

# Overview and Scrutiny Committee

## Agenda

### Members of the Committee

Cllr M Murrell (Chairman)

Cllr S Riley (Vice Chairman)

Cllr N Brennan

Cllr P Bulman

Cllr S Catchpole

Cllr J Davis

Cllr N Harpley

Cllr S Holland

Cllr C Karimi-Ghovanlou

Cllr K Kelly

Cllr K Leggett MBE

Cllr G Nurden

Cllr R Potter

Cllr S Prutton

### Date & Time:

Tuesday 6 September 2022 at 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 attend to speak on an agenda item, please email your request to [committee.bdc@southnorfolkandbroadland.gov.uk](mailto:committee.bdc@southnorfolkandbroadland.gov.uk), no later than 5.00pm Thursday 1 September 2022.

# AGENDA

<b>1. To receive declarations of interest under Procedural Rule no 8</b>	<b>3</b>
<b>2. Apologies for absence</b>	
<b>3. Minutes of meeting held on 12 July 2022</b>	<b>5</b>
<b>4. Matters arising therefrom (if any)</b>	
<b>5. Chairman's Announcements</b>	
<b>6. Public Speaking</b>	
<p>To consider representation from the members of the public who have expressed the wish to convey their views on items on this agenda.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per member of the public.</p>	
<b>7. Community Safety Update</b>	<b>15</b>
<b>8. Digital Connectivity</b>	<b>19</b>
<p>The Committee is requested to receive the Digital Connectivity report and review the progress of broadband rollout throughout the District. Members are invited to identify any concerns or make recommendations, as necessary</p>	
<b>9. Customer Strategy Update</b>	<b>23</b>
<b>10. Overview and Scrutiny Committee Work Programme</b>	<b>33</b>

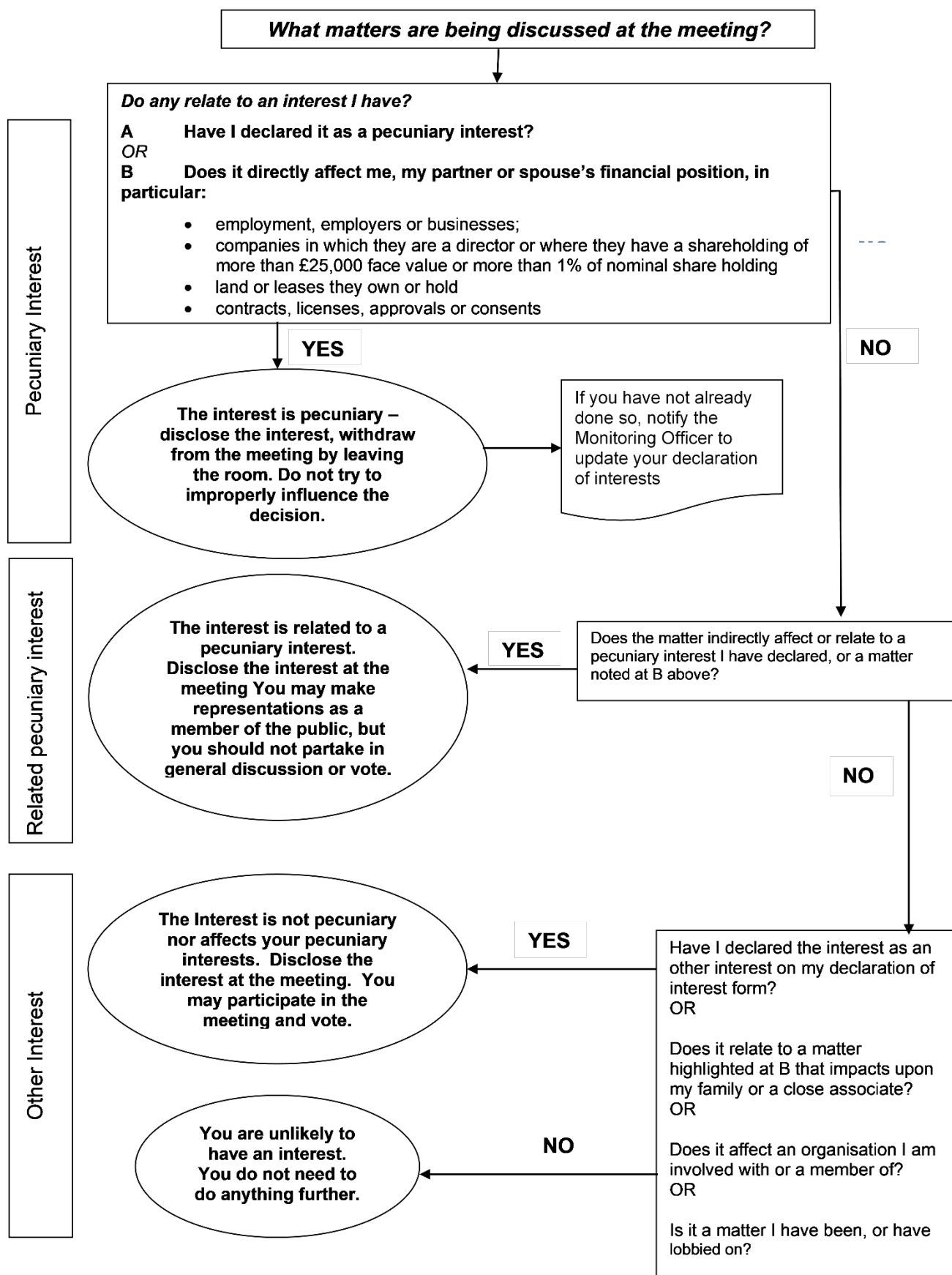
## DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda Item: 3

## OVERVIEW AND SCRUTINY COMMITTEE

**Minutes of a meeting of the Overview and Scrutiny Committee of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Tuesday 12 July 2022 at 4.00pm when there were present:**

<b>Committee Members Present:</b>	Councillors: M Murrell (Chairman), S Riley (Vice-Chairman) (for part of the meeting), N Brennan, P Bulman, S Catchpole (for part of the meeting), J Davis, N Harpley (for part of the meeting), S Holland (for part of the meeting), K Leggett MBE, G Nurden (for part of the meeting), S Prutton and N Shaw.
<b>Apologies:</b>	Councillors: K Kelly, C Karimi-Ghovanlou and R Potter
<b>Other Members in Attendance:</b>	Councillors: T Mancini-Boyle, J Leggett and F Whymark
<b>Officers in Attendance:</b>	<p>The Managing Director (T Holden), the Director of Place (P Courtier), the Governance Manager (Deputy Monitoring Officer) (L Mockford), the Assistant Director for Planning (H Mellors), the Assistant Director of Individuals and Families (M Pursehouse), the Assistant Director Economic Growth (G Denton), the Assistant Director for Regulatory (N Howard), the Transformation, Innovation and Internal Consultancy Manager (E Pepper), the Internal Consultancy Lead for the Future Office Accommodation Project (L Booth), the Market Town &amp; Business Development Service Manager (D Disney), the Housing and Wellbeing Senior Manager (R Dunsire), the Housing Standards Senior Manager (K Philcox), the Programme Manager – Economic Growth (D Ballie-Murden), the Senior Governance and Deputy Monitoring Officer (S White) and the Democratic Services Officer (LA).</p> <p>T Collier from the Peer Review team was also in attendance for part of the meeting.</p>

### **20 DECLARATIONS OF INTEREST**

No declarations of interest were made.

### **21 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Kelly, Cllr Potter and Cllr Karimi-Ghovanlou.

### **22 MINUTES**

With the additional wording under minute 16 '*Cllr Bulman raised a point of order regarding the times of meetings of the Committee. As this was not an item on the agenda it was not accepted.*' the minutes of the meeting held on 28 June 2022 were agreed as a correct record.

### **23 CHAIRMAN'S ANNOUNCEMENTS**

No announcements were made.

### **24 PUBLIC SPEAKING**

There was no public speaking.

*The meeting was adjourned at 4:10pm and reconvened at 4:25pm*

## **CABINET REPORTS**

### **25 GREATER NORWICH LOCAL PLAN GYPSY AND TRAVELLER FOCUSED CONSULTATION**

This item was withdrawn from the Cabinet agenda prior to the meeting.

### **26 CITY DEAL BORROWING AND THE ESTABLISHMENT OF THE GREATER NORWICH STRATEGIC INVESTMENT FUND**

The Director of Place introduced the report which provided the background to the City Deal borrowing and gave details of the governance, legal and administrative arrangements that would be required to support the proposed new fund.

The Director of Place gave an overview of the purpose of the proposals which were essentially to create a borrowing facility so that the Greater Norwich Growth Board (GNGB) partners had the opportunity to drawdown funding to enable them to provide financial support to infrastructure projects within their jurisdiction. Repayments for the funding provided would then be taken from the pooled CIL funds (Infrastructure Investment Fund (IIF) to which all

partners contributed and so repayments to the Treasury would be from the shared “pot”.

The proposals needed support of all partners of the GNGB and also required an accountable body which would be Norfolk County Council. Ultimately, when a developer/landowner repaid the funding provided to them via this facility, their repayments would be made to the newly established Strategic Investment Fund (SIF), thereby creating a recyclable pot of funding for future projects.

In response to a query regarding the membership of the Greater Norwich Growth Board, it was noted that the Board was made up of Broadland District Council, South Norfolk Council, Norfolk County Council, Norwich City Council and the New Anglia Local Enterprise Partnership (LEP). Regarding a question about the LEP involvement in the board, it was confirmed that they had been involved from the start as an original funder.

In response to a question as to why the fund needed to be created, it was confirmed that the Council would have access to the money to help with projects in the area. The fund would also place fewer restrictions on how the Council used the money.

A concern was raised over the protentional use of the funding for housing and road investment and that money from the CIL pot should be invested in community aspects of the district. Members noted the money would be used for multiple opportunities and could lead to further opportunities to utilise brown field sites rather than green field sites.

A further comment was made that the risks section of the report lacked detail on the impact on the environment.

With regard to a question concerning the governance process of the Council accessing the fund, it was confirmed that any Broadland supported project would be subject to the normal Council decision making process.

After the Director of Place had answered further questions on financial matters as noted in the report, it was reaffirmed that the proposed arrangements would be a benefit to the Council when looking into investing in projects in the district.

Conversation turned to the borrowing rate the Council would be subjected to when accessing the funds. It was confirmed that this would be at the public borrowing loan rate. It was further confirmed that Broadland Council would not be offered the same rate if they were to look at alternative sources.

Before turning to the recommendations, further reassurances were given about the risks of the scheme and it was confirmed that the scheme would follow appropriate governance process. Following a show of hands, with nine members vote for, one against and 2 abstentions, it was resolved to:

### RECOMMEND TO CABINET

To recommend that Council:

1. Gives authority to Norfolk County Council, as the Greater Norwich Growth Board's Accountable Body, to drawdown up to £20m from the Public Work Loans Board to create a recyclable fund to support local infrastructure projects as agreed in the Greater Norwich City Deal, subject to the following conditions:
  - The loan is used to create a fund, which will accelerate the delivery of infrastructure projects within the parameters defined within Community Infrastructure Levy legislation.
  - Repayment to be made from the Infrastructure Investment Fund pooled CIL.
  - The fund will be available to any of the Greater Norwich partners acting as lead authority and secured in a borrowing agreement with Norfolk County Council, which will include an agreed repayment schedule and back stop date.
  - Repayments from the lead authority would be made into a new recyclable Strategic Investment Fund.
  - Due diligence and legal arrangements regarding the beneficiary project will be the responsibility of the lead authority.
2. Agrees the draft legal agreement that will commit future pooled Community Infrastructure Levy income as repayment against the drawdown of up to £20m through the Greater Norwich City Deal (amounts will be drawn in stages see Appendix D and E)
3. Subject to recommendation 2, upon each staged drawdown totalling no more than £20m, the GNGB to be granted delegated authority to sign the legal agreement together with their s151 officers, under the direction of Norfolk County Council as the Accountable Body and in accordance with their signed Joint Working Agreement
4. Agrees that the GNGB be given delegated authority to manage the allocation of the City Deal borrowing and later, governance of the Strategic Investment Fund in line with the draft Terms of Reference - Appendix A and B.

*Councillors: Harpley and Riley left the meeting at 4:50pm*



### 27 ENFORCEMENT POLICY

The Assistant Director for Regulatory introduced the report and outlined the key principles for the new overarching Enforcement Policy; the aim of which was to cover all the key areas to ensure legislation was followed for all general enforcement issues. There were specific areas of legislation individual to each area, for example planning, food hygiene, which would then be dealt with by specific, thematic, detailed policies.

Members noted that the legal team was currently reviewing the new policy and an additional recommendation was required to enact any amendments advised by the legal team.

The Chairman confirmed with the lead officer that any substantial changes would come back through the Committee process if required.

A member suggested that for future policy updates it would be useful for officers to highlight the changes between the existing and proposed documents for clarity.

In response to a member's query on whether any changes proposed by the Environmental Excellence Policy Development Panel had been adopted, it was confirmed that these had been incorporated where applicable. Members noted that these changes had been incorporated to help give clarification on certain areas of the Policy.

After a member queried if the proposed policy would benefit planning enforcement at the Council, the Assistant Director for Regulatory explained that the area sat separate to this policy but had been updated recently.

Following a show of hands, it was unanimously agreed to:

### RECOMMEND TO CABINET

To recommend to Council:

1. to agree to the adoption of the proposed over-arching Enforcement Policy at Appendix 2 to replace the existing overarching enforcement policy, retaining as separate documents its other existing thematic enforcement policies, and;
2. to delegate to the Assistant Director for Regulatory in consultation with the Portfolio Holder for Environmental Excellence to enact any amendments advised by the legal team following the completion of their review.

### 28 ECONOMIC GROWTH STRATEGIC PLAN

The Committee considered the report which detailed the proposed Broadland Economic Growth Strategic Plan 2022 – 2027 which sought Council's endorsement of the plan.

The Plan and the summary document had been considered at a number of Economic Success Policy Development Panel meetings with the revisions included in the final Plan. Work had also been carried out with external partners and built into the proposed plan. Officers confirmed that, if approved by Council, the summary document would be used and promoted externally.

Following a show of hands, with eight members voting for and two against it was resolved to:

#### **RECOMMEND TO CABINET**

To recommend to Council:

to approve and adopt the Economic Growth Strategic Plan 2022 – 2027 and use of the Broadland Summary as an externally facing document.

### 29 SHARED PROSPERITY FUND – INVESTMENT PLAN

Members considered the report which explained that, to access Broadland's UK Shared Prosperity Fund (UKSPF) allocation, an investment plan needed to be submitted setting out measurable outcomes that reflected local needs and opportunities. The report proposed Governance arrangements to ensure expenditure met the requirements of the funding and requested that delegated authority be given to finalise and submit an investment plan within the required timescales.

The Strategic Growth Projects Manager detailed the recommendations in the report and summarised the key issues. As with all district councils, Broadland had been awarded an allocation of funding via a funding formula. The proposal was to focus on three principal interventions, building on existing work streams to maximise the impact of funding and better secure the delivery of outcomes within the required timeframe. As there was no ability to carry forward any underspends, careful consideration of spent profiles was needed.

The three areas being funded included: Communities and Place (pride in place work programme), Support for Local Business (Cambridge Norwich Tech corridor work programme) and People and Skills (apprenticeships work placements and a council led training offer). Discussions were ongoing with other Districts and the County Council and with the LEP regarding wider possibilities.

*Cllr Holland left the meeting at 5pm*

In response to a question regarding why there were multiple funding streams at both District and County level, officers explained that the matter was complicated with funds available from multiple sources. Members noted that Broadland Council was able to control the funding highlighted in the report for use within the district only.

Conversation turned to the help and support which the Council offered to Town and Parish Councils. Members were made aware that the Council currently employed an officer who worked in the area above providing support. Officers further explained that funding had been set aside to help with local community infrastructure in the area.

After members raised a query on whether the funding distribution was monitored to make sure the whole District was covered. Officers explained that economic growth in parts of the district would affect the wider area. The Assistant Director for Economic Growth also noted that the Council could not guarantee all areas being covered by the funding but reinforced the point that the funding would benefit the whole district.

Following a show of hands, it was resolved to:

### **RECOMMEND TO CABINET**

1. To approve the principal areas of investment as set out within this report.
2. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of a three-year investment plan to meet the requirements of the UKSPF.
3. Delegate to the Director of Place to finalise the initial and ongoing Governance arrangements for the UKSPF.
4. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non- substantive changes to the investment plan as required the Department of Levelling up Housing & Communities and to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.
5. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the commitment and expenditure of the Council's allocation of UKSPF in line with the investment plan.

### **30 NORFOLK STRATEGIC FUND GRANT: BUSINESS BUILDER**

Members considered the report which was seeking endorsement for the delivery of a suite of interventions to complement the Council's business support offer, enabled by the Norfolk Strategic Fund (NSF). The report requested authority be delegated to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Growth to use the grant monies in support of the Business Builder programme outlined in the report.

In response to questions on where the money would be spent, and whether members would have oversight of the projects it was used to support, officers explained that funding would be split into different areas of support and would be given according to demand and if it matched the structured criteria. Members noted that data from grant funding would be fed into the performance management report which came before members.

A concern was raised on the environmental impact of the proposals and that a focus was needed to look into clean growth within businesses. It was also noted that a lack of specific criteria noted in section 6.2 could lead to it being overlooked. The Market Town & Business Development Service Manager commented that the main purpose of the proposals was to help new businesses to start up and officers did not want to halt this progression with extra restrictions

Following a show of hands, it was resolved to:

#### **RECOMMEND TO CABINET**

1. to endorse the proposed revised programme of activity to be funded from the Norfolk Strategic Fund grant.
2. to delegate authority to the Assistant Director of Economic Growth, in consultation with the Portfolio Holder for Economic Development to determine the use of the balance of the grant monies in accordance with the programme detailed in the report.
3. to officers submitting a variation request to the Norfolk Strategic Fund for the new programme of work detailed in the report.

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

#### **RESOLVED**

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

*Cllr Catchpole left the meeting at 5:19pm*

### **32 GARDEN WASTE DISPOSAL CONTRACT PROCUREMENT**

The Assistant Director for Community Services introduced the exempt report which looked at the Garden Waste Disposal Contract procurement. The report set out the findings from the exercise and set out options for the Council going forward.

Members noted some further updates to the financial aspects of the report. Following a show of hands, it was unanimously resolved to:

#### **RECOMMEND TO CABINET**

To agree to the recommendations laid out in the exempt report.

### **33 THORPE LODGE – OPTIONS FOR THE SITE**

The Transformation, Innovation and Internal Consultancy Manager introduced the exempt report which detailed options for the Council's current operational site - Thorpe Lodge. Officers confirmed that the report outlined the top three market led options for the site all of which had a requirement to market due to planning policy requirements. Members noted that the paper sought agreement only to market the site and was not an agreement to a specific sale.

During discussion, officers highlighted key areas of the report to members and answered questions on finance and other aspects detailed in the exempt report.

Following a show of hands, with seven members voting in favour and one abstention. It was resolved to:

#### **RECOMMEND TO CABINET**

To agree to the recommendation laid out in the exempt report.

*Cllr Nurden left the meeting at 5:40pm*

### **34 PROPOSED PURCHASE OF AN EMPTY HOME**

The Housing Standards Senior Manager presented the exempt report which detailed a proposed purchase of an empty home within the district. Members noted processes and procedures in place which were laid out in the exempt report.

The Chairman noted that there was a policy in place for the purchase of an empty home which had been reviewed by members at the last meeting. Following a short discussion, it was then resolved to:

### **RECOMMEND TO CABINET**

To agree to the recommendations laid out in the exempt report.

### **35 TEMPORARY ACCOMMODATION – PURCHASE OF PROPERTY**

The Housing and Wellbeing Senior Manager introduced the exempt report regarding the purchase of a temporary accommodation property.

Members of the Committee discussed and noted further details contained in the exempt report, and it was then resolved to:

### **RECOMMEND TO CABINET**

To agree the recommendations laid out in the exempt report.

(The meeting concluded at 5.47pm)

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Chairman

## **COMMUNITY SAFETY UPDATE**

**Report Author:** Mike Pursehouse  
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**Portfolio:** Community, Housing and Planning / Environmental Excellence

**Ward(s) Affected:** ALL

**Purpose of the Report:**

To provide an opportunity for the Broadland Police command and Council Senior Managers to engage members on current community safety priorities and issues in Broadland, with the aim of advising members and providing a questions and answer session to inform future thinking.

**Recommendations:**

The committee is asked to:

- 1.1 Make recommendations on future community safety priority issues and engagement.
- 1.2 Endorse mental health as a topic to investigate further to improve community safety in the district.

## 1. Summary

- 1.3 Broadland continues to be a safe place to live and work. The Council has a strong partnership with the police, and we continue to work together to work on locally identified priorities, and through the Norfolk County Community Safety partnership.
- 1.4 This agenda item has been requested by the Police to come and speak to the Committee to update on current issues as part of their overall engagement plan. This will allow an opportunity to discuss current issues and concerns with the Police District Commander, as well as with the Assistant Directors from Regulatory Services and Individual and Families who between them hold the bulk of community safety working in the Council.

## 2. Background

- 2.1 As part of the requirements on Policing, Norfolk Police are expected to engage with residents and stakeholders to understand local concerns and provide information on what local priorities are. This session will form part of this overall engagement plan.

## 3. Current position/findings

- 3.1 Broadland Policing command will bring up to date information to update members at the session. However, headlines in terms of current work are below.

<b>Acquisitive crime</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
Dwelling Burglary	14	8	6
All Other Burglary	15	8	5
Robbery	1	1	1
Theft of Motor Vehicle	5	2	4
Theft from Motor Vehicle	10	6	6
Theft (all types)	69	51	60
<b>Total</b>	<b>114</b>	<b>76</b>	<b>82</b>

- 3.2 Acquisitive crime are offences where the offender acquires property for material gain. Although they have significant impact on individuals and communities, this demand increasingly should be considered against demands from other crime types in the same period, such as:

<b>21/22 Crime</b>	<b>Broadland</b>
Violence Against the Person	243
Public Order Offences	54
Sexual Offences	31

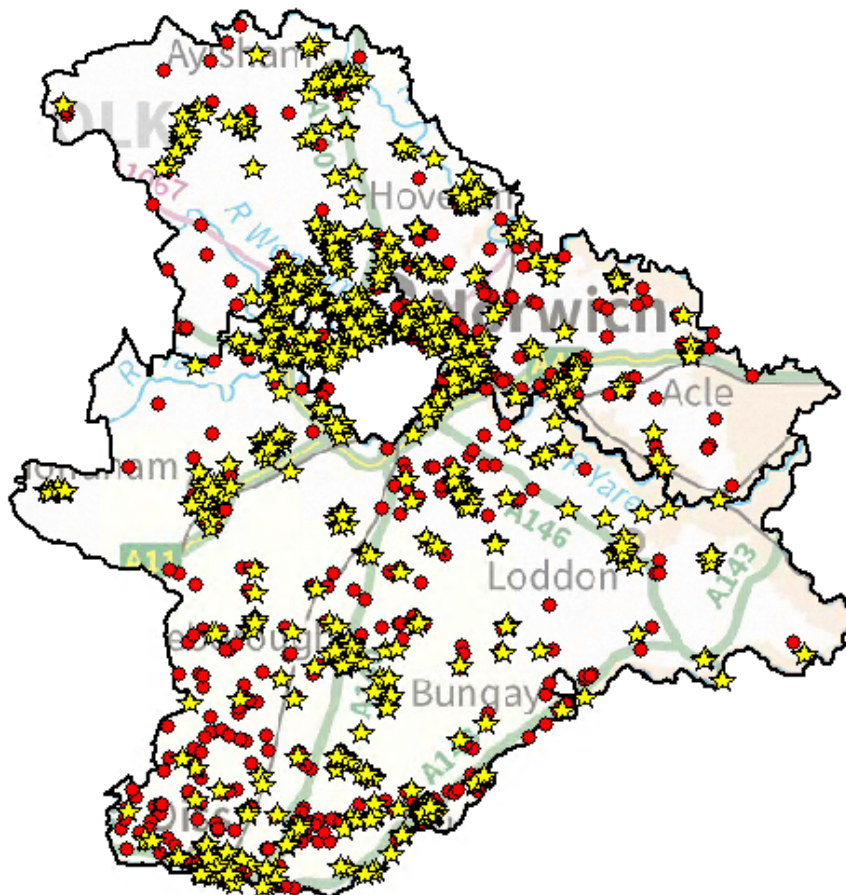


3.3 These offences are more complex, and in the highest crime type, violence against the person, often linked to domestic abuse, mental health and substance misuse. Mental health is an underlying cause of a significant amount of crime in the district.

3.4 The below table shows the most frequent calls the Police from Broadland in 2021/22.

<b>Most Frequent call disposal types 21/22</b>	<b>Broadland</b>
Safe/Collapse/ill/Injury/Trap	2,651
Violence Against Person	1,380
Suspicious Circumstances	1,336
Highway Disruption	1,241
Crime - Other	915
Road-Related Offence	758
Administration	662
Domestic Incident - Standard Risk	554
Total: 2021/22 (all call categories)	<b>16,345</b>

3.5 Engagement is a key part of the Police's work to understand issues within the local community. The picture below gives the location of all engagement events in Broadland (and South Norfolk) between 01 June 2021 and 31 May 2022. The Police's 'park, walk and talk' events are shown as gold stars, other events as red dots.



## **5. Issues and risks**

- 5.1 **Resource Implications** – None, community safety work is embedded in current staffing resources.
- 5.2 **Legal Implications** – There are no known legal impacts
- 5.3 **Equality Implications** – There are no known equalities implications
- 5.4 **Environmental Impact** – There are no known environmental impacts.
- 5.5 **Crime and Disorder** – Mental health is an underlying factor in cases, however, crime and disorder continue to be low across the district.
- 5.6 **Risks** – no specific risk identified.

## **6. Conclusion**

- 6.1 This type of engagement is essential to ensure that members have a chance to meet and discuss issues and concerns that are facing Broadland residents, to inform local policing and community safety priorities. Violence against the person is the most significant crime in Broadland, with mental health an underlying cause to address.

## **7. Recommendations**

The committee is asked to:

- 7.1 Make recommendations on future community safety priority issues.
- 7.2 Endorse mental health as a topic to investigate further to improve community safety in the district.

## Digital Connectivity

### Better Broadband for Norfolk (BBfN)

When Better Broadband for Norfolk (BBfN) implemented its first fibre enabled cabinet during summer 2013 there were two infrastructure providers that deployed fibre infrastructure, capable of delivering Superfast broadband (24Mbps+); BT Openreach and Virgin Media. Commercial investment from these two companies provided access to only Superfast broadband for 42% of Norfolk properties.

To date, BBfN has seen access to Superfast broadband delivered to over 200,000 premises in Norfolk, increasing coverage from 42% in summer 2013, to over 96% of Norfolk properties during summer 2022. These figures are taken from the independent organisation [Think Broadband](#) data.

The third phase of the BBfN Programme started in 2019, a further £13 million is now being invested in Norfolk, but this time will deploy Ultrafast Fibre to the Premises broadband for circa 9,000 Norfolk properties that do not have access to Superfast broadband. As a result, by Winter 2023, Superfast broadband coverage across Norfolk is expected to increase to over 97%.

Provisions within the BBfN contract provide rebates from BT if take-up of services using BBfN funded infrastructure are higher than expected. This has already provided over £5 million Better Broadband for Norfolk funding, helping to reach 96% Superfast coverage across Norfolk. An expected further £11 million will contribute towards the third BBfN rollout, along with a £2 million grant from DEFRA which will provide access to Full Fibre for some of Norfolk's significant rural businesses

### Connectivity in Broadland

- Superfast broadband coverage
  - Now at 96.73%. Up from 95.2% in August 21
- Gigabit capable broadband coverage
  - Now at 48.69%. Up from 8.8 % in August 21
- BBfN progress
  - 1103 premises planned for FTTP solutions. Of which;
  - 505 premises complete

## Local Full Fibre Programme (LFFN)

Working with partners, NCC secured circa. £8 million in 2019 via the Government's Local Full Fibre Network programme and a further £2m in 2020 from Ministry of Housing, Communities and Local Government. The LFFN programme completed successfully in March 2022, delivering gigabit capable broadband to 394 rural public buildings, including schools, council offices, fire stations, libraries and village halls.

A further circa. 2,200 nearby homes are also able to benefit from full fibre broadband.

In addition, a further 2,500 homes to date have benefitted from commercial operators exploiting the infrastructure installed under LFFN, by installing full fibre broadband deeper into poorly served communities.

## UK Digital Strategy and Project Gigabit

In July 2018 the Government published The Future Telecoms Infrastructure Review that set clear, ambitious targets for the availability of full fibre and 5G networks.

The aim is to see 15 million premises connected to full fibre by 2025, with coverage across all parts of the country by 2033 and that the majority of the population will have 5G coverage by 2027. The review addressed key questions about the evolution of the UK's digital infrastructure such as the convergence between fixed and mobile technologies, and the transition from copper to full fibre (gigabit-capable) networks.

As a result of The Future Telecoms Infrastructure Review, the Chancellor announced in 2019 a £5 billion commitment to fund gigabit capable broadband for the 20% of UK premises that would be unlikely to receive commercial access to gigabit capable broadband. In March 2021 the first live phase (Phase 1b) of **Project Gigabit** was launched. Norfolk has been included in the first wave, which will deliver gigabit-capable connections across Norfolk to premises that are unlikely to benefit from commercial investment.

The work on Project Gigabit has already started. The public review phases and the initial procurement phase have now finished. The formal procurement phase is due to be launched mid August 2022. This will run for 18 weeks, with the contract award expected by March 2023. NCC is fully committed to work with the Department digital, Culture, Media and Sport (DCMS), and partner organisations to deliver Gigabit capable broadband to the hardest to reach areas in Norfolk.

In the DCMS Project Gigabit spring update, DCMS announced that Project Gigabit funding in Norfolk will be up to **£114 Million**, the highest figure in the East of England. This means gigabit capable connections to up to **86,200** properties across the county.

This includes Circa 11,000 properties in Broadland and 20,500 in South Norfolk.

This is in addition to the roll-out of broadband by commercial providers, which is seeing significant investment in the rollout of gigabit broadband across Norfolk. The country is also on track for one of the fastest roll-outs in Europe, with a government target for at least 85% gigabit capable coverage across the UK by the end of 2025.

The Project Gigabit programme targets properties that would otherwise have been left behind in broadband companies' roll-out plans, prioritising those that currently have the slowest connections.

## Voucher Schemes

A new voucher scheme was launched in April 2021 for properties that are not subject to any other subsidy scheme such as Project Gigabit.

The scheme is accessible through broadband service providers who have registered to provide connections through the scheme.

Homes and businesses in rural areas of the UK may be eligible for funding towards the cost of installing gigabit-capable broadband when part of a group scheme.

Rural premises with broadband speeds of less than 100Mbps can use vouchers worth £1,500 per home and up to £3,500 for each small to medium-sized business to support the cost of installing new fast and reliable connections. These are available at the [Gigabit Broadband Voucher Scheme website](#).

Due to the ongoing procurement of Project Gigabit the Gigabit voucher scheme is currently paused for the majority of premises in Norfolk. It is expected to reopen Late 2022.

A second scheme is still available. The broadband Universal Service Obligation (USO) offers subsidies of up to £3,400 for properties that have less than 10Mbps download speeds. Further information is available at [Ofcom - Broadband Universal Service Obligation](#)

## Commercial Operators

Commercial operators are also investing heavily in Norfolk, including County Broadband, Upp, Lightspeed, Netomnia, Openreach and Virgin.

Significant announcements include:

- **Openreach** – Since mid 2021 Openreach have announced plans to upgrade 69 exchange areas across Norfolk. This work is now progressing and includes exchanges areas in: Thorpe, Drayton, Honingham, Hevingham, Hempnall, Buxton, Norwich North and Norwich West.

- **City Fibre** - started work to pass 97,000 properties in Norwich on 6th September 2021 and estimate it will be complete within four years. Work is now well under way in the North of the city.

## **Norfolk & Suffolk Innovation Network**

A Long Range Wide Area Network has been created across Norfolk and Suffolk to accelerate Internet of Things innovation across the region.

Working closely with the New Anglia Local Enterprise Partnership, Norfolk & Suffolk County Councils are nearing completion of installing the largest free-to-use public long-range radio network in the UK.

The network is already in use and serves businesses, private individuals, and the public sector. They can use Internet of Things sensors on the network to sense, monitor, manage and report.

Coverage can be viewed on the [TTN Mapper site](#).

## **Customer Strategy Update**

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**Portfolio:** Jonathan Emsell – Transformation and Organisational Development

**Ward(s) Affected:** All

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

This report provides an update on the 'Moving towards a First-Class Customer Service' strategy including details of actions to better publicise and raise awareness of consultations.

### **Recommendations:**

1. To endorse the approach to continue to gather insight and develop our customer service approach through the next steps set out in this paper.
2. To endorse the approach to deliver a First-Class Customer Service through the work incorporated in our First-Class Customer Service portfolio to ensure services are designed around customer needs, available through multiple channels, and at times that are convenient to them.

## **1 Summary**

- 1.1 The Strategic Plan sets out the vision “to work together to create the best place for everyone, now and for future generations.”
- 1.2 To achieve this vision, the Council is committed to putting the customer at the heart of everything it does and continuously improving and evolving services to fit with future demands of both residents and businesses.
- 1.3 In July 2021, the Broadland Cabinet agreed to adopt the ‘Moving towards a First-Class Customer Service’ Strategy. The strategy focused on three principles to drive improvement:
  - A customer charter that sets out what customers can expect from us and what we need from them.
  - A consistent mechanism for our customers to engage with us and provide feedback to help shape our services through the customer satisfaction survey, complaints, and customer panel.
  - Publishing customer satisfaction and telephony data as a key strategic measure to understand our current level of performance and to identify improvements as part of our continuous improvement approach.

## **2 First Class Customer Service Portfolio**

- 2.1 The First-Class Customer Services portfolio is being created to maximise the efficiency and potential of our One Team collaboration by transforming our core services to deliver a first class customer service.

## **3 Customer Experience and Insight Lead**

- 3.1 To deliver the strategy Broadland Cabinet agreed to the creation of a fixed term post, the Customer Experience and Insight Lead. The post was recruited to build out our approach to customer insight, gathering and embedding customer data into key decisions and influencing transformation and change for the benefit of the customer.
- 3.2 Overview and Scrutiny committee requested an update on progress to be presented one year on from recruitment to the Customer Experience and Insight Lead post.

## **4 Progress towards delivering the strategy**

- 4.1 The Customer Experience and Insight Lead has been in post for just under one year. Good progress has been made towards delivering on the principles set out in the strategy for example:
  - 195 representatives have joined the newly created customer panel



- The introduction on a customer satisfaction measure, providing a baseline of understanding of customer satisfaction to build on alongside the introduction of an indicator that the two councils have never previously measured.
- An improved complaint process providing detailed insight and lessons learned reducing the volume of complaints that have progressed to stage 2 by 66%.
- Improved phone options as well as a streamlined out of hours service further improving the customer experience.
- Greater detail on telephony performance which has led to continuous improvement action and a much improved abandonment rate across all telephone lines.

4.2 Table 1.0 below provides further details on the progress made to date against each of the principles set out in the strategy.

Strategy Aim	Key Milestones	Evidence and Impact	Next steps
<b>Customer Charter:</b> sets out what customers can expect from us and what we need from them.	<b>Customer Charter</b> - The Customer Charter was introduced in October 2021.	<ul style="list-style-type: none"> <li>Customer charter published on the website and Connect. Staff and customers know what can be expected and what is needed from our customers to provide the services required.</li> </ul>	<ul style="list-style-type: none"> <li>Provide detail on response rates by service area or as the One Team by October 2022.</li> <li>Explore the opportunities presented by the Institute of Customer Service for accreditation and membership by February 2023.</li> </ul>
	<b>Customer-First training</b> – putting the customer at the heart of what we do	<ul style="list-style-type: none"> <li>Customer service specific training programs prepared for staff across the organisation. Improved customer service once completed.</li> </ul>	<ul style="list-style-type: none"> <li>Training for Customer Service teams to be rolled out across the organisation by December 2022.</li> </ul>
	<b>Complaints Policy</b> <ul style="list-style-type: none"> <li>The Complaints policy was launched in September 2021.</li> <li>A new recording and monitoring process for all complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Number of complaints at Stage 1 has reduced by 46% (79) with a reduction of 66% (4) at Stage 2 when comparing the last two quarters of the year. Reducing complaints not only leads to better customer service but also frees resources.</li> </ul>	<ul style="list-style-type: none"> <li>Develop the new recording and monitoring process for all complaints to ensure that all complaints are dealt with as effectively as possible by December 2022.</li> <li>Investigate how best to analyse and publicise the lessons that can be learnt from the resolution of complaints by December 2022.</li> </ul>

Strategy Aim	Key Milestones	Evidence and Impact	Next steps
<p><b>Customer feedback:</b> to help shape our services based on customer need</p>	<p><b>Customer Satisfaction survey</b></p> <ul style="list-style-type: none"> <li>Launched in October 2021 and this year has been spent on baselining the performance metric.</li> </ul>	<ul style="list-style-type: none"> <li>An overall customer satisfaction target introduced for 2022/2023. A target enables progress to be checked and driven.</li> <li>Our customer satisfaction survey responses have increased from 234 in Q3 to a total of 307 in Q1 2022. Previously, we had no understanding of our level of customer satisfaction.</li> </ul> <p>For example, the most recent Q1 survey indicates the following areas for improvement:</p> <ul style="list-style-type: none"> <li>88.1% (of respondents) were able to use their preferred contact method. However, this suggests that 11.9% use a less preferable method.</li> <li>57.1% were satisfied with the ease of finding information on the website. This is reflected in that, only 44.7% were satisfied with the website's help.</li> <li>49.8% were satisfied with the service they received and, 35.8% were dissatisfied. Similarly, only 57.5% were satisfied with the speed of service, and 31.8% were dissatisfied.</li> </ul>	<ul style="list-style-type: none"> <li>Increase our response rates by adding the survey to our telephone contact centre by February 2023.</li> <li>Begin identifying satisfaction rates by contact channel by March 2023.</li> <li>Pilot call back functionality on contact centre phone lines to understand the impact on customer satisfaction by November 2022.</li> </ul>

Strategy Aim	Key Milestones	Evidence and Impact	Next steps
	<b>Customer Panel</b> <ul style="list-style-type: none"> <li>Created in June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Panel Recruitment started June 2022 with 195 recruited to date. Getting the Panel operational will create a valuable resource. We will use the census data to create a representative profile of the districts and reflect this in the Panel as closely as possible.</li> <li>Panel promoted through Service area team meetings to compile a programme of work. Awareness of the Panel is key to making best use of it. (for example, Council Tax billing consultation and Housing have indicated they would want to use the Panel for surveys).</li> </ul>	Implement the Customer Panel as tool for consultations response by November 2022.

Strategy Aim	Key Milestones	Evidence and Impact	Next steps
	<b>Contact channels</b> <ul style="list-style-type: none"> <li>• 8x8 phone system implemented</li> <li>• Improved performance monitoring with regular analysis of call statistics being undertaken.</li> <li>• Introduction of Phone Champions.</li> </ul>	<ul style="list-style-type: none"> <li>• Wider and deeper knowledge of statistics and a better understanding of customer phone journeys. This helps to ensure that customers reach the right people as promptly as possible.</li> <li>• Out of hours phone service streamlined so both Council's provide the same services. Providing press button phone options for easy use by customers. This makes accessing services by phone easier and more convenient.</li> <li>• Main number of self-service options improved. With press button phone options rather than verbal phone numbers provided within the greeting message. Again, this makes accessing services by phone easier and more convenient.</li> <li>• Phone payment option added to ensure that those that self-serve can do so. This frees up resources to refocus on other things.</li> </ul>	<b>Contact channels</b> <ul style="list-style-type: none"> <li>• Encourage the increase in digital offering to customers so those that self-serve can do so at any time by December 2023. This frees resources for face-to-face contact with those that need it.</li> <li>• Monitor telephone metrics and trial different approaches to further reduce abandonment and improve customer experience, (an ongoing process).</li> <li>• Explore and define what first-class customer service looks like in conjunction with each service area and the most appropriate model of delivery by December 2023.</li> </ul>

Strategy Aim	Key Milestones	Evidence and Impact	Next steps
<b>Customer service performance data</b>	<ul style="list-style-type: none"> <li>• Telephone performance data is regularly reviewed by all service areas.</li> <li>• Strategic measures regarding abandonment and satisfaction including in performance reports.</li> <li>• Customer Satisfaction survey data shared with the service areas monthly.</li> </ul>	<ul style="list-style-type: none"> <li>• Month-on-month reduction in abandonment rate despite increasing demand. This indicates that more customers are reaching the right people within an acceptable time.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement better regular sharing of other customer service metrics, and pilot innovations and improvement methods to enable service areas to learn from others by April 2023.</li> <li>• Appropriate feedback and statistics shared with customer through the website, other media outlets, and elsewhere on a regular basis by December 2022.</li> <li>• Explore and identify the opportunities to benchmark performance against others in the public sector by December 2023.</li> </ul>

## **5 Consultations**

- 5.1 Consultations remain a key communication and feedback channel for our customers. Broadland District Council carries out consultations throughout the year at the request of teams and services in the Council. We also carry out a number of statutory consultations and we also support consultations carried out by our partners, including GNGB and GNDP.
- 5.2 The next stage of our customer strategy is to start to review our consultation process and how we can use the new tools available such as, the customer panel to further engage with our residents in consultations.

## **6 Summary**

- 6.1 The Council is committed to understanding both customer needs and service delivery to deliver real improvements that benefit users. Implementation of the strategy has begun successfully and through the work of the Customer Insight and Experience post we are beginning to understand customer journeys and outcomes, and how we can improve both.

## **7 Issues and risks**

**8 Resource Implications** – within existing Council resources.

**9 Legal Implications** – None.

**10 Equality Implications** – None.

**11 Environmental Impact** – None.

**12 Crime and Disorder** – None.

**13 Risks** – None.

## **14 Recommendations**

- 14.1 To endorse the approach to continue to gather insight and develop our customer service approach through the next steps set out in this paper.

- 14.2 To endorse the approach to deliver a First-Class Customer Service through the work incorporated in our First-Class Customer Service portfolio to ensure services are designed around customer needs, available through multiple channels, and at times that are convenient to them.

### **Background papers**

Moving Towards a First-Class Customer Service.



## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022–2023

In setting future Overview and 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	Topic	Lead Officer / Portfolio	Objectives and Desired Outcomes	Comments
6/9/2022 (Annual item)	Community Safety Update	Assistant Director Individuals & Families	Update on Community Safety Issues in Broadland and our Partnership Response.	Community Safety Police to provide a presentation.
6/9/2022 (added 29/3/2022)	Digital Connectivity – Better Broadband for Norfolk	Assistant Director Economic Growth / Economic Development	For Committee to review progress of broadband rollout throughout the district and identify any concerns or recommendations, as necessary.	Steve Cunningham - Norfolk County Council to provide presentation.
6/9/2022 (added 29/6/2021)	Customer Strategy Update	Customer Engagement and Insight Lead	To receive an update on the measures being used to deliver the Customer Strategy. To include details of how to better publicise and raise awareness of consultations.	To report on the work of the Customer Engagement and Insight Lead. (Item moved from June 2022 meeting).
15/11/2022 (added Dec 2021)	Housing Allocations Policy	Assistant Director Individuals & Families / Housing & Wellbeing	To review the Housing Allocation Policy to ensure it meets desired outcomes and to identify and make any recommendations for improvement.	Review of policy following its implementation in April 2021.  Reviewed in December 2021, due to be reviewed again in 9-12 months.
15/11/2022 (added Aug 2022)	Early Intervention Antisocial Behaviour Officers	Assistant Director Regulatory	To review the work and achievements of the Early intervention Antisocial Behaviour Officer pilot which is being temporarily funded until March 2023. To make recommendations on whether the piloted service should continue on a permanent basis.	

Date	Topic	Lead Officer / Portfolio	Objectives and Desired Outcomes	Comments
15/11/2022 (added Aug 2022)	Business Regulatory Support Hub	Assistant Director Regulatory	To review the work and achievements of the 'one stop shop' which is being piloted as a Regulatory compliance partnership with Economic Growth, on temporary funding up to January 2023. To make recommendations on whether the piloted service should continue on a permanent basis.	
24/1/2023 (added April 2022)	Community Safety - Police and Crime Plan	Assistant Director Individuals & Families	To review the Police and Crime Plan to ensure it meets desired outcomes and to identify and make any recommendations for improvement.	PCC to be in attendance
24/1/2023 (Annual item)	Joint Budget Meeting (following the Budget Workshop in October 22)	Assistant Director Finance and all Portfolio Holders	To receive responses to the Committee's budget questions and to raise any further questions with Portfolio Holders.	Annual item
24/1/2023	Council Partnership Register Review	To be confirmed / All Portfolios	Committee to receive an update against the Council's partnership register and to identify any partnership concerns that may require further investigation by a nominated time and task limited panel.	
4/4/2023 (Annual)	Annual Report O&S Committee	Senior Governance Officer	Committee to approve the draft Annual Report for presentation to the Council's AGM in May.	Annual item
As and when appropriate	Water – supply, management and climate change	Water Management Officer / Environmental Excellence	To investigate how water was being managed in the district and what measures were being put in place to address climate change.	To receive updates from Jo Copplestone as BDC's rep on Water Resources East or Ken Kelly as representative on Broads & Rivers IDB as and when appropriate.

Meeting dates: 29 March 2022, 28 June 2022, 6 September 2022, 15 November 2022, 24 January 2023, 4 April 2023

### Workshops

Topic	Objectives	Lead Officers	Date
Preparing to meet with Cabinet to discuss budget performance	A facilitated workshop attended by the Assistant Director of Finance for committee members to identify, agree, and allocate questions for Cabinet to answer at the joint budget meeting.	Assistant Director of Finance & Finance Team staff	October 2022

## Process for adding items to the Overview and Scrutiny Committee Work Programme

