

# South Norfolk Scrutiny Committee

## Agenda

Members of the South Norfolk Scrutiny Committee:

Cllr Jeremy Rowe (Chairman)  
Cllr Brendon Bernard  
Cllr Justin Cork  
Cllr Kathryn Cross  
Cllr James Easter

Cllr Terry Laidlaw (Vice-Chair)  
Cllr Trevor Graham  
Cllr John Overton  
Cllr Delme Thompson

### **Date & Time:**

Thursday, 25 July 2024  
10.00 am

### **Place:**

Lower Yare - Horizon Centre, Peachman Way, Norwich, NR7 0WF

### **Contact:**

Lucy Palmer, tel 01603 430643  
Email: [committee.snc@southnorfolkandbroadland.gov.uk](mailto:committee.snc@southnorfolkandbroadland.gov.uk)  
Website: <https://www.southnorfolkandbroadland.gov.uk/>

### **Public Attendance:**

If a member of the public would like to attend to speak on an agenda item, please email your request to [committee.snc@southnorfolkandbroadland.gov.uk](mailto:committee.snc@southnorfolkandbroadland.gov.uk), no later than 5.00pm Monday, 22 July 2024.

### **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

- Working style of the Scrutiny Committee and a protocol for those attending** (Page 3)
1. **Apologies for absence**  
To report apologies for absence and to identify substitute members
  2. **Urgent Items**  
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. **Declarations of interest** (Pages 4 - 6)  
To receive declarations of interest from Members (guidance attached)
  4. **Minutes** (Pages 7 - 14)  
To confirm the minutes from the meeting of the Scrutiny Committee held on 9 May 2024
  5. **Customer Experience Programme Update** (Pages 15 - 20)
  6. **Scrutiny Review - Overview of Procurement** (Pages 21 - 27)
  7. **Scrutiny Committee Work Programme, Tracker and Cabinet Forward Plan** (Pages 28 - 46)

## **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.

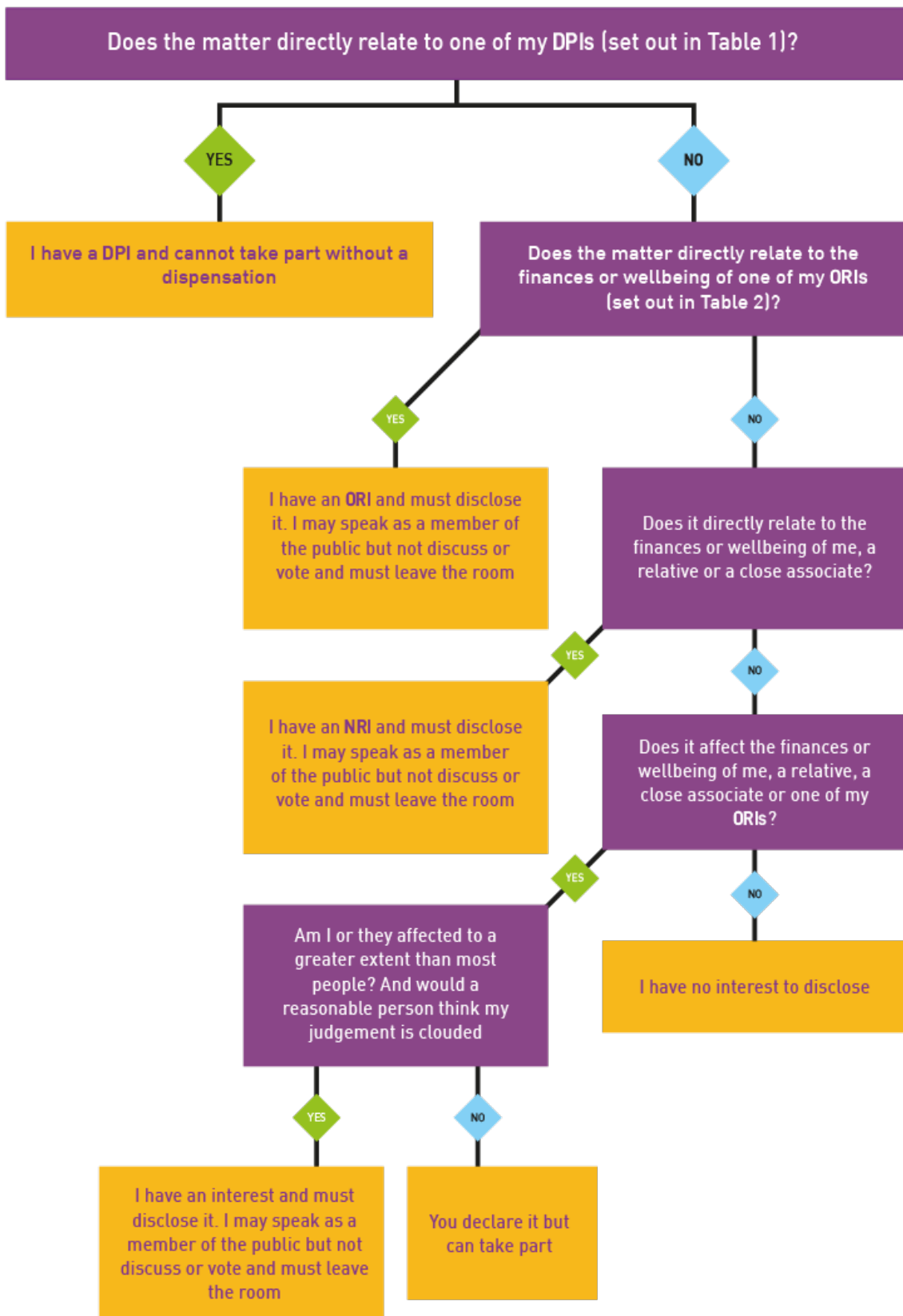
### **Managing time**

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.

# Agenda Item 3

## Interests Flowchart

The flowchart below gives a simple guide to declaring an interest under the code.



**Table 1: Disclosable Pecuniary Interests**

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the

[Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012.](#)

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
<b>Land and Property</b>	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licenses</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer

<b>Corporate tenancies</b>	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\* 'director' includes a member of the committee of management of an industrial and provident society.

\* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registrable Interests**

<p>You must register as an Other Registerable Interest :</p> <ul style="list-style-type: none"> <li>a) any unpaid directorships</li> <li>b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority</li> <li>c) any body <ul style="list-style-type: none"> <li>(i) exercising functions of a public nature</li> <li>(ii) directed to charitable purposes or</li> <li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management</li> </ul> </li> </ul>
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## **SOUTH NORFOLK SCRUTINY COMMITTEE**

**Minutes of a meeting of the South Norfolk Scrutiny Committee of South Norfolk Council, held on Thursday, 9 May 2024 at 10.00 am.**

**Committee Members Present:** Councillors: J Rowe (Chairman), T Laidlaw (Vice-Chair), B Bernard, K Cross, T Graham and J Overton

**Apologies for Absence:** Councillors: J Cork and D Thompson

**Substitute:** Councillors: K Murphy (In place of D Thompson) and D Sacks (In place of J Cork)

**Cabinet Member in Attendance:** Councillor: G Minshull

**Officers in Attendance:** C Lawrie (Assistant Director of ICT/Digital and Transformation), E Hodds (Chief of Staff), M Pursehouse (Assistant Director of Individuals and Families), R Dunsire (Head of Housing and Benefits), K Gallagher (Help Hub and Communities Senior Manager) and L Palmer (Democratic Services Officer)

**Also in Attendance:** T Breame (Office of the Police and Crime Commissioner) M Rosen, J McCloskey and J Webber

### **1380. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr J Cork, with Cllr D Sacks as substitute and Cllr D Thompson with Cllr K Murphy as substitute.

### **1381. DECLARATIONS OF INTEREST**

No declarations of interest were received.

### **1382. MINUTES**

The minutes of the Scrutiny Committee meetings held on 1 February 2024, 15 February 2024 and 4 April 2024 were confirmed as a correct record.

### 1383. KEY PERFORMANCE INDICATORS - TASK AND FINISH GROUP REPORT

The Chair expressed his gratitude to those members on the Task and Finish Group for the work they had undertaken on behalf of the scrutiny committee.

Cllr D Sacks, Chair of the Task and Finish Group, presented the report. She thanked officers for their time and detailed insight into the services of the Council and highlighted some key findings.

She referred to the Medium Term Financial Plan and said that the Council was well managed financially, with the right information being presented to Cabinet, although interim reports would be helpful to further aid financial monitoring.

The Task and Finish Group had noted that there was a lack of environmental data being collected by national agencies and suggested that the Chair should write to the Environment Agency to highlight this.

The Key Performance Indicators (KPIs) surrounding sports and leisure focused on membership of leisure centres in the area and the Chair of the Task and Finish Group said that this measure should be widened to monitor the health of the population in South Norfolk.

The Assistant Director for Transformation and ICT and Digital added that the work of the Task and Finish Group was also to look at historic performance and targets, to understand if those strategic targets were being met, and whether the baseline measures needed to be changed. Officers felt that the recommendations were accurate and would improve the strategic measure set.

A member referred to the capital budget and the separation of ongoing council business and projects that were awaiting approval. He suggested that the capital budget should be split into those projects both necessary for the ongoing work of the council and core to the performance of the revenue budget, and those that were aspirational.

The Assistant Director for Transformation and ICT and Digital replied that the capital programme would always see movement due to some projects being reliant on partners and all projects needed to have a degree of flexibility.

A member commented that a document outlining each of the KPIs in detail could be made available, to allow members to develop a deeper understanding of the indicators.

In response to a question, the Assistant Director for Transformation and ICT and Digital clarified that there was no change recommended to the measure 'Reduction of residual waste collected per household' but a change of description was recommended to better explain what the indicator was measuring.

A member asked for clarity on what Scope 1, 2 and 3 meant in the context of the report. It was noted that broadly, Scope 1 emissions were direct emissions from council activity, Scope 2 emissions were emissions created indirectly by the council and Scope 3 emissions were emissions created indirectly by the council by factors out of its control. The Assistant Director of Transformation and ICT and



Digital said that she would ask for a definitive definition to be circulated to members of the committee.

A member referred to the outcome of an audit of the Help Hub service, which recommended that the council developed its own software to collate data and asked for an update on this. The Assistant Director for Individuals and Families replied that work was underway on a system but appropriate data was already being collected.

It was

## **RESOLVED**

1. That the Scrutiny Committee recommend that Council agree the recommendations, as set out in section 6 of this report.
2. To recommend that officers produce report outlining how the KPIs are produced which is circulated to all councillors.
3. To recommend that the Chair of Scrutiny writes to Natural England and the Environment Agency regarding access to data.

## **1384. FUTURE DIRECTION OF POLICY COMMITTEES**

Cllr G Minshull, Portfolio Holder for Supporting People introduced the report. Assistant Directors and Portfolio Holders had liaised with the Chairs of the policy committees, as well as group leaders, to discuss the best approach to the future direction of those committees. The key focus was on widening knowledge and experience for all Councillors.

He highlighted the main changes to the Terms of Reference of the committees, set out at appendices A to D of the report, and noted that there were also changes proposed to the Scrutiny Committee terms of reference, set out at section 4 of the report, which would ensure that the work of the committees complimented each other.

Formal meetings would be scheduled four times a year with meetings being rescheduled to fit in with the work. A rolling work programme would be developed with an Assistant Director allocated as the senior officer for each of the committees. Informal meetings would be convened as needed.

The Chief of Staff said that the initial purpose of the policy committees was to review policies as the council moved into the One Team. There had been frustrations around meetings being cancelled and the purpose of the committees, which had led to the review of the terms of reference. The work programme would be a standing item on the agenda, and this would help to give direction to the committees, whilst improving openness, transparency and the specialist knowledge of councillors.

A member commented that she agreed with the analysis of the issues with the policy committees and felt that the report addressed those. She said that it was frustrating when the policy committees agreed recommendations to Cabinet, and these were not acknowledged. It was still unclear how Cabinet would deal with input from the policy committees. Members also felt that the titles of the policy committees were opaque.

The Chief of Staff replied that the Monitoring Officer report to be taken to the council's AGM would clarify the titles of the committees and align these with portfolio holder responsibilities.

Cllr G Minshull, Portfolio Holder for Supporting People, said that the Cabinet received information from various committees, which was always taken into consideration. If there was additional information that a member wanted to highlight, he invited Councillors to contact the relevant cabinet member.

A member commented that the policy committees put a lot of work into the recommendations to Cabinet and she would be very disappointed if they were not acknowledged. She suggested that if cabinet wished to see any further changes to a policy, these should be brought back to the policy committees. Cllr G Minshull, Portfolio Holder for Supporting People, reassured the committee that cabinet had trust that the committees were highlighting well thought out and detailed recommendations.

In response to a question from a member on the cancellation of policy committee meetings, the Chief of Staff said that meetings were only cancelled with the agreement of the Chair of the policy committee when the lead Assistant Director had identified that there was no business to be discussed. The implementation of a work programme, which would be driven by the delivery plan, should give an early idea of the workload of the committee and the best timings for the four formal meetings.

A member questioned how the committees would input into the work programme. The Chief of Staff explained that the outline work programme would be developed by the lead Assistant Director and the Chair but would also be a standing item on each agenda, to allow the committee to consider the ongoing work programme.

A member suggested that he would like to see a statement in the cabinet report, which recognised that the policy committee had considered the item and set out any further recommendations to cabinet. This would reinforce the relationship between the policy committees and cabinet.

A member referred to point 4.3 of the report, which highlighted that no changes were suggested to the Finance, Resources, Audit and Governance (FRAG) committee and said that he would like to see reviews of the council's budget and performance monitoring added. The Chief of Staff replied that although she was not suggesting any changes to the FRAG terms of reference, the Head of Internal Audit was considering these in conjunction with best practice guidance from CIPFA. A proposal would be brought forward in due course.

It was noted that within the body of the report, there was a suggestion that the

committees should routinely monitor Key Performance Indicators and it was agreed that this should be included within the terms of reference to formalise this item.

It was

## **RESOLVED**

That Scrutiny Committee recommends to officers to take forward proposals for the Cabinet Policy Committees, as detailed in appendices A to D of the report, subject to adding to the terms of reference to routinely monitor Key Performance Indicators in the thematic areas.

### **1385. CALL IN - POLICY FOR RESIDENTS EXPERIENCING DOMESTIC ABUSE**

The Chair welcomed officers and Tabatha Breame from the Office of the Police and Crime Commissioner to the meeting.

He invited Cllr M Rosen and Cllr D Sacks to address the committee and outline the reasons for their call in of the item.

Cllr M Rosen said that he appreciated the work that officers had put into the policy and the call in was not to criticise but to strengthen the final document. He highlighted the second point of the call in, which referred to the support for children and families and said that he felt that the resource was directed toward high need cases and not enough towards prevention. Families were falling below the high threshold for support. Cllr Sacks added that she felt that the report could also benefit from some clarity on the figures quoted and background information around service delivery.

The Chair invited the officers and Tabatha Breame to take each of the five call in reasons in turn and comment on them before taking questions from members.

#### **To consider the response to perpetrators and how the policy contributes to reducing offending**

The Head of Housing and Benefits said that section four of the policy, perpetrator management, outlined the Councils response to domestic abuse perpetrators and how those behaviours would be addressed. This was a Norfolk wide issue, and a strategic response was needed, whilst the council continued to be a strong influence and lead.

Tabatha Breame added that there were perpetrator intervention programmes available which were shown to reduce offending. These programmes also ensured the safety of victims whilst the perpetrator was attending the programme. The higher-level programme was 26 weeks long and although it was resource intensive, it led to better outcomes.

Training from the Norfolk Integrated Domestic Abuse Service (NIDAS) was

available, and it was noted that the council was working on a business case for specialist training.

**To consider further the support for children, families and how it enables continuity for their social networks and community integration as well as the educational needs referred to in the policy.**

The Health and Wellbeing Manager explained that this was a very complex issue and the council worked alongside a variety of partners, including the Police, NIDAS and Children's Services.

The emotional impact of domestic abuse was significant and where families were moved, officers would work to support children within their new school. Work was also carried out in the community, as positive role models for children could mitigate some of the effects of domestic abuse. The council's Community Connectors were based in GP surgeries and could provide support for children.

The council also gave a grant to NIDAS which funded a Domestic Abuse Adviser to build connections with families and help children to process their experiences.

**To consider further a broad view of the policies that have been brought together in this new policy to ensure that nothing significant has been diluted or missed and that every opportunity has been taken to strengthen the council's approach. Did the council use experts with experience in developing policies?**

The Head of Housing and Benefits explained that the policy had been written by a very experienced Policy Officer and was completed in conjunction with the Domestic Abuse Housing Alliance (DAHA). The officer had also attended training courses and worked closely with NIDAS. The policy included a two-year review period.

**Whilst it has been suggested little to no impact on current service, is this a missed opportunity to review the council's practice in light of the new policy? Is this an opportunity to strengthen support and extend the services provided?**

The Head of Housing and Benefits commented that this showed the amazing work of the Help Hub and the policy was about alignment of work, rather than structures. The appropriate structures were already in place to ensure that the policy could be implemented within existing resources.

**What has been considered in relation to those from minority communities included refugees and asylum seekers, where domestic abuse is recognised to be a concern.**

The Head of Housing and Benefits said that housing data on minority communities was collected, along with a Domestic Abuse Champion working within the People from Abroad Team. Within Norfolk, DAHA led a working group around this issue and the council had signed up to UNISON's Anti-Racism Charter.

The Chair thanked officers for their comments and took questions from members.

A member said that data showed that children affected by trauma before the age of 5, could have permanent damage to their brains, therefore this was a lifelong issue. The burden of experience would stay with the child and she asked for reassurance that support would be provided for children, no matter where the initial trauma took place. She also felt that mandatory mental health counselling should be given to victims of domestic abuse.

The Health and Wellbeing Senior Manager replied that the council worked closely with partners and the Help Hub was available for anyone within the district. It was not within the gift of the council to offer support in perpetuity, but immediate circumstances could be dealt with. The Head of Housing and Benefits added that the policy needed to ensure that residents felt comfortable approaching the council for help, without placing mandatory restrictions on that help.

(The Head of Housing and Benefits left the meeting at this point)

Tabatha Breame explained that domestic abuse went hand in hand with wellbeing and mental health support was not as prevalent as it should be. Part of the work of all of the Domestic Abuse Advisers was to help to contain wellbeing, until mental health services were available.

Cllr M Rosen commented that the policy referred children for appropriate support and asked whether the committee would consider adding into the policy that the council would advocate for all children and young adults to receive mental health support.

He added that he felt that the report should be returned to the executive as it needed to reflect the excellent work already happening in this sector. The council was a leader in domestic abuse support and the inclusion of more evidence around this would make it clear to residents what support was available. The Portfolio Holder endorsed the approach and said that the work of the Help Hub should be publicised to give victims the confidence to approach the council for help.

A member suggested that the appropriate policy committee could review the Domestic Abuse Policy and develop a further report to cabinet. The Assistant Director of Individuals and Families replied that the policy was a snapshot in time and officers were always looking ahead for improvements. He would be pleased to take the report to the appropriate policy committee for further work.

It was,

## **RESOLVED**

To refer the matter back for reconsideration by the executive, with the following recommended changes:

- Add additional information into the policy around the offer of the Council and what work is already underway within this area.
- Recommend that the relevant policy committee conduct a review on what

- more the Council can do this in area in collaboration with our partners.
- Amend the section of the policy regarding children to ensure we advocate for additional support to children

**1386. SCRUTINY COMMITTEE WORK PROGRAMME, TRACKER AND CABINET FORWARD PLAN**

The Committee noted the Work Programme, Tracker and Cabinet Forward Plan.

(The meeting concluded at 12.19 pm)

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Chairman



**Scrutiny Committee**  
**25 July 2024**

## **CUSTOMER EXPERIENCE PROGRAMME - UPDATE**

**Report Author:** Emma Pepper – Transformation and Programme Manager

**Portfolio:** Transformation & Organisational Development

**Wards Affected:** All

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

This report provides an update on the progress of the Customer Experience Programme and seeks to gain approval for the recommendations outlined in this report. The report seeks the views of Scrutiny on member engagement and the draft key reporting milestones proposed.

### **Recommendations:**

1. Consider and make recommendations to Officers on the key principle related to member engagement in the delivery of the Customer Experience Platform
2. Recommend that Scrutiny add key milestone one, outlined on page three of this report, to Scrutiny's work programme to allow for Scrutiny's input on the proposed draft of the Customer Journey Mapping roadmap
3. Acknowledge that any update post procurement and contract award is received informally via email

## 1. Summary

- 1.1 South Norfolk Council committed in the Council Plan to “*deliver services that residents, businesses and communities say are innovative, efficient, and easy to use*”. In December 2023 it was agreed to initiate a Customer Experience Programme as a mechanism to achieve this aspiration.
- 1.2 The Customer Experience programme’s strategic aims are outlined below:
- **Customer First;** Customer-centred channels of choice available 24/7, learning from customer feedback and insight to design and target services to those that most need them
  - **Every contact counts;** Maximising the value of every contact by joining up our services, systems and data to provide a seamless customer journey
  - **Right first time;** meeting customer needs, first time, every time. Minimising costs and repeated contact, keeping the customer informed at every stage
  - **Technology Enabled;** transforming service delivery, streamlining services and removing obstacles using data, technology and insight.

## 2. Background

- 2.1 In December 2023, South Norfolk Council agreed to initiate a Customer Experience Programme as a mechanism to achieve the strategic aims set out in the Council Plan.
- 2.2 The programme consists of the procurement of a new Customer Experience Platform and enabling technologies such as integrations. The outline business case estimated a total investment of £1.7 million with South Norfolk Council’s investment of £963,050 with the investment built into future budgets from 24/25 onwards.
- 2.3 The programme is expected to deliver a minimum of £3.5 million savings by year eight with South Norfolk Council’s share of savings at £1.9 million. An ROI by Year five has been estimated.
- 2.4 The outline business case provided savings based on a reduction in FTE of 10% (14FTE) by year three and increasing to 13.5% by year five. It’s predicted that these savings will be made through the reduction in manual processing and repeatable demand. These savings did not include any reduction in technology costs.
- 2.5 The business case financials have been based on assumed market costs at the time and assumed demand. As we progress through the stages of procurement



the cost of the technology and the reduction in FTE will be further refined and reported.

### 3. Current positions/findings

3.1 The outline business case set out a high-level programme plan against the deliverables anticipated. The table below provides an update on progress against this timetable. Overall, the programme is currently on track against time and budget and is already set to release a total £15,512.00 of savings in-year as the result of a successful website procurement exercise.

Year 1	Progress	Savings released to date
<p>Timescale: End of Quarter 4</p> <p><b>Website</b></p> <p>Procure and implement a new Enterprise Content Management System</p>	<ul style="list-style-type: none"> <li>• Procurement completed and contract awarded to new supplier</li> <li>• This includes new base forms platform</li> <li>• Go-live Autumn 2024</li> </ul>	<p>SNC (55%): £8,531.60</p> <p><b>Total savings: £15,512/annum</b></p>
<p><b>Customer Experience Platform</b></p> <p>Carry out early market engagement, tendering and procurement for the Customer Experience Platform</p>	<ul style="list-style-type: none"> <li>• Early Market engagement documents created</li> <li>• Contract award expected by Autumn 2024</li> </ul>	<p>N/A</p>
<p><b>Customer Journey Creation</b></p> <p>Begin customer journey mapping to identify new end user journeys</p>	<ul style="list-style-type: none"> <li>• High demand service areas have been identified</li> <li>• Council Tax, Housing and Waste have been identified as the three initial targets areas a roadmap is now being developed</li> <li>• Customer Journey Mapping will start Spring/Summer 2024</li> </ul>	<p>N/A</p>

<p><b>Migration of forms</b></p> <p>Review and develop roadmap for the migration of forms over to the new platform.</p>	<ul style="list-style-type: none"> <li>• Review of current forms and migration plan is being developed</li> <li>• Some forms may be migrated over to the new platform 2024</li> </ul>	<p>N/A</p>
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#### **4. Programme Governance**

- 4.1 The programme forms a core aspect of our innovation agenda and is governed by the Project and Programme Framework and includes reporting of deliverables at a number of internal boards tracking budget, time, resource, risks and issues escalating and de-escalating accordingly.
- 4.2 Ongoing progress of the Customer Experience Programme will be reported quarterly through the Strategic Performance Reports.
- 4.3 In addition to the governance set out in the Project and Programme Framework, it is proposed that the programme reports to Scrutiny on a regular basis to support in shaping the future direction and scrutinise progress on the programme as it progresses. The following reporting milestones are outlined for Scrutiny’s consideration:
- Milestone One: Roadmap for Customer Journey Mapping, expected in Quarter Two 2024. This would seek views on the order and timeline on the services mapped with an evidenced approach against benefits realisation.
  - An informal update at milestone two; the result of the procurement process with confirmed costs expected in Quarter Three Autumn 2024.
  - On programme closure expected Quarter Four 2026/27
- 4.4 To date it is only possible to propose the reporting milestones that are known as outlined above. Post the award of contract and into mobilisation we plan to propose further reporting milestones for Scrutiny’s consideration.

#### **5. Member Engagement**

- 5.1 As the programme progresses, we plan to consider the opportunities to involve members in the development of the final product. We propose that member engagement is sought in the development of several individual digital end-to-end processes through a member user group. This will involve testing user journeys and providing feedback in an iterative nature.

## **6. Issues and risks**

- 6.1 **Resource Implications** – resource will be covered.
- 6.2 **Legal Implications** – currently no legal implications.
- 6.3 **Equality Implications** – currently no equality implications.
- 6.4 **Environmental Impact** – currently no environmental implications.
- 6.5 **Crime and Disorder** – currently no crime and disorder implications.
- 6.6 **Risks** – Projects and programmes are subject to careful planning and timescales, budget and resource is carefully considered throughout delivery. It must be noted that there is a possibility that the milestones outlined could change once a supplier is appointed and detailed mobilisation is completed. This will be communicated accordingly.
- 6.7 The programme spans a 3-year period, with benefits tracked beyond the first five years there is always a risk that key project and programme resource may not be fully retained throughout the full programme lifecycle.

## **7. Conclusion**

- 7.1 This programme is in its early stages, as programme planning progresses and we appoint a partner or a supplier the opportunities for further reporting milestones will be refined and proposed accordingly.
- 7.2 It is likely that the programme will also report on programme closure. However, it is important to note that this will not be the same milestone as the point in which the benefits are realised.
- 7.3 The programme reporting milestones will be proposed in an agile manner and therefore, this report is reflective of the known milestones only. It does not reflect all of the proposed reporting milestones across the lifecycle of the full programme.

## **8. Recommendations**

- 1. Consider and make recommendations to Officers on the key principle related to member engagement in the delivery of the Customer Experience Platform.
- 2. Recommend that Scrutiny add key milestone one, outlined on page three of this report, to Scrutiny's work programme to allow for Scrutiny's input on the proposed draft of the Customer Journey Mapping roadmap.
- 3. Acknowledge that any update post procurement and contract award is received informally via email.

## **Background papers**

Customer Experience – Business Case [\(Link here\)](#)

## **SCRUTINY REVIEW – OVERVIEW OF PROCUREMENT**

**Report Author:** Rodney Fincham, Assistant Director - Finance  
t 01508 533982  
e [rodney.fincham@southnorfolkandbroadland.gov.uk](mailto:rodney.fincham@southnorfolkandbroadland.gov.uk)

**Portfolio Holder:** Finance

**Ward(s) Affected:** All

**Purpose of the Report:** To review the Council's approach to procurement.

### **Recommendation**

- 1 That Scrutiny Committee reviews this report and suggests areas for improvement or further review.

### **1 REASON FOR REVIEW**

- 1.1 A topic form has been received requesting that the Scrutiny Committee carries out a review of procurement. This topic form has been reviewed by the Chairman and agreed.
- 1.2 This report has therefore been produced and provides information on:
  2. The legislative background.
  3. The Council's rules.
  4. The Council's general procurement approach.
  5. Encouraging local suppliers.
  6. The procurement consortium.
  7. What do we buy.
  8. Areas for consideration.

## 2 THE LEGISLATIVE BACKGROUND

### Current Rules

- 2.1 Local Authority procurement is currently governed by The Public Contract Regulations 2015. This is a statutory instrument which sets out the rules for UK public procurement.
- 2.2 Public Contract Regulations are triggered at specific financial thresholds. Procurement activity on or above these thresholds is known as **Regulated** Procurement and below these thresholds, as **Unregulated** Procurement.
- 2.3 From 1st January 2024, the Procurement thresholds are as follows:

Works	Supplies and Services	Light Touch (LTR)	Concession
£5,372,606	£214,904	£663,540	£5,372,609

- 2.4 The Public Contracts Regulations 2015 also sets out the following overarching principles.

#### Principles of procurement

18.—(1) Contracting authorities shall treat economic operators equally and without discrimination and shall act in a transparent and proportionate manner.

(2) The design of the procurement shall not be made with the intention of excluding it from the scope of this Part or of artificially narrowing competition.

(3) For that purpose, competition shall be considered to be artificially narrowed where the design of the procurement is made with the intention of unduly favouring or disadvantaging certain economic operators.

- 2.5 These are normally summarised as the following four key procurement principles:
- Equal Treatment
  - Non-Discrimination
  - Transparency
  - Proportionality.
- These principles apply at every financial level of procurement activity.

#### **Key Point 1:**

**SNC must abide by The Public Contract Regulations 2015, and therefore cannot adopt some practices that are used in the private sector.**

### Procurement Act 2023

- 2.6 The New Procurement Act 2023 received Royal Assent on 26 October 2023, and is expected to come into force in Autumn 2024.
- 2.7 This aims to provide:
- A new simplified system
  - Improved clarity
  - Increased transparency
  - Heightened flexibility
  - More accessibility to SMEs
  - A platform to embed Government's national priorities into public spending.
  -
- 2.8 The Council is therefore currently preparing for this.

### 3 THE COUNCIL'S RULES

- 3.1 SNC sets its own Contract Procedure Rules (in line with the Public Contract Regulations). These are shaped and approved by Members.
- 3.2 These Rules were last reviewed by FRAG on 22 September 2023. Link to Paper. [Agenda for South Norfolk Finance, Resource, Audit and Governance Committee on Friday, 22nd September, 2023, 9.30 am - South Norfolk and Broadland.](#)

Before going to full Council on 16 October 2023 to approve. Link to Paper. [Agenda for South Norfolk Council on Monday, 16th October, 2023, 8.00 pm - South Norfolk and Broadland](#)

**Key Point 2:**

**Scrutiny could review the current Contract Procedure Rules and make suggestions for change to FRAG.**

### 4 THE COUNCIL'S GENERAL PROCUREMENT APPROACH

- 4.1 The general approach we try to use for procurement is a flexible one, with the Contract Managers being able to adopt the right approach for the right purchase.
- 4.2 We expect low value procurements to be led by Contract Managers, within service areas. However, for complex / high value procurements support is provided by the Procurement Consortium. Although we are clear in the Contract Procedure Rules that ultimate responsibility for conducting a procurement rests with the officer leading the procurement.

Lower Value Procurements

- 4.3 For low value goods / services a simple quote mechanism is used, and the Contract Procedure Rules set out the minimum number of quotes.

Estimated Total Value (Inc all partners)	Selection procedure	Selection recommendations
Less than £20,000	Single quotation in writing including demonstration of value for money.	Assistant Director or delegated to Officer
£20,001 to £75,000	At least three quotations in writing	Officer or Procurement Team

- 4.4 However, these are minimum requirements, if appropriate a more extensive procurement process can be followed in order to demonstrate openness and potentially achieve better value for money.

Higher Value Procurements

- 4.5 For higher value procurements there is a wide range of procurement options as detailed in the table below.

	<b>Direct Award (not via framework)</b>	<b>Quotes</b>	<b>Invitation to tender</b>	<b>Framework with direct award</b>	<b>Framework with mini competition</b>	<b>Open Tender</b>
Restrictions	Can only be used if contract value less than Public Contract Regulations.	Can only be used if contract value less than £75k.	Can only be used if contract value less than Public Contract Regulations Threshold (Normally minimum of three suppliers).	Not many frameworks allow direct award. And if they do, we still need to operate in the spirit of ensuring fair, transparent, and proportionate procurement practices are followed, as required by the PCR 2015.	Have to follow framework competition approach.	None.
Likely minimum procurement timeframe (Implementation time is on top of this)	1 month	1 month	3 months	3 months	6 months	9 months
Pros	Quick.	Quick Provides for some cost comparison.	Quicker than full procurement. Provides for cost comparison.	Quicker & less resource intensive than an open tender and the framework will have undertaken the due diligence around the supplier. Can be a quick delivery route if market testing has identified a preferred solution and there are time pressures.	Quicker & less resource intensive than an open tender and the framework will have undertaken the due diligence around the supplier.	Gives us the ability to fully control our requirements / contracting arrangements.
Cons	More difficult to demonstrate that the solution delivers value for money. Waivers will only be given in exceptional circumstances.	Does not fully test the market.	Does not fully test the market.	We have to work with the framework T&Cs (which may limit our ability to contract jointly).	We have to work with the framework T&Cs (which may limit our ability to contract jointly).	Most lengthy and administrative burdensome process.
What do Officers need to do?	If necessary, complete PROCURMENT EXEMPTION (WAIVER) FORM and get this approved by Director and s151 officer.	Clearly specify what the service requires and get requisite quotes.	Carry out invitation to tender process.	i) Discuss available frameworks with procurement. ii) Consider whether the framework T&Cs can be amended to meet our joint working requirements) iii) Get this approach signed off by the relevant Assistant Director, and the Assistant Director of Finance.	i) Discuss available frameworks with procurement. ii) Consider whether the framework T&Cs can be amended to meet our joint working requirements).	Set up full project governance.
Level of resources required to run procurement	Low	Low	Medium	Medium	Medium	High



**Key Point 3:**

**There are a variety of procurement approaches and, we need to ensure we retain flexibility to ensure we can adopt the most appropriate process for the given circumstances.**

**5 ENCOURAGING LOCAL SUPPLIERS**

5.1 The current Contract Procedure Rules state:

**There will be a focus on, wherever appropriate: encouraging participation by local businesses to support the local economy.**

5.2 This is done by requesting that local suppliers quote for work and / or making sure local suppliers are aware that we are going out to tender.

5.3 However, it is fair to say that small firms can be put off bidding for local authority work due to the perceived bureaucracy. For instance, a supplier will know they only have a 1 in 3 chance of winning the work (as we need to seek a minimum of 3 quotes).

5.4 There is also a balance to be struck between encouraging new entrants to the market and risk e.g., new supplier vs tried & tested supplier.

**6 THE PROCUREMENT CONSORTIUM**

6.1 BDC, SNC and Breckland have formed a Procurement Consortium to support the three authorities.

This was established on 1 January 2022, and Breckland is the host authority. See Exempt Cabinet paper 19 July 21.

6.2 The Assistant Director Finance is the BDC/SNC 'client' officer for the Procurement Consortium.

6.3 The key benefit from sharing procurement services is being able to build and retain a knowledgeable and resilient procurement team, in a challenging marketplace for experience procurement officers.

6.4 The Procurement Consortium team currently consists of a Procurement Manager, four Procurement and Contracts Officers, and one admin support officer.

6.5 At any one time the Procurement Consortium team will be supporting up to 50 live procurement projects across the partners.

## 7 WHAT DO WE BUY

7.1 SNC provides a vast array of services, and thus the scope of what we buy is equally vast. From stationery to IT systems, to refuse trucks, to new buildings etc.

7.2 All our significant current key contracts have to be listed on a publicly available Contracts Register. We publish a joint Contracts with BDC on our website, and this lists nearly 300 contracts.

See

[Contracts Register SNBD website February 2024.xlsx \(live.com\)](#)

## 8 AREAS FOR CONSIDERATION

8.1 Objectively assessing Value for Money from procurements is challenging. There can be the perception that if we had pushed harder, or used a different approach we could have got a better deal.

8.2 However, some areas that the Committee may wish to consider are detailed in the table below.

Area	Considerations
Use of Quotes	Are the thresholds for quotes at the right amount, and are we requesting the right number of quotes? le Over £20k currently requires 3 quotes. On one hand just going to a tried and tested supplier can deliver value for money. However, in other circumstances a selection of quotations gives options.
Use of Frameworks	Should we encourage greater / less use of national procurement frameworks. On one hand national frameworks can deliver value for money, as these offer economies of scale (i.e., for items such as refuse bins) and we can access suppliers quickly for instance if there are timing constraints (i.e., Gov funding needs to be spent by X). However, in other circumstances the framework may be too rigid for our needs.
Use of Procurement Professionals	At present at SNC procurement is led by officers in service areas, supported by a small procurement team. Some other authorities direct more procurements via a central (bigger) team.
Statement of Intent	The current Contract Procedure Rules have the following Statement of Intent. <b><i>'Subject to the overriding principles in section 2 below, there will be a focus on, wherever appropriate:</i></b> <ul style="list-style-type: none"> <li>• <b><i>enabling social value,</i></b></li> <li>• <b><i>encouraging participation by local businesses to support the local economy, and</i></b></li> <li>• <b><i>using criteria in contracts that protect the environment and reduce carbon emissions.'</i></b></li> </ul> <p>Should this be reviewed to focus more / less on social value / local participation / the environment. (Also links with new regulation flexibilities)</p>

Area	Considerations
Length of Contract	There is a balance to be struck between length of contract and the cost of frequently changing contractors.

8.3 If members wished to look at further information relating to procurement, then further information could be provided for instance:

- Provision of more examples.
- How we weight value / cost differently for each procurement depending on what is being procured.
- How much we spend on various items.

## 9 RECOMMENDATION

That Scrutiny Committee reviews this report and suggests areas for improvement or further review.

## 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
25 July 2024	Procurement	AD Finance / Portfolio Holder for Resources & Innovation	Scrutiny Committee to review the Councils approach to procurement to ensure value for money is achieved.
	Customer Experience Programme	AD Transformation, ICT & Digital / Portfolio Holder for Resources & Innovation	Scrutiny Committee to review the Customer Experience Programme and objectives and provide feedback and direction to officers on next steps.
19 Sept 2024	Leisure Recovery Plan – year 3	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Health & Leisure	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate.
	Community Safety - Police and Crime Plan	Assistant Director Individuals & Families and Portfolio Holder for Communities	Scrutiny Committee to review the Police and Crime Plan to ensure it meets desired outcomes and to identify and make any recommendations for improvement. Police and Crime Commissioner to be in attendance.
	Review of the move to the Horizon building	Director of Resources & Leader	Committee to receive a report on the move to the Horizon building.
	Water Management & Flooding	Assistant Director Regulatory, and Portfolio Holder for Environment	Scrutiny Committee to review the effectiveness of how we manage the risks of flooding and support to our communities for existing and new developments.
24 October 2024	Health and Wellbeing Partnership*	Health and Wellbeing Partnership Officer / Health & Leisure	Scrutiny Committee to receive a report on the activities and spending of the Health and Wellbeing Partnership, look at how this is impacting on South Norfolk residents, and recommend any actions / workstreams to the health and leisure committee to take forward.

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
	Support for young people*	Assistant Director Individuals & Families and Portfolio Holder for Communities	Scrutiny Committee to review the effectiveness of council support to young people, considering the outputs of the Youth Advisory Board consultation on young people and community safety. Representatives from the Youth Advisory Board and key partners invited to attend and provide evidence to the Committee.
21 Nov 2024	Member-Led Grants	Assistant Director – Individuals & Families, and Communities Manager; and Portfolio Holder for Communities	Scrutiny Committee to assess the funding allocations and outcomes achieved from the Member Led Grants and make recommendations as appropriate.
	Working with Housing Providers*	Assistant Director – Individuals & Families, and Communities Manager; and Portfolio Holder for Communities	Scrutiny Committee to review the way we work with housing providers to ensure a collaborative approach to safe, compliant social homes and support for tenants.
19 Dec 2024	<i>Member suggested items</i>		
30 January 2025	<i>Member suggested items</i>		
13 Feb 2025	2025/26 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Resources & Innovation	Scrutiny Committee to consider the Council's 2025/26 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 2025.
27 Feb 2025	<i>Member suggested items</i>		
3 April 2025	Housing Allocations Policy*	Assistant Director Individuals & Families/ Portfolio Holder for Communities	Scrutiny Committee to review the Housing Allocation Policy to ensure it meets desired outcomes and to identify and make any recommendations for improvement.
8 May 2025	Vehicle Anti-Social Behaviour Order	Assistant Director Regulatory, and Portfolio Holder for Environment	Scrutiny Committee to review and assess the impact and outcomes achieved as a result of the Vehicle Anti-Social Behaviour Order.

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
Aug 2025	Leisure Recovery Plan – year 4	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Health & Leisure	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate.

\*Indicates new or updated items

## Scrutiny Recommendation Tracker 2024/25

Date	Topic	Responsible Officer	Resolution and Recommendations	Outcome/Progress
9 May 2024	REPORT OF THE TASK AND FINISH GROUP – Strategic Key Performance Indicators	Assistant Director – Transformation, ICT & Digital	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That the Scrutiny Committee recommend that Council agree the recommendations, as set out in section 6 of this report.</li> <li>2. To recommend that officers produce report outlining how the KPIs are produced which is circulated to all councilors.</li> <li>3. To recommend that the Chair of Scrutiny writes to Natural England and the Environment Agency regarding access to data.</li> </ol>	<p>The recommendations of Scrutiny Committee were agreed by Cabinet at their meeting on the 8 July 2024 and were recommended onto Council. Meeting to take place in July.</p> <p>Letter to be written to the Natural England and the Environment Agency.</p>
9 May 2024	Future direction of Policy Committees	Chief of Staff & Monitoring Officer	<p><b>RESOLVED</b></p> <p>That Scrutiny Committee recommends to officers to take forward proposals for the Cabinet Policy Committees, as detailed in appendices A to D of the report, subject to adding to the terms of reference to routinely monitor Key Performance Indicators in the</p>	<p>Council at its AGM on 20 May 2024, approved the recommendations of Officers that were considered and endorsed by Scrutiny Committee.</p>

Date	Topic	Responsible Officer	Resolution and Recommendations	Outcome/Progress
			thematic areas.	
9 May 2024	<p><b>&lt;Call-in&gt;</b></p> <p>Policy for Residents Experiencing Domestic Abuse</p>	Assistant Director – Individuals and Families	<p><b>RESOLVED</b></p> <p>To refer the matter back for reconsideration by the executive; with the following recommended changes:</p> <ul style="list-style-type: none"> <li>• Add additional information into the policy around the offer of the Council and what work is already underway within this area.</li> <li>• Recommend that the relevant policy committee conduct a review on what more the Council can do this in area in collaboration with our partners.</li> <li>• Amend the section of the policy regrading children to ensure we advocate for additional support to children</li> </ul>	Cabinet at its meeting on 8 July 2024, endorsed Scrutiny’s recommendations and amendments to the Policy were delegated to the Assistant Director Individuals and Families in consultation with the Communities Portfolio Holder.



Date	Topic	Responsible Officer	Resolution and Recommendations	Outcome/Progress
25 July 2024	Procurement	Assistant Director – Finance & S151 Officer		
25 July 2024	Customer Experience Programme	Assistant Director – Transformation, ICT & Digital		

## Forward Plan

The Forward Plan sets out the decisions that the Cabinet will be taking over the coming months. The Plan identifies which decisions are key and also highlights the decisions that Cabinet intend to take, which may result in part of the meeting being held in private.

This document will be updated and republished on the Council's website each month. Any queries relating to the Plan should be forwarded to Democratic Services, Horizon Centre, Peachman Way, Norwich, NR7 0WF, or via email at [committee.snc@southnorthfolkandbroadland.gov.uk](mailto:committee.snc@southnorthfolkandbroadland.gov.uk)

### What is a Key Decision?

*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 marketer 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).*

### **Why might a decision be made in private?**

The public may be excluded from a meeting whenever it is likely that in view of the nature of the business to be transacted, exempt information will be disclosed, for example, information which may reveal the identity of an individual or relates to the financial or business affairs of an individual or organisation. Information should only be made exempt, if it is in the public interest to do so.

### **Members of the Cabinet:**

Daniel Elmer (Chairman) – Leader

Graham Minshull (Vice-Chairman) – Communities (Deputy Leader)

Kim Carsok – Health & Leisure

Richard Elliott – Resources & Innovation

Keith Kiddie – Environment

Lisa Overton-Neal – Planning & Economic Growth

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
<b>June 2024</b>						
Section 202 Policy	South Norfolk Cabinet	10 Jun 2024	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families</i> <i>mike.pursehouse@southnorfolkandbroadland.gov.uk,</i> <i>Richard Dunsire, Head of Housing and Benefits</i> <i>richard.dunsire@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Public
	South Norfolk Council	22 Jul 2024				
Task & Finish Group Report - Strategic KPIs	South Norfolk Cabinet	10 Jun 2024	No	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation</i> <i>corinne.lawrie@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Leader	Public
	South Norfolk Council	22 Jul 2024				

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
<b>July 2024</b>						
Housing Allocations Policy Review	South Norfolk Cabinet	8 Jul 2024	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk, Richard Dunsire, Head of Housing and Benefits richard.dunsire@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Public
	South Norfolk Council	22 Jul 2024				
South Norfolk Local Development Scheme Update	South Norfolk Cabinet	8 Jul 2024	No	<i>Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
	South Norfolk Council	22 Jul 2024				
<b>September 2024</b>						
NRP Enterprise Zone Capital Investment Proposal	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Nina Cunningham, Strategic Growth Projects Manager nina.cunningham@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Fully exempt
Chet Neighbourhood Plan - Consideration of Examiner's Report	South Norfolk Cabinet	2 Sep 2024	No	<i>Richard Squires, Senior Community Planning Officer richard.squires@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
East Norwich Masterplan SPD Consultation	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
Ratification of Local Development Order - Food Enterprise Park	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Glen Beaumont, Area Team Manager (Major Applications) glen.beaumont@southnorfolkandbroadland.gov.uk, Nina Cunningham, Strategic Growth Projects Manager nina.cunningham@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
Local Authority Housing Fund: Round 3	South Norfolk Cabinet  South Norfolk Council	2 Sep 2024  14 Oct 2024	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk, Victoria Parsons, People from Abroad Programme Manager victoria.parsons@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Fully exempt
Trowse with Newton Neighbourhood Plan - Consideration of Examiner's Report	South Norfolk Cabinet	2 Sep 2024	No	<i>Richard Squires, Senior Community Planning Officer richard.squires@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
Clean Hydrogen Strategy and Road Map	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Nina Cunningham, Strategic Growth Projects Manager nina.cunningham@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
Revised Complaints Policy	South Norfolk Cabinet	2 Sep 2024	No	<i>Hannah Mawson, Customer Experience and Insight Lead hannah.mawson@southnorfolkandbroadland.gov.uk</i>	All	Public
	South Norfolk Council	14 Oct 2024				
Ketteringham Land Options	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Lee Webster, Senior Project Manager lee.webster@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Fully exempt
Diss South Mere Masterplan	South Norfolk Cabinet	2 Sep 2024	Yes	<i>Steve Peet, Leisure Business Development Manager steven.peet@southnorfolkandbroadland.gov.uk, James Kinnersly, Growth Delivery Manager james.kinnersly@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Health & Leisure, South Norfolk Portfolio Holder for Planning & Economic Growth	Fully exempt
<b>October 2024</b>						
Car Parking Review	South Norfolk Cabinet	7 Oct 2024	Yes	<i>Dave Disney, Market Towns and Business Development Manager dave.disney@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
Asset Decarbonisation Schemes - Business Cases for Funding	South Norfolk Cabinet	7 Oct 2024	Yes	<i>Annie Sommazzi, Clean Growth and Sustainability Manager annie.sommazzi@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
Wymondham Town Centre Enhancements	South Norfolk Cabinet	7 Oct 2024	Yes	<i>Joel Pailes, Community Infrastructure Officer joel.pailes@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
Procurement of Leisure Management Info System	South Norfolk Cabinet	7 Oct 2024	No	<i>Simon Phelan, Assistant Director of Community Services simon.phelan@southnorfolkandbroadland.gov.uk, Rob Adams, Leisure Business Development Manager (Sales and Service) rob.adams@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Health & Leisure	Fully exempt
Registered Provider Policies	South Norfolk Cabinet  South Norfolk Council	7 Oct 2024  14 Oct 2024	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk, Richard Dunsire, Head of Housing and Benefits richard.dunsire@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Public
DAHA Client Policy	South Norfolk Cabinet	7 Oct 2024	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk, Richard Dunsire, Head of Housing and Benefits richard.dunsire@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Public



<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Key Decision?</b>	<b>Responsible Officer</b>	<b>Portfolio</b>	<b>Public or Exempt</b>
Framingham Earl Leisure Centre Improvements Business Case	South Norfolk Cabinet	7 Oct 2024	Yes	<i>Simon Phelan, Assistant Director of Community Services simon.phelan@southnorfolkandbroadland.gov.uk, Steve Peet, Leisure Business Development Manager steven.peet@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Health & Leisure	Fully exempt
Planning - Local Validation Criteria	South Norfolk Cabinet	7 Oct 2024	Yes	<i>Stuart Pontin, Planning Business Improvement Team Manager stuart.pontin@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
<b>November 2024</b>						
SNC WEEE Textile Service	South Norfolk Cabinet	4 Nov 2024	No	<i>Simon Phelan, Assistant Director of Community Services simon.phelan@southnorfolkandbroadland.gov.uk, Joseph Kenny, Senior Recycling and Partnership Manager joseph.kenny@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public
Review of Environmental Enforcement penalties	South Norfolk Cabinet	4 Nov 2024	Yes	<i>Nick Howard, Assistant Director for Regulatory nick.howard@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
Recycling Action Plan	South Norfolk Cabinet	4 Nov 2024	Yes	<i>Simon Phelan, Assistant Director of Community Services simon.phelan@southnorfolkandbroadland.gov.uk, Joseph Kenny, Senior Recycling and Partnership Manager joseph.kenny@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public
Refreshed IT Strategy	South Norfolk Cabinet  South Norfolk Council	4 Nov 2024  16 Dec 2024	No	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation corinne.lawrie@southnorfolkandbroadland.gov.uk, Ben Meen, Head of ICT/Digital ben.meen@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Resources & Innovation	Public
Robotic Processing Automation (RPA) Business Case	South Norfolk Cabinet  South Norfolk Council	4 Nov 2024  16 Dec 2024	No	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation corinne.lawrie@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Resources & Innovation	Public
Local Air Quality Strategy	South Norfolk Cabinet	4 Nov 2024	Yes	<i>Nick Howard, Assistant Director for Regulatory nick.howard@southnorfolkandbroadland.gov.uk, Stewart Petrie, Environmental Protection Manager stewart.petrie@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
Land Acquisition for Hethersett Health Facility	South Norfolk Cabinet	4 Nov 2024	Yes	<i>James Kinnersly, Growth Delivery Manager james.kinnersly@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Fully exempt
Food and Safety Team Transformational Service Review	South Norfolk Cabinet	4 Nov 2024	Yes	<i>Nick Howard, Assistant Director for Regulatory nick.howard@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Fully exempt
Treasury Management Report Quarter 2	South Norfolk Cabinet	4 Nov 2024	No	<i>Georgina Pell, Corporate Accountant georgina.pell@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Resources & Innovation	Public
Microsoft Enterprise Agreement Renewal	South Norfolk Cabinet	4 Nov 2024	Yes	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation corinne.lawrie@southnorfolkandbroadland.gov.uk, Ben Meen, Head of ICT/Digital ben.meen@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Resources & Innovation	Public
Cleaning - Contract Award	South Norfolk Cabinet	4 Nov 2024	No	<i>Emma Pepper, Transformation and Innovation Manager emma.pepper@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Resources & Innovation	Fully exempt
<b>December 2024</b>						
Submission of Village Cluster Housing Allocation Plan for Examination	South Norfolk Cabinet	9 Dec 2024	Yes	<i>Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Key Decision?</b>	<b>Responsible Officer</b>	<b>Portfolio</b>	<b>Public or Exempt</b>
Introduction of Sexual Entertainment Venue Licensing Policy and Fees	South Norfolk Cabinet	9 Dec 2024	Yes	<i>Leigh Chant, Food, Safety and Licensing Team Manager leigh.chant@southnorfolkandbroadland.gov.uk, Sarah Harris, Licensing Team Leader sarah.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public
Performance Report 2024/25 - Quarter 2	South Norfolk Cabinet	9 Dec 2024	No	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation corinne.lawrie@southnorfolkandbroadland.gov.uk, Helen Hall, Performance Lead helen.hall@southnorfolkandbroadland.gov.uk</i>	All	Public
Waste Services Policy	South Norfolk Cabinet	9 Dec 2024	Yes	<i>Simon Phelan, Assistant Director of Community Services simon.phelan@southnorfolkandbroadland.gov.uk, Scott Martin, Strategic Environment and Waste Manager scott.martin@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public
<b>January 2025</b>						
GN Green Infrastructure Strategy Adoption	South Norfolk Cabinet	13 Jan 2025	Yes	<i>Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
<b>February 2025</b>						
Greater Norwich 5 Year Infrastructure Investment Plan 2025 to 2030 (5YIIP) and Annual Growth Programme (AGP) 2025/26	South Norfolk Cabinet	10 Feb 2025	No	<i>Paul Harris, Place Shaping Team Manager paul.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Public
	South Norfolk Council	19 Feb 2025				
Wymondham Station Approach	South Norfolk Cabinet	10 Feb 2025	Yes	<i>James Kinnersly, Growth Delivery Manager james.kinnersly@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Planning & Economic Growth	Fully exempt
Council Tax Assistance Scheme	South Norfolk Cabinet	10 Feb 2025	No	<i>Mike Pursehouse, Assistant Director of Individuals and Families mike.pursehouse@southnorfolkandbroadland.gov.uk, Lindsay Sayer, Housing and Benefits Manager lindsay.sayer@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Communities (Deputy Leader)	Public
	South Norfolk Council	19 Feb 2025				
<b>March 2025</b>						
Performance Report 2024/25 - Quarter 3	South Norfolk Cabinet	17 Mar 2025	No	<i>Corinne Lawrie, Assistant Director of ICT/Digital and Transformation corinne.lawrie@southnorfolkandbroadland.gov.uk, Helen Hall, Performance Lead helen.hall@southnorfolkandbroadland.gov.uk</i>	All	Public

Subject / Decision	Decision Maker	Decision Due Date	Key Decision?	Responsible Officer	Portfolio	Public or Exempt
<b>April 2025</b>						
Review of Hackney Carriage and Private Hire Vehicle Policy and Conditions	South Norfolk Cabinet  South Norfolk Council	14 Apr 2025  19 May 2025	No	<i>Leigh Chant, Food, Safety and Licensing Team Manager  leigh.chant@southnorfolkandbroadland.gov.uk,  Sarah Harris, Licensing Team Leader  sarah.harris@southnorfolkandbroadland.gov.uk</i>	South Norfolk Portfolio Holder for Environment	Public