

Scrutiny Committee

Members of the Scrutiny Committee:

Mr G Minshull (Chairman)
Ms V Clifford-Jackson (Vice Chairman)
Mr B Bernard
Mr B Duffin
Mr J Rowe
Mr R Savage
Mr T Spruce
Mrs J Wilby
Mr J Worley

This meeting may be filmed, recorded or photographed by the public; however, anyone who wishes to do so must inform the Chairman and ensure it is done in a non-disruptive and public manner. Please review the Council's guidance on filming and recording meetings available in the meeting room.

Agenda

Date

Wednesday 25 September 2019

Time

9.30 am

Place

Colman and Cavell Rooms
South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

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

Large print version can be made available

AGENDA

- 1. To report apologies for absence and to identify substitute members;**
- 2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;**
- 3. To Receive Declarations of Interest from Members;**
(Please see guidance form and flow chart attached – page 4)
- 4. Minutes from the meeting of the Scrutiny Committee held 28 June 2019;**
(attached – page 6)
- 5. Update on the implementation of the Commercialisation Strategy;**
(report attached – page 8)
- 6. Scrutiny Work Programme, Tracker and Cabinet Core Agenda;**
(attached – page 29)

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

Independence

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

Member leadership

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

A constructive atmosphere

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

Respect and trust

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

Openness and transparency

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

Consensus

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

Impartial and independent officer advice

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

Regular review

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

Programming and planning

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

Managing time

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

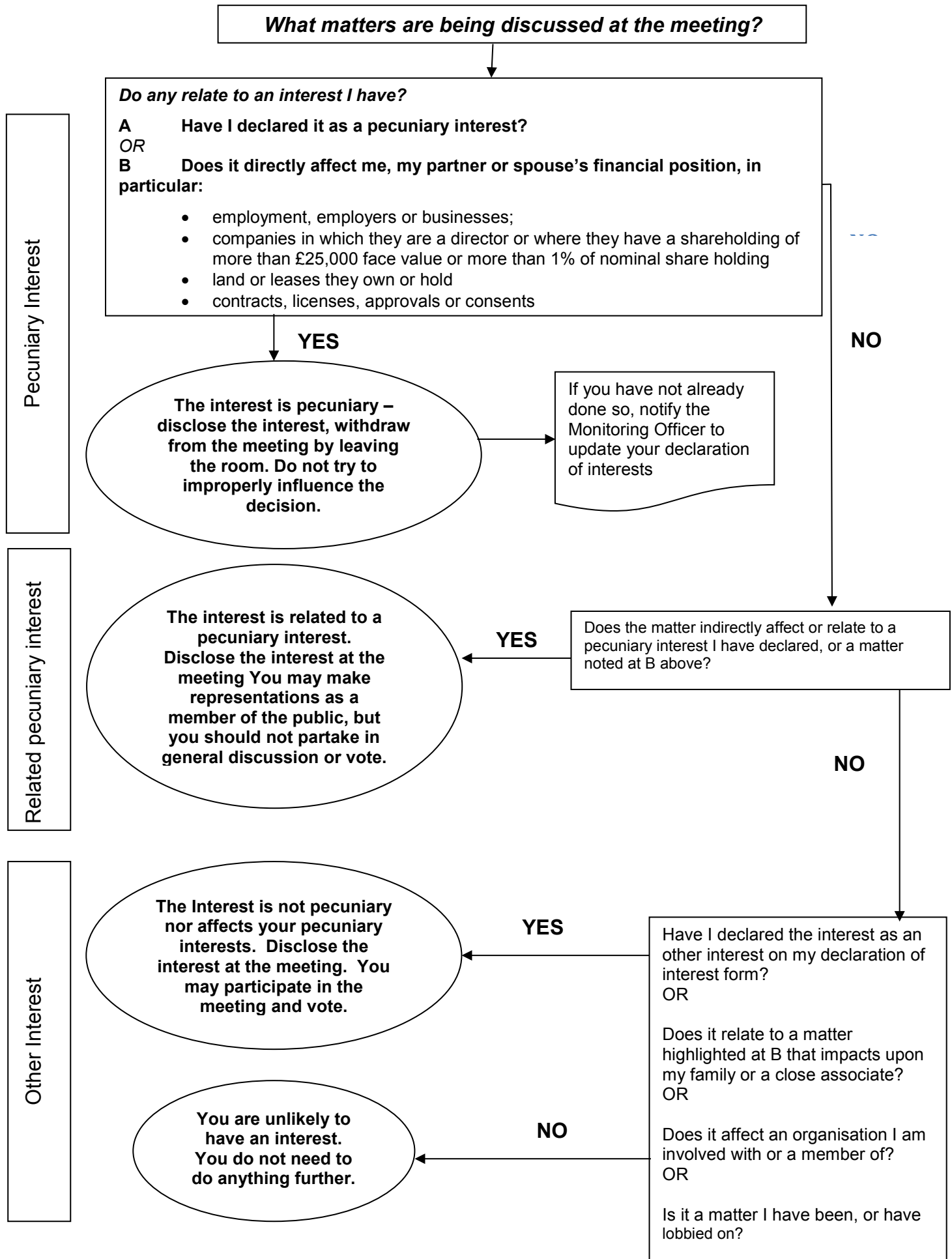
DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF





SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 28 June 2019 at 9.30am.

Committee Members Present: Councillors: G Minshull, V Clifford-Jackson, J Rowe, T Spruce and J Worley

Apologies for Absence: Councillors: B Bernard, B Duffin, R Savage and J Wilby

Substitute Members in Attendance: Councillors: C Brown for B Bernard, S Ridley for B Duffin, J Easter for R Savage and N Legg for J Wilby

Cabinet Members in Attendance: Councillor: Y Bendle

Officers in Attendance: The Director of People and Communities (J Sutterby), the Assistant Director, Individuals and Families (M Pursehouse), the Housing Standards and Community Protection Manager (T Cooke) and the Senior Governance Officer (E Goddard)

1250. DECLARATIONS OF INTEREST

Councillor	Minute	Declaration
N Legg	1252	Cllr N Legg declared an other interest: he had previously been part of the original committee that set up the Long-Term Empty Homes Policy.

1251. MINUTES

The minutes of the meeting of the Scrutiny Committee held on 6 February 2019 were confirmed as a correct record and signed by the Chairman.

1252. LONG-TERM EMPTY HOMES – APPROACH AND POWERS

Cllr Bendle introduced the report which sought to provide details on the number of long-term empty homes in South Norfolk, the reasons for them being empty and the approach the Council would take in respect of issues arising.

The Housing Standards and Community Protection Manager provided members with a presentation, drawing attention to the rise in empty homes in 2018 and noting that the figures fluctuated due to differing circumstances, as set out in the

report. Members noted that the Housing Support and Regulation Strategy had been adopted by the Council in 2017, which gave the Council powers to bring empty homes back into use by various means. In response to a member's question regarding whether delays in applications for probate contributed to the rise in empty homes and any evidence of this, officers agreed that this was a contributing factor and referred members to paragraph 4.7 the report, which detailed the various reasons for homes being empty. Officers also agreed to review data from previous years and report back to members by email.

The Committee discussed the Council's approach to dealing with empty homes and noted that it was not always cost-effective for the Council to exercise its powers, particularly legal action (compulsory purchases) if there was no detrimental impact on the street scene and environment, and each case would be judged on its own merits.

Members were reminded that Cabinet had agreed in February 2019 that the council tax charge levied on long-term empty homes would continue to increase the longer the property remained empty, and it was noted that there were currently only two homeowners in dispute with the Council regarding this.

Members raised concerns regarding homes remaining empty after 24 months and whether the Council could assist in preparing those properties for market sale. After discussion, it was suggested that a more proactive system was needed and it was agreed that officers would review the properties in the District that have been empty for two years or more, in liaison with the portfolio holder, and circulate the findings to the Committee with the view of bringing back to a future meeting if necessary. It was then:

RESOLVED:

1. To note the Council's approach to dealing with empty homes;
and
2. For officers to review the properties that have been empty for two years or more.

1253. WORK PROGRAMME

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

Regarding the Scrutiny Committee member training session scheduled for 8 July, the Senior Governance Officer clarified that only members of the Scrutiny Committee were permitted to attend, but that she would be happy to brief other members, if requested, and would email a guide to all members.

(The meeting concluded at 10.45am)

Chairman

Update on the implementation of the Commercialisation Strategy

Report Author(s): Debbie Lorimer
Director Resources
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dlorimer@s-norfolk.gov.uk

Portfolio: External Affairs and Policy

Ward(s) Affected: All

Purpose of the Report:

This reports updates Members on the progress in implementing the priority opportunities outlined in the Council's Commercialisation Strategy 2017-2021 which was agreed by Cabinet in June 2017.

Recommendations:

1. Scrutiny Committee is recommended to note the progress in delivering the Commercialisation Strategy.
2. Scrutiny Committee is recommended to endorse the proposal to revise and adopt a new Commercialisation Strategy to reflect the collaboration with Broadland District Council and the opportunities which will arise from this.

1 SUMMARY

- 1.1 This paper reviews the progress made in the last year, towards meeting the priority opportunities outlined within the Commercialisation Strategy. The Strategy has been reviewed annually by Scrutiny to ensure it is still relevant, since it was agreed by Cabinet in June 2017.

2 BACKGROUND

- 2.1 In response to the reduction in government funding since 2010, South Norfolk Council has consistently looked for opportunities; to generate additional income to offset this reduction or to reduce costs to avoid removing or reducing services provided by the Council. In some instances, this has led to investment in services and facilities to deliver savings and/or income. This approach was endorsed by the Council's peer review in January 2017 which highlighted the need to ensure that a Commercialisation culture was fully embedded into operational practices across the Council.
- 2.2 This resulted in the development of the Council's Commercialisation Strategy, which was agreed by Cabinet in June 2017, to provide a clearer framework from which the Council's commercial activities can continue to be directed and driven. The strategy set out the Council's approach to commercialisation and how it was to be delivered with each action linking to priorities identified in the Council's business plans.

3 CURRENT POSITION/FINDINGS

- 3.1 The strategy set out a number of priority opportunities which were to be the focus of activity for the period to 31 March 2018 and then three key areas to focus on in the medium to long term. In addition, the strategy also considered how success could be measured.
- 3.2 In the last annual update Members were provided with details of delivery to date against the priority opportunities which were to be delivered by the 31 March 2018. The table below shows the latest position alongside the previously reported one, so that Members can clearly see the progress made within the last year:

3.3

Economic Growth, Productivity and Prosperity	Update June 2018	To date
Continue to develop proposals for the redevelopment of 9 Park Road, Diss and Friarscroft, Wymondham (Big Sky Developments)	Feasibility Study completed on both Diss and Wymondham. Pre-planning applications submitted, and designs progressed. Working towards full planning applications.	9 Park Road, Diss – Further analysis showed the project was unviable, reviewing options. Once completed will seek approval for next steps. Friarscroft, Wymondham – Issues with modelling of the overland surface water paths have impacted on the layout of the site and programme. Mitigation should be resolved in October 2019. Once complete will review feasibility/viability.
Develop proposals for the construction of a building with New Anglia LEP on the Norwich Research Park Enterprise Zone Site	Initial investigations completed. Market research has been completed which has identified a market need for this speculative building. A potential tenant proposal has been reviewed and currently awaiting confirmation of land parcel to progress design options.	Suitable land parcel negotiated. Design Team appointed, and design submitted for planning approval. Expecting to go to committee November 2019. Work progressing with first tenant on design for bespoke fit out of required space. Meetings also progressing with second tenant for remaining space. Discussions have commenced with contractor for delivery of the building. Works expected to start on site Early (Jan/Feb) 2020 and conclude by March 2021 to enable Tenants to move in and qualify for Enterprise Zone Business Rates Relief.
Explore opportunities for Big Sky Property Management to acquire premises to generate rental income	Big Sky Property Management (BSPM) has undertaken a pilot to utilise S106 monies to purchase 2 shared equity homes (subsequently purchased) and 10 properties	S106 – 2 properties purchased and resold as shared equity units. Private Rentals – BSPM currently own 27 properties (manages a further 1), all

	have been taken on from the Cygnet Court development. This has allowed BSPM to spread its overhead costs as well as generate a commercial return.	currently let. No further acquisitions forecast in 2019/20.
Undertake options appraisal to expand the property management service, potentially incorporating property maintenance	Maintenance operative employed, and services offered to Help Hub for the handyperson services and BSPM commercial property portfolio. Further understanding of maintenance opportunities explored, resulting in change of personnel to cover a wider maintenance remit.	New personnel in place with BSPM and providing service to Help Hub, business centres, void plots, customer care and private rentals. Potential expansion of service as further units delivered.
Continue to develop new business opportunities to increase income within Build Insight and CNC	<p>New joint venture partnership formed between Build Insight and the NPS Group to utilities the strengths of both partners and raise exposure of the Build Insight Ventures brand across the region.</p> <p>Development of a new website for CNC to enable customers to engage digitally with the service.</p> <p>A Non-Technical Review for CNC undertaken which identified opportunities for streamlining processes and to make the business more efficient. These are being implemented.</p>	<p>Cabinet considered the future direction of the Build Insight Companies on 22 July 2019. The recommendations agreed are now being progressed.</p> <p>Number of improvements made to CNC's website including Easy Guides, FAQ's and self-service services such as "get a quote" and "book an inspection".</p> <p>The Business Support Team now performs triage of frontline demand, this guides customers to the right area of our business to meet their needs. Through training and online development, we have moved demand previously met by the surveying team to online and the business support team which has significantly increased our response times.</p>

	<p>Development of a Service Level Agreement (SLA) for Build Insight and CNC.</p> <p>Refocus on business development and marketing with the recruitment of an Assistant Service & Business Development Manager for CNC.</p> <p>Re-engaging with agents, running seminars and proactively marketing CNC through positive engagement with clients.</p> <p>Providing a better and easier to use service to existing customers to help retain and increase business. Registered with LABC to use their online inspection booking app. A soft-launch of this is taking place with key partners before it is rolled out further.</p>	<p>Revised SLA has been drafted and is with NP Law for legal review.</p> <p>Our Assistant Service & Business Manager is actively engaged and brings a commercial element to the decision-making process of the CNC management team.</p> <p>CNC has organised 4 CPD events in both Wisbech and Long Stratton Offices, which has engaged with agents and industry professionals. To date over 350 agents have attended these events. A full programme is being developed for 2020.</p> <p>The LABC inspection booking app has been fully launched and the number of inspections booked through the app has been increasing. This has the positive effect of reducing calls into the business support team.</p>
Health, Wellbeing and Early Help	By 31st March 2018	To date
Roll-out the Community Leisure provision programme, generating income through using community leisure facilities	<p>Following investment in the refurbishment of Wymondham Leisure Centre (WLC) by the end of March 2018 the Centre became operationally profitable to the sum of £70,000.</p> <p>Membership numbers at Wymondham have doubled.</p>	<p>18/19 saw an operational profit at WLC of £40k.</p> <p>Fitness Direct Debit Membership numbers have now plateaued. A new car park extension is being planned to alleviate pressure and promote further growth.</p>

	<p>The swim school programme was revised to be operational all year round rather than term time only</p> <p>Ketts Park project is underway with the full size, floodlit 3G football pitch under construction. SNC take over the Management of the Ketts Park complex including tennis courts, pavilion and the 3G from November 18 (completion date TBC but Autumn 18 anticipated).</p> <p>Potential partnership arrangements to manage High School sports and leisure facilities are being investigated.</p> <p>A newly seconded Officer has been appointed to develop a range of leisure and Health initiatives in the community on a 6-month trial basis to assist the identified schemes to deliver in our community including- Hard to reach communities/new GP referral scheme/Dementia workshops and classes/Obesity initiatives and awareness/Mental Health challenges/gym phobic schemes/falls prevention. Outlying and community facilities will be utilised along with the leisure portfolio to facilitate and deliver the initiatives</p>	<p>Swim school memberships continue to grow/increase significantly.</p> <p>Ketts Park 3G Pitch, tennis courts and Pavilion opened as planned under SNC Management in Nov 2018. Bookings have increased to high level of weekday evening occupancy; weekend matches are being accommodated and additional Pavilion club hires advertised for. Car park enhancement complete.</p> <p>Working in partnership with the Sapienta Trust at Framingham Earl High School. Improving performance and Management options being considered for 20/21.</p> <p>The newly appointed Community Leisure Officer is a permanent role within the proposed new structure. The role will be aligned to the work Broadland Council delivers as community leisure linking initiatives and good practice for resident benefit. Several initiatives have already started following this appointment, including a 10k run in Wymondham in October which has the potential to bring in income, and there is the potential of a new parkrun into the South of the district where there is currently a void. The role is also delivering the newly launched GP referral scheme. Working closely with the SNC Community connectors to create a network of support</p>
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		for residents in need of advice, direction and relevant activity options. Dementia workshops and activity programme relaunching at Long Stratton Leisure Centre.
Continue to develop proposals for the re-development of Long Stratton Leisure Centre	<p>Necessary preliminary work was completed for the £2m refurbishment project which will see a new improved 75 station gym, new changing and showering facilities, increased car parking, and a brand-new café and soft play area. The project commenced on site at the end of March 2018.</p> <p>The project is on schedule to complete in Spring 2019. The steel structure has been erected and the new build underway. New school changing rooms will be opened in early Oct (to be used by public in the interim). Current centre operation is continuing and based in the main hall only delivering a gym and fitness class programme. Encouragingly membership has grown by 47 during the project period to date and there has been no negative customer feedback during the build to date.</p>	<p>The Centre continued to operate for the public during the refurbishment project and increased membership numbers by 100 prior to fully re-open in March 19 within the project year. New community clubs (gymnastic/trampolining) have been attracted to the centre revitalising a previously tired facility with a new demographic being attracted and offering something for everyone to enjoy.</p> <p>Delivered on time, on budget and with overwhelmingly positive public response. Membership is now nearly 800 and the membership income generated has more than doubled. The school are now accessing the hall and separate changing rooms independently. Daytime trade is buoyant with new classes, a soft play venue and associated catering function.</p>
Place, Communities and Environment	By 31st March 2018	To date
Deliver the new Community Asset Strategy, seeking opportunities to divest or diversify the use of Council owned assets And;	Discussion had taken place regarding the transfer of 6 public toilets – Diss, Loddon, Long Stratton, Harleston, Wymondham and Hingham to local Town and Parish Councils.	Long Stratton and Diss toilets are still to be transferred. Refurbishment is due to start either September or October. Once refurbishment is complete and the Town and Parish Councils are happy the asset will be transferred

<p>Work with Parish Councils and local members to review services provided, developing packages to ensure they are delivered in the most cost-effective way</p>	<p>Loddon Church plain toilet was closed with the agreement of the Parish Council in April 2018. A project is underway which is exploring the conversion of both Loddon and Long Stratton toilets to alternative use which will provide both social and commercial value.</p> <p>Loddon Staithe, Wymondham and Hingham toilets have been refurbished and the two latter are now subject to transfer agreements with the Town Councils.</p> <p>Diss and Harleston toilets will be refurbished by the end of the financial year and the Town Councils have agreed to take their running on. Options for a change of use for the Diss Tourist Information Centre building to rent out as retail have also been agreed in principle.</p> <p>Seven Town and Parish Councils have agreed to assume ownership and management responsibility of Footway lights in 2019/20.</p> <p>The Council is setting up a community group/trust to lead on the management of the Country Park land at Queen's Hills which is being transferred to the Council.</p>	<p>With no viable option for change of use the Council sold the toilet block by auction.</p> <p>Wymondham and Hingham have been transferred and are no longer the responsibility of SNC. There is a 35-year lease in place for Loddon Staithe toilets.</p> <p>A revised management agreement has been agreed with Diss Town Council (DTC), which will now lead to commencement of the refurbishment before transfer to DTC takes place. Harleston toilets have now transferred.</p> <p>The streetlights in Diss, Wymondham, Ditchingham, Kirby Cane, Ellingham and Costessey have been legally transferred. Loddon has now agreed to take on the lights and the process of transferring the lights has begun.</p> <p>The Trust has been set up, awaiting land to be formerly transferred to SNC. The Council has been liaising with the Development consortium on the condition of the football pitches prior to accepting the transfer.</p>
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	<p>The Council is actively disposing of land which is surplus to requirements on a regular basis with advice from Big Sky, creating capital receipts and relinquishing revenue costs of upkeep.</p> <p>In terms of diversification the Council is managing land with the input of the Norwich Fringe project, the probation service and local environmental groups to make even better use of resources.</p> <p>The Council continues to seek opportunities to diversify and divest in the community interest in line with the Community Assets strategy.</p>	<p>Where opportunities have arisen for surplus land to be disposed these have been pursued.</p> <p>The Councils continues to manage land with partners as described previously.</p>
Investigate the potential of a community lottery scheme to generate income to support community development	<p>Initial investigations indicated that income generation from a community lottery scheme was worth pursuing.</p> <p>Officers will be developing a proposal to discuss with Members in the near future.</p>	<p>This scheme is continuing to be investigated and will likely form a joint project with Broadland, scoping will be complete by the end of the year.</p>
Expand the commercial waste service, identifying new customers	<p>Significant growth had taken place in the service increasing from 390 customers in March 2017 to over 500 in March 2018</p> <p>Growth from a turnover of c.£250,000 in March 2017 from 390 customers to a projected turnover of £450,000 and 600 customers.</p> <p>Further optimisation is now required to allow additional capacity in the service by expansion in some fringe areas of the district.</p>	<p>There are currently 650 customers within the Trade Waste service with an estimated income of £500K in the Financial Year 2019/20. Customer requirements are being met via standalone trade rounds and integration with the main collection rounds where possible. The service is currently exploring the options for additional customers in Attleborough.</p>

Deliver the transformation plan to remodel the streetscene team	A review of how the Council inspects play areas has begun, looking at how to streamline and involve the depot in weekly inspections to align with bin collections, utilising the time which was previously spent servicing the public conveniences.	Due to the slow transfer of the Toilets, the inspection of play parks has not been transferred to the Streets Team at the Depot. Gary Howard has outsourced these inspections, which are now taking place via an external contractor. It is likely that the BDC sites will also be added to this contract, from 3 Nov 19, as originally they were conducted by NORSE.
Moving Forwards Together	By 31st March 2018	To date
Implement the Digital Transformation Programme, improving the customer experience and the efficiency of services	<p>Implemented site improve analytics and used insight data to provide quick link pathways for customers to the most visited topics on the web site, improving customer journey and experience.</p> <p>Developed and adopted the new digital strategy agreed by SLT and Cabinet focusing on making digital the first choice for customers by continually improving digital services and customer experience across all channels.</p> <p>Customer online account and single sign on solution created.</p> <p>Customer portal and gateway implemented with mobile first design. 3,800 customers signed up in the first six weeks.</p>	<p>Site improve implemented with the addition of a customer feedback function to enhance the data collected to provide the best customer experience possible.</p> <p>Digital Strategy created and approved by SLT for adoption. Extensive work done to make digital the first choice through simplification and ease of use for customers. For instance, reporting a missed bin is now just a single click for logged in customers.</p> <p>Created, implemented and integrated with Civica Council Tax System.</p> <p>Customer portal continually being enhanced and improved. Over 11,000 active digital customers currently signed up.</p>

	<p>Integrated portal with back office systems to present customer related data all in one place including polling station, councillors, council tax band and bin collection days to name a few.</p> <p>Enabled signed in customers to never need to provide personal details when accessing our online forms, making them quicker and simpler to complete.</p> <p>Consolidated "My South Norfolk" into the customer portal with integrated accounts.</p> <p>Created single customer consent management system to meet GDPR compliance and enable us to manage consent effectively and efficiently.</p>	<p>Integrated with the council tax system for customers to access accounts online. All previous customer access has been replicated and improved. We have also added a never before available service "Am I registered to vote" currently in test.</p> <p>All forms are designed to utilise signed in customers details, all new forms are also now built in this way as standard.</p> <p>We have surfaced My South Norfolk data into the online accounts and are now moving away from this to direct data access which means we can decommission this product saving approx. 11k per annum.</p> <p>Consent management built into the system from the ground up so that it is completely hands free and self-managing ensuring that only customers who have given consent are used and that this is always accurate and up to date.</p>
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<p>Undertake a Peer Review of the way the Council has approached Commercialisation, learning from the experience and evaluating feedback to improve our approach</p>	<p>The Council was assessed by Investors in People (IiP) in March 2017 and was accredited with the Platinum standard, one of the top 0.05% of organisations in the UK to have achieved the highest level of award and one of very few Public-Sector bodies to achieve this accolade.</p> <p>A critical part of the IiP process is to undertake an annual review and this assessment took place in March 2018, providing an opportunity to discuss updates, changes and challenges over the last 12 months. The review looked at the commercialisation agenda at South Norfolk having previously commended the Council for the many robust and embedded approaches in supporting communication and collaboration, demonstrating high performance through the introduction of commercial ventures and the changes to delivery of many services to increase efficiency and, where appropriate, commercial return.</p>	<p>The annual IiP review was undertaken in December 2018 and the Council once again retained its Platinum accreditation.</p> <p>In July 2018 the Council agreed to accept the recommendations of a Feasibility Study to work with Broadland District Council to form a single officer team to serve the two councils. The rationale for this approach included making more efficiencies and savings which would help to address the funding gap both Councils are facing in their medium-term financial plans. The feasibility study also recognised that working on a larger scale is also likely to provide additional opportunities for a commercial approach.</p> <p>These messages have continued to be relayed to the staff and at South Norfolk a series of workshops were held with staff to enable them to focus on “Being the best you can be” during this period of change.</p>

	<p>The March 2018 review assessment report highlighted some exceptional work and standards set by the Council and the liP assessor confirmed that “since the last assessment, South Norfolk has continued to focus on strategies to maintain and enhance the services to the community by equipping, enabling and empowering all employees to deliver and continuously improve”</p> <p>Feedback confirmed that due to the way strategies are communicated through the whole organisation including those working in remote sites establishes ownership, including the introduction of opportunities for cost savings or commercial wins.</p>	
<p>Undertake service reviews, examining their effectiveness in meeting customer needs and identifying financial savings</p>	<p>Food, Safety & Licensing</p> <ul style="list-style-type: none"> • Review Completed – October 17 • Improvement action plan in place <p>Environmental Services</p> <ul style="list-style-type: none"> • Review completed – December 17 • Improvement action plan in place <p>Out of Hours Service:</p> <ul style="list-style-type: none"> • Review completed - March 18 • New OOH procedures and provider put in place for OOH service <p>Customer Services Follow Up Review –</p> <ul style="list-style-type: none"> • Review Completed - February 18 • Improvement action plan in place 	<p>Food, Safety & Licensing</p> <ul style="list-style-type: none"> • Action plan taken forward which provided an enhanced digital service. <p>Environmental Services</p> <ul style="list-style-type: none"> • Staffing restructure implemented, and service improvements delivered <p>Out of Hours Service:</p> <ul style="list-style-type: none"> • New OOH provider in place. <p>Customer Services Follow Up Review –</p> <ul style="list-style-type: none"> • Improvement plan actioned and team are now part of the larger business support team which has resulted in a reduction of

	<p>Finance Review -</p> <ul style="list-style-type: none"> • Review Completed - February 18 • Improvement action plan in place <p>Revs & Bens</p> <ul style="list-style-type: none"> • Review Completed - February 17 • Action Plan Implemented – Split Revenues and Benefits teams <p>Pest Control Fee Review (Part of depot work)</p> <ul style="list-style-type: none"> • Review completed – April • Actions Plan in progress for new fee regime for rats and mice <p>Hazardous Waste (Part of depot work)</p> <ul style="list-style-type: none"> • Review completed – May <p>Garden Waste Optimisation (Part of depot work)</p> <ul style="list-style-type: none"> • Project Team in place - In Progress <p>CNC Non-Technical Review</p> <ul style="list-style-type: none"> • Review completed – June • Action plan in place 	<p>1FTE as well as taking on other administrative work for services.</p> <p>Finance Review -</p> <ul style="list-style-type: none"> • Staffing structure implemented alongside remaining actions. <p>Revs & Bens</p> <ul style="list-style-type: none"> • Integration of Benefits Team with Housing has improved the customer experience. <p>Pest Control Fee Review (Part of depot work)</p> <ul style="list-style-type: none"> • Fees increased for certain treatments to try and recoup full cost of service but service is not meeting expectations so are considering options for the service. <p>Hazardous Waste (Part of depot work)</p> <ul style="list-style-type: none"> • Website amended to signpost residents to providers of Hazardous Waste Removal. <p>Garden Waste Optimisation (Part of depot work)</p> <ul style="list-style-type: none"> • Garden Waste re-optimisation project delivered on time which has freed up capacity for new customers and improved the service for existing customers. <p>CNC Non-Technical Review</p>
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	<p>CNC Technical Review</p> <ul style="list-style-type: none"> • In progress - September <p>Systems Review</p> <ul style="list-style-type: none"> • Review completed - August • Actions in place for systems programme implementation <p>Long Stratton Leisure Centre Optimisation</p> <ul style="list-style-type: none"> • Review completed - September • Recruitment plan in place for refurbished centre <p>Grounds Maintenance (Part of depot work) (Linked to community assets Environmental Services)</p> <ul style="list-style-type: none"> • Review In progress <p>Bulky Waste (Part of depot work)</p> <ul style="list-style-type: none"> • Review in Progress 	<ul style="list-style-type: none"> • Actions implemented, providing a much-enhanced service for customers and maximised use of technical resources. <p>CNC Technical Review</p> <ul style="list-style-type: none"> • Review complete, identified areas which could be passed to non-technical team. Also identified level of technical staffing required and plan to increase salaries to become competitive and resolve recruitment issues. <p>Systems Review</p> <ul style="list-style-type: none"> • Actions being implemented but collaboration work has placed these on hold. <p>Long Stratton Leisure Centre Optimisation</p> <ul style="list-style-type: none"> • Staff recruited and centre in full operation. <p>Grounds Maintenance (Part of depot work) (Linked to community assets Environmental Services)</p> <ul style="list-style-type: none"> • Review completed, and productivity increased as a result of refining rotas. The Grounds Maintenance service is being expanded to encompass the sites owned by BDC and market surplus capacity to generate additional income. <p>Bulky Waste (Part of depot work)</p>
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	Early Help Follow Up Review <ul style="list-style-type: none"> • Review completed – May • Action plan in place 	<ul style="list-style-type: none"> • Review complete and service optimised. Early Help Follow Up Review <ul style="list-style-type: none"> • Actions taken forward
Ongoing review of fees and charges to ensure charged for services cover the cost of service provision	<p>Fees have been reviewed across a range of services to ensure that costs are covered. A review of leisure centre membership fees had taken place. The Bulky Waste collection service has also been reviewed and charges revised in line with costs of service provision.</p> <p>Pest control fees have been reviewed and are being revised.</p> <p>Licensing of homes of multiple occupation fees have been reviewed and revised.</p> <p>General increase, in line with inflation, of other service charges.</p>	<p>A number of fees were increased to reflect the Fees & Charges Policy agreed in October 2016 which focused on full cost recovery.</p> <p>These included:</p> <ul style="list-style-type: none"> • Pest Control Fees • Trade Waste • Grounds Maintenance • CNC • Taxi Licensing • Leisure Fees in April 2019 reflecting the local leisure market place and the improved facilities and the newly refurbished Long Stratton Leisure centre.

3.4 In relation to the Medium/Long Term Activities within the Strategy the following update is provided:

Activity	Update
Evaluate effectiveness of organisational development, taking on board feedback from liP Platinum review, to support staff in developing the skills and aptitudes necessary to deliver the Commercial agenda	<p>As described above the focus for organisational development over the past year has been to develop staff for the one team approach enabling them to become the best they can be. This programme also covered development of confidence and talents. The opportunities that the collaboration will offer have continued to be messaged to staff as well as the need to continue to take a commercial approach.</p> <p>A new organisational development programme will be delivered once the new one team structure is in place, this will include developing commercial skills within the one team to ensure new opportunities are not overlooked.</p>
Investigate opportunities for existing services to charge for new services, or develop ancillary / associated products for a commercial market place on a business case basis	<p>Big Sky:</p> <ul style="list-style-type: none"> • Rosebery Park – Phase 3, designs and feasibility have been completed (including the pre-application process) for 15 dwellings and commercial space. Currently preparing viability. • St Giles, Cringleford – Scheme allocated £7.8m accelerated construction funding from Homes England. Highways work carried out for site access. Planning permission application in progress. <p>Procurement:</p> <ul style="list-style-type: none"> • The Procurement service is now being provided to Great Yarmouth Borough Council.
Consider delivery models for internal services, challenging them to demonstrate value for money through existing delivery, and reviewing whether alternative models may be a more effective delivery mechanism – for example, shared services, companies, mutual or Trusts.	<p>The decision to proceed with the Shared Services collaboration with Broadland District Council means that as part of the process of joining services and teams together delivery models will be redesigned and opportunities for commercialisation will be explored as an element of this work. This includes looking at delivery models for the waste service.</p>

3.5 The strategy also suggested a number of ways to measure its successful implementation. Below is the progress against each of those measures.

		Update
Delivering a Financial Return		
	Growth in income earned by the Council	Income from Fees, Charges and other income rose by £148,000 in 2018/19 compared to 2017/18 to a total of £14.192m.
	Ability of the Council to set a balanced budget	The Council's Medium-Term Financial Plan is balanced until 2021/22. The savings from the collaboration should assist with the long-term deficit.
	Financial Return generated by wholly owned companies	The Big Sky Companies returned a profit in 2018/19 £177K. The Build Insight Group returned a loss for the year of £77K of which the Council shares 50% - £38K. In addition, the Council received additional benefits of approximately £618K in 2018/19 from loan interest, management charges, New Homes Bonus, Council Tax, Business Rates, and overhead charges.
Engaging with our customers to understand their needs, tailoring our offering to what they value the most		
	Increase in demand for non-statutory services	Leisure services saw a small growth in memberships of 58 over the 2018/19 year, however this does not include the significant increase in Memberships since Long Stratton Leisure Centre reopened. Strong demand for swim school continues. Demand for Trade and garden waste services continues. The Council's commercial portfolio continues to perform well. There has not been growth in demand at the Council's Car Parks.
	Income earned from cross-selling activities	The Leisure Service is the main area for cross selling with ancillary services such as the Café and Spa.
	Increasing use of online services	As reported to Cabinet Quarterly in the finance, risk and performance reports the use of online webforms continues to increase year on year as at Quarter 4 2018/19 68.66% of services that

		have an online webform were made via online self-service.
	Increase in Customer satisfaction	<p>Complaints and compliments are monitored by services to ensure customer satisfaction is maintained and if any remedial action needs to be taken for the benefit of future customers.</p> <p>Since the Garden Waste Re-optimisation there have been far fewer complaints received.</p>
Deliver services in the most efficient and effective way possible to ensure we remain competitive and viable		
	Cost savings generated through service reviews	The delivery of the balanced budget and 2018/19 outturn reflects the cost savings generated.
	Number of ideas generated by staff	No formal recording of the number of ideas has been undertaken but staff are encouraged to continually look for improvements to make efficiencies and savings.
Understand and shape the market in which we operate in order to make the most of our unique products and skills		
	Growth in market presence in existing and in new markets	<p>Big Sky's new development St Giles, Cringleford is a much larger scale than the previous two. The Build Insight Companies are a well-known brand within the Eastern Region.</p> <p>Long Stratton Leisure Centre now has a soft play offering which has been very well received.</p> <p>The new 3G Pitch at Ketts Park has been very successful.</p>
	Take up levels and profitability of new services and products	<p>As described in 3.3 Ketts Park 3G Pitch, tennis courts and Pavilion have seen bookings increase to high level of weekday evening occupancy; weekend matches are being accommodated.</p> <p>The site did not make a profit in 2018/19 due to one off set up costs but is forecast to in 2019/20.</p> <p>It is too early to assess the financial performance of Long Stratton Leisure Centre.</p>

4 PROPOSED ACTION

- 4.1 Following the decision to proceed with the collaboration with Broadland Council and the formation of a single Officer team to serve the two councils it is proposed

that this is an appropriate time to review the existing Commercial Strategy and to form a new joint one which reflects the scale of the opportunities across the wider footprint.

5 OTHER OPTIONS

- 5.1 The Council could decide not to review the existing strategy, but the existing strategy does not reflect the collaboration and the new One Team.
- 5.2 The Council could decide not to have a Commercialisation Strategy however the Council's desire to become financially self-sufficient is reliant on taking a commercial approach.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Each commercial proposal will be assessed on its own merits. There is a risk that should the Commercialisation Strategy not be successful that the council will need to review its level of services to deliver a balanced budget in the future.
- 6.2 **Legal Implications** – Legal advice is sought on a case by case basis depending on the individual project being taken forward.
- 6.3 **Equality Implications** – Each proposal will need to consider whether there are any equality implications.
- 6.4 **Environmental Impact** – Each proposal will need to consider whether there are any environmental implications.
- 6.5 **Crime and Disorder** – There will be no impact.

7 CONCLUSION

- 7.1 The Council has continued to deliver its Commercial Strategy over the past year building on the work from the previous year. The collaboration provides the opportunity to review the existing commercialisation strategy and form a new one.

8 RECOMMENDATIONS

- 8.1 Scrutiny Committee is recommended to note the progress in delivering the Commercialisation Strategy.
- 8.2 Scrutiny Committee is recommended to endorse the proposal to revise and adopt a new Commercialisation Strategy to reflect the collaboration with Broadland District Council and the opportunities which will arise from this.

Background Papers

Commercialisation Strategy 2017-2021

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 Sept 2019	Review of commercialisation Strategy Priority Opportunities	Director of Resources; and Portfolio Holder for External Affairs & Policy	The Committee to review progress on the Priority Opportunities outlined in the Council's Commercialisation Strategy 2017-2021 and what the outcome of this work has been. Committee members to also consider this in relation to the objectives set out in the "How we will measure success" section of the strategy. Members should also consider the work planned in relation to medium/longer-term activities. Members to make comments and any recommendations regarding the future direction of the Strategy in light of this.
30 Oct 2019	Empty Homes – follow up report	Housing Standards & Community Protection Manager; and Portfolio Holder for Health, Housing & Wellbeing	The Committee to consider a paper which provides the outcome of an officer review of properties within the District that have been empty for over 2 years in order to better understand the reasons of why they are empty and the application of policy. Members to consider whether any further scrutiny of this issue or recommendations are required.
27 Nov 2019	<i>No items scheduled</i>		
2 Jan 2020	<i>No items scheduled</i>		
22 Jan 2020	<i>To be held in the event of a call-in only</i>		
6 Feb 2020	2020/21 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2020/21 budget and the recommendations of Cabinet. Members to also The Committee should formulate a recommendation to Council regarding the budget for consideration at its meeting on 17 February 2020.
19 Feb 2020	<i>To be held in the event of a call-in only</i>		
25 March 2020	<i>No items scheduled</i>		
7 May 2020	<i>No items scheduled</i>		

Scrutiny Recommendation Tracker 2019/20

Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
28 June 2019	LONG-TERM EMPTY HOMES – APPROACH AND POWERS	Housing Standards & Community Protection Manager	<ol style="list-style-type: none"> 1. To note the Council's approach to dealing with empty homes; and 2. For officers to review the properties that have been empty for two years or more. 	Review underway and scheduled to come back to committee in October 2019.	<p>Members were able to understand the complexities around the management of empty homes and the powers available to the Council and the effectiveness of measures used by officers.</p> <p>Members were keen to further investigate the properties that had been empty for over 2 years to identify if any further assistance from the Council was available.</p>

CABINET CORE AGENDA 2019

Council 16 September					
14 Oct	O	Offender Protocol	Mike Pursehouse	Y Bendle	N
	O	Joint Commercialisation Strategy	Debbie Lorimer	J Fuller	N
	K	Greater Norwich LP Regulation 18 Consultation	Phil Courtier	J Fuller	N
11 Nov	O	Performance, Risks, Revenue and Capital Budget Position Report for Quarter Two 2019/20	E Pepper /J Brown/ E Goddard	A Thomas /K Mason Billig	N
	O	Treasury Management Quarter 2	Julie Brown	A Thomas	N
	K	Diss OPE	Mark Heazle	Y Bendle	Y
	O	Essential Worker Housing	Keith Mitchell/ Kay Oglieve-Chan	Y Bendle	N
	K	Environmental Action Plan	Alison Old / D Baillie-Murdon	K Kiddie	N
	O	Update on Charging Schedule for Pre-Applications	H Mellors	L Neal	N
	O	Single Domain Name	Catherine Morris Gretton/ Jenny Mitchell	K Mason Billig	N
	O	Locality Working and Social Prescribing	Kerrie Gallagher	Y Bendle	N
	O	Review of Discretionary Rate Reliefs	Paul Chapman/ Simon Quilter	A Thomas	N
9 Dec	O	Consultation followed by adoption of CA Appraisals and Boundary Amendments	Chris Bennett	L Neal	N
	O	Early Help Model Across Authorities	Mike Pursehouse	Y Bendle	N
	K	Waste Services Review	Sarah Bruton	K Kiddie	N
	O	Health and Wellbeing Priorities	Sam Cayford	Y Bendle	N
Council 16 December 2019					
6 Jan 2020	K	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Phil Courtier	J Fuller	N

Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.