

Scrutiny Committee

Agenda

Members of the Scrutiny Committee:

Cllr J Hornby (Chairman)
Cllr Y Bendle
Cllr B Duffin
Cllr J Rowe
Cllr J Wilby

Cllr J Halls (Vice Chairman)
Cllr B Bernard
Cllr J Easter
Cllr T Spruce

Date & Time:

Wednesday 19 January 2022
9.30am

Place:

Council Chamber, South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

Contact:

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PUBLIC ATTENDANCE:

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

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Public Speaking and Attendance at Meetings

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Public speaking can take place:

- Through a written representation (which will be read out at the meeting)
- 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 on the QR code for the building 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 and to identify substitute members;**
2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972.** Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. **To receive Declarations of Interest from Members;**
(Please see guidance form and flow chart attached – page 5)
4. **Minutes from the meeting of the Scrutiny Committee held on 8 December 2021;**
(attached at page 7)
5. **Review of Environmental Strategy Delivery;**
(report attached – page 14)
6. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;**
(attached – page 39)

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

Independence

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

Member leadership

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

A constructive atmosphere

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

Respect and trust

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

Openness and transparency

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

Consensus

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

Impartial and independent officer advice

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

Regular review

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

Programming and planning

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

Managing time

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

DECLARATIONS OF INTEREST AT MEETINGS

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

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda Item: 4

SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held on Wednesday 8 December 2021 at 9.30am.

Committee Members Present: Councillors: J Hornby (Chairman), B Bernard, J Halls and T Spruce

Apologies for Absence: Councillors: Y Bendle, B Duffin, J Easter, J Rowe and J Wilby

Substitute: Councillor: M Wilby

Cabinet Member Present: Councillor: R Elliott (for part of meeting)

Officers in Attendance: The Chief of Staff (E Hodds), the Assistant Director of Individuals & Families (M Pursehouse), the Housing and Wellbeing Senior Manager (R Dunsire), the Communities Manager (D Goodwin), the Internal Consultancy Officer (L Tiernan), the Senior Governance Officer (E Goddard) and the Committee Officer.

1292 MINUTES

The minutes of the meeting held on Wednesday 21 July 2021, were confirmed as a correct record.

1293 HOUSING ALLOCATION POLICY REVIEW

The Housing and Wellbeing Senior Manager introduced the report which set out the review of the Housing Allocation Policy, implemented in April 2021. He explained that the new policy sought to align the policies of both South Norfolk and Broadland District Councils into one common ground policy.

Members were advised of a number of advantages of an aligned policy, which included:

- Increased resilience and continuity across the Housing Team
- Increased access to Covid relief funding

The Housing and Wellbeing Senior Manager also explained that a mixture of issues had affected the performance of the team, these issues included:

- Higher demand for housing
- Longer turnaround of properties (3 month minimum)
- Increased number of requests for a review of decisions (with regard to the Housing Priority Band allocated), pre-Covid there was approximately 25 requests per annum, currently there was expected to be 200 requests per annum.

He also explained that the report recommended that a number of updates be made to the policy in light of lessons learnt since the policy was implemented in April 2021. The Internal Consultancy Officer added that it was best practice to review policies regularly, to allow for improvements to be made as a result of changes in the economy or social setting.

The Internal Consultancy Officer presented the proposed changes to the policy, which had been split into three specific categories

- Core Policy Changes
- Core policy, which required updating or rewording to include more detail/guidance
- Sections to be moved to supplementary guidance

(a copy of the presentation made has been attached at Appendix A of the minutes)

Core Policy Changes

The Scrutiny Committee was advised of the main changes to the Policy, which were:

3 additional non-qualification rules to be added, which referred to capital and investments already held by the person as well as people who knowingly worsened their housing situation by gifting, transferring or spending assets.

Housing Priority Bands – remove the reference to ‘adapted property’ from priority bands 1 and 2. The need for adapted properties was already included within the medical needs section.

Band Considerations – Band 1 would only be valid for 8 weeks, this could be extended if there were no suitable vacancies in that time. If the applicant did not meet the extension criteria, their priority would be reduced to band 3.

Core Policy, which required updating or rewording to include more detail/guidance

The Internal Consultancy Officer explained that the majority of the changes required in this category were minor updates/rewording to fix typographical

errors, update legislation which had changed, or update out-of-date lists, Appendix 2 of the report laid out all of the changes required. She also explained that some of the larger rewording changes were required to provide clarity for residents, officers and partners.

In relation to the Housing Priority Bands, it was suggested that the priority bands be renamed from *Band 1, Band 2, Band 3, Band 4*; to *Emergency Band, Band 1, Band 2, Band 3*.

The Internal Consultancy Officer explained that the current priority band 1, was for those who were, in effect, homeless or had an urgent/serious medical need and couldn't be discharged from hospital due to their accommodation need. She added that residents often believed band 1 included those with a non-urgent medical need and so requested a review. It was believed that by changing the wording for band 1 to 'Emergency Band', more clarity would be given and the number of review requests should be reduced.

One member suggested that the priority banding be set to '*Emergency Band, Band 2, Band 3, Band 4*', as they felt this clearly showed that the first band (currently band 1) was for emergency need/homelessness cases only, thus reducing the number of review requests received, whilst maintaining consistency for those currently in the other bands, as the names and criteria would remain the same. After further discussion and a vote, the Committee unanimously decided to recommend to Cabinet that the priority bands be amended to 'Emergency Band, Band 2, Band 3, Band 4'.

The Internal Consultancy Officer explained that a rewording of the band 1 criteria had been recommended, this was to provide clarity on the criteria for people with an urgent/serious medical condition who could not be discharged from hospital. A rewording of section 4.4.13 was also proposed in order to provide clarity on the criteria for additional rooms as part of the medical need.

One member queried whether mental health needs were taken into account with regard to additional rooms allocation. The Internal Consultancy Officer advised that needs relating to mental health conditions were taken into account, and was included in a separate section of the Housing Allocation Policy.

Sections to be moved to supplementary guidance

The Internal Consultancy Officer explained that since the implementation of the policy in April 2021, it had been noted that a number of sections would better serve residents and officers as a separate Allocations Scheme Guidance document, this included sections such as:

- The viewings process
- Accommodation pathway model

- Predicting properties.

Members agreed that removing these sections from the main policy document would make the policy clearer for residents to understand and for officers to work with.

One member referred to the Armed Forces Covenant and queried whether any mitigations had been put in place. The Housing and Wellbeing Senior Manager explained that the condition which required the need for a local connection to the district had been suspended for veterans and their partners, he advised that their needs would then be assessed to determine priority banding.

In response to a question on how the proposed changes would affect the current backlog, the Housing and Wellbeing Senior Manager explained that it was unlikely that the increased demand and need of social housing would disappear, however, the proposed changes would make the Housing Allocation Policy clearer. It was also expected that the number of review requests would be lower, which would allow for much more officer time and resources to be spent on applications and caseloads.

Members queried the means of contact available to the public in addition to the web services offered. The Housing and Wellbeing Senior Manager outlined the current methods of contacting the team:

- Email
- Telephone
 - Triage team who answered first contact queries
 - Direct officers were available for complex queries
- Online query form

Members queried section 3.1 of the report which stated that the single IT system 'has provided £72,987 savings over four years', when it had been implemented in April 2021. The Housing and Wellbeing Senior Manager explained that costing analysis had been undertaken which showed that by the third year of using the single IT system the Council would begin saving money and that by the fourth year the Council would have saved £72,987.

The Chairman reminded members that a more in depth annual review of the Housing Allocations Policy would be brought before the Committee in June 2022 and suggested that the Committee looked at the new IT system to compare performance against the old system used.

In response to a query on how social rent was calculated, the Housing and Wellbeing Senior Manager informed members that it was standardised in a similar way to Housing Association rent, usually it was calculated at 80% of the private rent rate.

Members discussed the number of households in the Band 1/Emergency Band, and asked officers how they envisioned the numbers changing over time and whether they would continue to rise. The Housing and Wellbeing Senior Manager explained that it was unknown how the numbers change over time, however, modelling work had been undertaken which allowed the team to recruit additional staff. He highlighted the national shortage of houses and explained that the team was working with the Housing Enablement Team and Landlords to increase the stock of suitable houses.

One member queried how refugees and unaccompanied children were housed as part of the Housing Allocation Policy. The Housing and Wellbeing Senior Manager advised that unaccompanied children were housed and supported by Norfolk County Council. He further advised that there were ten refugee households who required housing in South Norfolk, four were provided with suitable social housing and six were housed in private rental properties, with funding provided by Government.

The Committee commended officers on their excellent hard work and after further discussion, it was

RESOLVED

To recommend to Cabinet that the proposed changes to the Housing Allocation Policy be adopted, however that the Housing Priority Bands be renamed to '*Emergency Band, Band 2, Band 3, and Band 4*'

1294 MEMBER WARD GRANT – SPEND REVIEW

The Communities Manager introduced the report which enabled members to review the member-led grant scheme to compare spend against the ground rules. He reminded the Committee that each member was allocated £1000. Due to Covid, members were also able to rollover last year's underspend to use this year.

£38K of member ward grants had been spent so far, with £24,500 remaining, he advised that members needed to allocate their funds by 31 December 2021, with any underspent/unallocated funds over £10K transferred to the Community Action Fund (CAF) budget after that date. The Committee discussed the £24,500 underspend and agreed that they needed to encourage all members to spend their grant funding and have it committed to a project by the deadline. The Communities Manager added that officers were available to help members find projects in need of funding.

Members were provided with a summary of the types of projects funded already this year, which included:

- 25 projects to provide new equipment for existing community projects
- 4 projects to provide defibrillators
- 8 projects to improve/replace exercise equipment

The Communities Manager highlighted the importance of the member ward grant as a source of funding for local community projects, where other funding was not available or as a way for community groups to secure match funding from other sources.

One member noted the rollover of last year's underspend and queried whether this could be continued this year, the Communities Manager explained that it was a Cabinet decision whether or not to roll over the underspend. Another member queried why an underspend of less than £10K was placed in the Council's savings instead of the CAF budget. The Assistant Director of Individuals and Families explained that, in principle any underspend of budgets across the Council were automatically transferred to the Council's savings. In this case it had been considered that £10K was the minimum feasible amount to run a CAF Panel, given the time/resources required to run it. Additionally, the average grant request was £5K. Members discussed this further and agreed to recommend to Cabinet that all member ward grant underspend should be transferred to the next year's CAF budget, to be spent on community projects. They further suggested that the CAF Panel could roll over funds of less than £10K to its next meeting.

In response to a query on how officers check/monitor that grant funding has been spent correctly by the community group, the Communities Manager explained that at present it was the responsibility of the member who awarded the grant to ensure it was spent correctly, however, the team was looking to implement more robust checks/proof and longer-term follow ups.

After further discussion, it was **RESOLVED** to:

1. Note the spend of the member-led grant scheme against the ground rules
2. Encourage all members to commit their funds by 31 December 2021, and work with the Communities Team if they were struggling to find projects to fund
3. Recommend to Cabinet that the Member-Led Grant Rules be amended to allow all underspend to be rolled over into the next financial year's Community Action Fund budget.

1295 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the Work Programme and Cabinet Core Agenda and it was observed that a number of important pieces of work were due before the Committee in 2022.

(The meeting concluded at 10.57am)

Chairman

Review of Environmental Strategy delivery

Report Author(s): Nick Howard
Assistant Director Regulatory
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Portfolio: Clean and Safe Environment

Ward(s) Affected: All wards

Purpose of the Report:

A review paper has been prepared to inform Scrutiny Committee's scheduled consideration of the effectiveness of the Environmental Strategy and whether outcomes have been achieved. This paper is attached in Appendix 1, focussing on a review of delivery of the Environmental Strategy, and the Action Plan with progress updates is attached at Appendix 2.

Environmental strategy action in various thematic programmes and projects is being implemented, and some emerging issues will need to be incorporated. This report explains how, in which areas, and with what tangible outcomes and relative priorities, the Strategy's delivery has progressed to date and can be expected to progress.

Whilst the council's Environmental Strategy offers an exciting range of influential opportunities there are some limiting factors and constraints to be noted. Recommendations for strengthening delivery capacity are noted.

Recommendations:

1. That the contents of this report be noted to inform the Committee's considerations of Environmental Strategy delivery and that the Committee makes any relevant recommendations as appropriate.
2. That the Committee recommends the investigation of extra resources to strengthen capacity to deliver the council's Environmental Strategy, as outlined in the conclusions of this report.

1. Summary

- 1.1 Scrutiny Committee has included in its work programme a Review of the council's Environmental Strategy. It is still early days, and this report focusses on delivery of the Environmental Strategy.

2. Background

- 2.1 The council's track record of pursuing environmental improvements, both internally and externally through its services, is noted in the summary section of the review paper in Appendix 1. This provides wider context for this report.
- 2.2 Before considering delivery of the Environmental Strategy as it is presently documented, it may be helpful also to note that two key areas of emerging focus are being developed to take opportunities to build on the aims of the Strategy:
 - 1. Obtaining a Carbon Audit to ascertain the council's carbon footprint and identify options for reducing energy consumption and carbon emissions, which would be the necessary forerunner to a decarbonisation strategy.
 - 2. Carrying out a review of future office accommodation with environmental performance of buildings and services as one of the key themes.
- 2.3 Formally agreed by Council on 27th July 2020, the council's Environmental Strategy set out areas of specific interest and concern, together with the council's own commitments and aspirations for communities to take action.
- 2.4 The Environmental Strategy is wide-ranging and, to get started on delivering the strategy and action plan, some early focus areas were identified for immediate attention (see section 3 of Appendix 1).
- 2.5 As reported to the Economy and Environment Policy Committee and portfolio holder for Clean and Safe, staffing capacity has been lacking to develop the delivery programme and projects to implement the Environmental Strategy and corresponding action plan. However, key strides have been made in a number of areas including environmental enforcement and flooding management.
- 2.6 Key changes since the Environmental Strategy was first agreed and adopted include the Covid-19 pandemic (with its impact on council services and activities together with the progress of community action), the council's recent resolution of a climate and carbon-related Motion, the United Nations COP26, and emerging legislation. The Environmental Strategy contains a wide range of relevant themes and remains a suitable framework. Inevitably, some specific targets and measures would benefit from refreshing and updating in 2022.
- 2.7 In a motion approved by a meeting of Council late in 2021, members resolved to reaffirm its commitment to taking urgent action to protect our local environment, by preparing positively for and delivering a net zero carbon future. Specifically, Council agreed to:

- a. Build upon the council's Environmental Strategy, and based upon the upcoming results of the council's recently commissioned Carbon Audit, to initiate a Decarbonisation Strategy for the council to become more efficient and cost-effective, and to implement targets and required actions to become carbon neutral.
- b. Help our residents and businesses play their part by actively promoting recycling, enable adoption of electric vehicles and ensure that their homes and business premises can adapt to changes in the economy and expectations for energy efficiency.
- c. Strengthen the council's commitment to a Clean and Safe Environment for our residents to enjoy and where our businesses can thrive. This includes enhancing the local natural environment through improving biodiversity, maintaining clean streets, reducing contamination, and cracking-down on all types of environmental crime.

Council also agreed that the Economy and Environment Policy Committee regularly reviews:

- i. The progress on the Decarbonisation Strategy and becoming carbon neutral.
- ii. Steps taken to support the reduction in CO2 emissions in the District and the outcomes of this.

It falls, then, to the Economy and Environment Policy Committee to take forward these commitments.

3. Current position/findings

- 3.1 The review paper contained in Appendix 1 and the Action Plan in Appendix 2 outline progress to date in delivering the Environmental Strategy together with planned delivery work.
- 3.2 In summary, the Environmental Strategy has provided a sound basis for developing delivery programmes and projects. Paragraph 5.1 of Appendix 1 offers an outline and description of the progress being made in delivering each theme. Specific notes about progress are then provided in the final column of Appendix 2. The development of success measures and suitable environmental indicators require further work, as noted in paragraphs 5.2 and 5.3 of Appendix 1.
- 3.3 The Environmental Strategy is suitably framed for refreshing and updating rather than wholesale review and rewriting, even with the advent of key in-year projects such as the Carbon Audit as a baseline for decarbonisation work, and external developments such as COP26 and passage of the Environment Bill. It may be helpful during subsequent review, refreshing and updating of the Strategy to keep the focus on environmental policy considerations, and to inform expectations of the Strategy based on practical considerations of what may be achievable in terms of time and costs, in line with delivery resources.
- 3.4 It was necessary for some early Environmental Strategy themes to be identified for immediate progress, early in year 1. These have been the focus of initial

research and feasibility work, identifying some pilot projects selected in year 1 which allow for scaling up in year 2 and beyond.

- 3.5 Lack of a substantive dedicated coordinating staff resource has been a key factor constraining delivery of the Environmental Strategy ambitions and in some areas of environmental projects, such as tree planting, the council has been largely unable to move forwards.

4. Proposed action

- 4.1 The council's priorities for environmental enforcement and flood water management are being taken forward in robust service delivery. The additional resources provided will power strong and effective programmes of work to minimise environmental offending and maximise flooding prevention, advice and protection for vulnerable residents and businesses.
- 4.2 The Council will require a dedicated staffing capacity in order to fully deliver on its aims and targets in the Environmental Strategy and Action Plan, and to maintain and develop them. No existing staffing capacity has been identified and so some consideration of providing additional staffing resources would be helpful. This is addressed at section 7 in the review paper at Appendix 1.
- 4.3 A further key delivery constraint is that progressing the Environmental Strategy as a whole, and some key environmental projects, will require funding for goods and services and/or consultancy support. Such funding can be time consuming to access through one-off reports and such reports add significantly to the council's burdens of dealing with formal reports. Given that the council's Environmental Strategy inevitably calls for a range of project work, members may wish to consider the establishment of a dedicated funding reserve and a mechanism for rapid access to it would enable swift support for environmental action that has modest budget implications. Moving into action with individual projects in unbudgeted areas will typically require some funding. The council's planned tree planting ambitions, for example, would be enabled by access to funding for tree saplings and essential programme work to maximise community tree planting. In the absence of a speedy funding mechanism, the council could also risk missing out on time-limited opportunities for environmental action.

5. Other options

- 5.1 The review paper in Appendix 1 is presented to support the Committee's scheduled review in this area. It does not offer proposals as such, although it does note some limiting factors and delivery constraints.
- 5.2 No formal proposals are offered, and so no options are identified.

6. Issues and risks

- 6.1 Delivery of the Environmental Strategy and Action Plan has resource implications, no other significant implications or risks have been identified.

- 6.2 **Resource Implications** – The resource implications for delivery of projects under the Environmental Strategy are noted in this report.
- 6.3 **Legal Implications** – No specific legal implications have been identified. New and emerging environmental legislation will be studied and any implications for the contents and delivery of the council's Environmental Strategy will be reported to members so that appropriate considerations can be made.
- 6.4 **Equality Implications** – No equality implications have been identified.
- 6.5 **Environmental Impact** – The delivery of the council's Environmental Strategy is the subject of this report, and this has been carefully planned to have a positive environmental impact. No adverse impacts have been identified.
- 6.6 **Crime and Disorder** – No crime and disorder implications have been identified.
- 6.7 **Risks** – There are risks noted in paragraphs 4.2 and 4.3 that progress may be constrained by existing resourcing.

7. Conclusion

- 7.1 The contents of this report and supporting document contained in Appendix 1 and Appendix 2 are offered to assist the Committee in its considerations.
- 7.2 Good progress is being made in some areas of environmental action. Faster, stronger progress could be made in others if specific additional resources as noted in paragraphs 4.2 and 4.3 were available.

8. Recommendations

- 8.1 That the contents of this report be noted to inform the Committee's considerations of Environmental Strategy delivery and that the Committee makes any relevant recommendations as appropriate.
- 8.2 That the Committee recommends the investigation of extra resources to strengthen capacity to deliver the council's Environmental Strategy, as outlined in the conclusions of this report.

Background papers

The council has published an [Environmental Strategy](#), published on the council's website, which is the focus on this report.

Review of Environmental Strategy delivery

A report for Scrutiny Committee, January 2022

1. Summary

- 1.1 The council has a track record of working hard to meet the needs of our local communities, taking positive action to secure ongoing environmental improvement, and improving the efficiency, performance and sustainability of the council's own activities. Examples include:
- a. Reinforcing the council's prevention, investigation and enforcement of environmental offending such as fly tipping. Approval of funding for a dedicated Environmental Enforcement Officer will enable increased enforcement and education around Environmental Crime. This will support our robust approach set out in the strategy.
 - b. Approval of increased hours and role responsibilities for a flood and water management officer and an assisting officer focussed on inspecting ditches (etc.) and encouraging riparian owners to take the necessary action for maintain and repair to reduce risks of communities facing localised flooding.
 - c. Rolling out home energy efficiency improvements to low-income households, reducing energy consumption, household bills and fuel poverty whilst improving the environmental performance of our private sector residential housing stock.
 - d. Preparing and delivering planning policies which require mandatory environmental measures and promote positive environmental gain where possible in new build housing and commercial developments.
 - e. Developing environmentally informed Economic Development projects, which currently include a focus on electric vehicle charging infrastructure.
 - f. Through our licensing and regulatory services and policies, promoting high environmental standards of sustainability and pollution control. For example, guiding the local taxi fleet's vehicle age and engine technology in revised proposed policy.
 - g. Establishing 'rewilding' areas in the management of green spaces where the council carries out grounds' maintenance.
 - h. Assessing council employee transport impacts and options for commuting and service delivery (sometimes referred to as 'grey mileage').
 - i. Education campaigns for Clean Air Day and also domestic wood burning best practice
 - j. Recent agreement to switch fleet vehicles to using Hydrotreated Vegetable Oil (HVO) Fuel instead of Diesel this offers a carbon reduction of up to 90%.

1.2 Key new areas of focus also offer substantial opportunities to progress the aims of the Environmental Strategy:

1. Obtaining a Carbon Audit to ascertain the council's carbon footprint as a baseline, going onto identify options for reducing energy consumption, carbon emissions, etc. This is a key enabling piece of work for delivering the key targets for the Environmental Strategy. Subsequent years' carbon emissions are currently being calculated but the coming together of the two council teams and of the Covid pandemic will make a direct before-and-after comparison impossible. Ongoing monitoring is recommended.
 2. Carrying out a review of future office accommodation with environmental performance of buildings and services as one of the key themes. This project sits squarely in the middle of the council's environmental approach.
- 1.3 This review paper concludes that the existing Environmental Strategy, whilst it remains fit for purpose, would benefit from refreshing and updating. As concluded in section 7 below, specific additional resources, namely the funding of an environmental coordinator capacity and, if supportable, access to a funding reserve for environmental projects, would enable stronger and faster progress to deliver the aims and outcomes of the Environmental Strategy.

2. Environmental Strategy and Action Plan

- 2.1 Formally agreed by Council on 27th July 2020, the Environmental Strategy sets out areas of specific interest and concern, together with the council's own commitments and aspiration for communities to take action over a 5-year period.

Sitting alongside the environmental strategy is an unpublished, member approved action plan which includes some targets/measures of success. A copy, including progress notes the final column, has been appended to this review report (Appendix 2). Progress implementing the Action Plan is summarised at 5.1 below.

The Environmental Strategy is wide-ranging and, to get started on delivering the strategy and action plan, some early focus areas were identified for immediate attention.

3. Early focus areas

- 3.1 Five key areas for early exploration of possible actions were agreed with the portfolio holder and discussed with the policy committee. These were identified because they relate to key areas of concern, they are key strategy themes, and there was a need to identify what action could be taken and when to plan and commence strategy delivery work:
1. Tree planting
 2. Electric vehicle charging
 3. Single use plastics
 4. Green energy supply contract
 5. Green procurement

- 3.2 Early exploration confirmed specific timelines for some of these areas, e.g. contract review points:
- a. There is a tie-in period for the building energy contract, with the first opportunity to explore a green tariff from June 2022, and work on this has been scheduled commencing April 2022 working with the Facilities team.
 - b. A 'green' procurement focus has been scheduled to tie in with the findings of an initial procurement partnership review being conducted by the Procurement team. This indicates that the most suitable window of opportunity to influence 'green' procurement will come from early 2022 onwards.
 - c. Facilities contracts involving purchasing of other single-use plastics, for example stationery, offer a first viable opportunity for contract renewal work to kick off early in 2022.
- 3.3 For the remaining early exploration areas, it was evident that a programme of different activities involving extensive practical considerations would need to be developed in order to facilitate delivery.

Funding streams for these activities also need to be identified as there is no current budget or dedicated resource to deliver the Environmental Strategy and Action Plan as a whole.

Tree Planting Delivery

- 3.4 Tree planting involves a Winter season during which sites can be prepared and saplings can be planted. Officers have been promoting tree planting schemes and third-party funding streams such as the recent Tiny Forests project administered by Norfolk County Council.

There appears to be good scope for additional tree planting on land not owned by the council, and this would involve working closely with community groups to develop specific ideas and plans into projects which the council can encourage, enable and facilitate within our resources.

Tree planting must, critically, involve the right choices of tree species being planted competently with a lasting commitment to maintain trees through their immature growth until they are self-sustaining. To enable delivery of our tree for every resident target a source of funding will need to be identified.

Electric Vehicle Charging Delivery

- 3.5 Norfolk County Council is leading on a countywide strategy that considers the local authority role in electric vehicle charging point infrastructure. This is being explored through the Norfolk Climate Change Partnership, initial meetings of which will lead to the development of an action plan that is likely to inform our projects.

In house provision of EV Charging points will be revisited when the future accommodation project has been completed.

4. Current key focus areas

Environmental enforcement

- 4.1 A robust approach has been taken towards dealing with fly tippers and others who fail in their responsibilities by allowing wastes to escape their control unlawfully, causing environmental offences and damage. A range of advice, warning and enforcement sanctions has been applied. These include fixed penalties for fly tipping, lapses in waste control and duty of care, and littering. A review and updating of environmental enforcement and anti-social behaviour fixed penalty charges has been completed to underpin strong and effective formal enforcement. Following extensive investigations, offenders have been traced and dealt with, and several prosecutions are pending at the time of writing.

The council's enforcement officers are committed to working closely with landowners to identify offenders, target-harden preventatively, and to deter offending. This has already produced some impressive results.

If wastes are produced or handled unlawfully at any stage, then they will not be accepted by a lawful disposal point. However, offences can go undetected. A highly visible and hard-hitting campaign is being prepared to further educate and challenge potential fly-tippers. This will leave no excuses when a proactive programme of offender detection identifies those producing and transporting wastes unlawfully, who can expect formal enforcement penalties. In this way, enforcement officers will work to achieve the aim of minimising environmental offending.

Flood water management

- 4.2 The council is building on its strong existing commitment to work with and support local communities at risk from flooding. Additional staffing resources are being established in a Flood and Water Management Officer post to enhance the council's ability to tackle key flood risks.

This post will be assisted by a further new post focussing on local, practical, day to day work inspecting ordinary watercourses and causes of repeat serious flooding. By engaging with riparian owners, and applying the advice, influence and powers that the council can bring to bear, significant and repeated flooding problems can be tackled in practical ways directly involving those having the responsibility for them.

A trial 'ditch-walking' scheme has been operating in Long Stratton over recent weeks with the aim of identifying matters of evident flooding concern in private, riparian owned ditches and to bring them successfully to the attention of landowners who then take appropriate action to maintain and repair them.

The council is also working with partners countywide in the Norfolk Strategic Flood Alliance, the work and outputs of which have been reported previously to Scrutiny Committee. Two 'Tranche 1' flood risk locations (Long Stratton and Redenhall) have been identified for priority assessment and problem-solving. Work to identify the next priority sites in 'Tranche 2' is underway.

Carbon Audit

- 4.3 The Carbon Audit is a specialist assessment which is a necessary first step to calculate the council's carbon footprint and help to identify options for achieving carbon reduction towards the national Net Zero target. Some useful definitions are offered in Appendix 3.

The initial work in support of this has focussed on:

1. Scoping the Carbon Audit.
2. Procuring and engaging the consultants to carry out the work.
3. Gathering the in-house environmental data enabling the consultants to complete this audit and assessment.
4. The finalised Carbon Audit report is expected this month and a member briefing has been scheduled.

Future office accommodation project

- 4.4 This project offers early opportunities to reduce the council's carbon footprint and make good progress towards achieving Next Zero. The Environmental Protection Team has taken a role in overseeing the work by consultants to evaluate environmental implications of the project:

- a. Advising on project scope for the environmental theme
- b. Consideration of how to reduce emissions from staff commuting
- c. Looking into the environmental credentials of preferred office option

5. Project milestones, success measures and environmental indicators

- 5.1 The Action Plan sets out the range of existing Environmental Strategy commitments. Progress notes are attached in the final column at Appendix 2, indicating the progress being made and specific updates. Progress to date can be summarised as follows:
- a. Where actions fall to established council services and resources – including environmental enforcement, flood water management, household energy efficiency and planning policy on sustainable housing – progress is being made and new policies or resources are being established to enhance the council's impact (shaded green as on track).
 - b. Additional resources are being developed for environmental enforcement and flood water management / protection of vulnerable communities, and in these areas a range of robust activities is already underway (shaded green as on track).
 - c. Garden waste recycling has increased and is performing well (shaded green as on track) whilst during the Covid-19 pandemic, with lengthy domestic lockdown periods, whilst recycling tonnages have increased so too have residual waste tonnages (shaded yellow as didn't achieve target, and for ongoing monitoring).

- d. Several key themes (such as moves to decarbonise council activities, more sustainable energy supplies and procurement) are pending the outcome of studies or the date at which existing multi-year contracts come up for renewal (shaded yellow as they are pending).
 - e. More work is needed to develop and progress the council's environmental strategy aims in areas of sustainability including climate change adaptation, green infrastructure and biodiversity (including tree planting), sustainable transport, and staff travel where officers have already obtained some support from local charity Liftshare (shaded amber as progress is limited or uncertain).
- 5.2 Success measures directly linked to the Environmental Strategy and the action plan will be developed for each theme to show how it is delivering, for example to monitor improvement in things that the council directly influences, such as our carbon footprint falling towards Net Zero, single-use plastics consumption falling, how many trees have been planted, and how much reduction has been secured in numbers of fly-tipping incidents.
- 5.3 More broadly, a set of environmental indicators is proposed to describe and monitor broader trends and progress in, for example, the extent of tree canopy cover across the district, the penetration of ultra-low emission vehicles in local transportation, and how far our communities' domestic and business energy consumption are becoming more sustainable.
- 5.4 Emerging, directly relevant considerations could be incorporated into the Environmental Strategy and Action Plan going forwards.

6. Reporting

- 6.1 Quarterly monitoring of Action Plan progress to the portfolio holder and Policy Committee, and an annual formal progress report, are proposed to communicate progress in achieving the Environmental Strategy and action plan.
7. Conclusions based on early experience, and what would help to expedite delivery of the Environmental Strategy and action plan?
- 7.1 The Environmental Strategy is suitably framed for refreshing and updating rather than wholesale review and rewriting, even with the advent of key in-year projects such as the Carbon Audit, the council's recent resolution of a climate-related Motion, and external developments such as COP26 and passage of the Environment Bill. It would be helpful during review to keep the focus on environmental policy considerations, and to inform expectations of the Strategy based on practical considerations of what may be achievable in terms of time and costs, in line with delivery resources.
- 7.2 The Action Plan requires updating and further development to reflect changes arising since it was first drawn up. As noted at paragraphs 5.1 to 5.3 and in Appendix 2, progress is being made in a number of areas. Staffing resources are a key constraint in other areas.

- 7.3 As reported to the Economy and Environment Policy Committee, establishing a full-time Environmental Coordinator at Broadland District Council has been the key to facilitating delivery of the Environmental Strategy ambitions and other environmental projects. There is no dedicated resource for delivery of the Strategy for South Norfolk Council at this time. In most recent meetings of the Economy and Environment Policy Committee, members have suggested that a dedicated resource for coordinating the delivery of the strategy is required. This would enable faster and greater simultaneous actions in many areas of action, and it would enable progress to be made in tree planting and biodiversity.
- 7.4 Members may also wish to consider how the council can strengthen the rate of progress to achieve targets in areas of concern noted at 5.1, or alternatively how the breadth of the programme, themes and actions might be increased.
- 7.5 Successful action and achievement in some areas will require funding. Examples may include the purchase of saplings and trees to facilitate tree planting at scale; any action dependent on specialist consultancy or contractor support, and any opportunity arising that is available at short notice to deliver key actions that would require funding. A dedicated environmental projects reserve with a suitably rapid access mechanism to take advantage of opportunities arising is something which members may wish to consider.

End.

Theme		Delivery	Targets/measures of success	Progress update / comments
Clean & Safe Environment	Environmental Protection and Crime prevention	Number of litter picks/clean up initiatives supported.	Increase in number of litter picks/clean up initiatives.	17 litter picks in 2020/21 unable to support as many as hoped due to Covid restrictions
		Number of confirmed incidents of fly tipping.	Decrease in number of fly tips identified against baseline figure Baseline in 2018/19: 888.	Figures for numbers of fly tips will be reported verbally to the Committee when available
		Increased enforcement and education for fly tipping, waste crimes, littering, graffiti and dog fouling.	Increase in appropriate enforcement. Number of Fixed Penalty notices (FPNs) served in 2018/19	Formal enforcement has increased from one fixed penalty notice (FPN) in 2018/19 to 13 formal enforcement actions in 2019/20 and 14 in 2020/21. Details are provided in the footnote at the end of this document, below the table. Targeted campaigns have focussed on hotspot areas and educating householders and businesses about their duty of care.
		Review of fixed penalty notice charges.		Enforcement penalties have now been updated and aligned across both councils in the collaboration for maximum impact.
		Environmental Crime Strategy promoting a zero-tolerance approach. Increase joint working with other stakeholders to increase intelligence sharing and tackle Environmental Crime.		Dedicated Environmental Enforcement capacity has been established. A clear strategic brief is guiding close enforcement coordination across council services and close working with Norfolk Constabulary.

Theme		Delivery	Targets/measures of success	Progress update / comments
Clean & Safe Environment	Environmental Protection and Crime prevention	Use all available powers to deal with community issues. Encourage community action.		Working with registered social landlords and the police to identify problem areas and use joint approach to tackle offenders. Community Protection team applying all available powers to deal with local offending behaviours, engaging with local communities.
Clean & Safe Environment	Land Quality	Education for developers and consultants on what they need to submit with their planning applications.	All developments meeting planning policy requirement: major developments to submit a sustainability statement and developments of 100+ to submit delivery statement.	Updated guidance is in production and to be provided to developers and on website Q4 21/22
		Pre planning application support in more applications.		
		Proactive project to target oil users in vulnerable locations to provide advice on fuel security and spill prevention.		Heating oil project scheduled, may be delivered by University student in Quarter 1 2022/23
Clean & Safe Environment	Water Quality and Management	Education for developers and consultants on what they need to submit with their planning applications.	Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard. Number of non-housing developments over 500 m2 achieving BREEAM “very good” water efficiency standards or any equivalent successor.	These will be implemented as part of Greater Norwich Local Plan which is likely to be adopted in 2022.

Theme		Delivery	Targets/measures of success	Progress update / comments
Clean & Safe Environment	Water Quality and Management	Pre planning application support in more applications.		Flood & Water Management Officer role and capacity expanded and full programme of work and priorities will be developed between January and June 2022
		Raise awareness of drought and water security with Private Water Supply users. Proactive work with our partners and other stakeholders aiming to achieve a positive change. Promotion of rainwater reuse and water conservation.		
		Develop supplementary planning documents.		
Sustainable Communities	Climate Change adaption	Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating.		Further work is needed in this developing area of the Environmental Strategy and Action Plan. Programmed work for new Flood & Water Management Officer 2022/23 onwards
			Number of community resilience plans developed by parish and town councils, considering the impacts of climate change and mitigation.	Work ongoing with Emergency Planning, however officers will be working to develop a better measure of success in local climate change adaptation.
				Briefing to be presented to Town and Parishes on community resilience and climate mitigation 2022/23.

Theme		Delivery	Targets/measures of success	Progress update / comments
Sustainable Communities	Climate Change adaption	Raise awareness for residents and businesses allowing them to consider property level adaptations.		Programmed work for new Flood & Water Management Officer 2022/23 onwards
		Promote the use of sustainable drainage systems in new developments, which help to reduce downstream flooding.		Programmed work for new Flood & Water Management Officer 2022/23 onwards
		Rainwater conservation and re use promoted through the planning process.		Proactive campaigns scheduled for 2022/23 - rainwater conservation and reuse, extreme weather and drought.
Sustainable Communities	Planning Policy	Local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity and the risk of overheating. Adoption and delivery of the Greater Norwich Local Plan. Support local plan policies which seek to improve the energy efficiency of new build homes and commercial premises.	Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016). Number of new homes meeting the Building Regulations Part G (amended 2016) water efficiency higher optional standard.	These will be implemented as part of Greater Norwich Local Plan which is likely to be adopted in 2022, which refers to 19% and the Action Plan should be adjusted accordingly.
			Number of non-housing developments over 500 m2 achieving BREEAM “very good” energy efficiency and water efficiency standards or any equivalent successor.	Some numbers are not yet quantifiable, and officers are discussing what alternatives could be helpful.

Theme		Delivery	Targets/measures of success	Progress update / comments
Sustainable Communities	Green Infrastructure and Biodiversity	Enhance existing and establish new local green spaces. Use the best environmental management practices for land use to protect and enhance biodiversity. Where appropriate and where we have community buy in, turn some short-mown grass sites to wildflower meadows. Engage local communities and businesses to support volunteers and expand links with local schools.	Value of external funding secured to increase delivery of green infrastructure projects across the districts.	Figures for external are not yet available
			Number of new developments delivering a net biodiversity gain.	10% biodiversity net gain will become mandatory with the Environment Act 2021
			Monitor canopy cover on new development sites to aim to achieve 25% canopy cover over 10 years.	Canopy cover is not currently measurable in-house. Canopy cover can be assessed by aerial survey survey at a cost, however the development of an alternative success measure is advised.
			Capture numbers of trees planted through development.	
		Increase tree canopy cover across the districts	Total number of trees planted through council supported schemes. Target of planting one tree for every resident South Norfolk by 2024.	The council has no staffing resources in place to progress tree planting. A measurement method to quantify tree planting is under development.
		Support Norfolk County Council's aim of planting one million trees by 2024.		
			Number of green infrastructure projects supported.	Figures are not yet available and will be reported as soon as possible.
			Increase in number of community tree wardens.	The council no longer has direct influence over numbers of community tree wardens, and so this measure will need to be removed.

Theme		Delivery	Targets/measures of success	Progress update / comments
Energy Efficiency	In-House Emissions	Minimise Energy use for our own estate. Assess potential for renewable energy production.	Overall reduction in gas/electricity emissions when compared to baseline. Baseline 2018/19 Kg of CO ₂ e – Gas 821,347 Elec 278,919	The baseline is being calculated in a carbon footprint report ('the Carbon Audit') being produced by Groundwork for baseline year 2018/19. Subsequent reports will be produced in-house using same methodology. Further actions to be identified will be informed by the Carbon Audit, and this make take the form of a strategy or plan for decarbonisation of council activities.
		Move to green energy suppliers		Action pending contract renewal date.
Energy Efficiency	Supporting our Residents and Communities	Proactive enforcement of Private Rental Sector Minimum Energy Efficiency Standards. Enable residents to maximise incomes, accessing all eligible benefits and ensuring they are on the most appropriate energy tariff for their use or can access affordable heating oil solutions.	Number/percentage of rented homes meeting standards	This is a current project in Housing Standards for proactive enforcement. We will receive data in April at the end of the funded project, on number of non-compliant properties improved to E rating and number of non-compliant properties improved and not reaching an E (and exemption lodged)
		Support and encourage residents to install energy efficiency improvements, drawing down national funding where available. Encourage new developments to minimise the energy demand through their design and orientation and maximise sustainable energy, ...	Number of residents supported and homes improved through council organised/promoted schemes.	04/2021 – 09/2021 27 grants for large energy efficiency measures 7 boilers, 1 high heat retention storage heaters, 5 air sourced heat pumps, 13 insulation measures 226 registrants for Big community Switch 397 registrations for solar together

Theme		Delivery	Targets/measures of success	Progress update / comments
Energy Efficiency	Supporting our Residents and Communities	<p>...local energy networks and battery storage.</p> <p>Support free standing decentralised, renewable and/or low carbon energy networks, subject to the acceptability of wider impacts.</p> <p>Help energy companies to target fuel poor and vulnerable households for energy efficiency measures.</p>	Number of new homes achieving 20% reduction against Part L of the 2013 Building Regulations (amended 2016)	19% reduction will be secured when Greater Norwich Local Plan adopted
			Increase in renewable energy production across the districts. 2019 Baseline: 63MW	National figures, data for 2020 not yet published

Theme		Delivery	Targets/measures of success	Progress update / comments
Waste Minimisation	Waste Collection Service	Provide a viable, cost effective and compliant service which generates income for the Councils. Provide the right information, incentives and infrastructure for people and businesses to increase the amount of recycling and reduce the amount of waste produced. Initiatives to encourage recycling and reduce contamination.	Recycling - % of household waste recycled. 2% increase by Q4 2020/2021 compared to 2018/19 baseline of 41.3%.	Recycling rates: 2019/20 – 42.5% 2020/21 – 41.8% (Target not achieved in that non-standard year – recycling tonnage has increased but so has residual waste. Covid-10 household lockdowns will have increased both quantities, as people generate more wastes at home).
		Support and encourage the uptake of schemes and services which increase food and garden waste composting.	Tonnage of Garden Waste being recycled - Increase in tonnage Baseline 2018/19: 9,762.	Garden waste recycling tonnages: 2019/20: 10,272.77 tons 2020/21: 11,162.85 tons (No food waste collection service in South Norfolk)
Waste Minimisation	Reducing Single use Plastics	Raise awareness and support the extension of the Refill Scheme. Encourage the districts institutions, businesses and residents to work towards reducing the use of single use plastics	Becoming a single use plastic-free council by 2024.	The Facilities team oversees contracts involving purchasing of other single-use plastics. Contract renewal work, for example stationery, will kick off early in 2022. In areas such as cleaning and stationery consumables, it is not yet clear whether the council can achieve its aim to be free of single-use plastics by 2024. Progress is therefore summarised according to what is within the council's control.

Theme		Delivery	Targets/measures of success	Progress update / comments
Transport	Sustainable Transport	New developments will be required to be designed to manage travel demand, promote active and sustainable transport.	Increase in the percentage of green commuter journeys. Baseline 2011 census data 16%.	An update is pending new census data for year 2021.
		Integrate the need to reduce car use into the local plan.		Transport Strategy linked to the Greater Norwich Local Plan in the process of being ratified.
		Work with Norfolk County Council to support more sustainable and healthier transport systems, enabling and encouraging active travel.		Officers are working with <i>Liftshare</i> on the council's commuting data. Baseline and subsequent improvements and tools to help residents commute more sustainably.
		Encourage the use of greener vehicles for private hire vehicles through taxi licensing. Promote the use of ECO Stars Fleet Recognition Scheme locally. Review our vehicle policy.	Increase in number of hybrid and electric private hire vehicles licenced.	Updated Licensing data is being obtained.
Transport	Staff Travel	Introduction of new car leasing scheme from April 2020, including options for electric and hybrid vehicles. Investigate the infrastructure and installation required for the delivery of electric vehicle charging points at all council owned buildings. Investigate/implement a staff travel plan – encouraging remote working, car sharing etc. Integrate the need to reduce car use into the local plan.	Number of staff utilising leasing scheme for electric/hybrid vehicles.	Figures will be reported verbally to the Committee when available
			Overall reduction in staff/member mileage against baseline 2018/19.	Officers are working with <i>LiftShare</i> to analyse staff commuting travel and options for reducing mileage. New Ways of Working project is influencing staff travel favourably. Staff travel emissions data will be available in the Carbon Audit report when published.
			Installation of charging points at Council owned locations.	EV charging points installed at a number of council owned car parks

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

Note on fly tipping enforcement

Below, 'FPN' refers to fixed penalty notices and 'CPN' refers to community protection enforcement notices.

2018/19 – 1 FPN (Fly tipping)

2019/20 – 6 CPN formal written warnings, 2 FPNs (fly tipping), 1 FPN Householder duty of care, 4 FPNs littering

2020/21 – 8 CPN formal written warnings, 1 FPN (waste carrier), 2 FPNs Householder duty of care, 2 FPNs littering, 1 FPN waste producer

2021/22 – Figures in year to date will be reported verbally to the Committee

Carbon-related definitions

South Norfolk Council's target – **(1) A reduction in per capita emissions (i.e. each individual) against 2017 levels, and (2) Implementation of carbon offset measures including solar generation and tree planting.** Reductions in emissions from the council's own activities are what will be included within our carbon footprint report.

Net Zero - when an organisation seeks to reduce their carbon footprint as far as possible, there will always be some residual emissions – these are then offset. The emissions to the atmosphere are balanced by those removed.

Carbon neutral – when an organisation offsets their emissions but does not necessarily first reduce them as far as possible

Zero carbon – when an organisation has zero emissions. All of their operations are run on renewables or using clean technologies.

Carbon Offsetting - Carbon offsets come from projects that reduce the amount of greenhouse gases entering the atmosphere. They must lead to real reductions or sequestration of carbon which needs to be measured and quantified. To ensure the validity of the projects they must meet rigorous conditions. Examples of offsetting projects are certified UK nature-based schemes, for example, the Peatland Code and Woodland Carbon Code. It is possible to purchase internationally verified carbon credits for projects that take place outside of the UK e.g. tree planting or switching to cleaner cooking stoves. Ideally offsets should only be used for areas where emissions are not avoidable due to a lack of technical alternatives.

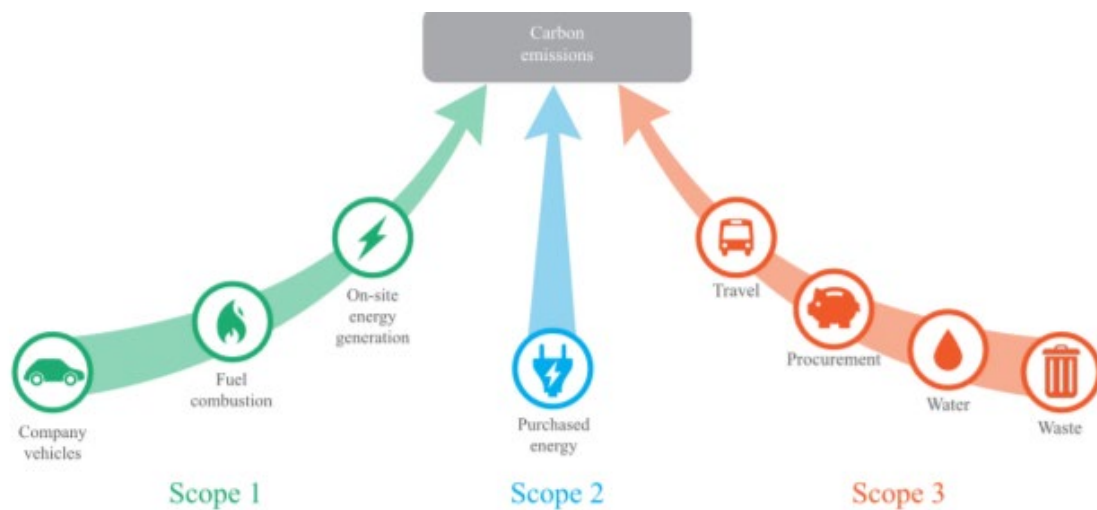
Carbon Sequestration is the long-term storage of carbon in plants, soils, geologic formations, and the ocean. Carbon sequestration occurs both naturally and as a result of human activities. It is possible to increase the rate of carbon sequestration through changes in land use and forestry, trees store carbon dioxide as they grow so planting trees will remove carbon dioxide from the atmosphere.

A Carbon Footprint – this is a report that calculates the carbon emissions associated with an organisation's activities including electricity and gas use in buildings, fuel use in owned vehicles, staff business mileage, water use and waste from owned buildings. Scope 1 and 2 emissions are compulsory. Scope 3 emissions are optional and it's possible to select the most appropriate ones for your organisation.

Scope 1 emissions – from gas/oil use in buildings, and fuel used in council owned vehicles

Scope 2 emissions – from purchased electricity

Scope 3 emissions – indirect emissions (optional) can include staff business travel, commuting, water use, and waste from council buildings



Net Zero targets

South Norfolk has not set a net zero target in its environmental strategy. Our targets are (1) A reduction in per capita emissions (i.e. each individual) against 2017 levels, and (2) Implementation of carbon offset measures including solar generation and tree planting. Reductions in emissions from the council's own activities are what will be included within our carbon footprint report. To meet the target focussing on the council's facilities and activities we will need to make improvements to our buildings and vehicles, it will not be possible to reduce this to zero, so then we will need to offset the remaining emissions.

Some organisations have set a target of net zero for their whole district area by 2030 or 2050. This is a much bigger challenge than net zero from the council's estate. It includes emissions that the council does not have direct control over.

Scrutiny Committee – Work Programme

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

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

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
19 Jan 2022	Environment Strategy	Environment Manager and Portfolio Holder for Clean & Safe Environment	Scrutiny Committee to review the effectiveness of the 2020-2025 Environment Strategy and assess whether outcomes have been achieved. To make recommendations as appropriate.
10 Feb 2022	2022/23 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2022/23 budget and the recommendations of Cabinet. Members to also formulate a recommendation to Council regarding the budget for consideration at its meeting later in February 2022.
23 Feb 2022	Call-in only		
30 March 2022	<i>No items scheduled</i>		
5 May 2022	Early Help Approach and model	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to consider and review the Council's Early help Approach and the future model and make any recommendations to Cabinet. Partners in the Hub to also be invited to attend the meeting to provide further evidence.
June 2022	Review of Housing Best in Class model	Housing and Wellbeing Senior Manager and Portfolio Holder for Better Lives	Members to consider whether the aims of the Best in Class Housing Review have been met. The Committee to also review the Council's Housing Allocations Policy after 12 months of operation. The Committee to make appropriate recommendations.
	Community Safety Update	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to receive an update on work being undertaken by the Norfolk County Community Safety Partnership and the Council. Members will have the opportunity to review work undertaken and make any recommendations regarding the future approach, as appropriate.

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
July 2022	Leisure Recovery Plan	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Customer Focus	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate
Aug 2022	Call-in only		
Nov 2022	Member Led Grants	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to assess the funding allocations and outcomes achieved from the Member Led Grants and make recommendations as appropriate
Dec 2022	Norfolk County Community Safety Partnership Plan	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	Scrutiny Committee to consider the Norfolk County Community Safety Partnership Plan (NCCSP) to review its effectiveness and progress towards meeting the objective and targets set.
Feb 2023	2023/24 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2023/24 budget and the recommendations of Cabinet. Members to also formulate a recommendation to Council regarding the budget for consideration at its meeting later in February 2023.

Scrutiny Recommendation Tracker 2021/22

Date	Topic	Responsible Officer	Resolution and Recommendations	Response / Progress	Outcome
21 July 2021	COMMUNITY SAFETY UPDATE	Assistant Director of Individuals and Families	<p>RESOLVED To</p> <p>1. Recommend that:</p> <ul style="list-style-type: none"> a. Norfolk Constabulary increase promotion and publicity of outcomes in relation to action taken. b. Norfolk Constabulary increase their support to rural communities. c. Council officers attend street surgeries conducted by Norfolk Constabulary. <p>2. Support the Strategic Plan 2021-2024.</p>	<p>Officer supported proposal in Committee meeting</p> <p>Cttee advised that the NCCSP have more resources than ever before to enable them to meet demand and that each District had a dedicated Locality Officer that could prove useful to members.</p> <p>This is being considered, alongside joint comms and other events with the Police</p> <p>No further action required</p>	<p>This piece of scrutiny provided members with a valuable insight into the work of the Norfolk County Community Safety Partnership. It also gave members the opportunity to review the proposed Strategic Plan and provide the Partnership with the views of Council.</p> <p>In addition, more generally, the committee was able to provide comments on community safety in the District and what members considered to be the biggest issues that were faced by their communities.</p>

Date	Topic	Responsible Officer	Resolution and Recommendations	Response / Progress	Outcome
8 Dec 2021	HOUSING ALLOCATION POLICY REVIEW	Assistant Director of Individuals and Families	<p>RESOLVED to:</p> <p>recommend to Cabinet that the proposed changes to the Housing Allocation Policy be adopted, however that the Housing Priority Bands be renamed to <i>'Emergency Band, Band 2, Band 3, and Band 4'</i></p>	<p><u>Rejected</u>: Cabinet did not change the names of Priority Bands, based on customer feedback post Scrutiny Committee</p>	<p>The Committee was able to provide valuable pre-scrutiny of the Policy review, ahead of it's final consideration and decision by Cabinet.</p> <p>Members were able to gain an understanding of the scheme and how changes in work practices had assisted the Team become more efficient and assist more vulnerable residents</p>
8 Dec 2021	MEMBER WARD GRANT – SPEND REVIEW		<p>RESOLVED to:</p> <ol style="list-style-type: none"> 1. Note the spend of the member-led grant scheme against the ground rules 2. Encourage all members to commit their funds by 31 December 2021, and work with the Communities Team if they were struggling to find projects to fund 3. Recommend to Cabinet that the Member-Led Grant Rules be amended to allow all underspend to be rolled over into the next financial year's Community Action Fund budget. 	<p>No further action required</p> <p>Members were encouraged and spent the majority of the funding available.</p> <p><u>Accepted</u>: Cabinet agreed to allow for any underspend from the members ward fund to be rolled over to the next FY's CAF budget.</p>	<p>The Committee reviewed the spend to date of the member ward grant budget and were able to assess whether the decisions taken by members regarding the allocation of their funding was in line with the ground rules. This enables the Council to ensure good governance of the Scheme.</p> <p>Members were also able to evaluate the impact on the scheme on both the local community and demand on Council services. The Committee was pleased to note the positive effect that the funding had realised via the projects that Councillors had assisted.</p>

CABINET CORE AGENDA 2021/22

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
4 Jan	Key	Street Naming and Numbering Policy	Stuart Pontin	Lia Neal	
	Key	S106 Agreements Monitoring Fees	Stuart Pontin	Lisa Neal	
	Key	Best in Class Housing Allocation Policy Review	Richard Dunsire	Alison Thomas	
	Key	Minimum Energy Efficiency Standards	Mike Pursehouse / Kevin Philcox	Alison Thomas	
	Key	Food Enterprise Park Development Proposal	Nina Cunningham	Lisa Neal	Exempt
	Key	South Norfolk Local Development Scheme Update	Paul Harris	John Fuller / Lisa Neal	
	Key	Review of Environmental Enforcement Penalties	Nick Howard	Graham Minshull	
		Submission of Redenhall with Harleston Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
	Key	Browick Interchange Infrastructure Loan	Nina Cunningham	Lisa Neal	Exempt
		Submission of the Starston Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
	Key	Finance Cash Receipting System Business Case	Rodney Fincham	Adrian Dearnley	Exempt
	Key	Planning, Regulatory, Housing Standards and Waste Team Services IT Migration	Stuart Pontin	Adrian Dearnley / Alison Thomas / Lisa Neal	Exempt
		Scrutiny Recommendations	Emma Goddard	Alison Thomas	
7 Feb	Key	Procurement for EIAS Internal Audit	Fay Haywood	Adrian Dearnley	
	Key	Adoption of Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy	Paul Harris	Lisa Neal	
	Key	Establishing a Community Infrastructure Fund	Emily Larter / Sally Hoare	Lisa Neal	
		Framingham Earl Leisure Centre Contract Extension	Steve Peet	Richard Elliott	
		Revenues and Benefits System	M Pursehouse / R Finch	Adrian Dearnley	
	Key	GN 5 Year Infrastructure Investment Plan	Paul Harris	John Fuller	
	Key	Council Tax Assistance	Richard Dunsire	Alison Thomas	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
	Key	Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
	Key	Revenue Budget and Council Tax	Rodney Fincham	Adrian Dearnley	
	Key	Capital Strategy and Capital Programme	Rodney Fincham	Adrian Dearnley	
	Key	Treasury Management Strategy Statement 22/23	Rodney Fincham	Adrian Dearnley	
	Key	Delivery Plan and Budget 22/23 and 23/24	Sinead Carey / Rodney Fincham	Adrian Dearnley	
14 Mar		South Norfolk and Broadland Rough Sleeper Strategy 2022-25	Richard Dunsire	Alison Thomas	
		Member Ward Review	Kerrie Gallagher	Alison Thomas	
		Anti-Social Behaviour Policy	Nick Howard	Graham Minshull	
	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	
		Submission of Tivetshall Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	
		Q3 Performance, Risk and Finance Report	Sinead Carey	Kay Mason Billig	
19 Apr	Key	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
		Future Adult Care Integration	Mike Pursehouse	Alison Thomas	
		Community Offer and Events Brand Package	Mike Pursehouse	Alison Thomas	
		Social Value in Procurement	Mike Pursehouse/ Rodney Fincham	Alison Thomas / Adrian Dearnley	

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.