

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 17 November 2022
10.00am

Place:

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

Contact:

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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 14 November 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 13 October 2022;
(attached – page 6)
5. Police, Crime and Community Safety Plan;

Members to review the Police, Crime and Community Safety Plan ([HERE](#)) and provide comments and recommendations to Council officers and the Police and Crime Commissioner for Norfolk (who will be in attendance at the meeting)
6. Review of Early Intervention Anti-Social Behaviour Officer Pilot Service – Review of Progress;
(attached – page 9)
7. Review of Business Regulatory Support Hub Pilot Service – Review of Progress;
(attached – page 18)
8. Scrutiny Work Programme, Tracker and Cabinet Core Agenda; (attached – page 30)

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: 4

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held on Thursday 13 October 2022 at 9.30am.

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

Apologies for Absence: Councillors: T Holden, T Spruce and J Worley

Portfolio Holder Present: Councillor: L Neal

Officers in Attendance: The Place Shaping Manager (P Harris), the Senior Community Planning Officer (R Squires), the Senior Governance Officer (E Goddard) and the Committee Officer (J Hammond)

Also in Attendance: On behalf of Wymondham Town Council:
Mr Gurney – Clerk of Wymondham Town Council
Town Councillors S Nuri-Nixon and R Savage

1318 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs T Holden, T Spruce and J Worley.

1319 DECLARATIONS OF INTEREST

With respect to minute number 1321, Cllr J Halls declared an 'other' interest as a member of Wymondham Town Council. He advised that had not been involved in the formation of the Neighbourhood Plan submission. He declared that he would not take part in the consideration of this item and stepped down from the Committee for the duration of the item.

1320 MINUTES

The minutes of the meeting held on Thursday 4 August 2022, were confirmed as a correct record and signed by the Chairman.

1321 WYMONDHAM NEIGHBOURHOOD PLAN SUBMISSION

Cllr J Halls stood down from the Committee for the duration of this item

The Chairman introduced the report advising the Committee that they had been asked to consider the recommendations to Cabinet within the Committee report and make its recommendations to Cabinet regarding:

- Whether the Committee considers that the Wymondham Neighbourhood Plan meet the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990
- Whether the Plan can proceed to consultation
- Whether the Committee supports the proposed response detailed in appendix 3 of the report

The Senior Community Planning Officer informed the Committee that Wymondham Town Council had re-submitted its proposed Neighbourhood Plan, along with necessary supporting information to South Norfolk Council for agreement by Cabinet to progress the proposed Plan through to the next stages of consultation and independent examination.

Members were advised that Wymondham Town Council had originally submitted its proposed Neighbourhood Plan to South Norfolk Council in late February 2022. At its meeting in April 2022, Cabinet agreed to refer the Plan back to the Town Council with a number of specific issues highlighted, on which members felt the Plan could be more explicit. The Senior Community Planning Officer outlined the revisions made to the Neighbourhood Plan since its original submission.

One member queried whether any of the assessment criteria had not been met by the Neighbourhood Plan. The Senior Community Planning Officer confirmed that officers considered that all assessment criteria had been met. He then referred members to section three of the report which outlined both the criteria itself, and how it had been met by Wymondham Town Council.

In response to a further question, the Senior Community Planning Officer explained that, as set out in Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, if approved by Cabinet the Wymondham Neighbourhood Plan would be published for a period of six weeks, with the public, stakeholders and previous consultees invited to comment. The Reg.

16 publication period would be followed by an independent examination, carried out by an accredited Neighbourhood Plan examiner. The examiner would then produce a report recommending one of three options:

1. That the Plan should proceed to a referendum without modifications
2. That the Plan should proceed to a referendum with certain modifications
3. That the Plan was not ready to proceed to a referendum

Following the examiners report, South Norfolk Council would decide, at a meeting of its Full Council, whether or not to approve the examiner's recommendations.

Members further discussed Wymondham's Neighbourhood Plan and it was unanimously

RESOLVED

To recommend to Cabinet that it agree:

1. That the submitted Wymondham Neighbourhood Plan meets the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990.
2. That the Neighbourhood Plan can therefore proceed to consultation, in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, and subsequently to an independent examination
3. That the proposed South Norfolk Council response, as detailed in Appendix 3, be formally submitted as part of the Regulation 16 consultation

1322 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

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

The Chairman reminded members that the next meeting of the Committee would take place at Thorpe Lodge on 17 November 2022.

(The meeting concluded at 9.56 am)

Chairman

Review of Early Intervention Anti-Social Behaviour Officer pilot service – review of progress

Report Author(s): Nick Howard
Assistant Director Regulatory
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nick.howard@southnorfolkandbroadland.gov.uk

Portfolio: Cleaner and Safer Environment; Better Lives

Ward(s) Affected: All wards

Purpose of the Report:

To present a review of the progress of the Early Intervention Anti-Social Behaviour Officer pilot service following its introduction in April 2022.

Recommendations:

1. To receive the review of the Early Intervention Anti-Social Behaviour Officer pilot service to date, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
2. To consider the success criteria and progress to achieve them in section 3 of this report.
3. To note the proposed extension of the Early Intervention Anti-Social Behaviour Officer pilot service to March 2024 subject to funding being secured.

1. Summary

- 1.1 The Early Intervention Anti-Social Behaviour Officer pilot service was started in April 2022 with the planned project outcomes to:
- a. Gather more early intelligence, identify and tackle root causes of anti-social behaviour in the Council's Regulatory services, in order to produce long-term improvements in neighbour relations and community safety.
 - b. Increase the capacity and drive, speed and impact, of the Council's service by taking an early intervention approach to anti-social behaviour and environmental offending.
 - c. Offer stronger visibility and community reassurance.
 - d. Detect better and earlier any wider victimisation, vulnerability and support needs, and safeguarding issues.
 - e. Optimise the deterrence, investigation and enforcement of anti-social behaviour (within the Council's remit) where offences have been committed causing harassment, alarm, distress or environmental harm.
 - f. Test the scope for stronger coordination of responses and tactics for dealing with significant ongoing anti-social behaviour issues and incidents, operating (within the Council's remit) closely alongside Norfolk Constabulary as a key regulatory partner.
- 1.2 The pilot tests potential for three elements of service transformation:
- a. Extending support to residents more widely across a range of potentially significant and actionable anti-social behaviour issues and concerns, before they worsen further
 - b. Taking a public health approach to manage service demand.
 - c. Adopting a rapid and highly responsive service operating model that is attuned to customer needs.
 - d. Resolving cases quickly and efficiently, with minimal recurrence of the reports concerns, to maximise service efficiency and effectiveness.
- 1.3 This report presents an overview of the first six months of the pilot service from April to September 2022. This report goes on to highlight some of the work planned during the remainder of the 12-month pilot.

2. Background

- 2.1 The Early Intervention Anti-Social Behaviour Officer pilot is designed to offer an inexpensive but highly beneficial extension of the existing Community Protection service which deals with neighbour nuisance, anti-social behaviour and environmental offending.

2.2 The pilot service is offered:

- a. In qualifying cases for reported anti-social behaviour and neighbour problems that meet the Council's threshold acceptance tests:
 - i. The reported problem is within the Council's jurisdiction as the lead agency.
 - ii. It is potentially significant and actionable.
 - iii. There is no prior history of complaint or enforcement.
 - iv. When an early intervention service approach is offered, the customer actively chooses it.
- b. In cases of reported environmental offending, where a rapid response offers community visibility and reassurance, and optimises evidence gathering.
- c. In 'patrol mode' to keep an eye proactively on hot spot locations of reported fly tipping or dog fouling, to maximise detection and dealing with suspected offenders.
- d. In tactical coordinated responses to significant incidents such as vehicle-related nuisance.

2.3 The Council's Community Protection service has been under heavy demand and a substantial increase in service demand across both Broadland and South Norfolk. Some of this in 2020-21 (40% rise in demand) and 2021-22 (39% rise in demand) was due to the special circumstances arising during the Covid-19 pandemic. There is, however, a continuing high service demand running 32% above previous annual levels and in the service's peak demand month of August this year demand was running 70% higher than it did four years ago. Whilst officers have achieved positive compliance or enforcement outcomes in many cases, it has been a challenge simply to keep up with incoming service demand.

2.4 The pilot service addresses as early as possible the significant neighbour and community problems for which the Council provides a Community Protection regulatory service. By doing so before the issues escalate and become entrenched, it is quicker, easier, more likely successful and less resource intensive in the long run to 'catch it early' and 'nip it in the bud'. Residents who are yet to require the service have told officers that this is what they would hope for if they, or someone close to them, needed this service in future.

2.5 The decision to introduce an early intervention service approach was tested with elected members who were supportive. Early intervention has been adopted as a central principle in the development of the Council's draft Anti-Social Behaviour Policy. This has also been tested with representatives of town and parish councils, receiving a strong positive reception.

2.6 The Council's new Early Intervention Anti-Social Behaviour Officer pilot service Anti-Social was introduced in April 2022 by Regulatory services. This pilot was designed to support a key Regulatory service purpose to "Prevent or minimise nuisance and anti-social behaviour, nip it in the bud when it does happen, and intervene with robust intervention and enforcement where necessary". It established two Early Intervention Anti-Social Behaviour Officer temporary fixed

term posts, based within the Community Protection team of Regulatory services. These two posts were designed to engage and resolve a substantial number of straightforward cases and free up more senior team members to focus on the more serious and complex cases. The permanent establishment of the Community Protection team in Regulatory services contains three Senior Community Protection Officers and two Community Protection Officers covering South Norfolk and Broadland districts.

- 2.7 The pilot service corresponds with the Council's strategic aims for 'Supporting individuals and empowering communities' and 'Protecting and improving the natural and built environment, whilst maximising quality of life'. In the Delivery Plan 2022/23 – 2023/24 it forms the specific commitment Q1: 'Robust and dynamic antisocial behaviour rapid response and early intervention service to maximise community safety and public reassurance' with the intended outcomes:
- a. Swift response
 - b. Rapid solution
 - c. High impact
 - d. Low re-occurrence

3. Current position/findings

- 3.1 The Early Intervention Anti-Social Behaviour Officer pilot involves remodelling and elements of transformation to offer a high-quality service, as outlined above. The top three types of case work assigned to the Early Intervention Anti-Social Behaviour Officers were:
1. Neighbour noise / nuisance / anti-social behaviour.
 2. Fly tipping and wastes-related anti-social behaviour.
 3. Noise from commercial premises.
- 3.2 In order to monitor and evaluate the success of the pilot, the following five success measures have been pursued:
1. Volume of case work that can be resolved quickly and efficiently through early intervention methods
 2. Average time to first meaningful action (how quickly the service provided customer value)
 3. Average time to conclude each case (how quickly the service achieved the service outcome)
 4. Customer satisfaction ratings and feedback
 5. Service impact ratings (what difference did the service make?)

Commentary is provided below on progress against each of these measures.

- 3.3 Success measure 1:
Volume of case work that can be resolved quickly and efficiently through early intervention methods:

During the pilot, an estimated 50% of service requests to date have been pursued taking an early intervention service approach. Only in 10-20% of cases have officers determined that the person raising the requests feels the need to pursue it any further with the Council.

3.4 Success measure 2:

Average time to first meaningful action (how quickly the service provided customer value):

The service aim is to make early intervention doorstepping visits as quickly as possible after the date of first registration. During the first seven months of the pilot, 76% of responses were made within three working days, and the most common response time was two working days. Ninety five percent of first responses were achieved within 10 working days, and typically a longer response time would involve the officer making repeated attempts to confirm the facts of a case and/or locate the person they need to speak with about it.

On average, visits on the doorstep have lasted 10-15 minutes. This has involved quick and balanced but assertive conversations with those being complained about. The objective is to firmly raise the matter complained about and to gauge both the reaction and the perceived acceptance of the need for a change in behaviour.

3.5 Success measure 3:

Average time to conclude each case (how quickly the service achieved the service outcome):

During the first seven months of the pilot, 73% of cases were concluded within five working days and 92% within 20 working days.

3.6 Success measure 4:

Customer satisfaction ratings and feedback:

The early intervention approach has achieved strong satisfaction ratings. Customer satisfaction is averaging 9.4 out of 10.

Specific customer feedback included the following:

- a. "This was an excellent response to my complaint".
- b. "Very pleased how swiftly how the officer acted – I was expecting it be long and drawn out".
- c. "Loved that it was acted on immediately and I was given advice in terms of taking things forward".
- d. "Really impressed at the speed of service and how proactive it was. It went over and above what I was expecting. I also liked it was an actual person rather than being done over the phone".
- e. "I was spoken to in a sensitive matter, I was listened to and a visit was made."

- f. "Contact was made within the next day and there have been no further incidents. The service is a good go-between as neighbours often don't like to speak to each other directly when there's an issue of anti-social behaviour, therefore the team made a massive difference."
 - g. "If I could give it 11 [out of 10] I would. It genuinely felt like [officers named] went the extra mile and I couldn't have asked for much more. I can't speak highly enough of them. [The Council] were great".
- 3.7 Success measure 5:
Service impact ratings (what difference did the service make?):
- The early intervention approach, generally quick and straightforward and avoiding (where possible) long-running investigations, has achieved remarkably positive impact ratings. On a rating scheme where 3 = A lot, 2 = Quite a lot, 1 = A little, and 0 = No impact, the average customer reported service impact rating is 2.1 out of 3.
- 3.8 Ultimately, over a longer-term period, the anticipated outcomes of the Early Intervention Anti-Social Behaviour Officers pilot service would be:
- a. Reductions in the prevalence and visibility of anti-social behaviour across Broadland and South Norfolk.
 - b. Improvements in levels of safety and protection perceived and enjoyed by residents and others affected by their activities.
 - c. Reduced service demand for serious anti-social behaviour concerns across both Council services and partner agency services, in particular Norfolk Constabulary.
 - d. Increases in reported community wellbeing and confidence.
- Obtaining data to inform such longer-term measures is beyond the scope of the current pilot. Instead, the following success measures suitable over the shorter pilot period have formed the focus for measuring progress. Those are intended to test and demonstrate the progress and practical contributions being made to achieve the planned outcomes of the pilot.
- 3.9 The pilot service has been used to engage with South Norfolk local communities in the Beat Manager Summer Tour delivered by Norfolk Constabulary in July / August 2022. It has also been used to partner with housing associations on anti-social behaviour cases of joint concern.

4. Learning so far

- 4.1 The pilot has enabled the Council's Regulatory services to pursue an early intervention approach with three key benefits:
- a. Delivering a service closely in tune with customers' wishes and needs.
 - b. Offering quick and efficient visits, often on the doorstep, to investigate and deal with service requests and, what, if anything more, lies behind each service request. Often, the additional insight is gained:
 - i. The true story is different from what was reported.

- ii. The reported problem as received proves to be just the tip of the iceberg.
 - iii. A safeguarding, victimisation or vulnerability issue only becomes known as a result of early intervention and doorstepping.
 - c. Maximising certainty, minimising time delay and avoiding unnecessary work both by service users and the Council's officers.
- 4.2 The Early Intervention Anti-Social Behaviour Officers in the pilot service have successfully nipped in the bud, quickly and effectively, a substantial volume of reported neighbour problems. These officers' additional capacity has enabled the early intervention approach to be taken in every appropriate case. This necessarily involves a larger case volume as a whole, and some cases would not previously have been accepted.
- 4.3 The majority of cases qualify for an early intervention service approach if the customer wishes it. The early intervention approach offers a substantial efficiency saving on a case-by-case basis when compared with the alternative, longer running, time-intensive investigations where the customer is often required to provide evidence.
- 4.4 Customer satisfaction is greatly improved by the pilot service posts enabling early interventions, and the service impact ratings being achieved are strikingly positive.
- 4.5 The early intervention engagement made on the doorstep with individuals being complained about provides a sound basis for following up subsequently any unresolved cases, typically using Community Protection Warnings. The capacity and reach of the service still remains limited to some degree, however it is significantly greater than before the pilot service was introduced.
- 4.6 The service has been continually developed during the pilot year, including the taking of a proactive approach. Its features effectively position the Council as a sector leader in tackling anti-social behaviour.
- 4.7 The work of the Early Intervention Anti-Social Behaviour Officers helps to reduce demands on other Council and partner agency services. The improved protection, reassurance and confidence for local communities is favourable to wellbeing, quality of life and prosperity.
- 4.8 Whilst early experiences have helped to refine the pilot service approach slightly, although no significant adjustments have been needed to date. Customer feedback is being closely monitored for further learning points.
- 4.9 The pilot has also freed a potentially valuable efficiency. The Early Intervention Anti-Social Behaviour Officers have been assigned about half of all the Community Protection team's incoming new service requests that allege anti-social behaviour. This has enabled more senior officers to focus on cases which require more extensive investigation and enforcement.
- 4.10 Customers engaging with the pilot service have the reassurance that the Council's support is available should they require it again in the future, and those subject to complaints of anti-social behaviour have been spoken with directly in most cases and so they are aware of the Council's determination to challenge anti-social

behaviour. This serves a useful education and future prevention purpose, backed up by reassuring publicity of formal enforcement cases.

5. Looking ahead

- 5.1 The Early Intervention Anti-Social Behaviour Officer pilot service is funded currently until March 2023. Beyond the scope of the current pilot service, it appears that high service demand is likely to persist for the Community Protection team in Regulatory services.
- 5.2 The success of the Early Intervention Anti-Social Behaviour Officer pilot service against the success measures above will be assessed as the pilot reaches its conclusion, and currently it is funded until March 2023. Further testing of the pilot service over a slightly longer timeframe would be helpful. Officers are investigating the potential for funding from partner agencies for an extension of the pilot, and longer evaluation, potentially running until March 2024. Any further retention of this service beyond March 2024 would need to be included in the Council's base budget.
- 5.3 To explore the longer-term financial sustainability of the Early Intervention Anti-Social Behaviour Officer service, some testing is also planned to ascertain whether substantial demand is reduced or benefit perceived for one or more key partner who might be willing to fund the additional service. This could enable the remodelled service to continue without increasing the Council's base budget.

6. Issues and risks

- 6.1 **Resource Implications** – For clarity, the pilot service involves two officers employed at Band C. Officers are investigating the scope to further the Early Intervention Anti-Social Behaviour Officer pilot service beyond the current pilot. After March 2023 it might be funded temporarily with the benefit of partner agency funding up to March 2024, without any impact on the Council's base budget in 2023-24, and the total cost of this would be £62k. Further resource considerations would be explored during the pilot of this service if it were to be extended, based on developing experience.

Whilst the Early Intervention Anti-Social Behaviour Officer pilot service might not lead to efficiency savings in the existing establishment, this is an effective demand management intervention which is also delivering expedient outcomes to the majority of the cases it deals with.

- 6.2 **Legal Implications** – The Early Intervention Anti-Social Behaviour Officer posts have enhanced the Council's capacity to carry out its regulatory functions, protecting the public and helping to ensure community safety.
- 6.3 **Equality Implications** – No equality implications have been identified.
- 6.4 **Environmental Impact** – The Early Intervention Anti-Social Behaviour Officer pilot service has directly helped to protect the environment for local communities.
- 6.5 **Crime and Disorder** – The Early Intervention Anti-Social Behaviour Officer pilot service has also directly contributed to the reduction of crime and disorder.

6.6 **Risks** – No other risks have been identified.

7. Conclusion

- 7.1 The early intervention operating model has proven effective and efficient, as indicated by the results against its success measures. The indications are that this service remodelling and transformation would offer significant benefits to the Council and to local communities.
- 7.2 The added value overall of the early intervention pilot service can be summarised in two key benefits:
- a. Hundreds of cases have been quickly resolved, with sound and accurate background information enabling proportionate responses and quickly completed service delivery meeting the expectations agreed in advance with service users.
 - b. The Community Protection team is able to focus more time on those cases that need more in-depth investigation and more formal interventions and enforcement. As a result, the Council can demonstrate a growing body of successful outcomes and – where informal interventions are not complied with – robust enforcement action ranging from written warnings and formal notices to fixed penalty notices and, where necessary, prosecutions.
- 7.3 Strong support has been expressed from several partner agencies. Officers are exploring whether partnership funding can be found to sustain the early intervention service going forwards in an extension of the pilot service through 2023-24, enabling a further period of evaluation to focus on the longer-term outcomes.

8. Recommendations

- 8.1 To receive the review of the Early Intervention Anti-Social Behaviour Officer pilot service to date, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
- 8.2 To consider the success criteria and progress to achieve them in section 3 of this report.
- 8.3 To note the proposed extension of the Early Intervention Anti-Social Behaviour Officer pilot service to March 2024 subject to funding being secured.

Background papers

None.

Review of Business Regulatory Support Hub pilot service – review of progress

Report Author(s): Nick Howard
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Portfolio: Clean and Safer Environment, Stronger Economy

Ward(s) Affected: All wards

Purpose of the Report:

To present a review of the progress of the Business Regulatory Support Hub pilot service following its introduction in January 2022.

Recommendations:

1. To receive the review on progress of the Business Regulatory Support Hub pilot service and make recommendations as appropriate, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
2. To note the proposed extension of the Business Regulatory Support Hub pilot up to March 2024 subject to confirmation of temporary Shared Prosperity Fund funding to enable longer pilot delivery, testing and evaluation.

1. Summary

- 1.1 The Business Regulatory Support Hub pilot service was started in January 2022 with the planned project outcomes to:
- a. Promote business awareness, clarity and compliance with regulations and compliance by:
 - i. Gathering together standardised regulatory and compliance information and advice in one place, packaging them ready to respond to business enquiries.
 - ii. Offering a highly approachable, accessible ‘ask us anything’ service.
 - b. Reach new businesses and existing businesses when they are making changes, helping them to maximise regulatory compliance and minimise the associated costs, effort and timescales.
 - c. Reduce the demands on the Council’s professional officers for providing standardised information and advice, which can then be provided efficiently at lower cost and free up those officers.
 - d. Provide a shop window for Council services, including enhanced compliance services such as business start-up support and pre-inspection support.
- 1.2 The pilot tests potential for two elements of service transformation:
- a. Extending the information and advice offer from the Council’s Regulatory services to help businesses to maximise compliance with legal requirements and, as a result, protect the public and consumers.
 - b. Connecting more closely a range of Council services with which businesses engage, so that when businesses contact one of them officers can help those businesses ensure they are fully informed about and engaging with others.
- 1.3 This report presents an overview of the first eight months of the pilot service from January 2022 to August 2022, from research and development of materials to opening of the hub and the ongoing development of a strong offer that is proven to help local businesses comply confidently with regulations. This report goes on to highlight some of the work planned during the remainder of the 12-month pilot.

2. Background

- 2.1 Many businesses across South Norfolk have a broad and sound understanding of regulations about, for example, food safety and licensing which govern the standards of protection offered to customers, consumers and the wider community. There are, however, areas where it would materially benefit a lot of businesses to seek information, advice and support from time to time to assist their understanding of regulations and how to comply. The Council’s Regulatory services tend to receive limited numbers of business enquiries, and businesses risk making mistakes, wasting time and expense, without advice that would be highly beneficial. Businesses can also be quite uncertain about regulatory matters

in ways which limit their confidence and potentially hold back their success, investment and growth.

- 2.2 Regulatory inspections, investigations, registrations and licensing processes offer the Council good contact points with businesses. These do not, however, deliver simultaneously across all the areas of compliance where information and advice would make a difference, and they do not necessarily happen at times when business would benefit most from support.
- 2.3 The Business Regulatory Support Hub pilot was developed jointly between the Council's Regulatory and Economic Growth services and introduced in January 2022 to promote business awareness, clarity and compliance with regulations and compliance.
- 2.4 The pilot was designed to promote the widest possible accessibility, delivery and uptake by local businesses of good, well-received and ultimately influential regulatory information and advice. The two key advantages to our communities to be maximised during this pilot are:
 - a. Growing business certainty, ability and confidence in their regulatory compliance both to maintain high standards and to encourage business success, diversity and growth.
 - b. Offering the highest standards of public protection to our residents and visitors who are served by or otherwise affected by business compliance.
- 2.5 The pilot service forms commitment R3 in the Delivery Plan 2022/23 – 2023/24 and corresponds with the Council's strategic aims for 'Growing the economy' and 'Supporting individuals and empowering communities'. It has been funded during the initial pilot phase from the Contain Outbreak Management Fund to assist and support the Council's Regulatory services and local businesses in recovering from the impacts and effects of the Covid-19 pandemic. The funding has enabled the Council to establish a temporary fixed term post of Business Regulatory Support Hub Coordinator (12 months, full time).
- 2.6 When Food & Safety and Licensing service enhancements were proposed and agreed earlier this year, to be funded on a cost recovery basis, it was the express wish of members that business advice continues to be offered free of charge.

3. Current position/findings

- 3.1 In order to monitor and evaluate the success of the pilot, the following nine success measures have been pursued and commentary is provided below on progress against each of these measures. The focus of the success measures can be outlined as:
 - a. Success measures 1 to 3 focus on the design and setting up of the Business Regulatory Support Hub service.
 - b. Success measures 4 to 6 focus on the visibility, awareness and reach of the service.

- c. Success measures 7 to 9 focus on the experience businesses have when they engage with the service and the difference this makes.

3.2 Success measure 1:

Carrying out service remodelling to offer a high-quality pilot service:

- a. Developing and delivering an attractive, highly approachable and easy to contact 'one stop shop' approach to business regulatory compliance matters, linking closely with and promoting Economic Growth services.

The single point of contact hub and dedicated coordinator were set up to offer a single, highly responsive contact point and frees up the council's teams from provision of standardised information and advice, enabling them to focus on providing more specialist and professional advice and support where it is needed. This service is free of charge to businesses however many times they make use of the pilot service.

The Business Regulatory Support Hub takes an 'ask me anything' approach and is reached by a dedicated phone number 0345 034 8691. It took a considerable time, outside the Council's control, for external providers to set up the dedicated telephone number. However, the dedicated email address businesshub@southnorfolkandbroadland.gov.uk was quickly put in place and the Regulatory Support Hub webpage <https://www.southnorfolkandbroadland.gov.uk/business/business-regulatory-support-hub> was developed and launched in May 2022 with styling designed to attract and engage businesses.

- b. Success measure 2:

Gathering repackaged regulatory compliance information and advice in one place and efficiently offering it to businesses, both reactively and proactively

The first task of the Coordinator which took a period of a number of weeks was to familiarise with, gather, organise and repackage where necessary the Regulatory services written information and advice designed for delivery to businesses. This body of support is now available and on offer in easy-access formats to all local businesses.

The Business Regulatory Support Hub Coordinator was appointed in January 2022. Their first tasks were to:

- i. Bring together and enhance a wide range of standardised information and advice focussing of business regulatory compliance.
- ii. Research business needs and what further information and advice would be helpful to businesses and / or to maximising the protection offered by local businesses to consumers and residents.
- iii. Explore how the Council could optimise its information, advice and support to businesses across and by connecting the range of business contact points and service connections (outlined in Figure 1, Appendix 1).

The following opportunities were identified:

- iv. Promoting business grants and sharing local business knowledge
- v. Discovering any key regulatory compliance training needs that were insufficiently met in the current training marketplace
- vi. Promoting trade waste contracts where businesses were uncertain about how best to lawfully deal with their wastes.
- vii. Maximising awareness and encouraging early applications for planning permission, licences, permits and registrations.
- viii. Saving time for environmental health officers on routine provision of standardised information.

The enquiries, feedback and intelligence gained during the pilot to date about business needs have helped to continually improve and grow the offer and capability of the Business Regulatory Support Hub and the Council's wider Regulatory and Economic Growth services.

- c. Success measure 3:
Connecting up the various points of contact that businesses have with the Council and reaching out to offer the full range of support available
 (For example to new start-up business enquiring about grant availability, business rates, planning permission, food business registration or a trade waste contract).

The Coordinator worked at length in the first months of the pilot to explore, fully understand and develop the connections between different Council services involved with businesses. This helped to identify which services would be contacted by businesses and when, and which compliance needs would be useful to advise and explain in advance when they fell in another service area. Appendix 1 contains an illustration of some of these connections and opportunities to promote Council services and compliance requirements.

- d. Success measure 4:
Maximising local business awareness and uptake of the enquiry service

Following early feedback from businesses, the following enhancements were made:

- i. Eye-catching branding (see examples in Appendix 1).
- ii. Specific and transferable branding to appeal to food businesses.
- iii. Branding on a checklist to help new food businesses obtain all the necessary registrations and compliance steps.
- iv. Tailored information packs to suit each type of business.

Marketing was delivered using Facebook advertisements, the Council's LinkedIn and social media accounts, and 'Nextdoor'. The engagement rate in South Norfolk with marketing ranged from 0.5% to approaching 7% using Facebook (target 2%). Similar patterns were seen when marketing via

LinkedIn. A Facebook paid advertisement, which was inexpensive, resulted in a higher number of clicks to the Council's website. Marketing using 'Nextdoor' often resulted in queries outside of the scope of Regulatory services.

The Business Regulatory Support Hub was also promoted and enabled to widen its awareness and connect with businesses at Business Breakfasts in South Norfolk and events including Flavours, the Royal Norfolk Show, and the Council's Business Awards 2022.

3.3 Success measure 5:

Numbers of businesses in Broadland / South Norfolk reached during the pilot

There are plans to assess the reach of awareness, promotion and direct marketing during the remainder of the pilot project. No data is available to date.

3.4 Success measure 6:

Numbers of businesses making use of the pilot service and information and advice

By late August the Business Regulatory Support Hub had been offered information, support and advice to 187 businesses across Broadland and South Norfolk. The majority of this contact support was achieved by reaching out to businesses when contacting one or another Council service. The number of incoming business enquiries was relatively small. The businesses taking up the service were a mixture of permanent fixed-premises businesses, mobile food vending units and home caterers. The most common business types were food producers, caterers and retailers, beauty sector business, public houses, and retailers.

3.5 Success measure 7:

Business customer satisfaction ratings and feedback

A telephone survey method was used to measure satisfaction ratings with the service provided by the Business Regulatory Support Hub, and this achieved 10 out of 10 across all surveyed businesses using the service.

Specific customer feedback on satisfaction with the service included the following:

- a. "Very impressed about how helpful she was. She was willing to go the extra mile and I would have struggled with some things if she hadn't pointed me in the right direction about who to contact and so on"
- b. "Useful and helpful and recognised I could have [asked for more information and advice than I had in the past]. Would have liked face to face contact but it was good to know the help hub was there if I have any queries and would recommend contacting them to others."
- c. "Absolutely more than helpful; I phoned her more than once!"
- d. "Not setting a new business. Catering for friends and family and wanted to get kitchen covered quite straightforward really helpful. Gave some good advice and sent helpful information to her."

3.6 Success measure 8:
Businesses reporting positive benefit derived from using the pilot service

The telephone survey was also used to measure how much difference it had made using the service. Responses were most commonly that it had made quite a lot or a great deal of positive difference. A minority of businesses, receiving confirmation of what they already knew, rated the impact as making no difference or a little bit of positive difference.

Specific customer feedback on the impact of using the service included the following:

- a. "Very helpful; it made a big difference and cut a lot of time out searching for things and being pointed in the right direction. She sent out useful information"
- b. "Communication was friendly-setting up new business I was anxious, but she put me at ease. She sent over really helpful paperwork and checklists which I'm now using. Really helpful."

3.7 Success measure 9:
Promoting uptake of Council services, including enhanced compliance services such as business start-up support and pre-inspection support

The offer of this regulatory compliance support service, over and above conventional local authority methods of service delivery, has connected Council services together in additional ways to help ensure a seamless experience for businesses using the service. This has, for example, brought in a small number of trade waste contracts and identified some businesses that were operating without all the required registrations, permissions and licences.

The final months of the pilot will be used to carry out limited promotion and testing of enhanced services (already approved by the Council) for encouraging business confidence and compliance, for example business start-up and pre-inspection audit support.

3.8 Ultimately, over a longer term period, the anticipated outcomes of the Business Regulatory Support Hub would be:

- a. Improvements in standards of regulatory compliance by local businesses.
- b. Improvements in levels of safety and protection enjoyed by business customers, residents and others affected by their activities.
- c. Reduced service demand for compliance concerns and complaints about businesses, and longer intervals between regulatory inspections due to consistent high standards being maintained.
- d. Business confidence in the 'level business playing field' where everyone makes the right effort to comply with regulations and the public can feel safe

and enjoy high confidence wherever they visit (for example) food businesses or licensed premises and events.

- e. Business growth, free from uncertainty about regulatory compliance.

Obtaining data to inform such longer-term measures is beyond the scope of the current pilot. Instead, the success measures suitable over the shorter pilot period have formed the focus for measuring progress. Those are intended to test and demonstrate the progress and practical contributions being made to achieve the planned outcomes of the pilot.

4. Learning so far

- 4.1 Fulfilling an early purpose, the Business Regulatory Support Hub pilot has developed and tested effective additional ways to deliver easily accessed information, advice and support on regulatory business compliance to local businesses both on request and, for example, when they first register with one or another Council service. Good experience and learning has been gained, as outlined above, about how best to engage businesses with their needs and contacts with Council services.
- 4.2 The pilot has also freed a potentially valuable efficiency by freeing up specialist officers from a good deal of time spent providing quite basic information and advice to businesses. Instead, such enquiries are passed to the hub coordinator who can inexpensively offer a more complete range of ready-to-go, business-friendly formatted information. The hub coordinator then identifies teases out any business needs for specialist support and refers these to the Council's specialists
- 4.3 The pilot service has started to be tested against the operational phase success measures above. It has served a range of businesses positively and received good feedback. However, the reach of the service to date and volumes of enquiries and needs identified has been limited. There is scope for increasing this volume demand in future with wider promotion and marketing if the pilot service were to continue. It is unclear as yet what the medium-term scale of business need for the service is likely to be, and this would be an area for further testing.
- 4.4 Positive business feedback indicates that the pilot service has made a positive contribution to some businesses in their awareness, certainty and confidence about regulatory compliance. It is less clear that the pilot has furthered the aims of the Economic Growth service, where a comprehensive offer was already being made. The Business Regulatory Support Hub passes on business enquiries that involve non-regulatory business assistance on to pre-existing Economic Growth teams.
- 4.5 Beyond the scope of the current service, additional opportunities have been, in particular the marketing and facilitation of enhanced service packages for businesses. There is a potential business appetite for further value-added bespoke packages of face-to-face advice, especially to start-up businesses and to existing businesses wishing to improve their published food hygiene ratings. The Council has already approved the establishment of such enhanced services and the Business Regulatory Support Hub could help to maximise the uptake of such

services. New processes would need to be put in place for taking bookings and payments, and this would involve wider resource considerations and services.

5. Looking ahead

- 5.1 The success of the Business Regulatory Support Hub pilot service against the success measures above will be assessed as the pilot reaches its conclusion, and currently it is funded until January 2023. Further testing of the pilot service over a slightly longer timeframe would be helpful. Officers are investigating funding from the Shared Prosperity Fund for an extension of the pilot, and longer evaluation, potentially running until March 2024. This is a good temporary opportunity, and any further retention of this service beyond March 2024 would need to be included in the Council's base budget.
- 5.2 Further potential plans and opportunities, if the service were to continue beyond the pilot phase, would include further developments:
 - a. Future 'Local Flavours' networking opportunities – open to new and existing food businesses
 - b. Google AdWords – plan for next scale of marketing campaign, looking at common search terms used by local businesses.
 - c. Developing an enhanced business checklist based on experience during the pilot.
 - d. Seasonal opportunities such as Christmas food festivals
 - e. Revisiting food safety for mobile caterers.
 - f. A New Year's marketing plan: "Are You Looking to Start a Business in 2023?".
- 5.3 The Business Regulatory Support Hub pilot may offer the Council future opportunities once two significant new operational developments are introduced nationally in 2023: (1) the proposed new Food Law Code of Practice and (2) the Food Standards Agency's 'Achieving Business Compliance' (ABC) programme. The ABC programme is intended to modernise how food businesses are regulated and the Council's food safety regulation service may be advantageously placed, ahead of the game, with the benefit of the current pilot's establishment, experience and learning.
- 5.4 There is a large database of local businesses to which the service would be directly promoted and marketed, although this would lead to a level of service demand that would need to be accommodated beyond the current pilot.
- 5.5 To explore the longer-term financial sustainability of the Business Regulatory Support Hub service, some testing is also planned to ascertain whether business customers would be willing to pay for the service on a cost-recovery basis that maintains this remodelled service without increasing the Council's base budget.
- 5.6 Ultimately, once when the pilot service is evaluated with the benefit of accumulated experience and learning then members will be well placed to consider how the functions of the Business Regulatory Support Hub could be absorbed into the Council's existing Regulatory and Economic Growth services.

6. Issues and risks

- 6.1 **Resource Implications** – Officers are investigating the scope to further the Business Regulatory Support Hub service offer beyond the current pilot, after March 2023 might be funded temporarily under the Shared Prosperity Fund up to March 2024 without any impact on the Council's base budget in 2023-24. Further resource considerations will be explored during the extended pilot of this service, based on developing experience.
- 6.2 **Legal Implications** – The Business Regulatory Support Hub enhances the Council's reach to businesses to carry out its regulatory functions, protecting the public and helping to ensure community safety.
- 6.3 **Equality Implications** – No equality implications have been identified.
- 6.4 **Environmental Impact** – The Business Regulatory Support Hub pilot service offers compliance-enhancing information, support and advice which is beneficial to protecting the local environment.
- 6.5 **Crime and Disorder** – The Business Regulatory Support Hub pilot service offers compliance-enhancing information, support and advice which is beneficial to protecting the local environment.
- 6.6 **Risks** – No other risks have been identified.

7. Conclusion

- 7.1 The Business Regulatory Support Hub pilot service has developed steadily and been enhanced during the pilot year to date, taking a proactive approach, research and branding, and business event presence being key features. There are some good achievements to date outlined in this report against individual success measures. This suggests that offering this regulatory compliance support service could position the Council as a sector leader in how it works closely with businesses and maximising support for their regulatory compliance.
- 7.2 There does appear to be scope for successful service remodelling and transformation if the Business Regulatory Support Hub service can go on to achieve sufficient reach and impact with businesses, at the right scale, and demonstrate high achievement of its success measures.
- 7.3 The successful work of the Business Regulatory Support Hub could help more businesses to achieve good and excellent food hygiene ratings and/or similar licensing, health and safety and environmental regulatory compliance when they have accessed the service. It has not been possible to test this in the timeframe to date of the pilot. If, however, this service improves business certainty and confidence in their compliance then it would in turn contribute positively to local business success, growth and diversity. Confirmation of higher regulatory compliance by individual businesses would, in turn in areas such as food safety and licensing, lead to reduced future inspection frequencies based on confidence

in business management and this could be beneficial both to businesses and to the Council in its efficient use of resources.

- 7.4 Subject to possible external funding from the Shared Prosperity Fund, an extension of the pilot and longer evaluation would help to evaluate against the planned outcomes. This could helpfully run until March 2024.

8. Recommendations

- 8.1 To receive the review on progress of the Business Regulatory Support Hub pilot service and make recommendations as appropriate, and to note that this matter will be brought back to the Committee once further information is available to evaluate the success of the pilot.
- 8.2 To note the proposed extension of the Business Regulatory Support Hub pilot up to March 2024 subject to confirmation of temporary Shared Prosperity Fund funding to enable longer pilot delivery, testing and evaluation.

Background papers

None.

Appendix 1

Figure 1. **Service connections cultivated by the Business Regulatory Support Hub**

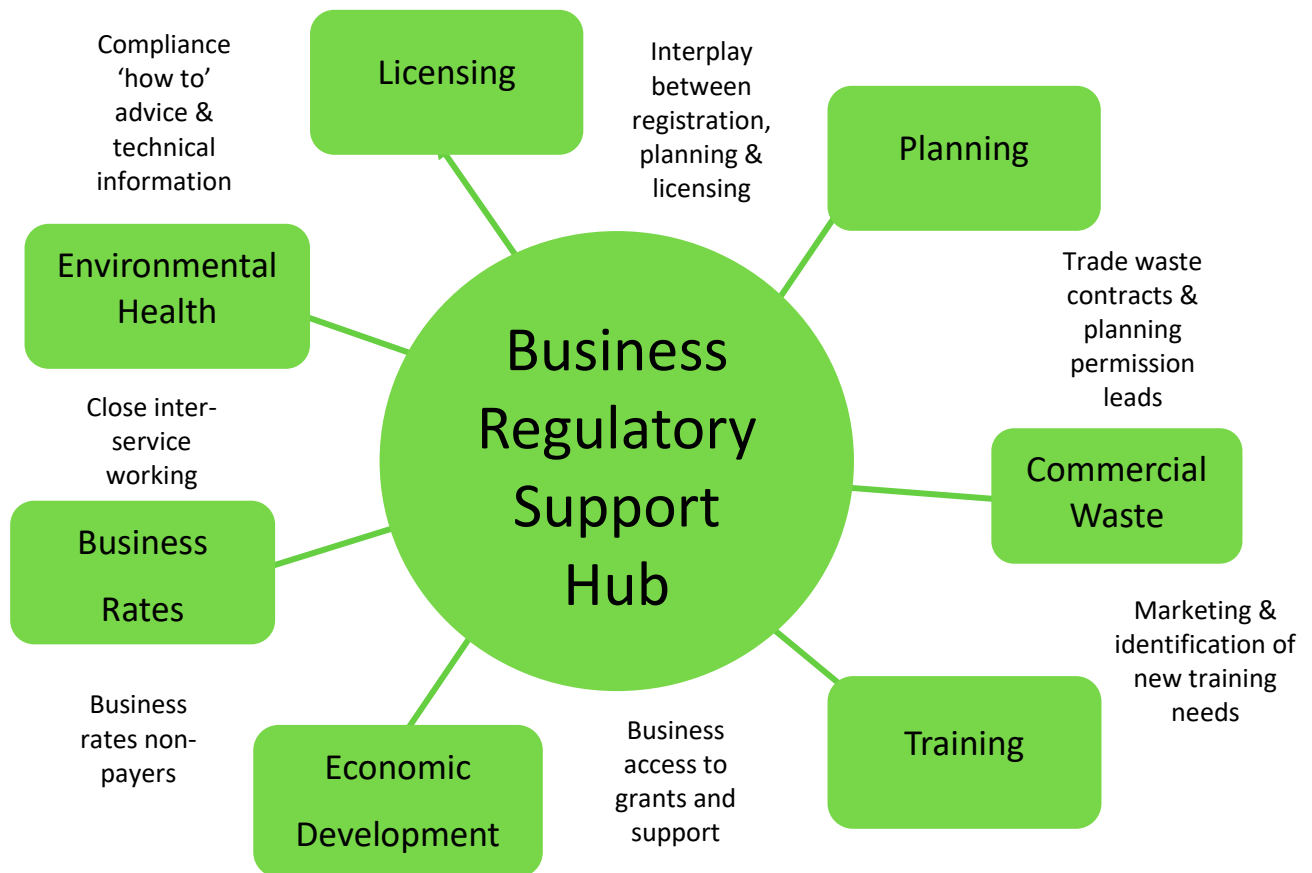


Figure 2. **Branding examples adopted by the Business Regulatory Support Hub**



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
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.
	Early intervention - antisocial behaviour	Assistant Director Regulatory, and Portfolio Holder for Clean & Safe Environment	The Committee to consider the work of the two early intervention style Antisocial Behaviour Officers being piloted, on temporary funding to March 2023. This pilot fills a gap where residents are exposed to a wide range of antisocial behaviour, falling outside the Police's remit, for which the council is uniquely placed to intervene and challenge unacceptable behaviour. Members are requested to provide a steer on the continuation of this work on a more permanent basis.
	Business Regulatory Support Hub	Assistant Director Regulatory, and Portfolio Holder for Clean & Safe Environment	The Committee to consider the work of the 'one stop shop' being pilot as a Regulatory compliance partnership with Economic Growth, on temporary funding up to January 2023. This pilot service maximises the information, advice and support provided to new and established businesses so that they can succeed and prosper. Members are requested to provide a steer on the continuation of this work on a more permanent basis.
22 Dec 2022	<i>Will be held in the event of call-in only</i>		
26 Jan 2023	Environment Strategy	Clean Growth And Sustainability 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.

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
2 March 2023	<i>Will be held in the event of call-in only</i>		
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
Aug 2023	Leisure Recovery Plan – year 2	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Customer Focus	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate
Aug 2024	Leisure Recovery Plan – year 3	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Customer Focus	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate
Aug 2025	Leisure Recovery Plan – year 4	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

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
4 Aug 2022	LEISURE SERVICE RECOVERY PLAN UPDATE – END OF YEAR ONE POSITION – COVERING 1 APRIL 2021 – 31 MARCH 2022	Leisure Business Development Manager	RESOLVED to endorse that officers continue: 1. To work with TA6 to help improve digital presence, strengthen the South Norfolk brand and enhance messaging to reach a wider audience and drive traffic to the centres 2. To work towards achieving the best leisure recovery scenario outcome 3. To work 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 three years (aligned with the agreed	Ongoing Ongoing Work in progress	Scrutiny Committee was able to consider the progress of the recovery of Council owned leisure centres since closures during the covid pandemic. They were pleased to note that targets were largely being met and the team had ambitious plans to increase revenue and restore footfall. Members were keen to review the position at each key milestone of the recovery plan and have added this to their work programme for the coming years.

			<p>Covid recovery plan)</p> <p>4. To work on further commercial opportunities to improve provision for residents and increase income for the service (such as expansion / enhancement projects at Framlingham Earl Sports Centre and Ketts Park)</p>	Ongoing	
13 Oct 2022	WYMONDHAM NEIGHBOURHOOD PLAN SUBMISSION		<p>RESOLVED</p> <p>To recommend to Cabinet that it agree:</p> <ol style="list-style-type: none"> 1. That the submitted Wymondham Neighbourhood Plan meets the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990. 2. That the Neighbourhood Plan can therefore proceed to consultation, in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, and subsequently to an independent examination 3. That the proposed South Norfolk Council response, as detailed in Appendix 3, be formally submitted as part of the Regulation 16 consultation 	Cabinet resolved to agree to the recommendations endorsed by Scrutiny Committee and within the officer report	<p>Members were able to review the submitted Plan ahead of consideration of Cabinet and provide their views. The Plan had previously been considered by Cabinet and referred back to the Town Council for further review.</p> <p>Scrutiny Committee were satisfied that the Plan met all the relevant criteria and were happy to recommend that cabinet agree the recommendations in the officer report.</p>

CABINET CORE AGENDA 2022/23

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
5 Dec		Best in Class housing phase two development – Temp Accommodation	Richard Dunsire	Alison Thomas	
	Key	Licensing Fees and Charges	Nick Howard	Graham Minshull	
	Key	Licensing Service Review	Nick Howard	Graham Minshull	Exempt
		Support the Cost of Living	Mike Pursehouse	Alison Thomas	
	Key	HR Payroll System and Payroll Bureau	Emma Hodds	Adrian Dearnley	Exempt
	Key	Adoption of Conservation Area Appraisals for Bergh Apton, Ditchingham and Kimberley	Chris Bennett	Lisa Neal	
		Performance Report Q2 2022/23	Sinead Carey / Helen Hall	Adrian Dearnley / Kay Mason Billig	
		Treasury Management Q2 Report	Darren Slowther	Adrian Dearnley	
	Key	Rural England Prosperity Fund	Nina Cunningham	Lisa Neal	
	Key	South Norfolk Co-Investment Fund Application – Easton Community Centre	Emily Larter / Tanya Nelson	Lisa Neal	
Council Meeting 12 December					
9 Jan		Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
	Key	Draft Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	To establish and enter into a joint venture to deliver a Programme of Mitigation for Nutrient Neutrality	Phil Courtier	John Fuller	
	Key	Gypsy and Traveller Sites	Helen Mellors	Lisa Neal	
	Key	Food Safety Service Review	Nick Howard	Graham Minshull	Exempt
	Key	The Public Sector Decarbonisation Fund Application	Annie Sommazzi	Graham Minshull	
13 Feb	Key	Greater Norwich 5-year Infrastructure Investment Plan	Paul Harris	John Fuller	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
	Key	Draft Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Council Tax Assistance	Richard Dunsire / Lindsay Sayer	Alison Thomas	
	Key	Revenue Budget and Council Tax 2023/24	Rodney Fincham	Adrian Dearnley	
	Key	Capital Strategy and Capital Programme 2023/24 to 2027/28	Rodney Fincham	Adrian Dearnley	
	Key	Treasury Management Strategy Statement 2023/24	Rodney Fincham	Adrian Dearnley	
Council Meeting 22 February					
20 Mar	Key	Ratification Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	
	Key	Ratification of Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	
		Performance Report Q3 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).