

Scrutiny Committee

Agenda

Members of the Scrutiny Committee:

Cllr J Hornby (Chairman)
Cllr Y Bendle
Cllr T Holden
Cllr T Spruce
Cllr J Worley

Cllr J Halls (Vice Chairman)
Cllr B Bernard
Cllr J Rowe
Cllr J Overton

Date & Time:

Thursday 4 August 2022
9.30am

Place:

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

Contact:

Jessica Hammond tel (01508) 505298
Email: committee.snc@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:

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

If a member of the public would like to observe the meeting, or speak on an agenda item, please email your request to committee.snc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Monday 1 August 2022.

Large print version can be made available

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

AGENDA

1. **To report apologies for absence and to identify substitute members;**
2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972.** Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. **To receive Declarations of Interest from Members;**
(Please see guidance form and flow chart attached – page 4)
4. **Minutes of the meetings of the Scrutiny Committee held on 9 June 2022 and 30 June 2022;**
(attached – page 6)
5. **Leisure Service Recovery Plan Update – End of Year 1 Position – Covering 1 April 2021 – 31 March 2022;**
(attached – page 23)
6. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;**
(attached – page 36)

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

Independence

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

Member leadership

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

A constructive atmosphere

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

Respect and trust

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

Openness and transparency

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

Consensus

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

Impartial and independent officer advice

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

Regular review

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

Programming and planning

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

Managing time

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

DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



SCRUTINY COMMITTEE

Agenda Item: 4a

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held on Thursday 9 June 2022 at 9.30am.

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

Apologies for Absence: Councillors: Y Bendle, J Halls, T Holden, J Rowe, J Overton and J Worley

Substitute: Councillor: M Dewsbury (for Y Bendle)

Portfolio Holder Present: Councillor: A Thomas

Officers in Attendance: The Assistant Director of Individuals and Families (M Pursehouse), the Help Hub and Communities Senior Manager (K Gallagher), the Senior Governance Officer (E Goddard) and the Committee Officer (J Hammond)

Also in Attendance: Letasha Reeve – Children's Services

1302 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Y Bendle (with Cllr M Dewsbury substituting), Cllr J Halls, Cllr T Holden, Cllr J Rowe, Cllr J Overton and Cllr J Worley.

1303 DECLARATIONS OF INTEREST

Cllr M Dewsbury declared an 'other' interest in respect of minute no' 1305 as the Norfolk County Council Cabinet Member for Communities and Partnerships.

1304 MINUTES

The minutes of the meeting held on Thursday 10 February 2022, were confirmed as a correct record and signed by the Chairman.

1305 HELP HUB REVIEW

The Help Hub Senior Manager presented the report which sought to update members on the remit and success of the Council's current Help Hub model, following a service review, and the future approach.

Members were advised that the Help Hub was a static service which provided prevention, advice and support services, which in turn empowered individuals and communities, and responded to crises. The Help Hub also evolved to provide the most appropriate support to residents with issues relating to:

- Covid 19
- The cost-of-living crisis
- Obesity and physical inactivity
- Loneliness and isolation
- Deprivation
- Poor mental health

With regard to partnership working within the Help Hub, the Help Hub Senior Manager explained that the Help Hub was a network of local resources that worked together to support individuals and families. Examples of partners involved in the Help Hub were:

- Primary Help Hub Services
 - Council led services
 - Community connectors
 - Help Hub support team
 - Financial Wellbeing team
 - Communities team
- Secondary Hub Partners
 - Statutory services
 - Primary care
 - Children's services
 - Police operational partnerships teams
 - Housing team
 - Norfolk and Suffolk NHS Foundation Trust (NSFT)
 - NHS
- Tertiary Hub Partners
 - Send and receive requests for support but not statutory or Council run services
 - Voluntary, Community and Social Enterprise partners
 - Housing Associations

- Domestic Abuse services
 - Other policing teams
- Quaternary Hub Partners
 - Community Champions
 - Ambassadors
 - Town and Parish Councils
 - Occasional referrals
 - Community leaders
 - Community groups
 - Councillors

Ms Reeve from Children's Services explained that, for residents, the benefit of the partnership working meant that they only had to seek help and share their story once to begin their journey of cross-service support.

Turning to the fiscal benefits of the Help Hub model, the Help Hub Senior Manager advised the Committee that with regard to exercise on prescription there was a Return On Investment (ROI) of £1.75 per £1 spent (after five years). For Social Prescribing there was a £573,531 fiscal benefit to the NHS and a ROI of £1.77 per £1 spent. The whole system was £7,300,117 Net Present Public Value, which equated to an ROI of £23.58 per £1 spent.

The Help Hub Senior Manager explained that approximately 79% of the Help Hub budget was funded externally and events such as the Community Awards and EAMA 10K were funded through sponsorships. She added that the team aimed to get local businesses to fully sponsor the core services of the Help Hub in the future.

Conversation turned to new approaches to target communication to residents in need and increasing the number of resources available on the Council's website to allow residents to 'self-serve'. A member raised concerns that moving to a 'self-serve' approach would disadvantage older residents and those without access to the internet or electronic devices. The Help Hub Senior Manager stressed that the self-service online resources were in addition to the main Help Hub model, as it had been identified that some people only required, or wanted, guidance that they can read through in their own time. She added that a Help Hub officer would always be available to provide support needed.

In response to a query on promoting the Help Hub, the Help Hub Senior Manager explained that the Help Hub was repetitively being promoted to ensure that the largest number of people possible were aware of it, she added that as the Help Hub has evolved, and as different events have affected people's lives, officers have attempted to focus targeted communications to different demographics. One member suggested that all Councillors highlight

the Help Hub at Town and Parish Council meetings to further promote the Help Hub within the community.

One member queried whether a person had to contact the Help Hub themselves or whether they could be referred by another individual. The Help Hub Senior Manager informed the Committee that a majority of Help Hub cases were due to social prescribing or self-referral, however anyone could refer someone to the Help Hub if they needed help.

It was highlighted that the Norfolk and Suffolk NHS Foundation Trust (NSFT) had been placed into special measures, members queried what support the Help Hub could provide to the NSFT as well as to residents to prevent a mental health crisis. The Help Hub Senior Manager explained that everything the Help Hub does to support residents actively helps to prevent a mental health crisis, she reminded members that one of the main goals of the Help Hub was to improve individuals physical and mental wellbeing. The discussion then turned to mental health nurses, and it was noted that these specialist nurses were providing employment support and assisting patients in completing debt forms etc, the Help Hub Senior Manager advised that this was support the Help Hub also provided and that they were working to put a system in place to allow mental health nurses to focus their support on patients undergoing a crisis. The Help Hub Senior Manager further explained that officers had met with both the NSFT and Adult social care to see what more the Help Hub could do to ease the burden on resources.

On behalf of the Committee, the Chairman thanked officers for their report and for the fantastic service the Help Hub provided to residents in the District. It was then,

RESOLVED

To note the current position of the Help Hub and the future approach outlined in the report.

1306 SCRUTINY WORK PROGRAMME AND CABINET CORE AGENDA

The Committee noted the Work Programme and Cabinet Core Agenda.

The Senior Governance Officer advised the Committee of a change to the Work Programme, she explained that the Norfolk County Community Safety Partnership Plan item was to be replaced with the Police Crime & Community Safety Plan which would be considered at the Scrutiny Committee meeting on 17 November 2022. She further explained that 22nd December 2022 meeting would only be held in the event of a call-in.

(The meeting concluded at 10.45am)

Chairman

SCRUTINY COMMITTEE

Agenda Item: 4b

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held on Thursday 30 June 2022 at 9.30am.

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

Apologies for Absence: Councillors: T Holden and J Worley

Portfolio Holder Present: Councillor: R Elliott

Officers in Attendance: The Director of Resources (D Lorimer), the Assistant Director of Individuals and Families (M Pursehouse), the Development Manager (T Lincoln), the Housing and Wellbeing Senior Manager (R Dunsire), the Internal Consultancy Officer (L Tiernan), the Senior Governance Officer (S White) and the Committee Officer (J Hammond)

Also in Attendance: Superintendent Kris Barnard – Norfolk Police

1307 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr T Holden and Cllr J Worley.

1308 DECLARATIONS OF INTEREST

Cllr Y Bendle declared an 'other' interest in respect of minute no' 1310 as she had been involved in the development of the original policy.

1309 COMMUNITY SAFETY UPDATE

The Chairman welcomed Superintendent Kris Barnard to the meeting.

The Assistant Director of Individuals and Families introduced the item and explained that it provided an opportunity for the South Norfolk Police

Command and Council Officers to engage members on current community safety priorities and issues in South Norfolk.

Supt. Barnard presented his Police and Crime Report (attached at Appendix 1 of the Minutes), which provided members with an overview of police and crime matters as well as how the Police worked with South Norfolk District Council on overlapping areas. He explained that a new Police and Crime Plan had been introduced at the start of the year which sought to:

- Protect the community
- Build and maintain trust
- Increase visibility
- Provide an exceptional service

Members' attention was drawn to the average number of acquisitive crimes per month. Supt. Barnard explained that the one robbery per month took place within a school setting as opposed to a street setting. It was noted that since the onset of Covid-19 and the national lockdowns there had been an increased demand on 'hidden' crimes such as domestic violence, which were often complex cases where some victims did not wish to prosecute the perpetrators.

With regard to cybercrime and fraud, Supt. Barnard explained that cases could be difficult to investigate as they often crossed national and international boundaries. One member raised a concern that other than raising awareness, little was being done to address these types of crimes, which often targeted older and vulnerable individuals and caused a considerable amount of distress. Supt. Barnard advised the Committee that more officers experienced in cyber-related crimes were being appointed and trained and that officers were working behind the scenes to counter cybercrime. He added that these types of crime were not going to disappear and so the Police's first focus would be to raise awareness and prevention.

Conversation turned to the number and types of calls received by the Police service over 2021/22, Supt. Barnard explained that:

- 18% of calls received related to road obstructions, disruptions, and incidents
- 15-16% related to Safe/Collapse/Injury/Trap incidents
- There had been an increase in the number of anti-social behaviour cases associated with mental health issues
- The number of calls received decreased during the Covid-19 pandemic, however, post covid there had been an increase in demand, with 13,500 calls received in May 2022
- 84.5% of the most urgent types of calls resulted in arrival within 20 minutes of the call being received.

Discussion turned to child criminal exploitation and Supt. Barnard informed the Committee that the policing of at-risk children was a growing challenge, with six cases currently live in South Norfolk. It could be a challenge to police these incidents as they sometimes occurred across district borders. He then highlighted a series of incidents which had occurred over the past year and explained that they had resulted in over 300 home visits and over 100 engagements with parents, as well as arrests made where appropriate.

Turning to engagement, it was noted that residents in South Norfolk wanted active engagement with the Police. Supt. Barnard advised the Committee of the engagement events held in South Norfolk between 1 June 2021 – 31 May 2022, which included Park Walk Talk events, priority setting meetings and online surveys.

One member highlighted the increased prevalence of pavement parking within the district. Supt. Barnard explained that pavement parking was a civil matter which should be resolved without Police intervention, he added that where there was a safety concern the Police would work with the District Council to resolve.

In response to a query on the recruitment of new Police officers, Supt. Barnard explained that there had been a drive of recruitment across the country. In order to recruit professional Police officers, applicants were now required to obtain a degree to be eligible to join the Police force. One member was concerned that this requirement could disproportionately affect ex-military veterans from joining. Supt. Barnard clarified that applicants who did not possess a degree prior to joining the Police force would be required to study for a degree throughout the first three years of service. He added that there would always be a pathway and support for veterans who wished to join the Police service, as they provided invaluable experience to the service.

Discussion turned to the increasing prevalence of mental health issues and crises in Norfolk, and it was highlighted that the In Full (NSFT) had been placed into special measures. Members queried whether this had impacted the Police, and enquired how the Police were working with NSFT to alleviate the problem. In response Supt. Barnard explained that a significant amount of officer time was spent in responding to calls relating to mental health crises and waiting with individuals whilst medical support became available. He added that whilst officers received some training, they were not a replacement for specialist medical support. Members were then advised that the Police had a mental health assessment team within the control room who could direct officers on the best course of action on a case-by-case basis, which was not always to detain the individual. In addition, a mental health response car had been provided by the ambulance service.

With regard to the NSFT, Supt. Barnard explained that the police were in regular contact with directors at NSFT. The Assistant Director of Individuals and Families added that a Health and Wellbeing Partnership was emerging which would assess the situation and investigate potential methods to improve the entire system. The Chairman suggested that, as part of the partnership-working between the Police and the Help Hub, initiatives should be explored to focus on residents in mental health crisis situations, with the aim of creating a system change, to help to alleviate pressures on the NSFT. Following discussion, the Committee agreed that this matter should be further explored to help ensure that residents in crisis could receive the most appropriate and timely care.

It was then unanimously

RESOLVED

1. To receive the update on Community Safety
2. That South Norfolk Council works with the Police to focus on mental health issues and work towards a system change to alleviate pressures on the Norfolk and Suffolk NHS Foundation Trust (NSFT) and to ensure residents in crisis receive the most appropriate and timely care.

1310 BEST IN CLASS HOUSING OFFER REVIEW ON PROGRESS

The Internal Consultancy Officer introduced the report which presented an overview of the progress on the Best-in-Class Housing Offer following its introduction on 1 April 2021. She highlighted some of the work to follow, in order to maintain momentum on best in class as well as meet the expected challenges to come.

Members were advised that a new allocations scheme had been implemented which was aligned with Broadland District Council. In addition, a shared IT system had been introduced across both Councils which included a housing portal for residents which gave them the ability to bid for properties across both districts. In response to a member's query, the Internal Consultancy Officer explained that three properties within the South Norfolk District had been allocated to Broadland applicants, whilst five South Norfolk residents had successfully bid for properties within the Broadland district.

Members' attention was drawn to the number of live applications in South Norfolk as well as the throughput in relation to the housing register for the first year of implementation and it was noted that the Covid-19 pandemic had resulted in a number of pressures on the service, in relation to:

- Increases in the demand on the service

- The ending of the evictions ban
- Nationwide lockdowns impacted on the socially rented properties becoming available
- Reduction in availability of tradespeople to undertake repairs/refurbishments of void socially rented homes
- Disruption to completion of new build homes of all tenures
- Shortages of building materials

Looking ahead, the Internal Consultancy Officer explained that the emerging cost of living crisis was likely to have a significant impact on the housing service. In terms of temporary accommodation, she explained that a robust review of the Council's temporary accommodation offer across South Norfolk and Broadland was due to be carried out, in conjunction with Campbell Tickell, which would enable the Council to benefit from their objective housing and finance expertise.

Discussion turned to the Customer Journey Transformational Project which the Council was undertaking as part of its Best-in-Class Programme. The Internal Consultancy Officer advised the Committee that phase one of the project was currently underway with recommendations due to be brought to CMLT in August. She further explained that the project sought to design and implement a clear customer journey that would put early prevention at the front of the service.

In response to a query on the average length of lets, the Housing and Wellbeing Senior Manager explained that the average length was now 31 years, he added that this was expected to increase as the majority of renters were unable to afford the progression onto private rental and purchase.

One member queried whether adapted properties were exclusively rented out to residents who required them, as they were concerned that adaptations could be removed if not required by the new occupiers. The Housing and Wellbeing Senior Manager advised that in some cases this could happen, however the Housing team proactively worked to ensure that adapted properties were let to those who required the adaptations. He added that in some cases the Council could cover up to 6 weeks of rent to housing providers, to ensure that a suitable resident could be found.

After further discussion, it was

RESOLVED

To receive the review on progress of the Best-in-Class Housing Offer.

1311 CALL-IN OF MARKETING OF SOUTH NORFOLK HOUSE

SUSPENSIVE CALL-IN

In the absence of Cllr Worley, the Chairman introduced the call-in and outlined the specific reasons for call-in, which were:

- *The delegation, explore options i.e. delegation to the Director of Resources, in consultation with the Leader of the Council and the Leader of the Opposition (for example) to ensure broad agreement (given the importance of the decision)*
- *Ask questions on how a reasonable valuation be obtained and the process to be followed to ensure that the South Norfolk House is properly marketed correctly in line with DM2.2 of the SNLP, it may assist if a member of SNC Planning team would be able to attend. We are very keen for this process to be very clear and documented in black and white.*

The Director of Resources advised members that as a result of the Council's decision on 16 May 2022, to purchase the Horizon Centre jointly with Broadland District Council, South Norfolk House would no longer be required as the office space for the Once Team. Although no decision had been made as to the future of the site, there was a need to minimise the period of time between the site becoming vacant and any future use. Were the Council to decide to undertake any redevelopment that required a change of use of the site, the Council would need to comply with Planning Policy DM2.2 and actively market the site for at least six months based on valuation(s) agreed with the Planning Authority. The Director of Resources stressed that this was only a marketing exercise not an agreement to sell and that any offers of purchase would be brought to Cabinet for decision.

With regard to the process to be followed to ensure that the site was properly marketed, the Director of Resources explained that as the District Valuer did not have capacity to carry out the valuation, the Council had sought valuations from three reputable surveyors, these being:

- Bidwells
- Roche
- Savills

In response to a member's question on the marketing of the site for business use, the Development Manager explained that any potential buyer would not be limited to using the existing building and they could re-build on the site as

long as any building would be for commercial use. The Director of Resources added that if a potential buyer wanted to apply for a change of use after purchase, they too would need to comply with Planning Policy DM2.2.

Discussion turned to the suggestion of amending the delegation to include consultation with the Leader of the Opposition alongside the Leader of the Council to ensure broad agreement. It was highlighted that the Leader of the Opposition would not normally be consulted as part of a delegated decision. Another member noted that valuations were being obtained from three independent specialist surveyors and would be verified by the Planning Authority, as part of the Planning Policy, and so felt that the delegation was not a political decision which required cross-party agreement.

Cllr R Elliott, Portfolio Holder for Customer Focus expressed the view of the Cabinet, which felt that the decision made at its meeting on 13 June 2022 was a credible and reasonable decision which allowed the Council to keep all options open with regard to the future of South Norfolk House. He reminded the Committee that the marketing of the site was not an agreement of sale and that the final decision would be carried out following the correct process.

It was then unanimously

RESOLVED

To endorse the decision of the Cabinet.

1312 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the Work Programme, Tracker and Cabinet Core Agenda.

(The meeting concluded at 11.44am)

Chairman

Police and Crime report prepared for the South Norfolk District Council Scrutiny Committee



SOUTH NORFOLK AND BROADLAND COMMAND

**Superintendent Kris Barnard
28th June 2022**

Acquisitive Crime

	South Norfolk			Broadland			King's Lynn & Breckland			Norwich			Gt Yarmouth & N. Norfolk		
	19/20	20/21	21/22	19/20	20/21	21/22	19/20	20/21	21/22	19/20	20/21	21/22	19/20	20/21	21/22
Dwelling Burglary	10	6	8	14	8	6	27	23	20	42	23	23	24	16	18
All Other Burglary	18	11	10	15	8	5	45	33	27	31	30	26	27	22	27
Robbery	2	2	1	1	1	1	7	6	6	18	10	15	7	6	6
Theft of M/Vehicle	7	6	5	5	2	4	17	15	15	15	9	11	12	10	11
Theft from M/Vehicle	11	8	7	10	6	6	35	21	22	29	23	24	19	16	16
Theft (all types)	80	65	71	69	51	60	223	177	212	322	225	279	199	145	163
Total	128	98	102	114	76	82	354	275	302	457	320	378	288	215	241

This demand increasingly has to be considered against other crime types, such as:

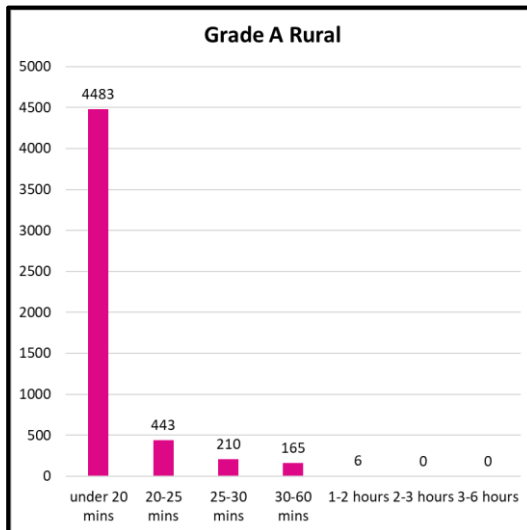
21/22 Crime	South Norfolk
Violence Against the Person	265
Public Order Offences	71
Sexual Offences	32

Calls for Service

Most Frequent CAD Disposal Types 21/22	South Norfolk
Safe/Collapse/Ill/Injury/Trap	3250
Highway Disruption	1892
Suspicious Circumstances	1682
Violence Against Person	1595
Crime - Other	1108
Administration	1072
Road-Related Offence	1031
Domestic Incident - Standard Risk	717
Total CADs 2021/22 (all call categories)	20,654

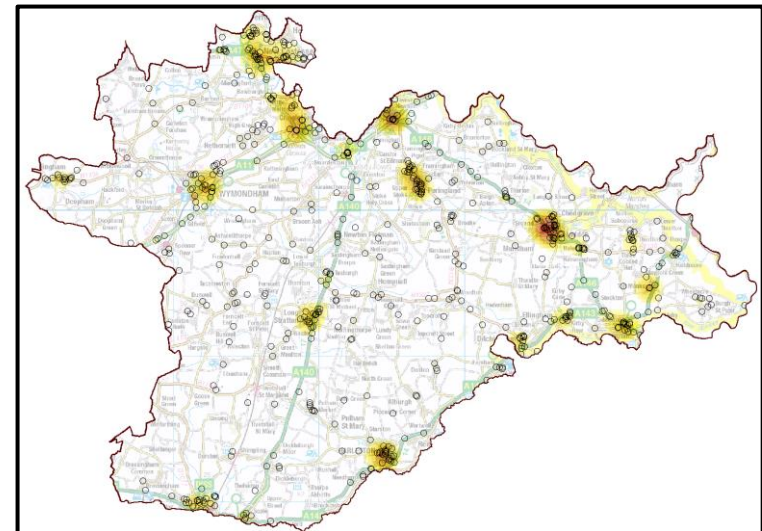
Norfolk CCR Volume	999	101
June 2021	10280	11935
July 2021	10652	11738
August 2021	10739	11835
September 2021	10133	12062
October 2021	10210	12126
November 2021	9106	10579
December 2021	9581	10207
January 2022	8712	10637
February 2022	8587	10339
March 2022	9159	10692
April 2022	9588	11367
May 2022	9963	13415

The graph here shows the district's attendance performance for the most urgent call types:



84.5% arrival within 20 mins of the call

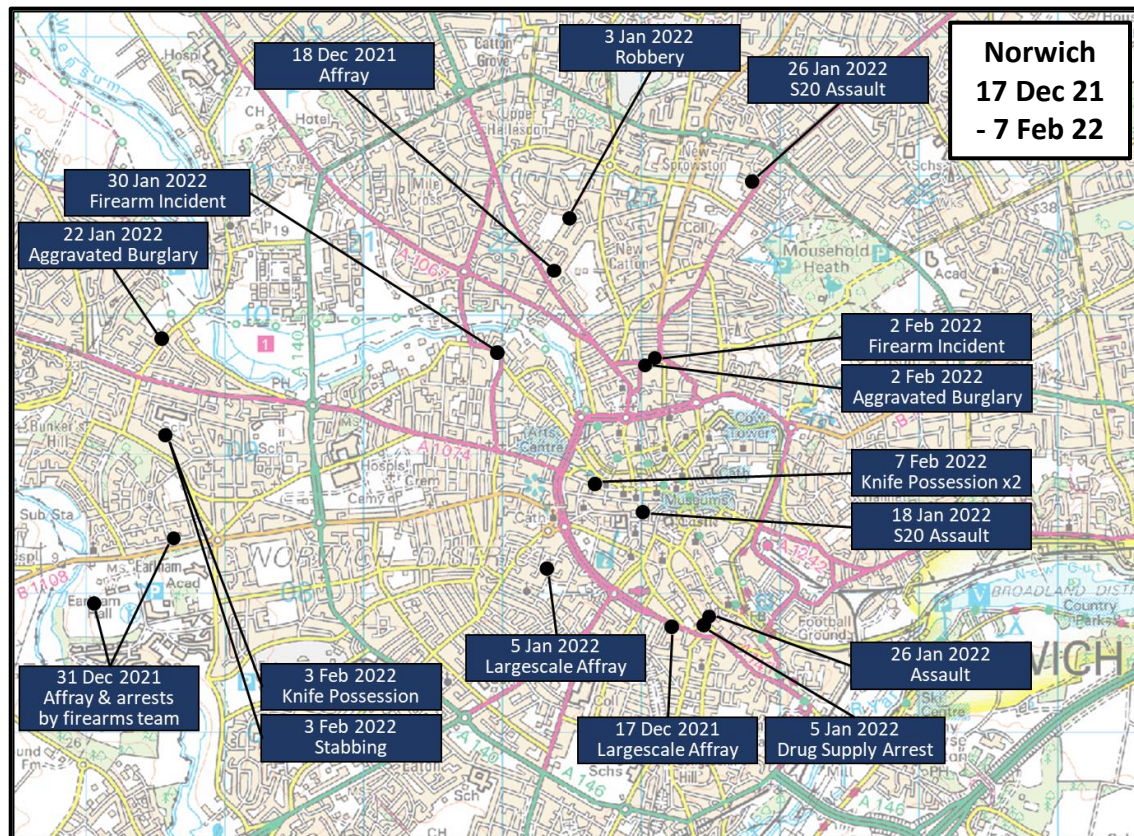
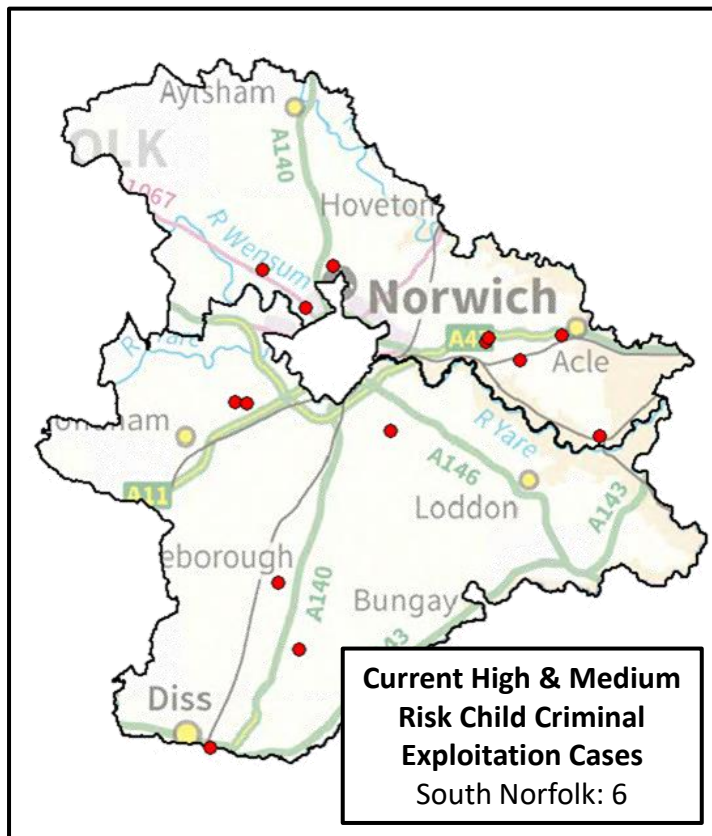
The map shows hotspots for the calls where the listed target times are **not** met:



Child Criminal Exploitation

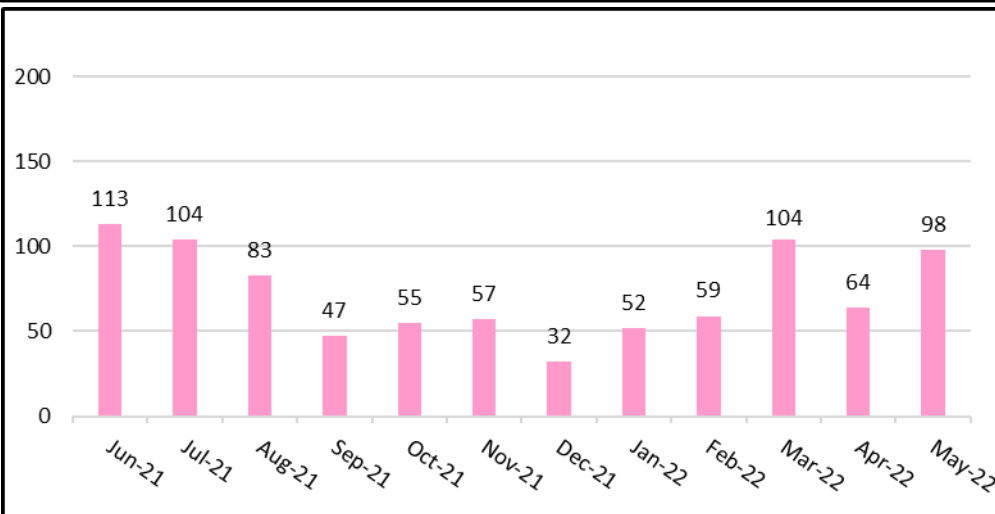
The policing of at risk children is a growing challenge, with 6 cases currently live in South Norfolk for children at High or Medium risk of Criminal Exploitation (map below).

This challenge is greater due to the exploitation of these children sometimes occurring across district borders in Norwich. The map below shows a series of incidents from earlier this year, which police have since responded to with over 300 home visits and over 100 engagements with parents, as well as arrests made where appropriate.

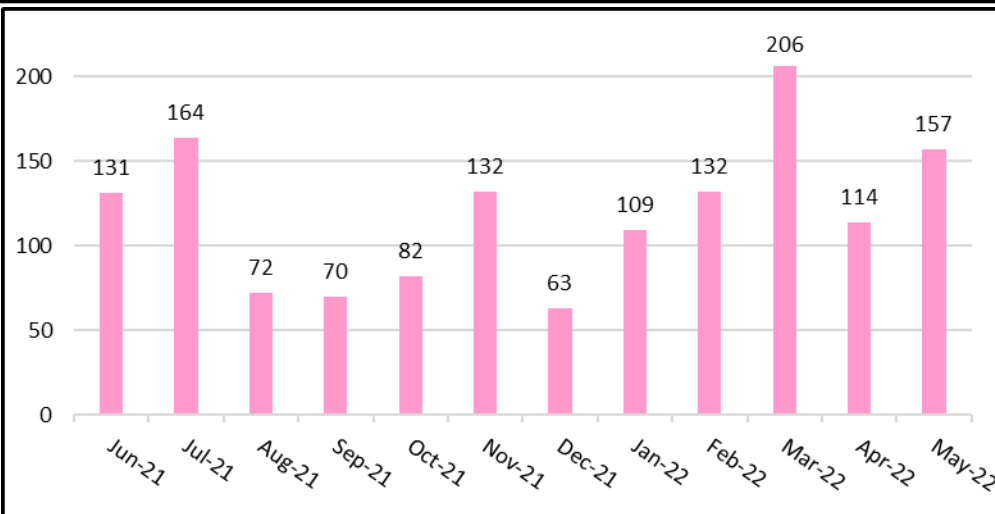


Engagement

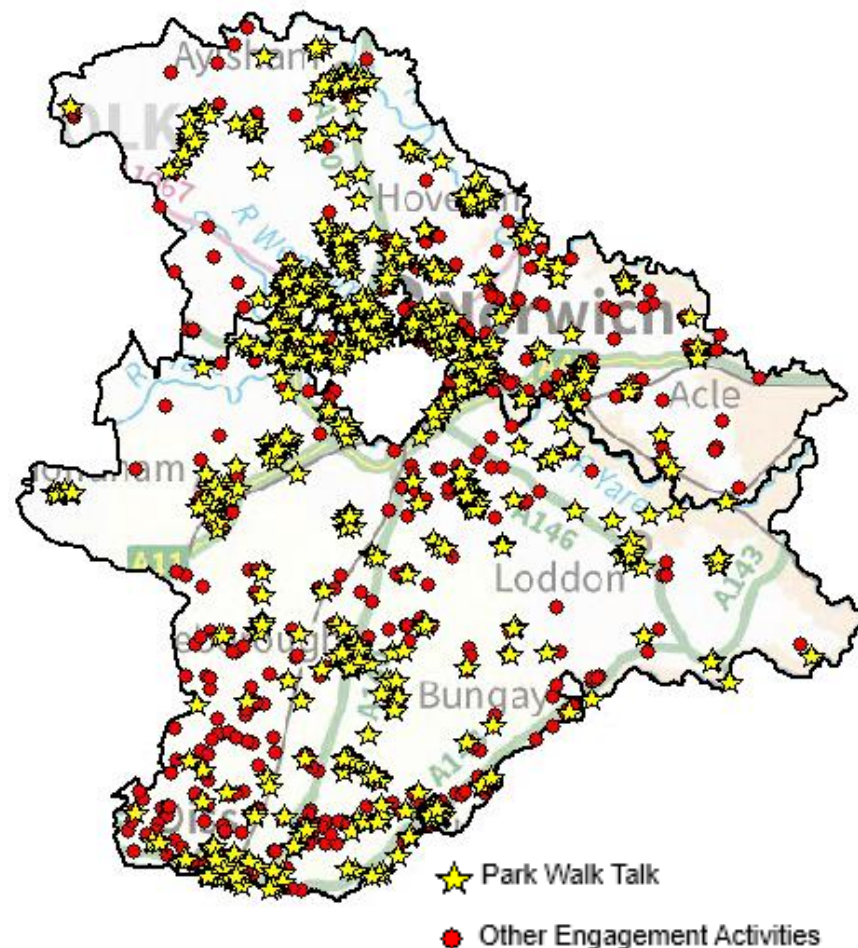
South Norfolk - Park Walk Talk Engagements:



South Norfolk - All Other Engagements:



All Engagement Events in South Norfolk, and in Broadland, between 01/06/2021 and 31/05/2022:



Leisure Service Recovery Plan Update – End of Year 1 Position – Covering 1 April 2021 – 31 March 2022

Report Author(s): Steven Peet – Leisure Business Development Manager
01508 505269
steven.peet@southnorfolkandbroadland.gov.uk

Portfolio: Customer Focus

Ward(s) Affected: All

Purpose of the Report:

To:

- provide an update on progress regarding the Council's leisure service COVID recovery plan, following the end of the year one period on 31st March 2022
- enable the Committee to review the plan vestment for any identified underspend

Recommendations:

1. To assess the end of year one performance against the leisure centre service COVID recovery plan and the potential future risks, and to make any recommendations, as appropriate.
2. To continue supporting and monitoring the approved leisure service COVID recovery plan.

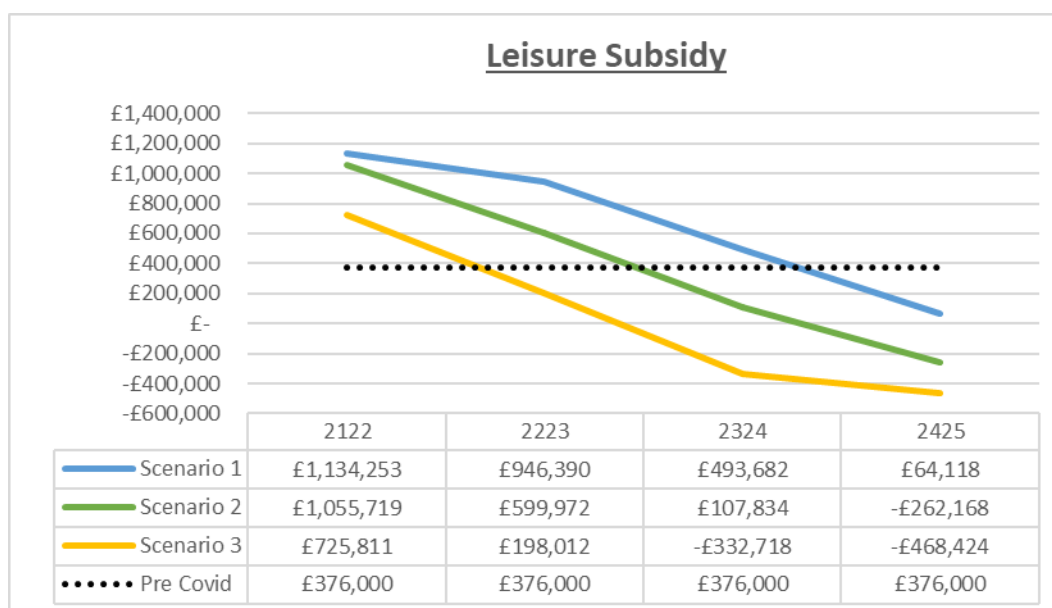
1. Summary

- 1.1 The COVID-19 pandemic had a significant impact on the use and business recovery of leisure centres across the country. Even following the re-opening of South Norfolk facilities in April 2021, officers often found themselves with daily operational challenges to overcome. The overall operational objective was always to try and balance delivering as good a service as possible, whilst still ensuring staff and customers remained safe and confidence was instilled.
- 1.2 This report provides an update following completion of year one (2021/22) of the leisure service COVID recovery plan. It also sets out current performance trends, future plans and highlights any potential risks.
- 1.3 Despite the challenging operational conditions faced for much of the year, the leisure service and its staff performed admirably and achieved the scenario two net bottom-line cost for year one.
- 1.4 The 2021/22 end of year financial position for the leisure service, was a total bottom-line cost to the Council of £1,049,147.
- 1.5 The hard work and commitment of the South Norfolk leisure staff should not be underestimated, and great resilience was demonstrated to react professionally to the many new and often fluid situations they had to deal with. Because of this, South Norfolk leisure centres were able to remain open and accessible to residents, providing huge social, physical and mental benefits to our communities, at a much-needed time.

2. Background

- 2.1 The provision of leisure centres is a discretionary service. However, it very much aligns with the Council's corporate strategic objectives- in particular, to empower communities, encourage active and healthy lifestyles and improve mental and physical wellbeing.
- 2.2 It is widely recognised that investing in and providing public leisure facilities is an investment in ill-health prevention and leisure centres are essential community hubs, significantly contributing to improving the long-term health and wellbeing of residents.
- 2.3 A report was published by the Local Government Association and Association for Public Services Excellence in September 2021, entitled 'Securing the future of public sport and leisure services'. This report highlighted the devastating impact of COVID-19 on public leisure centres, caused by forced facility closures and the subsequent loss of income, coupled with higher operational costs. The report commended councils that provided additional funding support to keep their leisure centres open and estimated a projected revenue loss of £411million to district councils alone.

- 2.4 It is accepted that the country is facing significant health challenges and preventable yet life-changing illnesses, like obesity and diabetes, are increasing rapidly. However, the recent pandemic has undermined participation in the most effective preventative measure – being active.
- 2.5 Access to appropriate leisure facilities and the health and wellbeing of the community are clearly linked; there is a connection between low levels of physical activity and an increased occurrence of certain health issues. There are also other important reasons why higher levels of physical activity will have a positive effect on the overall health and wellbeing of a community. Sport England reports that increased opportunities for physical activity and access to leisure and sporting facilities can help to reduce anxiety, stress, depression, improve levels of confidence and self-esteem and facilitate enhanced community cohesion.
- 2.6 Following the outbreak of the COVID-19 pandemic in March 2020, South Norfolk Council leisure centres closed on three separate occasions- from 17th March 2020 to 25th July 2020 (Diss leisure centre reopened on the 7th September), 5th November 2020 to 3rd December 2020 and 24th December 2020 to 12th April 2021.
- 2.7 In July 2020, South Norfolk Cabinet approved the leisure service COVID recovery plan and agreed to underwrite potential losses of up to £2.5m, for the period 2021/22 – 2023/24. Following this, three financial COVID recovery scenarios were then produced:
- Scenario one (worst case) – Would take the service back to pre-COVID position by April 2024 and cost neutral by end of March 2025.
 - Scenario two (stretched target) – Would take the service to cost neutrality by April 2024.
 - Scenario three – (best case/ maximum membership) – Would make the service profitable by April 2024
- 2.8 The following graph shows more information on the approved maximum annual subsidies for each recovery scenario:



2.9 The agreed total subsidy for the three-year recovery period 2021/22-2023/24 is:

- Scenario one - £2,574,325
- Scenario two - £1,763,525
- Scenario three - £1,256,541

2.10 Prior to the start of the COVID-19 pandemic in March 2020, South Norfolk's leisure service required an annual subsidy of £376,000 and was working towards becoming cost-neutral in 2020/21.

2.11 When the centres were allowed to open during COVID-19 restrictions, operations were subject to strict social distancing requirements and therefore this significantly limited capacity. All legal restrictions on social distancing were lifted on 19th July 2021.

2.12 To help make centres safe and minimise the transmission of COVID, a variety of health and safety measures were employed. This included regular sanitising of areas and equipment, the installation of carbon dioxide monitors around the buildings and the utilisation of fresh air only for the air-conditioning machines.

2.13 South Norfolk leisure centres were awarded a Quest health and safety rating of 'Excellent' in July 2021, recognising the significant efforts that were made.

2.14 Total fitness membership in March 2020 was 4,048 and the total annual footfall in 2019/20 was 972,926.

2.15 Due to closure for much of the period and restrictions on capacity and therefore activities that could be offered when centres were open, the annual footfall dropped significantly to 119,526 in 2020/21.

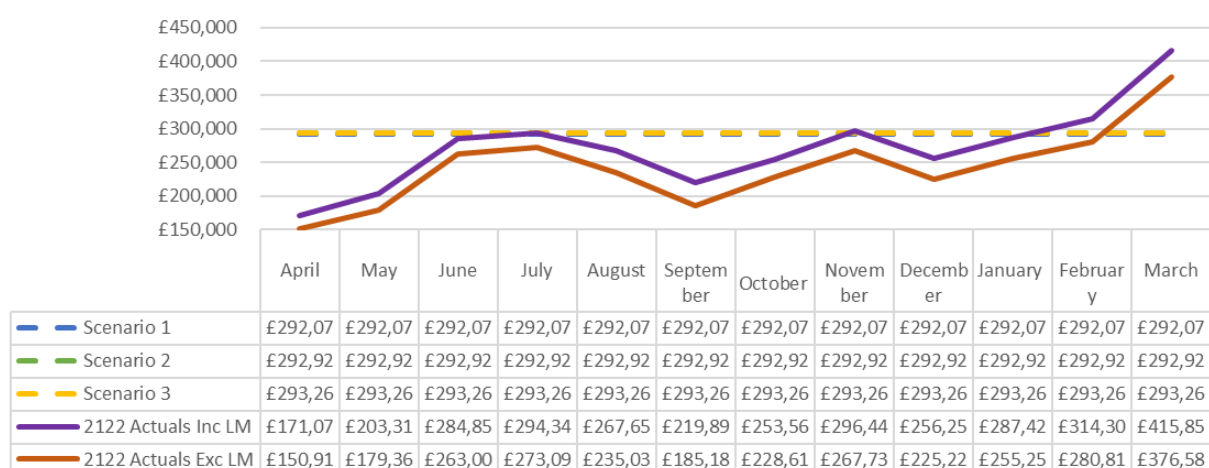
2.16 Total fitness membership also fell to 2,211 in April 2021.

- 2.17 Following re-opening of the centres, the leisure team have been working hard to install confidence in members and have developed and implemented a range of attractive marketing and promotional initiatives, in order to re-grow membership and footfall and increase overall income across all areas of the business.
- 2.18 An all-centre membership of £33 was introduced (giving access to all South Norfolk leisure facilities) to add further value and make membership more attractive. Membership prices were also held at the previous year's level, to try and retain existing members and entice back those that had left.
- 2.19 A South Norfolk Leisure app was created and launched, giving members easier access to services and increased control over their bookings. It also allowed for improved and instant communication to members, by using push notifications through the app. Around 50% of bookings are now made through the app.
- 2.20 An online class platform (using Move GB) was launched when centres were forced to close. This was free to members and allowed continued engagement with them during lockdowns and additional further value. As part of this, investment was made to install high-tech cameras, which enabled instructors to provide top quality live streamed and on-demand class content for the platform.

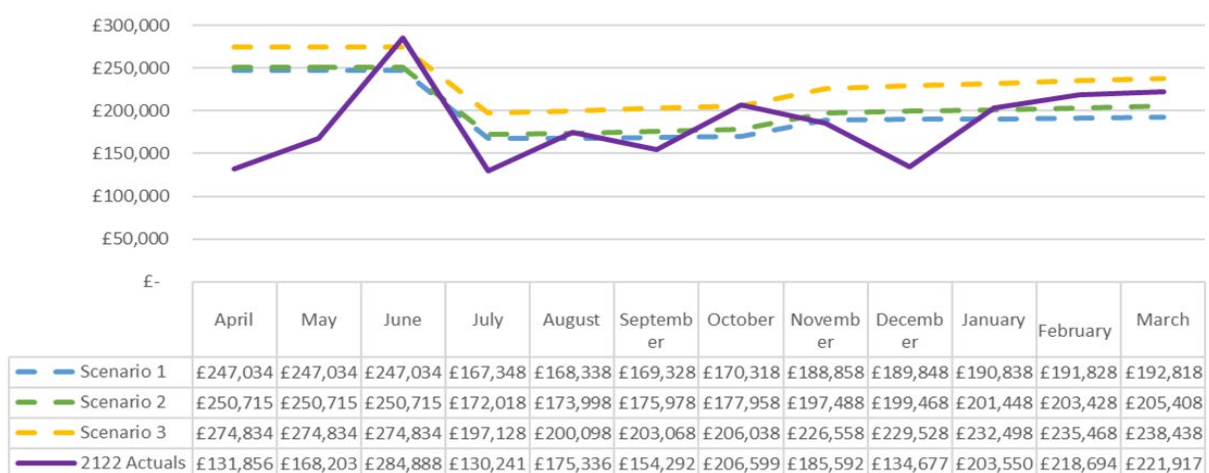
3. Current Position / Findings:

- 3.1 The year one end of year position for the leisure service was a total net bottom-line cost to the Council of £1,049,147. Compared to the three recovery scenarios, this meant the leisure service:
- Finished £85,106.10 ahead of scenario one
 - Finished £6,572.26 ahead of scenario two
 - Finished £323,336.59 behind scenario three
- 3.2 Please see the following graphs for more information on year one financial performance against the recovery scenarios:

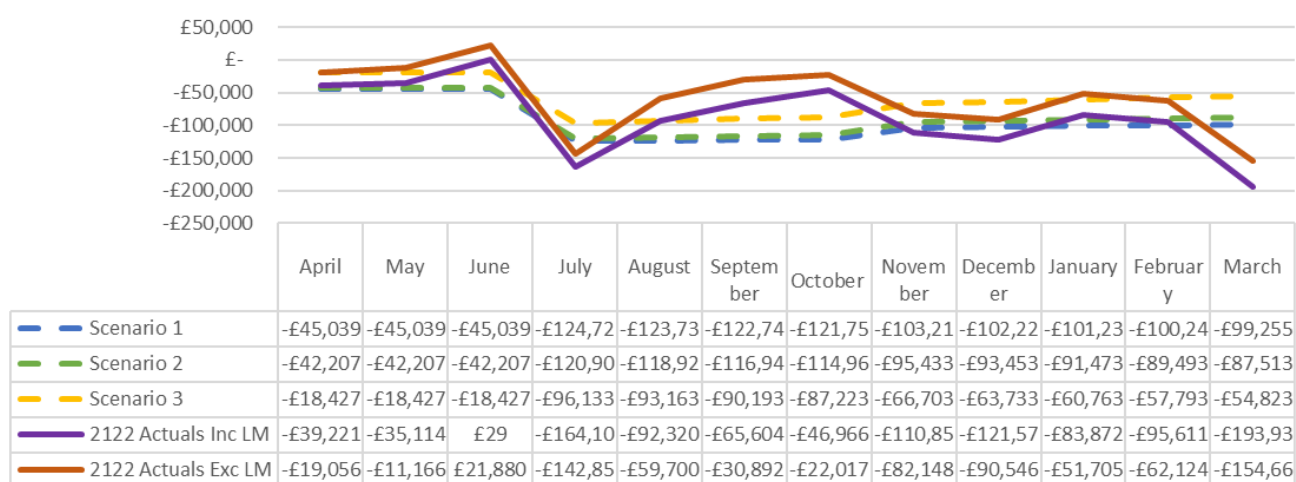
Leisure Expenditure



Leisure Income



Leisure Bottom Line Cost



Please see the following table for a breakdown of individual financial centre performance

Centre	Income	Expenditure	Net Income (Expenditure)
Fram Earl	£83,475	£87,757	-£4,282
Ketts Park	£95,431	£134,622	-£39,192
Wymondham	£1,073,770	£1,328,058	-£254,288
Wymondham SPA	£102,405	£108,383	-£5,978
Diss	£422,996	£586,785	-£163,789
Long Stratton	£458,418	£628,064	-£169,646
Leisure Management	-£20,649	£47,173	-£67,822
LM Sal	£0	£344,151	-£344,151
TOTAL	£2,215,845	£3,264,992	-£1,049,147

- 3.3 The year one bottom-line cost of £1,049,147 was a £514,551 favourable variance against the approved 2021/22 leisure service budget of £1,563,698 (please note- the annual budget was set prior to the COVID-recovery scenarios being agreed).
- 3.4 Total fitness membership currently stands at 3,514 (end of June 2022). This is 87% of the pre-COVID level. This has increased from 2,211 in April 2021.
- 3.5 The scenario three (best case) direct debit growth target for year one was 2,761 (73% of pre-COVID). The end of year result was 2,972, exceeding the scenario three target by 211.
- 3.6 Total Swim School membership numbers are currently 1,934 (end of June 2022). This is 87% of the pre-COVID number of 2,235.
- 3.7 Total direct debit fitness membership income for the year was £785,718. This was £65,275 better than the scenario three (best case) target of £720,443.
- 3.8 Total Swim School membership income for the year was £482,058. This was £10,692 worse than the target for all three scenarios, which was set at £492,750.
- 3.9 Total income for the leisure service for the year was £2,215,845. This was £154,775.73 less than the scenario one (worst case) target of £2,370,621. However, the overall income picture is affected by the fact that income received in the first two months of the year (April and May) was £194,009 less than the scenario one target, putting income significantly behind right from the start of the

year. The first two months of the year also included an estimate for the government subsidy (to support loss of income) and this additional income.

- 3.10 The remaining ten months income were then ahead of the scenario one target for this period and £45K behind scenario two. The point to note here, is that for the majority of the year (ten months), income was at least at the scenario one (worst case) level and is therefore showing a positively consistent trend in the right direction.
- 3.11 The unusually high expenditure in March 2022 can be attributed to the staff salary increases and back pay (c.£50K) and a £50K accrual made for a potentially higher than anticipated utility cost.
- 3.12 Total annual footfall for the period 2021/22 was 599,060. This is 62% of the 2019/20 figure. Please see the below table for more information on annual footfall.

All centres footfall	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
April	47896	62067	63490	85958	0	28937
May	56022	64739	64397	81051	0	39917
June	57138	65596	63522	80370	0	54254
July	54260	60263	71569	83520	2268	55808
August	53492	60577	64609	75855	11467	49724
September	60724	62187	64223	85346	29644	54024
October	56550	66790	69025	92535	39442	55856
November	55777	66689	65730	86350	10135	59018
December	54838	55855	57107	65600	26570	43,212
January	67974	68791	79185	94619	0	49,644
February	62589	63730	78626	97288	0	53,701
March	67662	69377	82217	44434	0	54,965
Annual Footfall	694,922	766,661	823,700	972,926	119,526	599,060

- 3.13 The current average Net Promoter Score (NPS) across all centres is +41 (April September 2021). This is above the public leisure centre national average of +34 (taken from Sport England's Moving Communities data). NPS is the recognised indicator of customer satisfaction across a wide range of industries.
- 3.14 South Norfolk leisure centres are estimated to have added a social value to the wider community of at least £2,273,641 during the last 12 months. This is a ratio to cost benefit of 2.2.
- 3.15 Officers have recently undertaken a review of the effectiveness and impact of South Norfolk Leisure's overall online presence. This includes social media platforms, branding and messaging, customer engagement, reach and the website

performance/ usability. Following this review, officers have commissioned TA6 (a specialist marketing arm of Alliance Leisure) to help improve/ enhance these areas. This will be a 12-month piece of work with TA6, with the overall aim of strengthening the South Norfolk Leisure brand, reaching a wider online audience and increasing membership numbers, footfall and overall income. This partnership will also involve staff training focused on enhancing customer experience and engagement.

- 3.16 Following this review and feedback, the idea of moving to a bespoke and more dynamic/ customer focused South Norfolk Leisure website is being investigated.
- 3.17 A decision to again freeze membership prices for this year was taken in March 2022. This was made in light of the concerns around cost of living and the reduction of disposable income now available to many residents.
- 3.18 An attractive new corporate membership has also been created and local businesses will be targeted with this offer.
- 3.19 A review of leisure centre operational/ management systems is also being undertaken, ensuring the chosen system provides officers with adequate data and intelligence, particularly around customer insight and behaviours.
- 3.20 Increased data collection and interrogation of this data is also a priority going forward. This will allow for greater insight regarding customer behaviours, engagement and usage, leading to more proactive and informed strategies to tackle member retention. This may involve considering increasing staff resource to specifically focus on this area.
- 3.21 Gym equipment upgrades at Wymondham and Diss will soon be completed, allowing South Norfolk leisure centres to continue to compare favourably with competitors. This includes the addition of state-of-the-art EGYM equipment, making South Norfolk Leisure a market leader and adding further attraction for existing and potential new user demographics.
- 3.22 Officers are keen to create links with 'harder to reach' demographics in the community and utilise the leisure centres to support all residents to become more active and healthier. A football project to support mental health called 'All to Play For' will soon be launched at Ketts Park. This will be delivered in partnership with Active Norfolk, through the jointly managed/ funded Locality Development Officer.
- 3.23 NHS health checks are also being carried out within South Norfolk leisure centres.
- 3.24 The Leisure Oversight Board has been set up and has met regularly during the last year. The Leisure Oversight Board consists of 5 members, including the Director of People and Communities (who acts as Chair), Director of Resources (Vice Chair), a Non-Executive Advisor and South Norfolk Council's Portfolio Holders for Customer Focus and Finance. This board ensures there is constructive checking and challenging of officers and also allows for operational strategies to be discussed and agreed. Following an external recruitment process,

a Non-Executive Advisor with bespoke leisure strategic expertise, has recently been appointed, strengthening the board further.

National Leisure Picture:

- 3.25 As part of the National Leisure Recovery Fund, performance and usage data for public leisure centres is being tracked through Sport England's 'Moving Communities' research.
- 3.26 The research carried out in August 2021 showed that while public leisure centres have shown a steady rate of recovery since reopening in April 2021, there are still former customers that have not returned, with average recovery rates settling at just above 70%. This data is compared to 2019 figures in the same period.
- 3.27 For the period April 2021-January 2022, participation rates were down 35% on the same period in 2019/20. Moving Communities states that lower participation rates have been caused by capacity restrictions and a lower customer confidence over the period.
- 3.28 Moving Communities data also showed throughput (footfall) was down by 32% in 2021/22, compared to 2019/20
- 3.29 The national research shows public leisure centre activities have recovered at different rates as well, with swimming at 83%, swimming lessons at 74%, gym activity at 72% and group exercise at 56%. Outdoor activity recovered the fastest at 87% and this highlights the continued concern around COVID-19 transmission. Also, it shows recovery rates in rural areas were below the national average at around 65%. This may be due to an older age group, as more urban areas with a younger population appear to be returning at a faster rate.
- 3.30 Moving Communities data showed the national average recovery rate in January 2022 was 71%, with the East of England being slightly lower at 69%.
- 3.31 In a report published by the Local Government Association and Association for Public Services Excellence in September 2021, entitled the 'Future of Public Sport and Leisure Services', it highlights how hard COVID hit the leisure sector and compounded existing challenges, such as ageing leisure centres and a lack of strategic coordination between health and leisure at a national level.
- 3.32 Evidence shows that councils are still continuing to invest in their leisure facilities and most operators are forecasting a return to pre COVID levels by March 2023. However, this research was carried out before the recent cost of living pressures.
- 3.33 UKActive state that the leisure sector is an essential service and that has been highlighted more than ever during the pandemic, showing the vital role it plays in supporting people's health and wellbeing.
- 3.34 This is also supported through Sport England's national strategy – 'Uniting the Movement'. This strategy has key objectives of:
 - o Recover and reinvent leisure provision from the global pandemic

- o Connecting communities to make better places and bring people together
- o Provide positive experiences for children and young people
- o Connecting with health and wellbeing and the benefits of an active lifestyle
- o Active Environments- creating and protecting the spaces for people to be active

4 Proposed action:

- 4.1 South Norfolk Council leisure officers to continue work with TA6 to help improve digital presence, strengthen the South Norfolk Leisure brand and enhance messaging to reach a wider audience and drive traffic to the centres.
- 4.2 Officers to continue working towards achieving the best leisure recovery scenario outcome.
- 4.3 Officers to continue working on the creation and implementation of a bespoke Leisure Service Strategic Delivery Plan. To include specific key performance indicators and actions for delivery over the next 3 years (aligned with the agreed COVID recovery plan).
- 4.4 Officers to continue working on further commercial opportunities to improve provision for residents and increase income for the service (such as expansion/enhancement projects at Framingham Earl Sports Centre and Ketts Park).

5. Other options:

- 5.1 The Council could decide to remove the remaining agreed level of subsidy for the financial years 2022/23-24, but this would likely result in the need to significantly curtail service delivery, or even closure of some facilities.

6. Issues and risks

- 6.1 The current cost of living and consequent pressure on people's disposable income could result in a higher member attrition rate.
- 6.2 Whilst it is positive and attractive for customers to not have a joining fee or contract in place to join South Norfolk leisure centres, this does also mean it is easier for customers to leave and cancel their membership. This may also lead to a higher than desired member attrition rate and lack of loyalty from members.
- 6.3 The very high energy costs will have a large impact on the leisure service expenditure and budget, especially where centres are operating a swimming pool.
- 6.4 Competitors and opening of new 'budget' 24-hour gyms near Norwich.

- 6.5 Recruitment and retention of staff, although this has now certainly improved from six months ago. Kids Camp, swim instructors and lifeguards remain the biggest areas in need of recruitment.
- 6.6 The ability to provide an attractive, dynamic and customer focused bespoke South Norfolk Leisure website, which is user friendly for customers and gives the right impression of the centres as the 'shop window'.
- 6.7 **Resource Implications** – The Council has agreed to underwrite potential losses for the leisure service over the period 2021-2024, to the order of £2.5m. With the intention that the service, even in the worst-case scenario, will be back to its pre COVID financial position.
- 6.8 **Legal Implications** – None.
- 6.9 **Equality Implications** – South Norfolk leisure centres continue to positively impact on the ability of residents to lead healthy and active lifestyles and provide opportunities for equality, diversity and community cohesion.
- 6.10 **Environmental Impact** – Solar panels are soon to be installed on all South Norfolk leisure centre roofs. The solar energy will provide up to 66% of electricity for the centres and so will reduce the leisure service's environmental impact and help the council's move towards becoming carbon neutral.
- 6.11 **Crime and Disorder** – None
- 6.12 **Risks** – None further in addition to the previous ones stated.

7. Conclusion:

- 7.1 2021/22 remained a challenging and uncertain year for the leisure service, due to the impact of COVID-19, change in customer habits/ confidence and staff recruitment and retention.
- 7.2 Despite this, the service has performed very well, achieving the scenario two COVID recovery net bottom line cost for year one, which is a positive result.
- 7.3 Fitness and Swim School membership now sit at 87% of pre-COVID levels (end of June 2022), however due to uncertainty with COVID, joiner and leaver numbers were volatile for much of year one. This is now showing signs of stabilisation though, hopefully allowing forecasting to be more accurate.
- 7.4 Officers are now reaching a stage where they are able to take a more strategic and proactive approach to the business, rather than having to firefight and be reactive to daily operational challenges.
- 7.5 This more strategic approach will involve the development of a bespoke leisure service delivery plan, including actions to strengthen the South Norfolk Leisure

brand, digital presence, customer engagement/ messaging and the creation of a clear mission and vision for the service, with accompanying staff training.

- 7.6 It is vital South Norfolk Leisure continues to remain attractive and accessible to our residents, inspiring them to lead happy, active and healthy lives.
- 7.7 With cost of living as it currently is and the pressure this is putting on people's disposable income, providing a great holistic leisure experience for customers and ensuring all the benefits of membership are promoted and communicated effectively, is now more important than ever and will be a priority focus going forward.

8. Recommendations:

- 1. To assess the end of year one performance against the leisure service COVID recovery plan and the potential future risks, and to make any recommendations, as appropriate.
- 2. To continue supporting and monitoring the approved leisure service COVID recovery plan.

Background Papers / Research data:

- 1. 'Securing the future of public sport and leisure services' (Local Government Association and Association for Public Services Excellence- September 2021)
- 2. Sports England' Moving Communities data.

Scrutiny Committee – Work Programme

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

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

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
4 Aug 2022	Leisure Recovery Plan	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Customer Focus	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate
8 Sept 2022	<i>No items scheduled</i>		
13 Oct 2022	Wymondham Neighbourhood Plan	Senior Community Planning Officer, and Leader & Portfolio Holder for Stronger Economy	The Committee to consider the Wymondham Neighbourhood Plan, ahead of consideration of cabinet. Scrutiny Committee to make recommendations to Cabinet regarding the next steps for the Plan and whether the criteria has been met.
17 Nov 2022	Police Crime & Community Safety Plan	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	Scrutiny Committee to consider the Police Crime & Community Safety Plan to review its effectiveness and progress towards meeting the objective and targets set. The Norfolk Police and Crime Commissioner to attend.
22 Dec 2022	<i>Will be held in the event of call-in only</i>		
26 Jan 2023	Environment Strategy	Environment Manager and Portfolio Holder for Clean & Safe Environment	Scrutiny Committee to review the effectiveness of the 2020-2025 Environment Strategy and assess whether outcomes have been achieved. The Committee to also be updated on consideration of its suggestions at the review undertaken in January 2022. Members to make recommendations as appropriate.
16 Feb 2023	2023/24 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2023/24 budget and the recommendations of Cabinet. Members to also formulate a recommendation to Council regarding the budget for consideration at its meeting later in February 2023.
2 March 2023	<i>Will be held in the event of call-in only</i>		

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
6 April 2023	Member-Led Grants	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to assess the funding allocations and outcomes achieved from the Member Led Grants and make recommendations as appropriate

Scrutiny Recommendation Tracker 2022/23

Date	Topic	Responsible Officer	Resolution and Recommendations	Response / Progress	Outcome
9 June 2022	HELP HUB REVIEW	Help Hub and Communities Senior Manager	RESOLVED to: note the current position of the Help Hub and the future approach outlined in the report	No further action required	Members had the opportunity to review the model operating in the Help Hub currently. The Committee was pleased to note progress made and did not feel it necessary to make any further recommendations
30 June 2022	COMMUNITY SAFETY UPDATE	The Assistant Director of Individuals and Families	RESOLVED: 1. To receive the update on Community Safety 2. That South Norfolk Council works with the Police to focus on mental health issues and work towards a system change to alleviate pressures on the Norfolk and Suffolk NHS Foundation Trust (NSFT) and to ensure residents in crisis receive the most appropriate and timely care.	No further action required Officers supported the recommendation and will progress this	Members were able to receive an overview of police and crime matters affecting the District and ask appropriate questions in order to fully understand the issues affecting residents.
30 June 2022	BEST IN CLASS HOUSING OFFER REVIEW ON PROGRESS	Internal Consultancy Officer	RESOLVED: To receive the review on progress of the Best-in-Class Housing Offer.	No further action required	The Committee was able to receive an update on achievements to date and the work of the housing team. Members also gained a better understanding of the pressures

					facing the Council in regard to service provision.
30 June 2022	CALL-IN OF MARKETING OF SOUTH NORFOLK HOUSE	Director of Resources	RESOLVED: To endorse the decision of the Cabinet.	No further action required	The Committee considered the decision made by Cabinet with reference to marketing South Norfolk House and concluded that based on the evidence provided and discussion, that cabinet's decision was sound and could be endorsed

CABINET CORE AGENDA 2022/23

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
11 Jul	Key	City Deal Borrowing and the Establishment of the Greater Norwich Strategic Investment Fund	Phil Courtier	John Fuller	
		Egym Procurement	Simon Phelan / Rob Adams	Richard Elliott	
	Key	Shared Prosperity Fund Investment Plan	Nina Cunningham	Lisa Neal	
		Economic Growth Plan	Debra Baillie-Murden	Lisa Neal	
		Redenhall with Harleston Neighbourhood Plan – Consideration of Examiner's Report	Richard Squires	John Fuller/Lisa Neal	
	Key	Garden Waste Disposal Contract Procurement	Simon Phelan	Graham Minshull	Exempt
	Key	Gypsy and Traveller Allocation Site Public Consultation	Adam Banham	John Fuller	
	Key	Enforcement Policy	Nick Howard	Alison Thomas	
5 Sept		Starston Neighbourhood Plan – Consideration of Examiner's Report	Richard Squires	John Fuller/Lisa Neal	
	Key	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller/Lisa Neal	
	Key	Submission of Wymondham Neighbourhood Plan	Richard Squires	John Fuller/Lisa Neal	
	Key	Hethel Road Infrastructure Funding Proposal	Nina Cunningham	Lisa Neal	Exempt
	Key	Approach to Resourcing Fraud Work	Rodney Fincham	Adrian Dearnley	Exempt
		Using Intelligence to achieve a First Class Customer Service	Sinead Carey / Shaun Crook	Kay Mason Billig	
26 Sept		Best in Class Housing Phase Two Development – Customer Focus	Richard Dunsire	Alison Thomas	
		Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
	Key	Dog related Public Space Protection Orders	Andrew Grimley / Teri Munro	Graham Minshull	
	Key	Dog Warden Contract Award	Andrew Grimley	Graham Minshull	
		Digital Mail Solution	Craig Moore	Kay Mason Billig	
	Key	Licensing Fees and Charges	Nick Howard	Graham Minshull	
	Key	Licensing Service Review	Nick Howard	Graham Minshull	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
	Key	Electric Vehicle Charging Points	David Disney	Lisa Neal	
	Key	Commuted Sums Action Plan	Helen Sibley / Sally Hoare	Lisa Neal	
	Key	Affordable Housing Development Plan	Helen Skoyles	Lisa Neal	
31 Oct	Key	Draft Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Draft Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Food Safety Service Review	Nick Howard	Graham Minshull	
5 Dec		Performance Report Q2 2022/23	Sinead Carey / Helen Hall	Adrian Dearnley / Kay Mason Billig	

A key decision is an executive decision which will:

- (a) result in the Council spending, or saving a **significant** amount compared with the Budget for the service or function the decision relates to; or*
- (b) to be **significant** in terms of its effects on communities living or working in an area, comprising two or more wards in the area of the Council, in that it will:*
 - (i) Have a long-term, lasting impact on that community; or*
 - (ii) Restrict the ability of individual businesses or residents in that area to undertake particular activities; or*
 - (iii) Removes the provision of a service or facility for that community; or*
 - (iv) Increases the charges payable by members of the community to provide a service or facility by more than 5%; or*
 - (v) Have the potential to create significant local controversy or reputational damage to the Council; or*
 - (vi) Is a matter that the decision maker considers to be a key decision.*

When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision if:

- (a) the amount spent is £200,000 or more of revenue expenditure; or*
- (b) savings of £75,000 or more per annum, or*
- (c) capital expenditure of £200,000 or more (where a decision makes a commitment for spending over a period of time, it is the total commitment that must be considered to see if it is a key decision).*