

# Cabinet Agenda

## Members of Cabinet:

Cllr S A Vincent Chairman (Leader)	Policy
Cllr T M Mancini-Boyle (Deputy Leader)	Finance
Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr S Lawn	Planning
Cllr J Leggett	Environmental Excellence
Cllr F Whymark	Housing and Wellbeing

## Date & Time:

Tuesday 15 March 2022 at 6.00pm

## Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, NR7 0DU

## Contact:

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Website: [www.southnorfolkandbroadland.gov.uk](http://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 attend to speak on an agenda item, please email your request to [committee.bdc@southnorfolkandbroadland.gov.uk](mailto:committee.bdc@southnorfolkandbroadland.gov.uk), no later than 5.00pm on Thursday 10 March 2022. Please see further guidance on the options for public speaking at page 2 of this agenda.

## **Rules on Public Speaking**

All public speakers are required to register a request to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:

[committee.bdc@southnorfolkandbroadland.gov.uk](mailto:committee.bdc@southnorfolkandbroadland.gov.uk)

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 the Council cannot guarantee the number of places available for public attendance but we will endeavour to meet all requests.

All those attending the meeting in person must, sign in on the QR code for the building and promptly arrive at, and leave the venue. 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 public speaking registration has been accepted.

# AGENDA

1. **To receive declarations of interest under Procedural Rule no 8** **5**
2. **Apologies for absence**
3. **Minutes of meeting held on 8 February 2022** **7**
4. **Matters arising therefrom (if any)**
5. **Public Speaking**  
  
To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.  
  
In accordance with the Constitution a period of 3 minutes is allowed per member of the public.
6. **Representations from Non-Cabinet Members**  
  
To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.  
  
In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.
7. **Overview and Scrutiny Committee**  
  
Cabinet will be advised of the views expressed by the Committee at its meeting on 8 March 2022 in relation to items on this Agenda.
8. **Service Improvement and Efficiency Committee** **19**  
  
To receive the Minutes of the meeting held on 25 January 2022.
9. **Environmental Excellence Policy Development Panel** **25**  
  
To receive the Minutes of the meeting held on 27 January 2022.
10. **Wellbeing Policy Development Panel** **31**  
  
To receive the Minutes of the meeting held on 2 February 2022.
11. **Economic Success Policy Development Panel** **265**  
  
To receive the Minutes of the meeting held on 21 February 2022

<b>12.</b>	<b>Delivery Plan 2022-2024</b>	<b>36</b>
<b>13.</b>	<b>Covid-19 Recovery Plan 2021 – 2022: Progress Report and Financial Position</b>	<b>96</b>
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<b>15.</b>	<b>Approval of Extension to Belaugh Conservation Area and Adoption of Conservation Area Appraisal</b>	<b>144</b>
<b>16.</b>	<b>Community Infrastructure Fund Application: Brundall Parish Council</b>	<b>193</b>
<b>17.</b>	<b>Forward Plan</b>	<b>201</b>
<b>18.</b>	<b>Exclusion of the Press and Public</b>	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
<b>19.</b>	<b>Taverham GP and Help Hub</b>	<b>205</b>
<b>20.</b>	<b>Enforcement Agent Services</b>	<b>212</b>
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<b>22.</b>	<b>Single IT Solution for Revenues and Benefits</b>	<b>235</b>
<b>23.</b>	<b>Economic Success Policy Development Panel</b>	<b>269</b>

To receive the Exempt Minutes of the meeting held on 21 February 2022

Trevor Holden  
Managing Director



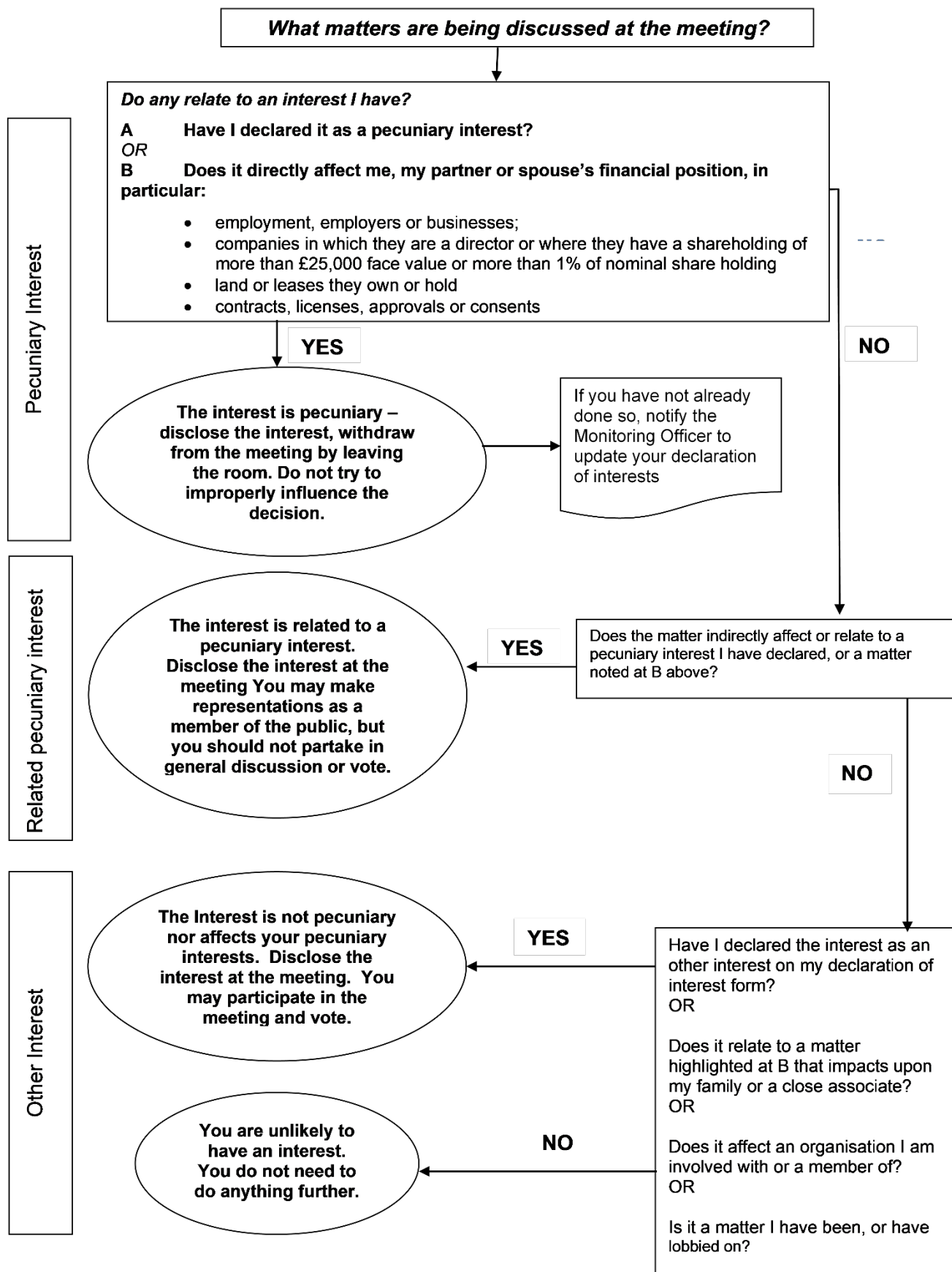
## DECLARATIONS OF INTEREST AT MEETINGS

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



## CABINET

**Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, held on Tuesday 8 February 2022 at 6.00pm.**

**Cabinet Members Present:** Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chairman), J Copplestone, J Emsell, S Lawn, J Leggett and F Whymark.

**Other Members in Attendance:** Councillors: M Murrell, and S Riley.

**Officers in Attendance:** The Managing Director, Director of Resources, Director of Place, Director of People and Communities, Chief of Staff (Monitoring Officer), Assistant Director of Finance, Assistant Director of Individuals and Families, Assistant Director ICT/Digital and Transformation, Housing and Wellbeing Senior Manager, Housing and Benefits Manager and Democratic Services Officers (LA, JO)

Cabinet held a minute's silence in memory of Jackie Sadd, who had recently passed away. The Leader noted that Jackie had been a valued member of the Finance Team at the Council for many years and would be sadly missed.

### 236 MINUTES

The minutes of the meeting of Cabinet held on 21 December 2021 were agreed as a correct record, save for the correction of a minor typographical error.

### 237 MATTERS ARISING

*Minute No: 233 – Planning, Regulatory, Housing Standards and Waste Team Services IT Migration*

The Director for Place advised the meeting that since the last meeting it had become evident that it would be more expedient to enter into a contract for the new IT system through a framework via South Norfolk Council. This could be delegated across to South Norfolk, with protection in place in respect of the General Data Protection Regulation and the ability to withdraw from the contract and re-enter into one directly, if this should be necessary. There would be no financial impact for this change in arrangements.

## **238 REPRESENTATIONS FROM NON CABINET MEMBERS**

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

## **239 OVERVIEW AND SCRUTINY COMMITTEE**

The Chairman of the Overview and Scrutiny Committee informed the meeting that the In Year Budget Options item had not been available for consideration by the Committee at its meeting on 1 February 2022. He noted that officers had suggested that members would have the opportunity to question and have input into recommendations via Cabinet and Council, however, he wished to record that he disagreed with this view, as the Committee would not have had the opportunity to fully scrutinise the report ahead of a decision being made.

Cabinet was informed of the views expressed by the Committee when it reviewed the rest of the Cabinet Agenda on 1 February 2022, by the Chairman of the Overview and Scrutiny Committee, as each item was considered.

## **240 PLACE SHAPING POLICY DEVELOPMENT PANEL**

Cabinet received the Minutes of the meeting of the Panel held on 24 January 2022. Two of the items considered by the Panel were on today's agenda. The Extension to Belaugh Conservation Area report would be brought to the next meeting of Cabinet.

## **241 IN YEAR BUDGET OPTIONS**

The Leader advised members that item 14 on the agenda, (Delivery Plan 2022-2024) was to be deferred to the 15 March 2022 meeting of Cabinet to allow the projects and initiatives set out in the In Year Budget Options report to be included, if agreed by Council.

The Assistant Director Finance introduced the report, which detailed the Council's additional income, savings and efficiencies generated during 2021/22 and recommended the creation of new Earmarked Reserves to support the progress of a number of projects.

Cabinet were advised that the financial performance of the Council so far this year had been strong. In addition to this further one off income had also been received and the One Team had identified significant revenue savings and efficiencies during this period.

This in-year surplus of income over expenditure, gave the Council a one-off opportunity to: invest in carbon reduction initiatives; invest in staff; bring forward future service enhancements; and put aside money to support future initiatives.

Members' attention was drawn to section three of the report which set out a number of proposals for consideration. These were:

- £685,000 Progress Towards Carbon Net Zero
- £725,000 Accelerating our Growth Agenda
- £594,000 Supporting our Communities
- £22,500 Our Environment
- £551,000 Investing in our talent and pipeline for the One Team

These projects totalled £2,578,000.

The Portfolio Holder for Finance noted that this was an exceptional report, as the Council was not usually in such a favourable position. The report was being brought forward in Quarter Three, so that the projects in it could be progressed at pace to assist residents as much as possible during these very difficult times.

This report would be followed by a far more detailed report setting out the projects; each of which would have a full business case that would allow the Overview and Scrutiny Committee to fully scrutinise them.

The Portfolio Holder for Finance added that Norfolk Strategic Fighting Fund Allocation was in the savings table, as at this stage only £30,000 had been spent from this pot.

The Portfolio Holder for Economic Development advised the meeting that the Norfolk Strategic Fighting Fund had been used towards the Norwich/Cambridge Tech Corridor. Further money from this pot had been committed to business initiatives, start-up grants and economic growth in the District generally.

The Leader commended the report and looked forward to the business cases for these projects being brought forward.

Following a show of hands it was unanimously:

### **RECOMMENDED TO COUNCIL**

To agree the creation of new Earmarked Reserves to support the opportunities identified in section 3 of the report.

### **Reasons for Decision**

To utilise additional income to support residents, enhance the environment and drive economic growth in the District.

## 242 REVENUE BUDGET AND COUNCIL TAX 2022/23

The Assistant Director Finance introduced the report, which presented a summary of the Council's draft 2022/23 Revenue Budget and contained details of the proposed fees and charges for 2022/23.

The main area to highlight in the report was the proposal to keep Council Tax for a Band D property at £129.91 for 2022/23, the same as 2021/22.

The Provisional Local Government Finance settlement for 2022/23 was announced in December 2021 and the Budget was based on these figures. Since then the final settlement had been announced with a slightly higher figure, however, again it only covered one year, which made longer term finances harder to predict. Due to this the Medium-Term Financial Plan (MTFP) showed a funding gap developing in 2023/24 of approximately £1m. The primary reason for this was the expected reduction in New Homes Bonus grant after this year and the cessation of one-off Government Grants.

It was proposed to increase most discretionary fees and charges this year in line with inflation, based on the September RPI figure of 4.9 percent. Garden waste fees would be frozen at current levels.

The Council recouped its costs for street lighting in Great Witchingham and Hellesdon through the Special Expense's mechanism. It was proposed to keep these at the same level as 2021/22.

The advice of the s151 officer in determining the Council's budget and Council Tax, as required by the Local Government Act 2003, was:

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget, as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

The Assistant Director for Finance informed the meeting that there had been a minor amendment to the Revenue Budget Requirement, set out in Appendix A (which had been circulated to Cabinet). This had previously shown the Planning salaries understated by £110,000. This had been corrected and offset by Planning income of £54,000 and Contingency of £56,000. There was no change in the net costs of services as a result of this, which remained at £11,168,000.

The Portfolio Holder for Finance advised the meeting that the Revenue Budget and the revised Delivery Plan sought to advance the Council's priority areas, which it would seek to deliver at pace. She emphasised that the good financial position that the Council found itself in was a result of hard work from officers and members.

She added that members were mindful of the difficulties faced by residents with rising inflation and fuel prices and so had chosen to freeze Council Tax, which coupled with the energy rebate that the One Team would be administering would help mitigate residents

financial difficulties. Once the budget was agreed, work would commence on next year's budget and she was confident that the funding gap developing in 2023/24 could be filled.

The Portfolio Holder for Finance proposed, as an additional recommendation, to use the surplus of £271,000 by creating a new Accommodation Requirement Reserve, for the future office accommodation of the Council, whether that be at Thorpe Lodge or in a new building.

The Leader noted that the Council faced inflationary pressures and had only received a one year settlement, which made forward financial planning difficult. These issues together with the pandemic had to be recognised and dealt with as effectively in the future as the Council had done in the past. He thanked officers and the Portfolio Holders for their hard work in going through their budgets and achieving this very positive position. He also noted how effectively collaboration between the two council's was working. The Chairman of the Overview and Scrutiny Committee thanked Portfolio Holders for attending the Committee, which had allowed the budget to be thoroughly scrutinised. He noted that the Council had adequate reserves to cover the funding gap in the short term, if necessary and that the finances of the Council were in good stead.

The proposed amended recommendation was duly seconded and following a show of hands it was unanimously:

#### **RECOMMENDED TO COUNCIL**

1. The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance (attached at Appendix 1 to the signed copy of these minutes);
2. That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £6,165,139 and for Special Expenditure shall be £120,154;
3. That the Band D level of Council Tax be £129.91 for General Expenditure and £2.53 for Special Expenditure; and
4. Changes to the proposed fees and charges as set out in section 5.
5. To create a new Accommodation Requirement Reserve, as detailed in Appendix A.

#### **RESOLVED**

To note

1. The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report;
2. The Medium-Term Financial Strategy projections.

### **Reasons for Decision**

The report was a factual account.

## **243 CAPITAL STRATEGY AND CAPITAL PROGRAMME 2022/23 TO 2026/27**

The Assistant Director Finance introduced the report, which presented the Capital Strategy and proposed the Capital Programme for 2022/23 to 2026/27.

Members' attention was drawn to the Capital Programme at Appendix B, which totalled £9.1m for 2022/23. The overall Capital Investment Programme over the five year period to 2026/27 was £21.8m.

Included in the Capital Programme was £3m for Broadland Growth Ltd, £1m for an IT replacement programme, £153,000 for the Food Hub Project and £1m per year for Disabled Facilities Grants. Works for Thorpe Lodge remained in the Programme until the matter of future office accommodation was determined. A new item in the Capital Programme was Waste Vehicles, which was a more cost effective means for funding the Waste Service.

The Portfolio Holder for Finance noted the available funding for Broadland Growth Ltd, which members were keen to see bring forward further developments. She also drew attention to a number of projects that would require a business case to be brought to Cabinet.

The Portfolio Holder for Environmental Excellence confirmed that the Council was no longer exploring options for developing a new waste depot, as stated in paragraph 5.1, and would instead be refurbishing the Frettenham depot.

Following a show of hands it was unanimously:

### **RECOMMENDED TO COUNCIL**

To agree the Capital Strategy and the Capital Programme for 2022/23-2026/27(attached at Appendix 2 to the signed copy of these minutes).

### **Reasons for Decision**

The report was a factual account.

## **244 TREASURY MANAGEMENT STRATEGY STATEMENT 2022/23**

The Assistant Director Finance introduced the report, which set out the Treasury Management Strategy Statement 2022/23 and associated policies.

Members were advised that as at the end of December 2021 the Council had treasury investments of £61.8m. Broadland had a duty to protect the public purse and therefore the key treasury management principle was to ensure monies were not placed at undue risk, by investing with appropriate counterparties or instruments commensurate with the Council's risk appetite.



The Council had due regard to revised Treasury Management and Prudential Codes in the drafting of the Treasury Management Statement and one of the requirements was that councils did not borrow to invest in purely commercial ventures. This was not an issue for Broadland, which was currently debt free and the current capital expenditure plan showed no requirement to borrow.

The Council continued to use its ethical investment policy for its treasury management function and kept an up-to-date review of the creditworthiness of the counterparties that it invested with.

The Bank Rate rose from 0.10 to 0.25 percent in December 2021. However, the Council's treasury advisors, anticipated no higher rate than 0.75 percent by March 2023. On that basis the expected investment return for 2022/23 had been calculated as £400,000. This relatively small return was part of the reason for investing in Broadland Growth Ltd, as it would generate a greater level of return as well providing more housing.

The Portfolio Holder for Finance emphasised that the Council sought to make sustainable investments where possible. She also advised the meeting that Qatar had now been added to the list of countries that the Council chose not to invest in despite their creditworthiness.

Following a show of hands and it was unanimously:

#### **RECOMMENDED TO COUNCIL**

1. The Treasury Management Strategy Statement 2022/23;
2. The Treasury Management Policy Statement 2022/23;
3. The Annual Investment Strategy 2022/23;
4. The Treasury Management Practice (TMP1);
5. The Treasury Management Scheme of Delegation;
6. The Prudential Indicators; and
7. The Minimum Revenue Provision (MRP) Statement.

(attached at Appendix 3 to the signed copy of these minutes).

#### **Reasons for Decision**

The report was a factual account.

## 245 COUNCIL TAX ASSISTANCE SCHEME 2022/23

The Housing and Benefits Manager introduced the report, which proposed changes to the Council Tax Assistance Scheme for the financial year 2022/23.

The Council was required to review and approve its Council Tax Assistance Scheme on an annual basis.

Following the review it was proposed to make changes to the scheme to optimise the way Council Tax Assistance was assessed and target financial help to those who were most in need. The changes were drawn up in collaboration with members over the course of four member workshops and a ten week public consultation, which was broadly supportive of the proposed changes.

The Police and Crime Commissioner's Office was fully supportive of the proposals. Norfolk County Council acknowledged the correspondence, but did not confirm whether or not they supported the proposals.

The changes proposed would ensure the Council was being responsive to the current economic climate and ensure that assistance was effectively distributed to residents and ensure help was provided where it was needed.

The Portfolio Holder for Finance emphasised that the main aim of the changes was to simplify the scheme for officers and residents, as well as to be fair and to be cost neutral. The £5 increase to the non-dependant deduction for all non-dependents, was not considered unreasonable and would also encourage people to work.

The Portfolio Holder for Housing and Wellbeing advised the meeting that he had been on the Joint Working Group, which had done a huge amount of work to ensure that the scheme was equitable.

The Chairman of the Overview and Scrutiny Committee informed the meeting that the Committee had concerns about individuals being made aware of the discretionary relief available and recommended that Cabinet consider if the £5 a week increase to the non-dependent deduction in Council Tax Assistance was a reasonable change to make to the Scheme.

In response, the Housing and Benefits Manager confirmed that the change affected 52 residents and they would all be contacted directly and advised of the hardship fund and how to apply to it. This number was so small that the Housing and Benefits Team could easily cope with this workload.

The Portfolio Holder for Housing and Wellbeing confirmed that those in need would not be disadvantaged by the proposed changes.

Following a show of hands and it was unanimously:

**RECOMMENDED TO COUNCIL**

To approve the changes to the Council Tax Assistance Scheme for the financial year 2022/23 (attached at Appendix 4 to the signed copy of these minutes).

### **Reasons for Decision**

To improve and simplify the Council Tax Assistance Scheme.

## **246 GREATER NORWICH JOINT FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN AND ANNUAL GROWTH PROGRAMME**

The Director for Place introduced the report, which sought agreement of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027, as well as approval of the allocation of Community Infrastructure Levy to projects included within the Annual Growth Programme and to agree the draft loan agreement for the drawdown of £6.733m to support the delivery of the Long Stratton bypass.

The Committee were advised of the following three projects proposed within the Broadland area:

- Broadland County Park Horsford Crossing
- Yare Boat Club
- Yellow Pedalway extension (Airport to Broadland Northway)

The Committee was advised that the sum to support the delivery of the Long Stratton Bypass was only a small element of the project, as 70 percent was being provided by Government.

The Portfolio Holder for Housing and Wellbeing confirmed that he was pleased to see that a new High School at Rackheath and the Green Loop cycleway had been prioritised for future investment.

Following a show of hands and it was unanimously:

### **RECOMMENDED TO COUNCIL**

To

- a) approve the Draft Five Year Infrastructure Investment Plan 2022-27 (Appendix 5 attached to the signed copy of these minutes);
- b) approve the proposed 2022/23 Annual Growth Programme;
- c) agree the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve; and,
- d) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the

Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

### **Reasons for Decision**

To support the provision of infrastructure in the District.

## **247 ADOPTION OF THE NORFOLK GREEN INFRASTRUCTURE AND RECREATIONAL AVOIDANCE AND MITIGATION (GIRAMS) STRATEGY**

The Director for Place introduced the report, which proposed the adoption of the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and the collections of related obligations from applications for residential development and other relevant development proposals, in accordance with the GIRAMS evidence and Policy three of the Greater Norwich Local Plan and to ensure that the Council continued to meet its legal duty under the Conservation of Habitats and Species Regulations 2017.

It was explained that the Regulations required the Council to mitigate the footprint of visitors and growth and, therefore, it was proposed to introduce a tariff of £185.93 per new dwelling, to build up a fund that could be used for green infrastructure mitigation measures. It was proposed to introduce the tariff on 31 March 2022.

The governance for the distribution, prioritisation and apportionment of the fund was being finalised, but was likely to follow that of the Community Infrastructure Levy model across Greater Norwich. A review of the Strategy would be held within 18 months to inform the delivery of specific mitigation projects.

The Portfolio Holder for Planning informed the meeting that this was a very important Strategy that should be adopted to protect and enhance the green infrastructure in the District.

It was confirmed that the tariff would be countywide and distribution agreed on a countywide basis. The funding could be used to support and enhance existing green infrastructure, as well as new sites to help spread the footfall across recreational space.

Following a show of hands and it was unanimously:

### **RECOMMENDED TO COUNCIL**

To adopt the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy (attached at Appendix 6 to the signed copy of these minutes) and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in accordance with the following requirements of Policy 3 of the Greater Norwich Local Plan:

*All residential development will address the potential visitor pressure, caused by residents of the development that would detrimentally impact on sites protected under the Habitats Regulations Directive through:*

- *the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- *the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

### **Reasons for Decision**

To meet legislative requirements.

## **248 FORWARD PLAN**

Cabinet noted the Forward Plan.

The Leader noted that there would be a number of additional projects going on the Forward Plan, as a result of the In Year Budget Options proposals.

## **249 EXCLUSION OF PRESS AND PUBLIC**

### **RESOLVED**

That the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

## **250 MICROSOFT ENTERPRISE AGREEMENT – CONTRACT AWARD**

The Assistant Director ICT/Digital and Transformation introduced the exempt report, which provided details of a procurement exercise to award a new contract for the provision of Microsoft Licence Agreements for Broadland and South Norfolk Councils.

The procurement was delivered in accordance with the agreed timetable and the Councils' Contract Procedure Rules and formal approval to award the contract was sought from Cabinet.

Following a show of hands it was unanimously:

### **RESOLVED**

To appoint the provider for the Microsoft Licence Agreement, for a period of three years.

**Reasons for Decision**

To award a contract for the provision of IT software.

(The meeting concluded at 7.15pm)

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Chairman

DRAFT

## SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Tuesday 25 January 2022 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.

**Committee Members Present:** Councillors: J Thomas (Chairman), G Nurden (Vice-Chairman), T Adams, S Catchpole, S Holland, K Kelly, M Murrell, S Prutton and D Roper

**Cabinet Member Present:** Councillor: J Emsell

**Officers in Attendance:** The Director of Resources, Assistant Director ICT/Digital and Transformation, Assistant Director Finance, Revenues Manager, Assistant Director of Individuals and Families, Internal Consultancy Senior Lead and the Democratic Services Officer (JO).

### 54 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Bulman and Cllr Clancy.

### 55 MINUTES

The minutes of the meeting held on 7 December 2021 were agreed as a correct record.

*Minute No: 5 - Planning, Regulatory, Housing Standards and Waste Team Services IT Migration*

The Vice-Chairman asked why Cabinet had agreed with the officer recommendation and approved option 2, after the Service Improvement and Efficiency Committee and the Overview and Scrutiny Committee had recommended option 4.

In response, the Portfolio Holder for Transformation and Organisational Development confirmed that Cabinet had taken account of the views of

both Committee's, but following due consideration had determined that the best option was the one that had been recommended by officers.

## **56 SPARK TRANSFORMATION PROGRAMME UPDATE**

The Assistant Director ICT/Digital and Transformation introduced the report, which provided the Committee with an update on the major projects that were currently being progressed as part of the SPARK Transformation Programme.

The report noted positive progress throughout, with five Green, six Amber and no Red status projects. There was one change from the last report; Moving Towards a First-Class Customer Service was previously Green and was now Amber. This is mainly due to there being a delay in delivering the customer satisfaction survey as a result of resourcing issues and third party delays in system changes. This had resulted in the timeline being pushed back from November 2021 to January 2022.

Other areas to highlight were:

- Domain Migration of systems and services onto the new domain name was progressing well with scoping work being undertaken to ascertain project scope, expectations and resource requirement for the next steps.
- The rollout of the new Finance IT system was expected to go live from 1 April 2022.
- The Single IT System for Revenues and Benefits would be considered later in this meeting.
- Progress around the new Planning IT system and transformation was going well, with the appointment of a Project Manager to oversee its implementation.
- The Business Intelligence Project, which covered the introduction of data into the Council and developing insights which allowed evidence based decisions to be made was progressing well. The proof of concept had been completed and a business case would go to the Corporate Leadership Management Team next week. The next steps for the project would be to begin drafting the principles and standards for the use of data across the organisation.

In response to a query about the Joint Member Office Accommodation Working Group that had met earlier in January, the Director for Resource advised the Committee that the Working Group had met last week and had considered the legal issues if the Horizon Centre was purchased. They had also received updates on the surveys that had been commissioned and considered their Work Programme going forward.



There was no fixed timetable for the Working Group at this stage, as this was dependent on the completion of the surveys. It was confirmed that all of the surveys commissioned related to the Horizon Centre. However, there had been a Carbon Audit of the Council, the outcomes of which would be reported to members next week.

A member advised the meeting that he had asked the Managing Director for missed telephone call data at the December meeting of Council, but had had yet to receive the information. In response, it was confirmed that a customer baseline target had been established following the report to Council and this information would be included in future Performance Reports and that the Managing Director would be contacting the member in question shortly with the information he had requested.

## **AGREED**

To note the content of the report with regards to the progress made with the programme.

## **57 ENFORCEMENT AGENT SERVICES**

The Revenues manager introduced the report, which proposed that Broadland Enforcement Agent activity be moved to Anglia Revenues Partnership Enforcement (ARPE) with effect from 1 April 2022 in order to enhance the service to residents and the Council. This would also have the added benefit of producing an additional income stream.

ARPE was created as an internal local authority run enforcement service in 2015 and they recovered debts for all five partner authorities within the partnership and, since 2018, under delegated powers for South Norfolk Council. If a debt was uncollected it was passed on to an external company, Dukes PLC.

Broadland currently used the services of an external commercial enforcement agent, Marstons PLC. This service in the past had been good. However, in the last two years there had been problems particularly following the introduction of a new IT system at Marston's, which had caused difficulty for Council staff and considerable additional work. Collection performance had also declined.

Marston's were remunerated through charging the debtor a fixed fee at each stage of the statutory enforcement process. The fees generated fund the costs of the service and generate a profit/surplus for the company.

Marston retained all of the fees, unlike ARPE who operated a fee share scheme and returned a share of fees collected on Council Tax and Business Rates back to its partner local authorities. In 2019/20 this share was 17 percent for South Norfolk Council and totalled £18,700.

If the Broadland caseload was placed with ARPE they would increase the share of fee payment from 17 to 22% for both Councils.

It was, therefore, proposed to enter into an arrangement with ARPE that would move the Council to a streamlined locally delivered service and generate an estimated income of £17,500.

In answer to a question from the Chairman, the Revenues Manager informed the meeting that the fees were statutory charges set by Government to cover the cost of enforcement and were in addition to the recovered debt.

The Chairman noted that in 2020/21 Marstons had collected 33 percent of fees and ARPE 22 percent.

In response, the Revenues Manager advised the meeting that the pandemic had clouded the picture and that more recent data showed a marked deterioration in Marstons performance. The meeting was also reminded that the Council only retained eight percent of the debts recovered. By joining ARPE an income stream of £17,500 could be generated.

In answer to a query about working with residents to avoid enforcement and the level of control the Council would have over the collection of debt if it was handed over to Dukes, it was emphasised that the Council's Recovery Team were very good at negotiating with debtors and assisting them with help and advice. Moreover, the Team had built very good relationships with the Early Help Hub and particularly with the Community Connectors which enabled them to assist vulnerable people and those in debt who needed additional help. The Team could also offer assistance in the face of inflation and increasing energy costs.

A combination of the establishment of a Recovery Team and more effective negotiation with debtors meant that the number of cases being referred to Enforcement Agents was reducing. How the Enforcement Agents dealt with debt and managed their work was also monitored. The Council also met regularly with Citizens Advice to discuss its approach to debt.

Following a show of hands it was unanimously:

### **RECOMMENDED TO CABINET**

That we enter into a delegated service agreement with Breckland Council to utilise Anglia Revenues Partnership Enforcement services for Broadland District Council's Council Tax, Business Rates and Sundry Debt's Enforcement Agent recovery from 1 April 2022.

## **58 WORK PROGRAMME**

The Vice-Chairman of the Collaboration Working Committee informed the meeting that it was expected that the Working Group would have a report on its findings for the Committee at the 26 April 2022 meeting.

The Committee noted the Work Programme.

## **59 EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED**

That the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

## **60 SINGLE IT SOLUTION FOR REVENUES AND BENEFITS**

The Assistant Director for Individuals and Families introduced the exempt report, which presented a business case for a joint Revenues and Benefits IT solution.

It was explained that moving to a single solution would realise significant financial savings for both Councils in the form of reduced software licensing and annual support costs.

A single solution would also increase resilience across the service and the alignment of working practices, which in turn would improve the overall customer journey offered to residents and businesses.

It was confirmed that if agreed the Council would go through a full procurement process to secure the best product.

There would be a 12 month lead-in time from when the procurement process commenced in June 2022.

Following a show of hands it was unanimously:

### **RECOMMENDED TO CABINET**

1. To endorse the business case attached as Appendix 2.
2. To delegate authority to award the contract for a single Revenues & Benefits solution to the Assistant Director of Individuals and Families in consultation with the portfolio holders for Finance and Housing & Wellbeing.

(The meeting concluded at 6.42pm)

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Chairman

# ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Minutes of a meeting of the Environment Excellence Policy Development Panel of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Thursday 27 January 2022 at 6.00pm.

**Committee Members Present:** Councillors: K S Kelly (Chairman), N J Brennan, (Vice-Chairman), A D Crotch, J Davis, J F Fisher, K E Lawrence, G K Nurden, S M Prutton and J M Ward.

**Cabinet Member Present:** Councillor: J Leggett

**Officers in Attendance:** The Assistant Director Community Services, Assistant Director Regulatory, Contracts, Policy & Partnerships Manager, Recycling and Partnerships Officer (NN), Senior Marketing Officer and Democratic Services Officer (JO)

## 24 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Britcher and Cllr Harpley.

## 25 MINUTES

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

## 26 WASTE VEHICLE DESIGN CONCEPTS

The Chairman agreed that the Panel be given a briefing on some concepts and designs for the livery of the Waste Vehicles from April.

Key messages that the Council would be trying to convey were:

- Recycle More
- Reduce your Waste
- Food Waste

- HVO Fuel
- Garden Waste
- WEEE and Textile Recycling
- Keeping the Streets Clean

Research had indicated that effective messages should be snappy, short and simple, as waste vehicles would only be seen by residents briefly as they passed by.

These messages should be able to be transferred to a range of marketing material, not just waste vehicles as part of an overall recycling and waste reduction campaign.

Members were asked to consider the following three concepts:

**Concept One** - was a monster campaign, which could be used as a mascot for all the Council's marketing material. The imagery was bright and engaging and would appeal to children and adults alike. This would transfer easily to a range of areas. For example, a garden waste monster, a food monster, a recycling monster etc. This would also help the Council engage with schools, for example by asking children to name the monster. However, there was a question mark over whether the concept would appeal to older people.

**Concept Two** – was a retro design, which was currently a popular means of marketing. Again it was eye catching, with bright colours and a clear message. Possible cons were that this style might go out of date and would the different signage stand out from one another.

**Concept Three** – was a possible safer option. Similar to what was currently produced; it was a good mixture of illustrations and photographs, with clear messaging. The cons were: the use of stock images with very good photographs would be required and there was a doubt about how well this concept would stand out. Also was it too similar to what was already being produced by the Council?

Members were advised that different panels could be used on either side of the waste collection vehicles and could be changed easily, so that new campaigns could be launched quickly.

A member suggested Concept 2, was the best option. He thought that Concept 1, was not appropriate as young children were already well-informed about recycling and would tell their parents about what could and could not be recycled. He suggested that the over 20s that were the worst at recycling, so it would be better to target this group with marketing that would appeal to them.

In response to a query about the text used in the examples, the Portfolio Holder for Environmental Excellence emphasised it was the design that members were being asked to assess, not the wording.

The Assistant Director for Community Services advised the meeting that the Waste Contract allowed for the campaigns to be changed on an annual basis. Members were also advised that a separate Waste of Electrical and Electronic Equipment (WEEE) campaign would be launched in April.

A member asked if a colour palette would be available for Concept 2 and suggested that children could be encouraged to contribute to the development of Concept 1, by engaging with schools and offering prizes.

It was confirmed that it would be too late for schools to be involved for the initial campaign but this could be looked at in the future. The Veolia contract also required engagement with a Community Forum, so this could also be involved in campaign development. It was also confirmed that there was a colour palette for each Concept and they would stand out better when printed than on the resolution available on screen.

In answer to a query, it was confirmed that the same vehicles undertook the same routes, on a two week rotation.

It was suggested that it would be useful to have the [www.norfolkrecycles.com](http://www.norfolkrecycles.com) web address on the vehicles, as the website included a comprehensive range of information on recycling.

Another member suggested that Concept 1 was preferable, as it could be linked in well with a mascot.

Another member suggested a soft launch of a mascot in schools that could be developed over the course of a year and linked in with the campaign at a later date.

The Assistant Director for Community Services confirmed that the Team would develop a concept with Recycle Norfolk on it, the Broadland logo would also be on the vehicle doors. In the first year the campaign would go ahead without an overall logo, but one might be developed with schools for the second year. Some concepts for the second year could be brought back to the Panel in September.

## **27 RECYCLING PROJECTS UPDATE AND FUTURE PLANS**

The Recycling and Partnerships Officer (N N) introduced the report, which provided an update on the various campaigns and activities undertaken over the past year in order to contribute to the Council's priority of increasing the recycling rate to 60 percent by 2025. Proposed projects for the upcoming year were also outlined with the aim of increasing recycling and decreasing residual waste.

Currently the Council's recycling rate was 49 percent, a reduction from the 49.6 percent recycling rate in 2019/20, despite the actual tonnage of recycled material

increasing. This was because the pandemic had resulted in higher levels of residual waste, which impact on the recycling rate even though the tonnage of material being recycled actually increased. This was a national trend with recycling rates down by from 45.5 percent in 2019/20 to 44 percent in 2020/21. However, Broadland remained the District with the highest recycling rate in Norfolk.

Projects undertaken in the past year included:

- The Food Waste Collection Scheme was rolled out to a further 1,700 extra households, which generated an additional 140 tonnes of food waste.
- A Food Waste participation campaign, saw an increase in requests for caddies from eligible households.
- A food waste reduction campaign, to encourage residents to waste less food at home.
- A waste prevention trial was carried out in three areas in Acle and Aylsham.
- A Norfolk-wide waste compositional analysis, so communications could be targeted at what was in the bins.
- A Christmas Recycling communications to remind residents of best practice.
- A Garden Waste participation and contamination campaign saw an increase of 443 subscribers and raised awareness of what should not go in brown bins.
- Campaigns for Food Waste Action Week and Recycling Week.

Projects proposed for the next 12 months included:

- Food waste expansion to the whole District from October 2022.
- Kerbside collections of textiles, WEEE and batteries.
- Rubbish prevention campaign to change behaviours.
- Garden waste participation and decrease contamination.
- Dry recycling contamination.
- Phase 2 of the waste compositional analysis would be completed in the spring.

Further ahead in 2023/24 a District-wide survey on recycling and waste behaviour would be held after the new contract had been embedded.

The report also proposed that from 1 October 2022 the Council should only provide 180L residual bins to new properties or as replacement bins instead of the current 240L.

Members were advised that restricting the capacity of residual waste bins was a proven method of reducing residual waste and therefore increasing recycling and the recycling rate. It was estimated from the planning applications coming through that there would be around 1,000 new households per year from 2022/23 to 2025/26 in the District, with a further 1,000 replacement bins.

A member welcomed the proposal for smaller bins, but suggested rolling the scheme out as soon as possible, rather than waiting until October, as this had been demonstrated as an effective means of reducing waste by many other local



authorities around the Country and because so many new houses were being completed every week. He also suggested a rolling programme over ten years to replace existing 240L bins with smaller 180L ones.

Another member agreed with this view and suggested that another alternative was to go to a three week collection. He also suggested that the WRAP presentation that had taken place that Monday be rearranged for a meeting of Council.

However, another member noted that the Council would not want to be left with a stock of brand new 240L bins that it could not use following the rollout of smaller bins.

In response, the Assistant Director Community Services explained that this was the reason for introducing the policy from October 2022, when the food waste scheme would be introduced to the whole District, as households would then have the capacity to recycle their food waste and, therefore, free up space in their residual waste bins. The stock of 240L bins would be used up before the rollout commenced. Members were also advised that from informal discussions with DEFRA, he had been informed that the Government would not be allowing three weekly collections to take place.

In answer to a question about brown bin contamination, the Panel was informed that the main things being found were plastic pots, metal, glass, rubble and wooden furniture.

A member noted that there was confusion amongst many residents about what could and could not be recycled and suggested working with green networks and community organisations to get the message across more effectively. Norfolk-wide, the recycling contamination rate was around 7.7 percent.

In response, it was confirmed that online talks had been held over the pandemic, with schools and communities, but networks of people who were interested in recycling could be an even more effective means of spreading information so this could be looked into.

A member also suggested that messaging was very important to encourage recycling and if residents could be informed of what use their waste had been put to it would encourage more recycling.

The Assistant Director Community Services informed the meeting that under the new Waste Contract Veolia would be giving away free compost made from recycled brown bin waste for the Platinum Jubilee.

In response to a number of questions from the Portfolio Holder for Environmental Excellence the meeting was informed that:

- No side waste was collected, apart from some at Christmas when there had been a long gap in collections.
- WEEE and textiles would be added to the recycling rate
- Raw data from waste compositional analysis showed packaged food being thrown away in the residual waste bins, one area had a high amount of DIY waste and ceramics, and recyclable waste in the residual bins consisting mostly of plastic pots and tubs, papers and textiles.
- Contamination in recycling bins was mostly types of glass that were not recyclable (e.g. Pyrex) and small amounts of food.

- Stickers were a popular means of promoting recycling.
- The Council was reliant on the MRF to advise on what commodities were the most valuable, but the Council would seek to work in a more reactive way to address this in future.
- Food waste accounted for five percent of the overall recycling rate and this would increase to approximately eight and a half percent with the full rollout across the District.
- Broadland's recycling rate in Quarter 2 was 54.6 percent, an increase of 4.6 percent and the highest rate in the County. However, there were always variations across quarters.

It was confirmed that a WRAP presentation would be arranged for a forthcoming meeting of Council.

### **AGREED**

To note and support the proposed programme with the goal of increasing the recycling rate to meet the Council's 60 percent recycling rate target by 2025.

### **RECOMMENDED TO CABINET**

That from the 1 October 2022 the Council will only provide 180L residual bins to new properties or as replacement bins.

## **28 WORK PROGRAMME**

In addition to the items already on the Work Programme, a Waste Report would be brought to the 14 April 2022 meeting.

(The meeting concluded at 7.10 pm)

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Chairman

# **WELLBEING POLICY DEVELOPMENT PANEL**

**Minutes of a meeting of the Wellbeing Policy Development Panel of Broadland District Council, held on Wednesday 2 February 2022 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.**

**Committee Members Present:** Councillors: S Prutton (Chairman), A Crotch, R Foulger, E Laming, M Murrell, J Neesam, D Roper and N Shaw

**Other Members present:** Councillor F Whymark (ex officio)

**Officers in Attendance:** The Assistant Director of Individuals and Families (M Pursehouse), the Policy and Partnerships Officer (V Parsons), the Health and Wellbeing Programme Manager (K Strandoo) and the Democratic Services Officer (L Arthurton)

## **49 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8**

No declarations of interest were made.

## **50 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors L Starling (with D Roper appointed substitute) and C Ryman-Tubb.

## **51 MINUTES**

The minutes of the Wellbeing Panel meeting held on 6 October 2021 were confirmed as a correct record.

## **52 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STRATEGY 2022-2025**

The Policy and Partnerships Officer introduced the report which presented the draft South Norfolk and Broadland Rough Sleeper Strategy 2022-2025, which would shortly be published for consultation. This would allow the public to understand the performance of Broadland and South Norfolk Councils in

tackling rough sleeping, whilst being able to provide input on the proposed priorities and actions that would form the new Strategy. The Panel noted that the finalised draft would be presented to Cabinet for final approval and adoption in March 2022

Officers further explained that local authorities had a statutory duty under the Homelessness Act 2002 to publish Homelessness Strategies at least once every five years. Following the publication of the Government's Rough Sleeper Strategy in 2018, it was required that all new Homelessness Strategies needed to include a specific focus on rough sleeping. The four key themes which appeared in the Strategy were:

- Prevention – linking in with the Early Help Hub to support residents in the early stages
- Intervention – offering support and help to residents
- Recovery – making sure the Strategy promoted long lasting change
- Systems – making sure they were all working correctly

The Policy and Partnerships Officer explained that following approval by both Councils, officers would start drafting the delivery plan to implement the actions in the Strategy.

In response to a question concerning the number of rough sleepers in the Broadland area, officers explained that cases were rare and were resolved quickly when reported. A greater number of rough sleepers were found in the city area. Broadland residents sleeping rough in the Norwich area could be tracked by consulting with Norwich City Council to identify numbers.

In response to a query about rough sleeping in the District and temporary accommodation and whether there was adequate resource to tackle this, the Assistant Director for Individuals and Families confirmed that there was an issue with moving people on from temporary accommodation as fewer private rental properties were available and social housing was under pressure.

In answer to a query on empty homes within the District, officers explained that the Empty Homes Policy which came before the Panel last year sought to bring empty properties back into use. Part of the Policy allowed the Council to monitor empty properties for seven years, if necessary.

Members noted that funding bids were currently being submitted to Government to secure funds for the Rough Sleeper Team at the Council. In response to a question regarding the proposed details of the bid, the Policy and Partnerships Officer explained that intervention and prevention to keep numbers down featured strongly in the bid. Alongside this, there was a focus on the support the Council could offer to help with alcohol and drug issues. Although the District had a low number of homeless residents, officers were confident in the bid put forward to Government being successful.

In respect of capacity within the current temporary accommodation provision, the Assistant Director for Individuals and Families explained that work was being undertaken to collect evidence, which would feed into a report to come before members at a later date. The report would detail options which the Council could take forward, including the possibility of purchasing properties to expand temporary accommodation capacity. The Portfolio Holder for Wellbeing added that there was full support for acquiring additional buildings for temporary accommodation, but work needed to be completed to provide evidence and background details.

The Chairman asked for clarification around the consultation process and timeframe. Officers explained that the consultation would commence on 7 February until 20 February 2022 with promotion through the press and social media posts containing the survey link. Members also noted that work had also been undertaken to create a survey that also targeted previous users of the services.

The Panel noted that work was being explored to see how the Council could provide further support to individuals within vulnerable groups who found themselves homeless.

In response to a question on the help the Council was receiving from housing associations, officers explained that dialogue was ongoing with housing associations on how the Council could best utilise their resources to help residents. It was also confirmed that housing associations were required to ask permission from the Council before selling any properties. Members were also informed that there were some cases where houses were in unsuitable areas and the money received from the sale of the properties would have a greater impact when invested in other areas.

The Chairman thanked officers for their report, and it was then unanimously,

**RESOLVED To recommend to Cabinet,**

to note and approve the appended draft South Norfolk and Broadland Rough Sleeper Strategy 2020-2025.

### **53 DEVELOPMENT OF HEALTH AND WELLBEING STRATEGY IN THE CONTEXT OF THE NEW INTEGRATED CARE SYSTEM STRUCTURES**

The Health and Wellbeing Programme Manager introduced the report, which set out the emerging new structures for the delivery of NHS services and outlined the process for revising the Council's joint Health and Wellbeing Strategy to take account of the changes.

Members' attention was drawn to section 2.11 of the report which outlined the Norfolk and Waveney Integrated Care System emerging structures, which showed that the Local Health and Wellbeing Partnerships would use district council boundaries as building blocks for the Integrated Care System.

The Health and Wellbeing Programme Manager concluded by summarising the key aims and progression of the report. This included working closely with members of the Health and Wellbeing Partnerships to enable the Councils to proactively contribute to the health and wellbeing of Broadland/South Norfolk residents and to be more influential in local health and social care policy. With knowledge of their local populations the Councils could also take this opportunity to become a place leader in prevention and tackling health inequalities.

Members also noted that the Strategy would also be revised to include the impact the Covid-19 pandemic had on the local population.

In response to a query regarding whether neighbouring Councils were developing similar strategies and if so, was there a possibility of collaboration between them, the Assistant Director for Director of Individuals and Families confirmed that dialogue was ongoing across Norfolk regarding the development of strategies.

The Portfolio Holder for Wellbeing endorsed the report adding that the development of the Health and Wellbeing Strategy in the context of the new integrated care structures was a good opportunity for the Council to strengthen resources, as had been seen with the recent pandemic. He drew members' attention to the achievements of the District Direct team which worked directly with wider health organisations. Officers concurred with this approach and confirmed that future policy would allow the District Council's voice to be heard amongst wider health organisations.

Members of the Panel noted that past relations within the wider health organisations had been difficult, but they were confident that the Health and Wellbeing Partnership would help create stronger connections for the future.

In answer to a query around the next steps for the Strategy, officers explained that they were currently mapping the process out, but emphasised that members would be involved throughout the process via workshops. The expected completion date had been set for the autumn, and officers were confident that this target would be achieved.

The Chairman thanked officers for their report and it was;

## **RESOLVED**

to note the process for revising the Councils' Health and Wellbeing Strategy

and the upcoming structural changes to Norfolk's health care systems driven by the Health and Social Care Bill.

(The meeting concluded at 6:53pm)

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Chairman

## **DELIVERY PLAN 2022-2024**

**Report Author:** Sinead Carey  
Strategy & Programmes Manager  
01508 533661  
[sinead.carey@southnorfolkandbroadland.gov.uk](mailto:sinead.carey@southnorfolkandbroadland.gov.uk)

**Portfolio:** Policy

**Wards Affected:** All

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

The purpose of this report is for Cabinet to recommend to Council the approval and adoption of the Delivery Plan for 2022-24.

### **Recommendations:**

1. To recommend that Council approves the adoption of the Delivery Plan for 2022-24.



## 1 SUMMARY

- 1.1 This report provides an overview of the development of Broadland District Council's Delivery Plan for 2022-24, in collaboration with South Norfolk Council. The Delivery Plan outlines the activities and projects the Council will be undertaking to meet the priority areas outlined in the four-year Strategic Plan.

## 2 BACKGROUND

- 2.1 The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, Council agreed to develop Delivery Plans which set out how we will achieve our ambitions set out in the Strategic Plan.

- 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 four 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 While being developed concurrently and giving members a common approach to tracking service delivery, the Delivery Plan also enables both Broadland District Council and South Norfolk Council to pursue local policies and operational models that most accurately reflect the specific requirements in each council area.

- 2.5 For the first two years of the Strategic Plan, we have developed one year Delivery Plans, mainly due to the changing environment with Covid-19 and the impact this has had on our services. For 2022 to the end of the Strategic Plan in 2024, the Council has produced a two-year plan, enabling greater certainty with our focus areas to be sought, along with a two year budget which is also on Cabinets agenda.

### 21/22 Delivery Plan

- 2.6 In the last year, Broadland District Council has continued to deliver critical services to customers during the Covid-19 pandemic, along with continuing to transform the way in which the Council works to deliver value for money services. Below is just a highlight of some of the things the Council has achieved in the last year:
- Launched a new housing system, giving customers more flexibility to choose their own home
  - Securing millions of pounds to support our local businesses
  - Developing an Environmental Strategy to protect and enhance our local environment

- Delivering a new Enforcement Strategy and Plan, supporting our high-quality customer-focused service delivery
- Unveiling Broadland Country Park
- Creating a single website and email address for the Councils, helping us develop and improve our digital services
- Implemented a new telephony system to make it easier for customers to access our services, and support remote working, allowing us to be accessible in any location

### **3 CURRENT POSITION/FINDINGS**

- 3.1 The Delivery Plan for 2022-24 (see appendix A) sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into the key and major projects we will deliver, along with the service delivery and business as usual activities we undertake on a regular basis.
- 3.2 The Delivery Plan is broken down into the following key areas:
- An introduction to the plan and how it links with the Strategic Plan and vision for the Council
  - An overview of where our money comes from and how it is planned to be spent in 2022-24
  - The key and major projects we plan on delivering across the two-year period
  - An overview of the business as usual activities which take place by team and;
  - The key Delivery Measures we will report to Cabinet in Q2 and Q4, enabling the Council to track its performance against the Delivery Plan

### **4 PROPOSED ACTION**

- 4.1 This report proposes that Council approves the adoption of the Delivery Plan for 2022-24. If approved, the plan will come into place in April 2022 and will be tracked and monitored through the Strategic Performance, Risk and Finance reports which come into Cabinet for Q2 and Q4.

### **5 OTHER OPTIONS**

- 5.1 Members could choose to not to adopt the Delivery Plan for 22-24. This would however, mean that we would not have a clear plan for delivery for the coming years and impact our ability to progress towards the delivery of our strategic priorities.

### **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and is subject to change if the budget as approved at Council in February is amended during the financial year. The Delivery Plan will feed into the

development of service specific plans which will ensure that there are the right resources in place to deliver the Plan effectively.

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** – Risks to the Council and to the delivery of our Plan is managed through both a Strategic Risk Register which comes to Cabinet in Q2 and Q4 and through operational risk registers managed within service areas.

## **7 CONCLUSION**

7.1 In summary, the Delivery Plan sets out the ambitions for the Council moving forward and provides an in-year overview of the different activities which will take place to ensure we are delivering on what we have set out to achieve.

## **8 RECOMMENDATIONS**

8.1 To recommend that Council approves the adoption of the Delivery Plan for 2022-24.

## **Background Papers**

None.

# Our Delivery Plan

2022/23 – 2023/24



# Our Delivery Plan for 2022/23 - 2023/24

**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 2018 which has seen the councils develop a single officer team working across two districts.**





Largest partnership of its kind with responsibility for

**563 sq miles**

Home to the

**NRP, Lotus,  
The Broads**

and the visitor attraction with the highest footfall in Norfolk (Dinosaur Park)

Location of over

**10,000**

businesses  
across the two  
economies

Home to

**260,000**  
residents

**10** market  
towns

Both in the

**top 5 economies**

to bounce back from Covid (Grant Thornton)

Our partnership has enabled us to have a stronger voice nationally, securing increased funding of £147.4m from central government to support our coronavirus response. This has enabled us to continue providing the local services our communities value. This comes at a time when many councils are facing funding pressures and budget gaps. Some of the things our One Team has achieved so far include:

- Launching a new housing system, giving you more flexibility to choose your own home
- Securing millions of pounds to support our local businesses
- Developing an Environmental Strategy for each district to protect and enhance our local environment
- Delivering a new Enforcement Strategy and Plan across the two Councils, supporting our high-quality customer-focused service delivery
- Unveiling Broadland Country Park for you to enjoy exploring, walking, cycling and horse riding
- Throughout coronavirus South Norfolk innovated and launched a new and enhanced leisure online platform making it easier for you to stay fit and healthy
- Creating a single website and email address for the Councils, helping us develop and improve our digital services for you
- New telephony system to make it easier for you to access our services, and support remote working, allowing us to be accessible for you in any location.

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.

As coronavirus continues to be the biggest challenge the UK has faced in generations, the last two years have been exceptionally difficult for the people and businesses in our district. Its impact on people's health, wellbeing and the economy continues to be substantial. The collaboration has meant that with increased capacity, resilience and closeness to the community, our Councils are able to quickly step-up and provide on-going help at times of need and support during the recovery. Since the end of March 2020, here are some examples of successes from some of our one team:

## Help Hub

**20,104**

calls taken from residents asking

**5,000**

calls made to shielding residents

**7 day  
a week  
working**

Hub support line opened

**until  
22:00**

**4,373**

individuals visited on enhanced contact tracing to support self-isolation

## Financial support to residents

**51,764**

calls taken by the Housing and Benefit Team

**5,821**

Benefit and Council Tax Support Claims received

**£73,000**

paid through Covid-19 hardship fund

**£1,260,935**

paid in extra Council Tax support

**£263,000**

paid in track and trace payments



## In the community

**2,750**

prescriptions  
collected

**3,150**

shopping  
trips done

**560**

households  
in food  
poverty fed

**4,000**

food parcels  
delivered

**8**

tonnes of food  
distributed  
to residents

**45**

community support  
groups formed with  
**4,000**  
volunteers

## Housing

**294**

residents provided  
with temporary  
accommodation

**739**

residents housed

**781**

people helped onto  
the housing register

**1,694**

people a month  
provided housing  
advice

## Corporate Achievements

**85%**

of staff working remotely

**15%**

of staff working from our offices

**32**

of our leisure staff redeployed to the NHS, 48 of our staff offering time to help the NHS

Launched zoom for over

**600**

staff and councillors

**140**

virtual committee meetings broadcast on YouTube, with over 19,500 views, totalling 4700 hours watch time

**44**

Trained Mental Health First Aiders

## Supporting Businesses

**£84 million**

in grants to local businesses

**10,000**

businesses called offering support

First Councils to distribute  
**£1 million**

to businesses forced to close

**£1 million**

of support distributed for every week of lockdown

We reviewed our working and office layouts to ensure we keep our customers, staff and members safe in Covid secure work-spaces.

The Councils recruited jointly to a new team – our Covid Support Advisors – who have offered practical help and support to both our businesses and residents.

Following the closure of the leisure centres, the Leisure Team worked across the one team in both districts, helping to support teams who were under pressure. The leisure team also helped at testing and vaccination sites and on the local hospital wards.

A Joint Covid Recovery Plan was agreed by both Councils in July 2020 which is currently being reviewed and updated.

Celebrated and thanked our Covid Community Heroes to recognise their amazing efforts in helping us with our response to Covid-19

Our One Team – delivering for the residents of Broadland and South Norfolk.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2022/23 - 23/24.

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 are underpinned by how we deliver our services through our people, our approach and performance.

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**

## **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.

## **Moving with the times, working smartly and collaboratively**

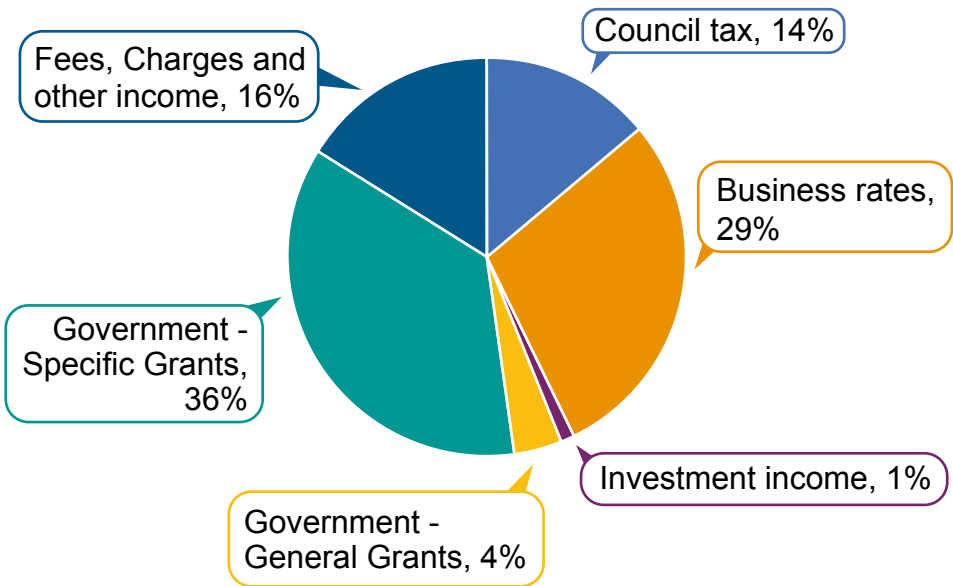
- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



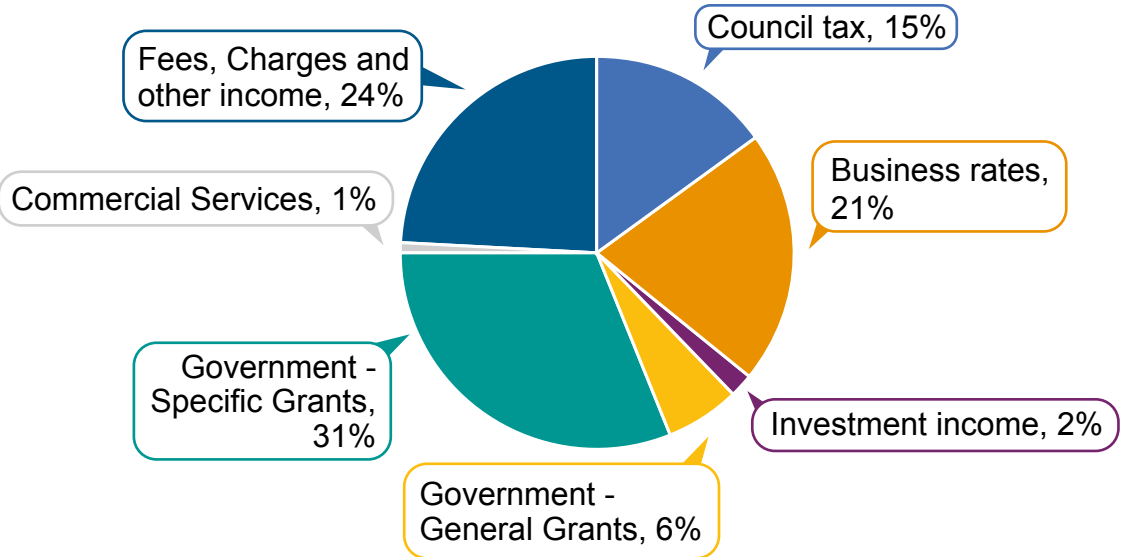
# Where our money comes from

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

## Broadland District Council - Where does the money come from

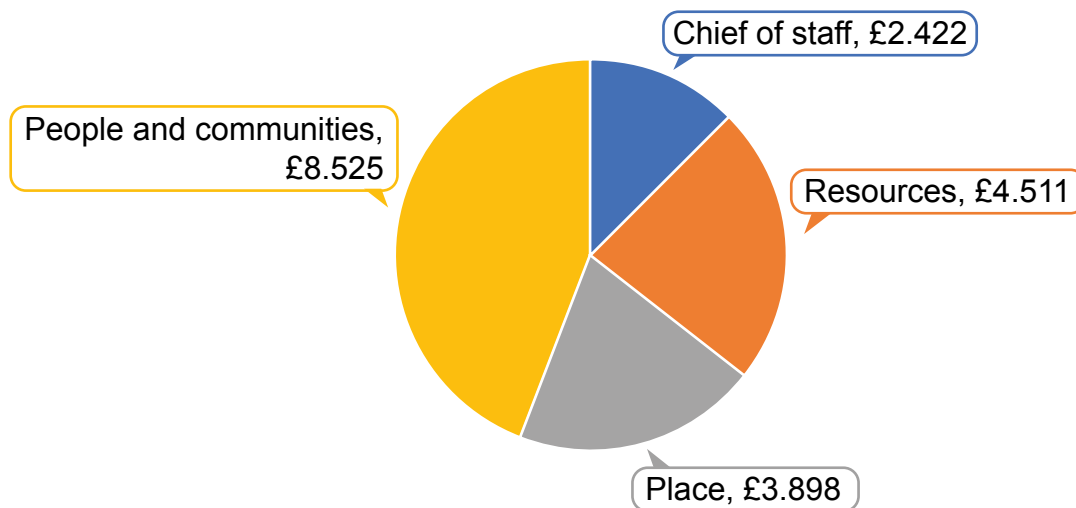


## South Norfolk Council - Where does the money come from

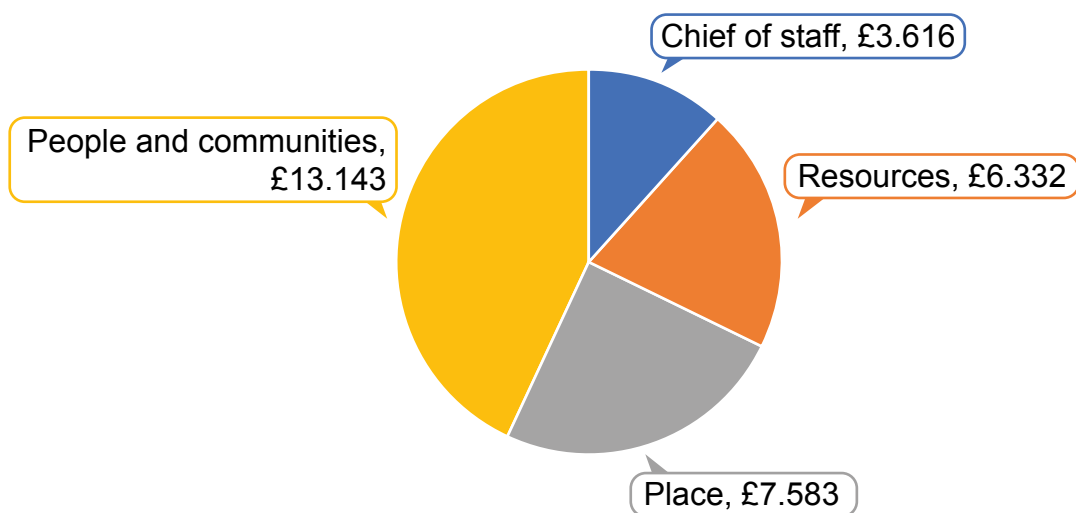


# How our budget is to be spent in 2022-23

## Broadland District Council - (Spend in millions)



## South Norfolk Council - (Spend in millions)



# Delivery Programme - Projects for 2022 – 2024



## Growing the economy

### Our long term ambitions:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for 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

### Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
GE1	<b>(Both) Economic Development Strategic Plan</b> Delivery of an Economic Strategic Plan to support economic recovery and take advantage of future growth opportunities.		October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Programme Manager - Economic Growth
GE2	<b>(SNC only) Harleston Public Realm Improvements</b> Creating a template for High street and public realm enhancement documents for future funding opportunities.	✓	October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager
GE3	<b>(Both) Car Parking &amp; Electric Vehicle Charging Points (EVCP)</b> Work with the Norfolk Parking Partnership to develop and implement a car parking strategy for Broadland and South Norfolk including the provision of electric vehicle charging points.		November 2021 – October 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Market Towns & Business Development Manager
GE4	<b>(SNC only) Electric boat charging points</b> Work with the Broads Authority to enable the provision of electric boat charging points.		Pilot Project Launch May 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns &

					Business Development Manager
<b>GE5</b>	<b>(BDC only) Food Innovation Centre and wraparound support package</b> Providing grow-on space and innovation support for eligible food and drink businesses.	✓	June 2021 – December 2022	Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
<b>GE6</b>	<b>(Both) Comprehensive Review of Council Owned Assets</b> Collation of council assets into a single Works Programme for the maintenance, repair and re-purposing of Council assets to optimise use and to support ongoing projects.		September 2022 – September 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Community Assets Manager
<b>GE7</b>	<b>(Both) Housing Development Strategy</b> Finalise and implement a Housing Development Strategy that will maximise the delivery of new affordable homes whilst making best use of all suitable funding opportunities.		September 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
<b>GE8</b>	<b>(Both) One Public Estate (OPE) Programme</b> Providing shared facilities as part of the OPE programme.	✓	July 2021 – April 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
<b>GE9</b>	<b>(Both) Development of Business Cases for Further Commercial Investment Opportunities</b> Explore commercial and strategic opportunities which can contribute to and support growth in the economy.	✓	August 2021 – March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager & Strategic Growth Projects Manager
<b>GE10</b>	<b>(SNC only) Develop Local Development Orders for Consideration at Key Employment Sites</b> If approved, these planning outcomes will secure and fast-track economic growth opportunities.	✓	March 2022 – March 2024	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth Strategic Growth Projects Manager





### Our long term ambitions:

- 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

### Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
SI1	<b>(Both) Review of our holiday activity schemes including Tots2Teens and Kids Camp</b> Provide a consistent approach that meets the needs of families and is financially sustainable.		October 2021 – July 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC) Cabinet Member for Customer Focus (SNC)	AD Individuals and Families & AD Community Services
SI2	<b>(Both) Review to explore improvements to the way to the support independent living</b>		September 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
SI3	<b>(Both) Deliver improvements to how customers access and are supported through housing</b> Drive efficiency, reduce unnecessary contact and provide more preventative information and advice.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
SI4	<b>(Both) Review of our temporary accommodation</b> Enable more efficient use of our temporary accommodation and a clearer pathway from homeless to sustainable housing.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager

<b>SI5</b>	<b>(Both) Development of our successful help hub and partnership approach</b> Providing prevention, advice and support to residents.		April 2022 – February 2024	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
<b>SI16</b>	<b>(SNC Only) Finalise options and a decision made for the future leisure provision in Diss</b> Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		September 2022	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
<b>SI17</b>	<b>(SNC Only) Expand leisure offer in the East</b> Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		Sept 2022	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
<b>SI18</b>	<b>Delivering a locality Health and Wellbeing strategy</b> via the development of locality led Health and Wellbeing Partnerships in each district to drive partnership work and increase investment in prevention and addressing inequality.	✓	January 2022-Sept 2022 (then ongoing BAU)	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	Director of People and Communities / AD Individuals and Families



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

### Our long term ambitions:

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

### Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
PE1	<b>(BDC only) Work with Veolia to continue the successful mobilisation and monitoring of new Broadland waste contract, including the introduce of WEEE collections and the expansion of food waste across the whole district from October 2022</b>	✓	November 2021 – October 2022	Cabinet Member for Environmental Excellence (BDC)	AD Community Services
PE2	<b>(Both) Planning for a New Settlement</b> Assess the availability, suitability and achievability of New Settlement proposals in Greater Norwich.	✓	March 2022 – March 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Place Shaping Manager
PE3	<b>(Both) Develop and deliver a strategy and specific action plans to decarbonise council activities towards achieving Net Zero</b>		Develop decarbonisation strategy and outline action plans by March 2023  Develop and implement costed	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Regulatory

			actions from 2022 through to March 2024 and beyond		
<b>PE4</b>	<b>(Both) Review of existing Tree Preservation Orders</b> Ensure we have up to date Tree Preservation Orders, enabling us to protect specific trees, groups of trees or woodlands in the districts.		December 2022 – June 2025	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Development Manager
<b>PE5</b>	<b>(Both) Finalise options and develop full business cases for the improvements to Frettenham depot and replacement for Ketteringham depot</b> Reduce carbon footprint, improve quality of staff welfare and facilities, future proof facilities and ensure safe operations.	✓	April 2022 – April 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services
<b>PE6</b>	<b>(Both) Tree Planting</b> Deliver a programme of community engagement activity and enabling including specific projects to deliver tree planting targets.		April 2022 – March 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Regulatory
<b>PE7</b>	<b>(BDC only) Review of opportunities of a Green Bond model</b> Enabling capital-raising and investment for new and existing projects with environmental benefits.		October 2021 – March 2023	Cabinet Member for Finance (BDC)	AD Finance



### Our long term ambitions:

- Promote an area 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

### Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
MT1	<b>(Both) Implementation of a new Finance system (forms part of the Systems Transformation Programme)</b> Enabling a single system and improved working practices delivering on the One Team Collaboration.	✓	September 2021 – April 2022	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC)	AD Finance
MT2	<b>(Both) Waste Customer Services Review</b> Review alignment of our waste customer services and operational systems including utilisation of In-Cab technology.	✓	December 2020 – June 2022	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services & Waste Senior Operations Manager
MT3	<b>(Both) Business Case for a Customer Relationship Management (CRM) system</b> Scope and opportunities identified with the aim to support the organisation to organise and manage our customer relationships.	✓	January 2022 - March 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT4	<b>(Both) Review of our office accommodation and implementation of recommendation(s);</b>	✓	December 2021 – December 2022 (timeline agile)	Cabinet Member for Transformation and	Director of Resources

	<b>including projects such as hub and spoke model</b> Enable a work environment that supports our core principles and culture.		depending upon outcomes of the review)	Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	
<b>MT5</b>	<b>(Both) Explore options of introducing webchat functionality for customers to establish the potential of webchat as an access channel</b> Enabling customers to be able to access our services through their channel of choice.		April 2022– December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
<b>MT6</b>	<b>(Both) Expansion of Office 365 product suite</b> Facilitate further digital transformation and innovation in the way we work.	✓	June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
<b>MT7</b>	<b>(Both) Delivery of Phase 2 of the joint website</b> Implementation of new features, services, and capabilities within the Digital Services offerings.		June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
<b>MT8</b>	<b>(Both) Provision of a remote access solution</b> Enable true workforce agility using a robust and secure solution.	✓	Exploration June 2022 – March 2023  Delivery March 2023 – October 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
<b>MT9</b>	<b>(Both) Implementation of a new Planning System (forms part of the Systems Transformation Programme)</b>	✓	March 2022 – March 2023	Cabinet Member for Planning (BDC)	AD Planning & Business Improvement Manager

	Enabling a single system and improved working practices.			Cabinet Member for Stronger Economy (SNC)	
<b>MT10</b>	<b>(CNC) Record Digitilisation</b> Comprehensive review of all historic paper files currently stored at several locations, to digitise all necessary records and securely dispose of remaining records.		April 2022 – April 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	CNC Service Manager
<b>MT11</b>	<b>(Both) Delivery of Moving Towards a First-Class Customer Service Strategy</b> Embed progressive services that are driven by customer insight and engagement to ensure they meet customer need.	✓	April 2022 – April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Customer Focus (SNC)	AD ICT/Digital and Transformation
<b>MT12</b>	<b>(Both) Back scanning of planning files</b> Enabling a fit for purpose electronic planning application data set.		April 2022 – March 2024	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager
<b>MT13</b>	<b>(Both) Implementation of a new Revenues &amp; Benefits System (forms part of the Systems Transformation Programme)</b> Enabling a single system and improved working practices.	✓	April 2022 – Mid – 22/23	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC) Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
<b>MT14</b>	<b>(Both) Implementation of the Elections Bill</b> Achieve compliance with the new legislation.	✓	April 2022 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff

<b>MT15</b>	<b>(Both) Review and alignment of Constitutions</b> Processes and delegations are aligned to assist effective governance across one officer team.	✓	April 2021 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
<b>MT16</b>	<b>(Both) Delivery of One Team Staff Development Programme</b> Attracting and retaining key talent to the One Team.	✓	April 2022 – March 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Chief of Staff
<b>MT17</b>	<b>(Both) Delivery of the Business Intelligence Programme</b> Providing performance data which is easy to access, reliable and available at the right time to the right people to support strategic and operational decision making and drive service improvement	✓	Proof of Concept agreed: February 22  Delivery: April 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
<b>MT18</b>	<b>(BDC) Migration of data to Her Majesty's Land Registry (HMLR)</b> Centralisation of local land charges as required by the Infrastructure Act 2015 which transferred responsibility for local land charges to HM Land Registry	✓	January 2023 – December 2023	Cabinet Member for Planning (BDC)	Director of Place & Business Support Manager
<b>MT19</b>	<b>(Both) Electoral Boundary Review</b> Every polling district has an accessible polling station. Our electoral boundaries ensure that communities are fairly represented	✓	October 2023 – January 2025	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
<b>MT20</b>	<b>(Both) Review the provision of WiFi to ensure it is fit for purpose and value for money.</b>		December 2022	Cabinet Member for Transformation and Organisational Development (BDC)	AD ICT/Digital and Transformation



	Implement the review recommendations to ensure the Wi-Fi provision is up to date and fit for purpose to support our new ways of working			Cabinet Member for Governance and Efficiency (SNC)	
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## Our Business As Usual Activities which support us to achieve our ambitions:

Alongside delivering our key projects and programmes, the main bulk of our work is delivering key and critical Council services to our customers. The below table provides the overview of these BAU activities:

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
<b>A Chief of Staff – Governance</b>					
A1	<b>Review of members Code of Conduct</b>	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	May 2023	Monitoring Officer	Links to all priority areas
A2	<b>Review process for Freedom of Information Requests and Subject Access Requests</b>	A new process / system which would streamline the process, for all involved, with a view to linking into the CRM project if possible	July 2022	Chief of Staff	Moving with the times, working smartly and collaboratively
A3	<b>External review of the Internal Audit Service against the Public Sector Internal Audit Standards</b>	Continued compliance with the Public Sector Internal Audit Standards.	December 2022	Head of Internal Audit	Moving with the times, working smartly and collaboratively
A4	<b>Provision of Governance &amp; Democratic function</b>	Decisions are made in accordance with legislation and the constitution.	Ongoing	Chief of Staff	Links to all priority areas
A5	<b>Member development and training</b>	Well informed members who make sound decisions	Ongoing	Chief of Staff	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A6	<b>Data Protection and Freedom of Information (FOI) compliance</b>	Minimal data protection breaches, with very few requiring report or resulting in complaints to the Information Commissioner's Office (ICO). FOI requests are responded to in statutory timeframe, the Councils receive minimal internal review and complaints to the ICO.	Ongoing	Chief of Staff	Links to all priority areas
A7	<b>Equalities - monitor and assist compliance with public sector equality duty</b>	The Councils are compliant with their equality duties, ensuring equality considerations are at the centre of policy formulation and decision making.	Annual report - 31 January  Review and Publish Equality Objectives by April 2024	Chief of Staff	Links to all priority areas
A8	<b>Provision of a high-quality Internal Audit Service to both Councils across Norfolk and the East</b>	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	Head of Internal Audit	Links to all priority areas
A9	<b>Publishing and maintaining the electoral register, including the annual canvass</b>	The electoral register is accurate and complete as possible, ensuring that everyone who is eligible and wants to vote is able to do so.	<ul style="list-style-type: none"> <li>July/August - data matching exercise</li> <li>August/November – annual canvass</li> <li>1 December – publish an electoral register</li> <li>February – postal voter identifier refresh</li> </ul>	Electoral Registration Officer	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A10	<b>Deliver effective and efficient elections for all types of election activity</b>	Polls are delivered to ensure a consistent high-quality experience for voters and those wanting to stand for election.	<ul style="list-style-type: none"> <li>Any by-elections that occur up to 2024</li> <li>District and parish elections – 4 May 2023</li> </ul>	Returning Officer/ Chief of Staff	Links to all priority areas
A11	<b>Civic Receptions</b>	Well planned and successful civic and Chairman events that promote the Council and ensure that the community is well represented.	Ongoing	Chief of Staff	Links to all priority areas
<b>B Chief of Staff - HR and OD</b>					
B1	<b>Management of employee absences and turnover</b>	Short term and long-term sickness absence targets  % reduction in absence  Staff retention target of 90%	Monitored and reported Quarterly	Chief of Staff	Links to all priority areas
B2	<b>Employee Wellbeing</b>	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	Chief of Staff	Moving with the times, working smartly and collaboratively
B3	<b>Create a culture to enable employees to be the best version of themselves</b>	<ul style="list-style-type: none"> <li>% response rate employee opinion survey</li> <li>% improvement wellbeing survey</li> <li>% improvement employee opinion survey</li> <li>% completion rate half year and end of year appraisals</li> </ul>	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
B4	<b>Workforce Planning Strategy to include hybrid working, talent management, graduates &amp; apprentices and future skills with partner organisations</b>	<ul style="list-style-type: none"> <li>• # Output measured high performance ratings</li> <li>• # career moves / internal promotions</li> <li>• # recruits against strategic target</li> </ul>	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
B5	<b>Build on and create an inclusive One Team culture</b>	<ul style="list-style-type: none"> <li>• Completed gender pay submission</li> <li>• Completed action plan</li> </ul>	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
<b>C Chief of Staff – Marketing and Communications</b>					
C1	<b>Create targeted and effective stakeholder communication strategies to ensure all stakeholders receive the information they need at the right time through the right channels</b>	<ul style="list-style-type: none"> <li>• Growth in social media engagement and following</li> <li>• Over 60% positive and neutral sentiment press clippings</li> <li>• Volume increase year on year of positive and proactive coverage</li> <li>• More than 75% of staff believe they are adequately to extremely well informed</li> </ul>	<ul style="list-style-type: none"> <li>• Residents' magazines March 2023 and 2024 July 2023 and 2024 November 2023 and 2024</li> <li>• Social media Year round</li> <li>• Public relations Year round</li> <li>• Internal communications annual plan September 2022 and 2023</li> <li>• Internal communications benchmarking</li> </ul>	Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
			survey August 2022 and 2023		
C2	<b>Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities</b>	<ul style="list-style-type: none"> <li>• 10% increase in revenue compared with 2021/2022</li> <li>• 10% increase in revenue compared with 2022/2023</li> </ul>	<ul style="list-style-type: none"> <li>• March 2023</li> <li>• March 2024</li> </ul>	Chief of Staff	Moving with the times, working smartly and collaboratively
C3	<b>Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards</b>	<ul style="list-style-type: none"> <li>• Number of nominations comparable with previous years for all awards</li> <li>• Positive engagement with social posts promoting event and event winners</li> <li>• Positive level of business engagement through sponsorship of awards</li> </ul>	Award dates TBC	Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>
C4	<b>Delivery of Marketing and Comms campaigns for each service area</b>	A good level of awareness of promoted support/service with targeted stakeholder. Exact measures to be documented in the relevant Marketing and Comms Plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
C5	<b>Supporting resident engagement on County-wide initiatives</b>	A good level of awareness of promoted support/service with targeted stakeholder detail of which will be documented on the communications plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
<b>D Resources – Council Tax and NNDR</b>					
D1	<b>Implement NDR Revaluation on 1 April 23</b>	Revaluation of NDR delivered accurately and on time.	1 April 2023	Internal Consultancy Senior Lead (CTAX NNDR)	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
D2	<b>Collection of Council Tax and NDR</b>	Collection rate exceeds the target set.	Ongoing	Revenues Manager	Moving with the times, working smartly and collaboratively
<b>E Resources – Finance</b>					
E1	<b>Financial support to key corporate projects</b>	Development of a sound financial case and support where applicable. Procurement advice to be provided as required.	Ongoing dependent upon project timelines	Senior Finance Business Partner & Procurement Team	Moving with the times, working smartly and collaboratively
E2	<b>Implementation of new accounting standard (IFRS 16) for leases</b>	Successful implementation for 22/23 Accounts	May 2023	Capital Accountant	Moving with the times, working smartly and collaboratively
E3	<b>Retender contracts eg Cash Collection Contract. Merchant Acquiring Contract</b>	New contract in place	December 2022	Finance Manager	Moving with the times, working smartly and collaboratively
E4	<b>Produce a new Procurement Strategy and review approach to sustainability in Procurement</b>	New Strategy delivered	December 2022	Procurement Consortium	Moving with the times, working smartly and collaboratively
E5	<b>Delivery of core Accountancy services</b>	The Councils' resources are managed effectively and provide value for money.	<ul style="list-style-type: none"> <li>Feb – Budget</li> <li>Jun - Accounts</li> </ul>	Finance Manager & Senior Finance Business Partner	Moving with the times, working smartly and collaboratively
E6	<b>Delivery of core Financial Transactions services</b>	The Councils' resources are managed effectively and provide value for money.	Ongoing	Finance Manager	Moving with the times, working smartly and collaboratively
E7	<b>Delivery of core Procurement services.</b> Nb: Will be working in collaboration with Breckland so will be looking to standard processes and develop	The Councils' resources are managed effectively and provide value for money.	Ongoing	Procurement Consortium	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	contract management practices.				
<b>F Resources – Customer Services</b>					
F1	<b>Expand and improve our customer access channels in line with our Digital Strategy and our Systems Transformation Programme</b>	Customers can access our services through their channel of choice. Each access channel is cost-effective in its delivery of services.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F2	<b>Support the delivery of the outputs of the Accommodation Programme</b>	Providing the best service, we can to our customers.	December 2022 (depending on ourcomes of accommodation review)	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F3	<b>Maintain effective and efficient customer contact centre that reflect both customer and business need in line with the strategic direction of the One Team</b>	Core customer contact team understands and acts on operational data with a suite of relevant KPIs. Call centre understands demand, resources and continually identifies/shares insight that applies to service areas across the organisation.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F4	<b>Support transformation projects by embedding the use of customer insight data across the organisation</b>	Customer insight drives appropriate business decisions using toolkits, techniques and data.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F5	<b>Align Out of Hours contracts to ensure they remain value for money and reflect business need</b>	Provide the customers with a accessible and cost-effective out of hours phone system.	October 22 – March 23	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
<b>G Resources – ICT/Digital</b>					
G1	<b>Support the technical delivery of the Systems Transformation Programme</b>	ICT/Digital platforms that are aligned to the One Team, delivered to requirements	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G2	<b>Support the delivery of corporate projects such as Accommodation Review, Business Intelligence</b>	Projects are supported from ICT/Digital to be delivered.	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G3	<b>Support in the delivery of existing and any emerging customer access channels such as, the Telephony System</b>	Optimised customer access channel that delivers on the vision of our Digital Strategy and Customer Charter	Throughout 2022	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G4	<b>Deliver effective and efficient ICT operations service that meets the needs of the customer</b>	Council systems, infrastructure and the service desk are operating in line with the business need and customer expectations	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G5	<b>Keep abreast of new and emerging technologies and the opportunities for their adoption across the One Team</b>	An adaptable and progressive ICT/Digital service that delivers on customer need.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
<b>H Resources – Facilities</b>					
H1	<b>Delivery of capital works to Council offices</b>	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Dependent upon outcome of accommodation review.	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H2	<b>Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to</b>	Zero disruption to Council services/operation due to property issues.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively



Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	enable services to be delivered to residents and businesses.				
H3	<b>Review the current opening hours of the Councils' HQ buildings</b>	Our office opening hours reflect the needs of customers and the business and are consistent across sites.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
<b>I Resources – Innovation, Strategy and Programmes</b>					
I1	<b>Development and delivery of a new planning and performance framework</b>	The organisation has a clear vision and framework for performance, ensuring it stays abreast of any key service delivery issues at all levels and risk is minimized.	May 2022	Strategy and Programmes Manager & Transformation Lead Officer	Moving with the times, working smartly and collaboratively
I2	<b>Implementation of System Transformation Service Reviews within Planning/Environmental Health &amp; Food, Safety &amp; Licencing</b>	The service area is supported to deliver an impactful transformation review which delivers efficiencies, cost-effectiveness and increased levels of service.	September 2022	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
I3	<b>Implementation of Business Transformation Service Reviews across the organisation</b>	Service areas are supported to deliver impactful transformation reviews which deliver efficiencies, cost-effectiveness and increased levels of service.	Expected to start in 2023/24	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
I4	<b>Development of a new 4-year Strategic Plan for the two Councils, leading to the end of the current Strategic Plan in 2024</b>	The Councils remain efficient and effective, future focused and plans activities to achieve our vision and goals.	April 2023 – April 2024	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
15	<b>Programme management of SPARK Transformation Programme</b>	Delivery of Feasibility Study collaboration roadmap.	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
16	<b>Programme management of the Officer led Resources Co-ordination Group</b>	Resources are managed effectively across the organisation, ensuring we can deliver our Delivery Plan	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
17	<b>Monitoring, analysing and reporting of strategic risk, performance and finance to CMLT and Members; including in year reviews and updates of the Delivery Plan for 2022/23 – 2023/24</b>	Risk is minimised where possible and performance is used to drive service improvement.	Quarterly	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
18	<b>Provide training and support to the Internal Consultancy Team</b>	Capability within the team is built and the Transformation agenda is delivered in an effective way.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
19	<b>Build understanding and capacity within the central transformation and strategy team and then wider organisation of agile working and the concept of innovation.</b>	Better support to the organisation to increase productivity and efficiency, and creativity for transformation and change.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
110	<b>Monitoring the performance of the business through the Quarterly Business Governance Quarterly Reports to CMLT</b>	Corporate Governance oversight which provides assurance against statutory requirements and other key metrics and to inform corporate decision-making process.	Quarterly	Transformation Lead Officer	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
<b>J People and Communities – Early Help</b>					
J1	<b>Create a framework to bringing investment to the districts which directly support safe, healthy communities, and economic success</b>	Increase private and public investment into the Council areas to target resources at identified issues	June 2022	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
J2	<b>Improve careers advice and work experience opportunities for all residents</b>	Maximising social value and Corporate social responsibly	<ul style="list-style-type: none"> <li>Model developed by May 2022/3</li> <li>Work placements in place Jul 2022</li> </ul>	AD Individuals and Families	Supporting Individuals & Empowering Communities /Growing the Economy
J3	<b>Refreshed post-Covid approach to support good physical and mental health through well placed / timed interventions</b>	Increased participation in activity in identified thematic and geographical hotspots such as anti-social behaviour, falls, obesity	Supporting four target cohorts per annum	Help Hub and Communities Senior Manager/Leisure Business Development Managers	Supporting Individuals & Empowering Communities
J4	<b>Ensure range of Apprenticeship/Graduate opportunities exist for those that want them</b>	Promote benefits of Apprenticeships to local businesses and provide quality opportunities across hard to recruit Council roles	September 2022	AD Individuals and Families	Supporting Individuals & Empowering Communities /Growing the Economy
J5	<b>Influence the range of training opportunities to support South Norfolk and Broadland businesses, employability and encourage lifelong learning</b>	Increase in residents accessing training, confirmed via annual skills survey	Septmber 2022	Assistant Director Individuals and Families  Assistant Director of Economic Development	Growing our economy
J6	<b>Support a range of events, activities and networks to raise awareness of community-based services and celebrate success</b>	<ul style="list-style-type: none"> <li>Annual Community at Heart awards completed</li> <li>Annual Community Awards completed</li> <li>Queens Platinum Jubilee</li> </ul>	Oct each year  Oct each year  June 22	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
J7	<b>Continued support for victims of domestic abuse through raising awareness of services and effective collaboration with partners</b>	Earlier identification of victims and their families.	Ongoing	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
<b>K People and Communities – Leisure</b>					
K1	<b>Implement the ongoing Leisure Recovery Plan to increase use and income with an enhanced centre and non-centre-based leisure offer to improve activity levels of residents (SNC only)</b>	Increase in: <ul style="list-style-type: none"> <li>• Participation and footfall</li> <li>• Membership subscriptions</li> <li>• Enhanced on-line offer</li> <li>• Profitability – achieving cost neutrality</li> <li>• Customer satisfaction levels at centres</li> <li>• Increased targeting and market segmentation – use of Datahub</li> <li>• Improved in-house marketing</li> <li>• Improved service offer</li> <li>• Non-based and more informal community based physical activities</li> </ul>	Return to Pre-COVID position by March 2024  Operationally cost neutral by March 2024	AD Community Services  Leisure Operations Managers	Supporting Individuals & Empowering Communities
K2	<b>Review/ development of Broadland and South Norfolk Leisure Strategy</b>	A new joined up and clear Health and Leisure strategy, covering April 2022 – December 2024. To include recovery plan from COVID and expansion of non-centre-based leisure	Dec 2024	AD Community Services  Leisure Business Development Officers	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
K3	<b>Work with Greater Norwich Growth Board, FMG Consulting and other stakeholders, to help develop the new Greater Norwich Sport &amp; Physical Activity Strategy</b>	Strategy documents published by Spring 2022, with clear insight to inform policy decisions and strategy going forward, until 2038	May 2022	AD Community Services	Supporting Individuals & Empowering Communities
K4	<b>Continue to develop the jointly managed/ funded South Norfolk and Broadland Locality Development Officer position, working in partnership with Active Norfolk</b>	Successful partnership working and achievement of locality objectives, including leading the development and implementation of a strategic framework for physical activity for Broadland and South Norfolk	December 2022	AD Community Services	Supporting Individuals & Empowering Communities
K5	<b>Facilitate a wider leisure offer, enabling communities to be as active and healthy both physically and mentally as possible</b>	An agreed policy position for development of community-based leisure opportunities, with each business case considered on its individual merit.	Individual timelines to be informed and agreed as part of Business Cases	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting Individuals & Empowering Communities
K6	<b>Improved utilisation of Ketts Park, delivering appropriate improvements, including completion of tennis court refurbishment, car park improvements, exploration of café and soft play business cases (SNC only)</b>	Tennis court refurbishment completed and increased utilisation and income generation. Car park repair completed. Café and soft play business cases developed.	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K7	<b>Review the online class offering, with a view to ensuring value for money and creating a service that</b>	Proposed move to more on demand content, explore opportunities to target specific underrepresented and hard to	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<b>is utilised by the wider community and hard to reach groups</b>	reach sectors (e.g. housebound, care homes, awaiting orthopedic surgery)			
K8	<b>Develop use of and access to Framingham Earl Sports Centre (SNC only)</b>	Business case developed for improvements to facilities	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K9	<b>Business case and Installation of EGYM equipment at Wymondham and Long Stratton Leisure Centres (SNC only)</b>	EGYM equipment installed and creation of additional membership category to create new income stream. Scoping completed and agreed way forward proposed.	September 2022	AD Community Services	Supporting Individuals & Empowering Communities
K10	<b>Efficient and safe operational delivery of the Leisure Centres and community leisure offerings</b>	Implementation of COVID-19 recovery Plan. Working towards Quest Quality Accreditation across the other leisure sites.	Ongoing	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
K11	<b>Review of Leisure Centre management systems (SNC only)</b>	Explore opportunities to replace the current and somewhat limited database management system with one that is more fit for purpose	September 2022	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
K12	<b>Review of Joint Use Agreements with Long Stratton and Wymondham schools/leisure centres (SNC only)</b>	Undertake a review of these to ensure they are mutually beneficial to both parties and fit for the future growth in both towns.	Ready for September 2022 school year	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
<b>L People and Communities – Waste Services</b>					
L1	<b>Increase recycling rates and reduce contamination</b>	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing	Ongoing	Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		<p>residents' positive waste habits including waste reduction</p> <p>Increase recycling rate to 60% across both Council's April 2024</p>			
L2	<b>Retendering of Garden Waste Contracts</b>	Successful re-tendering of contracts	Q3 2022	Internal Consultancy lead – Waste	Protecting and Improving Our Natural and Built Environment
L3	<b>Delivery of Government Waste Strategy</b>	Required service changes and improvements are efficiently delivered in line with the Governments strategy	<p>TBD</p> <p>Develop implementation plans to ensure compliance with new strategy - Ongoing</p>	<p>AD Community Services</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment
L4	<b>Deliver effective waste services</b>	<ul style="list-style-type: none"> <li>• Ensure compliance and H&amp;S of both waste services</li> <li>• Maintain operator license accredited quality assurance standard (SNC).</li> <li>• Effective monitoring of Broadland contract in partnership with Veolia</li> </ul>	Ongoing	<p>AD Community Services</p> <p>Waste Senior Operations Manager</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment
L5	<b>Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement</b>	<ul style="list-style-type: none"> <li>• Improve the environment through actions in our Environmental Strategy</li> <li>• Reduce time taken to clear up fly-tipping</li> <li>• Reduced level of instances and complaints relating to street scene recorded, – improved environment and</li> </ul>	Ongoing	<p>AD Community Services</p> <p>Waste Senior Operations Manager</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		reduced Anti-Social Behaviour			
<b>M People and Communities – Housing Standards &amp; Independent Living</b>					
M1	<b>Promoting and enforcing the Minimum Energy Efficiency Standards in the private rented sector</b>	To reduce the numbers of non-compliant poor energy efficient properties and create a sustainable process for future enforcement actions.	Ongoing	Senior Housing Standards Manager	Protecting and Improving Our Natural and Built Environment
M2	<b>Continue to align our housing standards team. Widen scope of delivery to address hard to reach housing issues</b>	Preventative grant schemes reviewed and implemented. New Independent Living Assistance Policy delivers flexibility addressing strategic issues such as mental health and hospital discharge within 12 months.	New Independent Living Policy and grant Schemes to be fully implemented by July 2022 months.	Senior Housing Standards Manager	Supporting individuals and empowering communities
M3	<b>Ensuring homes in Broadland and South Norfolk are safe and healthy through robust enforcement of legislative standards</b>	<ul style="list-style-type: none"> <li>• Vulnerable residents are supported through our core services.</li> <li>• Increase in identification of HMOs</li> <li>• Four empty homes enforcement procedures started per annum.</li> </ul>	Ongoing	AD Individuals and Families	Protecting and Improving Our Natural and Built Environment
M4	<b>Delivery of the Warm Homes Programme for residents</b>	Creating a long-term plan to continue to address fuel poverty and raise household expenditure through energy efficiency and other cost reduction initiatives	Ongoing	AD Individuals and Families	Supporting individuals and empowering communities



Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
<b>N People and Communities – Housing &amp; Benefits</b>					
N1	<b>Improve accommodation options and safety for victims of domestic abuse</b>	Improved outcomes for victims of domestic abuse	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N2	<b>Continue work with partners in line with our rough sleeper strategy and central Government to focus on rough sleeping.</b>	No one in South Norfolk or Broadland faces a second night out on the streets without an offer of accommodation.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N3	<b>Deliver housing advice services in line with the priorities of our homelessness strategy</b>	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N4	<b>Deliver effective and efficient benefit services, and work with partners and clients to support people out of hardship post-Covid and avoid dependency trap</b>	Working age claimants are supported into employment options  Non-working age support to remain independent at home	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
<b>O Place – Economic Growth</b>					
O1	<b>Market Towns and High Street Innovation:</b> <ul style="list-style-type: none"> <li>Develop and implement Market Towns plan.</li> <li>Explore and implement opportunities relating to innovative use of space on the high street.</li> </ul>	Reduction in vacant retail space in market towns.	Plan Development September 2022  Implementation January 2023 and ongoing	AD Economic Growth  Market Towns & Business Development Manager	Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> <li>Investigate further opportunities for public realm improvements.</li> </ul>				
O2	<b>Infrastructure and facility improvements to protect and enhance Broadland and Queen's Hills Country Parks</b>	<ul style="list-style-type: none"> <li>Provision of high-quality open spaces.</li> <li>Increased visitor numbers.</li> </ul>	Milestones to come from the delivery of the masterplan – due April 2022.	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment
O3	<b>Delivery of ongoing improvements and enhancements to the Bure Valley Path and Bure Valley railway site:</b> <ul style="list-style-type: none"> <li>Working with Norfolk County Council to improve information and access.</li> <li>Bridge improvement programme.</li> <li>Boundary fence improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the quality of the infrastructure and the visitor experience.</li> <li>Increased visitor numbers.</li> </ul>	Completion of Bure Valley Path improvements - March 2023	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment  Supporting individuals and empowering communities
O4	<b>Delivery of infrastructure improvements to support and enable growth</b>	<ul style="list-style-type: none"> <li>Securing funding for sustainable transport along the Stanfield Spur (Hethel – Wymondham).</li> <li>Delivering highways infrastructure to support growth in the Broadland Growth Triangle Area Action Plan.</li> </ul>	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy  Supporting individuals and empowering communities  Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
O5	<b>Work with partners to promote Cambridge Norwich Tech Corridor</b>	Attract sector and place-based investment into Broadland & South Norfolk.	Ongoing	AD Economic Growth  Growth Delivery Manager  Strategic Growth Projects Manager	Growing our economy
O6	<b>Food Enterprise Zone &amp; Norwich Research Park</b> Progress further opportunities for development on the enterprise zones.	Continue to promote and attract inward investment.	Ongoing	AD Economic Growth  Strategic Growth Projects Manager  Growth Delivery Manager	All priorities
O7	<b>Business Support and Facilitation</b> Review current provision for networking and business to business events.	<ul style="list-style-type: none"> <li>An evolving package of business support to enable growth and development of local enterprises.</li> <li>A successful platform to showcase our leading businesses.</li> </ul>	Ongoing	AD Economic Growth  Market Towns & Business Development Manager	Growing our economy
O8	<b>Promote Visitor Economy and Tourism</b> <ul style="list-style-type: none"> <li>Work with Destination Marketing Organisations (DMO's) and other partners to define the Tourism Sector Deal, promote the wider area to visitors and support local tourism businesses.</li> <li>Raise awareness in and generate income for our area as a destination for</li> </ul>	The visitor economy within our districts grows and continues to be seen as a key sector.	Ongoing	AD Economic Growth  Market Towns & Business Development Manager	Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	use by the TV and Film industries.				
O9	<b>Business Support through Training</b> <ul style="list-style-type: none"> <li>Promotion of Apprenticeships and other work-related training to businesses.</li> <li>Engage with businesses to understand skills gaps and evolve the package of direct/indirect delivery to address local needs.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number/skill level of apprentice placements across the districts over rolling 12-month period.</li> <li>Enhanced programme of business-related courses linked to the needs of local businesses.</li> </ul>	<p>Create and maintain online forum for local and internal opportunities – June 22</p> <p>Programme of training courses that target identified skills gaps – September 2022</p>	<p>AD Economic Growth</p> <p>AD Individuals &amp; Families</p> <p>Programme Manager – Economic Growth</p>	<p>Growing our economy</p> <p>Supporting individuals and empowering communities</p>
O10	<b>Management of Council-owned Assets</b> <ul style="list-style-type: none"> <li>Continued operation and improvement of assets in accordance with regulations.</li> <li>Maximise the use of our assets through repurposing, disposal or development where appropriate.</li> <li>Continuous improvement in our approach to estate management.</li> <li>Tree Maintenance and Inspection Programme.</li> </ul>	<p>Provision of high-quality public areas that meet the needs of the community.</p> <p>Improved management of council owned assets to deliver:</p> <ul style="list-style-type: none"> <li>Improved safety.</li> <li>Lower costs.</li> <li>Better utilisation. Supporting green initiative/ambition.</li> </ul>	Ongoing	<p>AD Economic Growth</p> <p>Community Assets Manager</p>	<p>Supporting individuals and empowering communities</p> <p>Protecting and improving our natural and built environment</p>
O11	<b>Green Infrastructure Strategy and Action Plan</b>	<ul style="list-style-type: none"> <li>Production of an updated Green Infrastructure Strategy from which new</li> </ul>	Green Infrastructure Action Plan – July 22.	<p>AD Economic Growth</p> <p>Growth Delivery Manager</p>	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> <li>Work in partnership with the GNIP (Greater Norwich Infrastructure Partnership) to update the Green Infrastructure Strategy.</li> <li>Develop and implement a Green Infrastructure Action Plan to maximise available opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Action Plans will be created/developed.</li> <li>Successful submission of bids for Community Infrastructure Levy funding, to allow delivery of key Green Infrastructure projects.</li> </ul>	Ongoing delivery throughout the reporting period, based on the Action Plan		Protecting and improving our natural and built environment
O12	<b>Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils</b>	<ul style="list-style-type: none"> <li>Successful implementation of a Community Infrastructure Action Plan.</li> <li>Working with and supporting Parish and Town Councils in the spend of their committed sums to deliver Community Infrastructure</li> </ul>	Ongoing	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities  Protecting and improving our natural and built environment
<b>P Place – Planning</b>					
P1	<b>Plan for and co-ordinate the delivery of future development need across the Greater Norwich area</b>	Production of local plan document in accordance with the Local Development Scheme  Successful adoption of Neighbourhood Plans in preparation	GNLP Adoption Dec 2022  Village Clusters Adoption March 2023	AD Planning  Place Shaping Manager	Supporting individuals and empowering communities  Protecting and improving our natural and built environment
P2	<b>Scope and implement any outcomes of the Planning Bill</b>	Effective and timely implementation of new Planning Bill requirement.	Dependent upon release from Government	AD Planning  All Planning Managers	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
					Protecting and improving our natural and built environment
P3	<b>Scope, implement and integrate any outcomes of the Environment Bill</b>	Effective integration and implementation of new requirements into planning policy and practice.	Dependent upon release from Government	AD Planning Place Shaping Manager/ Development Manager	Protecting and improving our natural and built environment
P4	<b>Working with partners and on the Transport for Norwich (TfN) project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning for the implementation of Infrastructure Projects</b>	Delivery of schemes by Norfolk County Council	March 2024	AD Planning Development Manager	Protecting and improving our natural and built environment
P5	<b>Work 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:</b> <ul style="list-style-type: none"> <li><b>Preparation of the 2022/23 Greater Norwich Five Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP)</b></li> </ul>	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.	<b>5YIIP &amp; AGP</b>  Agreed by GNGB (Greater Norwich Growth Board) Q3 2021/22 (DECEMBER)  Agreed by Councils – Q4 2021/22 (MARCH)  Council decision ratified by GNGB – Q4 2021/22 (MARCH)	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
P6	<b>Working with partners, effectively plan for the identified infrastructure needs</b>	Delivery of right infrastructure at the right place at the right time	Ongoing	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P7	<b>Review of SNC and BDC Development Management Policies and scope options for a joint plan</b>	Adoption reviewed Development Management Policies for both Councils.	Scope in September 22	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P8	<b>Delivery of affordable housing to meet the needs of our communities</b>	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	AD Planning Development Manager	Protecting and improving our natural and built environment
P9	<b>Review Self-build register and align processes</b>	Single approach to Self-Build Register with consistent process.	September 2022	AD Planning Place Shaping Manager	Moving with the times, working smartly and collaboratively
P10	<b>Update Statement of Community Involvement</b>	Continued effective engagement with stakeholders as part of the planning process.	Dependent upon release from Government	AD Planning	Protecting and improving our natural and built environment
P11	<b>Implement charges for street naming and numbering (BDC only)</b>	Charges implemented successfully.	April 2022	AD Planning Business Improvement Manager	Moving with the times, working smartly and collaboratively
P12	<b>Review and Preparation of Design Guides for Broadland and South Norfolk</b>	Adoption of Design Guide(s) compliant with national guidance.	Review outcome of funding bid Q1 22/23 Scope any further work Q2 22/23	AD Planning Development Manager	Protecting and improving our natural and built environment
P13	<b>Adopted Local Plan delivery and implementation</b>	<ul style="list-style-type: none"> <li>The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council</li> </ul>	Update to Housing Land Supply Assessment – Q4 2021/22	Place shaping manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		tax income and economic growth. <ul style="list-style-type: none"> <li>Protecting the environment in line with adopted policies.</li> <li>Maintaining a 5-year land supply of land for housing, putting the Councils in a strong position to determine planning applications in line with the development plan</li> </ul>	Agree AMR for 2020/21 – Q4 2021/22.  Ongoing –Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.		
P14	<b>Statutory Development Management function</b>	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: <ul style="list-style-type: none"> <li>90% of minors/others in agreed time</li> <li>95% of householders in agreed time</li> <li>95% of majors in agreed time</li> </ul>	Ongoing	Development Manager	Protecting and improving our natural and built environment/ Growing our economy
P15	<b>Undertake Conservation Area Appraisals (CAA's) across the two districts</b>	Heritage Assets are protected, and planning decisions are informed	Conservation Area Appraisals completed by end of Q4 22/23	Development Manager	Protecting and improving our natural and built environment
P16	<b>Planning Enforcement</b>	There is an effective investigation of all alleged breaches of planning	Ongoing	Development Manager	Protecting and improving our natural and built environment
<b>Q Place – Environmental and Community Protection</b>					
Q1	<b>Robust and dynamic anti-social behaviour rapid response and early intervention service to</b>	<ul style="list-style-type: none"> <li>Swift response</li> <li>Rapid solution</li> <li>High impact</li> <li>Low re-occurrence</li> </ul>	Ongoing	AD Regulatory	Protecting our natural and built environment



Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<b>maximise community safety and public reassurance</b>				
Q2	<b>Anti-social behaviour (proactive) mapping, analysis, planning and multi-agency coordination to achieve high impact and robust enforcement</b>	Strong and effective inter-agency coordination. Robust tactical response to medium and high Anti-social behaviour threats	Ongoing	AD Regulatory	Protecting our natural and built environment
Q3	<b>Continue coordinating on enforcement and campaign for ‘Making every contact count’ across public protection and community safety services</b>	Strong watchful professional awareness maximises the protection of our communities when potential problems happen.	Ongoing	AD Regulatory	Supporting individuals and empowering communities
Q4	<b>Pilot and mainstream implementation of ‘Integrated early action’ team to catch and resolve problems seriously affecting people’s lives before they worsen</b>	Catch early symptoms of problems that would escalate into more extensive, serious, complex and potentially damaging problems requiring regulatory solutions.	March 2023	AD Regulatory	Supporting individuals and empowering communities
Q5	<b>Dynamic, robust ongoing implementation of environmental enforcement (reactive)</b>	<ul style="list-style-type: none"> <li>• Reduction in new offences</li> <li>• Strong defense of hot spot areas minimizes offending.</li> <li>• Rapid response to reported incidents maximizes evidence gathering and detection offenders.</li> <li>• Robust enforcement action.</li> </ul>	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q6	<b>Environmental enforcement (proactive):</b> Programme of proactive detection and enforcement to tackle root causes	Complete knowledge and analysis drives targeting environmental offending at source and robust enforcement	March 2024	AD Regulatory	Protecting our natural and built environment
Q7	<b>Community Safety through close partnership working to minimise crime and disorder</b>	Crime, disorder and anti-social behaviour in our districts are prevented as far as possible and remains low.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q8	<b>Coordinate Regulatory resources to identify and minimise risks of exploitation of vulnerable people through Community Safety Partnership and local action</b>	Good watchfulness, intelligence, challenge and minimal exploitation activity in our districts.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q9	<b>County Lines: work through strategic group and in practical coordination to respond to threats facing vulnerable members of our communities</b>	Good intelligence and minimal County Lines activity in our districts	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities
Q10	<b>Flood water management: mapping, risk assessment, analysis and local work with communities at highest risk of flooding threat to life and property</b>	<ul style="list-style-type: none"> <li>Local flooding threats are well understood</li> <li>Communities well informed</li> <li>Targeted action in high-risk locations</li> </ul>	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities
Q11	<b>Deliver key environmental protection campaigns to protect health and homes</b>	High compliance with good standards and targeted action to tackle risks.	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q12	<b>Deliver and review planning consultation impact when commenting on environmental safeguards, standards and controls in new development proposals</b>	Review of consultation process to maximise impact	Ongoing	AD Regulatory	Protecting our natural and built environment
Q13	<b>Deliver and continually develop our Environmental Strategies and their action plans to achieve our aims for environmental improvement, sustainability and community involvement</b>	<ul style="list-style-type: none"> <li>Effectiveness of environmental strategies and action plans is widely recognised.</li> <li>Evidence of strong community engagement and support in a range of activities.</li> </ul>	As per developing action plan and programme	AD Regulatory	Protecting our natural and built environment
Q14	<b>Decarbonisation programme of environmental improvement in council activities to reach net zero carbon emissions.</b>	Programme and individual projects, building on the Carbon Audit, on target to reduce carbon emissions towards net zero across council activities	Ongoing	AD Regulatory	Protecting our natural and built environment
Q15	<b>Continue ongoing establishment of the 24/7 Emergency Incident Officer scheme to give maximum support to local communities when they face serious emergency incidents threatening lives, property and the environment</b>	Scheme offers reassuringly strong protection of our communities when significant emergency incidents happen	Ongoing	AD Regulatory	Protecting our natural and built environment
Q16	<b>Work with the Norfolk Strategic Flood Alliance on strategic, tactical and</b>	Action plan and programme in place are achieving increased	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<b>action planning to maximise the protection of our communities from flooding of homes and businesses</b>	protection for our local communities.			
Q17	<b>Community emergency plans: Campaign to promote and maximise resilience and self-reliance in local communities.</b>	<ul style="list-style-type: none"> <li>Strong capabilities and local resilience provided under effective Community Emergency Plans</li> <li>Review completed of rest centres</li> </ul>	Ongoing	AD Regulatory	Protecting our natural and built environment
Q18	<b>Deliver a full programme of public protection for community protection, community safety and environmental protection, providing support and help to our communities, working closely with key partners</b>	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment
Q19	<b>Refresh and update of Business Continuity plans and preparedness</b>	Robust Business Continuity plans and full support programme assures well-informed, up-to-date business continuity supporting council service delivery and full capability to deliver our commitments	Ongoing	AD Regulatory	Moving with the times, working smartly and collaboratively
Q20	<b>Continued review of plans for rest centre premises for emergency evacuation of residents and training of</b>	Full review completed of local rest centre accessibility and availability, informed by community emergency plans	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	staff to support these venues				
<b>R Place – Food, Safety &amp; Licensing</b>					
R1	<b>Implement the Food Standards Agency COVID-19 Recovery Plan (backlog of food safety regulation) to fully protect our communities</b>	Full up-to-date food safety protection restored after pandemic, through a programme of recovery activity	Ongoing	AD Regulatory	Protecting our natural and built environment
R2	<b>Deliver a programme of encouragement, ‘nudge’ and challenge mechanisms to maximise regulatory compliance</b>	Improved regulatory compliance and business support	Ongoing	AD Regulatory	Protecting our natural and built environment
R3	<b>Business Regulatory Support &amp; Advice Hub</b>	<ul style="list-style-type: none"> <li>Improved regulatory compliance and business support</li> <li>Encouragement to take up additional information, advice and support</li> </ul>	Ongoing	AD Regulatory	Protecting our natural and built environment
R4	<b>Pilot and mainstream additional commercial compliance support services to businesses and give added protection to our communities</b>	Enhanced regulatory compliance service offer is funded by new commercial income	March 2024	AD Regulatory	Protecting our natural and built environment/Growing our economy
R5	<b>Implement new Licensing Act, taxi and gambling policies</b>	Updated, robust policies and processes to best support licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R6	<b>Refine event licensing and partnership working to secure safe, successful community events, closely</b>	Safe licensed events benefit from high compliance and public confidence, promoting enriched community life	Ongoing	AD Regulatory	Protecting our natural and built environment/Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	supported by the Safety Advisory Group				
R7	<b>Animal licensing: Ongoing development and implementation of new licensing system, inspection and enforcement</b>	Updated, robust policies and processes to best support animal licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R8	<b>Deliver a full programme of Food Safety, Health &amp; Safety and Infectious Disease Control</b>	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment
R9	<b>Deliver a full programme of and Licensing administration, inspection, regulation and intervention</b>	Comprehensive licensing protection offered to our communities and level business playing field, with strong partnership working and public confidence	Ongoing	AD Regulatory	Protecting our natural and built environment
<b>S Place - CNC</b>					
S1	<b>Review and respond to recommendations emerging from the Building Safety Bill</b>	Ensure compliance as a Building Control Service	March 2024	CNC Service Manager	Moving with the times, working smartly and collaboratively
S2	<b>Deliver the statutory building control service for the five local authority partners</b>	Continued and sustained delivery of the building control function	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
S3	<b>Plan and implement a marketing strategy to increase market share and improve our reputation in line with our brand image</b>	<ul style="list-style-type: none"> <li>• Increase our market share.</li> <li>• Improved customer feedback about our services and brand</li> </ul>	April 2022	CNC Service Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
S4	<b>Use a dashboard of measures to improve service delivery and team performance</b>	Receive positive customer feedback with an improving customer satisfaction score over time	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
S5	<b>Deliver service efficiencies through the implementation of a range of service and IT system improvements</b>	Optimised systems and processes, such as online inspection booking, able to deliver CNC services in line with the needs of the customer	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
<b>T Place – Business Support</b>					
T1	<b>Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation</b>	Customers are dealt with in an efficient and effective way	Ongoing	Business Support manager	Moving with the times, working smartly and collaboratively

## Delivery Measures

**Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions.** These measures get tracked quarterly to our Corporate Management Leadership Team and reported through to our Cabinets as set out below:

- Broadland District Council Cabinet – Quarter 2 and Quarter 4
- South Norfolk Council Cabinet – Quarter 2, Quarter 3 and Quarter 4

Measure Ref	Delivery Measure	What a successful outcome would be	Reporting Frequency	Service
1	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years.  Savings target of £1.773m in 2021/22, and £2.325m in 2022/23 as outlined in the Feasibility Study.	Quarterly	All teams
2	Customer satisfaction	55% of customers satisfied with our services (This measure is still in development, with work underway to increase the volume of responses and extend the services the survey can be accessed through)	Quarterly	Customer Insight
3	Staff satisfaction	Continual improvement on: <ul style="list-style-type: none"> <li>• Percentage response rate employee opinion survey</li> <li>• Percentage improvement employee wellbeing pulse survey</li> <li>• Percentage improvement employee satisfaction opinion survey</li> </ul>	Quarterly	OD
4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	Staff retention	90% retention of workforce (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	Percentage of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD



7	Council Tax Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years).  Stretch target 99%.	Quarterly	Council Tax
8	Business Rates Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years)  Stretch target 99%.	Quarterly	Business Rates
9	Number of people in employment	Increase in the number of people in employment	End of Q4 for the preceding year	Economic Development
10	Employment rate	Increase on employment rates for both districts	Annual	Economic Growth/ Communities and Early Help
11	Those in employment claiming universal credit	Decrease on the number of those who are in employment and claiming universal credit	Annual	Economic Growth/ Communities and Early Help
12	Percentage of vacant retail space in market towns	Less than 8% on average across our market towns	Quarterly	Economic Growth/ Planning
13	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth

15	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents by year end	Quarterly	Communities and Early Help
16	(SNC only) Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Achieve leisure recovery scenario 2 assumption of 3,229 Direct Debit memberships, by end of March 2023 (86% of pre-COVID level).  Achieve 3,481 total live members, by end of March 2023 (86% of pre-COVID)	Quarterly	Leisure
17	(SNC only) Financial leisure recovery plan - bottom line cost to Council for leisure service	Achieve leisure recovery scenario 1 bottom line cost of £946,390 in year 2	Quarterly	Leisure
18	Number of residents supported to live independently	800 persons assisted to live independently	Quarterly	Communities and Early Help
19	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions	Quarterly	Communities and Early Help
20	Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80%	Quarterly	Communities and Early Help
21	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	No more than 7 working days	Quarterly	Housing and Benefits
22	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
23	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	Quarterly	Planning

24	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> <li>• 90% of minors/others in agreed time</li> <li>• 95% of householders in agreed time</li> <li>• 95% of majors in agreed time</li> </ul>	Quarterly	Planning
25	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing
26	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
27	Percentage of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
28	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
29	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
30	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
31	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
32	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection

## **COVID-19 RECOVERY PLAN 2021 – 2022: PROGRESS REPORT AND FINANCIAL POSITION**

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**Portfolio:** Leader

**Wards Affected:** All

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

To:

- Provide an update on the proposed actions contained within the Covid-19 Recovery Plan 2021-2022, agreed by Cabinet in June 2021.
- Provide an overview of the financial position of the council with regards to specific COVID budgets.
- To propose areas of investment for any identified underspend

### **Recommendations:**

1. To note the progress made against the COVID recovery plan, endorsed by Cabinet in June 2021.
2. To agree to the deployment of Un-ringfenced COVID grant to fund options presented in section 5

## 1. Summary

- 1.1 The Covid-19 Pandemic, which first started in March 2020, has been the dominant event for the Council and the local public sector for the period since, shaping both the short and long-term environment in which the Council operates to achieve its strategic plan outcomes.
- 1.2 This report provides an update of progress made against the COVID recovery plan agreed by Cabinet in June 2021, showing the difference made to our communities, businesses and to our internal recovery from the COVID pandemic, and outlines any ongoing areas for focus of any remaining COVID budgets provided to the Council in assistance of its response and recovery

## 2. Background

- 2.1 The Covid-19 Pandemic is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial both locally and globally, and it is likely that the ramifications will be felt for many years to come.
- 2.2 To date there have been a number of reports to Cabinet and Full Council detailing the impacts of Covid-19 on Communities, Businesses and the Council itself. Each of those reports has provided, in great detail, the Council's significant response to Covid-19. The latest of these was the COVID recovery plan, presented to and agreed by Cabinet in June 2021, which sought to outline the way the Council would use its COVID funding to best effect of continuing to respond to and recover from the pandemic.
- 2.3 The response of the council and wider public sector has changed rapidly in what has been an ever-changing environment and in response to Government policy. The ongoing success of the Council's response has been in its ability to react and evolve quickly to meet the current needs of residents and businesses. This will remain a requirement going forward and considering the current and ongoing threat of new variants of the Virus, as demonstrated by the Omicron variant over this winter. This has led to new and increased asks of the council, dramatically increased levels of contact tracing, support payments and work with local businesses to support new restrictions being implemented, to support the NHS and the extended roll out of the vaccination programme, and an extension of the 'Everyone In' programme to support our homeless.

## 3. Our Progress with Recovery 2021-2022

- 3.1 The COVID recovery plan endorsed in June 2021 broke our response down into 3 areas of supporting our **communities**, enabling recovery of our **economy**, and recovery and resetting of our **organisation and governance**.

## ***Communities***

- 3.2 In September 2020, the government launched a scheme to financially support individuals to isolate who could not work from home. This is a scheme that the One Team helped to shape. The scheme has formed a centre piece of our support offer to local residents, with locally extended criteria using the COMF. As of December 2021, the One Team has distributed 2,158 payments to residents, totalling £1,079,000 (Broadland 1,091 residents, £545,500 and South Norfolk 1,067 residents £533,550) via the Benefits service
- 3.3 The Communities team continues to support the local contact tracing system and the support of those asked to isolate. The local scheme has been hugely successful, drawing responsibility from the national contact tracing system. As of December 2021, 13,434 of those asked to isolate had been successfully contacted by our team. In addition, the One Team has deployed a total of 268 support offers in 2021/2022, including food, medication and social support.
- 3.4 The Housing service continues to experience high demand, but with investment by the Council has continued to operate high standards of service to our vulnerable residents. In 2021/22 the housing team have supported 3,513 residents at risk of homelessness (an increase of 39% compared to 2019), has supported around 336 individuals in temporary accommodation (an increase of 43% and stimulated by the national 'Everyone In' campaign) and has distributed £396,094.97 in hardship support to prevent tenancy breakdowns and supported 1,208 residents with debt and welfare advice.
- 3.5 The decision to work in partnership with the YMCA to support the mental wellbeing of our younger residents has led to 89 referrals into this service and 64 positive outcomes to date, a demand which would otherwise have found its way to a struggling mental health system. The project has been so successful that the One Team are currently in discussion with the CCG about the baseline commissioning of this service. There have also been 388 residents supported by the augmented Broadly Active exercise referral scheme
- 3.6 The District Direct service has been fully integrated back into the Norfolk and Norwich hospital, supporting prevention of admission at the emergency department, and the speedier discharge from wards, for housing related issues. The service has seen 1,000 residents from the hospital catchment area in 2021/22 so far.
- 3.7 The One Team has been proactive in its support of the NHS Vaccination programme. Our investment in more targeted marketing via the segmented use of social media which has supported the high uptake of the vaccine in the district.

## ***Economy***

- 3.8 The One Team Skills programme has continued to grow momentum, ensuring the support of 242 individuals via the Choices, Work4All and Kickstart schemes, and with 243 start-ups supported with training. Our apprenticeship programme has grown to 18 apprentices, and recruiting a further 6 across the One Team, offering greater opportunity and a pipeline to some of our hardest to recruit professions.
- 3.9 The Economic Growth team have enabled the distribution of £49m for Broadland and £55m for South Norfolk of funding to support local businesses, and

particularly those hardest hit by the COVID pandemic. The Business Rates team has facilitated delivery of Retail, Hospitality and Leisure rate relief totalling £5.8m to Broadland businesses and £5.2m to South Norfolk businesses during 2021. This has been of great assistance in keeping businesses afloat during such a difficult period.

- 3.10 Following a year which has proved a major challenge for our communities and businesses, which continues to have an impact, we are taking steps to support our local economies, specifically to encourage our communities to support local businesses. The colourful and welcoming 'Pleased to see you' campaign was launched in April 2021 by the Business Support team with EU grant funding. The aim is to help encourage locals and visitors back to their high streets to enjoy shopping, haircuts, eating out and more, as we progress through the roadmap stages. The campaign includes campaign packs, social media messages, competitions, vouchers and ongoing photography of businesses to promote through our channels. We are still asking everyone, the public and businesses, to follow all the evolving safety rules to help avoid a return to another lockdown.
- 3.11 The Food, Safety and Licensing Team has utilised COVID funding to support the pace of recovery and to resource the team's capacity to support the local economy and businesses during an extended period of difficult trading conditions. There has been a general increase in demand for our Licensing services and the additional funding released to aid recovery has provided over 500 extra Licensing inspections and almost 200 extra Food Safety inspections so far during 2021/22. Those direct face-to-face visits provide advice and support to businesses and protect our local residents (plus visitors to Broadland and South Norfolk) with an effective front line regulatory service. In addition, the COVID Safe Award added an extra opportunity for our Covid Support Advisors to recognise those businesses that set the highest standards for customer & staff protection during COVID restrictions, with 55 COVID Safe Certificates awarded to local businesses.

### ***Organisation and Governance***

- 3.12 The Council Tax and Recovery teams have continued to support residents during a very difficult period where people have been struggling financially. This has included offering help and advice as well as extending and deferring payments to those in debt or who are struggling with their cashflow.
- 3.13 Recovery of the backlog of disabled facility grant cases is strong, with the team on track to have committed all remaining DFG capital by the end of 2021/22. This has included some work to reinvigorate the supply chain for DFGs and planned work to address delays in delivery of works in social housing.
- 3.14 Good progress has been made reviewing options for the future office accommodation estate, with a final business case due to be brought forward to councils in the Spring.
- 3.15 Equipment has been installed to enable live streaming of the Councils main decision-making meetings, which has enabled the continued increased openness & transparency that online meetings brought during COVID. Since the installation of the live-streaming equipment in both Council Chambers, we have streamed 54

meetings with a combined total of 5,756 views. The ability to enable hybrid meetings is possible when the legislation allows, and the use of this will be carefully considered when the time is right.

#### 4. Overview of Covid Funding

- 4.1 Since the start of the pandemic there have been various funding streams to support the Council's response. The funding streams this report focusses on are:
- Enforcement/Contain Outbreak Management Funding (COMF)
  - General Un-ringfenced Covid monies to support our services
  - Funding to support our towns and villages
  - Isolation Support Payment funding
  - Hardship support including the Household Support Fund
- 4.2 The **Containing Outbreak Management Fund (COMF)** has been used to fund a number of deliverables. Key to these is the provision of our bank of Covid Support Advisers (CSAs, currently funded until June 2022) which have been fundamental to delivering much of our education and encouragement work with businesses, maintaining a local presence in communities, and delivery of contact tracing and support to those isolating. In addition, the fund has delivered support to our communities with mental wellbeing and increasing our Broadly Active exercise referral scheme capacity. We have also invested in work around engagement and marketing and comms on key COVID messaging in support of our partners. The fund is currently either spent or fully committed. It has been formally confirmed that COMF money can be spent within the 22/23 financial year and will be subject to audit.
- 4.3 As of December 2021, the One Team has distributed 2,158 payments to residents, totalling £1,079,000 (Broadland 1,091 residents, £545,500 and South Norfolk 1,067 residents £533,550) via the Benefits service of government funded **isolation support payments**. A decision was taken locally by the Norfolk Engagement Board to apportion £250K per district authority in Norfolk of COMF money to enable further local discretion on these payments, and in the event that the Government support 'ran out' (which has proven not to be the case). This money instead has been allocated to support housing support and hardship payments for our residents ('whatever it takes' fund), increased support in our housing teams to deal with increased demand for homelessness cases and to provide additional assistance to our District Direct service to enable quicker discharges from hospital.
- 4.4 The **Un-ringfenced COVID Grant** has enabled a vast amount of activity. Key funding streams have enabled progress with the accommodation review and roll out of hybrid meetings capability, the establishment of a skills programme, and temporary accommodation, and the development of some of our support to businesses including COVID safe certification. Whilst there is a current anticipated underspend against this budget, there are no timeframes or requirements against which this money needs to be spent. Therefore, it is expected that any underspend will be put into reserves after 22/23 financial year



- 4.5 The **Household Support fund**, made available to local systems via the upper tier authority in October 2021 and needing to be spent by March 2022, is to assist residents struggling with the cost of living. The allocations made to the Council are included below and expected to be fully spent by March 2022.

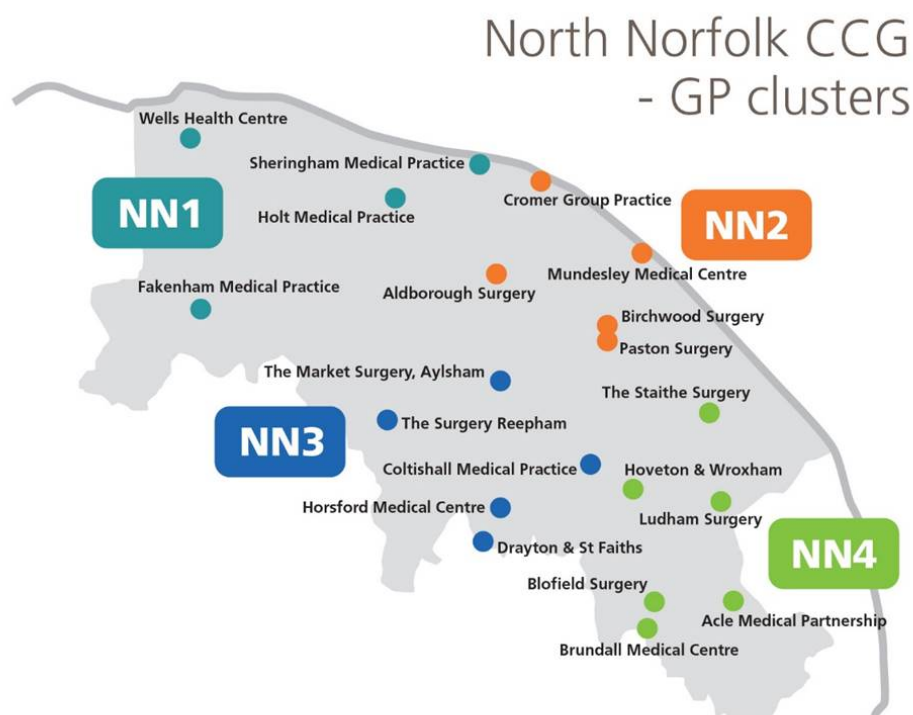
	BDC
<b>CONTAIN OUTBREAK MANAGEMENT FUND (COMF) - Via NCC</b>	
<b>Income</b>	
Phase 1 - Compliance	125,000
Phase 1 - Contract tracing	125,000
Phase 1 - Surge	86,000
Phase 1 - High Risk Groups	25,000
Phase 2 - Contain	399,296
	760,296
<b>Expenditure</b>	
Actual spend 20/21	<b>82,655</b>
Actual spend 21/22 to date	<b>382,803</b>
Estimate for rest of 21/22	114,074
Estimate for 22/23	180,764
Estimate for 23/24	0
	760,296
<b>Balance</b>	<b>0</b>
<b>Housing Services Fund (COMF) - Via NCC</b>	
<b>Income (Max amount we can claim)</b>	250,000
<b>Expenditure</b>	
Actual spend 20/21	0
Actual spend 21/22 to date	<b>26,551</b>
Estimate for rest of 21/22	61,786
Estimate for 22/23	94,803
Estimate for 23/24	0
	183,140
<b>Balance</b>	<b>66,860</b>
<b>CONTAIN OUTBREAK MANAGEMENT FUND (COMF) - Direct Allocation in 21/22</b>	
<b>Income</b>	140,681
<b>Expenditure</b>	
Actual spend 20/21	0
Actual spend 21/22 to date	<b>51,000</b>
Estimate for rest of 21/22	17,500
Estimate for 22/23	72,181
Estimate for 23/24	0
	140,681
<b>Balance</b>	<b>0</b>

<b>UNRINGFENCED - Direct Allocations</b>	
<b>Income</b>	
Tranche 1 - Mar 20	50,643
Tranche 2 - May 20	1,300,935
Tranche 3 - Aug 20	173,740
Tranche 4 - Nov 20	100,000
21/22 Allocation - Main	545,137
21/22 Allocation - Local Council Tax Support	117,362
	<b>2,287,817</b>
<b>Expenditure</b>	
Actual spend 20/21	<b>641,854</b>
Actual spend 21/22 to date	<b>319,296</b>
Estimate for rest of 21/22	144,130
Estimate for 22/23	683,620
Estimate for 23/24	55,184
	<b>1,844,085</b>
<b>Balance</b>	<b>443,732</b>
<b>HOUSEHOLD SUPPORT FUND - Via NCC in 21/22</b>	
<b>Income</b>	128,800
<b>Expenditure</b>	
Actual spend 20/21	0
Actual spend 21/22 to date	71,456
Estimate for rest of 21/22	57,344
Estimate for 22/23	0
Estimate for 23/24	0
	<b>128,800</b>
<b>Balance</b>	<b>0</b>

## 5. Options for Reallocation of Un-ringfenced COVID funding

### Community Connectors

- 5.1 Following on from the agreement by Cabinet to the contract with the Primary Care Networks (PCN) NN3 and NN4 for two years for the council's community connectors to provide a social prescribing service, this leaves a gap in provision as the table shows below, in urban Broadland. Cabinet have made it clear that they wish Officers to look at options to provide a connector service in urban Broadland, and to work towards securing funding from PCN's when the current One Norwich contract is up in March 2024.



- 5.2 The areas of suburban Broadland uncovered by the connector service include Thorpe St. Andrew, Sprowston, Catton, Hellesdon and Taverham. This represents a population of approximately 57,000 residents. It is not currently possible to secure NHS funding for connectors / social prescribers in these areas. The relevant GP practices form part of the 'One Norwich' primary care network. This primary care network has already contracted with another provider to deliver their social prescribing service and this contract does not expire until March 2024. This provider is a conglomerate of third sector organisations namely, Citizens Advice, Shelter, Age UK and the Mancroft Advice project. The extant provider does not provide for referrals from the Broadland Help Hub nor do they base themselves within local medical practices. This results in a low use of their service by GPs and thus a diminished service to residents in these neighbourhoods in comparison to areas in which One Team is the direct provider.
- 5.3 Providing an equitable coverage of a connector service for all of the remaining areas of Broadland district would require 3 FTE staff. The cost of providing this service, with an estimated roll out of June 2022 until March 2024 is £175k. Cabinet, are asked to agree with the recommendation to recruit to this valuable and preventative service.

### Local Hospitality Grant Extension

- 5.4 On December 19th Broadland District Council Launched a Local Hospitality Grant using Additional Restrictions Grant funding. This was a pre-emptive move as the effects of the Omicron Variant were felt across the business community and was extremely welcome. By the 4th of January 66 Broadland Businesses had applied.

- 5.5 Late in December Central Government announced an additional tranche of funding comprising three schemes OHLG, CARF and ARG. Broadland District Council Received a top up of £205, 823 of Additional Restrictions Grant Funding. The funding was instructed to be used as a financial support mechanism for those businesses that had/ would lose more than 20% of their revenue from the start of December 2021 and following those instructions the Local Hospitality Grant Scheme was incorporated in the new Hospitality Grant scheme in early January.
- 5.6 The scheme has proven a valuable support to businesses in Broadland and demand was so high that the remaining funding allocated for this scheme has expired. Other ARG schemes are still operating in Norfolk and may well continue to do so until the end of March, by which point all funding must be drawn down for ARG funded programs. There is sufficient demand for this scheme to continue, in line with other district council schemes, until the March end date. To date this scheme has supported over 250 Broadland Businesses.
- 5.7 It is proposed to allocate a further £30,000 to the Broadland Hospitality Grant scheme.

### Value of grant award payments

Rateable value range	Grant award value
Not rated	£934
£15,000 or under	£934
£15,001 to £51,000	£1,400
Greater than £51,000	£2,100

### ‘Back to the Office’ Staff Facilities

- 5.8 Staff facilities at both headquarter locations for the One Team have been reduced during COVID whilst staff were predominantly working from home. As more staff are back in the office and re-engaging in their service areas and the One Team, facilities need to be improved. This is to provide facilities which will both encourage staff back to the office, but also encourage collaboration and creativity within and across teams. Facilities which will need improvement include:
- Tea and coffee facilities, improving the offer to staff
  - Canteen areas, furniture and facilities, decoration and hardware
- It is estimated that the cost of these improvements will be £35k, and that any investment will be removable to any other location subject to the ongoing accommodation business case.

## 6. Issues and risks

- 6.1 The primary risk associated with this report is that of a further outbreak of Covid-19 and the discovery of new and more transmissible variants that could drive future waves of infections. The success of the ongoing vaccination programme is clearly mitigating the likelihood of a further outbreak, however an increase in infections has been identified as a significant risk by the government's scientific advisors.
- 6.2 **Resource Implications** - The Council response to the Pandemic has been able to flex to meet the needs of an ever-changing environment. However, with no further COVID funding anticipated, and the contact tracing system expecting to be stepped down from the end of the financial year as the country moves to 'living with', the council will have more limited ability to respond to future spikes.
- 6.3 **Legal Implications** – There are no direct legal implications arising from this report.
- 6.4 **Equality Implications** – The impact of COVID varies across different groups in the community and has clearly impacted disproportionately upon the most vulnerable. Older people and those from BAME groups are more likely to suffer serious health impacts, whilst in general, younger people are more likely to suffer serious economic impacts. The Council's Recovery Plan for 2021-2022 recognises those differences and has made progress in supporting those most in need.
- 6.5 **Environmental Impact** – There are no direct detrimental environmental impacts arising from this report.
- 6.6 **Crime and Disorder** – There has been an attributable increase in anti-social behaviour during the pandemic. The Recovery Plan for 2021-2022 acknowledges the impact on officer caseloads and makes provision to help address this.
- 6.7 **Risks** – Measures identified in the Council's Recovery Plan mitigate and actively address the risks identified. The proposed approach therefore serves a dual role of both protecting our communities whilst also facilitating the recovery.

## 7. Conclusion

- 7.1 The council has made excellent progress with its deployment of the significant COVID resource made available to it.

## 8. Recommendations

1. To note the progress made against the COVID recovery plan, endorsed by Cabinet in June 2021.
2. To agree to the deployment of Un-ringfenced COVID grant to fund options presented in section 5

## **Background papers**

SOCIAL PRESCRIBING: CONTRACTING WITH THE NHS – Cabinet October 2021  
(BDC Only)

Covid Recovery Plan – Cabinet June 2021

Covid Recovery Report - Cabinet April 2021

Covid-19 Update Report – Cabinet February 2021

Covid-19 Update Report – Cabinet and Full Council December 2020

Our Plan for Recovery from the Covid-19 Crisis – Cabinet July 2020

## **SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STRATEGY 2022-2025**

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**Portfolio:** Housing and Wellbeing

**Wards Affected:** All

**Purpose of the Report:**  
To present the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025

**Recommendations:**  
Cabinet to approve adoption of the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025.

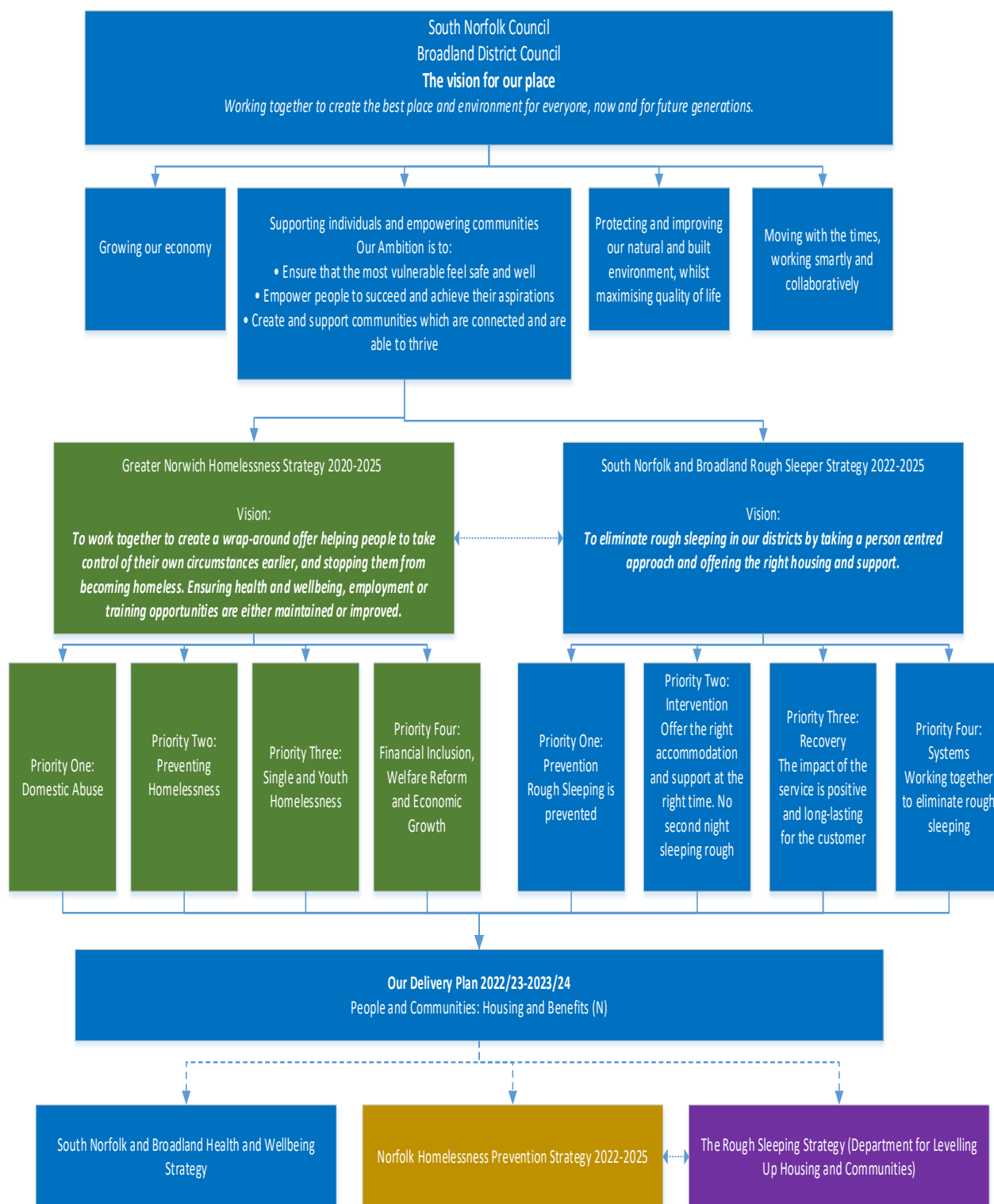
## **1. Summary**

- 1.1 This report presents the South Norfolk and Broadland Rough Sleeper Strategy 2022-2025 and provides background to the context within which the strategy is developed.

## **2. Background**

- 2.1 Local Authorities have a statutory duty under the Homelessness Act 2002 to publish Homelessness Strategies at least once every 5 years. Following the publication of the Government's Rough Sleeper Strategy in 2018 a request was made by central government that all new Homelessness Strategies include a specific focus on rough sleeping.
- 2.2 The Greater Norwich Homelessness Strategy comprising Norwich, South Norfolk and Broadland Councils was published in September 2020. This is in recognition that demographics of those that approach for homelessness prevention advice and support are broadly similar and that a sub-regional approach is the most optimal.
- 2.3 In terms of rough sleeping, Norwich City Council already produce a separate rough sleeper strategy, due to a concentration of cohort in their area and the tailored actions identified. Furthermore, a South Norfolk and Broadland specific Rough Sleeper Statement 2020-2022 was also published in September 2020 and now needs to be renewed.
- 2.4 Norwich City Council will be renewing their rough sleeper strategy and although different, the two documents will be complementary to each other and align with the aims of the overarching homelessness strategy.
- 2.5 The diagram below provides the strategic context in which the strategy sits.





- 2.6 The national Rough Sleeper Strategy commits to halving rough sleeping by 2022 and eradicating it by 2027. Priorities within the strategy prepare to lay foundations for a system focused on prevention, early intervention and a rapid re-housing approach to recovery.
- 2.7 To realise these priorities, Central Government has provided funding through the Rough Sleeping Initiative (RSI) for local authorities. The scheme seeks to enable interventions such as increased outreach provision, floating and specialist support and accommodation options to help rough sleepers into medium to long-term

sustainable solutions. To date, funding has been made available to successful bidders on an annual basis, however, the imminent funding round will last for three years until 2025.

- 2.8 The Rough Sleeper Accommodation Programme (RSAP) was launched by Central Government in 2021 with the objective to provide Move-On homes for rough sleepers in line with a Housing First-led model. These would be available as long-term assets with accompanying support services to rough sleepers in order to achieve a sustainable reduction in rough sleeping. The funding term lasts until 2024.
- 2.9 The overall philosophy of Housing First is to provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex needs. Housing is seen as a human right by Housing First services. There are no conditions around 'housing readiness' before providing someone with a home; rather, secure housing is viewed as a stable platform from which other issues can be addressed.
- 2.10 The annual Rough Sleeper count which provides a national snapshot of rough sleeping on one night of the year details a specific definition of rough sleeping and is restricted to those sleeping rough in specific locations/circumstances.
- 2.11 For the purposes of the rough sleeper strategy and service delivery, we have adopted a broader and simplified definition as given below. This enables us to act proactively and not at the point of crisis.
  - Those at risk of rough sleeping, therefore action needs to take place to **prevent** it from occurring.
  - Those who are already rough sleeping and **intervention** is required to offer accommodation and support.
  - Those who have previously been at risk of/ or have experienced rough sleeping who can be offered **recovery** measures to support long-term positive outcomes and prevent further risk or a return to rough sleeping.

### 3. Current position/findings

- 3.1 The South Norfolk and Broadland Rough Sleeper team, comprising two Rough Sleeper Co-ordinators began work in August 2019 following a successful joint RSI bid.
- 3.2 The team was well placed to meet the demand on the service as a result of Covid-19 and were able to offer accommodation to all those rough sleeping in South Norfolk and Broadland under the 'Everyone In' edict in March 2020.
- 3.3 Since 2019, the team has attracted just over £1.5m in central government funding in joint bids to RSI or RSAP programmes. It comprises a mix of revenue funding to provide the team and accommodation and RSAP capital funding awarded in partnership with Clarion Housing to procure seven properties to use within a Housing First-led model. This is over and above general homelessness funding received through Department for Levelling Up Housing and Communities (DLUHC).

3.4 The service currently comprises:

- Senior Homelessness and Rough Sleeper Co-ordinator
- Rough Sleeper Co-ordinator
- Floating Support Officer
- 2x Housing First Officers

3.5 In addition, accommodation provided within the service includes:

- Staging Post accommodation consisting of a six-bedroom property providing fast-access, short term housing. From here, residents can work with officers to identify holistic needs, access further services and plan next steps.
- A Somewhere Safe to Stay flat, providing flexible use to meet demands, for example as very short-term accommodation up to 72 hours or those with slightly higher needs, or needing to self-isolate.
- Access to main homelessness services, this could be for assessment under the Homelessness Reduction Act and a duty to provide other temporary accommodation.
- Four Housing First properties, soon to be expanded to seven.

3.6 A review of rough sleeping since service inception has been included as part of the draft strategy, however headline findings for South Norfolk and Broadland during the period August 2019 to October 2021 show that of the rough sleeper cases added to our data record, 116 individuals were successfully accommodated. Of which:

- 38% were located in Broadland and 62% located in South Norfolk at point of referral
- Of the 116, 82% were male and 33% were aged 18-29.
- 53% were new to rough sleeping.
- 49% had a known mental health issue and of those, 61% experienced mental ill health and substance misuse, either drugs, alcohol or both.
- 65% successfully moved on from the service with 11% still in the service.

3.7 Furthermore, impacts of the pandemic are ongoing and modelling indicates that numbers of rough sleepers in the districts are expected to grow. Challenges identified that can result in increased numbers or prevent positive outcomes include:

- Access to housing including the private rented sector
- Access to health services including mental health and dual diagnosis services.
- Sourcing appropriate accommodation to minimise spread of Covid-19
- Improving economic outcomes for individuals

3.8 The Council has submitted a joint bid to the national Rough Sleeper Initiative (RSI) fund. It is expected to be the last time the funding will be available and covers a three year period.

3.9 For the funding, Local Authorities were asked to build on already successful and established services and to think longer term about their responses to rough sleeping. The focus is expected to shift during the funding period from intervention to prevention.

3.10 Development of the new Rough Sleeper Strategy was a timely opportunity to:

- Review progress of the rough sleeper team
- Ensure that priorities match evidenced demand in the districts
- Seek to overcome ongoing impacts of Covid-19 to deliver positive outcomes
- Take a person centred approach with the voice of those with lived experience heard throughout
- Align with the strategic direction of Central Government

#### 4. Proposed action

- 4.1 The strategy sets the commitment to eliminate rough sleeping in South Norfolk and Broadland through four identified priority areas and strategic objectives:
- Priority One: Prevention: Rough sleeping is prevented.
  - Priority Two: Intervention: Offer the right accommodation and support at the right time. No second night sleeping rough
  - Priority Three: Recovery: The impact of the service is positive and long-lasting for the customer
  - Priority Four: Systems: Working together to eliminate rough sleeping
- 4.2 The priorities have been identified using the model outlined in the Central Government Rough Sleeper Strategy, in addition to forecasting of future demand following an analysis of current challenges and gaps in service provision. Following strategy approval, a delivery plan to implement actions will be developed.
- 4.3 A period of public consultation on the draft strategy was undertaken on 7th-20th February. In total 85 responses were received and the consultation analysis is appended to this report.
- 4.4 Following adoption, a detailed delivery plan will be developed with clear outputs and measures for success.

#### 5. Issues and risks

- 5.1 **Resource Implications** – Delivery of the strategy is dependent on the continued presence of the rough sleeper team with funding due to end in spring 2022. Therefore a successful bid to year 5 of the Rough Sleeper Initiative is vital and will provide funding certainty until 2025. Should the bid fail the Council will need to consider how the team could continue using internal resources.
- 5.2 **Legal Implications** – The strategy is proposed in order for us to meet our duties under the Homelessness Act 2002
- 5.3 **Equality Implications** – An equalities and communities impact assessment is appended to this report.
- 5.4 **Environmental Impact** – There are no known environmental impacts.

5.5 **Crime and Disorder** - In working to prevent homelessness and rough sleeping through the provision of accommodation and support, including for those who have had contact with the criminal justice system, it is hoped to prevent instances of offending and reoffending.

5.6 **Risks** – There are no other risks associated with these proposals.

## 6. **Conclusion**

6.1 The introduction of the rough sleeper team meant South Norfolk and Broadland were in a good position to manage demand pressures as a result of the pandemic.

6.2 The Rough Sleeper Strategy 2022-2025 seeks to build on this good work and to overcome future challenges wrought by Covid-19 to deliver the Council's vision to eliminate rough sleeping in South Norfolk and Broadland. It forms part of our overarching homelessness prevention approach through:

- The ongoing temporary accommodation review
- The development of our Best in Class Housing Offer
- The Greater Norwich Homelessness Strategy 2020-2025.

6.3 Development of the strategy is timely as it links to the Council's bid to year 5 of the DLUHC's Rough Sleeping Initiative. This 3 year funding will provide certainty to the future of the rough sleeper team and enable the Council to meet its vision.

## 7. **Recommendations**

7.1 Cabinet to approve adoption of the South Norfolk and Broadland Rough Sleeper Strategy 2020-2025.

## **Background papers**

Greater Norwich Homelessness Strategy 2020-2025

# SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STRATEGY 2022- 2025

## 1. Introduction

This strategy articulates the joint commitments by South Norfolk Council and Broadland District Council to eliminate rough sleeping in the two districts. It aligns with the Greater Norwich Homelessness Strategy 2020-2025 in recognition that elimination of rough sleeping starts with homelessness prevention. Both strategies sit within the Council's Strategic Plan and Delivery Plan and are a legal requirement under the Homelessness Act 2002.

No one should be rough sleeping out of necessity and both South Norfolk and Broadland are going to build on successful work that has already reduced incidences of rough sleeping in the districts and prevented it from re-occurring. This strategy sets out bold ambitions in which to; deliver an outstanding, joined up and holistic rough sleeper service; meet the challenges of Covid-19; drive down rough sleeping to the point of elimination; and encourage positive outcomes.

### 1.1 Definition of rough sleeping

For national statistical returns, the definition of rough sleeping is:

*People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as, on the streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').*

This definition does not include people in hostels or shelters, sofa surfers, people in campsites or other sites used for recreational purposes or organised protests, squatters or Travellers sites.<sup>1</sup>

For the purposes of this strategy a broader definition of *rough sleeper* is used and includes:

- Those at risk of rough sleeping, therefore action needs to take place to **prevent** it from occurring.
- Those who are already rough sleeping and **intervention** is required to offer accommodation and support.

<sup>1</sup> <https://www.homeless.org.uk/connect/blogs/2018/sep/20/rough-sleeping-counts-and-estimates-all-you-need-to-know>

- Those who have previously been at risk of/ or have experienced rough sleeping who can be offered **recovery** measures to support long-term positive outcomes and prevent further risk or a return to rough sleeping.

## **1.2 Voice of people with lived experience**

Reasons for rough sleeping and loss of a home can be varied and complex and actions as a result of this strategy need to ensure that services are flexible and designed to meet different needs. For these to be truly effective, the voice of people with current or former lived experience of homelessness and rough sleeping is key. To achieve this, South Norfolk and Broadland Councils consulted publically on the draft strategy. We will also be participating in continual engagement with our customers through ongoing house meetings and with the Norfolk co-production alliance group.

## **2. Our Vision and Priority Themes**

### **2.1 South Norfolk and Broadland Vision:**

*To eliminate rough sleeping in our districts by taking a person centred approach and offering the right housing and support.*

### **2.2 Priority One: Prevention**

Strategic Objective: Rough sleeping is prevented

We will do this by:

- Developing our services to provide fast access to housing and homelessness services, including through our website and our Help Hub.
- Sharing information appropriately to identify those at risk of rough sleeping to offer advice and support
- Working in partnership to prevent homelessness at prison release or hospital discharge, including mental health wards.
- Exploring all housing options to prevent rough sleeping.

### **2.3 Priority Two: Intervention**

Strategic Objective: Offer the right accommodation and support at the right time. No second night sleeping rough

We will do this by:

- Making an offer of accommodation and support to all verified rough sleepers
- Creating support plans with the customer. These will focus on people's strengths and aspirations
- Work with partners to provide all round support that is right for the customer.

- Link to community connector services through our Help Hub for access to GPs and other health services.
- Using our high support housing (Housing First) service
- Seeking self-contained accommodation to reduce risk of Covid-19 where necessary
- Increasing our temporary accommodation stock
- Ensuring those who are most vulnerable are helped through our housing and homeless teams.

## **2.4 Priority Three: Recovery**

Strategic Objective: The impact of the service is positive and long-lasting for the customer

We will do this by:

- Recruiting a non-medical specialist to assist those with multiple support needs such as mental health and substance misuse.
- Using a support offer to both prevent further rough sleeping and sustain tenancies once housed.
- Using the Help Hub as a step down/step up service to prevent crisis from re-occurring
- Promoting and helping people to access skills, education and employment opportunities
- Help with moving on through supported housing through the Broadland District Council and South Norfolk Council Hostel and Supported Accommodation Move-on agreement.

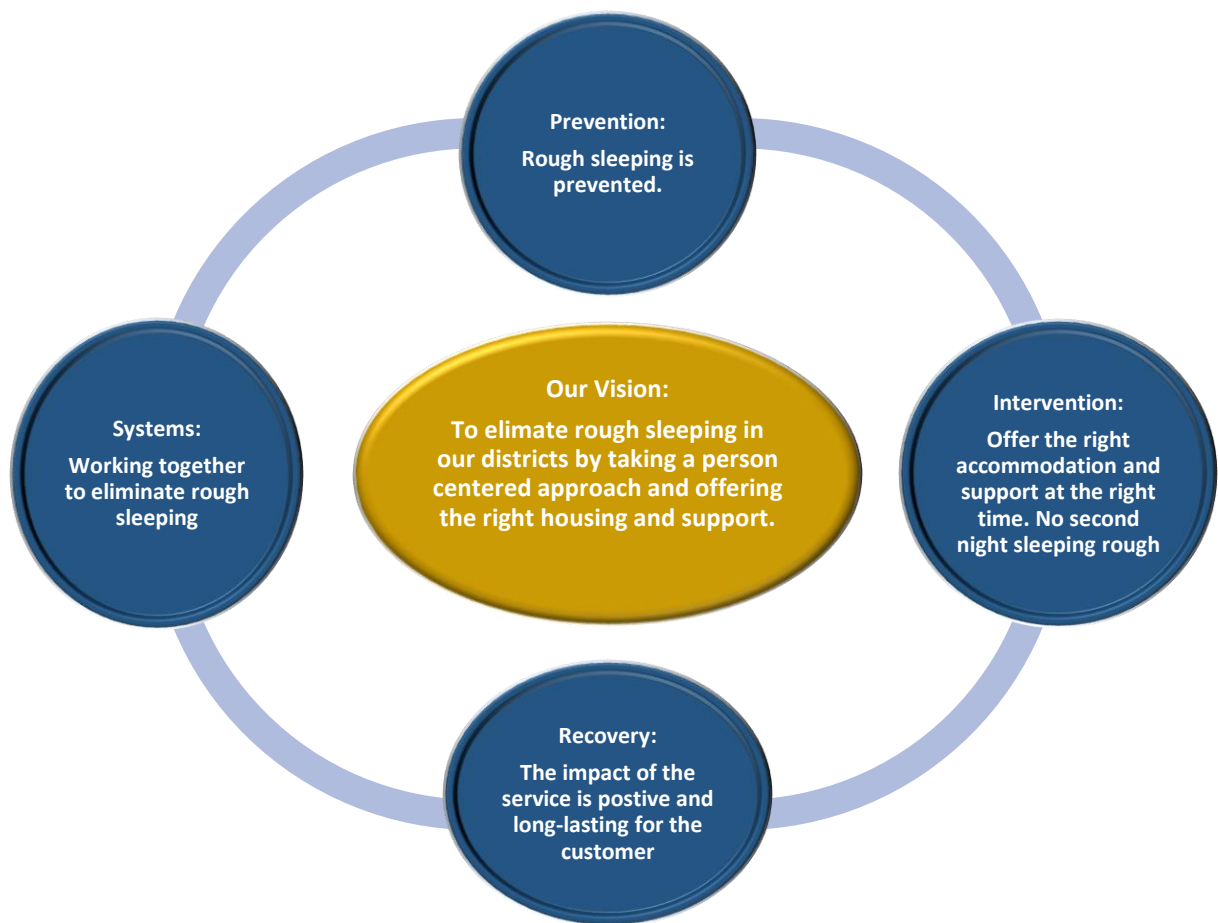
## **2.5 Priority Four: Systems**

Strategic Objective: Working together to eliminate rough sleeping

We will do this by:

- Researching a trauma informed approach to be adopted by the Councils
- Making sure that services are designed with people with experience of homelessness and rough sleeping
- Purchasing new software so that our data is correct and to make sure we're offering the right service.
- Work with wider health services through newly formed Health and Wellbeing Partnerships to improve wellbeing and reduce health inequalities.
- Working with partners to prevent homelessness and rough sleeping through the Norfolk Strategic Housing Partnership (NSHP)
- Explore funding opportunities in addition to Rough Sleeping Initiative Funding to support our services.





### 3. Rough Sleeping in South Norfolk and Broadland – Key findings.

When writing this strategy, a review of the rough sleeper service from August 2019-October 2021 was completed. Full findings can be found at Appendix A at the end of this document.

Of the 116 individuals accommodated through the service:



**38% of individuals were from the Broadland District**



**62% of individuals were from the South Norfolk District**



**82% were male and  
33% were aged 18 to 29**



**Just under half (49%) had a known  
mental health condition.  
Of these, 61% also had at least one  
alcohol/substance misuse issue.**

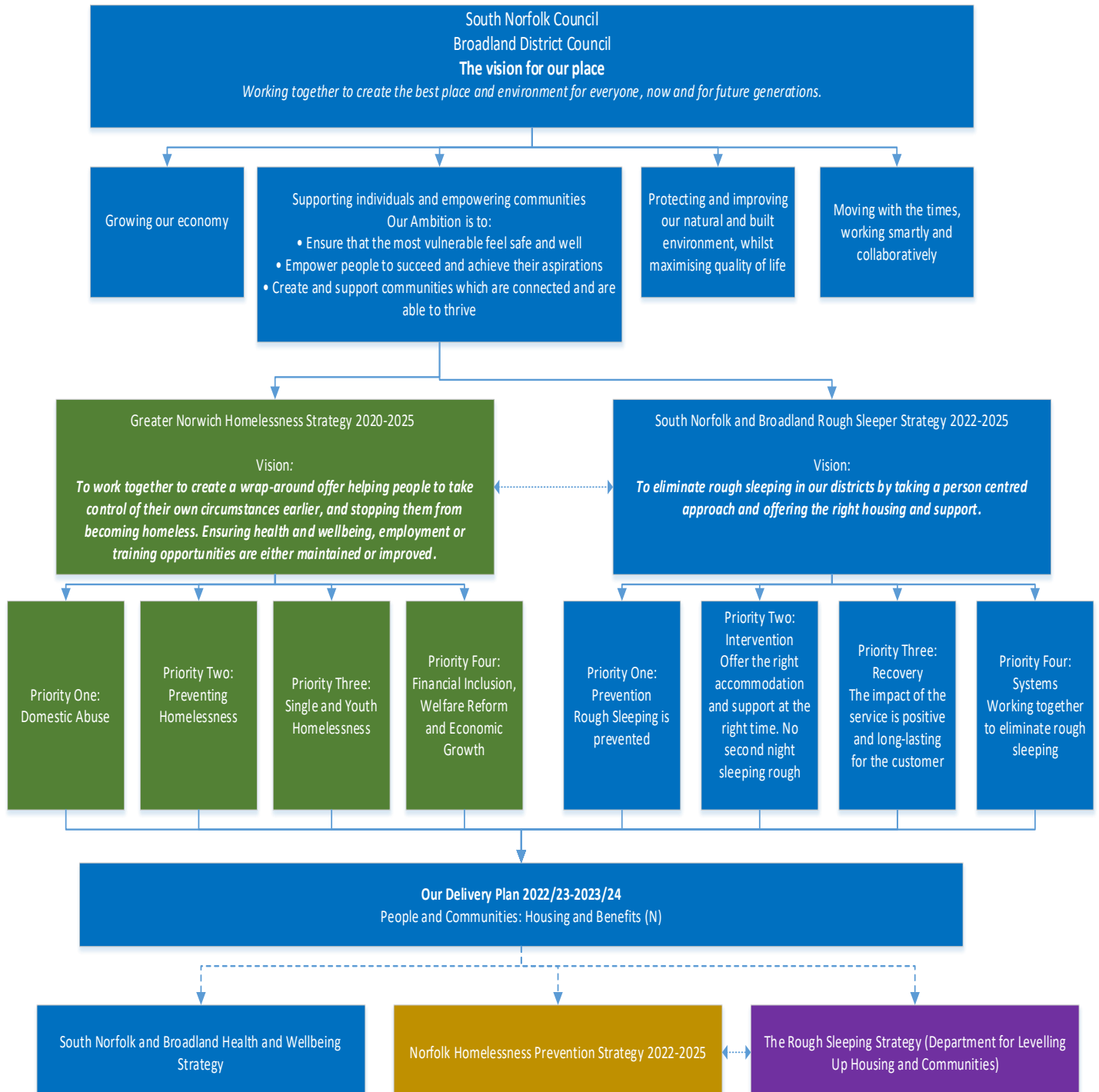


**30% were accommodated in our  
Staging Post or Somewhere Safe  
to Stay accommodation**



**64% have successfully moved on  
from the service**

## 4. Strategic Context



#### **4.1 Our Plan 2020-2024 and Our Delivery Plan 2022/23-2023/24**

Our Strategic Plan identifies the main vision for our place alongside four priority areas where we focus our resources and work. These are underpinned by how we deliver our services through our people, our approach and performance. It is important to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. The Delivery Plan is 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. This includes activities relating to delivery of our homelessness and rough sleeping strategies.

#### **4.2 Greater Norwich Homelessness Strategy 2020-2025**

Sets out our approach to homelessness prevention across South Norfolk, Broadland and Norwich. It has a wider focus than this Rough Sleeper Strategy and recognises that across greater Norwich the reasons for approach into housing services are similar. The strategy has four priority areas

- Domestic Abuse
- Homelessness Prevention
- Single and Young People
- Financial Inclusion, Welfare Reform and Economic Growth.

Mental Health does not have a separate priority but is recognised as having influence and impact on all four priorities identified. Delivery of the strategy is supported by the Councils and the Greater Norwich Homelessness Forum.

#### **4.3 No Homelessness in Norfolk**

“No Homelessness in Norfolk” is a project being delivered by the Norfolk Strategic Housing Partnership. It seeks to extend the partnership working swiftly developed as a result of the initial Covid-19 outbreak by Local Authorities, Norfolk County Council, Public Health, Housing Associations, Social Care, Police, Probation, Voluntary Sector and Charities.

Underpinning the project is the Norfolk Homelessness Charter and the Norfolk Homelessness Prevention Strategy 2022-2025. This includes four key priorities:

1. Reduce homelessness by focussing on homeless prevention services
2. Improve access to homelessness support services across Norfolk
3. Continue to develop person-centred services with a focus on co-production
4. Continue to build partnership working to improve collaboration and whole system change.

The strategy brings together partners to ensure that services work together to shared aims and aspirations to deliver these priorities.

#### **4.4 Rough Sleeper Strategy**

The Department for Levelling Up Housing and Community (DLUHC) formerly, Ministry of Housing, Communities and Local Government (MHCLG) Rough Sleeper

Strategy sets out central government's plans to halve rough sleeping by 2022 and end it by 2027. It includes a range of commitments, intended both to help those who are sleeping on our streets or currently at risk of doing so, and to lay foundations for a system focused on prevention, early intervention and a rapid re-housing approach to recovery. The Strategy has been accompanied by a number of bidding rounds to secure funding for new and innovative interventions to reduce rough sleeping and to enable the rapid re-housing of those who have been homeless.

## **5. COVID-19**

South Norfolk and Broadland districts are relatively well-off areas. Using ranking for indices of deprivation<sup>2</sup>, both Councils are within the top 30% least deprived districts in England. However, the appearance of affluence can hide areas of poverty and need in addition to deepening inequalities. To highlight, South Norfolk scored within the 30% most deprived areas for barriers to housing and services and Broadland at mid-way through the ranking.

In addition, the Coronavirus outbreak and nationwide lockdown requirements saw a large increase in the number of people who are rough sleeping or at risk of rough sleeping supported and accommodated by South Norfolk and Broadland. The main source of this increase came from those who had insecure arrangements for their housing, otherwise known as hidden homelessness. This has provided evidence that although rough sleeping remains low within both districts there are some people who have very little control over their housing and remain on the edge of rough sleeping. Under the Everyone In request in March 2020, the councils were successful in making an offer to all those rough sleeping in the districts at that time.

However, pandemic related challenges remain and for people with experience of rough sleeping these challenges can be bigger. Appendix A provides further information on these areas, however they can be summarised as:

- Moving on from temporary accommodation into permanent housing
- Availability and affordability of private rented homes
- Support when moving into permanent housing and sustaining tenancies
- Seeking appropriate mental health support, including for those who misuse alcohol and substances
- Finding appropriate accommodation to prevent spread of Covid-19
- Access to services where more people are asking for help as economic impacts deepen
- Accessing skills, education and employment opportunities

<sup>2</sup> <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

## **6. Delivering the Rough Sleeper Service**

The rural nature of both areas means that rough sleeping can be hidden. In early 2019, a review of approaches to housing services by people found or believed to be rough sleeping in South Norfolk or Broadland over a 13 month period found that numbers were higher than previously thought. As a result and, following a successful bid for Central Government Rough Sleeper Initiative (RSI) funding, a rough sleeper team and service was created. This has been added to with other funding, including the Rough Sleeper Accommodation Programme (RSAP) which saw the introduction of a Housing First-led approach for customers requiring intensive support.

The service is designed to address the needs of rough sleepers across the Broadland and South Norfolk districts and includes a fast street based response to any reports of rough sleeping. Within the team there are:

### **6.1 Rough Sleeper Co-ordinators**

Rough Sleeper Coordinators are able to provide a fast response to reports of rough sleepers. Their role is to establish contact, assess the needs of anyone found to be rough sleeping and provide the necessary support to engage with services and to seek more settled accommodation. The senior co-ordinator acts as the conduit between those working with rough sleepers and the Housing and Benefits Manager. They offer technical expertise and collect data. Senior co-ordinators also provide oversight including developing bids for funding.

### **6.2 Floating Support Officers**

Officers work with the customer, the wider Housing Team and other partners to either prevent rough sleeping and homelessness entirely or, where not possible, to ensure that the customers route into rough sleeping and homelessness is directed along a different and more positive pathway. They take a multi-agency approach with others supporting the individual and work with agencies namely mental health and drug and alcohol support services amongst others to offer a joined-up service to the individual.

### **6.3 Housing First Officers**

Provide management of accommodation and support to those in the Housing First scheme. As a customer's needs can be highly complex, Housing First Officers will have a smaller case load to give more intensive support and for a longer period of time. They work with all persons identified as appropriate to support each individual. Officers also work with supported accommodation providers and social housing landlords to identify customer's move on options from Housing First accommodation.

## **6.4 Housing Solutions Officer – Criminal Justice Specialist**

The main aim of this job role is to support ex-offenders who would otherwise be at risk of rough sleeping through increasing access to private rented homes.

Partnership working is crucial to the success of this scheme. These include (but are not limited to): Probation, Prisons, Community Accommodation Service, Approved Premises, Bail Accommodation Support Services, Police, Health, substance misuse services, Voluntary and Faith Sector Charities and the Department for Work and Pensions (DWP). This is a 12 month post shared across South Norfolk, Broadland and Breckland funded by the Ministry of Justice.

## **6.5 Assessment and Resettlement Officer**

Supported the rough sleeper co-ordinators and provided a fast outreach response to high need clients who are homeless and/or rough sleeping, to access suitable accommodation and services to improve outcomes and prevent reoccurrence. They encouraged and developed proactive working with supported accommodation providers to identify customers move on options and oversaw day to day management of the rough sleeper accommodation. Funding for this post ended in December 2021 and forms part of a cross district Rough Sleeper Initiative funding bid for 2022-2025.

## **6.6 Accommodation**

The Councils have a number of accommodation options within the rough sleeper service including:

- Staging Post accommodation consisting of a six-bedroom house providing fast-access, short term housing. From here, residents can work with officers to identify their needs, access further services and plan next steps.
- A Somewhere Safe to Stay flat, providing flexible use to meet demands, for example as very short-term accommodation up to 72 hours or those with slightly higher needs, or needing to self-isolate.
- Access to main homelessness services, this could be for assessment under the Homelessness Reduction Act and a duty to provide other temporary accommodation.
- Four Housing First properties, soon to be expanded to seven. The overall aim of Housing First is to provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex needs. Housing is seen as a human right by Housing First services. There are no conditions around being ready for housing before providing someone with a home; rather, secure housing is viewed as an important area from which other issues can be addressed.

## **6.7 Working in partnership**

Partnership working is crucial to overcome immediate issues of rough sleeping and also to encourage positive long-term outcomes for people. This starts by working

with individuals, finding strengths and setting goals, from the very small and very quick to longer term planning. Working in partnership means we can identify people at risk of rough sleeping earlier, preventing crisis. Partners also add holistic support through finances, access to health care and recovery services, legal advice, options for permanent homes and employment and training opportunities. It is only by working in partnership that we can make lasting impacts whether for the individual or on a wider system level.

## 7. Monitoring and Oversight

The strategy will be partner reviewed annually in line with the Greater Norwich Homelessness Strategy through the Greater Norwich Homelessness Forum.

## Appendix A: Rough Sleeping Review 2019-2021

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### 1. Introduction

Our Councils have made significant efforts to ensure that our residents sleeping rough or at risk of sleeping rough were safely accommodated during the Covid-19 crisis. During the first lockdown in March 2020, the Councils successfully responded to the government's "Everyone In" programme and were able to offer accommodation to over 20 people across the districts and continued to do so as part of our ongoing objectives to eradicate rough sleeping in Broadland and South Norfolk districts.

For many people, the end of the majority of pandemic restrictions during 2021 was rightly a joyous time. It was an opportunity to live a quasi-normal life for the first time in nearly a year and a half. However, for an increasing number, it brought with it renewed potential for homelessness and rough sleeping.

A number of the pandemic policy support measures have come to an end and many homelessness organisations across the UK are now reporting higher numbers of rough sleepers, many of whom are doing so for the first time.

Furthermore, consumer price inflation peaked at 5.1%<sup>3</sup> in November and, according to the Office for Budgetary Responsibility predictions<sup>4</sup> it is expected to return to target levels only in the second half of 2024, with the persistent stagnation in household income and earnings expected to continue until 2028.

In addition, access to private sector rented properties has shown to be more limited as landlords are becoming more selective with their choice of tenants and more concerned about who they are willing

<sup>3</sup> Consumer price inflation, UK: November 2021 [Office for National Statistics](https://www.ons.gov.uk/economy/inflationandcosts/articles/consumerpriceinflationintheuk/november2021)

<sup>4</sup> Economic and fiscal outlook, UK: October 2021 [Office for Budget Responsibility \(obr.uk\)](https://obr.uk/economic-outlook/)



to accommodate. Indications suggest that landlords are leaving the sector, with properties sold into home ownership thus reducing the pool of available homes. Private housing rents in the East of England have also been steadily increasing this year<sup>5</sup> (from 1.3% in January 2021 to 3% in November 2021) with our forecast expecting a downside scenario of a further increase up to 3.6% by December 2024.

As a result, certain cohorts of people such as unemployed, low earners and self-employed are particularly likely to see their living standards reduced in the coming years. Moreover, those who are currently suffering from financial hardship are likely to struggle further. As an illustration, during the last 12 months, over 130 residents received advice on Council Tax debt, 68 on rent arrears and 6 on mortgage debt through our Help Hub services.

Research<sup>6</sup> from the Health Foundation has shown that the relationship between mental health and unemployment is bi-directional and that good mental health is a key influence on employability, finding a job and remaining in a job. For the first quarter of 2022, the unemployment count for both districts is expected to affect approximately 9,000 residents (4,341 in Broadland and 4,530 in South Norfolk).

During 2020, our Help Hub services received 2,224 requests for support. As the service has grown, 3,643 requests for support were accounted for in 2021. Some of the supporting reasons included homelessness, financial issues, parental and child mental health issues. During the 12-month period, ending July 2021, 415 referrals were made to Housing, 49 related to homelessness and 479 people requested support with housing.

The next few paragraphs will focus on the analysis of individuals assisted through the Councils' rough sleeper service. To provide context, the Councils' have adopted a broad definition of rough sleeper:

- Those at risk of rough sleeping, therefore action needs to take place to **prevent** it from occurring.
- Those who are already rough sleeping and **intervention** is required to offer accommodation and support.
- Those who have previously been at risk of/ or have experienced rough sleeping who can be offered **recovery** measures to support long-term positive outcomes and prevent further risk or a return to rough sleeping.

## 2. Profile of Rough Sleepers in Broadland and South Norfolk

### 2.1 Levels of Rough Sleeping

- 2.1.1 Between August 2019 and October 2021, there were a total of 306 rough sleeper reports added to our data record. Approximately 17% of those were repeated cases and 15% were individuals who could not be contacted due to the lack of identifiable details.

<sup>5</sup> Experimental Index of Private Housing Rental price, UK: November 2021 [Office for National Statistics](#)

<sup>6</sup> Unemployment and Mental Health, UK: April 2021 [The Health Foundation](#)

2.1.2 Notwithstanding, we offered accommodation to approximately 46% of these reports and were able to successfully accommodate 82% (116 individuals) of those who accepted our Rough Sleeper support.

2.1.3 Where we did not offer accommodation, this was due to a number of reasons. The main reason was the inability to locate individuals or to make contact with them. The second main reason was that some individuals found their own accommodation and or went through other services provided by our Councils such as the housing register where applicants can find affordable housing options (e.g. social housing, shared ownership scheme). Further reasons are detailed below.

Reasons for not offering accommodation	Total	%
In prison	1	1%
Unable to locate or to contact	73	44%
Accommodated or verified by another Local Authority	10	6%
Sectioned and or went through a mental health intervention	3	2%
Prefer or is able to stay with family, friends or partner	28	17%
Housed or received housing assistance through other means (e.g. individuals found their own accommodation, went through the Councils' housing register)	30	18%
Moved to another place (e.g. town, country)	8	5%
Required further verification	8	5%
History of eviction due to behavioural issues, uncooperative behaviour	4	2%
<b>Total</b>	<b>165</b>	<b>100%</b>

2.1.4 To be able to produce a robust statistical analysis of the profile of our rough sleepers, the next few sections are focused on those 116 individuals who were accommodated through our rough sleeper services, whose details could be registered. Unless otherwise stated, figures are for South Norfolk and Broadland combined.

## 2.2 District location and hot spots at time of referral

2.2.1 In terms of district location, 62% of our customers were from South Norfolk and 38% from Broadland.

BDC	SNC
44 (38%)	72 (62%)

- 2.2.1 In terms of hot spots, Coltishall in Broadland and Diss in South Norfolk were demonstrated to be the most frequented locations by our customers for each district. Diss, in particular as a town sited towards the bottom of the South Norfolk district and at some distance to Norwich could be expected to see higher numbers of rough sleepers.

BDC	SNC
<ul style="list-style-type: none"> <li>Coltishall (x3)</li> <li>Hevingham (2x)</li> </ul>	<ul style="list-style-type: none"> <li>Diss (7x)</li> <li>Costessey (4x)</li> <li>Poringland (3x)</li> <li>Wymondham (3x)</li> </ul>

## 2.3 Local Connection

- 2.3.1 The majority of our customers had a local connection with South Norfolk.

BDC	SNC	Unknown	Connection to another Norfolk District
36 (31%)	57 (49%)	8 (7%)	15 (13%) of which:  6 Norwich City Council 3 Great Yarmouth 6 Out of County

## 2.4 Rough Sleeper Status

- 2.4.1 The status of our customers showed that most were new to rough sleeping.

Repeat Rough Sleepers	New to Rough Sleeping	Unknown
43 (37%)	62 (53%)	11 (9%)

## 2.5 Living Arrangements prior to homelessness

- 2.5.1 The majority of our customers were living with family, friends or partners. This evidences ongoing impact of the pandemic where there is increased reluctance to offer housing, particularly where this is informal, such as sofa surfing or where homes are overcrowded.

- 2.5.2 The second most common living arrangement found among our customers was supported housing highlighting some of the ongoing complexities experienced by rough sleepers

Living with Family, friends or partners	Living on Boat or caravan	Living in Lodgings	Living in a Shared Ownership scheme	In Prison
39 (34%) <i>31x family or friends</i> <i>8x partners</i>	5 (4%) <i>4x caravan</i> <i>1x boat</i>	5 (4%)	1 (1%)	9 (8%)

Living with Family, friends or partners	Living on Boat or caravan	Living in Lodgings	Living in a Shared Ownership scheme	In Prison
Living in Social Rented or Private Rented housing	Supported housing	Living in Temporary Accommodation	Living in tied accommodation	Living arrangements unknown
7 (6%) PR 6 (5%) SR	17 (15%)	6 (5%)	2 (2%)	19 (16%)

## 2.6 Type of accommodation and scheme used through the Councils' Rough Sleeper Service

2.6.1 There were approximately 185 situations where our customers were migrating within accommodations and schemes until a positive outcome could be delivered while our officers were scrutinising our customers' needs and best options for individual cases.

2.6.2 Staging Post or SStS accommodation was the first consideration when offering accommodation and this is seen in 30% of accommodation offers. Where this was not available or it didn't meet the needs or risk profile of the customer, alternative accommodation was sought. As evidenced below, this mainly took the form of hotel or B&B's. Our Housing First service commenced in autumn 2021 and the first residents can be seen in the 3% below.

Everyone In	Hotel or B&B	Housing First	Staging Post
13 (7%)	101 (54%)	5 (3%)	42 (23%)
Private Sector Leased	Statutory Duty	Offer	Somewhere Safe to Stay Hub (SStS)
3 (2%)	5 (3%)	2 (1%)	14 (7%)

## 2.7 Gender and relationship status

2.7.1 In terms of gender, the majority of our customers were male.

Males	Females
95 (82%)	21 (18%)

2.7.2 In terms of relationship status, the majority of our customers were male and female singles. While, couples and families were much less common. It should be noted that the families did not include dependent children, instead being, for example, adult siblings or parent with an adult son or daughter.

Single Male	Single Female	Couples	Families	Unknown
90 (78%)	16 (14%)	6 (5%)	3 (3%)	1 (1%)

## 2.8 Age Groups

2.8.1 In terms of age, the majority of our customers were young adults, aged 18 to 29. The next highest percentages were found among those aged 41-50.

Aged 18-29	Aged 30-40	Aged 41-50	Aged 51-59	Aged 60+
38 (33%)	23 (20%)	34 (29%)	16 (14%)	5 (4%)

## 2.9 Nationality

2.9.1. In terms of nationality, 93% were UK nationals.

UK Nationals	EEA Nationals	Non-EEA Nationals	Unknown
108 (93%)	4 (3%)	1 (1%)	3 (3%)

## 2.10 Disability

2.10.1 The majority of our customers did not have a disability.

With a disability	Without a disability	Unknown
12 (10%)	87 (75%)	17 (15%)

## 2.11 Mental Health Issues

2.11.1 Approximately half (49%) of our customers had a mental health issue. Of those with a mental health issue, 9% were previously sectioned.

With a mental health issue	Without a mental health issue	Unknown
57 (49%) <i>9% previously sectioned due to MH issue</i>	41 (35%)	18 (16%)

## 2.12 Substance Misuse

2.12.1 The Majority of our customers did not have or substance misuse was unknown. However, approximately 17% of our customers had both drug and alcohol issues.

Drug Issues	Alcohol Issues	Both	None/Unknown
20 (17%)	9 (8%)	20 (17%)	67 (58%)

## 2.13 Mental health and substance misuse combined

2.13.1 Of 57 individuals with known mental health issues, approximately 28% also presented both drug and alcohol issues. In total, 61% had a mental health issue and at least one incidence of substance misuse issue.

With mental health and drug issues	With mental health and alcohol issues	With mental health, drug and alcohol issues
12 (21%)	7 (12%)	16 (28%)

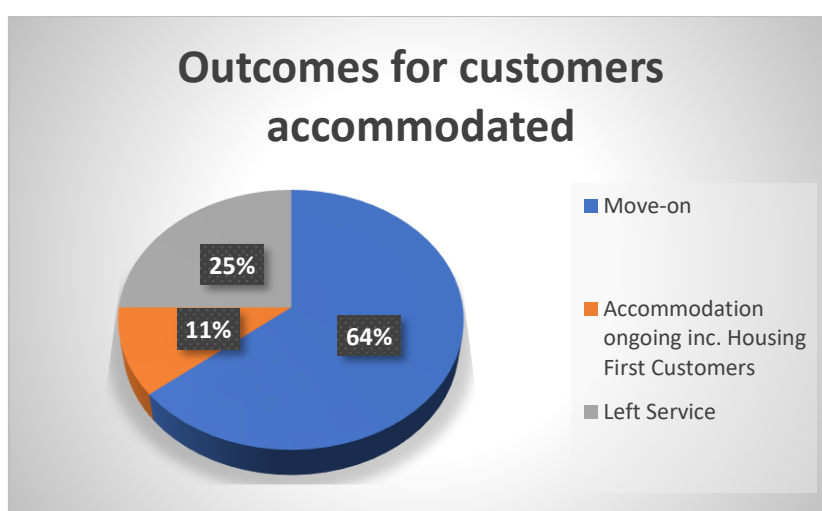
## 2.14 Offending within the last 12 months

2.14.1 Of 36 customers with a recent offending history, 15 had been in prison.

Yes	No	Unknown
36 (31%) <i>15 were in prison</i>	60 (52%)	20 (17%)

## 3. Outcomes

3.1 In terms of outcomes, for those 116 individuals, 128 outcomes were recorded. This is due to some individuals accessing and leaving the service twice. However, it highlights that only a small number of people have returned to, or are at risk of, rough sleeping and come back into the service once an outcome has been achieved.



3.2 It is also positive that a greater proportion of individuals within the service moved on to other accommodation or are still accommodated. A full breakdown of outcomes is given below:

Outcome		Number	%
Move on from service	Assessed as APN and accommodated under part VII	14	11%
	Left to stay with partner	1	1%
	Moved from area	1	1%
	Moved into lodgings arrangement	9	7%
	Moved into private rented	4	3%
	Moved into rehab accommodation	1	1%
	Moved into social tenancy	11	9%
	Moved into supported accommodation	25	20%
	Reconnected to other Local Authority	1	1%
	Reconnected with family/friends	11	9%
	Returned to accommodation available	4	3%
	Ongoing	14	11%

Outcome		Number	%
Left service	Abandoned Project	12	9%
	Accommodation ended as not occupying	4	3%
	Evicted by accommodation provider	4	3%
	Evicted from accommodation	11	9%
	Received custodial sentence	1	1%
Totals		128	100%

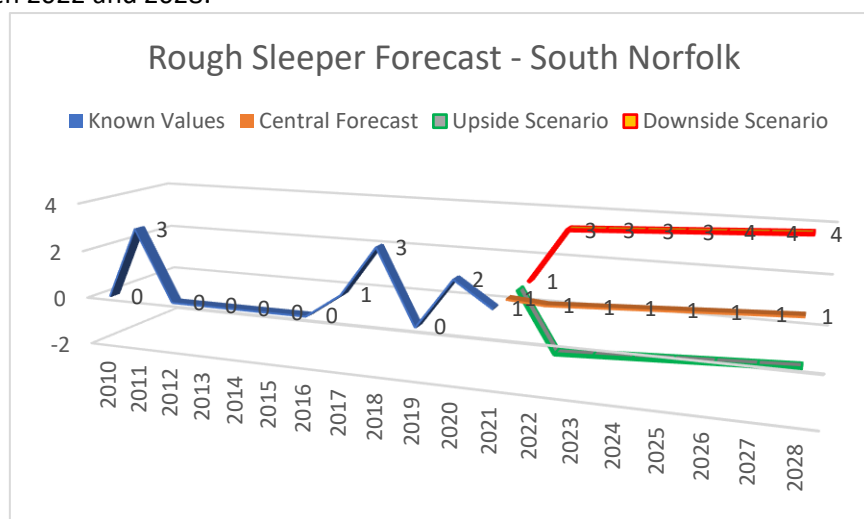
3.3 For those who were evicted, refused assistance or abandoned the accommodation, we continued with our efforts to assist them. We will continue to provide assistance in a variety of ways where we can and will re-accommodate when suitable. We will also seek to learn from these examples so we can better tailor service delivery.

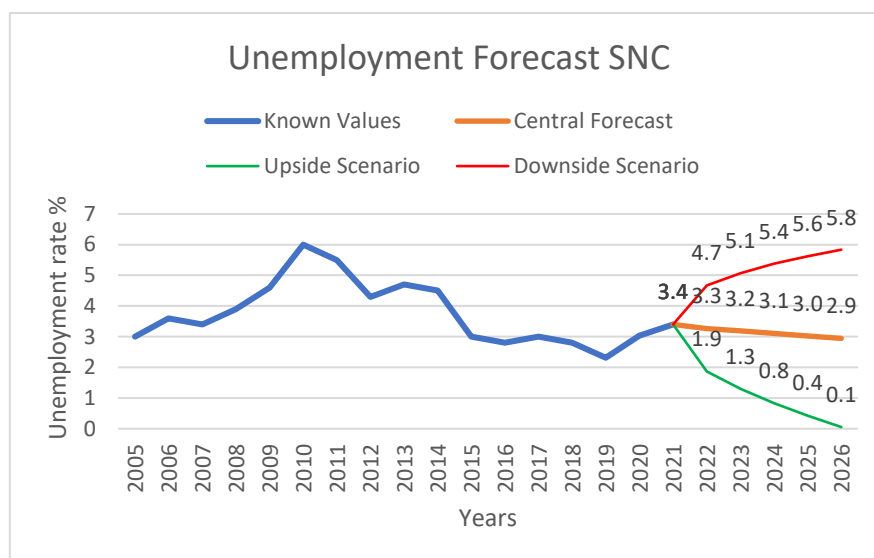
3.4 The outcomes also evidence some of the complexities apparent in achieving long-term housing aims. For example, 20% of move-on was into Supported Accommodation indicating that the customer requires additional, although not as intensive support to move into permanent housing. Similarly, only 3% moved into private rented housing providing further evidence into the difficulties in accessing that housing sector at present.

#### 4. Forecasting future numbers

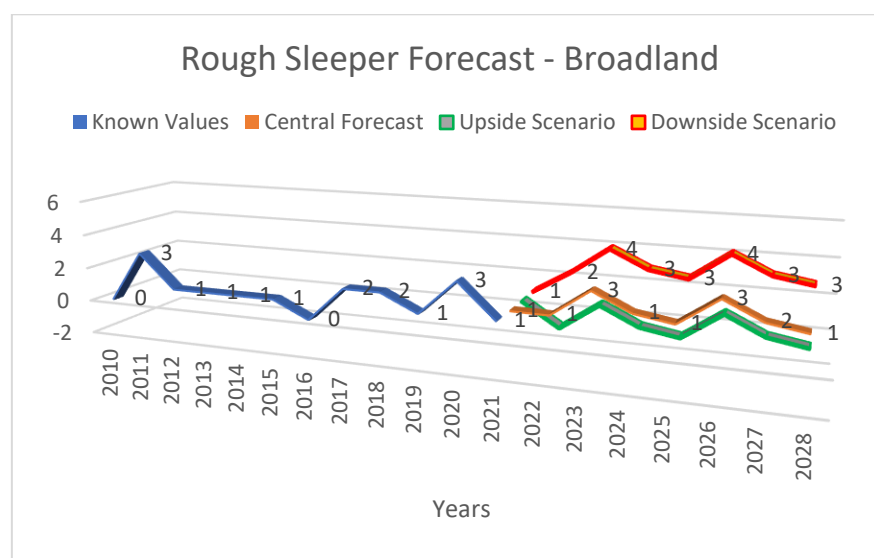
4.1 An exercise took place to forecast future numbers of rough sleepers for South Norfolk and Broadland. This was achieved using data from the annual rough sleeper return based on a snapshot of number of rough sleepers based on a single night.

4.2 In South Norfolk, a central scenario forecast suggests that rough sleepers' cases would follow previous years' figures and be around 1 case prevalent on a single night. However, when considering the predicted and already existent changes in the national economic outlook and UK policies, in a downside scenario, South Norfolk could see an increase of 3 to 4 cases between 2022 and 2028.

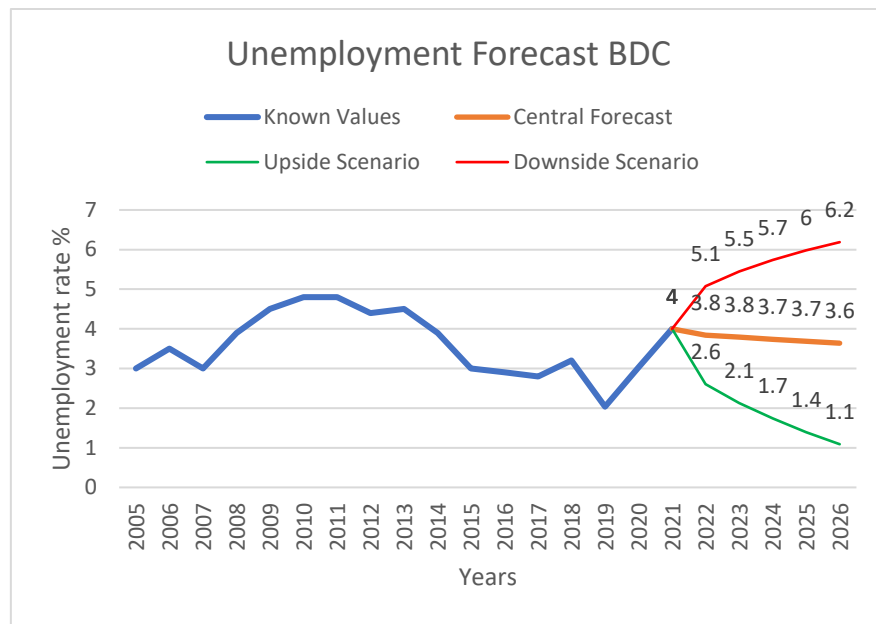




- 4.3 Similarly to South Norfolk, Broadland's downside scenario shows an increase of 3 to 4 cases prevalent on a single night. However, presenting the central scenario of expected new cases may fluctuate between 1, 2 and 3 cases... An upside scenario would present no new cases for the years between 2022 and 2028. However, when considering the national economic uncertainty and expected unemployment counts for the next few years, an upside scenario would be unexpected.







- 4.4 South Norfolk and Broadland District Councils have decided to develop a Rough Sleeping Strategy covering the period of 2022-2025, which will be aimed at securing longer-term solutions for our residents, while focusing on the preparedness of our services to be able to provide rapid interventions in periods of crisis such as the Covid-19 pandemic. Most of all, the aim is to continue our work towards our goal to eradicate rough sleeping among our residents.

## South Norfolk and Broadland Rough Sleeper Strategy 2022-2025

### Public consultation analysis of responses.

#### 1. Background

The public consultation for the South Norfolk and Broadland Rough Sleeper Strategy ran from 7<sup>th</sup> – 20<sup>th</sup> February 2022 and consisted of 9 questions.

The consultation was advertised on social media, via the Council website and a press release was circulated. Although the consultation was hosted online, alternative options for completion were available. No requests for alternative options were received.


This analysis provides detail on response numbers and examples of participant comments. It also highlights emergent themes based on those comments and summarises areas in the strategy that need to be reviewed before setting out the next steps.




A prize draw was attached to the consultation with two prizes of a £15 local shopping voucher. The draw attracted 43 entrants and was drawn on 25<sup>th</sup> February.


#### 2. Responses.

A total of 85 complete responses were recorded. Of these, nearly all were from individuals and households and just under two thirds of these lived in the South Norfolk area.




There were a smaller number of responses from organisations than hoped. However, this may be due to the shorter consultation timescale available and capacity to complete.

Are you responding on behalf of:			Response Percent	Response Total
1	Yourself/your household		92.94%	79
2	An organisation		7.06%	6

Individual/Household responders: Are you a resident of:			Response Percent	Response Total
1	Broadland District Council		36.71%	29
2	South Norfolk Council		59.49%	47
3	Neither		3.80%	3

Organisation responders: Can you please indicate if your service operates in:			Response Percent	Response Total
1	The Broadland District Council area		0.00%	0
2	The South Norfolk Council area		0.00%	0
3	Both		100.00%	6

## Priority One: Prevention

Do you think our actions under priority one will help in preventing rough sleeping?			Response Percent	Response Total
1	Yes		74.12%	63
2	No		8.24%	7
3	Other		17.65%	15

This question had 85 responses, of these just under three quarters felt that the actions under priority one would help in preventing rough sleeping. 39 people left written comments equalling 46% of all participants.




Example of comments include:

*There needs to be many more housing options available for single people. Currently they are low priority unless they have specific issues such as mental health, but with no housing options they are likely to develop mental health issues, and I feel that could be prevented. The average single person is just on their own as far as housing counts, and that isn't good.*

*It is far too vague: for example what does "developing our customer journey" mean in practice, and what is "appropriate shared information" mean. The language used here is totally meaningless and does not set specific targets.*

*Good to see sharing of appropriate information is part of the strategy. Really hope you plan to work with and appropriately fund the third sector to assist in this work*

## Priority Two: Intervention

Do you think our actions under priority two will achieve our aims to make sure we're offering the right services and helping people to stop rough sleeping?			Response Percent	Response Total
1	Yes		69.41%	59
2	No		15.29%	13
3	Other		15.29%	13

This question had 85 responses and just under 70% agreed that actions under priority two will help to stop people rough sleeping. 34 people left written comments equalling 40% of total participants.




Examples of comments include:

*Include work pays and housing costs /benefits must not be the barrier for people going into paid employment*

*It is vital that accommodation, even if emergency, enables the individual to feel safe and allows them to remain close to any support networks - I have known customers turn down emergency housing as they feel the accommodation they are offered is worse than sleeping rough.*

*It will help but also think that you need to develop an approach that helps resettle anyone moving through the homelessness system and then tenancy sustainment to prevent clients becoming homeless again*

### Priority Three: Recovery

Do you think the actions above will result in positive outcomes and prevent the risk of further rough sleeping?			Response Percent	Response Total
1	Yes		75.29%	64
2	No		9.41%	8
3	Other		15.29%	13

This question had 85 responses and the majority of agreed that the stated actions will meet the strategic aims of priority three. There were 29 written comments equivalent to 34% of all participants.




Examples of comments include:

*Yes, but please don't reinvent the wheel - link in with services already working effectively in the area.*

*Ensure longevity of support*

*Individuals need access to multiple forms of support and health services. Mental health issues are likely to be prevalent amongst this group.*

### Priority Four: Systems

Do you think the actions above are the right ones and will provide a joined up approach to elimination rough sleeping?			Response Percent	Response Total
1	Yes		74.12%	63
2	No		5.88%	5
3	Other		20.00%	17

This question had 85 responses and as with the other three priority areas, the majority felt the actions under priority four were the right ones. 35 people left written comments equivalent to 41% of all participants.

Examples of comments include:

*Only if properly funded and resourced, the right staff and not people who talk in the language of this survey. ...the worst approach is a corporate speak approach, it will drive service users away.*

*Good to see health as a partner in the RS strategy. Educating health professionals to look at the wider picture and ensuring they know where to refer patients for help should be in my opinion a key element of the strategy.*

*Acknowledging, understanding and working with a trauma informed approach is vital. Sensitively getting to the route cause if why someone is rough sleeping in the first place will really help support them to a better outcome and positively move forward*

### **Comments on the overall strategy and equalities impacts.**

Respondents were invited to read the draft Rough Sleeper Strategy in full and to leave any further comments. 9 people did so equivalent to 7% of all participants

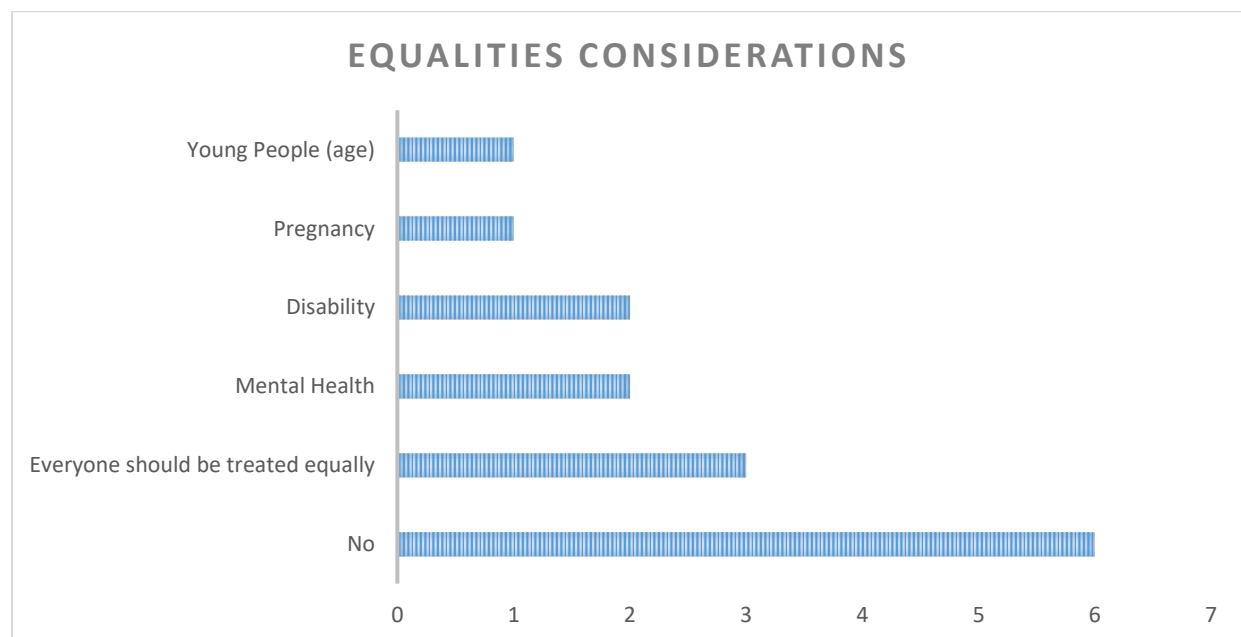
Comments include:

*Please consider people will want to stay with their pets at all time.*

*I applaud the fact that the Council is helping people in this way, and sincerely hope it succeeds in its aims.*

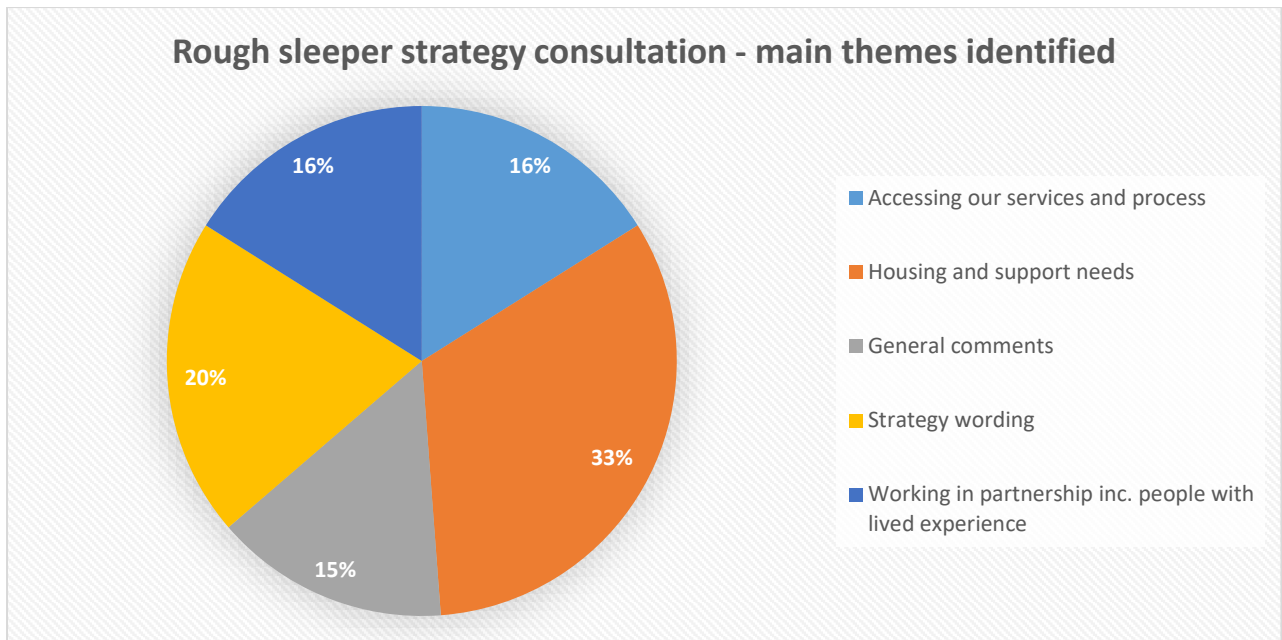
Participants were also asked for views on the potential impact of the proposals raised in this consultation on people with protected characteristics as defined in section 149 of the Equality Act 2010. 13 people responded equivalent to 15% of all participants.

The comments have been categorised by protected characteristic in the table below. Due to the impact of mental health in rough sleeping, it has been included separately although it is not a protected characteristic in itself.



### **3. Overarching themes**

Five overarching themes have been identified from the comments made and are detailed in the table below.



It is not surprising that housing and support needs provide a third of comments. These mainly focus on calls for more affordable housing and for holistic, long-term support provision. In addition, a fifth of comments relate to the wording used when setting out the four priorities. This includes concerns around use of corporate language, 'jargon' and acronyms.

The remaining themes are of broadly similar weighting indicating the importance of partnership working, crucially developing services with people who have lived experience of homelessness and rough sleeping and ensuring our services can be accessed in a number of ways.

General comments relate to areas that don't fit into the other four themes such as non-specific agreement or disagreement with the strategy and comments that relate to other areas such as actions that would be linked to the Greater Norwich Homelessness Strategy.

#### **4. Conclusion and next steps**

There is a general consensus of agreement with the draft rough sleeper strategy with an average of:

- 73% in agreement with the four priority areas and associated actions
- 10% not in agreement
- 12% responded 'other'

Comments provided are broadly in line with the priorities and will also be considered when developing the delivery plan which will sit underneath the rough sleeper strategy once approved.

What does need to be addressed are comments related to the wording for the priorities. These will be re-written in plain English although they will not change the overall ambitions.

The Equalities and Communities Impact Assessment (EqCIA) will also be reviewed in light of the consultation.

The amended strategy will then be presented to both South Norfolk and Broadland members for final approval and publication.

## Equalities and Communities Impact Assessment

**Name of Officer/s completing assessment:** Victoria Parsons

**Date of Assessment:** 21st January 2022.  
Amended 25<sup>th</sup> February

### 1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

South Norfolk and Broadland Rough Sleeper Strategy 2022-2025

### 2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be **positive**, **neutral**, or **negative**)

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	✓		
Disability	✓		
Race		✓	
Sex	✓		
Religion or Belief		✓	
Sexual Orientation		✓	
Marriage/Civil Partnership		✓	
Pregnancy/Maternity		✓	
Gender Reassignment		✓	

### 3. Which additional Communities characteristics does this policy impact?

Health	✓		
Place inc. Rurality	✓		
Low Income and Poverty	✓		

### 3. What do you believe are the potential equalities and communities impacts of this policy?

Please include:

- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

**Note:** Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

The strategy articulates the joint commitments by South Norfolk Council and Broadland District Council to eliminate rough sleeping in the two districts. It complements and aligns with, the Greater Norwich Homelessness Strategy 2020-2025 in recognition that elimination of rough sleeping starts with homelessness prevention.



No one should be rough sleeping out of necessity and the vision and strategic outcomes contained within the draft document aim to have a positive impact on all those who are, or at risk of, rough sleeping.

Furthermore, impacts of the pandemic are ongoing and modelling indicates that numbers of rough sleepers in the districts are expected to grow. Challenges identified that can result in increased numbers or prevent positive outcomes include:

- Access to housing including the private rented sector
- Access to health services including mental health and dual diagnosis services.
- Sourcing appropriate accommodation to minimise spread of Covid-19
- Improving economic outcomes for individuals

As part of strategy development a review of the current rough sleeper service was undertaken. This includes demographics of customers referred into the service and have been used to inform this assessment. Full findings from the review can be found at Appendix A to the Rough Sleeper Strategy.

Main findings from the review in relation to the protected characteristics show that of the 116 individuals accommodated through the service:

- 82% were male
- 33% were aged 18-29 and 18% aged 50+
- 10% disclosed a disability
- 4% were an EEA National, 1% were a Non-EEA National and 3% were unknown.
- 5% were in a couple and 3% were families
- 49% had a known mental health issue
- 61% of those with a mental health issue had coexisting substance/alcohol misuse.

It should be noted that the data is for people who have been accommodated by the rough sleeper service and are likely to have been assessed as not having a priority need under homelessness legislation. This might influence why males are disproportionately represented.

Young people are also at increased risk of homelessness and rough sleeping, this is often due to; low wages; lower welfare payments; or where young people are living at home with friends or extended family in often insecure living situations. This has been particularly exacerbated by Covid-19.

We do not have data on; race, religion or belief or sexual orientation and this reflects complexities in gathering data when a swift intervention is needed or where customers may choose not to provide that information.

We are conscious that research by the Albert Kennedy Trust in 2016 found that young people who are lesbian, gay, bisexual and transgender comprise up to 24 per cent of the youth homeless population with the main reasons were parental rejection, abuse within the family or being exposed to aggression and violence. In addition, the *LGBT in Britain Trans Report*<sup>1</sup> by Stonewall in 2018 found that a quarter of trans people have experienced homelessness. Furthermore, the Albert Kennedy trust<sup>2</sup> in their 2021 *the lgbtq+ youth homelessness* report states that 'Only 35 per cent of LGBTQ+ young people who have accessed a service whilst homeless recall being asked by service providers to provide information about their gender identity and sexual orientation. Just one third (33 per cent) felt safe to disclose this information'.

Shelter analysed government statistics on homelessness between April 2019 and March 2020. It found that a quarter (24%) of people making homelessness applications to local councils were from Black, Asian, and Minority Ethnic (BAME) groups, even though they made up just over a tenth (11%) of all households in England<sup>3</sup>.

Insecurity of housing, homelessness and the threat of homelessness are major contributors to ill health, particularly mental health with studies indicating that existing health conditions are also exacerbated by homelessness or unsuitable housing.

<sup>1</sup> <https://www.stonewall.org.uk/lgbt-britain-trans-report>

<sup>2</sup> <https://www.akt.org.uk/report>

<sup>3</sup> [Shelter 2020](#)

In addition, a 2017 report by the Local Government Association (LGA): *The Impact of Homelessness on Health*<sup>4</sup> found that there are correlations between:

- Financial problems and mental health
- Housing insecurity and anxiety, stress, loss of confidence and worry about the future
- Overcrowding and mental health, particularly for children and young people
- Stress, anxiety, depression and other mental health problems and poor housing conditions
- Self-medication with alcohol and drugs.

As noted above 49% of customers into the service had a known mental health issue, however it is expected that this is under reported.

In summary, the vision, priorities and actions of the rough sleeper strategy aim to have a positive impact for all characteristics. It is important that the draft strategy ensures that any actions we take support those at most risk of rough sleeping as seen by our review findings. However, the Councils also need to make sure that this is not at the expense of less represented groups with one or more of the protected characteristics, that actions and the service are accessible and tailored to benefit all customers.

There is work to be done to understand under reported groups, for example, is there under representation, are the right questions being asked by the Councils and if customers feel confident to disclose. Continued engagement with those with lived experience will help us to shape services in the future in addition to procurement of software so that we can better record data.

The strategy was subject to public consultation between 7<sup>th</sup> and 20<sup>th</sup> February with participants asked to comment on the 4 priorities and invited to read the draft strategy and comment on that and any perceived equalities impacts.

Specific equalities comments did not identify concerns for negative impacts instead asking the Councils to be mindful of specific groups. These were:

- Disability
- Mental Health
- Pregnancy
- Young people.

These correspond with our own thoughts about those who are at greater risk of rough sleeping or more likely to be adversely affected by it. As noted above, some of those would be found to have a priority need and offered our statutory homelessness services.

Within the general comments on the priorities, about a fifth noted the language used on the priorities, stating it was too corporate, using jargon and acronyms. As a result the priorities have been amended to use plain English so that they are clearer.

It is expected that the Equality and Communities Impact Assessment will be updated with every annual strategy review.

**Signed by evaluator: Victoria Parsons**

**Signed by responsible head of department:**



Please send your completed forms to the equalities lead to be reviewed and stored in accordance with our legal duty.

---

<sup>4</sup> [https://www.local.gov.uk/sites/default/files/documents/22.7%20HEALTH%20AND%20HOMELESSNESS\\_v08\\_WEB\\_0.PDF](https://www.local.gov.uk/sites/default/files/documents/22.7%20HEALTH%20AND%20HOMELESSNESS_v08_WEB_0.PDF)

REVIEW DATE - \_\_\_\_\_  
(See Page 2 for details of reviews.

**Agenda Item: 15  
Cabinet**

**15 March 2022**

## **APPROVAL OF EXTENSION TO BELAUGH CONSERVATION AREA AND ADOPTION OF CONSERVATION AREA APPRAISAL**

**Report Author:** Chris Bennett  
Senior Heritage and Design Officer  
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**Portfolio:** Planning

**Ward Affected:** Wroxham

**Purpose of the Report:**

To advise Council to approve and adopt the Belaugh Conservation Area Appraisal and the extension of the conservation area boundary.

## **1. Summary**

- 1.1 The Broads Authority have produced and adopted a conservation area appraisal that reviews and assesses the Belaugh Conservation Area. The existing conservation area falls entirely within the Broads Authority Executive area. They have recommended the extension of the area to include the property Piper's Haigh (formerly Sunny Haigh) in Top Road and its associated curtilage land. This part of the area falls within the Broadland District Council area and therefore requires approval and adoption by BDC as the local planning authority.

## **2. Background**

- 2.1 Under section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, the Local Planning Authority is required from time to time to determine which part of their areas are of special architectural or historic interest whose character or appearance it is desirable to preserve or enhance, and to designate them as conservation areas. Under Section 71 of the Act the authority is also required to formulate and publish proposals for their preservation and enhancement.
- 2.2 The appraisal assesses the character and appearance of the conservation area and recommends boundary changes depending on whether an area makes a positive, negative or neutral contribution to the conservation area. The appraisal also sets out proposals as to how the conservation area can be managed and further enhanced. The appraisal has been carried out in accordance with the guidance contained within the Historic England Conservation Area Designation, Appraisal and Management Historic England Advice Note 1 v 3.0 Feb 2019.
- 2.3 The conservation area was first designated in 1973 and was last re-appraised in 2011. At this time an appraisal recommended that the area should be extended to include the property Piper's Haigh, however although approved by the Broads Authority the additional extended area was not adopted by Broadland District Council so the boundary remained legally the same.
- 2.4 As part of the re-appraisal process, the Broads Authority considered that a single change to the boundary as per what was initially recommended in 2011 should again be proposed. This is the inclusion of Piper's Haigh and its curtilage based on its historic and architectural character as an early 20<sup>th</sup> century property, which was considered to make a positive contribution to the character and appearance of the area.
- 2.5 The initial draft of the appraisal prepared by the Broads Authority in the Spring of 2021 was subject to consultation with Belaugh Parish Council and subsequent revisions were made for the formal appraisal document.
- 2.6 All residents within the Conservation Area boundary were sent a leaflet in May 2021, advising them of the Conservation Area re-appraisal. Homeowners affected by the Local List proposals and Article 4 directions were sent a more detailed letter and notices where required. Local members and other key stakeholders were also consulted.

- 2.7 The consultation period was due to run until the beginning of July. Unfortunately, due to the ongoing Covid restrictions, attendance at the Parish Meeting was cancelled and so the consultation period was extended until 10 September 10 to allow a drop-in session to be held at the Belaugh Church Rooms on 4 September.
- 2.8 Documents were also available on the Authority's website and notices were put up in the village, with officers available to answer queries by telephone, e-mail or letter.
- 2.9 The Broads Authority took the appraisal to their planning committee for approval and adoption on 8<sup>th</sup> October 2021. The report is available on their website.  
[https://www.broads-authority.gov.uk/data/assets/pdf\\_file/0015/403323/Belaugh\\_Conservation\\_Area\\_-\\_final\\_draft\\_for\\_adoption.pdf](https://www.broads-authority.gov.uk/data/assets/pdf_file/0015/403323/Belaugh_Conservation_Area_-_final_draft_for_adoption.pdf)
- 2.10 A list of consultation responses is contained at Appendix B. No response was received from the owner/occupier of Piper's Haigh.
- 2.11 The property Piper's Haigh has also been identified in the appraisal as a local list building i.e. a non-designated heritage asset.
- 2.12 This recommendation has been taken to Place Shaping Panel Policy Committee on 24<sup>th</sup> January. They recommended that Cabinet recommends to Council to approve and adopt the conservation area appraisal and the boundary amendment.
- 2.13 Two questions were raised at Place Shaping Panel: Firstly, why the amended boundary was not approved in 2012. In response, an explanation could not be found, but this recommendation will ensure that the boundary change will now take place. Secondly, a question was raised regarding a resident's concern about restricting rights to solar panels on their home. In response, permitted development rights are only being withdrawn for some properties in the conservation area, and not the property in the extended area within Broadland. Also, the withdrawal of permitted rights means that planning permission was now required for the erection of panels but does not necessarily prevent their installation.

### **3. Proposed action**

- 3.1 It is proposed that Cabinet recommends to Council to adopt the conservation area appraisal produced by the Broad Authority (Appendix C) and approve the extension to the conservation area boundary to include the property Piper's Haigh and its associated curtilage land which falls within the Broadland District Council planning area (as shown at Appendix A.)

### **4. Issues and risks**

- 4.1 Inclusion in the conservation area will result in the following changes to the property to be included:

- Any submission for planning permission will be considered with regard to preserving and enhancing the character and appearance of the conservation area.
  - Planning permission will be needed to demolish buildings and other structures such as front garden walls (if over 1m in height)
  - Alterations affecting external appearance, particularly to the front elevation are likely to require planning permission e.g. dormer windows and satellite dishes
  - Six weeks' notice is required to be given to the council prior to undertaking any works to trees.
- 4.2 The appraisal provides improved background information on defining the character and appearance of the conservation area, and this in turn will lead to an improvement in design and access statements and assist in decision making when determining planning applications. The appraisal also includes recommended enhancement (p28), however these are recommendations rather than obligations.
- 4.3 There are not therefore considered to be any significant financial implications with regard to officer time or resources.

## **5.0 Conclusion**

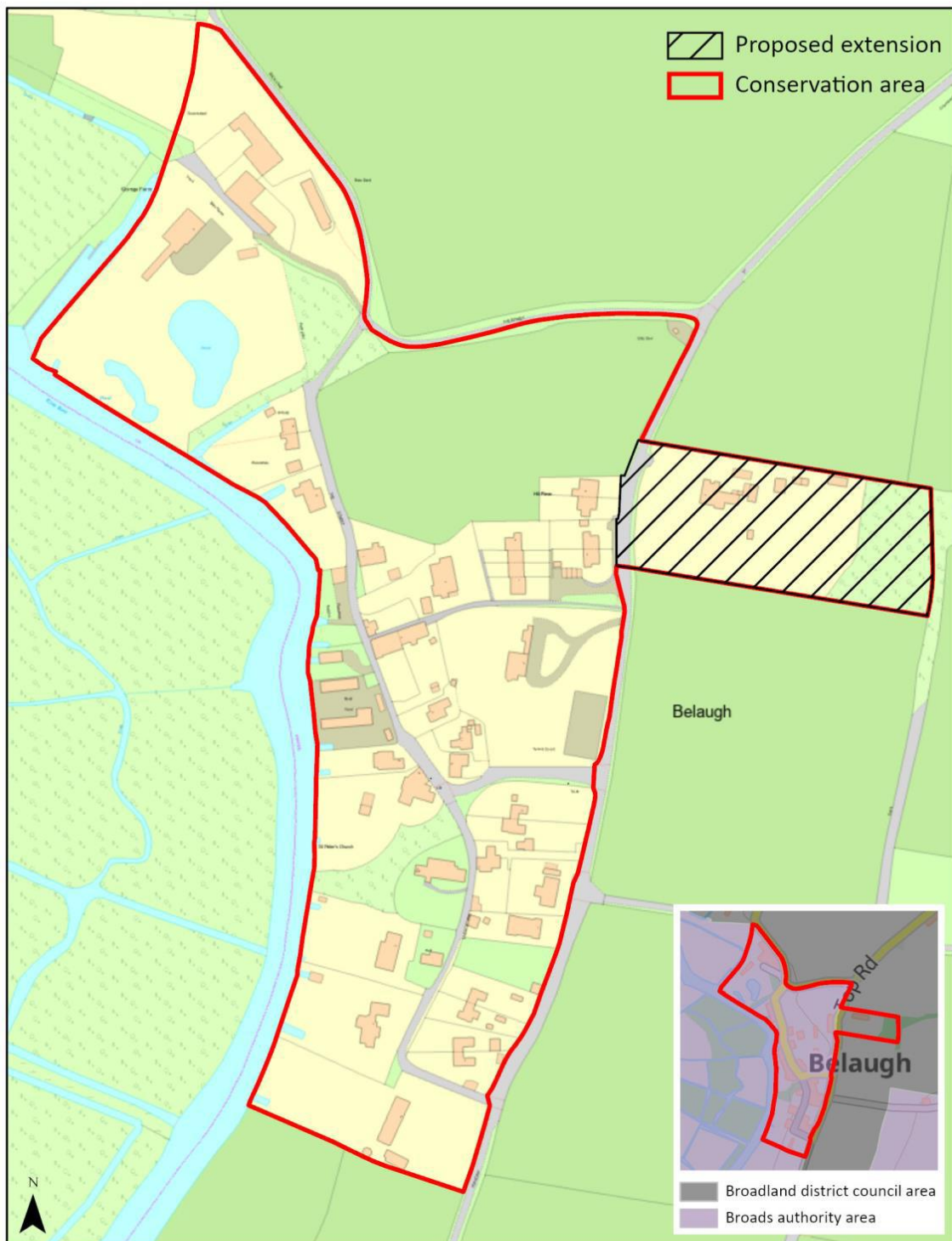
- 5.1 The assessment of the conservation area and consultation have been carried out by the Broads Authority in line with recommended guidelines and in consultation with Broadland District Council.
- 5.2 The Place Shaping Panel Policy Committee has recommended that Cabinet also recommends that Council approve the adoption of the conservation area appraisal and the extension of the conservation area to include the property Piper's Haigh and associated curtilage land that falls within the Broadland District Council area.

## **6.0 Recommendations**

- 6.1 That Cabinet recommends to Council to approve the adoption of the proposed extension of the boundary of Belaugh Conservation Area to include Piper's Haigh and its curtilage (see map Appendix A).
- 6.2 That Cabinet recommends to Council to approve and adopt the conservation area appraisal for Belaugh Conservation Area (Appendix C)

## Appendix A

Map showing existing conservation area and proposed extension



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Not to scale



## Appendix B

### Consultation Responses

(KK – Kate Knights, Historic Environment Manager, Broads Authority)

Organisation	Method of Response	Comment	Response	Notes
Private individual	Email	Supports Local List and Article 4 directions	Thank you for your response (KK)	Noted. No further action.
Private individual	Email	Queries re responsibilities for street trees	KK advised that the trees are on unregistered land. Our tree consultant did not think the trees were causing an obstruction but if they were considered to be, NCC would be responsible for removing the obstacle under the Miscellaneous Provisions Act.	No further action
Private individual	Phone call	Query as to why nos. 10-12 The Street are proposed for Local List when PP has been granted for their demolition.	Explained that we have no guarantee that the PP will be implemented and as such they are considered worthy of LL.	Remove nos. 10-12 The Street from proposed Local List now that they have been demolished.
Norfolk County Council Historic Environment Service	Email	We were impressed with the draft reappraisal, which appears to tackle the historic environment aspects well. We would just like to add that the Norfolk County Council Historic Environment Strategy and Advice Team will	Acknowledged	Noted. No further action

		continue to offer advice to the local planning authority on planning applications which may have historic environment implications within and without the conservation area.		
Private Individual	Email	Sevenstead should not be locally listed as not old	Acknowledged-agreed given level of alteration there isn't much historic fabric left - although barn is still attractive and has group value - so agree to remove from LL inclusion and update CAA to highlight group value of barn	Remove from list and update CAA to ensure its group value is noted
Private individual	Comment from consultation event	Supports article 4, in particular in relation to solar panels which could be visually intrusive.	Thanked for response verbally.	No further action.
Private individual	Email	Does not support Article 4 restricting solar panels: - we should not be doing anything that would deter people from taking steps to mitigate climate change; the visual impact is minimal and it is an outdated aesthetic to think they are intrusive; the Broads will be severely affected by rising water levels and climate change and we shouldn't be deterring individuals from taking actions to help.	Thanked by e-mail.	Consider Article 4s re solar panels.

Private individual	Email	Doesn't think his property is currently included in the CA and doesn't want the CA extended to include it due to restrictions on trees and solar panels and additional bureaucracy. Diesel boats should not be allowed in a conservation area.	Email sent explaining that the CA was extended in 2011 to include his property. The Article 4 direction re: solar panels will not cover his property. Points raised regarding the use of diesel boats are not relevant to this consultation	No further action.
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## Appendix C Conservation Area Appraisal for adoption

## Belaugh Conservation Area Appraisal



Adopted 8 October 2021

Broads Authority  
Yare House  
62-64 Thorpe Road  
Norwich NR1 1RY

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# Introduction

## What are Conservation Areas?

Definition:

- A conservation area is defined as an 'area of special architectural or historic interest the character of which is it desirable to preserve or enhance' (Section 69 (1), Planning (Listed Buildings & Conservation Areas) Act 1990).

As described by Historic England:

- *'Historic places convey a sense of uniqueness and awe and are strong emotional pillars for common values, connecting communities across England. Cultural heritage as a physical resource can play a critical role for community cohesion, collective action and in shaping human health and societal wellbeing. Heritage can also improve personal wellbeing, by helping us understand our past, our individual and communal identity and help us connect with the places where we live'* Historic England<sup>1</sup> (2020). There are therefore clear community benefits for the protection and preservation of high-quality historic environments such as conservation areas.

Designation of a conservation area recognises the unique quality of an area. It is the contribution of individual buildings and monuments as well as other features including (but not limited to) topography, materials, spatial relationships, thoroughfares, street furniture, open spaces and landscaping. Many elements contribute to the character and appearance of an area, resulting in a distinctive local identity.

The extent to which a building or group of buildings/structures, positively shape the character of a conservation area comes from their street-facing elevations, the integrity of their historic fabric, overall scale and massing, detailing and materials. Rear and side elevations can also be important, particularly in the Broads where building elevations often face and address the river or Broads, side views from alleys and yards or views down onto buildings in valleys or low-lying topographies. If the special qualities of a conservation area are retained and inappropriate alterations prevented, the benefits will be enjoyed by owners, occupiers and visitors to the place, including the ability to experience interesting and important heritage structures and places. It is therefore in the public interest to preserve the area for cultural appreciation.

It should also be acknowledged that change is inevitable, and often beneficial, and the purpose of a Conservation Area status is a means of managing change in a way that conserves and enhances the character and appearance of historic areas.

## **Legislative and policy background**

The concept of conservation areas was first introduced in the Civic Amenities Act 1967, in which local planning authorities were encouraged to determine which parts of their area could be defined as “Areas of Special Architectural or Historic Interest, the character or appearance of which it is desirable to preserve or enhance”.

The importance of the 1967 Act was for the first time recognition was given to the architectural or historic interest, not only of individual buildings but also to groups of buildings: the relationship of one building to another and the quality and the character of the spaces between them.

The duty of local planning authorities to designate conservation areas was embodied in the Town and Country Planning Act 1971, Section 277. Since then further legislation has sought to strengthen and protect these areas by reinforcing already established measures of planning control which is now consolidated in the Planning (Listed Buildings and Conservation Areas) Act 1990.

The National Planning Policy Framework (2019) sets out the overarching requirement for local planning authorities to identify and protect areas of special interest.

Land and buildings in the Belaugh Conservation Area lie within both the Broads Authority executive area and Broadland District Council area. The Broads Local Plan (2019) sets out the Authority’s policies for guiding development within the Broads Executive Area and The Development Management DPD (2015) sets out the council’s policy for guiding development within Broadland District Council’s area (see more information at Appendix 3 planning policy and guidance).

## **Aims and objectives**

The conservation area at Belaugh was originally designated in 1973 and was last re-appraised in 2011. This re-appraisal (2021) aims to examine the historic settlement and special character of Belaugh, review the boundaries of the conservation area and suggests areas where enhancements could be made.

The appraisal provides a sound basis for development management and encourages development opportunities which endeavour to improve and protect the conservation area as well as stimulating local interest and awareness of both problems and opportunities.

## **What does designation mean for me?**

To protect and enhance the conservation area, any changes that take place should positively conserve the character and special interest that make it significant. Statutory control measures are intended to prevent development that may have a negative or cumulative effect on this significance. The additional controls in conservation areas include:



- The Extent of Permitted Development Rights - Permitted Development Rights (i.e. changes that are allowed without requiring planning permission from the local authority) may be restricted; for example, replacement windows, alterations to cladding, the installation of satellite dishes, removing chimneys, adding conservatories or other extensions, laying paving or building walls. Changing the use of a building (e.g. from residential to commercial) will require planning permission. The types of alterations/development that need permission can be altered by the local authority by the making of Article 4 Directions. It is therefore advisable to check with the local planning authority before making arrangements to start any work.
- Demolition - Demolition or substantial demolition of a building within a conservation area will usually require planning permission from the local authority.
- Trees - If you are thinking of cutting down a tree or doing any pruning work to a tree within a conservation area you must notify the local authority 6 weeks in advance. This is to give the local authority time to assess the contribution that the tree makes to the character of the conservation area and decide whether to make a Tree Preservation Order.



View up The Street from Commissioner's Staithe

## Summary of special interest

Belaugh village is grouped on and around a geological feature unique to the northern Broads. A large meander in the River Bure, a scarp slope on the outer bank of the bend and an outcrop of chalk combine to give the village its dramatic setting. The church tower rises magnificently above the trees on the hill and the wooded slopes fall steeply down to the river. The village shelters beneath the west facing scarp slope overlooking marshland and alder carr on the opposite bank. Whilst the buildings are not necessarily all of individual merit, collectively with their walls, hedges and trees, they give a sense of enclosure that enhances the drama of this splendid settlement.

## Location and context

Belaugh is a compact village 10 miles north east of Norwich, located on the outer bank of a large meander in the upper river valley area of the River Bure, mid-way between the busy yachting centre of Wroxham and the large village of Coltishall. It is also roughly mid-way between the source of the river at Melton Constable Park (26 miles away), and the sea at Great Yarmouth, some 32 miles away. The village is on a no-through road, and around 130 people live within the parish.



The River Bure from the village

### **General character and plan form**

Belaugh is a very distinctive riverside village. Its physical character is dictated by the layout of the land and its position on the river. The approach to Belaugh is through gently rolling countryside, and the village itself nestles around a scarp slope facing the river. The built form is grouped around two narrow lanes running roughly parallel to the river, where the buildings are concentrated around access to the river via the staithes and a footpath. This linear form of development is contained between the river and Top Road running along the upper part of the scarp slope, and there are few buildings outside the village envelope, apart from outlying farms.

### **Landscape setting**

Arable farmland surrounds the village, with medium sized fields defined by neatly cut hedges, which are a very distinctive feature. The land drops steeply to the river and the majority of the village development is on this slope, with the church positioned on an outcrop at the highest point in the village. To the east, farmland leads to a large wooded area surrounding the river at the opposite neck of the meander towards Wroxham. To the west, the marshy flood plain on the opposite side of the river gives way to fields on higher ground and to a wooded ridge towards the village of Horstead. Long views of the village are restricted, especially from the river. However, because of its tight plan form and size, the relationship between the village and the surrounding landscape is a close one.

## Geological background

The chalk which underlies the whole of Norfolk is at an accessible depth in this area. Cretaceous Chalk is the oldest rock type to be found in East Anglia, with an approximate age of 100 million years, and because it was subjected to smoothing glacial action, it provides a much more subdued topography than in other areas of Britain. The chalk deposits were subsequently overlain in Pleistocene times by a series of sand, muds and gravels, and these shelly sand deposits are known as 'Craggs'. They bore the first brunt of the Ice Age as large glaciers moved into East Anglia from the north; the action of the ice moving over the loose deposits contorted the underlying material into complex thrust-type folds, known as 'contorted drift'.

In the area around Belaugh, the chalk drifts in a west-east direction and chalk outcrops are evident at about 20 ft above sea level, on the west side of the meander, where the river has cut into the land below the church. Woodland growth marks the only other chalk outcrop in the area, on the steep slope between the church and Jubby's Farm to the south. The distinctive main ridge of Belaugh, rising to approximately 50 ft above sea level, was formed by the beds of sand and gravels of the Norwich Craggs.

On the river valley floor, the chalk and Norwich Craggs are overlain by alluvium. The flood plain, at about 15 ft above sea level, is wide above the village, narrows through the village and then widens out again towards Wroxham. Swampy marsh surrounds the river, resulting in a series of small waterways, although upstream of the village, there are luxurious water meadows, through which the footpath to Coltishall can be found.

Outside the conservation area, Belaugh Broad is downstream, on the opposite side of the meander, and in common with other 'Broad's' in the county, was formed through peat digging between the 10th and late 13th centuries. The decline in peat burning, the rise in coal imports and the change in climate which affected NW Europe after 1250, brought higher sea levels and the end of the pits. Belaugh Broad is now silted up and un-navigable.

## Historic development

### Archaeology

The Norfolk Museums and Archaeology Service compiles records of known archaeological activity, sites, finds, cropmarks, earthworks, industrial remains, defensive structures and historic buildings in the county. These records are known as the Norfolk Historic Environment Record (NHER). The NHER contains 35 records for the parish of Belaugh, although most of these are outside the conservation area boundary.

The earliest evidence of occupation on the peninsula is from the Neolithic period, including the site of a possible Neolithic mortuary enclosure to the north of the parish, on higher ground overlooking the river, which is visible on aerial photographs. Sites of possible Bronze

Age round barrows, now visible as ring ditches close to the site of the enclosure, suggesting that the site continued to be associated with the dead throughout the prehistoric period. Roman pottery and coins have been found in a series of enclosures, ditches and trackways, but there is little other evidence from that period, and some late Saxon work in St Peter's Church, is the only evidence for Saxon settlement in the parish.

No medieval buildings survive in Belaugh, apart from the church, which has an unusual Norman font from the 12th century, and a medieval painted rood screen. Metal-detecting undertaken in the parish in 2013 recovered medieval coins and metal objects. The metal finds include a medieval rotary key, a medieval/post-medieval buckle and weight. Belaugh Broad, the flooded remains of medieval peat workings, is the only other legacy from this period, but this is not within the conservation area boundary.

There are no scheduled monuments within the parish.

### Early development

Belaugh was recorded as a small settlement in the Domesday book as Belaga, but in other documents is referred to as Bellhagh, Belaw, Bilhagh or Bilough. The village may have taken its name from Norse, Danish and Anglo-Saxon sources, meaning 'a sheltered dwelling place by the water'. (For example, the Norse word "liggia" meaning a sheltered place and the Anglo-Saxon "hloew" – a hill, "by" – a dwelling and "eau", water.) The name may also have been from the Old English, meaning 'an enclosure where dead are cremated', which would accord with evidence of its earliest occupation.

The village was part of the Hundred of South Erpingham. A 'Hundred' was a division of a shire and is a term dating from the C10. It was, as the name suggests, an area of land which was capable of supporting approximately 100 families, or 10 tithings. There were 33 Norfolk Hundreds listed in the Domesday Book in 1086, and they remained the accepted units of administration and taxation until 1834.

In Francis Bloomfield's essay on the County of Norfolk (1808) it is recorded that in the time of Edward the Confessor, the parish was held by Ralph Stalra, who then gave it to the Abbot of St Bennet's at Holm, where it remained until the dissolution of the monasteries in Henry VIII's reign. Uniquely St Bennet's was never actually dissolved.

In 1600 the population of the village was recorded as 80. It rose to 150 in 1680 and it remained at about this figure until 1851, when it reached a maximum of 172 people, distributed among some 38 houses.

Records in 1881 show that the parish contained 139 inhabitants, that Edward William Trafford was Lord of the Manor and that Sir Jacob Henry Preston Bart also held estates in the area.



Nowadays, the Traffords and the Prestons are still significant landowners of the 850 acres in the parish, although the population has dropped to 134 people (2011 census), distributed among some 55 houses and farms.

The Grade I listed church is the earliest surviving building and the only structure in the village to be included in the Secretary of State's List of Buildings of Special Architectural or



The Church of St Peter

Historic Interest. Constructed of flint with limestone dressings, it dates from the 12th century and early 14th century with the west tower built in the 15th century. Internally, a painted rood screen dating from the 15th century is of fine quality for such a small parish. The screen shows the Apostles and was defaced in the 17th century by a 'godly trooper', as a zealous Puritan wrote to the Sheriff of Norwich. There is also an unusual 12th century tub-front font in blue stone. Originally thatched, the church was re-roofed and the roof remodelled in 1861 and the pews, pulpit and lectern were replaced in 1875.

The Rectory, according to Francis Blomefield in 1808, "stands between the river and the churchyard, directly under it, the bottom of the steeple being higher than the top of the house". The building dates from the 18th century and the grounds include an ice house cut into the side of the hill on which the church stands. (Historic Environment Record, SMR number 19207). The church must have retained some significance into the 19th century as in 1845 White's Gazetteer recorded that there was both a Rector and a Curate. Records also show that the Rectory was repaired and enlarged in 1883 and again in 1910 (Kelly's

Directory 1933). It was sold as a private house in 1977, when the parish joined with Wroxham and Hoveton. In association with the church, a small school was built in the late 19th century (now the Church Rooms). This was extended in 1913 to provide accommodation for infants, and closed in 1936, when the children were transferred to the school at Coltishall.

Maps show that the road pattern has not changed substantially over the last 200 hundred years. Access from the Coltishall Road was still via Back Lane and Top Road. Early development in the village was along the line of Church Lane and The Street and this appears to be the 'main' street, with only sporadic development along Top Road. Top Road was formerly known as Butt Lane; it is thought that this was because a field opposite the entrance to Church Lane was used by villagers for Sunday archery practice.

The river has always played a large part in village life. Belaugh is unusual in having two Staithe (Commissioner's Staithe and Church Staithe), the oldest of which is Commissioner's Staithe on The Street. The land was registered in the Act of Enclosure of 1828, and Commissioner's Staithe has been in continuous use ever since.



Commissioner's Staithe

Commissioner's Staithe would have been the commercial centre of village activity, where both goods and people arrived by water. Bulk items such as hay and coal, delivered by wherry, were stacked on the Staithe for collection or distribution around the village and

wider rural area. Following the decline in the transportation of goods by river, the Staithe became popular for the holiday boating trade.

Commissioner's Staithe was the social centre of the village; its position adjacent to the well made it an informal meeting place for adults collecting water several times a day as well as a playground for the children. Fishing was always a popular pastime and this is an activity which continues today, along with picnicking or just sitting observing the river.

Church Staithe, located below the church tower is the newest Staithe. It was created in 1977 on the sale of the Rectory to ensure that the church had its own direct access from the river via Pilgrim's Path, an unusual feature in the Broads.

Farming has always played an important part in the life of Belaugh and until the mid-1980s there were four working farms within the parish, these being Grange Farm, Church Farm, Juby's Farm and Old Hall Farm. Traditionally a large proportion of the working population of the village would have been employed on these farms; on a regular basis as tenant farmers or farm labourers, or on a casual basis, at busy times, such as harvest. Grange Farm is the only one within the conservation area. Grain crops predominated, especially barley, taking advantage of the productive loamy soil, and this may explain the extensive range of farm buildings at Grange Farm including an unusually large brick barn, possibly reflecting the size of the farm, (some 300 acres) and used to store and thresh the corn. The proximity to the river to transport the grain to market may also be a significant factor. Animals were a secondary crop, and largely kept to manure the land and serve the domestic purposes of the family.

The farmhouse at Grange Farm is built of flint and brick, both materials available locally, but not necessarily within the parish. The flint is knapped and squared and laid in courses, a particularly expensive way of building indicating that it must have been a building of some standing. It appears to have undergone modification in the 18th and 19th centuries, when a slate roof was also added.

### Later Developments

As can be seen from the population figures and from early maps, there was little expansion of the village until the 19th century, and even then, it was on a modest scale. Apart from the school and a small number of cottages, buildings of note are Belaugh House, built in the late 19th century on Top Road and Piper's Haigh (previously Sunny Haigh), constructed shortly afterwards and the only house to the east of Top Road.

Apart from agriculture, the main activities in the village were connected to its position on the river, which was important for both communication and trade. Employment was found in the marshes, maintaining drainage channels, cutting marsh hay and litter to be sent by train from Wroxham to London, as well as eel catching, fishing and wildfowling. Activities on the water were also important, with the Staithe providing access to the river for the movement of goods to and from other villages and the coast, as has been mentioned



earlier. Nearby Coltishall, with its thriving malting and brewing trade in the 18th and 19th centuries must have provided employment as well as entertainment, and the chalk workings in the area contributed to the activity on the river. In the early 20th century, there were boatsheds on the eastern boundary of the parish, on the opposite side of the peninsular from the village. By 1916 the boat building trade was established in roughly its current position on The Street adjacent to Commissioner's Staithe. A family concern, two boathouses were building and hiring out wherries, racing yachts and boats, as well as storing and repairing private yachts. The boatyard is still in use today for the repair and hiring of boats.

Early 20th century development centred on vacant land between Top Road and Church Lane and included three pairs of thatched and rendered 'estate-style cottages' and a pair of brick-built cottages (that were dated 1939) at 10-12 The Street (nos. 10-12 The Street have recently been demolished and permission has been granted for a new dwelling).



One of the pairs of 'estate-style' cottages

In the second half of the 20th century, some half dozen houses and bungalows have been added, but these, in the main, replaced earlier buildings, for example Kareela, on the site of the shop, and Duck Cottage. An early photograph shows a late 18th or early 19th century cottage which contained the only village shop, on The Street with an area of open land to the river behind. A footpath beside it linked the river to The Street and this right of way exists today. The building was demolished and replaced by the current two storey house in 1963 and the shop closed ten years later.

The most recent buildings at Hill Piece Loke were built on former allotments.



The former school, now Church Rooms

It would seem that the village had few facilities apart from the Church, the school and the shop, but there were close associations with Coltishall, and the foot path through the water meadows connecting the two villages was regularly used well into the 20th century for access to work in the malting and brewing industry that thrived there in the 18th and 19 centuries, other shops and trades.

Although the village must have been relatively isolated on a cul-de-sac on the peninsular, the proximity of two larger villages brought mains gas in 1925, although mains electricity did not reach the village until 1956 and it was not connected to the main water supply until the mid 1960's. Prior to that the villagers drew their water from 17 wells, mostly serving individual houses, but 12 cottages shared a larger, roofed well head which stood on the Street opposite Commissioner's Staithe until it was irreparably damaged by an accident in 1971 and the site redeveloped for Staithe House. The village was connected to mains drainage in the 1960s when the sewage treatment works was built on the edge of the village.

Late 20th century changes include the sale of The Rectory as a private house and the formation of the Pilgrims Path to the Church Staithe in 1977, when the parish joined with Wroxham and Hoveton, and the cessation of active farming at Grange Farm in the mid 1980s, when the farm house and associated buildings were converted for residential use.



## Spatial analysis

Much of the character of the village is derived from the topography and the relationship of the built form to the river and the wider landscape. The sheltered position of the early development on the scarp slope means that long views of the village do not prevail. Access to the opposite bank is not easy, but the view from the river is particularly significant, with St Peter's Church sitting high above the River Bure and the village nestling in the slope below, contained by the river bank.

The scale, form and layout of the village are largely due to its relationship with the river and in particular, the points of access to the River from the Street. The lanes, lokes and paths from the higher ground at The Street developed to provide convenient access for the inhabitants, and this in turn has led to the distinctive form of the village.

Top Road provides the other boundary to development in the village, defining the transition between the open landscape and the built form of the village. There is little awareness of the river from this upper part of the village, but the church tower is a prominent landmark and almost constantly in view. There are long views from Top Road to woods across fields to the west towards Wroxham, and to the east, where the wooded ridge towards Horstead



View up the Loke from The Street

can be seen from Hill Piece and from the access to Church Lane. The significant open spaces here are mainly within private gardens, such as Sunny Haigh and Belaugh House, but undeveloped areas between the houses are just as important to the rural feel. Hill Piece serves as a turning and parking area to the 20th century houses and bungalows, and is a

hard-landscaped public open space which is unlike the soft landscaped areas found elsewhere in the village. This, including the area of grass containing the parish notice board is underexploited. The area would benefit from a sensitively designed formal parking area, landscaping and a bench for quiet contemplation at the hill top.

Leading off Top Road, Church Lane presents an enticing prospect as it drops down towards the river valley and makes a sharp turn to the right to run along the rear of the cottages on the upper road. Church Lane is a very intimate space; more of a loke than a road, enclosed by walls and hedges, the scene unfolding as it gently curves, rises to the Church and drops down again to join The Street at another right-angled bend. The churchyard is a major open space here, emphasised by its position at the summit of the hill and containing many mature trees. At the base of the tower a splendid view opens up over the village and along the river, while below, in contrast, the Pilgrims Path leads down steep steps through mature trees to open up views across and along the river at the Church Staithe.



View up Church Lane from The Street

At the junction of Church Lane and The Street, the Rectory gardens allow the first glimpse of the river from the road. A similar view of the river is afforded besides the former shop, although masked by a pair of metal gates. The Street is a narrow space, emphasised by the informal nature of the road itself, with no footpaths or hard edges. It is more densely developed with the boatyard occupying a prominent position and with the buildings, hedges and fences, enclosing the street itself. Distinctive features of The Street are the private gardens going down to the river, where neatly cut grass reaches the water's edge, (for example the Rectory, those attached to River Cottage and Staithe Cottage and further on,



Duck Cottage). Commissioner's Staithe is a small, but prominent public open space in this part of the village; again, grass to the river edge, with the wild marsh and alder carr woodland on the opposite bank of the river providing a dramatic contrast to the neat character of the village. It is also here that the edge of the village, defined by the river can be observed, with views upstream of gardens and private moorings. The view downstream is more restricted by the boatyard buildings. Looking back up The Street the view of the church tower is a prominent feature, although marred by the confusion of overhead wires and associated poles.



View up The Street, Belaugh with church tower and overhead wires

At the end of The Street, the public footpath across the private grounds to Grange Farm allows long views towards the river. Beyond Grange Farm the countryside becomes apparent once more, with the footpath to Coltishall winding through lush water meadows. The topography is particularly prominent here, where to the east there is a dramatic change in level to the upper part of the scarp slope, at the top of which a narrow winding lane leads to the Wroxham/Coltishall Road which forms part of the conservation area boundary.



# Character analysis

## Use and activity

Before the middle of the 20th century, a large proportion of the population found employment within the parish or close by, predominately in occupations relating to agriculture or the river. The majority of buildings in the village were, and still are, in residential use. Small to medium sized cottages prevail, most of them set in gardens large enough to grow vegetables for the family, which is demonstrated by the pattern of development in, for example, Top Road. Traditionally, these smaller dwellings were tied cottages in the ownership of the employing farmers; the larger buildings in the village were associated with the farms, which, apart from Grange Farm, were located outside the village envelope. Nowadays, changes in agricultural practices and improved transport have meant that less of the residents work in the parish, and the riverside setting has made this a popular location for retirement and for holiday accommodation, although unlike some other settlements in the Broads area, the proportion of buildings in seasonal use appears to be relatively low.

## Overview of streets, buildings and architecture

### Top Road



Top Road is characterised by:

- Road with grass verges but no kerbs or footpaths.

- Fields to the east contained by well-kept hedges.
- A mix of detached and semi-detached houses and bungalows.
- Single storey and two storey development.
- The buildings generally set back from the road.
- Front gardens behind hedges.
- Many mature trees.

The entrance to the village on Top Road is marked by houses either side, with gardens enclosed by hedges and containing mature trees. Piper's Haigh penetrates the farmland to the east, and to the west, two pairs of 20<sup>th</sup> century houses mark the beginning of the village envelope. This sense of enclosure and maturity is interrupted by an access and parking / garaging for the 20<sup>th</sup> century houses and bungalows at Hill Piece which is of an uncharacteristic scale and design. A small area of grass containing the parish notice board appears to be unused and is also a suitable case for improvement, where some additional landscaping would be of benefit. Almost hidden from view, a narrow loke runs steeply down from Hill Piece to emerge between two cottage gables onto The Street in the lower part of the village. Until the early 20<sup>th</sup> century, this footpath was an important link between The Street and Hill Piece, providing access for the delivery of coal and other goods from Commissioner's Staithe and for water from the public well on The Street. Nowadays, the loke still forms a charming and useful pedestrian link between the two parts of the village and its informal character should be retained.

Beyond Hill Piece, Belaugh House is a substantial 19<sup>th</sup> century house, set back from the road in a generous plot containing a large number of mature trees, including beech, chestnut and Corsican pines.

Previous to 2020, at the junction of Top Road with The Street, a traditional red 'K6' public telephone box was a prominent landmark. Unfortunately BT removed it as a part of a project consolidating their assets. Given the positive contribution that the K6 public telephone box made to the conservation area, it would benefit from the re-installation of a telephone box, which could be re-used as some form of village facility. This could possibly be undertaken as a joint project in association with the Parish Community Forum.

The pattern of development on the remainder of Top Road is of dwellings, detached or semi-detached on rectangular plots running towards the river valley. The road is flanked by gardens enclosed by hedges, apart from where accesses have been formed for car parking in the gardens. The sense of enclosure to this edge of the village could be improved with additional planting to these driveways or parking areas. Development here is mainly 20<sup>th</sup> century, including 3 pairs of 'estate style' cottages, thatched with rendered walls. These seem to turn their backs to Top Road, with their main elevation to Church Lane, facing the



river valley. Flint Cottage, formerly a terrace of cottages and now extended to form one house, is set in a large plot running down to the river and marks the end of the village development on Top Road.

Beyond Flint Cottage and the conservation area boundary, the views open over the landscape with sporadic development until the tracks to Old Hall Farm and Jubby's Farm are reached.

### Church Lane



Church Lane is characterised by:

- A narrow winding loke following the topography.
- No formal road surface.
- Grass verges with no kerbs or footpaths.
- Enclosed by red brick and flint walls and hedges.
- A mix of plot sizes.
- A mix of building styles and ages.

Leading off Top Road, almost at the end of the built up area, Church Lane drops down quite steeply towards the river, to make a sharp turn to the right behind the 'estate style'



cottages to run parallel with the river. The lane then gently curves as the ground rises up to the highest point in the village at the Church. Lower down, it joins The Street on a sharp bend. Church Lane is a very intimate longitudinal space, tightly enclosed by walls and hedges. It is essentially an informal loke, unsurfaced with grass at the verges and in the centre. This informality in materials and construction is essential to its character, and every effort should be made to preserve it.

To the west a good example of 1950s architecture (High Meadow), designed by architect Lionel Smith, recently re-ordered, and a bungalow overlook the river, the latter having been built in the grounds of the former school. The former school (now Church Meeting Rooms) is set down below the level of the churchyard in a grassy plot almost hidden by mixed evergreen and deciduous hedges. Part of the plot adjacent to the churchyard, has been set aside as a small informal parking area between school and church. It is currently unsurfaced and any intensification of use of this area may necessitate some sort of low maintenance surfacing. The choice of materials and layout will need to be carefully handled to preserve the character of the area.

The Church of St Peter occupies a commanding position above a steep bank dropping down to the river. It is the only statutory listed building in the village, grade I. A wooded hoggin path and steps (The Pilgrims Path) leads from the base of the tower down to the river edge at the Church Staithe. This allows mooring for boats to enable visitors to access the church directly, and is one of only a few churches in the Broads to have this facility. The trees in this area and on the churchyard should be maintained carefully, to preserve the character of the area. Built of stone, flint and brick, the churchyard wall is a particularly important feature on Church Lane.

Opposite the church, Hillcrest is a two-storey red brick house. There is evidence of an earlier building on the west gable, where it can be seen that the building was extended, heightened and refaced late in the late 19th century or early 20<sup>th</sup> century. It has recently been extended. It is possible that the use of the original building was connected to Church.

### The Street

The Street is characterised by:

- Road with grass verges but no kerbs or footpaths.
- Road enclosed by buildings, walls, hedges or fences.
- A tight knit form of development.
- A mix of architectural styles - small scale cottages and larger scale 20th century houses, mainly two storey.
- Distinctive riverside boatyard development.
- Open green spaces adjacent to the river.

- The centre of the village is in marked contrast to the open countryside surrounding the developed area.



At the junction between Church Lane and The Street, The Old Rectory is built hard up against the road with a large garden adjoining the river behind. Glimpses of the river through the garden are partly masked by a 20th century carport. A red post box in the wall of the Rectory is a prominent feature.

As can be seen from the historical background to this appraisal, boats and boat building has been a traditional occupation in Belaugh for at least a century. This industry has produced a particular type of development in the village centre; a series of characteristic long thin sheds built at right angles to the river, traditionally clad and roofed with corrugated iron painted mostly in shades of dark green. More recently erected temporary shelters for boat repair may need to be formalised to reflect this character in some way. The boatyard buildings restrict views of the river.

Beyond the boatyard, there are two gardens adjacent to the river, but separated from the houses by the road. This traditional configuration protects the buildings from flooding whilst exploiting the river frontage. River Cottage retains its traditional boatshed at the water's edge.

The grass verges and informal design of the road on The Street should be retained.

Whereas the church tower is visible from many places in the village, the visitor is hardly aware of the proximity of the river until Commissioner's Staithe is reached. Apart from Church Staithe, this is currently the only public open space adjacent to the river, although a third access - Footpath No 4, leads from the Street to the water.

A small area of carparking is separated from Commissioner's Staithe by timber posts. It is a popular area for residents and visitors by road and by river, for picnics, fishing or quiet contemplation. The landscaping is natural and this informal feel should be retained. Recent improvements have been made to the village sign and interpretation board. The slipway into the water has been restored and gives access for canoes and small craft. The marsh and alder carr on the opposite bank would benefit from careful management, but the wild character should be retained and any permanent mooring discouraged.

The sewage pumping station adjacent to Commissioner's Staithe is partially hidden by planting, although a small gap in the screening still exists. A more permanent screen of say, Norfolk reed panels, to supplement the planting, would be beneficial.

There are several mid 20th century buildings in the village centre. Whilst not traditional in style, they generally use materials from the same palette and fit into the character of the area, by virtue of their boundary treatments which continue the enclosure of the street e.g. Duck Cottage by planting; Staithe House by brick walls. However, opposite Commissioner's Staithe, the sense of enclosure has been lost with the open vehicle access to The Knoll on higher ground. Improvements could be made to enclose the boundary here and link it visually to the rest of The Street.

At the end of The Street, Grange Farm is an interesting group of buildings of high architectural character, both individually and as a group. The farm house (which is of significant architectural and historic merit,) is built of flint with brick dressings in an elegant country style. On the opposite side of the loke, the barn is particularly imposing, not only because of its size in plan form but also because of the sweeping pantile roof and its relationship to the dramatic change in ground level behind it. This and the associated farm buildings have been converted to residential use, but it is still possible to understand how this group of buildings worked as a farm.

### **Architectural styles and materials**

There is no prevalent architectural style as would be found, for example, in planned suburban areas. The village has grown up slowly and this is reflected in the variety of building designs, closely related to use (for example, the farm buildings at Grange Farm, the boatsheds and the domestic dwellings). A unifying factor is the scale of development, generally small scale, of no more than two storeys. Buildings constructed in the late 20th century, however are of a slightly larger scale than the earlier buildings. Generally, the roofs of the smaller buildings are gabled, with the ridges parallel to the street. Larger houses, such as The Old Rectory, have hipped roofs. The boatsheds are distinctive in their form, at right angles to the street and the river.





The boat yard on The Street

A variety of materials has also been used; the earlier buildings employing those found locally (although not necessarily within the parish) such as flint, brick and pantile. 19th century and early 20th century buildings introduced render, slates and thatch. Those most recently constructed are of brick and pantile, although the character of the brick used does not always harmonise with the earlier material. The issue with brick choice was mainly as a result of limited post war and late 20th century choice of brick, caused by the closure of local brickworks and consolidation in national brickworks. However, there is now more choice in brick types which allows for matching vernacular brick.

### **Trees and significant open spaces**

Trees and hedges contribute greatly to the beauty and attractiveness of the village. The approaches to the village are lined with mixed hedges and there are many groups of mature trees within the village envelope, in particular around the church and the Church Meeting Room, and in the grounds of the Old Rectory and Belaugh House. There are no Tree Preservation Orders in the village, as consent is required from the Broads Authority for any work to trees within the conservation area. Many of these trees are reaching or have reached their maturity and thoughtful management of them is required to maintain their important contribution to the character of the area. It is an objective to both maintain existing trees and promote new planting where appropriate to secure the ongoing tree cover and associated character of the conservation area.

Commissioner's Staithe is a significant open space within the village street scene, particularly as it opens up views along the river. The area beside Hill Piece is also an

important focal point, although it could be made more attractive with sensitive landscaping. Other noteworthy open spaces are in the main, within private gardens, but undeveloped areas throughout the village (for example between Top Road and Church Lane) are just as important to the rural character of the village.



Fields between The Street and Top Road

However, the setting of the village depends heavily on the wider landscape. There is extensive tree cover following the meander in the river, giving the village an almost circular green backdrop, and protection of this wider area is an important factor in the preservation of its character.

### **Boundaries**

Traditional walls, fences and gates exist throughout the conservation area and make an important contribution to its character. Historic walls survive around the churchyard and along Church Lane, and in The Street flint and brick retaining walls, timber picket fences and railings provide traditional means of enclosure. Hedges are the more usual boundary treatment on Top Road, although they are also found throughout the conservation area. Standard, close boarded fences are not vernacular, do not contribute to the character of the area and can close off important glimpses and views.

## Issues, pressures and threats

### Buildings

Generally, the buildings and gardens are very well maintained. However, the special character of conservation areas can easily be eroded by seemingly minor, and well intentioned, home improvements such as the insertion of replacement windows and doors with ones of an inappropriate design or material, (for example hinged opening lights in lieu of sash windows and UPVC instead of painted timber). This is a particular issue with unlisted buildings that have been identified as contributing to the character of the conservation area. In line with current legislation, all complete window replacements are required to achieve minimum insulation values, but recognising the affect that inappropriate replacements can have, Local Authorities are empowered to relax that requirement when considering the restoration or conversion of certain buildings within conservation areas, and advice should be sought from the local Planning Department at an early stage.

### Streetscape issues

An essential part of the character of the village is the scale and informality of its streets and lokes, for example The Street and Church Lane. Any proposals to diminish this character by introducing kerbs, footpaths and modern materials should be resisted. At Hill Piece the width of the road, the introduction of footpaths and the use of materials are in stark contrast to the earlier thoroughfares, and these factors should be taken into account when any new development or vehicle accesses are being considered. Access to the river and the lower part of the village is difficult in any vehicle larger than a car, due to the narrow width of the roads, the incline and the tight corners at either end of The Street. This is not normally an issue for residents, but deliveries by large vehicles to the boatyard have in the past, caused damage to verges and occasionally buildings. The boatyard is an essential part of the character of the village, and it is not suggested that this activity should cease, but consideration could be given to restricting the size of vehicles allowed access to The Street. Public parking in Belaugh is restricted with only a handful of spaces available at Commissioner's Staithe, which are often in high demand.

The important contribution made by mature trees, both within the village and in the wider area has already been highlighted, but the removal of smaller trees, hedges and other traditional boundary treatments, particularly in order to provide parking in gardens, can have an adverse impact on the character of the buildings and the overall street scene. This is particularly noticeable on Top Road, where appropriate replanting could soften the effect of these alterations to the original boundary treatments.

There is little room for new development within the conservation area and proposals for extending or altering existing properties should be carried out with due regard to the effect on the character of the area. The approaches to the village are so important to the character that development outside the village envelope should be resisted.



## Recommendations

This appraisal has identified the distinctive qualities that make the Belaugh Conservation Area special which should be preserved and enhanced, and has also identified the following areas that would benefit from improvements:

- Additional planting to boundaries on Top Road around vehicle accesses.
- Reinstatement of boundary enclosure to the vehicle access to The Knoll.
- Environmental enhancement and a review of the signage, heritage interpretation and benches at Commissioners' Staithe and Church Staithe and replacement with more traditional materials where appropriate.
- Environmental enhancements to Church Staithe. This might include works to the riverbank, new seating and heritage interpretation and screening to the sewage pumping equipment adjacent to Commissioners' Staithe.
- Environmental enhancements to the parking and turning area at Hill Piece. This might include resurfacing of the road and parking area, timber bollards to prevent parking on the grass, tree or other planting, a bench.
- The removal or tidying up of the overhead wires in The Street.



Hill Piece



- Improved parking area to the church room.
- Maintain existing trees and promote new planting where appropriate to secure the ongoing tree cover and associated character of the conservation area.

### Boundary change

The original conservation area was declared in 1973 and reviewed in 2011. As part of the 2011 appraisal, it was proposed that Piper's Haigh on Top Road should be included within the conservation area. Unfortunately, due to an oversight, that alteration to the boundary was never formally adopted by Broadland District Council. We still consider the building and its grounds to be worthy of inclusion within the conservation area, and as such this is once again proposed as an extension.

The following change to the conservation area boundary is therefore suggested:

- Extend boundary to include the following property and its curtilage:
  - Piper's Haigh on Top Road. Note this extension is within Broadland District Council's administrative area (see **Map 1** below).



Piper's Haigh, Top Road



## Article 4 Directions

Given the importance of the views from the river and the topography of the valley side there would be concerns about the impact of the installation of solar panels which can be currently undertaken without planning consent in some instances. An Article 4 direction will be served here to ensure solar panels require planning consent. This would not be intended to stop the use of solar panels but to ensure that consent is required so they can be positioned sympathetically and protect views from the river.

There are three semi-detached properties in Belaugh which have thatched roofs and these thatched roofs are considered to contribute significantly to the character of the properties and wider conservation area. Thatched roofs can be changed under the current permitted development rights and given the properties are semi-detached could result in one side being changed from thatch which would be considered particularly detrimental to the character.

The imposition of two Article 4 Directions has therefore been approved as follows:

- Categories of permitted development which are restricted under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015 upon confirmation of this Direction:
  - The installation, alteration or replacement of solar photovoltaic (solar panels) or solar thermal equipment on the front, side or waterway facing roof slopes of a dwellinghouse, being development comprised within Class A of Part 14 of Schedule 2 to the Order.

Properties comprised in the land affected by this Direction:

The Street, Belaugh:

1, 3, 5 Staithe Cottage,

6, 7, 11, 10-12,

11, 14, 15, 16, 17, 18 The Old Rectory.

- Altering the existing roof covering of the front or side of a roof of a dwellinghouse where the roof covering forms part of the principal elevation or is visible from a highway, being development comprised in Class C of Part 1 of Schedule 2 to the Order.

Properties comprised in the land affected by this Direction:

Top Road, Belaugh:

4-5, 8-9, 10-11.

See **Map 2 and 3** below.

## Inclusions on the Local List

### Top Road:

- 2 Piper's Haigh (Broadland District Council).
- 7 and 8 Hill Piece.
- Belaugh House.
- 7, Holly Wood.
- 4 and 5, 8 and 9, 10 and 11.
- 12 Flint Cottage.

### Church Lane:

- The Old School (Church Meeting Rooms) and outbuilding.
- Hillcrest, outbuilding and walls to Church Lane, Church Lane.
- High Meadow, 3 Church Lane.

### The Street:

- The Cottage.
- Church Cottage and flint boundary wall.
- The Old Rectory.
- Bure House.
- River Cottage and boundary wall.
- Staithe Cottage.
- Boatsheds.
- Grange Farmhouse.
- 2, 6 and 8 Bure Bank, (Cartshed and farm buildings EXCLUDING no. 4 Sevenstead).

See **Map 4** below.

## Public consultation

This appraisal was subject to public consultation during May– September 2021. It should be read in conjunction with the adopted Policy and Guidance (see Appendix 3).

## Appendix 1: Listed building within the conservation area

The following building is included in the list of Buildings of Special Architectural or Historic Interest compiled by the Secretary of State:

- Church of St Peter, Belaugh, Grade I.

## Appendix 2: List of buildings considered to positively contribute to the character of the Conservation Area

Whilst the following buildings, boundary walls and railings within the present conservation area and the proposed extensions to it do not merit full statutory protection, they are considered to be of local architectural or historic interest, and every effort should be made to maintain their contribution to the character of the conservation area.

### Top Road

- 2 Piper's Haigh.
- 7 and 8 Hill Piece.
- Belaugh House.
- 7, Holly Wood.
- 4 and 5, 8 and 9, 10 and 11.
- 12 Flint Cottage.

### Church Lane

- The Old School (Church Meeting Rooms) and outbuilding.
- Hillcrest, outbuilding and walls to Church Lane.
- High Meadow, 3 Church Lane.

### The Street

- The Cottage.
- Church Cottage and flint boundary wall.
- The Old Rectory.
- Bure House.
- River Cottage and boundary wall.

- Staithe Cottage.
- Boatsheds.
- Grange Farmhouse.
- 2, 6 and 8 Bure Bank, (Cartshed and farm buildings EXCLUDING no. 4 Sevenstead).

## Appendix 3: Planning documents, policies and associated guidance

Please note: Local planning policies, supporting documents and guidance are updated periodically, whilst this policy and document list was relevant at the time of the writing of the report please check with the relevant Authority for update.

### Broads Authority

Local Plan for the Broads (Adopted 2019):

- Policy SP5: Historic Environment
- Policy DM11: Heritage Assets
- Policy DM12: Re-use of Historic Buildings
- Policy DM43: Design
- Policy DM48: Conversion of Buildings
- Policy SSMills: Drainage Mills

Broads Authority Supporting Documents:

- The Landscape Character Assessment
- (Updated 2016)
- The Landscape Sensitivity Study for renewables and infrastructure (adopted 2012)
- Strategic Flood Risk Assessments
- Broads Authority Flood Risk SPD
- Biodiversity Enhancements Guide
- Landscape Strategy Guide
- Mooring Design Guide

- Riverbank Stabilisation Guide
- Waterside Bungalows and Chalets Guide
- Sustainability Guide
- Planning Agents information booklet
- Keeping the Broads Special
- Building at the Waterside

## Broadland District Council

Joint Core Strategy for Broadland, Norwich and South Norfolk (Adopted January 2014):

- Policy 1: Addressing climate change and protecting environmental assets

Development Management DPD (Adopted 2015):

- Policy GC4: Design
- Policy EN2: Landscape

Broadland District Council Supporting Documents:

- Landscape Character Assessment
- Design Guide (1997)
- Place Shaping (a guide to undertaking development in Broadland)

## Appendix 4: Sources of information

Belaugh! A Millennium review

Blomefield – Volume VI – 1808

Draft Local Character Area Appraisal 22, Bure Valley – Upstream Wroxham to Horstead

English Heritage: Guidance on conservation area appraisals, 2006

English Heritage: Guidance on the management of conservation areas, 2006

English Heritage and CABI: Building in Context: New development in historic areas

East Anglia, A Geographia Guide

Historic England (2020) – Heritage and Society

Historic England (2019) Advice Note 1 Conservation area appraisal, designation and management

Historic Environment Record, Norfolk Landscape Archaeology

Kelly's Directory of Norfolk – 1933

Norwich and its Region, British Association for the Advancement of Science, 1961

St Peter's Church leaflet

The Buildings of England, Norfolk 1: Norwich and North-East, Nicholas Pevsner and Bill Wilson

William White – History etc – 1845

Whites Gazetteer of Norfolk 1883

## Appendix 5: Contact details and further information

Broads Authority

Address: The Broads Authority, Yare House, 62 – 64 Thorpe Road, Norwich NR1 1RY

Telephone: 01603 610734

Website: [www.broads-authority.gov.uk](http://www.broads-authority.gov.uk)

Broadland District Council

Address: Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, NR7 0DU

Telephone: 01603 431133

Website: [www.broadland.gov.uk](http://www.broadland.gov.uk)

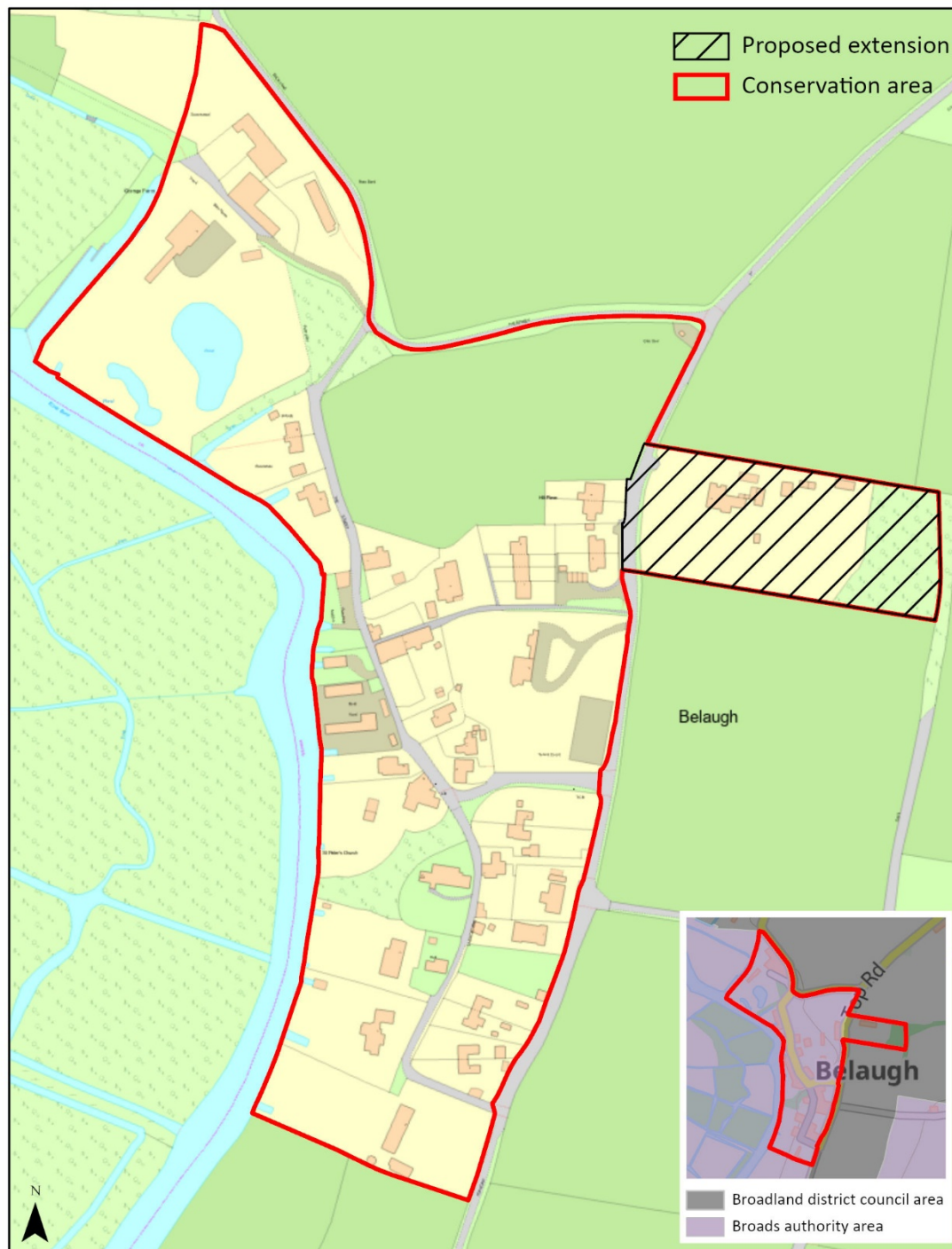
Norfolk Historic Environment Service

Address: Union House, Gressenhall, Dereham, Norfolk NR20 4DR

Tel: 01362 869280

Website: [www.heritage.norfolk.gov.uk](http://www.heritage.norfolk.gov.uk)

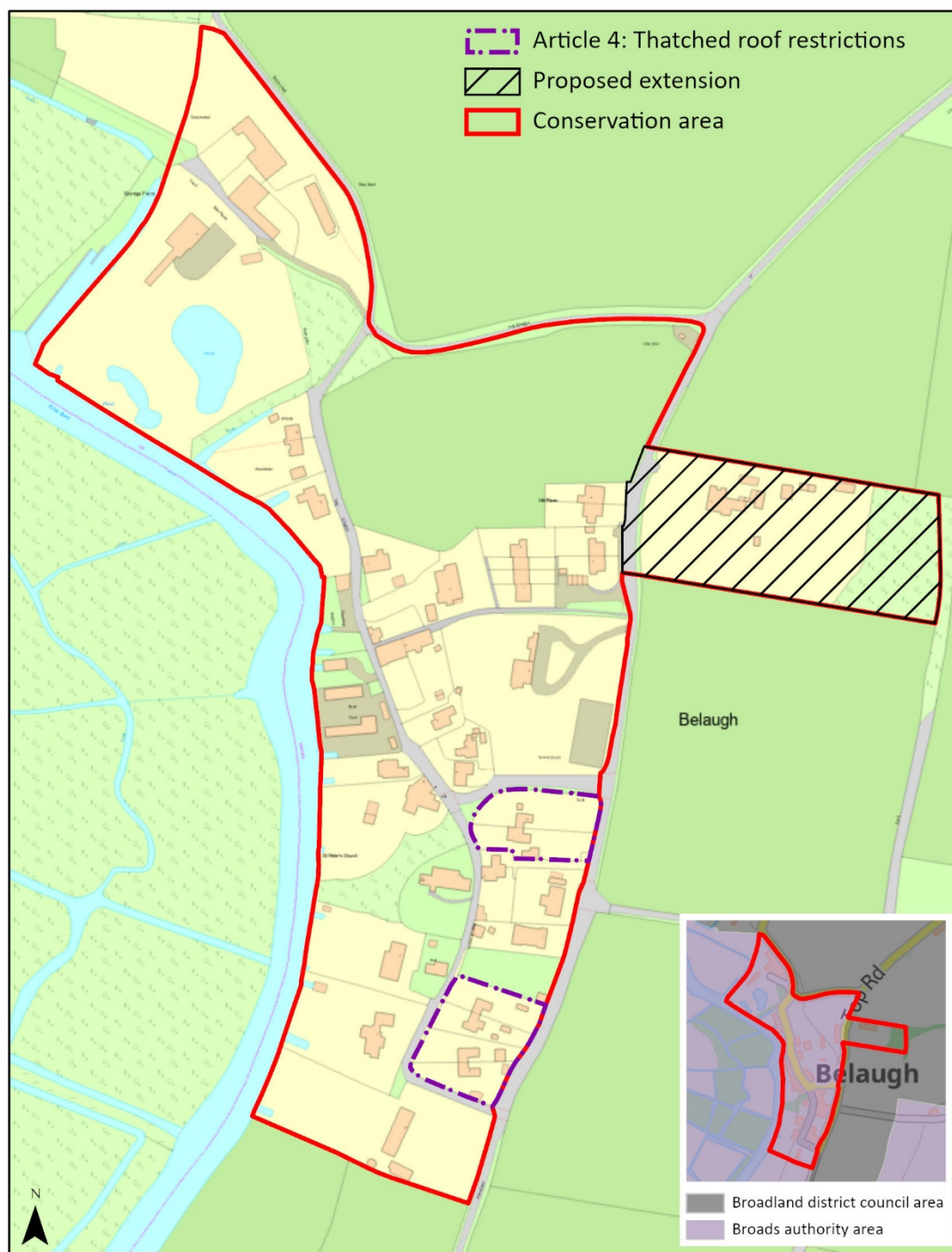
# Map 1: Conservation area boundary and extension



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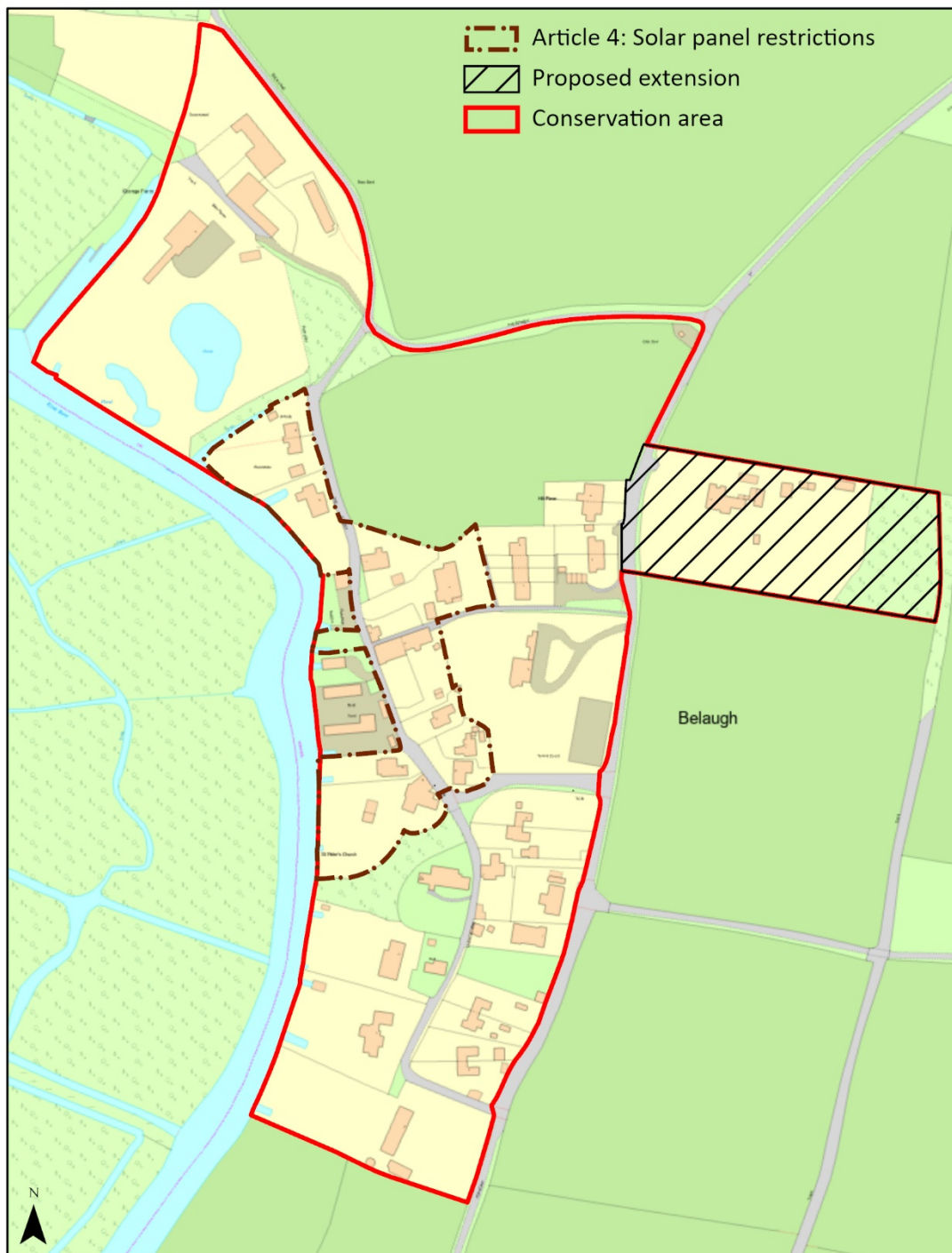


## Map 2: Article 4 Direction - thatch



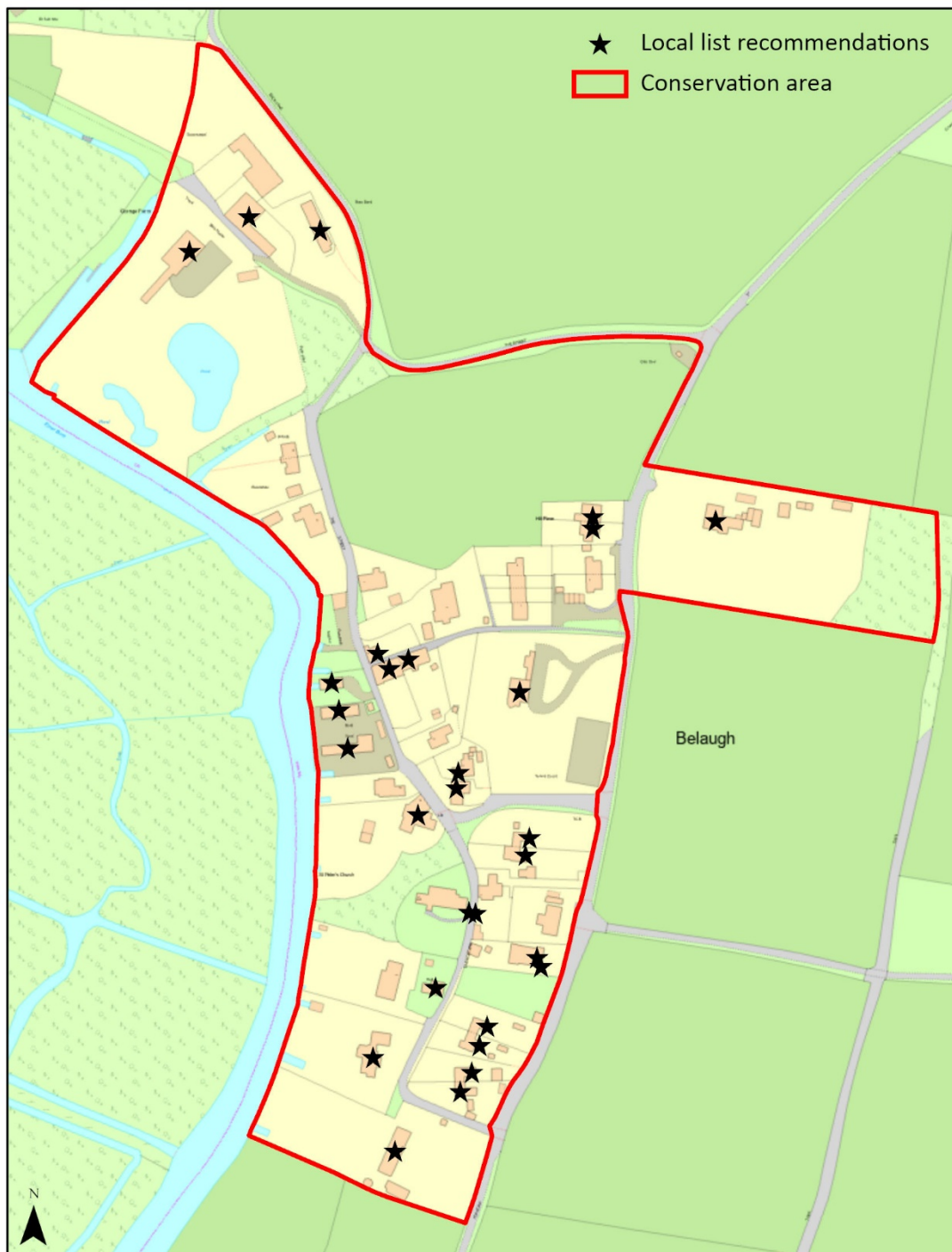
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## Map 3: Article 4 Direction – solar panels



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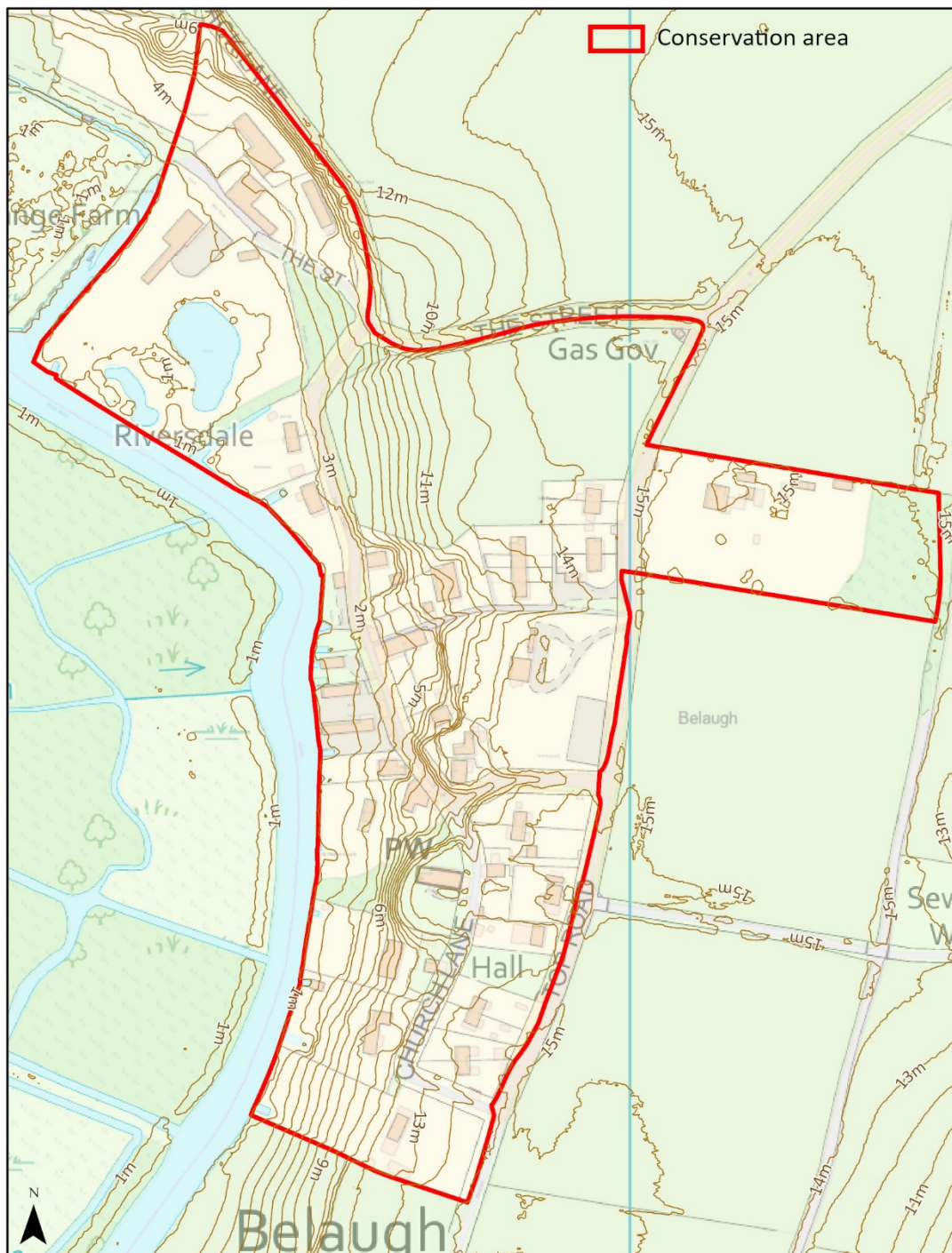
## Map 4: Local Listings



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## Map 5: Topography



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## **COMMUNITY INFRASTRUCTURE FUND APPLICATION: BRUNDALL PARISH COUNCIL**

**Report Author:** Emily Larter  
Growth Delivery Manager  
[emily.larter@southnorfolkandbroadland.gov.uk](mailto:emily.larter@southnorfolkandbroadland.gov.uk)

**Portfolio:** Economic Development

**Ward Affected:** Brundall

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

The purpose of this report is to seek Cabinet approval to offer a loan to Brundall Parish Council, using the existing Community Infrastructure Loan facility.

### **Recommendations:**

- 1.1 Cabinet to recommend to Council to allocate an additional earmarked reserve of £150,000.00, to permanently increase the Community Infrastructure Fund loan facility to cover the existing commitments, plus the proposed loan to Brundall Parish Council. This will result in the Community Infrastructure Fund increasing to a total value of £650,000.00.
- 1.2 Cabinet to agree to a £231,318.85 loan to Brundall Parish Council for the design and construction of the Brundall Sports Hub.
- 1.3 Cabinet to agree delegated authority to the Director of Place, in consultation with the Section 151 officer and Portfolio Holder of Economic Growth, to review and approve the legal agreement which confirms the loan on behalf of the Council.

## **2 Summary**

- 2.1 The purpose of this report is to seek Cabinet approval to offer a loan to Brundall Parish Council, using the existing Community Infrastructure Loan facility.

## **3 Background**

- 3.1 In September 2015 Cabinet agreed to establish the Community Infrastructure Fund (CIF) from the Broadland Growth Reserve. The fund provides a borrowing facility for parish and town councils to draw down the cost of delivering local infrastructure projects, with the knowledge that it will be underwritten by future CIL receipts.
- 3.2 Cabinet requested that all bids to the CIF be presented to it for approval.
- 3.3 A bid has been received from Brundall Parish Council, which is being presented here for Cabinet's review.

## **4 Current position/findings**

- 4.1 Brundall Parish Council have applied for a loan of £231,318.85. The loan is to be used as part funding for phase 1 of the new Brundall sports hub.
- 4.2 Council officers can confirm that it is expected that CIL income to Brundall Parish Council will be sufficient to repay the loan within 8 years.
- 4.3 Phase 1 of the project will deliver a new multi-sport floodlit 3G pitch and associated community building. Upon delivery, the new sports hub will be capable of hosting various sports clubs, teams and coaching sessions within the community, whilst drawing people into the village.
- 4.4 Brundall Parish Council have utilised various funding sources to fund the project, including:
- Section 106 contributions from the Pastures and Mallards development: £721,000
  - Section 106 contributions from the Broom Boats and Norfolk Homes development: £456,000
  - CIL contribution from the Broom Boats and Norfolk Homes development: £365,500
  - Other CIL contributions: £32,000
  - Greater Norwich Growth Board funding: £100,000
  - Football Foundation funding: £200,000
  - **Total funding: £1,874,500**
- 4.5 The CIL contribution from the Broom Boats and Norfolk Homes development is yet to be paid in full and this is the reason for the loan application.

- 4.6 The total earmarked reserve for the Community Infrastructure Fund was £500,000. There is currently £333,167.55 remaining, following a loan to Rackheath Parish Council. There is also a commitment of £250,000 to Sprowston Parish Council which has not yet been drawn down. This leaves £83,167.55 of unallocated money remaining in the fund. In order to facilitate the loan request from Brundall Parish Council at £231,318.85, the earmarked reserve for the Community Infrastructure Fund will need to be increased by £148,151.30. This will result in the Community Infrastructure Fund increasing to a total value of £648,151.30.

## **5 Proposed action**

- 5.1 It is considered that the bid is reasonable and there is no foreseeable risk that the loan will not be repaid. It is therefore recommended that the loan be approved and that work starts to draft a legal agreement which confirms the loan. Key terms of the agreement are listed in the following bullet points:
- The interest rate will be set at the Bank of England interest rate which at the time of publishing this report was 0.5%.
  - All CIL receipts received by Broadland District Council are to be retained by the Council until the loan is repaid in full. It should be noted that Brundall Parish Council has a neighbourhood plan, meaning that the percentage of CIL received by the Parish Council will be 25% of CIL paid in association with developments in their Parish.
  - In the event that the anticipated local CIL receipts are not forthcoming, the agreement will set a backstop date of 8 years for the loan to be repaid in full, unless an extension of time is agreed by Broadland District Council, acting reasonably. The 8-year backstop date is calculated based upon a review of the construction delivery phasing and associated CIL receipts, which are expected to be received at 2-year intervals between now and 2028.
- 5.2 To ensure the Community Infrastructure Fund has sufficient finances allocated to cover this proposed loan plus the existing commitments, it is proposed that the earmarked reserve for the Community Infrastructure Fund loan facility is permanently increased by £150,000.00, as referred to in paragraph 4.6 above.

## **6 Other options**

- 6.1 Refuse the application, which will likely result in the project stalling until such a time that the CIL money is received by the Council and subsequently transferred to the Parish Council.

## **7 Issues and risks**

- 7.1 **Resource Implications** – There are no additional resource implications (including the opportunity costs) over and above the resource implications considered by Cabinet when it established the Community Infrastructure Fund.

- 7.2 **Legal Implications** – there are no legal implications other than the need for the legal agreement.
- 7.3 **Equality Implications** – there are no equalities implications arising from this report.
- 7.4 **Environmental Impact** – there are no environmental implications arising from this report.
- 7.5 **Crime and Disorder** – there are no crime and disorder implications arising from this report.
- 7.6 **Risks** – There are no foreseeable risks arising from this report. The inclusion of a backstop date in the legal agreement mentioned in item 4.1 means that any risk associated with a lack of CIL receipts (however unlikely) will rest with the Parish Council.

## **8 Conclusion**

- 8.1 The application made by Brundall Parish Council is sound and can be considered by Cabinet for approval. Please refer to the recommendations made in Section 8.

## **9 Recommendations**

- 9.1 Cabinet to recommend to Council to allocate an additional earmarked reserve of £150,000.00, to permanently increase the Community Infrastructure Fund loan facility to cover the existing commitments, plus the proposed loan to Brundall Parish Council. This will result in the Community Infrastructure Fund increasing to a total value of £650,000.00.
- 9.2 Cabinet to agree to a £231,318.85 loan to Brundall Parish Council for the design and construction of the Brundall Sports Hub.
- 9.3 Cabinet to agree delegated authority to the Director of Place, in consultation with the Section 151 officer and Portfolio Holder of Economic Growth, to review and approve the legal agreement which confirms the loan on behalf of the Council.

## **Background papers**

None



## **Brundall Parish Council**

### **Application to Broadland District Council for a CIL loan**

#### **Description of the Sports Hub for Brundall**

##### **STRATEGIC POSITION**

- The Parish Council has been gifted land, to be used to develop an artificial turf pitch (which has to include a football pitch) as part of a S106 agreement. This related to a planning permission granted by Broadland District Council to Broom Boats/Norfolk Homes for a mixture of residential and retail development.
- Brundall Parish Council has been granted permission to develop on this land; a 3G Football Turf Pitch (FTP), two change community pavilions (2 phases) and associated car parking.
- The new multi sports pitch will benefit both existing and new residents of Brundall, as well as the wider community at large.
- The current resident population in Broadland is 127,402. The district population is projected to increase by 10,000 by the year 2032, according to ONS data. Brundall has a population of approximately 4500.
- We have to create an offering that is suitable for all genders and age groups. It is the younger adult age groups between 16 and 45 years of age that have the greatest propensity to participate in sports and active recreation. Whilst these age groups will continue to grow within the local authority it is clear that the greater percentage of the overall population growth will come from within the older age groups, and this will have implications for the way in which sport and recreation facilities are planned and delivered. The Hub will also cater for children under 16.
- Research has shown that there is a high correlation between levels of deprivation, and participation levels in sport and recreation. Broadland has a higher-than-average proportion of higher income earners compared to the regional and national averages. This could equate to the area having a lower level of deprivation and therefore a greater propensity to participate in sport and recreation. How, despite different levels of income in the community, all will be encouraged to participate in using the facilities.
- The project fits in with our Neighbourhood Plan (policy 4) and the District Local Plan (BRU2)

##### **DELIVERABLES and BENEFITS**

**Phase One - A multi-sport floodlit 3G pitch with community building** (incorporating plans for an additional community gym – Phase 2) which will be capable of hosting various sports clubs, teams and coaching sessions within the community whilst drawing people into the village.

The facility would give us the opportunity to:

- promote inclusivity for activities for all such as football for all genders and ages, walking football for those with limited mobility
- via, memberships and usage, bring visitors to Brundall helping with jobs and prosperity to local businesses.
- Support football and sports teams to help with the increased local population and therefore demand for training and recreational space
- Create and deliver holiday sports camps for local children whilst providing easy access child care for parents
- Create adult sports clubs for all to enjoy and also give them an easy access route to exercise
- Offer localised sports and exercise options for children and teenagers to enjoy such as supervised “pay and play” schemes throughout the day and evening.
- Endeavour to accommodate sporting activities compatible with an ATP pitch.
- Work with the local schools, charities and doctors surgeries providing them with a venue to host sports and exercise classes that can bring the community together whilst promoting healthy living, sports and a vibrant community spirit.
- Provide indoor Community building space capable of not only hosting for meeting spaces and activities but also local groups and clubs. Residents of Brundall will have a comfortable and warm area to take part in activities and hobbies.

- Make available a centre for conference bookings and enable the village and wider community to hold educational sessions and other community meetings.
  - Provide indoor changing rooms for home, away and referee facilities as well as disabled toilets.
- For information, the community building will be compliant with the Disability Discrimination Act

**Phase two – the proposed Community gym (subject to funding) aims to:**

- Offer local residents an affordable / accessible way to improve their wellbeing and exercise levels
- Work in with government driven health & fitness schemes to help improve the health and life style of our community.
- Become a referral point for local Doctors to encourage people to exercise more and reduce health and fitness related illness.
- Have an impact on wellbeing and fitness levels from teenagers to the elderly residents, offering them their own gym times to encourage activity.
- Offer memberships and open up marketing to the nearby villages as well as Brundall, therefore encouraging more people to use our local amenities.
- Provide residents with a local facility they can enjoy and use all year round.
- Created 'off the back' of a successful gym and health centre, a social club with many benefits and activities

**HOW WILL WE DO THIS**

- Brundall Parish Council has set up a new company, Brundall Community Leisure Ltd (a not-for-profit Company Limited by Guarantee). Brundall Community Leisure will represent Brundall Parish Council and appoint a Service Provider to run the Sports Hub to the agreed core values and principles. A sub-group made up of 3 Councillors is tasked with achieving the construction of the facility. These 3 Councillors are the Directors of Brundall Leisure Limited. In the longer term, Brundall Parish Council will continue to manage the overall relationship with the service provider.
- Meet the growing needs of individuals and groups in Brundall and surrounding areas. To address the recreational, well-being and leisure needs for these individuals and groups.
- To ensure the Service Provider is meeting the needs of the local population. It is important to get it right and create a culture of trust and support.
- Ensure that the project is managed according to the right level of governance to ensure the project is delivered to TIME, COST and QUALITY. There will be a Steering Group made up of people from Brundall Community Leisure Limited (which will include Brundall Parish Council members), and local community representatives, a Programme Director who will liaise with the Contractors and Service provider.
- To maximise use of facilities, seek innovative ways to engage local community and surrounding areas

**TIMESCALES**

- It is envisaged that this will be a 12-month build
- Planning permission was gained in August 2020
- Commencement of construction has been dependent on the Section 106 agreement, and taking possession of the land (September 2021)
- Brundall Community Leisure Limited aims to ensure any outstanding issues and concerns raised are addressed before the Sports Hub is in operation.



An illustration of Brundall Sports Hub

## COSTS and FUNDING – Project Phase 1

### 1. Costs

Summary of costs as at 31.11.2021 is as follows (NOTE: These are provisional at this time and are subject to change either up or down with market volatility currently):

	£000's
Site Preparation	184.4
Cost saving bund soil not removed from site	-44.2
3G Pitch – including fencing, floodlighting and equipment	675.8
Community Building	604.3
Other (Testing, Service and Utilities etc.)	291.2
TOTAL for 3G pitch	1,711.5
(6% contingency – add £102,690)	1,814.2
(Deed of release spare cemetery land)	60.0
<b>TOTAL project cost</b>	<b>1874.2</b>

### 2. Funding

	£000's
Section 106 (Pastures and Mallards)	721.0
Section 106 (Brooms Boats / Norfolk Homes)	456.0
<b>CIL Contribution (Developer- Norfolk Homes) **</b>	<b>365.5</b>
Other CIL	32.0
GNGB funding secured	100.0
Football Foundation (indicated as prov. Approval)	200.0
<b>TOTAL Funding</b>	<b>1,874.0</b>

\*\* CIL instalments from Norfolk Homes Berryfields development.

Brundall Parish Council total CIL proportion calculated as 25% is **£365,497.95** for the 155 houses including affordable housing deduction.

Total CIL due	Social Housing relief		BDC CIL 75%	PC CIL portion 25%	CIL already received	CIL not yet received
733,175.48	196,459.10	536,716.38	402,537.28	134,179.10	33,353.62	100,825.48
714,551.25	83,459.00	631,092.25	473,319.19	157,773.06		157,773.06
242,031.09	0	242,031.09	181,523.32	60,507.77		60,507.77
237,566.82	185,414.73	52,152.09	39,114.07	13,038.02		13,038.02
1,927,324.64	465,332.83	1,461,991.81	1,096,493.86	365,497.95		332,144.33

**(Phase 1 -2 Broadland DC to receive it's total 75% ppn of £402,537.28 by January 2022)**

Limit of maximum CIL loan permitted = £250,000.

Regarding the finance sources for all of the project, this is the only part of the project finance that will not be "in the bank" by the time construction begins.

**Brundall PC is requesting a CIL loan amount of £231,318.85.**

**We understand that on 13<sup>th</sup> January the total of BDC's 75% proportion ( £402,537.28) and BPC's 25% proportion of £100,825.48 will also be paid by Norfolk Homes.**

**CIL breakdown as provided by Helen Williamson (CIL Officer) on 15 December 2021:**

**S73 20202009 and NMA 20210975 Land at Yarmouth Road,Postwick/Brundall Norfolk Homes Ltd**

The Liability Notices for all four phases of the above site have now been calculated and are as follows:

**Phase 2 Plots 1-60** Total Liability of £733,175.48 less Social Housing Relief granted of £196,459.10  
Amount payable is £536,716.38 less 1<sup>st</sup> instalment received under 20190604 and LA2020/128 of £133,414.46  
Total amount due on 13 January 2022 is £403,301.92

**Brundal PC will receive £100,825.48 in April payment to parishes run**

**Phase 3 Plots 61-114** Total Liability of £714,551.25 less Social Housing Relief granted of £83,459.00

Amount payable is £631,092.25

Brundal PC will receive £157,773.06 in total

Phase 3 has not commenced and payment will be subject to our instalments policy which is payment of 25% of amount due 60 days from commencement date and 75% of amount due 360 days from commencement date. Brundall PC will receive 25% of each amount received in either the April or October following receipt of payment from Norfolk Homes.

**Phase 4 Plots 115-130** Total Liability is £242,031.09. There are no affordable plots in this phase.

Brundal PC will receive £60,507.77 in total

Phase 4 has not commenced and payment will be subject to our instalments policy which is payment of 25% of amount due 60 days from commencement date and 75% of amount due 360 days from commencement date. Brundall PC will receive 25% of each amount received in either the April or October following receipt of payment from Norfolk Homes.

**Phase 5 Plots 131-155** Total Liability of £237,566.82 less Social Housing Relief granted of £185,414.73

Amount payable is £52,152.09

Brundal PC will receive £13,038.02 in total

Phase 5 has not commenced and payment will be subject to our instalments policy which is payment of 25% of amount due 60 days from commencement date and 75% of amount due 180 days from commencement date. Brundall PC will receive 25% of each amount received in either the April or October following receipt of payment from Norfolk Homes.

I have just spoken to Craig Lockwood of Norfolk Homes regarding a rough schedule of start dates for each phase. He confirmed that they are likely to be approximately two years apart for each phase with Phase 3 starting about January 2024. This is subject to change of course.



## Forward Plan

The Forward Plan sets out the decisions that the Cabinet will be taking over the coming months. The Plan identifies which decisions are key and also highlights the decisions that Cabinet intend to take, which may result in part of the meeting being held in private.

This document will be updated and republished on the Council's website each month. Any queries relating to the Plan should be forwarded to Democratic Services, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, or via email at [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk)

### What is a Key Decision?

Key Decisions are those that are likely:

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

### Why might a decision be made in private?

The public may be excluded from a meeting whenever it is likely that in view of the nature of the business to be transacted, exempt information will be disclosed, for example, information which may reveal the identity of an individual or relates to the financial or business affairs of an individual or organisation. Information should only be made exempt, if it is in the public interest to do so.

### Members of the Cabinet:

Shaun Vincent (Chairman) – Policy  
Trudy Mancini-Boyle (Vice-Chairman) – Finance  
Jo Copplestone – Economic Development  
Jonathan Emsell – Transformation & Organisational Development

Sue Lawn – Planning  
Judy Leggett – Environmental Excellence  
Fran Whymark – Housing and Wellbeing

<b>Report subject</b>	<b>Decision making body</b>	<b>Date of Decision</b>	<b>Key Decision?</b>	<b>Contact officer</b>	<b>Decision to be taken in Public or Private</b>
Delivery Plan	Cabinet Council	15 March 2022 31 March 2022	Key Decision	Sinead Carey Rodney Fincham, Assistant Director Resources	Public
Approval of Extension to Belaugh Conservation Area and adoption of Conservation Area Appraisal	Cabinet	15 March 2022	Key Decision	Chris Bennett, Senior Heritage and Design Officer	Public
Enforcement Agency Services	Cabinet	15 March 2022		Simon Quilter, Revenues Manager	Private Report will include commercially sensitive information
Revenues and Benefits System	Cabinet	15 March 2022	Key Decision	Rodney Fincham, Assistant Director Resources	Public
Option for Future Relationship with Bure Valley Railway	Cabinet	15 March 2022	Key Decision	George Denton, Assistant Director Economic Growth	Private Report will include commercially sensitive information
South Norfolk and Broadland Rough Sleeper Strategy 2022-2025	Cabinet	15 March 2022	Key Decision	Richard Dunsire, Housing and Wellbeing Senior Manager	Public
Covid Recovery Plan: Progress Update	Cabinet	15 March 2022		Jamie Sutterby, Director of People and Communities	Public

<b>Report subject</b>	<b>Decision making body</b>	<b>Date of Decision</b>	<b>Key Decision?</b>	<b>Contact officer</b>	<b>Decision to be taken in Public or Private</b>
Brundall Parish Council Community Infrastructure Fund Loan	Cabinet	15 March 2022		Emily Larter, The Growth Delivery Manager	Public
Taverham GP Surgery and Health Club	Cabinet	15 March 2022	Key Decision	Jamie Sutterby	Private Report will include commercially sensitive information
Plumstead Road East T Junction	Cabinet	19 April 2022	Key Decision	Emily Larter, Growth Delivery Manager	Private Report will include commercially sensitive information
Warm Homes Programme Update	Cabinet	19 April 2022		Mike Pursehouse, Assistant Director Individuals and Families	Public
City Deal Borrowing and Greater Norwich Strategic Investment Fund	Cabinet	19 April 2022	Key Decision	Phil Courtier Director of Place	Private Report will include commercially sensitive information
BDC Depot Redevelopment	Cabinet	19 April 2022	Key Decision	Simon Phelan Assistant Director Community Services	Private Report will include commercially sensitive information
Accommodation Review	Cabinet	19 April 2022	Key Decision	Debbie Lorimer Director Resources	Public

<b>Report subject</b>	<b>Decision making body</b>	<b>Date of Decision</b>	<b>Key Decision?</b>	<b>Contact officer</b>	<b>Decision to be taken in Public or Private</b>
Equality Annual Report	Cabinet	19 April 2022		Sue White Senior Governance and Deputy Monitoring Officer	Public

Please note that decision dates are indicative and occasionally subject to change



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PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY  
THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER  
2006 (contains information relating to the financial or business affairs of any  
particular person (including the authority holding that information))**

Pages 205 to 263 are not available  
to the public because the  
information is confidential as it  
includes exempt information about  
the financial or business affairs of  
a person

**CABINET**

**Tuesday 15 March 2022**

**Final Papers**

Item	Details	Page No
11	<b>Economic Success Policy Development Panel</b>  To receive the minutes of the meeting held on 21 February 2022	<b>265</b>

**DEMOCRATIC SERVICES**

**Broadland District Council**

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# ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

**Minutes of a meeting of the Economic Success Policy Development Panel of Broadland District Council, held at the council offices on Monday 21 February 2022 at 6pm.**

**Committee Members Present:** Councillors: A Crotch (Chairman), N Brennan, S Beadle, S Catchpole, J Davis and K Leggett.

**Cabinet Members Present:** Councillors: J Copplestone and T Mancini-Boyle.

**Officers in Attendance:** The Assistant Director Economic Growth (GD), the Community Assets Manager (MH), the Programme Manager – Economic Growth (DBM), National Management Trainee (EH) and the Democratic Services Officer (LA)

## 63 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr S Catchpole	69- Bure Valley Railway Future Options Review	Ward Member where part of the business was based

## 64 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors N Harpley, L Hemsall and G Peck.

## 65 MINUTES

The minutes of the meeting held on 22 November 2021 were agreed as a correct record and signed by the Chairman.

## 66 ECONOMIC GROWTH PLAN – DRAFT

The Programme Manager for Economic Growth introduced the report highlighting that to complement national, regional, and local economic strategy and policy, an Economic Growth Plan had been developed for Broadland and South Norfolk Council. This plan would map out a delivery plan against the Council's ambition of supporting economic growth and set out a case for future investment.

The draft plan had been brought before members to seek input on the content feeding into the final Economic Growth Plan. The Final Plan was expected to come before the Panel at the next scheduled meeting in April where the formal approval process would commence.

The Panel noted at a district level, the Council's Strategic Plan 2020-2024 outlined three objectives for supporting Economic Growth across the districts:

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

In addition to the above, further Council documents also outlined aspirations and activities to support businesses and communities to be more resilient and enable growth. These included 'Our Plan for Recovery from the Covid-19 Crisis', 'Delivery Plan 2021-2022' and the 'Draft Delivery Plan for 2022-2024'. The National Management Trainee took members through a presentation that provided further details on the subject areas within the draft plan, including the strengths and weaknesses of each section.

The Chairman thanked officers for their presentation and opened the discussion up for comments from the Panel. A question was asked around the decision for a joint plan to be created with South Norfolk Council. Officers explained that work resulting from the plan would form cluster workstreams that would cover both areas.

The Portfolio Holder for Finance asked for clarification as to how the progress of the plan would be monitored. She further stressed the need for any performance measures to reflect what was happening in the Broadland area. Officers confirmed that separate KPIs would be measured at both Councils. Further clarification was sought on the role of the Environmental Officer in the joint plan who was solely employed by Broadland District Council. It was noted that work was separated to make sure this was upheld.

One Member queried the name of the plan, explaining further that the Economic Growth Plan would be best suited as an Economic Strategy. Officers explained that the title originated from the department as a whole and offered a broad approach to enable a wider range of areas to be covered.

A concern was highlighted regarding the placement of the Carbon Neutral target under section eight: "Threats" and that the Carbon Neutral target should be treated as an opportunity rather than a threat. The Chairman commented that placement of the target highlighted the possible disruption to local businesses in achieving the target and the cost of this. The Portfolio Holder for Finance agreed and added that a wording change would help resolve this issue.

In response to a question about when members had been consulted on the draft plan, officers explained that discussion took place late last year with the Cabinet members and officers would amend the report to reflect this. After further questions from members, officers stressed the need for the document to be broad to allow a range of work to be completed.

A member raised the importance of securing better transport links within the district to provide key service links for residents. The Assistant Director for Economic Growth agreed, adding that officers would continue to apply pressure to partners.

The Portfolio Holder for Economic Development welcomed the plan and added that the plan had been highlighted as a goal in the original feasibility study. She noted that it had been a long process with the Council seeing a lot of change in the area over the last year resulting in the need for the plan to be put in place.

Reference was made to affordable housing and the suitability of the areas suggested in the report. A member commented that in previous years the Council had a policy in place in relation to shared ownership which allowed residents to pick the location they wanted to live. Officers stated that they would look back to see the parameters of the policy but noted that this would sit outside the scope of the plan.

Several members were pleased to see the opportunities within the plan for improvements in health and wellbeing. After officers answered further questions on specific areas, it was unanimously:

**RESOLVED:**

Members noted the draft plan and made the comments reflected above. The final plan would be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process.

## **67 EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED:**

To exclude the press and public from the meeting for the following two items of business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

## **68 BROADLAND COUNTRY PARK**

Members considered the exempt report of the Community Assets Manager which gave the Panel an update on the progress made at the Broadland Country Park. The report also outlined the proposals for ongoing improvement of the site and proposed a structure of governance for the project when moving onto the next phase.

Following discussion, during which officers answered members' questions, it was then,

### **RESOLVED to recommend Cabinet:**

to delegated authority for the Assistant Director Economic Growth, in conjunction with the Portfolio Holder for Economic Growth, to establish a decision-making Project Board for Broadland Country Park.

## **69 BURE VALLEY RAILWAY FUTURE OPTIONS REVIEW**

Members considered the exempt report of the Community Assets Manager which was inviting the Panel to recommend Cabinet to agree proposals for future options for the Bure Valley Railway Future. Following discussion, during which officers answered members' questions regarding finance and further options, it was

### **RESOLVED to recommend Cabinet:**

To support Option 5.1 contained in the exempt report.

(The meeting concluded at 7.55pm)

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Chairman

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