly (once baselined)	Environmental Protection

Delivery Measures

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Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
1	N5	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
2	Across a number of activities	Customer satisfaction survey (%)	A robust Customer Satisfaction Performance measure which forms a baseline for future surveys	Quarterly	Innovation, Strategy & Programmes
3	1	Staff satisfaction	 Continual improvement on: Percentage response rate employee opinion survey Percentage improvement employee wellbeing pulse survey Percentage improvement employee satisfaction opinion survey 	Quarterly	OD
4	P4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	P3	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD
7	L3	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
8	L4	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
12	Across a number of activities	% of vacant retail space in market towns	Less than 8%	Quarterly	Economic Growth/ Planning
13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	Across a number of activities	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
15	A5	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	Achieve 80% of the pre-Covid19 footfall at all South Norfolk Leisure Centres by end Q4	Quarterly	Leisure

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
20	E7	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
21	G7	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
22	G8	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
23	G9	% Planning decisions made within statutory timescales	 90% of minors/others in agreed time 95% of householders in agreed time with 65% of these in 6 weeks 95% of majors in agreed time 	Quarterly	Planning
24	13	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing

Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting Frequency	Service
25	C6	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
26	C6	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
27	C6	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
28	C6	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
29	C7	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
30	C9	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
31	C9	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection

People and Communities

A) Communities and Early Help

Core Purpose of the service: To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.

Ref	Activity for 2021/22	What would a successful	Delivery	Capital	Responsible	Priority Link	Progress Update Sep 21
		outcome be?	Milestones	Budget	Officer		
A1	Redesign our early help	A multi-agency hub which	A new	n/a	AD	Moving with the	In Progress
•	and prevention model as	operates across both	community hub		Individuals	times, working	
	part of the transformation	districts and supports	model is in		and Families	smartly and	Update: This work is
	agenda:	residents to access the	place with			collaboratively	progressing but has been
	Use the learning from the	support they need and	strong				delayed due to Covid
	Covid-19 crisis to identify	navigate the complicated	partnership			Supporting	demand. This work is
	how we can build on the	public sector.	support that has			individuals and	ongoing and will be
	community hub partnership		clear ambitions			empowering	completed in summer 2022
	between districts, county	A hub model which goes	and goals to			communities	
	council and other partners	further to prevent crises	prevent issues				
	to develop the capacity and	(e.g. homelessness), by	escalating – Q2				
	capability to effectively	supporting residents at an					
	manage resident issues	earlier stage with good	A fully				
	before they become crises.	levels of contact into the	commissioned				
	This includes:	local hub.	District Direct				
	 Working with partners, 		programme is				
	continue to provide	A hub model which further	delivering in				
	community level	develops, empowers and	community				
	support, information and	engages communities to	hospitals and				
	guidance to those made	help each other.	acute trusts –				
	vulnerable through the		Q1				
	Covid-19 pandemic for						
	as long as necessary						
	Design with partners						
	and establish a common						
	and accessible						
	community hub model						

	 which enables strong inter agency working and alignment of resources, access to support for residents and develops community capacity and navigation to provide support Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through load NHC 						
	through local NHS primary care networks						
	 Develop our partnership working and community offer around health and 						
	wellbeing priorities						
	including domestic abuse, mental wellbeing						
	and frailty						
A2	Support aspirations and skill of residents,	There is an increase in: Numbers of 	The councils	n/a	AD Individuals	Moving with the times, working	Completed
	including:	 Numbers of apprenticeships and 	have provided young people		and	smartly and	Update:
	Work with partners	other career	with information		Families/AD	collaboratively	A careers ambassador
	to develop a skills	opportunities,	and advice		Economic		programme has been agreed
	and employment	specifically in hard to	about careers in		Growth	Supporting	as part of our skills and
	offer to improve	recruit council jobs	local			individuals and	training programme. We are
	public and private	More people affected	Government – Q1			empowering communities	working with Enterprise Advisors Network to
	sector opportunities to support our	by Covid-19 back into employment compared				Communities	understand how we can best
	economy post	to the national average	Choices				place our resource to
	Covid-19, such as		programme				maximise impact.

	 the Kickstart scheme Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need Link schools with community groups to increase 'soft skills' in young people Engage with schools, businesses and partners to increase aspirations of young people and increase take-up and awareness of local opportunities 	 There is a decrease in: School age children who are, or are at risk of being NEET in the districts Number of benefits claimants in work 	offers all residents in both districts a chance to develop skills for work – Q2				Choices programme is back and running in Broadland, and will be trialled in South Norfolk in January 2022 as part of our skills and training programme
A3	Create a community offer and events brand package: Develop and launch a community brand which: • Aligns our community events • Maximises sponsorship, community investment and CSR • Engage communities to participate in community	Commercial partners are engaged. There is increases in the inward investment in the council areas, increasing community capacity. Attendance at and engagement in wellbeing events across both districts increases.	Model developed to enable businesses to support the councils in improving the environment, our communities and the economy – Q3	n/a	AD Individuals and Families / AD Chief of Staff	Supporting individuals and empowering communities	Not started Update: Due to Covid pressures, this work will be moved to next financial year.

	wellbeing events and schemes						
A4	Embed social value in procurement (looking at the additional value created in service contracts which have a benefit to the wider community): Work with partners to develop and embed social value in procurement to develop a more inclusive economy.	There is an agreed One Team policy position, alongside partners, embedded into all contracts monitored using the TOMS framework.	Q4	n/a	AD Individuals and Families/AD Finance	Supporting individuals and empowering communities	Not started Update: Due to Covid pressures, this work will be moved to next financial year.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
A5	 Provision of non- statutory services to support vulnerable residents, including: Enhanced community support through the Covid-19 pandemic Help Hub requests for support Social Prescribing (SNC) Welfare and debt advice Emotional Wellbeing and Resilience Service Domestic abuse service Handyperson service Pathways 	Residents are supported to avoid crises. Demand on the Councils and other statutory services is reduced.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: The Help Hub approach has proved invaluable in our Covid response, supporting families one street at a time and engaging communities and mutual aid groups

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
A6	Safeguarding: Embed a joint safeguarding protocol across the organisation and raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: Completed
A7	Continue to develop our community Wellbeing Offer: Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: • Tots2Teens • GP referrals scheme • Why Weight • 10k races and development of park runs	There is improvement in the capacity, health, wellbeing and activity levels of our communities. Increased uptake or attendance at community wellbeing events or schemes.	Ongoing	n/a	AD Individuals and Families / AD Community Services	Supporting individuals and empowering communities	In progress Update: Ongoing programme of development.

B) Leisure

Core Purpose of the service: Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
B1	One Public Estate: In line with the One Public Estate principles, finalise options for the future re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC only).	Our leisure centres are used to the best of their ability and support partnership working while improving outcomes for our residents.	Initial business plan setting out options for approval – Q2	n/a	AD Community Services	Supporting individuals and empowering communities	In progress Update: Uncertainty around the future financial viability of leisure provision has meant the scheme is currently on hold.
B2	 Expand Leisure Facility Offer: Develop and expand the offer to residents in line with agreed leisure principles and subject to agreed business cases through supporting community initiatives or working in partnership in line with agreed leisure principles, including; Revisit of the Long Stratton High School Pool business case in light of Covid-19 (SNC only) Better utilisation of Ketts Park and improvements to Framingham Earl (SNC only) 	There is an agreed policy position for development of community-based leisure opportunities and each business case will be taken on merit. Successful deployment of schemes and uptake by local residents.	Ongoing	Captial funding to be agreed	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting individuals and empowering communities	In progress Update: Uncertainty around the future financial viability of leisure provision has meant the schemes have not progressed as quickly as expected. Uncertainty around South Norfolk's VAT shelter has also lead to a delay.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 BDC area; explore leisure facility opportunities and develop business cases where appropriate (BDC only) Develop an action plan to establish the future leisure use of the new Country Park at Houghen Plantation 						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
В3	Implement the ongoing recovery plan to increase use and income with an enhanced centre-based leisure offer and improve activity levels of residents (SNC only) Work to ensure the leisure service is back to where it was before Covid-19.	 Increase in: Enhanced on-line offer Footfall Membership subscriptions Profitability Customer satisfaction levels at centres Increased targeting and market segmentation - Datahub 	Ongoing	n/a	AD Community Services	Supporting individuals and empowering communities	In progress Update: Recovery Plan being implemented, current projections for end of year performance are above Scenario 3 in terms of membership and Scenario 2 for Income. Wide range of marketing and promotion campaigns are being implemented.
B4	Efficient and safe operational delivery of the leisure centres and community leisure offerings: Continue to improve our quality and	Implementation of Covid- 19 recovery Plan. Quest quality accreditation is secured for all sites and there is a reduction in	Ongoing	n/a	AD Community Services	Supporting individuals and empowering communities	In progress Update: Regular health & safety audits are being completed in response to Covid-19. Long Stratton

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	safety through robust operational procedures and obtaining accredited standards (SNC only).	health and safety and RIDDOR incidents.					received Excellent Quest rating

C) Waste Services

Core Purpose of the service:

- To provide a viable, cost effective and compliant service which generates income for the Councils
- To keep our customers healthy and ensure a clean and tidy environment
- To increase the recycling rate

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
C1	Finalise options appraisal for the development of a Local Authority Trading Company (LATC) for delivery of waste services in South Norfolk (SNC only).	Initial feasibility report which allows for an informed decision to be made as to whether a LATC is a suitable option for South Norfolk.	Initial feasibility report setting out options – Q1	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Initial discussions were held with West Suffolk and Great Yarmouth to explore potential to establish a LATC – due to uncertainties around Govt Waste Strategy proposals have been put on hold.
C2	Complete re- procurement of the Broadland Refuse, Recycling and Street Cleansing services: Completion of tender process and the award of a new waste ten-year contract, work with new contractor on mobilisation	Successful re-tendering of waste service, delivering high quality service at an affordable price.	Tender awarded Sept 2021 Mobilisation Oct-March 2022	Capital funding to be agreed	AD Community Services	Moving with the times, working smartly and collaboratively	Completed Update: Procurement process and tender awarded to Veolia in September 2021 – now moved into mobilisation stage

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	of contract for operation April 2022 (BDC only).						
C3	Alignment of waste customer services: Alignment of waste customer services, including policies and procedures leading to a single customer service experience and a single system for customer service requests and complaints.	The service is able to make efficiency savings and customer experience is improved	Final business case approved Q4 Implementation to begin following award of Broadland waste contract (C2)	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Project delayed following Broadland Cabinet's decision to delay implementation until after the procurement process had been completed.
C4	Finalise options and develop full business cases for the future of the existing Frettenham and Ketteringham depots: Establish the viability and options for the future use of the existing depots.	Options appraisals and feasibility studies completed for both depots	Final option appraisals and business cases approved – Q3 Broadland business case to be aligned with award of waste contract (C2)	Capital funding to be agreed	AD Community Services	Moving with the times, working smartly and collaboratively	In progress Update: Improvements to the Frettenham depot now forms part of waste contract mobilisation – Business Case to be developed. Identification of a suitable site for a new South Norfolk Depot has proved problematical- work is ongoing with Big Sky
C5	Review of Materials Recovery Facility Contract: Work with the Norfolk Waste Partnership to implement the findings of the options appraisal for replacement of Materials Recovery Facility from 2024.	Manage financial impacts of any increases in Gate Fees.	Options appraisal approved with partner authorities – Q1	n/a	AD Community Services	Moving with the times, working smartly and collaboratively	Completed Update: Cabinet's approved extension of MRF contract to 2027.

Ref	Activity for 2021/22	What would a successful	Delivery	Capital	Responsible	Priority Link	Progress Update Sep 21
		outcome be?	Milestones	Budget	Officer		
C6	Increase recycling rates and reduce contamination: Improve recycling and contamination behaviour through a range of projects, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils. Work with the Norfolk Waste Partnership to support a range of initiatives and campaigns. This is linked to H5, the implementation of the Environmental Strategy.	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Ongoing	Capital funding to be agreed	AD Community Services	Protecting and improving our natural and built environment, whilst maximising quality of life Moving with the times, working smartly and collaboratively	In progress Update: A range of publicity campaigns have been undertaken – Covid has had an significant impact upon residents behaviour Broadland still has the highest recycling rate in Norfolk at 52.6% and South Norfolk the second highest at 45.2%
C7	 Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through: Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) 	Complete business case for the roll out of in cab- technology (SNC). Work with Veolia to pilot their Echo in cab system on Garden Waste service Maintain operator licence accredited quality assurance standard (SNC).	Ongoing	n/a	AD Community Services	Protecting and improving our natural and built environment, whilst maximising quality of life Moving with the times, working smartly and collaboratively	In progress Update: Fully compliant services have been operated in both districts. In-cab technology is currently being fitted into SNC vehicles. A trial of the use of Veolia's ECHO system is currently underway on BDC garden waste service

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) Continue to develop our commercial waste service to drive income generation Develop business care for introduction of in cab technology (SNC) and work with Veolia on piloting in cab technology (BDC) 	Increased level of income generated through commercial waste.					
C8	Delivery of Government Waste Strategy: Respond to and prepare for implementation of the government's waste and resources strategy.	Our services are efficient and delivered in line with the Governments strategy.	Develop implementation plan to ensure compliance with new strategy - Ongoing	n/a	AD Community Services	Protecting and improving our natural and built environment, whilst maximising quality of life Moving with the times, working smartly and collaboratively	In progress Update: Detailed responses to the Govt consultations were submitted, awaiting final responses to consultations now delayed until 2022 to be able to fully assess impact on the Councils.
C9	Sustainably manage the street scene to deliver high quality public areas	Reduce time taken to clear up fly-tipping.	Ongoing	n/a	AD Community Services	Protecting and improving our natural and built environment,	In progress Update: Working with environmental protection to

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 and highways that are clean, meet customer needs and maximises community involvement: Ensuring a clean environment through: Street cleaning Fly-tipping removal Grounds maintenance Providing litter removal and dog bin services for communities This is linked to H5, the implementation of the Environmental Strategy. 	Reduced level of instances and complaints relating to street scene recorded. Support community lead clean ups and litter picks				whilst maximising quality of life Moving with the times, working smartly and collaboratively	effectively respond to removal of fly-tips. Community clean up campaigns supported across both district's - Broadland Community Clear Up and Big South Norfolk Litter Pick. Route optimisation work is underway in South Norfolk to establish street cleaning hierarchy and resources required.

D) Housing Standards & Independent Living

Core Purpose of the service: To provide a better quality of life to residents, improving their health and wellbeing and supporting them to remain independent and safe in their owns homes.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
D1	 Align our housing standards team to create one single system, process and policy, including: Review and alignment of disabled facilities grants, independent living grants and handyperson schemes 	Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Completed In progress Not started Update: Team practices are aligned with a single policy. Data systems will be aligned as part of the planning/regulatory database alignment

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 to meet current and emerging needs Review discretionary enforcement to create a common framework, with local discretion, across both councils 						
	Operational / Service D	elivery (BAU)					
Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
D2	 Ensuring homes in Broadland and South Norfolk are safe and healthy: Continue to deliver effective and efficient core services including; Disabled Facilities Grants Handyperson services Care and repair Gypsy and Traveller 	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q2	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: single houses of multiple occupants and empty homes completed
D3	Delivery of the Warm Homes Fund for residents: Development of our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: Warm Homes fund continues to be successful and has now secured funding until March 2023

E) Housing and Benefits

Core Purpose of the service:

- To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs.
- Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress update Sep 21
E1	 Best in class housing programme: Redesign our housing allocations policy and implement: Develop a more proactive approach to managing housing demand Remodelling temporary accommodation for both councils Exploring opportunities with other districts and partners to enhance our own investments 	Refreshed housing and homelessness offer in place across both districts that is more efficient and supportive for residents to move on to more sustainable accommodation. Cost efficiency in the delivery of support. Reduction of unnecessary demand on homelessness services.	Ongoing implementation throughout 2021/22 and beyond, as per programme plan	TBC by any business case	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: single allocation policy in place. Temporary accommodation review and customer journey in progress
E2	Redesign shared social housing IT system: create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: completed

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress update Sep 21
	deliver sustainable tenancies and reduce costs.						
E3	Implement our Housing First and complex needs offer: Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduction of rough sleepers in both districts and improved tenancy sustainment.	Q3	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Not started Update: Due to Covid pressures this work will be carried forward to 2022
E4	Alignment of benefit functions: Begin the process to align our two benefits functions, to create single systems, policies and procedures for benefits.	Efficiency saving through aligned policies and a common offer across both councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: this work is underway and due to be completed in 2022 with new system in 2023
E5	Council Tax Support Policy Options: Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress

Ref	Activity for 2021/22	What would a	Delivery	Capital	Responsible	Priority Link	Progress Update Sep 21
		successful outcome be?	Milestones	Budget	Officer		
E6	 Deliver housing advice services: Prevent residents becoming homeless where possible through: Advice or financial packages Providing move-on plans for those residents in temporary accommodation Eradicating rough sleeping 	The councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: ongoing
E7	Deliver effective and efficient benefit services: Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and Change in Circumstances reduced.	Ongoing	n/a	AD Individuals and Families	Supporting individuals and empowering communities	Update: ongoing
E8	Review security at our temporary accommodation: Review our security procedures at our temporary accommodation to ensure that we are complaint and safe.	The councils provide high quality and safe temporary accommodation.	Review complete Q1	n/a	AD Individuals and Families	Supporting individuals and empowering communities	In progress Update: due to be completed by March 2022

Place

F) Economic Growth

Core Purpose of the service:

- To deliver on the Councils' strategic intent of stimulating growth and prosperity by investment in major new infrastructure and facilities, securing significant inward investment, attracting, and providing financial support and advice to businesses
- To protect the best of what we have and to shape the area's future to make it the best possible place to live and work
- To provide the right environment to grow a strong, vibrant and inclusive economy.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F1	Enterprise facilitation: establishing facilitation services to support businesses with developing their entrepreneurial skills.	A two-year project to support Businesses in Broadland to develop their entrepreneurial skills.	End of project – Nov 2022 Launch of enterprise start up grants – (April) Q1 Set up community- based resource network to provide free, confidential advice to entrepreneurs - (April) Q1 Free drop in for entrepreneurs to discuss their business ideas – (May) Q1	n/a	AD Economic Growth	Growing our economy	Not Started Update: Project to be progressed by external consultant. Was in progress, project being rescoped to better meet business needs.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F2	Harleston public realm improvements	Through external funding bids, undertake community engagement and deliver improvements at Harleston.	Public realm improvement completed in Harleston – (Dec) Q3 <u>Q4</u>	n/a	AD Economic Growth	Growing our economy	In Progress Update: Project currently out to public consultation. On schedule for work to commence Jan 2022, completion by end of Q4 22/23.
F3	Review of Council-owned assets	Asset review to identify potential for repurposing, disposal or development opportunities.	Project scope developed - Q1 Business case developed – Q3	n/a	AD Economic Growth	Growing our economy	In Progress Update: This review has started, we are currently identifying assets owned by SNC and BDC. Proposed future plans for these sites has not been reviewed to date.
F4	Coordinated programme and plan for the spend of Green Infrastructure and Affordable Housing contributions	Green Infrastructure and Affordable Housing spend programme from Community Infrastructure Levy (CIL) and S106 receipts.	Business case developed – Q1 Implementation – Q3	n/a	AD Economic Growth	Growing our economy	In Progress Update: both of these items are underway and we are undertaking desktop research to understand work done to date, plus engagement with key internal and external stakeholders to establish the future work required. This is currently in progress with a view to having greater certainty on the method for delivery in the coming months.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F5	Development of Business Cases for further commercial investment opportunities	Identification and bringing sites forward into a pipeline of potential sites for development	Adopted framework developed – Q1 Pipeline shortlist of investable opportunities including business case – Q1	n/a	AD Economic Growth	Growing our economy	In Progress Update: further commercial investment opportunities are currently being reviewed at: The Food Enterprise Park, Wymondham Old Sales Yard and Norwich Research Park
F6	Promotion and development of Norwich Research Park: positively enable the growth of our world leading science base at the Norwich Research Park.	Continue to promote and attract inward investment and new sector and place- based investment into South Norfolk and Broadland.	Next steps promotion strategy – Q1	n/a	AD Economic Growth	Growing our economy	In Progress Update: Contributions to the High Potential Opportunity for the Park is ongoing. This work is being led by Department of International Trade.
F7	Proactively seek to deliver commercial development at Browick Interchange: continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place- based investment	Development of Delivery Strategy – Q1	£8.9m	AD Economic Growth	Growing our economy Supporting individuals and empowering communities	In Progress Update: Progress has been made on developing a LDO for the site and framework for how this can be funded taken forward within the wider context of the site.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		into South Norfolk and Broadland.					
F8	Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy: Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Construction Starts – Q3 (Oct)	£1.86m	AD Economic Growth	Growing our economy	In Progress Update: the Funding Agreements are now in place and works have commenced on site. The building work is on plan to complete summer 2022, with first tenants moving in autumn 2022. The Innovation Support team are currently being recruited by Hethel Innovation.
F9	Bure Valley Path and Railway: We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience.	Community engagement & ongoing delivery of programme of improvement – Q1 Implementation of programme in conjunction with partners – Q2 Implementation and review of programme – Q3	£1.2m Interreg funding	AD Economic Growth	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst	In Progress Update: Pathways project has been agreed with contractors being appointed. This is being led by Norfolk County Council Fencing Project, this has gone to tender however additional funds are required in order to proceed with this. The

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			Plan delivery of works/activities for 2022/23 - Q4			maximising quality of life	proposal is planned for Q3 to approve the additional cost.
F10	Broadland Country Park: Open the site to the public, improve the existing infrastructure and encourage its wider use (BDC only).	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Complete improvements to existing pathways – Q2Q3	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: This project is underway with ongoing projects being completed. The planning permission has been approved to improve the pathway through part of the Park with the intention to propose a master plan for the site in Q3.
F11	Car Parking & Electric Vehicle Charging Points (EVCP): We will extend our network of EVCPs providing access for both residents and staff. We will continue to work with the Norfolk Parking Partnership and local parishes in Diss, Cringleford and Trowse to devise local parking schemes designed to deliver a settlement wide management and control due to extraordinary local pressures.	Increase the number of Electric Vehicle Charging Points in the districts. We will have a single team responsible for both strategic and operational, On and Off Street parking provision across the wider geography; and provide forward planning for transport needs in our Market Towns in order to provide a coordinated	Installation of EVCPs at The House – Q1 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – Q1 BDC Car parking review: Business and Community consultation - Q1Q3/4 Seek BDC Member approval - $Q2/Q3Q1$ 2022/3	£7,500 (25% contribution to OLEV funding – (BDC review will trigger use of this funding)	AD Economic Growth	Growing our economy	In Progress Update: Operational and strategic parking is now established within the Economic Development team and a review of resources is under way. Installation of EVCP's is on hold pending the accommodation review. BDC car parking review now starting Q3 with resource identified for some initial research – moving to business and community consultation.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		integration in Market Towns regeneration plans, with adequate future provision of parking.	Delivery and implementation of schemes in Trowse and Cringleford – Q1Q3 Commence local consultation process in Diss – Q1_2022/3- Consolidate Strategic and Operational Parking, EVCP network and Future Transport Planning – Q1				Schemes in Trowse and Cringleford have completed public consultation and will be implemented during Q3 Diss to commence review phase Q1 2022.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F12	 Business Engagement: to proactively engage with our businesses to assess growth potential, skills/training needs and catalogue barriers to growth and populate a CRM system. This includes: Promoting our Business Awards programme to engage and showcase the work of our very best businesses Increase the reach of our business breakfasts 	Businesses and local communities are supported to grow by offering services which meet business need.	Development of new Business Engagement Strategy – Q <u>3</u> 4 Run focus groups to determine business needs - Ongoing	n/a	AD Economic Growth	Growing our economy	In Progress Update: The Business Development Team has largely been deployed in grant provision and market town work since March 2020. We are now devising our business engagement strategy moving forwards which will be completed in Q3. We have a Snr. Ec Dev Officer engaging with businesses

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors.						to help determine a 'post Covid support package'.
F13	 Inward Investment (incl. commercial space) we will proactively engage with potential sectors, while building a live register of available commercial property. We will also market our Investment website and work with LEP partners to maximise the areas' potential at a national and international level. This includes: Developing a new joint inward investment strategy in conjunction with NALEP Launching Food & Drink Sector Group to support the Food Innovation Centre 	New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed.	Relevant research completed, and draft inward investment strategy produced – Q3	n/a	AD Economic Growth	Growing our economy	In progress Update: We are holding regular meetings with NALEP to discuss enquiries/potential projects, our strategy moving forward is evolving. Consultants have been appointed to undertake research on establishing the legacy for the Food and Drink cluster. A Cluster Manager has been appointed by UEA as part of the Food Innovation project
F14	Visitor Economy and Tourism: we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector	The visitor economy within our districts grows and continues to be seen as a key sector.	Increase the presence of the two districts on the Visit Norfolk website – Ongoing	n/a	AD Economic Growth	Growing our economy	In Progress Update: Although the Tourism sector deal has been put on hold by Govt.
Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
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	deal and promote the wider area to visitors. We will continue to engage with Local Tourism Action Groups (L-TAGs) and major attractions to develop trails, itineraries, and collaborative projects. We will also work closely with the New Anglia LEP and other key tourism organisations within the region, within the Tourism Action Plan Steering Group and Best Practise Steering Group to support local tourism businesses through our business support offering.	Raise awareness in and generate income for our area as a destination for use by TV & film industry.	TV & film industry understanding & promotion – Ongoing Support local tourism businesses through our business support offering – Ongoing				we continue to work with the DMO's and develop our region wide approach to tourism as board members of Visit Norfolk. We continue to support the tourism sector directly and indirectly as part of our day-to-day business support programme.
F15	Market Towns: we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer. Consultation exercises are being planned and intelligence gathered to determine future needs of	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local	Market town strategy approved by Members – Q1 Market town 'support package' available for use – Q2	External funding to be secured	AD Economic Growth	Growing our economy	In Progress Update: As part of the recovery, we have engaged consultants to establish quick wins in our towns. Further work will be undertaken in Q3 and Q4 to develop the pipeline of projects as agreed.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	our high streets post Covid- 19.	groups/businesses undertaken. Package of support measures/investment requirements developed.					
F16	Enable Faster Broadband: Approx. 95% of properties have superfast fibre available, we will work to encourage take up within communities and seek to address access where no service exists.	Increase in the proportion of residents and businesses with access to superfast broadband	Following closure of the Better Broadband for Norfolk programme in March 2021, we will actively engage with local communities on Not-Spot areas - Ongoing	n/a	AD Economic Growth	Growing our economy	Not started - responsibility has changed to Norfolk County Council (NCC) Update: Responsibility for Broadband and Mobile phone signal now rests with NCC. They now have a portal to deal with enquiries and a team to handle issues and promote High Speed Broadband. We will continue to coordinate issues and signpost to the NCC service.
F17	 Management of Council- owned assets, including but not limited to: Open spaces and play areas Countryside sites Woodlands Public toilets Streetlights Bridges and culverts 	Continued operation and improvement of assets in accordance with regulations e.g. health & safety.	Ongoing	n/a	AD Economic Growth	Growing our economy	In Progress Update:_Ongoing management of council owned assets taking place with the ongoing view to improve the delivery of services and utilisation of the community assets.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
F18	Parish & Town Council engagement	Working in partnership with Parish & Town Councils on the spend of the Community Infrastructure Levy (CIL)	Ongoing	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress
F19	Broadland Growth Ltd – Client role	Provide client role on behalf of Broadland District Council in the Broadland Growth Ltd joint venture partnership with NPS.	Ongoing	n/a	AD Economic Growth	Growing our economy	Completed In Progress Not Started Update:
F20	Green Infrastructure projects	Planning, funding and delivery of green infrastructure projects to tie in with the Councils' place making role.	Ongoing	n/a	AD Economic Growth	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: a number of Green Infrastructure projects are working through early stage scoping and feasibility. This is being focussed on Green Infrastructure projects which form part of the Greater Norwich Infrastructure Plan, whilst we await consultant work relating to the creation of the Greater Norwich Green Infrastructure Strategy.

G) Planning

Core Purpose of the service: To make decisions that enable good sustainable growth and development.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G1	 To co-ordinate future development across the Greater Norwich area by working with partners to continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land): Working with partners towards adoption of the Greater Norwich Local Plan Development of the SNC Cluster work Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport 	Progress of GNLP production against the adopted Local Development Scheme	Greater Norwich Local Plan Continuing preparation of GNLP in line with updated and agreed Local Development Scheme leading to Submission by end of Q4 21/22 South Norfolk Village Clusters Publish Draft Plan (Regulation 18) for – Q1 Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 2021/22 Norfolk Strategic Planning Framework	n/a	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	In progress Update: Greater Norwich Local Plan submitted to SoS for Independent Examination July 2021. Examination Hearing expected Jan-March 2022. South Norfolk Village Cluster Plan completed Regulation 18 Consultation Q2 2021/22. CIL review delayed pending further information on Government proposed changes to the planning system. Norfolk Strategic Framework V3 endorsed Q1 2021/22.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			Version 3 endorsed by Local Planning Authorities – Q1 2021/22				
G2	Scope new Local Plan System, in light of the outcomes of the Planning White Paper	Preparation for new style local plan system: • Design coding • GIS/Data/automation	Process mapping for implementation of new system - Q3/4	n/a	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	Not Started Update: Awaiting further details on planning bill.
G3	IT System Review and Scope: Implement a single Planning System and single Housing Monitoring System, if the business case is produced in 20/21 to support this, and it is classed as a prioritised project.	Single systems across the two councils.	Project scope completed and agreed by CMLT Q2 Commence project Q3	Subject to scope	AD Planning	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Business Case, Scope and Award of contract drafted and will be brought to Members for approval in Q3

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G4	 Working with partners and on the project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning for the implementation of Infrastructure Projects including: Transforming Cities schemes Wymondham Railway Station Access improvements Thickthorn Park and Ride expansion Mobility hub at the Norfolk and Norwich Hospital 	Delivery of schemes by NCC.	Delivery of all schemes in the Transforming Cities programme by Q1 2023 Agree timescale of individual projects with NCC by Q1 2021	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: All projects going through detailed design stage/addressing any delivery issues/programming to aim for delivery by March 2023 when funding expires.
G5	 Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including: Preparation of the 2022/23 Greater Norwich Infrastructure Investment Plan 	Funding secured for the delivery of infrastructure to support growth with an agreed. Greater Norwich Infrastructure Investment Plan for 2022/23 identifying the delivery of planned infrastructure projects for the area.	Infrastructure Delivery Programme: 5YIIP (5-year Infrastructure Investment Plan) for 2021 – 26 Agreed by GNGB (Greater Norwich Growth Board) Q3 5YIIP for 2021 – 26 and AGP (Annual Growth Program)	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Submitted Projects currently being evaluated. Project on track. 5YIIP and AGP to be reported to Councils Q4 2021/22.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
			2021/22 agreed by Cabinets – Q4 AGP for 2021/22 ratified by GNGB – Q4				
G6	Long Stratton Bypass: We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q3Outline Business Case submitted to DfTDetermination of planning application delayed to Q31/Q42 21/22Full permission for the bypass approved.	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: funding secured from DFT; Revisions to planning applications received Sep 2021 aiming for Committee for consideration end 2021/early 2022
G7	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing requirement to deliver and working alongside Ec Dev to commit spending of S106 monies/scheme delivery

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G8	Adopted Local Plan delivery and implementation: To increase the number of jobs and houses by promoting the development of key sites	The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax	Update to Housing Land Supply Assessment – Q3 Agree AMR for 2020/21 – Q4	n/a	AD Planning	Protecting and improving our natural and built environment, whilst	In Progress Update: AMR published Q2 2021/22.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 allocated in the Adopted Local Plan, monitoring their delivery and implementation including: Produce and publish an Annual Monitoring Report to include 5- year housing land supply trajectory and Housing Delivery Test results and consider fixing 5-year land supply through an annual position statement Analyse trends in development and monitor the effectiveness of current Local Plan policy Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed 	income and economic growth. Maintaining a 5-year land supply to put us in a strong position to determine planning applications in line with the development plan	Ongoing - Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.			maximising quality of life	Five Year Housing Land Supply confirmed through appeal.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
G9	 Statutory Development Management function: Provide a modern, time- efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. Provide a pre- application advice service to applicants Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. Secure Service Level Agreements for specialist advice Continue to monitor planning application 	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: 90% of minors/others in agreed time 95% of householders in agreed time 95% of majors in agreed time	Quarterly updates	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing requirement

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 inform case management and service improvements Monitor and administer the CIL process and S106 agreements 						
G10 		Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed by end of <u>Q3 2022 Q4</u> , including: • Coltishall • Woodbastwick • <u>Langley</u> , • <u>Kimberley</u> • Bergh Apton, • Ditchingham Work alongside BA • Halvergate and Tunstall • Halvergate Marshes • Belaugh	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Delays to completion of CA appraisals (work has commenced but still need consultation etc) and so revised timescale will be end of Q3 2022. BA CA appraisals: Belaugh – complete and to report to committee to be adopted. Halvergate and Tunstall still in progress.
G11	Planning Enforcement: Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Implementation of enforcement plan. Q1	n/a	AD Planning	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Ongoing

H) Environmental Protection

Core Purpose of the service: To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H1 	Pilot smarter multi- agency working for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	Close inter-agency team working, joint tactical planning and joint action established with Police partner teams. Community tensions, anti-social behaviour and criminal activity reviewed frequently and localised interventions made to target offenders and reassure our communities. Intelligence-led tactical working demonstrably effective.	Design work completed and member approval agreed – Q1Q3/Q4 Pilot implementation monitored Q2, Q3 and Q4Q4 onwards	n/a	AD Regulatory/AD Individuals and Families	Supporting individuals and empowering communities	In Progress In Progress, design work now programmed over Q3- Q4 once the new Police district commander is in place. Update: Scoping discussions are underway. Enhanced information sharing, mapping and analysis is being planned for Q3 and Q4.
H1A	Develop and deliver high-impact anti-social behaviour (ASB) strategies, tactics and methods in partnership with Norfolk Constabulary: to enhance the public protection of our residents from harm and to secure high levels of community safety.	Refinement of ASB policy, operating strategy and enforcement approaches. Demonstration of balanced ASB intervention and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory/AD Individuals and Families	Moving with the times, working smartly and collaboratively	In Progress Update: Temporary fixed term appointments are being made for Anti-Social Behaviour Officers to test a range of quick response and patrol tactics, without any additional salary revenue budget implications.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H1B	Review and refocus the regulation of environmental crime, with a particular focus on fly tipping: to prevent or minimise offending rates, increase detection and enforcement rates, and to protect high environmental quality.	Refinement of fly tipping enforcement policy, operating strategy and enforcement approaches. Demonstration of fly tipping investigation and enforcement in casework results and enforcement actions.	Piloting, design work completed, and member approval agreed –Q1 & Q2. Full implementation from Q3 onwards.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Methods of carefully focussed camera 'directed surveillance', evidence gathering and prosecution case building are being enhanced. A number of fly tipping and wastes-related prosecution cases are in hand. Enforcement fixed penalty levels are being reviewed.
H1C	Closely target the councils' regulatory support to help tackle drug-related crime: working in partnership to support local policing teams.	Operational alignment of community protection officers working with police officers is fully tested. Rapid action demonstrated in support of operational policing teams to target drug- related crime and reassure local communities.	Piloting and testing of alternative approaches in Q1 and Q2 to demonstrate impact. Full implementation from Q3.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: This is a continuing area of focus in the multi- agency County Lines Strategy Group. Officers have work in hand to map County Lines activity in terms of council capabilities to help detect and disrupt drug-related crime. This will inform council tactics in consultation with Norfolk Constabulary.
H1D	Work with key partners to establish a pilot 'Integrated Early Action' approach, building on existing	Stakeholder engagement work completed, and partner agency support confirmed.	Testing with partners of support for this approach and initial design work in Q1 Piloting in Q2 to Q4	n/a	AD Regulatory/AD Individuals and Families	Supporting individuals and empowering communities	Not Started Update: Planned start in Q3 with initial piloting running through Q4.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H2	multi-agency problem solving: to protect children and adults from escalations in early symptoms of problems they are facing and to reduce demands on the system arising when problems become more complex, challenging and lasting. Overhaul the community engagement methods of community and environmental protection regulatory services, securing closer community relationship building, together with online access and social media in smart ways that meet people's needs for services.	Pilot demonstrates through casework results that Integrated Early Action can effectively tackle early symptoms, prevent escalating problems and alleviate more complex service demands. Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – Q1 Design service – Q2 Member approval and pilot implementation –Q3	n/a	AD Regulatory	Supporting individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	Not Started Update: Rescheduled start planned later in Q3 / Q4 when sufficient staffing capacity may be available.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
H3	Deliver a full	Our Environmental	Ongoing	n/a	AD Regulatory	Protecting and	In Progress
	programme of	Services are making a				improving our	
	community and	real and measurable				natural and	

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	environmental protection service regulation and interventions: securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	difference to the problems faced by residents in our communities.				built environment, whilst maximising quality of life	Update: Full programme running, even though under some capacity pressure due to exceptionally high prevailing service demand.
НЗА	Emergency planning: Ongoing review of the Councils' emergency planning arrangements and implementation of a best practice response model, based on national best practice and local application.	Continual improvement to the strength and depth of the Council's response to emergency situations ensuring the respective communities are well served and levels of support and protection within the Council's responsibilities are optimised.	A revised and updated emergency response plan and corresponding operating capacity	Subject to review (but no significa nt budget increase anticipat ed)	AD Regulatory	Protecting and improving our natural and built environment, whilst maximising quality of life	In Progress Update: Updates drafted to Emergency Response Plan, including plans for the Emergency Incident Officer scheme which will commence during Q3. Flooding emergency plans under review.
H4	Promote and expand the reach of community emergency plans: help to make our communities more self-reliant and resilient to environmental threats such as service	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing, and seizing the fresh opportunities arising from Covid-19 community mobilisation	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Work is ongoing in consultation with local communities to reinforce, enhance and promote further Community Emergency Plans.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	interruption, flooding and severe weather.						
H5	Adopt, and coordinate delivery of, the environmental strategy and action plan: to work with stakeholders and community leadership to deliver the environmental strategy and action plan which includes reducing the Councils' own carbon footprint	Delivery of priority actions in the environmental strategy and action plan is protecting and improving our environment	Q1 & Q2 review and refine the environmental strategy's action plan. Q3 & Q4 demonstrate momentum in key action plan projects and demonstrate early results.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: A programme of Environmental Strategy and Action Plan activities is being planned and taken forward in phases with strong community and partner engagement. The primary focus is on the existing early focus areas, the Carbon Audit and researching alternative options for a Green Bond scheme. The Action Plan is being developed into a programme of specific projects and actions. Ways of measuring progress e.g. tree canopy cover are being researched and developed.

I) Food, Safety & Licensing

Core Purpose of the service: Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
11	Develop and deliver new commercial services: providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	Moving with the times, working smartly and collaboratively	Not Started Update: Preparations are underway to enhance business regulatory support. Groundwork is being laid for a commercial service focussing on strong information, advice and support offer to local businesses (e.g. focussed regulatory support enabling food producers and exporters to grow their businesses).
12	Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	Moving with the times, working smartly and collaboratively	Not Started Update: Preparations are underway to enhance business regulatory support. Groundwork is being laid for a commercial service focussing on strong information, advice and support to local businesses (e.g. enhanced licensing services to applicants).

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
13	Deliver a full programme of Food Safety regulation and interventions: focussed on maximising compliance with a view to promoting business growth and diversification.	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Strong recovery programme running with additional contracted capacity to restore full regulatory inspection / enforcement reach and impact, whilst under sustained capacity pressure due to backlog of inspection work and high new service demand.
4 	Deliver a full programme of Health and Safety at Work regulation and interventions: focussed on maximising compliance and minimising rates of work-related injury, ill- health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention.	Exploratory work completed - Q1 Design work completed and member approval agreed - Q2 Pilot implementation and monitoring - Q3 and Q4	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Limited capability due to competing regulatory pressures and services demands, however high risk health and safety at work regulation is being prioritised.
15	Deliver a full programme of Licensing administration and regulation.	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: Recovery work running has benefited from additional contracted capacity, focussing on restoring full regulatory inspection / enforcement

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
							reach and impact. There is high sustained pressure on capacity and high new service demand.
16	Review Licensing service policy and delivery to maximise balanced regulation, business support and a level playing field.	Updated Licensing policy supports positive licensed businesses and promotes a level playing field. Review completed five- year balanced budget. Enhanced licensing team capacity to deliver rapid licensing and targeted inspection, investigation and enforcement.	Review Licensing fees and charges, service structure and enforcement policies in Q1 and Q2 to inform and underpin revised policy and objectives. Implement in Q3 and Q4 any changes resulting from the review.	n/a	AD Regulatory	Supporting individuals and empowering communities	In Progress Update: The structured, comprehensive review of Licensing fees and charges is well underway. Licensing team limited capacity within existing staffing levels has been identified as a concern and as is under review to ascertain needs for assured Licensing delivery and robust inspection / enforcement.

J) CNC

Core Purpose of the service: Deliver the statutory building control function as directed by Central Government under the building act 1984. Providing regulation to ensure a secure, safe and sustainable built environment, where buildings are fit for purpose.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
J1	Safety Bill: Review and respond to legislative changes, as and when	As a service, be able to deliver the building control function under	Milestones will be set by the government through the safety bill.	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	In Progress Update: We have continued to review the Safety Bill

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	introduced, that govern the delivery of building control in the UK.	the new safety bill legislation.					updates as they happen. There are no significant changes to service delivery at this point.
J2	Archiving Project: To adhere to current GDPR – Start a program to scan, index and archive relevant non-digital records.	Complete a comprehensive review of all historic paper files currently stored at several locations. Begin the process of transferring all necessary records onto the electronic system.	Scope and review project requirements – Q2 Begin scanning in Q3	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Not Started Update: We have presented a number of funding options to the CNC board but at present there has been no agreement between the partner authorities. Further scoping is planned for Q3 2021.
J3	ISO Recertification: Carryout a three-year ISO recertification audit.	Pass ISO recertification audit.	Preparation for the audit in Q1 & Q2 Audit carried out in Q3	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed Update: ISO accreditation has been maintained.
J4	Customer Feedback: Implement a structured and effective process to obtain and use customer feedback, ensuring alignment with the corporate Customer Satisfaction and Experience project.	Have effective customer feedback, being used to improve our customer experience and service offer.	Feedback process in place – Q2 Begin retrieval of customer feedback data – Q3 Plan / implement feedback driven improvements – Q4	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	In Progress Update: Scoping exercise has been started but progress has been delayed due to COVID. This objective has been added to the new delivery plan.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
J5	Service Delivery: Deliver the statutory building control service across five local authorities. Ensuring adherence to the legislation and regulations that govern building control in the UK.	Continued and sustained delivery of the building control function. Provide access to current approved documents and training for staff in relation to regulatory changes.	Ongoing	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed / In Progress Update: Service delivery has been maintained, approved documents and training has been provided in relation to regulatory changes.
J6	Measures: Continue to develop our suite of measures aimed at improving our service delivery.	Continue the development of our suite of measures. Expand their use across the whole team to improve service delivery. Measures will include KPI's, individual and operational performance, customer satisfaction and financial. We will also share relevant measures with our stake holders.	Full suite to be implemented Q4	n/a	CNC Service Manager	Moving with the times, working smartly and collaboratively	Completed Update: Operational and financial KPI's are being used to communicate service performance and improve service delivery.

K) Business support

Core Purpose of the service: Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.

Operational / Service delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
К1	Customer Services and Directorate Business Support: Acting as first point of contact for customers of Place directorate service areas, to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation. • Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling • Work on behalf of services; Planning, CNC Building Control, Environmental	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support manager	Moving with the times, working smartly and collaboratively	In Progress Update: The customer service team, responsible for reception and switchboard cover, has now moved to the Resources Directorate, under the new Customer Experience & Insight Lead role.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs						

Resources

L) Council Tax and NNDR

Core Purpose of the service: Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.

What would a successful Activity for 2021/22 Delivery Capital Responsible **Priority Link Progress Update Sep 21** Ref Milestones Budget Officer outcome be? Alignment of services: AD Finance L1 There is a joined-up Ongoing Moving with the In progress n/a review key Service Policies, approach across the times, working Processes and Procedures revenues team which smartly and Update: Business Rates and and where possible, align allows for consistent collaborativelv Recovery teams now operating between BDC and SNC. single processes. Still work to do processes across the on Council Tax team. organisation. AD Finance Joint Revenues system A new system is procured TBC Moving with the L2 TBC In progress project: Implement a joint which allows for efficiencies times, working revenues system if the smartly and Update: Business Case currently to be delivered. being reworked, still on track for business case produced in collaboratively 20/21 supports this, and this implementation in line with IT is a prioritised IT project. strategy.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
L3	Collection of Council Tax (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	Moving with the times,	In progress
						working smartly and collaboratively	Update: See Measure 7 on Quarterly Reporting.
L4	Collection of NDR (within the year)	Collection rate exceeds the target set.	Ongoing	n/a	AD Finance	Moving with the times,	In progress
						working smartly and collaboratively	Update: See Measure 8 on Quarterly Reporting.

M) Facilities

Core Purpose of the service: To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
M1	 Delivery of works to Council sites including: 1) Thorpe Lodge - Delivery of the Toilet refurbishment (including provision of showers) 2) Thorpe Lodge – Delivery of Heating & Cooling (preliminary works – year 1 of 2-year project) 3) Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) 4) Thorpe Lodge – Delivery of the Passenger lift refurbishment 5) Leisure Centres – Conduct Building Conditions Surveys 	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Condition Surveys procured and completed - by the end of Q2 Dependent on outcome of Business Cases for all works, informed by stock condition surveys and new ways of working programme of work	1) £70K - £95k 2) £50K 3) £20k	Support & GovernanceAD	Moving with the times, working smartly and collaboratively	Conditions surveys completed. Update: Thorpe Lodge – Delivery of the toilet refurbishment not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of Heating & Cooling not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of Electric Vehicle charging points (infrastructure & installation) not started due to the dependencies on the Accommodation Programme. Thorpe Lodge – Delivery of the Passenger lift refurbishment not started due to the dependencies on the Accommodation Programme.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
							Leisure Centres – Conduct Building Conditions Surveys completed
M2	Catering review/tender: following the review of catering provisions at Council sites, implementation of the solution will be undertaken.	There is a cost-efficient and commercial approach taken to the catering management of Council sites. Reviewing on a monthly basis.	Outcome dependent on review in 2020/21	n/a	AD ICT and Transformation AD Business Support & Governance	Moving with the times, working smartly and collaboratively	Update: Catering provisions at both sites have been impacted because of Covid and the resulting remote working. Interim arrangements have been put in place. Further recommendations based on the outcomes of the Accommodation Programme.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
M3	Facilities: Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	AD ICT and Transformation AD Business Support & Governance	Moving with the times, working smartly and collaboratively	Update: In progress as part of BAU and operations
M4	Opening hours review: review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and are consistent across sites. This will be informed by the new ways of working programme of work.	Ongoing	n/a	AD ICT and Transformation AD Business Support & Governance	Moving with the times, working smartly and collaboratively	Update: Not started due to dependencies on the outcome of the accommodation review.

N) Finance

Core Purpose of the service: Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses

Ref	Activity for 2021/22	What would a successful	Delivery	Capital	Responsible	Priority Link	Progress Update Sep 21
		outcome be?	Milestones	Budget	Officer		
N1	Alignment of Finance services: review key Service Policies, Processes and Procedures and where possible, align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Carrying out service transformation review as part of implementation of one single finance system.
N2	Joint finance system project: Implement a joint finance system/cash receipting system if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC Go Live	TBC	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Regular project management meetings – still on track to deliver 1 st April 2022.
N3	 Financial support to key corporate projects such as: Waste Services Procurement (link to C2) Waste depot improvements (link to C4) 	Development of a sound financial case and support where applicable. Procurement advice to be provided as required	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Continue to support key projects as and when required.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 Economic Growth projects such as NRP and the Food Hub New Ways of Working (links to R1) 						
N4	Produce a joint paper with Breckland Council setting out options for a joint procurement consortium.	Agreement to set up a joint procurement consortium covering at least Breckland, South Norfolk and Broadland.	Paper produced by Sep 21	n/a	AD Finance	Moving with the times, working smartly and collaboratively	Completed Update: Now proceeding to implement joint service.
	Operational / Service I						
Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
N5	Collaboration Savings monitoring: produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the indicative savings of £8.6m over a 5-year period.	Quarterly	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: See Measure 1 of Quarterly Reporting.
N6	Delivery of budget setting, MTFS and in year monitoring and reporting: This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Q2 monitoring to be reported in November. Produced first draft of 22/23 budget.
N7	Production of Statutory year end accounts: produce year end accounts for companies	The Councils' resources are managed effectively and provide value for money.	Q3 2021	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	and both Councils (including group accounts) and external audit.						Update: Accounts produced by end of July 21, audit now delayed until Dec21/Jan22.
N8	Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU.
N9	Support for companies including Company Secretarial duties.	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU
N10	Management of Council funds and/or maximising investment returns and/ or organising borrowing if required.	Investment income achieving at least the budgeted level and in accordance with the Treasury Management Strategies. Borrowing minimised and borrowings are in accordance with agreed strategy.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU
N11	Delivery of regulatory services: insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: BAU

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		Assets registered are accurately maintained and reflect current position. No serious breaches occur.					
N12	Maintenance and development of financial systems and support for users.	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	Moving with the times, working smartly and collaboratively	In progress Update: Also linked with implementation of new joint system.

O) Governance

Core Purpose of the service: To create an effective governance framework and to deliver an effective and efficient democratic process all of which ensure compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and coordinate well run elections

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
01	Review and alignment of Constitutions: review of both authorities' Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business SupportChief of Staff	Links to all priority areas	In progress Update: ToR have been updated for BDC panels. Delegations reflect new roles but further work needed so constitutions are aligned.
02	Consideration of Review by the Committee on Standards in Public Life: The Committee made a number of best	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	Timeframe dependent on publication of guidance	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Initial comparison of first draft and current codes undertaken. Further work now

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	practice recommendations which have been considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process once the model Code is finalised, along with the process for dealing with alleged breaches, with a view to align across both authorities.						to be done against updated code.
03	Electronic System – Committee and FOI: Implement an electronic system to manage committees, FOIs and SARs if the business case produced in 20/21 supports this, and this is a prioritised IT project.	A new system is procured which allows for efficiencies to be delivered.	TBC	n/a	<u>Chief of</u> <u>Staff</u> AD <u>Governance</u> <u>& Business</u> <u>Support</u>	Links to all priority areas	In progress Update: Business case going to CMLT on 12 th October. Implementation dates to be discussed post CMLT.
04	Internal Audit: To commence the procurement exercise for the provision of internal audit services to all members of the Internal Audit Consortium.	A new contract for the provision of Internal Audit Services to commence from 1 April 2022.	Completed by end Q4	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Tender documentation drafted. Consultation with consortium complete. Contact with Birketts. Advert deadline 2 weeks.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
05	Provision of Governance & Democratic function: Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Ongoing.
06	Data Protection and Freedom of Information compliance: Ensure compliance with relevant legislation across both authorities, through provision of advice and statutory duties and documentation.	Minimal data protection breaches, with very few requiring reports to Information Commissioner's Office.	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Ongoing
07	Internal Audit: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Internal Audit plan delivered to provide an annual opinion on the framework of governance, risk management and control	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Ongoing
08	Publish an electoral register annually.	Annual publication of the register.	By 1 December 2021	n/a	Chief of StaffAD Governance	Links to all priority areas	In progress

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
					& Business Support		Update: Canvas under way, will be published in December.
09	 Deliver effective and efficient elections for all types of election activity: Police & Crime Commissioner (PCC) Election By-elections for County, District & Town and Parish Councils as applicable 	Declared results which are open, transparent and robust.	Rescheduled for 6 May 2021: PCC elections NCC elections 3 parish by- elections and 2 neighbourhood referendums	n/a	<u>Chief of</u> <u>Staff</u> AD Governance & Business Support	Links to all priority areas	In progress Update: PCC and County Complete. By-elections either complete or under way.
010	Deliver Elections Engagement Strategies: Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	In progress Update: Ongoing
011	Deliver canvass reform: by maximising the use of national and local data matching and targeting premises or areas where data matching is more difficult (such as care homes, houses in multiple occupation)	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Links to all priority areas	Complete Update: Delivered first canvas under Canvas reform.

P) Human Resources

Core Purpose of the service: Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P1	 Implement a range of activities to improve employment opportunities: To include: Attract high calibre Graduates and Apprentices Identify opportunities for Graduate & Apprenticeship positions Engage with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4) Actively support local initiatives to help long term unemployed gain meaningful employment 	Number of Apprentice and Graduate hires % of retained apprentice & Graduates Number of initiatives supported	2021/22	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	Growing our economy	In progress Update: Apprenticeship evening held in August, offers made for new roles with over 20 apprenticeships now in place. NGDP – new graduate in post. Skills Agenda Board set up and operating work in progress.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P2	 One Team Programme delivery: To include: Streamlining HR processes to better support consolidated business and enable greater capacity in service delivery areas Review iTrent to ensure it is fit for purpose and review Oracle in line with other Local Authorities. Review of HR processes 	HR processes are compliant, meet organisation need and generate further capacity for the HR team to proactively support the day to day business of the organisation.	Itrent fully operation - Q1 Number of process improvements implemented	n/a	Chief of StaffAD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Oracle – testing of the system is underway with training being delivered to the core HR team over the next couple of months. Training will then be provided across the organisation in the new year, with a go live date of April currently being worked towards.
P3	Management of employee absences and turnover: management of employee absence and turnover with a view to reducing both short term and long-term absence across the organisation and management of employee turnover.	Short term and long- term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	n/a	Chief of StaffAD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing
P4	Employee Wellbeing: Proactive wellbeing support to optimise employee attendance and performance	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	n/a	Chief of StaffAD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Over 70 mental health first aiders now trained with monthly catch up meetings between all held and ongoing initiatives across the organisation.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
P5	BAU Support: Return on investment of HR Business Partner model: Proactive HR support; consisting of values based, bespoke, moral, legal, ethical, and collaborative methodology resulting in outcome focussed service	Early intervention leading to reduction in adverse employee relations External accreditation/recognition	Ongoing Monitored and reported quarterly	n/a	Chief of StaffAD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing

Q) ICT and Digital

Core Purpose of the service: To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers' needs, enabling a good customer service experience.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
Q1	Delivery of the Infrastructure for 'One Network' across the two Councils.	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£1,278,000	AD Governance & Business SupportAD ICT and Transformati on	Moving with the times, working smartly and collaboratively	In progress Update: Delay based on global shortage of switches. Switches to be delivered in November, with project finishing in January '23. Working on getting equipment up and running to prepare for the arrival of the switches.
Q2	Provision of a remote access solution to enable true workforce agility using a robust and secure solution.	Harnessing the requirements established via the New ways of working programme and building on the new	Whilst tactical remote working capacity was delivered	TBC	AD ICT and Transformati onAD Governance	Moving with the times, working smartly and collaboratively	In progress Update: As per Q1.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		landscape to be delivered via One Network and the additional applications and tools delivered via the Office 365 project to source and deliver a truly effective remote solution.	during the Covid-19 pandemic, a truly flexible and efficient solution will be delivered based on need. Scoping to start alongside delivery phases of One Network, so from Q2 2021		& Business Support		
Q3	Strategic approach to systems transformation.	Taking the strategy being delivered via the Corporate SPARK hub and putting this into practice – including data transfer, systems replacements and transformation of future service systems.	TBA dependent on the scope and recommendati ons arising out of the strategy work	TBA dependent on the scope and recommen dations arising out of the strategy work	AD ICT and Transformati on AD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: BAU
Q4	New ways of working Programme: Delivery of the Members ICT project.	Supporting the Members with their new ways of working and implementation of hybrid meetings and associated technological solution	Continuation from 2021 with full delivery by Q2 2021	£96,000	AD ICT and Transformati on AD Governance & Business Support	Moving with the times, working smartly and collaboratively	Completed Update: Completed a member survey to understand additional requirements regarding hardware and Office365 software. Trial of hardware to begin in Spring '22 with delivery of trial
Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
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							recommendations beginning from May '23
Q5	New ways of working Programme – Delivery of the Laptop roll out project	To complete the build and deployment of laptops to the workforce.	Q1 2021	£250,000	AD ICT and Transformati onAD Governance & Business Support	Moving with the times, working smartly and collaboratively	Completed Update: New laptops rolled out.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
Q6	Council-wide IT service operations: Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	 Utilising the improved capability and features within the new service desk delivered Q3 2020 Improvement of the quality of service & customer satisfaction Improve flexibility of the ICT & Digital team Increase agility and reliability for new ICT & Digital services Common approach to the provision of Incident Management, Problem Management, Request Fulfilment and Change Management. Identification of trends and opportunities for training to develop 	Ongoing	n/a	AD ICT and Transformati onAD Governance & Business Support	Moving with the times, working smartly and collaboratively	In progress Update: starting to report on service desk statistics and satisfaction levels against SLAs. Customer Satisfaction functionality added to the ICT Service desk.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
		 staff and improve service. Provision of useful KPIs as well as the monitoring and management/reporting of the ICT & Digital SLA 					

R) Innovation, Strategy and Programme

Core Purpose of the service: To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R1	Broadland District Council and South Norfolk Council Collaboration and SPARK Transformation programme management: Continued implementation of our SPARK Transformation programme, ensuring we deliver excellent business standards across the two Councils. Regular reporting on progress, issues and	Delivery against the savings target of £8.6m and ongoing efficiencies. Delivery of SPARK programme to a high quality and in line with the timeline for delivery and within agreed budgets.	Each programme and project to have individual plans and milestones.	Each project programme will have associated capital budgets outlined in the Delivery Plan.	AD ICT and Transformati onChief of Staff	Moving with the times, working smartly and collaboratively	In progress Update: Continuing to report on transformation projects. Key projects/programmes in progress. Aligned with Project framework.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	risks to CMLT and	outcome be?	winestones	Budget	Officer		
	Members.						
	Key						
	projects/programmes						
	for 21/22 include:						
	Launch and						
	continued						
	implementation of						
	the new Website						
	(linked to S1)						
	Domain Name						
	Migration						
	 Implementation of 						
	One Network						
	across the two						
	Councils						
	 Continued 						
	implementation of						
	further phases of						
	the New Ways of						
	Working						
	Programme						
	 Organisational 						
	Development						
	implementation						
	 Broadland 						
	Procurement of						
	Waste Contract						
	 Implementation of 						
	the systems						
	transformation						
	project						
	 Implementation 						
	phase of the						
	Customer						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	Satisfaction and Experience project Implementation phase of the Business Intelligence Programme						
R2	Implementation of Programme and Project Management Approach: Continued implementation of the Approach and training of staff to enable the Councils' priorities to be delivered effectively and to timelines/budgets set	All projects and programmes being delivered in a consistent and proportionate way across the organisation.	Training of staff – Ongoing	n/a	AD ICT and Transformati onChief of Staff	Moving with the times, working smartly and collaboratively	Completed / In progress Update: Framework delivered. Continued implementation BAU.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R3	 Shaping and influencing national and regional policy to promote the interests of the Councils by: Identifying national policy issues which impact the Councils and remain 'on the pulse' and 	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing	n/a	AD ICT and TransformationChief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Continuous horizon scanning being undertaken with bulletin internally to senior managers which highlights key upcoming national events/consultations.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 proactive to influence key developments in local government Responding to relevant national consultations Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper 						
R4	Supporting the organisation to deliver high performance while	The Councils remain effective and efficient, appropriately planning the activities to achieve	Delivery Plan for 22/23 through to	n/a	AD ICT and TransformationChief of Staff	Moving with the times, working	In progress Update: Currently working on performance framework

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 working efficiently and effectively through delivery planning and performance and risk management by: Developing the Delivery Plan for 2022/23 Delivery of a quarterly Business Governance report to senior management, which feeds into the strategic risk, performance and finance report for Members Analysing risk and performance outcomes to ensure the Councils' remain effective Monitoring and reporting on strategic risk, performance and finance in Q2, Q3 and Q4 	our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive service improvement.	Cabinets in February 2023 Risk and performance reported in Q2, Q3 and Q4			smartly and collaboratively Supporting individuals and empowering communities	and setting up performance clinics.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
R5	 Provide training and support to the Internal Consultancy Team to ensure they are in the best place to deliver the Spark Transformation Programme. This includes: Coaching and mentoring Providing or co- ordinating training and development sessions Continuing to develop the longer-term ambitions for the Internal Consultancy Team model 	The Transformation Programme is delivered in an effective way, utilising the internal consultancy resource and an effective, impactful upskilled Internal Consultancy Team that delivers key transformation programmes.	Ongoing training and development throughout the year	n/a	AD ICT and Transformation Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Training and support is ongoing.
R6	Provide ongoing transformation support and guidance to the organisation, teams and Members to help realise the benefits and efficiencies of collaborative	Delivery of the Spark approach to a high quality. Staff are supported and empowered to deliver transformation in their service areas.	Ongoing	n/a	AD ICT and Transformation Chief of Staff	Moving with the times, working smartly and collaboratively	In progress Update: Continuing.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	working. This						
	includes:						
	Ongoing						
	development of						
	the SPARK						
	Transformation						
	approach and						
	toolkit.						
	Supporting teams						
	to move to a 'new						
	BAU' way of						
	working following						
	the impacts of						
	Covid-19.						

S) Marketing and Communications

Core Purpose of the service: To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents' lives.

Major Projects / Programme of work

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S1	Launch, maintain and improve a single website and domain to serve both Councils which provides optimum functionality and service for our customers. Activities to include:	Good to high level of website traffic, traffic sources, bounce rate, average session duration, interactions per visit on new website when benchmarked against standard and best practice	Website go live – Q1 2021 User experience testing Q3 2021	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	Completed Update: Website launched. New Customer Insight Role recruited. User experience testing to be booked.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 Supporting council teams to review and improve content with user needs and user journeys in mind Continual improvement of the website through user experience testing to ensure website is fit for purpose and meets residents needs 	Good to high levels of resident and local business satisfaction when surveyed to measure perception Positive staff feedback					
S2	To create targeted and effective stakeholder communication strategies in order to ensure all stakeholders receive the information they need at the right time through the right channels. • Resident communications including: • residents' magazines distributed three times a year • delivering extensive social media content to drive the Councils' strategy and	Growth in social media engagement measures Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage Increase in % of members who believe they are adequately to well informed compared with 2020 benchmark More than 75% of staff believe they are adequately to extremely well informed	Residents magazines Q2 2021/22 Q3 2021/22 Q4 2021/22 Social media Year round Public relations Year round Chairman marketing strategy Q2 2021/22 Member comms	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Completed two resident magazines, third in progress. Social media and PR ongoing. Chairman's marketing plan and Member communications plan and benchmarking survey to be completed.

Ref	Activity for 2021/22	What would a successful	Delivery	Capital	Responsible	Priority Link	Progress Update Sep 21
	ambitions and	outcome be?	Milestones Benchmarking	Budget	Officer		
	support regional and		survey				
	central government		Q1 2021/22				
	messages in relation						
	to Covid-19.		Member				
	 proactive 		communication				
	public		strategy				
	relations and		Q2 2021/22				
	media		Internal				
	relations plan		comms				
	o Chairman		Benchmarking				
	marketing		survey				
	plan		Q1 2021/22				
	Member						
	communications plan		Internal				
	and benchmarking		comms				
	survey		strategy Q2 2021/22				
	Internal		QZ ZUZ 1/ZZ				
	communications						
	strategy and annual						
	delivery plan. Plus,						
	benchmarking survey						
	to understand if						
	communication						
	strategy is meeting						
	the needs of staff		0 / 0 0 0 / 0 0				
S 3	Income generation:	Increase in revenue	Q1 2021/22 – Income	n/a	Chief of Staff	Moving with the times,	Completed
	Creation of revenue	compared with 2020/2021	generation			working	Update: c.£33k generated
	streams through the		strategy			smartly and	over 4 months. Post to stay
	creation of third-party advertising and		documented			collaboratively	in establishment and to be
	sponsorship					,	recruited to from April 22.
	opportunities.						
	opportunities.						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S4	Branding: Branding review for both Councils and one team working.	Partnership and objectives behind councils' relationship found to be clear to residents	Q2 2021/22	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively	Not started Update: On hold at present.
	Operational / Service	Delivery (BAU)					
Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S5	Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards.	Good level of nominations for awards compared to previous years High engagement with social posts promoting event and event winners High business engagement through sponsorship of awards	Q2 and Q3	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: Staff awards completed. Business Awards and Community Awards in progress.
S 6	 Marketing and comms campaigns for resources to cover some of the following: 1. Elections Police and Crime Commissioner (PCC) Elections Norfolk County Council (NCC) elections Parish by-elections in Hellesdon South East, Hellesdon 	A good standard as per LGA comms measurement tools	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	Moving with the times, working smartly and collaboratively Supporting individuals and empowering communities	In progress Update: All complete except Annual Budget Survey and Council Tax Support Scheme survey.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S7	 North West and Taverham North Three Neighbourhood Plan Referendums in Taverham, Spixworth and Poringland Annual Budget Survey Council Tax Support Scheme survey Economic and regional 	A good level of awareness	Throughout	n/a	Chief of Staff	Growing our	In progress
	development: Marketing and comms campaigns to support awareness of building and development control, planning policy, environmental initiatives and the economic development of the districts to include some of the following: 1. Promotion of the Norwich Research Park & Ella M Barnes building as a world class research location for research into food and health, to increase partnerships, jobs and income.	of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy	the year – detail on Marketing and Comms strategy			economy	Update: 1. On hold. 2. branding established for BFIC as well as marketing plan for rest of year. 3.Bure Valley Path and Railway – going to Cabinet. 4.Broadland Country Park – webpage established, branding established and campaign to recruit volunteers under way. 5.Tourism – working with partners. 6. Market Towns – campaigns Pleased to See You and Emma Bridgewater campaign.7. Wymtrails – waiting for app to be fixed. 8. Ongoing.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	2. Promotion of the	outcome be?	milestones	Budget	Officer		
	Food Innovation						
	Centre to small food						
	and drink businesses						
	looking to innovate						
	and grow their						
	businesses						
	3. Promotion of the						
	Bure Valley Path and						
	Railway						
	improvements						
	4. Promotion of						
	Broadland Country						
	Park (Houghen						
	Plantation) to						
	residents						
	5. Supporting Tourism						
	throughout the						
	districts						
	6. Engagement with						
	residents in market						
	towns to support the						
	growth of the local						
	economy						
	7. Wymtrails						
	8. Environmental						
	strategy – awareness						
	and community						
	involvement		-	,			
S 8	Environment-and	A good level of awareness of promoted	Throughout	n/a	Chief of Staff	Protecting and improving our	Not started
	Licensing Services	support/service with	the year			natural and	Update: On hold pending
	Marketing and comms	targeted stakeholder.				built	requests from service area.
	campaigns to ensure					Suit	requeete nom service area.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	residents are safe and	Exact measure to be	winestones	Buuget	Oncer	environment,	
	protected. Covering food	documented in the				whilst	
	safety, pollution and pest	relevant Marketing and				maximising	
	control, public toilets,	Comms Strategy				quality of life	
	licensing – alcohol and						
	taxis, public						
	entertainment, waste						
	collection and disposal,						
	recycling and street						
	cleaning. To include						
	some of the following:						
	1. Community						
	Emergency Planning						
	within parishes						
	2. Enforcement review						
	and policy (going to						
	Cabinets in Nov)						
	3. Promotion of electric						
	charging installations						
	by commercial and						
	community venues						
	4. Promotion of new						
	licensing service						
	which will offer advice						
	to potential event						
	organisers and						
	ambitious licensees						
	for running fetes,						
	fairs, festivals and						
	events in order to						
	positively promote a						
	wider range of						

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
S 9	community / tourist event opportunities. 5. Health and safety at work regulation promotion Housing, Leisure	A good level of awareness	Throughout	n/a	Chief of Staff	Supporting	In progress
	Centres, Waste and Community Services Marketing and comms campaigns to support raising awareness of and improving housing services, waste management and community services. To include some of the following: 1. Support the roll out and awareness of a county wide model for the Community Help Hub from April 2021. 1.1. Explore and improve awareness and engagement with the Help Hub by demographic 2. Protecting residents by raising awareness of scams	of promoted support/service with targeted stakeholder. Exact measure to be documented in the relevant Marketing and Comms Strategy • Increase in Leisure centre member numbers, class attendance and uptake of online membership	the year – detail on Marketing and Comms strategy			individuals and empowering communities Protecting and improving our natural and built environment, whilst maximising quality of life	Update: 1. No update received.1.1 - not yet started. 2. Will start near Christmas. 3. Not started. 4. All underway. 5. In progress. 6. Not started. 7. Ongoing, multiple campaigns under way. 8. Starting shortly.

Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
3. Create community						
brands, under which						
work will take place						
to improve the						
environment, our						
communities and						
economy. It will tie						
together corporate						
social responsibility,						
community sport						
events, community						
awards, member						
grants and will						
provide a platform on						
which to engage with						
commercial partners.						
4. Promote the following						
services as and when						
	 Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. Promote the following 	3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. 4. Promote the following services as and when required: • Help Hub • Social Prescribing • Welfare and debt advice • Emotional Wellbeing and Resilience Service • Domestic abuse service • Handyperson service	outcome be? Milestones 3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. Help Hub 4. Promote the following services as and when required: Help Hub • Social Prescribing Welfare and debt advice • Emotional Wellbeing and Resilience Service Emotional Wellbeing and Resilience Service • Domestic abuse service Handyperson service	outcome be? Milestones Budget 3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. Image: Community awards, member grants and will provide a platform on which to engage with commercial partners. Image: Community awards, member grants and will provide a platform on which to engage with commercial partners. 4. Promote the following services as and when required: Image: Image: I	outcome be? Milestones Budget Officer 3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial partners. Image: Community amage of the temperature of temperature services as and when required: Image of temperature of	outcome be? Milestones Budget Officer 3. Create community brands, under which work will take place to improve the environment, our communities and economy. It will tie together corporate social responsibility, community sport events, community awards, member grants and will provide a platform on which to engage with commercial pathers. Image: Community awards, member grants and will provide a platform on which to engage with commercial pathers. Image: Community awards, member grants and will provide a platform on which to engage with commercial pathers. 4. Promote the following services as and when required: Image: Community advice Image: Community awards, member grants and will prescribing 9. Welfare and debt advice Image: Community advice 1. Help Hub Social Prescribing 2. Welfare and debt advice Image: Community advice 3. Emotional Wellbeing and Resilience Service 4. Domestic abuse service 5. Domestic abuse service 5. Handyperson service

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 GP referrals scheme Why Weight and Broadly Active 10k races and development of park runs Leisure Centre Recovery Plan Promote any expansion to the Leisure Facility Offer through supporting community initiatives Improving recycling rates Promotion of Warm Homes Fund Campaign to support users when interacting with the redesigned shared social housing system 						
S10	Supporting resident engagement on County-wide initiatives Raising awareness of cross district and county wide initiatives with partners. To include some of the following:	A good level of awareness of promoted support/service with targeted stakeholder	Throughout the year – detail on Marketing and Comms strategy	n/a	Chief of Staff	Supporting individuals and empowering communities	In progress Update: 1. Not started yet. 2. In progress. 3. In progress. 4. In progress. 5. In progress.

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 Faster Broadband (Norfolk County Council) Norfolk Waste Partnership TCG/SCG Greater Norwich Local Plan (in coordination with GN partners) Long Stratton bypass (in coordination with Norfolk County Council comms) 						

T) Executive Support

Core Purpose of the service: To provide strategic, operational and agile business support to ensure the smooth and effective running of the two councils, one team.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
T1	Executive and Business Support:	Effective organisational delivery of key priorities.	Ongoing	n/a	Chief of Staff	Moving with the times,	In progress
	Ensuring the smooth and effective delivery of key processes, priorities and initiatives for the two Councils, one team.	delivery of key phondes.				working smartly and collaboratively	Update: BAU

U) Organisational Development

Core Purpose of the service: Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.

Operational / Service Delivery (BAU)

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
U1	 Delivery of the One Team HR and OD Strategy engagement and development Strand Development and training for all to support growth Succession Planning that identifies and progresses talent A Performance Scheme that recognises and rewards excellence All employees have a voice and are heard 	Delivery of the plan to achieve: 1) Employer of choice measures	Management training in place – Q1 2021 Talent Management & Development in place – Q1 2021	n/a	AD Governance and Business Support <u>Chief</u> of Staff	Moving with the times, working smartly and collaboratively	In progress Update: Management and leadership development programme underway for all tiers of management. MBTI in progress and being offered to all staff with feedback also being provided. Next steps to do this on a team basis. Performance scheme has been consulted on and is part of pay negotiation that is currently under way. Pulse surveys are continuing with the employee opinion survey currently being developed.
U2	Create culture to enable employees to be the best version of themselves • Cultural Development; foster a cohesive One Team working	 % response rate employee opinion survey % improvement wellbeing survey % improvement employee opinion survey 	Staff Survey issued – February 2021 Quarterly wellbeing surveys	n/a	Chief of StaffAD Governance and Business Support	Moving with the times, working smartly and collaboratively	In progress Update: Ongoing

Ref	Activity for 2021/22	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority Link	Progress Update Sep 21
	 environment & philosophy Create a coaching / enabling culture Culture of authentic 2-way communication including Overcoming adversity & resilience Bringing the One Team values to life 	% completion rate half year and end of year appraisals Year on Year % improvement. Mystery shopper Appraisal audits	Mid-year and full year appraisal audit				



Treasury Management Quarter 2 Report 2021/22

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Portfolio: Finance & Resources

Ward(s) Affected: All

Purpose of the Report:

This report reviews the treasury management activity during the first six months of the financial year 2021/22 and reports on the prudential indicators.

Recommendations:

Cabinet is recommended to:

- 1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.
- 2. Note the 2021/22 prudential indicators for the first six months of the year.

1 SUMMARY

- 1.1 Investments totalled £77.053m as at 30 September 2021. This includes loans and equity in the Council's wholly owned companies of £40.053m.
- 1.2 Interest received on external cash investments during the financial year is forecast to be around £40,000 which is £10,000 below the budget of £50,000. However, depending on the timing and scale of the capital programme this could increase if more fixed term investments are placed in the second half of the year.
- 1.3 There has been no need to externally borrow so far this financial year.
- 1.4 There have been no breaches of the Council's Prudential Indicators.

2 INVESTMENT ACTIVITY

2.1 The Council's investments over the past 6 months are outlined below.

Investments at Month End	Interest	End Apr	End May	End Jun	End Jul	End Aug	End Sep
	Rate	21	21	21	21	21	21
		£'000	£'000	£'000	£'000	£'000	£'000
SNC							
Instant Access							
Barclays		7.9	6.9	7.4	4.5	7.8	8.5
HSBC							
Money Market Funds (MMFs)							
Aberdeen		2.0	2.5	2.5	7.0	7.0	7.0
Federated		7.0	7.0	7.0	7.0	7.0	7.0
Invesco							
CCLA		7.0	7.0	7.0	7.0	7.0	7.0
Longer Term Investments							
Goldman Sachs fixed 16/08/21	0.21%	4.0	4.0	4.0	4.0		
Goldman Sachs 95DN	0.19%	3.5	3.5	3.5	3.5	3.5	3.5
Standard Chartered (Sustainable) fixed 21/02/22	0.11%					2.0	2.0
Goldman Sachs fixed 19/05/22	0.26%					2.0	2.0
Qatar National Bank fixed 19/08/22	0.59%					2.0	2.0
Total		31.4	30.9	31.4	33.0	38.3	39.0

- 2.2 As at 30 September 2021, the Council held £6,468,000 of equity shares in Big Sky Ventures Limited, the holding company for the Council's property companies. The Council has continued to invest in property and commercial activities via its wholly owned companies. Loans totalling of £4.1m were made to Big Sky Developments Ltd up to 30 September 2021.
- 2.3 The Council holds £25,000 in shares in the Municipal Bonds Agency. This is an equity investment and was accounted for as capital expenditure.

INCOME FROM INVESTMENTS

- 2.6 The Council's budgeted investment income for the year had been set at £50,000 and interest earned is forecast to be £40,000 which is £10,000 below budget.
- 2.7 As per the agreed capital programme, there were outstanding loans as at 30 September 2020 of £3,160,000 to Big Sky Property Management Ltd, to enable it to purchase rental property from Big Sky Developments Limited (BSD) and other sellers within the district. Interest rates on these loans are applied at a commercial rate of 4%, reflecting the relative risk in the company and the market environment.
- 2.8 The Council also had outstanding loans of £28,400,000 as at 30 September to Big Sky Developments Ltd (BSD), at a commercial interest rate of 6%, except for the Homes England Grant funding for the Accelerated Construction which was on lent at base rate to reflect this being Government Grant funding.

INVESTMENT PROPERTIES

- 2.9 The Council has a commercial rental portfolio worth around £5.7 million. The majority of these properties are rented out, so the return obtained on these properties is as important as if the Council had invested the same amount in the Treasury Strategy. However, under CIPFA's code they are recognised as Capital Assets in the Balance Sheet.
- 2.10 The average forecasted rate of return for the total investment portfolio for 2021/22 is 7.2% gross, calculated on the property value as at 1 April 2021. This is a significantly better rate of return than if the same value had been invested with financial institutions.

3 BORROWING ACTIVITY

- 3.1 There has been no need to externally borrow so far this year.
- 3.2 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The Council's CFR is shown below and represents a key prudential indicator.

CFR (£m)	31 March 2021 Actual	31 March 2022 Estimate
Closing Balance	£15.635m	£15.525m

3.2 The 2021/22 Treasury Management Policy states that the CFR would be financed from internal borrowing in the first instance and then external borrowing. Whether external borrowing is ultimately required in 2021/22 will depend on the extent of net cash flows into the authority and the speed at which the Council's capital programme is delivered. The CFR for 2020/21 was fully financed from internal borrowing.

4 COMPLIANCE WITH PRUDENTIAL INDICATORS

- 4.1 The Council approved a set of Prudential Indicators for 2021/22, in February 2021, as part of the Council's Treasury Management Strategy.
- 4.2 The authority's Treasury Management Strategy for 2021/22 followed the principles in MHCLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 'Treasury Management Code of Practice 2017 (TM Code"). Security and liquidity of investments take priority over yield and surplus funds have been invested in high credit quality counterparties. No counterparty in which the Council has invested funds had a credit rating lower than A- as stated in the Council's Annual Investment Strategy 2021/22.
- 4.3 The 2021/22 Treasury Management Policy set an operational boundary for external debt of £35m and an authorised limit of £40m. This means that if the authority's level of external debt (including notional debts on implied finance leases) exceeds £35m at any stage during the year the fact must be reported to Council as soon as possible and that debt is not allowed to exceed £40m without

receiving prior authorisation from Council. No overdrafts have been incurred as part of treasury operations. The Operational Limit of £35m on debt has not been breached at any point.

4.4 Under the Council's Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach must be reported to Full Council. In practice, all breaches are also reported to Cabinet prior to Full Council. The prudential indicators can be found in Appendix A. There were no breaches of the indicators between April and September.

5 ECONOMIC ENVIRONMENT & INTEREST RATES

- 5.1 On 24th September 2021, the Bank of England's Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn.
- 5.2 At its previous meeting in August, the MPC stated that it believed inflation would return to just under the 2% target after reaching a high of around 4% in late 2021, after a winter of temporarily high energy prices and supply shortages. However, in September the MPC highlighted that the recent increases in prices, particularly the increases on gas and electricity prices in October and again in April 2022, are likely to lead to faster and higher inflation expectations and underlying wage growth, and it's primary concern is that underlying price pressures in the economy are likely to get embedded over the next year and elevate future inflation to stay significantly above its 2% target and for longer. Financial markets are now pricing in a first increase in Bank Rate from 0.10% to

0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment following furlough ending at the end of September.

- 5.3 The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -
 - Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
 - Raising Bank Rate to 0.50% before starting on reducing its holdings.
 - Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
 - Once Bank Rate had risen to at least 1%, it would start selling its holdings.
- 5.4 Covid-19 vaccines These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in hard hit sectors like restaurants, travel and hotels. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.

5.5 The latest interest rate forecasts from the Council's Treasury Management Advisors, LINK Asset Management, are shown in the table below. Changes from the previous estimates published by LINK in May 2021 are principally three rate increases over the period to arrive at 0.75% in March 24, compared to only one increase to arrive at 0.25% in March 24.

Link Group Interest Ra	te View	29.9.21								
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75
3 month ave earnings	0.10	0.10	0.20	0.20	0.30	0.40	0.50	0.50	0.60	0.70
6 month ave earnings	0.20	0.20	0.30	0.30	0.40	0.50	0.60	0.60	0.70	0.80
12 month ave earnings	0.30	0.40	0.50	0.50	0.50	0.60	0.70	0.80	0.90	1.00
5 yr PWLB	1.40	1.40	1.50	1.50	1.60	1.60	1.60	1.70	1.70	1.70
10 yr PWLB	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10
25 yr PWLB	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60
50 yr PWLB	2.00	2.00	2.10	2.20	2.20	2.20	2.20	2.30	2.30	2.40

- 5.6 The bank rate is not expected to go up fast after the initial rate rise as the supply potential of the economy has not generally taken a major hit during the pandemic, so should be able to cope well with meeting demand without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC's 2% target after the surge to around 4% towards the end of 2021.
- 5.7 It also needs to be borne in mind that Bank Rate being cut to 0.10% was an emergency measure to deal with the Covid crisis hitting the UK in March 2020. At any time, the MPC could decide to simply take away that final emergency cut from 0.25% to 0.10% on the grounds of it no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

6 ISSUES AND RISKS

- 6.1 All investments were made within the statutory requirements that govern local authority money market activities.
- 6.2 The CIPFA Code of Practice on Treasury Management requires the authority to report on treasury management activities at least twice a year, including a report on the Prudential Indicators
- 6.3 The main aim of the investment strategy is to minimise the risk of loss of principal. The Council's investments are with counterparties offering higher security, at the expense of yield if necessary. The Council works with its financial advisors to ensure that risks are reduced.
- 6.4 The report has no specific impact on Equalities. Treasury decisions are made primarily on the basis of the security of counterparties, with the needs of the authority's cash-flow second and other considerations such as equality and diversity given lower priority.

7 RECOMMENDATIONS

- 7.1 Cabinet is recommended to:
 - 1. Endorse the treasury activity for the first half of the year and that it complies with the agreed strategy.
 - 2. Note the 2021/22 prudential indicators for the first six months of the year.

Appendix A: Prudential Indicators

Capital Financing Requirement and Borrowing

Estimates of the Council's Capital Financing Requirement for 2020/21 to 2022/23 are shown in the table below:

	31/03/2021 Outturn £000s	31/03/2022 Estimate £000s	31/03/2023 Estimate £000s
Capital Financing Requirement before MRP	15,635	15,525	0
Less Minimum Revenue Provision	0	0	0
Capital Financing Requirement	15,635	15,525	0

The table below shows the maximum borrowing planned, which is both internal borrowing from cash balances and external borrowing from funders such as PWLB.

	31/03/2021 Outturn £000s	31/03/2022 Estimate £000s	31/03/2023 Estimate £000s
Existing Profile of Borrowing	0	0	9,000
Less: Other Long Term Liabilities	0	0	0
Borrowing in Year	0	9,000	0
Cumulative Maximum Borrowing Requirement	0	9,000	9,000

Balances and Reserves

Estimates of the Council's level of Balances and Reserves (both Revenue and Capital) for 2020/21 and future years are as follows:

	31/03/2021	31/03/2022	31/03/2023
	Actual	Estimate	Estimate
	£000s	£000s	£000s
Balances and Usable Reserves	39,520	28,234	27,051

The actual reserves total has risen from the estimates in the Treasury Management Strategy due to lower than anticipated capital expenditure during 20/21 and additional funds added to reserves from COVID-19 grants

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- There was no external borrowing in 2021/22 to date and therefore the limits set for 2021/22 were not breached.

(b) Interest Rate Exposure

 The Council has managed the extent to which it is exposed to changes in interest rates. It has done this during the year to date by making a combination of fixed and variable rate investments.

(c) Maturity Structure of Borrowing

This indicator sets upper and lower limits for the proportion of borrowing at both fixed and variable rates that is repayable within defined timescales (maturity is defined as the earliest date at which the loan could be required to be repaid).

Maturity Structure of Borrowing	Lower Limit (Cumulative) %	Upper Limit (Cumulative) %	Actual Borrowing as at 30/09/21	% Borrowing as at 30/09/21	Compliance with Set Limits?
Under 12 months	0	20	0	0	Yes
12 months to 2 years	0	80	0	0	Yes
2 years to 5 years	0	90	0	0	Yes
5 years to 10 years	0	95	0	0	Yes
10 years and above	0	100	0	0	Yes

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2021/22 is set at a maximum of £5 million medium term (up to 5 years) and £5 million long term (up to 10 years)



Agenda Item: 7 Cabinet 22 November 2021

Medium-Term Financial Plan and Reserves Update

Report Author(s): Rodney Fincham Assistant Director Finance 01508 533 982 rodney.fincham@southnorfolkandbroadland.gov.uk

Portfolio: Finance

Ward(s) Affected: All

Purpose of the Report:

To provide an update on the Council's Medium-Term Financial Plan (MTFP) and Reserves position.

Recommendations:

- 1. Cabinet to endorse the latest version of the Medium-Term Financial Plan.
- 2. Cabinet to recommend to Council the following changes to the Council's Earmarked Reserves:
 - a) Creation of a new Feasibility Study Reserve of £0.6m for initial feasibility studies / investigations to support development projects.
 - b) Reduction in Business Rates Reserve from £5.169m to £2m.
- 3. Cabinet are requested to agree that, in the event that funding is secured from the City Deal for the Long Stratton bypass, the £4.5m Capital Programme allocation is utilised for other SNC growth projects.

1 Medium Term Financial Plan

- 1.1 The Chancellor of the Exchequer, Rt Hon Rishi Sunak MP, presented his Autumn Budget and Spending Review (SR21) to Parliament on 27 October 21. This confirmed that core spending power for councils is estimated to increase by an average of 3% in real-terms each year over the SR21 period. The Chancellor also set out that the Government is providing councils with £4.8 billion of new grant funding over the SR21 period for social care and other services.
- 1.2 However, until the provisional local government finance settlement is published in December 2021, it is not known what the actual resource envelop for this Council will be, and there is a significant risk that the majority of any extra funding will be diverted to social care authorities.
- 1.3 The Medium-Term Financial position was last presented to Cabinet on 8 February 2021. This showed a funding gap developing in 2022/23 of approximately £0.5m, which increased to over £1m in later years.
- 1.4 The Medium-Term Financial position has now been updated and the following graph shows the Council's projected Net Budget Requirement compared to the predicted Total Funding over the next few years.



1.5 The funding gap in 2022/23 is still line with that anticipated in February 2021. However, the gap is now expected to be lower in future years (provided Council Tax rises are implemented).

	2022/33	2023/24	2024/25	2025/26	2026/27
Estimate Feb 21 (£5 council tax increase)	530	1,316	1,266	1,216	
Estimate Oct 21 (no council tax increase)	838	1,240	1,551	1,756	1,965
Estimate Oct 21 (£5 council tax increase)	584	728	775	710	645

2 Usable Reserves

	Purpose	31 Mar 2021
		£'000
Earmarked	As earmarked, although there is the ability for the Council to	36,311
Reserves	change these as required.	
General Reserve	Provides a buffer for unexpected events and can be used for	1,400
	any purpose (must maintain a minimum balance).	
Capital Receipts	Can only be used to fund the capital programme.	1,808
Capital Grants	Can only be used to fund specific items in the capital	401
	programme.	
		39,920

2.1 As at the 31 March 2021 the Council had the following usable reserves.

- 2.2 With nearly £40m in reserves, as of 31 March 2021, the Council's starting financial position is very robust.
- 2.3 However, £6.3m of the earmarked reserves are Covid related, and the Council has a substantial capital programme which will call on a number of these earmarked reserves over the next couple of years.
- 2.4 Looking ahead the balance on the Council's usable reserves are estimated to be as follows.

	31 Mar 2022	31 Mar 2023	31 Mar 2024	31 Mar 2025
	£'000	£'000	£'000	£'000
Earmarked Reserves	26,473	24,288	20,860	20,457
General Reserve	1,400	1,400	1,400	1,400
Capital Receipts	1,290	1,420	56	212
Capital Grants	-	-	-	-
	29,163	27,107	22,316	22,069

Note: This excludes any potential repayment of money from Big Sky.

- 2.5 As at 31 March 2025 this still represents a healthy level of reserves.
- 2.6 A breakdown of the Earmarked Reserves is shown in Appendix A.
- 2.7 There are however a few issues to note.

Accommodation

2.8 We have set aside £4m in the New Ways of Working reserve to fund any accommodation / IT improvements arising from the New Ways of Working. However depending on the outcome of the current accommodation review, the current Council offices may need additional funding for upgrading / additional maintenance works in the next few years.

Alternatively if an alternative location is the preferred option the Council may need to set aside additional funding or look to borrow to cover any investment. The repayment of the investment being covered potentially by redeveloping / selling the current accommodation, or by the ongoing revenue savings delivered.

Feasibility Study Reserve

- 2.9 The Council has a number of development projects that it is keen to progress. For instance new areas for Local Development Orders and One Public Estate opportunities.
- 2.10 Projects such as these require initial up front feasibility works and other advance works, in order to move these projects forward. Members may therefore wish to set aside funds to provide a pot of funding for such works.
- 2.1 Recommendation 2a is therefore: Creation of a new Feasibility Study Reserve of £0.6m for initial feasibility studies / investigations to support development projects

Refuse Depot

2.2 The cost of depot refurbishment / replacement is likely to be significant, and the capital expenditure programme currently assumes £6.5m. At present £5m is set aside in a reserve to help cover this cost. However there may be a case to put aside further sums.

Infrastructure Reserve / Low Cost Housing (NHB) Reserve / Collaboration Reserve

2.3 At present the Council has £4.481m set aside in 3 reserves that are not actively being utilised (Infrastructure £2.837m, Low Cost Housing £0.876m, Collaboration £0.768m). Members may therefore wish to consider whether there are projects that would benefit from repurposing these reserves.

Business Rates Reserve

- 2.4 At present there is £5.169m in a Business Rates Reserve. To date this has not had to be called upon, and although there are still risks relating to the potential reset of the business rate retention scheme, it would be feasible to release some, if not all, of this reserve.
- 2.5 The draft 22/23 budget assumes that we continue to benefit from £1.3m of growth, and thus this is the maximum potential annual loss.
- 2.6 Recommendation 2b is therefore: **Reduction in Business Rates Reserve from £5.169m to £2m.**

3 Capital Funding for the SNC Growth Programme / Long Stratton Bypass

- 3.1 Within the current SNC Capital Programme, £4.5m is allocated for Other Property / Economic Development Investment. In essence this was a provision in case it was necessary to financially underwrite elements of the Long Stratton bypass.
- 3.2 It is now expected that any funding / underwriting for the Long Stratton bypass would be funded via City Deal funding (via NCC). Any funding secured from the City Deal via SNC to the developer / landowner will be subject to a separate report to Cabinet.
- 3.3 Cabinet are therefore requested to agree that, in the event that funding is secured from the City Deal for the Long Stratton bypass, the £4.5m Capital Programme allocation is utilised for other SNC growth projects.

4 Other options

4.1 Cabinet / Council has the ability to propose alternative changes to the Earmarked Reserves.

5 Issues and risks

- 5.1 **Resource Implications** It is prudent to amend Earmarked Reserves to ensure they correspond with agreed spending plans and Council priorities.
- 5.2 **Legal Implications** None
- 5.3 Equality Implications None
- 5.4 **Environmental Impact** There may a positive environmental impact as a result of improving the Refuse Depot and / or the Accommodation.
- 5.5 **Crime and Disorder** None
- 5.6 **Risks** There are always a number of unknown variables involved in budget predictions. Where this is the case, officers have made prudent estimates based on the most up to date information available.

6 Recommendations

- 1. Cabinet to endorse the latest version of the Medium-Term Financial Plan.
- 2. Cabinet to recommend to Council the following changes to the Council's Earmarked Reserves:
 - a) Creation of a new Feasibility Study Reserve of £0.6m for initial feasibility studies / investigations to support development projects.
 - b) Reduction in Business Rates Reserve from £5.169m to £2m.
- 3. Cabinet are requested to agree that, in the event that funding is secured from the City Deal for the Long Stratton bypass, the £4.5m Capital Programme allocation is utilised for other SNC growth projects.

Background papers

Cabinet Report 8 Feb 21- Revenue Budget and Council Tax 2021/22 Report

Appendix A: Earmarked Reserves

	Used to		Balance
	Fund Capital		31/3/21
	Prog		
Revenue		General buffer against unexpected events	3,435
Infrastructure Reserve		To support the Council taking forward local infrastructure schemes and to foster economic development in the District.	2,837
Street Lighting Replacement Reserve	Yes	To fund works to retained streetlights	20
Localisation of Business Rates Reserve		To minimise in-year risk of volatility of income under the localisation of Business Rates.	5,169
District and Parish Elections		To even out costs of elections held every four years and unforeseeable by-elections. It is built up over the four year period and used to fund costs in election years.	115
Local Development Reserve		To finance exceptional and unplanned costs in delivering the Local Development Framework eg. appeals, development to the Local Plan.	855
Low Cost Housing (New Homes Bonus Reserve)		Originally funded from New Homes Bonus affordable premium, this reserve sets funds aside to cover expenditure on housing projects.	876
Car Park Upgrades Reserve	Yes	To manage the timing issues associated with car park upgrades eg. resurfacing in order to keep them in good condition and up to date.	197
Enterprise Zone Reserve		To manage the flows of income and expenditure and their variable timings in order to manage the funding to be reinvested into the Norwich Research Park Enterprise Zone. To finance the loan to enable to infrastructure to be brought forward	205
3G Pitch Renewal Reserve		To create a fund to refurbish the 3G pitch at Long Stratton, estimated for 2026.	57
Depot works	Yes	To help fund improvements to the depot or relocation to a new site.	5,000
New ways of working	Yes	To fund any accommodation / IT improvements arising from the New Ways of Working Project	4,000
Asset Replacement Reserve	Yes	To replace Council assets.	1,458
Collaboration saving reserve		Set aside from collaboration savings	768
Leisure Centres	Yes	To fund any refurbishments or replacements of current equipment	2,000
Covid 19 Grants		To fund ongoing Covid Response	1,072
Covid 19 s31 Grant		To cover NDR deficit in 21/22 relating to Covid	5,246
Leisure Services Recovery Reserve		To support budgets until leisure income recovers	2,500
Waste Reserve		To fund future changes to the waste service.	500
Total Earmarked Reserves			36,311



Agenda Item: 8 Cabinet 22nd November 2021

Household Support Fund

Report Author(s):

Mike Pursehouse Assistant Director 01508 533861 mike.pursehouse@southnorfolkandbroadland.gov.uk

Portfolio:

Better Lives

All

Ward(s) Affected:

Purpose of the Report:

To seek agreement from Cabinet to spend Household Support Funding provided from Central Government on supporting those households who need additional financial help this winter. The amount of money the Council is likely to be awarded is over the threshold for Cabinet approval.

Recommendations:

1. To delegate the spend of the Household Support Fund to the Assistant Director of Individuals and Families in conjunction with the Portfolio Holder for Better Lives

1 SUMMARY

- 1.1 Central Government have allocated funding to local authorities to provide support to vulnerable households in most need of support, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs (in exceptional cases of genuine emergency) this winter as the economy recovers. Norfolk will receive £6,696,806 of this fund.
- 1.2 This fund allocated to our Council is likely to be over £100,000 and therefore will require Cabinet approval to spend. A plan has been created to identify and allocate this fund to our households most in need.
2 BACKGROUND

- 2.1 This fund is part of a wider package of Government support, announced in October 2021, to alleviate winter hardship while the economy recovers. The fund is to support residents with financial uncertainties, providing a bridge between the end of furlough, the reduction in Universal Credit, and unprecedented increases in the cost of utilities and fuel. It has been identified that those households who have been financially adversely affected by Covid and a number of economic factors will face additional pressures this winter with basic essentials, which this money will seek to address.
- 2.2 Funds must be spent or committed before 31 March 2022 and cannot be held over for future usage. We were only recently informed of the funding stream and therefore the Council needs to act with speed to implement a scheme to distribute this money.

3 CURRENT POSITION/FINDINGS

- 3.1 The money earmarked for Norfolk will be allocated to Norfolk County Council. A project team made up of County Council teams, District Councils and the voluntary and community sector has been working on a proposal to split the £6.6 million between various partners, which will include District Councils. Whist the exact amount to be passed to each District Authority is still to be finalised, it is highly likely that this funding will exceed £100,000 and therefore require Cabinet approval.
- 3.2 At least 50% of the overall grant needs to be allocated to support households that include:
 - a person who will be under the age of 19 as at 31st March 2022, or
 - a person aged 19 or over in respect of whom a child-related benefit is paid or free school meals are provided during the Grant Period.

The remaining 50% of the grant can used to assist other households

- 3.3 The funding will be allocated in November and needs to be fully spent or committed by the end of the financial year. Therefore, this report has been drafted at short notice to provide as much time as possible for officers to identify and allocated funding to individual households before the winter financial pressures.
- 3.4 The funding criteria has been set by central Government and allocated to support with the costs of:
 - Food.
 - Energy and water.
 - Essentials linked to energy and water.
 - Wider essentials. These may include, but are not limited to, support with other bills including broadband or phone bills, clothing, and essential transport-related costs such as repairing a car, buying a bicycle or paying for fuel. This list is not exhaustive. In exceptional circumstances of genuine emergency, the Authority may allocate grant funds to support with housing costs where existing housing

support schemes do not meet this exceptional need – this includes historic rent arrears as these cannot be covered with the Discretionary Housing Fund

However, the funding cannot be used for:

- Mortgage payments
- Debt advice

4 **PROPOSED ACTION**

4.1 The proposal in table one below will split the potential funds into two main schemes for allocation of a district allocation from Norfolk County Council, a proactive and reactive scheme:

Scheme	Details	Indicative Percentage allocation of Distict funding received
Proactive Payment to vulnerable individuals and families who are most in need of support	Existing lists of residents we have engaged with previously will be cross referenced to identify a cohort of vulnerable residents who are known to the Council via access to services such as housing benefit payment, council tax support, warm homes, help hub, housing standards. Monies will then be split up between this cohort and a direct payment to the household will be made to support hardship. The exact amount is being worked upon but is likely to be around £250/300 per household.	40%
Proactive Education / pre-school programme to identify families in need	Networks with schools, colleges and pre-school to identify additional support needs amongst parents, children and college students not funded by NCC through their free school meals in holiday scheme. This cohort would be identified by working directly with providers who know their families and can identify additional needs. The amount per award will be dependent on need but is likely to be around £300.	10%
Reactive Home heating scheme	Scheme will provide 500 litres of oil (min amount) to top up for winter. Currently 500 litres costs around £300. We will also top up electricity or gas as required, particularly pre-paid gas meters. The scheme will not only provide immediate funding but look to support recipient with budgeting, and other advice to reduce likelihood of needing future support. Likely award will be around £300.	30%
Reactive	Flexible fund will be used to provide payment for issues within the set criteria not covered above. Existing flexible fund in place that users the help hub	20%

General	request for support form to not only provide immediate	
needs	funding but look to support recipient with budgeting,	
	and other advice to reduce likelihood of needing future	
	support. The award amount would be based on need.	

4.2 Whist the initial allocation percentage is set between schemes, this will be reviewed in early January, and amended depending on spend of each scheme, subject to delegated authority from Cabinet.

5 OTHER OPTIONS

5.1 The Council could choose not to be part of the Government scheme; however, this would risk negative publicity and prevent the Council from influencing how this money is spent.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** This proposal can be managed within existing resources.
- 6.2 Legal Implications None
- 6.3 **Equality Implications** The scheme seeks to support those households who are in the most financial hardship, using data to proactively target those in need whilst also allowing for self-referral.
- 6.4 Environmental Impact None

6.5 **Crime and Disorder** – None

6.6 Risks – There is a risk that the support fund is given to some individuals or families who are not in need of support, or have received support from elsewhere. To mitigate this, officers will take an evidenced based approach, using the Council's data and insight. Transactions will be recorded in the Norfolk Vulnerability Hub system which will allow partners to see other support offered from other agencies to avoid duplication. But given the speed at which the money needs to be allocated, there will need to remain some risk tolerance

7 CONCLUSION

7.1 The Council has a chance to support our most vulnerable households this winter with additional funding to enable basic essential needs to be met.

8 **RECOMMENDATIONS**

8.1 To delegate the spend of the Household Support Fund to the Assistant Director of Individuals and Families in conjunction with the Portfolio Holder for Better Lives.



Agenda Item:9 Cabinet 22nd November 2021

Use of Norfolk Strategic Fund grant

Report Author(s): David Disney Market Towns and Business Development Service Manager 01508 533731 david.disney@southnorfolkandbroadland.gov.uk

Portfolio: Economic Growth

Ward(s) Affected: Harleston

Purpose of the Report:

This report seeks Cabinet endorsement for the funding and delivery of the programme of activity set out in original the application to the Norfolk Strategic Fund grant; approval for a further allocation of £250,000 from the business rates pool; a procurement exemption; and to request authority be delegated to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Growth, to use the grant monies in support of the public realm works planned for Harleston. The scheme is designed to reduce traffic in the town centre and create a pedestrian priority zone, which will encourage shoppers and visitors to support its local businesses.

Recommendations:

- 1. Cabinet endorses the proposed programme of activity to be funded with the Norfolk Strategic Fund grant of £428,527.
- 2. Cabinet to recommend to Council that the £428,572 2021/22 capital budget for 'Norfolk Strategic Fund to support Economic Growth' (aka Harleston works) be increased by £250,000 to £678,572.

3. Cabinet approves a procurement exemption to use Norfolk County Council (NCC) as the single approved delivery partner.

1. Summary

- 1.1 The purpose of this report is to seek Cabinet's endorsement of a programme of work part funded by the Norfolk Strategic Fund grant.
- 1.2 In October 2020 South Norfolk Council was awarded £428,527 from the Norfolk Strategic Fund. Although this award is not ringfenced, the Council's original funding bid was principally for the programme of public realm works proposed for Harleston.
- 1.3 In May 2021 Norfolk County Council were asked to provide options for public realm improvements based on previous feasibility work by NCC, together with a report from Ingham Pinnock Associates refreshing the previous report, and a scoping document provided by Reddenhall with Harleston Town Council (HTC).
- 1.4 NCC provided two options and agreed to contribute its Active Travel funding of £44,275 allocated for Harleston, to enhance the overall scheme.
- 1.5 The selected scheme is outlined below and has an estimated cost of £776,000.
- 1.6 NCC has agreed to cap design fees to £50,000 with any surplus being absorbed internally and has further agreed to contribute an additional £100,000 towards delivering the scheme.
- 1.7 HTC has agreed, subject to full council approval, to also contribute £30,000.
- 1.8 The Council has recently been notified that it will be receiving an additional £625,000 from the business rates pool.
- 1.9 Members are being asked to support from this allocation a further £250,000 to enable the scheme to be completed and cover any contingencies.
- 1.10 A public consultation exercise has recently taken place to allow local feedback on the plans to be taken into consideration in the final design.
- 1.11 The programme of works is expected to take approximately 12 weeks and will commence in January 2022.

2. Background

- 2.1 In March 2018, HTC collaborating with and supported by SNC and NCC, jointly commissioned a feasibility study as a result of a local desire to improve the balance between vehicle and pedestrian priority in the town centre (*see Appendix 1*). This report proposed a phased approach. With Phase 1, creating a better rear access to the Bullock Fair car park. This work was completed by NCC earlier in 2021 as part of its planned programme of work.
- 2.2 Phase 2 of the programme included options to improve the Thoroughfare, Broad Street and Exchange Street and make permanent changes to the Bullock Fair car park access. These options are to reduce traffic in the Thoroughfare and create a pedestrian priority zone across the town centre.

- 2.3 In October 2020 South Norfolk Council prepared a funding bid for £428,527 from the Norfolk Strategic Fund for a programme of works in Harleston.
- 2.4 In January 2021 HTC produced a scoping document setting out the local vision for driving change (see Appendix 2).
- 2.5 In February 2021, as part of its Reopening the High Street Safely campaign, SNC commissioned Ingham Pinnock Associates to visit our market towns to identify any obvious quick win gains possible as a result of the pandemic, and changes made to shopping habits and use of the town centre. For Harleston, this included a refresh of the previous proposals (see Appendix 3).
- 2.6 In May 2021 Norfolk County Council, as a key stakeholder and the county highway authority, were asked to provide options for public realm improvements based on their own feasibility report, the new refreshed scheme and the HTC scoping document. (See Appendix 4)
- 2.7 A collaborative project board comprising members of County, District and Town Councils, together with County and District project officers was formed to select, oversee and scrutinise the options proposals and to facilitate a local consultation that would enable local feedback to shape the final scheme.
- 2.8 The project board agreed that of the two options, only option 2 would realise the ambitions set out providing a consistent environment for the town centre and making it an attractive place to live, visit and do business in. The board felt that having different pavement widths, road heights and surface treatments would not retain the aesthetically pleasing streetscape Harleston already enjoys, and nor would it maintain the integrity of the pedestrian priority area throughout the whole of the town centre area.

3. Current position/findings

- 3.1 The selected proposal has been the subject of a public consultation process which commenced 23 September, with comments and feedback captured to help guide and inform the final scheme. Additionally, three separate events in the town allowed residents and businesses to see the plans, together with an artist's impressions of how the finished scheme could transform the town centre and discuss the proposals with officers. Together, this joint approach has seen over 3500 people engage in the process.
- 3.2 Letters of support for the project have been received from Richard Bacon MP, and a full and detailed response has been submitted on behalf of 20 prominent residents, all of whom are advocates of the local community with many involved in the business forum and town team.
- 3.3 A number of concerns were raised in the feedback concerning the overall loss of parking spaces in the town centre as a result of returning the Market Place to a pedestrian only public space. In mitigation, officers will recommend to the board that the echelon parking proposed in Broad Street will reduce the overall loss of spaces to just two or three and work will continue to recover other spaces in the final scheme, including a net gain in overall provision with some space remodelling potential in Bullock Fair car park.

- 3.4 Concerns regarding congestion at the junction of Church Street and the Thoroughfare which currently exists will need to be further considered by the project board and clear and appropriate signage will be needed on approach to the junction. Officers will recommend to the board that signage in Church Street is included in the scheme to warn drivers of the junction, although the restriction in carriageway width in Broad Street will already slow approaching traffic in the proposed scheme.
- 3.5 There were comments regarding the extra distance visitors from the East of the town centre will need to travel to access the Bullock Fair car park, but officers will recommend that the Board maintains the proposed route as it reduces the through traffic in the town centre, making it a safer, and consider the proposed outcome is a reasonable trade-off for any extra distance travelled.
- 3.6 The project board will now review the feedback and officers will liaise with the design team to incorporate feasible recommendations to the scheme. Work is scheduled to commence in January 2020. The work is expected to take approximately 12 weeks, with NCC project managing the civil engineering elements of the project.

4. Proposed action

- 4.1 The scheme will see the following changes:
 - a. Resurfacing the main carriageway along The Thoroughfare from the London Road / Church Street junction to Bullock Fair Close with differently coloured material.
 - b. Widening and repaving of the northern footways along The Thoroughfare from the Church Street junction to the Bullock Fair Close junction.
 - c. Conversion of the existing parking bays along The Thoroughfare to "parking pads" which can function as widened footway when empty.
 - d. Remodelling Stone Court and Union Street areas.
 - e. Reconfiguration of parking along Broad Street, along with the installation of an informal crossing point.
 - f. Removing the parking bays on the Market Place and reforming its appeal as a multiuse market and recreational area, and a communal space for leisure.
 - g. Stop traffic from turning left into Bullock Fair Close and maintaining the rear car park access.

4.2 Table One – shows the breakdown of finance

Estimated scheme cost	£776,000
NCC Active Travel 2 fund	44,275
NCC further contribution	100,000
HTC contribution	30,000
Norfolk Strategic Fund	428,527
grant	
SNC additional contribution	250,000
Balance for contingencies	(173,198)

(Appendix 4 shows the scheme layout and costs)

5. Other options

- 5.1 The Board could recommend the current Temporary Traffic Regulation Order be allowed to expire in December 2021 and remove the restrictions. This would result in a return to high traffic volumes and lose any traction the current layout has made in improving the town centre.
- 5.1 The board could select Option 1, but both officers and the board feel that this will fall short in delivering the desired whole town centre solution and therefore does not represent good value for money.

6. Issues and risks

- 6.1 **Resource Implications** Staff time will be required to engage with the project board and liaise with NCC to deliver the public realm improvements. This will be managed within the existing staff establishment.
- 6.2 **Legal Implications** all relevant licences and permissions for the project will be the responsibility of the NCC project team. As the Highway Authority, express planning permission is not required.
- 6.3 Equality Implications the scheme delivers safer pedestrian access to the town centre, wider pavements and more seating areas including in the Market Place. It also improves the overall disabled parking provision. Officers will recommend that the Board ask NCC to carry out a full assessment when the final scheme design is agreed.
- 6.4 **Environmental Impact** the project will deliver a better environment for residents and visitors by reducing through traffic in the town centre. Mitigation of disruption during the public realm work will be the responsibility of NCC.

- 6.5 **Crime and Disorder** officers consider that there will be no adverse effects.
- 6.6 **Risks** the primary risk is that the funds will not be spent in accordance with the approved programme and/or not be defrayed by December 2022. This risk will be mitigated by careful project management by the Economic Growth team.

7. Conclusion

This refreshed proposal aims to build on the benefits gained from the temporary physical measures made to highways and the public realm across South Norfolk market towns during the pandemic, using the Norfolk Strategic funding for the bulk of the scheme. These measures will help improve the street scene and encourage shoppers and visitors to market towns to support local businesses.

8. Recommendations

- 1. Cabinet endorses the proposed programme of activity to be funded from the Norfolk Strategic Fund grant of £428,527
- 2. Cabinet to recommend to Council that the £428,572 2021/22 capital budget for 'Norfolk Strategic Fund to support Economic Growth' (aka Harleston works) be increased by £250,000 to £678,572.
- 3. Cabinet approves a procurement exemption to use Norfolk County Council (NCC) as the single approved delivery partner.

Background papers

Appendix 1 2018 NCC Harleston feasibility study

Appendix 2 2021 HTC Scoping document

Appendix 3 2021 Ingham Pinnock refreshed proposals

Appendix 4 scheme layout and Options 1 and 2

Appendix 1

PH0125 Harleston - Town Centre

Traffic Management

Feasibility Study on behalf of Harleston T.C.

August 2018

Prepared by: -Lewis Ager

Communities and Environmental **Highways Group** Norfolk County Council County Hall Martineau Lane Norwich Norfolk NR1 2SG

If you would like this document in large print, audio, Braille, alternative format or in a different language please contact Kath Walpole on 0344 800 8020 or minicom 223833.

communication for all

Harleston – Town Centre Traffic Management

Feasibility Report

Author of Report: -

(Name) Lewis Ager

(Sig) Lewis Ager

File Reference: PH0125/HP/LA

Issue Status:

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1. Background 5 2. **Existing Situation** 5 **Options Considered** 3. 5 - 11 Consultations 4. 11 5. Safety Audit 11 6 Environment & Conservation 7. Accident Data 12 8. Survey Data 12 9. Accommodation Works 12 Drainage 12 10. **Construction Issues** 12 11. 12 12. Maintenance issues 13. Estimated costs 13

Appendices

A Location Plan

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- B Photographs and Photograph Location Plan
- C Option Plans
- D Scheme Cost Estimate
- E Traffic Survey
- F Safety Audit
- G Risk Register

- 1. Background
- 1.1 There is a local desire to improve the balance between pedestrians and traffic in Harleston town centre. A comprehensive piece of work was undertaken by the Town Council of the present use of space in the town centre, and confirms the paucity of socialising and congregational space as defined by existing pedestrian patterns. This work forms the basis of this study and the suggestions herein. However, there are very few options available to make an impact on lessening the pressure and improving the balance, and none are without knockon effects. After very careful consideration it is suggested that the following be a focus for further investigation through South Norfolk Council and with Norfolk County Council.

2. Existing Situation

- 2.1 The existing situation is dictated by the historic layout of the town and the narrow road system that funnels large numbers of vehicles through the main street known as the Thoroughfare. The ratio between vehicles and pedestrians is very high through this route with low numbers of vehicles using Wilderness Lane in comparison with the traffic passing through the Town Centre.
- 3. Options Considered/ Recommendations shown on Options Plan in Appendix C

3.1 Phasing

This study makes reference to Phase one and Phase two with sub options A/B/C within. Different options are presented for Phase 2 as it is felt that with limited scope to improve the balance, it is valuable to consider the range of options which can contribute towards the aim and their effects/impacts. Importantly, the shift in traffic patterns would need to be understood before any permanent changes are made. Phase 1 is a temporary situation whereby this could be implemented for big events in the town such as the Christmas Lights switch-on etc. during the year by temporary traffic orders and temporary signing. There is also a permanent additional access to the Council/Co-op car park being considered within this phase for occasional and emergency use. Note the applications for temporary road closures would need to be made at least 6 weeks in advance of the event, and consultation with the local bus service (if on a day when services are running), which will need diverting.

Phase 2 Options A/B/C would be reliant upon feedback from these temporary arrangements which would determine the scope of permanent traffic orders and engineering works to change the way traffic routes through, and uses the town centre of Harleston.

Phase 1: temporary closures for events and emergency

3.2 The Thoroughfare/ Church Street

During phase one of the scheme The Thoroughfare will be closed to all traffic and car parking within the Market Place will be revoked.

3.3 Bullock Fair Close

This is currently the main access for a joint Co-op supermarket & District Council Carpark (Town Council leased) for the first phase of the scheme it is proposed to make Bullock Fair Close one way heading east towards The Thoroughfare.

3.4 Exchange Street

During phase one of this scheme it is proposed to temporarily close Exchange Street and restrict parking during the period for which closure has been approved; this will make it a pedestrianised area which could be used for events.

3.5 Wilderness Lane

For phase one of the scheme we will leave the existing situation as it is, with additional traffic only using Wilderness Lane when events are held at weekends.

3.6 Swan Lane

For phase one of the scheme access to The Thoroughfare will be revoked, but with access to the businesses and properties in Swan Lane maintained at all times.

3.7 Co-op/ District Council Carpark (Town Council leased)

During phase one of the scheme the car park will be opened from the western side and made one way. Access could also be from a new point in the south west corner near the BT exchange building, or by improving the existing emergency vehicle access. The new access point will see some loss of trees and adjustments to parking spaces. No changes will be made to the pedestrian management during this phase, however temporary cones could mark out vehicle route. There needs to be awareness and agreement about who will manage risk and any issues or incidents arising from using the car park in this way, including the need to ascertain if any additional public liability insurance to manage any claims will be required as this will not be public highway. A better positioned access from the West may be installed during phase one to be used in times of severe obstruction in The Thoroughfare. Through traffic will be signed away from Swan Lane towards the by-pass and to the east of the town at the junction with Wilderness Lane.

3.8 Paddock Road

In this section of the scheme there will be no physical changes, as the carriageway and footway widths are restricted, however traffic volumes will

increase significantly when events are being held or if closure of the Thoroughfare occurs in adverse circumstances.

3.9 London Road

In Phase one of the scheme no changes will be made, traffic will be diverted along Wilderness Lane apart from vehicles needing to access, Willow Walk, Magpie Court, Holly Court, Malthouse Court and businesses on London Road up to Magpie Court.

3.10 Market Place

During phase one of the scheme, parking will be temporarily revoked within the market place.

3.11 Broad Street

First phase of the scheme no temporary changes will be made.

3.12 The Heater Project

This area at the junction of The Thoroughfare with Broad Street causes congestion during busy times with vehicles wishing to turn right from The Thoroughfare being held by vehicles heading south into town on Broad Street. This prevents the right turn exit which then blocks The Thoroughfare leading to standing traffic. A simple change of junction priority was explored, however placing a give way line across Broad Street was thought unsafe.

Phase 2 - Option A

3.13 The Thoroughfare/ Church Street

Phase two A of this scheme will again close The Thoroughfare to regular traffic, except for deliveries and buses, with a restriction to timing of deliveries to off peak hours to reduce disruption of the pedestrian area. The carriageway width is to be reduced to 3m

and widening the footways to suit, block paving could be used throughout with low conservation kerbs to differentiate between footway and carriageway depending on the cost.

3.14 Bullock Fair Close

Phase two A of the scheme will again make Bullock Fair Close one way east to The Thoroughfare using permanent signing, additionally it is proposed to reduce the carriageway width to 3m and widening the footways to suit. HGV access will be restricted through the carpark.

3.15 Exchange Street

For Phase 2 A phase of this scheme the closure would become permanent with an exception for deliveries and access, again depending on the funding this area could be resurfaced with block paving (example Westlegate, Norwich) this would make it friendlier for pedestrians and disabled people.

3.16 Wilderness Lane

Phase two A of the scheme will investigate the possibility of installing a pedestrian crossing point or refuge island to provide better pedestrian access with the additional traffic moving along Wilderness Lane instead of The Thoroughfare.

3.17 Swan Lane

Phase two A of the scheme access will be permanently revoked from Swan Lane to The Thoroughfare, with traffic being directed to Weavers Croft and the District Council/Co-op carpark. Access to businesses and properties only to the east of Weavers Croft. At the junction from Swan Lane with Wilderness Lane it is proposed to install a double mini roundabout as suggested by NCC safety audit team.

3.18 Co-op/ District Council Carpark (Town Council leased)

Phase 2 A of the works will include the more permanent access, again from the western side near the BT exchange building, allowing one way traffic through the car park. However it will be of a more robust construction to bring it to an adoptable standard with footways which will mean the loss of all the parking spaces on southern side and possible relocation of the recycling area. Refer to drawing in Appendix C. This is felt to be the option which offers the maximum

benefit to the pedestrian use of the town centre and is presented to demonstrate the nature of change which would be required to deliver it.

There is a concern around ownership and future maintenance for the car park which has not been constructed to highway standards for a permanent solution. This land would need to be released by SNDC and adopted as highway and reconstructed to the appropriate standard. It is estimated that this cost would be in the region of £100k and would need to be agreed with SNDC prior to any works or consultation.

3.19 Paddock Road

This section of the scheme there will be no additional physical changes, as the carriageway and footway widths are restricted, however traffic volumes will increase from 40-50 vehicles an hour to 250-300 vehicles an hour at peak times.

3.20 London Road

For Phase two A of the works permanent signs will be erected on the junction with Wilderness Lane, No access and Left turn. Additional No Access signs further north on London Road near junction with Exchange Street.

3.21 Market Place

For Phase two A of the scheme, the parking will be permanently revoked within the Market Place. A permanent Left turn only will be put into place. Additional signing will be required.

3.22 Broad Street

Phase two A will look to redress the balance between footway and carriageway and improve access to The Thoroughfare with build outs and a raised crossing table. Parking could also be rearranged to include angled parking bays outside the church although this would distract from this historic streetscape.

3.23 The Heater Project As Per Phase 1

3.24 Weavers Croft

Changes on Weavers Croft to be reassessed after phase one trial period has ended.

Phase 2 - Option B

3.25 The Thoroughfare/ Church Street

Phase two option B of this scheme will close the Thoroughfare between the Market Place and Swan Lane to regular traffic, except for deliveries and buses, with a restriction to timings of deliveries to off peak hours to reduce disruption of the pedestrian area. The carriageway width is to be reduced to 3m and widening the footways to suit, block paving could be used throughout with low conservation kerbs to differentiate between footway and carriageway depending on the cost.

3.26 Co-op/ District Council Carpark (Town Council leased)

Phase two option B of the works will see the more permanent access, again from the western side near the BT exchange building. This will allow a one way entry to the car park. The existing emergency access to the West will remain to allow for extreme situations on The Thoroughfare.

3.27 Bullock Fair Close

During phase 2 option B Bullock Fair Close will remain two way but 'Access Only' for traffic travelling East to West, access to the car park will be removed with a turning head constructed to the west allowing cars to turn around.

3.28 Market Place

For Phase two Option B of the scheme, the parking will be permanently revoked within the Market Place. A permanent Left turn only will be put into place. Additional signing will be required.

3.29 Exchange Street

For the second phase Option B of this scheme the closure would become permanent with an exception for deliveries, again depending on the funding this area could be resurfaced with block paving (example Westlegate, Norwich) this would make it friendlier for pedestrians, disabled people and pushchair users.

3.30 Weavers Croft

Changes on Weavers Croft to be reassessed after phase one trial period has ended.

Phase 2 - Option C

3.31 The Thoroughfare/ Church Street For phase two option C, The Thoroughfare will remain as existing, allowing normal traffic flows.

3.32 Co-op/ District Council Carpark (Town Council leased)

For option C of the works (the minimum option which will contribute towards the aim) will see the more permanent access, again from the western side near the BT exchange building. This will allow a one way entry to the car park. The existing emergency access to the West will remain to allow for extreme situations on The Thoroughfare.

3.33 Bullock Fair Close

For this option Bullock Fair Close will remain two way but 'Access Only' for traffic travelling East to West, access to the car park will be revoked with a turning head constructed to the west allowing cars to turn around.

3.34 Market Place

Parking will remain as at present, except for special occasions.

3.35 Exchange Street

For the second phase option C of this scheme the closure would become permanent with an exception for deliveries and access to property, again depending on the funding this area could be resurfaced with block paving (example Westlegate, Norwich) this would make it friendlier for pedestrians and disabled people.

3.36 Weavers Croft

Changes on Weavers Croft to be reassessed after phase one trial period has ended.

4. Consultations

Invitation to comment in the initial proposals have been limited to the Town Council and individuals directly involved. The phasing of the recommendations, with only temporary closures and diversions in Phase 1 during town wide events will give an easy method of consultation and feedback to help shape a more permanent scheme in the future. Prior to Phase 1 it is RECCOMENDED that Harleston T.C. consult with South Norfolk District Council as car park owner and residents and affected businesses. If a scheme progresses through to construction, more detailed consultation should be carried out with all stakeholders and local residents, with further consultation around changes to the legal orders supporting parking bays.

5. Safety Audit

A stage 1 safety audit has been carried out by Julian Fonseka who has provided provisional comments for this report. – See APPENDIX F

6. Environment and conservation

The historic townscape with listed buildings and being a conservation area will dictate the choice of materials and constructions practices which will increase cost.

7. Accident Data

There has been a total of 13 accidents in Harleston varying in severity.

- Swan Lane , 3 No
- Wilderness Lane, 1 No
- London Road, 3 No
- Mendham Lane, 2 No one severe (not in study area)
- The Thoroughfare, 2 No, one severe

- Church Street, 1 No
- Doune Way, 1 No (not in study area)

8. Survey Data

Available on request

9. Accommodation Works

None have been identified at this stage, once progressed through to detailed design of phase 2, any accommodation works will be identified.

10. Drainage

No detailed drainage information was present during the feasibility, however walking the areas the drainage is in the form of gullies going to c arrier drains. In the area being pedestrianised under phase 2 it is proposed to change the road gullies to ACO drains to deal with level differences. This should be investigated further at detailed design stage.

11. Construction Issues

It has been noted that on the Thoroughfare will require further level investigation to accommodate the surface water drainage, high volumes of traffic may affect the traffic management that can be used during the construction phase.

12. Maintenance Issues

Any issues will arise from the detailed design of phase 2.

13. Estimated Costs

Full break down in Appendix D but no allowance has been made for additional insurance associated with the car park

Phase 1 – Temporary Traffic Orders - £1050 for each event.

Temporary traffic signs (once purchased would be owned and held by Town Council.) – 17no at £70 each = £1190 Additional permanent access to the car park near BT exchange = £ 30,650.

Phase 2 Option A – Reconstruct car park to adoptable standard, widen footways in appropriate conservation materials and signing based upon design and 6 weeks construction with closures circa £414,608, plus access near BT exchange Pedestrian crossing on Wilderness Lane circa £65,000.

Phase 2 Option B – Widening footways in appropriate conservation materials between Broad Street and Swan Lane, plus access near BT exchange and signing based on design £177,768. Pedestrian crossing on Wilderness Lane circa £65,000.

Phase 2 Option C – Changes to Broad Street including pedestrian crossing, plus access near BT exchange £82,512. Pedestrian crossing on Wilderness Lane circa £65,000.

Legal fees associated with adoption of carpark road circa £7,840 (8% of works cost for this element). Land costs for purchase of small sections of carpark land from SNDC unknown at present.

Fees associated with any adjustment of the legal orders for parking places and one way orders, would need to be considered with a suggested allowance of $\pm 10,000$.

14. Recommendations

Phase 1 to be implemented with new Co-op/ District Council (Town Council lease) car park access when funding is available after further consultation. This can then operate as a trial to allow feedback to help shape the options 2A - C

> Appen dix A Location Plan



Appendix B

Photos & Photo Location Plan



Photo 3

Photo 4

Photo 5



Photo 7





Photo 10





Photo Plan



Appen dix C

Options

Plan

Phase 1





Phase 2 Option A









Phase 2 Option B






















Appendix D

Estimated Scheme Costs:

CONSTRUCTION OF ITEMS COSTED IN SECTION 13 OF THIS REPORT

Phase 1

Temporary Works £1200

Contingencies 20% £300

Design & £1500

Site Supervision Fees

Temporary Traffic Regulation Orders	£1050 for each event.	
Car park works	£ 30,650	
TOTAL	£34700	
Phase 2 option A		
Town Works	£ 257,646	
Car park works	£ 98,000	
Pedestrian Crossing	£ 65,000	
Contingencies 20%	£ 72,644	
Legal fees for land	£ 7,840	
(Excludes land cost from SNDC)		
Design & £ 36,000		
Site Supervision Fees		
Traffic Regulation Orders £ 10,000		
TOTAL	£547,130	
Phase 2 option B		
Town Works	£ 147,118	
Car park works	£ 30,650	
Pedestrian Crossing	£ 65,000	

Contingencies 20%	£ 48,545			
Legal fees for land	£ 7,840			
(Excludes land cost from SNDC)				
Design & Site Supervision Fees	£ 36,000			
Traffic Regulation Orders	£ 10,000			
TOTAL	£345,153			
Phase 2 Option C				
Town Works	£ 51,862			
Car park works	£ 30,650			
Pedestrian Crossing	£ 65,000			
Contingencies 20%	£ 29,502			
Legal fees for land	£ 7,840			
(Excludes land cost from SNDC)				
Design & Site Supervision Fees	£ 18,000			
Traffic Regulation Orders £ 10,000				
TOTAL	£ 212,854			
NOTE:				

No utility costs have been established. Although utilities are present within the extents of the scheme it is not anticipated that diversionary works will be required due to the shallow excavation depths. This will need to be explored in more detail if the proposals are progressed to detailed design stage.

Allowance should also be made for ongoing revenue costs.

Appendix E Traffic Survey

Surveys supplied electronically due to high level of data

Appendix F

Safety Audit

1 INTRODUCTION

This report contains the results of a Stage 0 Safety Audit carried out on the above scheme.

The Audit was carried out at the request of Norfolk County Council Highways Group . The Audit Team membership was as follows:-

Kevin Allen BEng (Hons), I Eng, MCIHT, MSoRSA	Project Engineer
(Audit Team Leader)	Network Safety + Sustainability
	Norfolk County Council

Julian Fonseka BSc(Hons) EngTech, MCIHT, MSoRSA	Engineer
(Audit Team Member)	Network Safety + Sustainability
	Norfolk County Council

Specialist Advisors:-Robert Daynes

Area Road Safety Officer Norfolk County Council The Audit took place at County Hall on 24 January 2018. The audit comprised an examination of the supplied documentation (see Appendix A) and a site inspection by the Audit Team Leader on 25 January 2018 at 15:00 which lasted around 60 minutes. During the site visit the weather was fine and the road surface damp. Traffic flows were moderate with some queuing noted on Wilderness Lane at its junction with Swan Lane. Observed speeds were generally in line with the posted 20 and 30mph speed limits. The audit submission provided all necessary supporting information.

The terms of reference are as described in Community and Environmental Services Highways Service Manual Procedure SP03-07-P01. The Auditors have examined and reported only on the road safety implications of the scheme within the main report.

The auditors have reviewed the three year accident record for the location. There have been

(all slight) recorded personal injury accidents during this time. There are no groupings of

5

accidents and little commonality, however, 4 occurred on the main north-south route between Wilderness Lane and the north end of The Thoroughfare. The proposals are likely to decrease the level of traffic over this 700m length of London Road/The Thoroughfare which may reduce accident numbers. Two of these four accidents involved drivers under the influence of alcohol. One accident occurred at the Wilderness Lane/Swan Lane junction involving a pedestrian being struck by a passing goods vehicle.

The audited scheme involves two options for changing traffic movements around the town centre and to improve pedestrian provision on 'The Thoroughfare'. The first (Phase 1) is a temporary gyratory system which will open up through traffic to the lightly used residential roads of Weaver's Croft and Paddock Road. Phase 2 uses the same gyratory route for a permanent change which involves alterations to junction priority and construction of new carriageway through the car park. In addition, a new mini roundabout is proposed at the junction of The Thoroughfare and Broad Street.

A comments section has been included in Appendix B. The issues noted are not necessarily safety issues. They relate either to wider network implications, safety issues identified outside the scope of the audited scheme or suitability of a particular design choice.

TEMS RAISED AT PREVIOUS AUDIT

No previous audit carried out.

ITEMS RAISED AT THIS STAGE 0 AUDIT

1.0 General

1.1 Problem – Phase 1, Conflict between through traffic and car park traffic

Location – Periphery of the public car park

The scheme proposes the opening up of a new west to east through route linking Paddock Road to Bullock Fair Close. The route utilises a car park which has not been designed to cater for through traffic and pedestrians are regularly walking within the carriageway. The route is also very constrained with 90 degree bends and regular manoeuvring of vehicles in and out of parking spaces. Anticipated through traffic volumes have not been provided. Nevertheless, the audit team is concerned that the potential for conflict between through traffic and pedestrians, or with manoeuvring vehicles is high at anything greater than walking speeds.

Recommendation -

It is recommended that a marshalling system is employed to mitigate against the unsuitable through traffic environment of the car park. This to be reinforced by driver awareness raising signing provided on Paddock Road.

Designer's Response:

Agreed - for info the traffic will increase in paddock road from circa 50/hr to 350/hr. should the scheme phase one be considered viable by Harleston Town council then NCC raise the audit findings relating to the car park.

Network Management Decision:

2.0 Alignment

2.1 Problem – Phase 2, Motor vehicles driving on footway

Location – The Thoroughfare

Footways are to be widened on The Thoroughfare to improve pedestrian space. This approach also has the benefit on constraining the lane width which can encourage a reduction in traffic speed. However, no details have been provided for the loading arrangements for delivery vehicles. The proposed layout will mean delivery vehicles will have to mount the footway to leave a thoroughfare for other vehicles. This could lead to maintenance problems at the footway surface and potential conflict with pedestrians.

Recommendation -

It is recommended that options for deliveries to shops and businesses is given further consideration. It may be preferable to provide loading bays in a contrasting surfacing at key locations on The Thoroughfare.

Designer's Response:

Agreed. Detailed design if the scheme progresses will need to incorporate loading facilities.

Network Management Decision:

2.2 Problem – Phase 2, Collisions between mainline traffic and that leaving parking bays Location – East side of Broad Street

Echelon parking is proposed on the east side of Broad Street and is angled so drivers reverse out of the diagonal bays. This layout is not recommended as a drivers view is often obscured by other parked cars when reversing out, increasing the risk of collision with mainline traffic.

Recommendation -

Should echelon parking be provided, it is recommended for it to be angled such that drivers reverse in to the parking space.

Designer's Response:

Agreed - parking will be re visited if scheme goes ahead.

Network Management Decision:

3.0 Junctions

3.1 Problem – Phase 2, Failure to give way conflicts from side road

Location - Wilderness Lane/Swan Lane

Recorded traffic surveys show that traffic flow on Wilderness Lane is presently around 4500AADT and just over 2000AADT on Swan Lane. This junction is currently substandard with 2 side road arms close together on the south side of the junction and restricted forward visibility traveling east on Swan Lane. The junction priority does not currently favour the busiest arm of the junction (Wilderness Lane) and it is anticipated that the permanent changes will increase traffic on Wilderness Lane further. This increases the risk of failure to give way conflicts from Wilderness Lane and calls in to question whether this is the most suitable junction layout for the permanent traffic management scheme. Wilderness Lane presently has 'STOP' signing, suggesting safety concerns in the past.

Recommendation -

It is recommended that options are investigated to improve priority for traffic on Wilderness Lane. Closure of roads is often controversial, but severing Rushall Road

would simplify the junction and may make provision of a mini-roundabout a viable option.

Designer's Response:

Agreed - consideration will be given as part of detailed design.

Network Management Decision:

3.2 Problem – Phase 2, Illegal use of 'The Thoroughfare'

Location – Church Street/The Thoroughfare

'Left turn only' signing is correctly provided to discourage drivers from turning illegally in to 'The Thoroughfare'. The junction form, however, is left unchanged with a wide bellmouth and regular kerb radii which will not prevent vehicles making the right turn manoeuvre.

Recommendation -

It is recommended that the northern kerb radii is 'squared off' and the kerbline built out. This will physically prevent illegal right turns and improve pedestrian provision.

Designer's Response:

Agreed - consideration will be given as part of detailed design

Network Management Decision:

3.3 Problem – Phase 2, Failure to give way collisions at mini-roundabout
Location – Broad Street/The Thoroughfare

A mini roundabout is proposed to replace the existing arrangement which gives priority to Broad Street. With effectively 2 'one way' approaches and a 'one way' exit from the mini roundabout, the conventional rule of giving way to the right will not give all approaches equal priority. Drivers from The Thoroughfare will always have priority as there is no traffic entering from their right; consequently these drivers will become habituated in to never giving way and will proceed with less caution. The only time The Thoroughfare drivers will need to give way is in the rare event of a U-turn from the north arm of the junction. Although rare, this manoeuvre will now carry a high element of risk as southbound drivers will not expect to give way to a car from this direction. In addition, sideways visibility to the right from the Thoroughfare is very restricted due to buildings directly at the edge of the footway, increasing the likelihood of collision.

Recommendation -

It is recommended that the mini roundabout proposal does not proceed. A priority arrangement with Broad Street (north) giving way to The Thoroughfare is likely to operate more safely. Modifying the nearside kerbline of the southbound Broad Street approach may reduce the likelihood of southbound overshoot conflicts.

Designer's Response:

Agreed - this will be part of the detailed design if the scheme progresses.

Network Management Decision:

- 4.0 Non-motorised Users
- 4.1 No comment
- 5.0 Signs, Lighting and Markings
- 5.1 Problem Minor traffic signing issues

Location – Throughout Phase 1 and 2 scheme proposals.

 a) Much of the advisory and directional signing refers to local road names such as 'The Thoroughfare' and 'Paddock Road'. These locations may not be known by non-local drivers and may lead to the signing being ignored. Consequently congestions and/or safety issues may develop as drivers near The Thoroughfare. It is recommended that directional signing is amended to predominantly use terms such as 'Diversion' for phase 1 and 'Through traffic' for phase 2.

Designer's Response:

Agreed but will consult with Harleston TC also

Network Management Decision:

b) No advance informatory signing is shown. This is particularly important for the phase 1 scheme and it is recommended that signing of this type is provided for approaching traffic on London Road, The Street and Redenhall Road in advance of the diversion route. This to be in place at least a week prior to phase 1 events.

Designer's Response:

Agreed.

Network Management Decision:









AUDIT TEAM STATEMENT

2

We certify that this audit has been carried out in accordance with Norfolk County Council Community and Environmental Procedure SP03-07-P01

Signed (ATL) K.J. Mevin Allen Dated 30 January 2018 3 Conseka 30/01/2018 4 Signed Julian Dated



Redenhall with Harleston Town Council

Harleston, Building Back Better A Scoping Statement

Date: 28 January 2021

Introduction

- 1. Three Councils Redenhall with Harleston, South Norfolk and Norfolk County, with jurisdiction over Harleston, a historic South Norfolk Market Town, are working together to ensure that the town centre remains a vibrant community hub, of high social, economic and environmental quality, as it rebuilds from the impacts of the Coronavirus pandemic.
- 2. The Councils' work will help towards establishing a better new normal, one where people, cycles and traffic are in a much better balance and town centres gain a new welcoming social culture for residents and visitors alike.
- 3. The Councils seek to build on the extensive work carried out over recent years by the community, taking particular account of the experiences and lessons learned from dealing with the Coronavirus Pandemic.

4. This scoping document which, in large part echoes the Town Council's 'Building Back Better: Covid 19 – Phase 2' proposals (Annex 1), sets out the key elements of the proposals. Following agreement on its component parts, detailed requirements necessary to advance the initiative can be determined and designed.

Background

- 5. Previously, the Harleston Community, at the request of the then Town Council, undertook a 'Have Your Say' survey to seek to explore beneficial ideas to help to shape the future of the Town.
- 6. Following on from the survey findings, many initiatives were implemented, including research leading to a Town Council Roads Traffic Pedestrians and Safety Report. Particular interest centred on the research findings that socialising space was only 4% of the size of the area dominated by motor vehicles. The report evaluated the impact of traffic on the character of the town centre and put forward for consideration suggestions to improve the position. Full details of the research findings and the Report are available.

Roads Traffic, Pedestrians and Safety - A Feasibility Study

7. Stemming from the preliminary work carried out, Redenhall with Harleston Town Council, collaborating with and supported by South Norfolk and Norfolk County Councils commissioned a feasibility study from Norfolk County Highways (Annex 2). This sought to explore the means by which a better balance between pedestrians and traffic might be achieved. At the time, the emphasis lay on enabling efficient closure of town centre roads to facilitate public events while providing access to and egress from Bullock Fair Car Park and the Medical Practice in emergencies, should the town centre be blocked.

Phased Approach

8. The County Highways Feasibility Study in 2018 proposed a two-phase approach:

- a. Phase 1, involved trialling road closure mechanisms for public events held in the town, and consideration of construction of a new back access to the Bullock Fair Car Park from Paddock Road.
- b. Phase 2, to be informed by the experiences in Phase 1, suggested three options as to ways in which a better balance between pedestrians and traffic could be achieved.

Current Temporary Measures

- 9. Back in May 2020 the Government told Councils nationally to prepare to reopen high streets for shopping and explained that, until the Coronavirus was beaten, the shopping experience would be very different for everyone.
- 10. Councils were asked to introduce measures to facilitate social distancing, such as widening pavements and placing restrictions on vehicular access where practicable.

- 11. Harleston was very well placed to quickly formulate plans using elements of the previously considered Phase 1 proposal. The "Shop with Confidence" initiative temporarily implemented some of the Phase 1 measures, along with other traffic diversions, to provide a safe environment for shoppers in the town centre.
- 12. Pedestrian Priority in the town centre and the use of an informal rear entrance to Bullock Fair Car Park proved invaluable in order to relieve the town centre of through traffic and permit safe social distancing. Operation of the rear access provided extensive practical experience of accessing the car park from Paddock Road.
- 13. It is appreciated that this meant some drivers had to travel further to access the Car Park, but equally it removed a significant proportion of traffic from the Thoroughfare, enabling pedestrian safety social-distancing restrictions on traffic to be implemented and an improved streetscape to be delivered and enjoyed.
- 14. The experience of managing traffic in this way in response to the Coronavirus imperatives provided an unexpected, if unwelcome, opportunity to evaluate some of the options set out in Phase 2 of the County Highways Feasibility Study.
- 15. Following a period of traffic speed and access restrictions and the easing of lockdown restrictions, some of the temporary measures were removed. However, some of the temporary measures remain in place and have been useful in reducing the flow of through traffic from the town centre.
- 16. The temporary traffic order for the current measures will cease in December 2021 and we should now consider whether to retain some of the elements in the longer term. Without forward planning all of the measures will be removed and there will be no longer term benefit from the experience gained from the temporary measures.

Survey of Views

- 17. In August and September 2020, a survey was initiated by South Norfolk Council to seek the views of residents and businesses on the temporary measures. The Leader of South Norfolk Council noted that there was 'priceless insight into how you have been using the town centre and how that might change in a post-COVID world. It has also highlighted how you would like to see the town centre adapt and change in the future and illustrated how different groups of people felt about the temporary changes to traffic flows'.
- 18. A large number of respondents indicated their support for traffic calming measures. As well as this, the most popular ideas for future improvements included more outdoor seating and flexible spaces. This suggests that there is support for changes that could make the town centre a more pleasant place to spend leisure time and socialise.

Current Opportunity

19. The availability of funding, coupled with Harleston residents' extensive track record of imaginative community action and affinity for their town, provides a unique opportunity to strengthen the town centre socially, economically and environmentally as a thriving hub for residents and visitors alike.

20. Central to the initiative is the need to achieve the sought-after rebalancing of pedestrians and vehicles, which at present, within the 20 mph speed limit signs, is assessed to be 94 percent of publicly accessible space given to the needs of vehicles, with only 6 percent available to pedestrians. To deliver a rebalancing the following works are proposed, utilising some of the options set out in the previously considered Phase 2 of the County Highways' Feasibility Study.

Proposals Going Forward

- 21. Replace the temporary measures with the following permanent alterations:
 - a. Create a Pedestrian Priority Zone in the town centre encompassing Church Street, The Thoroughfare, Bullock Fair Close, Market Place and London Road as far as Recreation Walk with an enforceable speed limit of no more than 10mph. There is an overall aim to reduce traffic flow through the town centre and encourage more environmentally friendly modes of travel to the town centre

so as to allow better use of the available car parking facilities. Within this zone the following is proposed.

- i. Urban redesign of the Thoroughfare to give priority to pedestrian, discourage nonstopping through traffic, and slow remaining traffic.
- ii. The Market Place re-defined as a public open space for events, gathering and socialising with no public parking permitted.
- iii. Exchange Street closed to motor vehicles except for access to residences and businesses.
- iv. Church Street narrowed to a single lane with mandatory stop at its junction with The Thoroughfare and Market Place.
- v. New formal parking spaces created along the west side of Broad Street and Church Street to compensate for the lost parking spaces through designation of the Market Place as a public open space.
- vi. Classify the access from Paddock Road to the car park as the entry point and sign accordingly.
- vii. Bullock Fair Close to be the exit from the car park with no-left turn into it from the Thoroughfare except for access to residences and businesses and no entry to Bullock Fair car park.
- 22. Existing other proposals
 - a. A pedestrian crossing to be established across Wilderness Lane outside the High School.
- 23. Additional proposals
 - a. Change the flow of traffic at the junction of Wilderness Lane and Swan Lane with priority given to traffic from Starston into Wilderness Lane or through the creation of mini-roundabouts.
 - b. Broad Street to be narrowed to slow traffic including a specific crossing point

- c. Concerted Promotion of cycling and walking as a 'hearts and minds' campaign in support of health and well-being initiatives as well as reducing traffic pressures as set out in section 7 of Annex 1.
- d. Bike-stabling stations could be located throughout the town to provide safe parking positions for cycles. Locations could include the recreation ground, both public car parks and Broad Street. Changes to the design of the Thoroughfare would provide further opportunities for greater cycle use.
- e. The Neighbourhood Plan to consider policies on walking and cycling provisions in all new developments.

Appendix 3

Broadland and South Norfolk Ideas for town cent



Key issues:

There are limited public open spaces in the town centre. Those that do exist are either cluttered with street furniture and utilities infrastructure or used for parking.

The market place is surrounded with fine buildings and some good quality streetscape from previous works however it functions primarily as a car park and the setting for the important and attractive town sign is highly compromised.



Stone Court is a particularly poor quality public space; visually it is unappealing and there is no pedestrian furniture.

Union Street is more generously proportioned and links through to Broad Street. The surface treatment appears to be better quality but it performs more as a route through than a public space.

Source: All images are taken from Google street view. Site visits were not possible at the time of the work due to COVID restrictions

Key issues:



The Thoroughfare is a relatively straight, single surface with clear unimpeded views for its entire length. There is little to directly or subconsciously slow vehicular traffic and the 'tunnel effect' severs one-side from the other creates and uncomfortable environment for pedestrians, already contending with often narrow footways.

The town centre contains a large number of interesting and independent retailers and





we understand that vacancy rates are low. In the context of trends on the high-street in recent years this is indicative of a town centre that is—relatively—in good health and is something that should be protected. Any changes to the flow of traffic in the town centre should therefore be carefully considered and taken step-by -step rather imposing comprehensive changes that could have unforeseen consequences and upset the existing balance.

Existing precedents & palette:





Harleston has benefitted from investment in its streetscape and public realm in the past and itself includes some good precedents and an interesting palette of materials.

For example, there are examples of high quality surface treatments on Broad Street for parking by the War Memorial & Church. The use of black engineering brick is a common theme picked up in a number of locations as is the use of inlaid granite setts which have in some places regrettably been over-painted.



Exchange Street provides a good example of what can be achieved with granite sets providing the surface for vehicles and Yorkstone flags providing the pavement surface. This creates a much more appealing pedestrian environment, suggests a pedestrian priority (over cars), and has a positive impact on the setting of surrounding buildings.

Concept:

The Thoroughfare, Harleston Public realm enhancement illustrative proposal Comprehensive scheme



Concept:

The Thoroughfare, Harleston Public realm enhancement illustrative proposal Partial scheme



Appendix 4

PKA117 Harleston Town Centre Improvements Options, Costs and Assumptions

Background:

In May 2021, Norfolk County Council were tasked by South Norfolk Council to provide options for town centre improvements centred around paving, parking, road narrowing and resurfacing, and public realm improvements based on previous feasibility work by NCC and desirable features put forward by SNC. The previous materials included a Feasibility report from March 2018, a scoping document from Redenhall with Harleston Town Council and sketched proposals of some of the desired improvements. A meeting on site took place between NCC design officers and SNC officers where various options and issues were discussed, and following on from this, NCC looked into the following:

- Making permanent the temporary traffic order banning right turns out of Bullock Fair Close, and formalising the order for the Co-Operative store access.
- Resurfacing the main carriageway along The Thoroughfare from the London Road / Church Street junction to Bullock Fair Close with differently coloured material to delineate the road as having a different character from a standard road.
- Installation of a raised table at the Bullock Fair Close junction.
- Widening and repaving of the northern footways along The Thoroughfare from the Church Street junction to the Bullock Fair Close junction, along with associated kerbing and drainage works.
- Conversion of the existing parking bays along The Thoroughfare to block-paved "parking pads" which can function as widened footway when empty.
- Repaving of the Stone Court and Union Street areas.
- Reconfiguration of the parking along Broad Street, along with the installation of an informal crossing point, which would require the construction of build-outs and haunch widening of the road through an existing blockwork bay to create a sufficient running lane width.

Along with the above, NCC were asked to investigate the provision of a pull-out power point for events on The Thoroughfare, and the relocation of BT apparatus in Union Street in order to maximise the usable space in this area. The provision of the power point may potentially be viable, although a budget cost for the relocation of the BT apparatus was provided at £60,000 or more, which is unlikely to be accommodated within the budget.

Although all of the above were desirable, priorities were ascertained, and it was agreed that the area of northern footway to be widened and repaved between Swan Lane and Bullock Fair Close could be left out of the considerations if budget became an issue.

The budget available to SNC for these improvements was cited as £440,000. NCC were asked to cost up the options and advise on affordability.

Options:

In June and July 20201, NCC Design drafted up two options for SNC to take to consultation in August. The included the items listed above – on option showed a reduced version of the scheme with the section of northern footway between Swan Lane and Bullock Fair Close omitted while the second showed a complete version.

Option 1: Reduced version of scheme, with repaving and widening on northern footway of The Thoroughfare between Exchange Street and Swan Lane complete with parking pads, replacement paving on Stone Court and Union Street, resurfacing throughout The Thoroughfare, raised table at Bullock Fair Close, and revised parking arrangements on Broad Street with civils works to install a new crossing point outside St John's Church.





Option 2: Scheme as above, but with additional repaved and widened footway between Swan Lane and Bullock Fair Close.

Material choices were guided partly by that existing on site, and partly by suggestions made by NCC from other schemes and desirable features put forward by SNC. These include:

- Marshalls Saxon slabs for the footway on the northern side of The Thoroughfare, to tie in with existing materials on site.
- Marshalls Tegula blocks in the "parking pads", to differentiate these areas as parking locations while still producing a paved area useable by pedestrians.
- Conservation kerbing to remain in keeping with the surrounding area.
- Brick weave paving in the Stone Court and Union Street areas.
- Hot Rolled Asphalt with Golden Gravel chippings along The Thoroughfare to distinguish this road as having a different character from a standard through road.

These paving options are shown below.



Tegula blocks, Saxon slabs and herringbone-patterned brick weave bordered with conservation kerbing – Queens Road, Attleborough



Golden Gravel chippings in HRA – Waterloo Street, King's Lynn

Due to maintenance issues experienced on previous schemes around the county, it has been recommended that any modular paving is laid on bedding concrete over a standard concrete base, and sealed with a paving sealant. These recommendations are aimed at preventing slabs and blocks from coming loose due to vehicle overrun or street sweeper traffic, but the required excavation for the additional base materials and the expense of the particular additional items required have increased the price of the scheme overall, and using this methodology may reduce the outputs due to the additional work needed.

Assumptions:

A number of assumptions were made in building up he scheme cost options. These included but were not limited to:

 Utilities – No detailed investigations of utilities have been undertaken. No diversions have been priced for and no utility impact has been allowed for. In most areas it is not anticipated that there will be major impact by utilities although this cannot be known without detailed investigation. In the case of the road widening on Broad Street, this would require haunch construction through the current blockwork bay and any utilities running beneath this bay may be impacted.

- Road closures have been assumed as required for the duration of the scheme although with no consultation at this time there are no details on specific requirements such as access to businesses, deliveries, waste collections etc.
- The durations used for the scheme options are based on outputs of 12m² per day on the slab and block laying, based on previous similar schemes. Early Contractor Involvement meetings with the contractor may refine this figure.
- The road resurfacing and haunching works have been based on pro-rated mounts from similar types of recently completed schemes as has the traffic management.
- All rates used, whether standard or Option E extrapolated from other schemes, have had an uplift applied to them to allow for inflation and post-Covid cost increases. The road resurfacing is excluded from this as it has been extrapolated from a very recent scheme.
- While an approximate cost for a pull-out power point has been sourced, it has not been included in the overall cost estimates.
- No changes to street lighting have been allowed for.
- NCC design and supervision costs have been estimated at 25% of the works value.
- A works contingency has been allowed for at 15% of the works value

Option Costs:

NCC undertook pricing of the two options provided, initially using framework contract rates and then comparing the works to similar schemes which were priced under Option E (actual cost-plus fee) in order to achieve a realistic outturn cost. The rates from these similar schemes were used, along with output rates for the various activities on site. A financial summary of each of the options (Option 1 without the footway works between Swan Lane and Bullock Fair Close, and Option 2 with this area included) is provided below.

		SCHEME ESTIMATE		
Scheme:	Harleston Op	ion 1		
Date:	23-Jul-21	File Ref: PKA117		
Works Cos	sts			
1	Preliminaries		£165,098.31	
2	Site Clearanc	e	£8,392.33	
3	Fencing /Reta	iner wall	£0.00	
4	Safety Fencir	g	£0.00	
5	Drainage		£7,483.51	
6	Earthworks		£4,821.30	
7	Pavements a	nd Reinstatements	£52,395.53	
8	Kerbs, Footways and Paved Areas		£157,066.32	
9	Traffic Signs, VAS and Road Markings		£2,000.00	
10	Street furnitur	e	£11,600.00	
	Tender Cost	s inc. fee	£428,278.02	
	Contingencie	s 15% of tender cost	£61,328.60	
	Design / supe	rvision	£102,214.33	
	Structural sur	vey	£3,000.00	
	Progression of	of TRO	£2,000.00	
	Lab costs		£3,000.00	
	Total Works	Costs	£599,820.94	

		SCHEME ESTIMATE	
Scheme:	Harleston Opt	ion 2	
Date:	23-Jul-21	File Ref: PKA117	
Works Cos	sts		
1	Preliminaries		£195,620.37
2	Site Clearanc	e	£9,880.75
3	Fencing /Reta	iner wall	£0.00
4	Safety Fencin	g	£0.00
5	Drainage		£7,483.51
6	Earthworks		£8,607.73
7	Pavements ar	nd Reinstatements	£52,395.53
8	Kerbs, Footways and Paved Areas		£243,628.62
9	Traffic Signs, VAS and Road Markings		£2,000.00
10	Street furnitur	e	£11,600.00
	Tender Cost	s inc. fee	£556,449.29
	Contingencies	s 15% of tender cost	£79,682.48
	Design / supe	rvision	£132,804.13
	Structural sur	/ey	£3,000.00
	Progression c	f TRO	£2,000.00
	Lab costs		£3,000.00
	Total Works	Costs	£776,935.90

CABINET CORE AGENDA 2021/22

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
22 Nov		Reserves and MTFP Update	Rodney Fincham	Josh Worley	
	Key	Future Office Accommodation Project	Debbie Lorimer/ Leigh Booth	Kay Mason Billig	
	Key	Browick Interchange	Nina Cunningham	John Fuller	Exempt
		Quarter 2 Performance Risk and Finance	Sinead Carey	Josh Worley/ Kay Mason Billig	
	Key	South Norfolk Use of Strategic Fund	George Denton	Lisa Neal	Exempt
		Treasury Management Q2 report	Darren Slowther	Josh Worley	
4 Jan	Key	GN 5 Year Infrastructure Investment Plan	Paul Harris	John Fuller	
	Key	Street Naming and Numbering Policy	Stuart Pontin	Lia Neal	
	Key	S106 Agreements Monitoring Fees	Stuart Pontin	Lisa Neal	
	Key	Regulatory Enforcement Policy	Nick Howard	Michael Edney	
	Key	Review of Environmental Enforcement Penalties	Nick Howard	Michael Edney	
		Submission of Redenhall with Harleston Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
		Anti-Social Behaviour Policy	Nick Howard	Michael Edney	
		Submission of the Starston Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
7 Feb	Key	Food Safety Services Commercialisation Options	Nick Howard	Michael Edney	
	Key	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
	Key	Licensing Services – Commercialisation Options	Nick Howard	Michael Edney	
		Licensing Fees and Charges Review	Leigh Chant / Nick Howard	Michael Edney/Josh Worley	
	Key	Council Tax Assistance	Richard Dunsire	Alison Thomas	
	Key	Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
		Submission of Tivetshall Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	
	Key	Delivery Plan and Budget 22/23 and 23/24	Sinead Carey / Rodney Fincham	Josh Worley	

Date	Кеу	Title of Report	Responsible Officer	Portfolio Holder	Exempt
14 Mar		Future Adult are Integration	Mike Pursehouse	Alison Thomas	
		Member Ward Review	Kerrie Gallagher	Alison Thomas	
	Key	South Norfolk Village Clusters Housing Allocations Regulation 19 Publication	Paul Harris	Lisa Neal	
		Submission of the Wymondham Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
		Q3 Performance, Risk and Finance Report	Sinead Carey	Kay Mason Billig	

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 wards in the area of the local authority.