

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 27 November 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 27 September 2019;**
(attached – page 6)
5. **South Norfolk Welfare Rights and Debt Advice Provision;**
(Please note that representatives from North East Suffolk (report attached – page 9) Citizens Advice Bureaux, Norfolk Citizens Advice and Diss, Thetford & District Citizens Advice will be in attendance for this item)
6. **Long Term Empty Homes - Approach and Powers;** (report attached – page 25)
7. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;** (attached – page 35)

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.

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.

Does the interest directly:

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

If the answer is "yes" to any of the above, it is likely to be pecuniary.

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.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

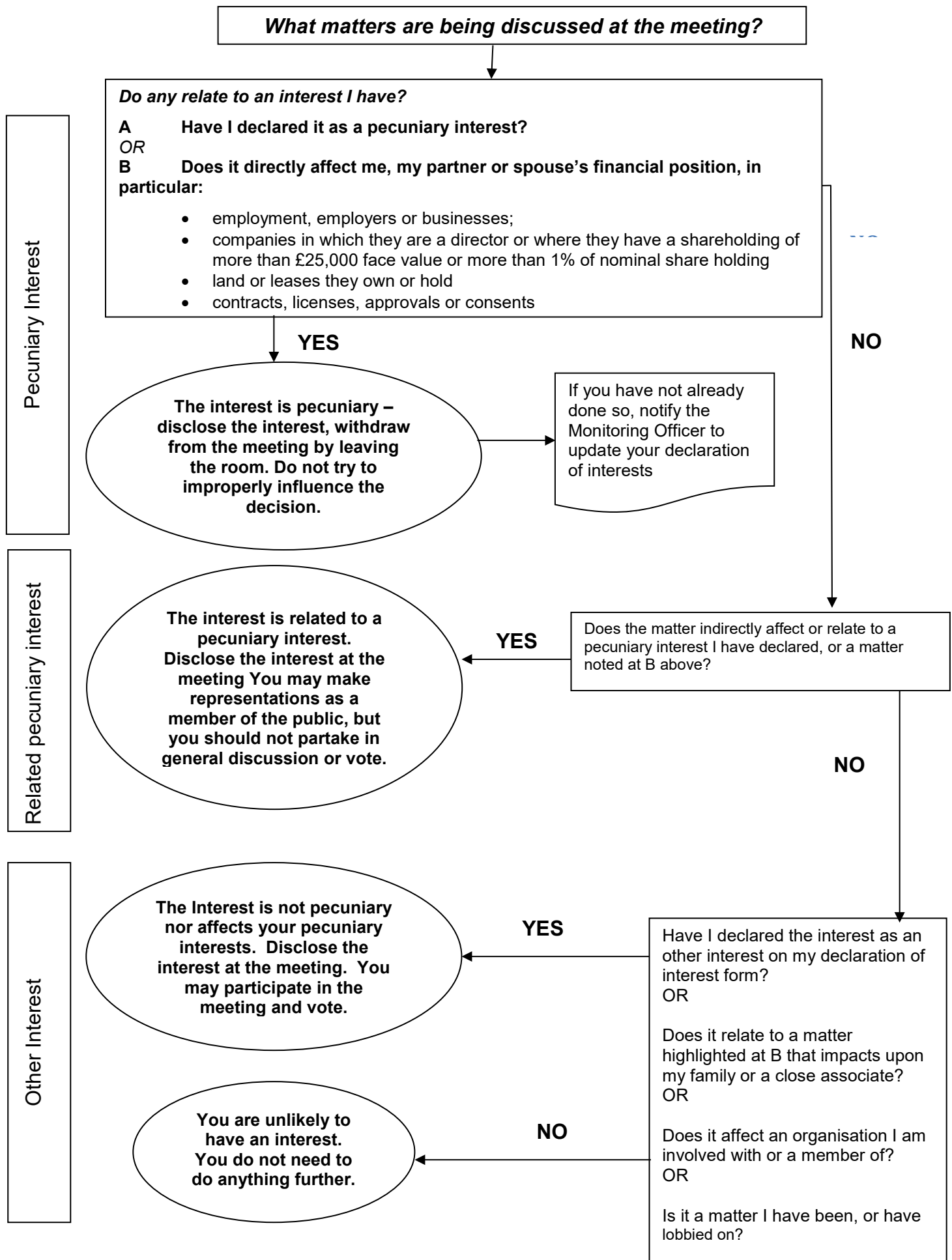
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.

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.

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.

**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 25 September 2019 at 9.30am.

Committee Members Present: Councillors: G Minshull, V Clifford-Jackson, B Bernard, B Duffin, R Savage and J Wilby

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

Cabinet Members in Attendance: Councillor: J Fuller

Officers in Attendance: The Assistant Director, Individuals and Families (M Pursehouse), the Group Accountant (J Brown), the Management Accountant (G Harvey), the Trainee Management Accountant (J Head) and the Senior Governance Officer (E Goddard)

1253 MINUTES

The minutes of the meeting of the Scrutiny Committee held on 28 June 2019 were confirmed as a correct record and signed by the Chairman.

1254 IMPLEMENTATION OF THE COMMERCIALISATION STRATEGY

Cllr Fuller introduced the item, providing members with details of the background and the Council's rationale and objectives leading to Cabinet's agreement to implement the Commercialisation Strategy in June 2017. He explained that South Norfolk Council had responded to the reduction in government funding by resolving to seek opportunities and develop commercial ventures in order to generate additional income rather than to remove or reduce services. Members noted that the Strategy was not merely focussed on making money for its residents but also about producing quality housing, demonstrating leadership in industry, and providing health benefits through its leisure offer. Cllr Fuller reminded members that South Norfolk had been placed in the top six Commercial Councils of the Year at the Local Government Chronicle (LGC) annual awards, which he regarded as an outstanding national achievement.

The Group Accountant presented the report which sought to update members on the progress in implementing the priority opportunities and the key focus areas in the medium to long term, as outlined in the Council's Commercialisation Strategy 2017-21.

In response to a member's question regarding the Council's attitude towards investments outside of the district, Cllr Fuller advised that although South Norfolk Council had financial interests outside of its area, such as CNC Building Control and through its partnership with other Norfolk councils, the aim was to focus mainly on commercial projects within South Norfolk.

The Committee considered the report, page by page and officers responded to a number of general questions and agreed to reply to several individual queries outside of the meeting.

Regarding the refurbishment of Wymondham Leisure Centre, Cllr Fuller confirmed that, due to further investment, the centre was now returning a profit and providing an excellent service to deliver health and leisure benefits to residents of Wymondham and the surrounding area. He was pleased to report that the refurbished facilities far exceeded the expectations of a council-run leisure centre.

In response to a question regarding community lottery schemes, it was clarified that these were projects run by local community groups but licensed by the Council.

Members discussed the digital transformation programme and were pleased to note that over 70% of routine customer enquiries were resolved online. In response to a member's question regarding customers who were unable or did not wish to contact the Council online, it was confirmed that South Norfolk Council operated a freephone telephone number and that, by dealing with over 70% of its enquiries online, more resource was available to deal with those residents choosing to make contact by phone or in person.

The Committee considered the collaboration with Broadland District Council and the potential commercial opportunities which could be explored. Whilst welcoming ideas, Cllr Fuller stressed that it would be premature to further consider possible projects until the staffing restructure had been completed and the Council had a stable officer platform. Members were reminded that the Scrutiny Committee's role was to monitor the progress of the Commercialisation Strategy for South Norfolk and to endorse the proposal that a Joint Commercialisation Strategy be developed to reflect the opportunities which would arise from the collaboration with Broadland District Council.

It was then:

RESOLVED:

1. To note the Council's progress in delivering the Commercialisation Strategy;

and
2. To endorse the proposal to revise and adopt a new Commercialisation Strategy, at the appropriate time, to reflect the collaboration with Broadland District Council and the opportunities which will arise from this.

1255. WORK PROGRAMME

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

It was suggested and agreed that the meeting scheduled for 30 October 2019 be cancelled and the item on Empty Homes be deferred until the meeting scheduled for 27 November 2019. It was also agreed that the Scrutiny Committee consider a report on the Council's internal and external funding of debt and welfare support, including the Citizens Advice, at the November meeting.

(The meeting concluded at 10.48am)

Chairman

South Norfolk Welfare Rights and Debt Advice Provision

Report Author(s): Liam Pickering
Early Help Hub Manager
01508 533684
lpickering@s-norfolk.gov.uk

Portfolio: Yvonne Bendle, Health, Housing and Wellbeing

Ward(s) Affected: All wards

Purpose of the Report:

The purpose of this report is to review the debt and welfare rights advice provided by the Council across the District through direct delivery and commissioned support, to ensure that residents receive the right support, as early as possible to prevent issues escalating and that the Council receives value for money.

Recommendations:

1. Scrutiny are asked to review the way we deliver welfare rights and debt advice and offer suggestions for the future models of service delivery.

1 CONTEXT

- 1.1 South Norfolk Council and its partners provide a range of internal and outsourced debt and welfare advice delivered across the District. This is to ensure that residents receive the right support, as early as possible to prevent issues escalating.
- 1.2 Whilst a number of services and agencies based in and around the District will have an impact on people's financial situation this report only focuses on those with a clear welfare rights or money advice and guidance remit as part of their day to day activity. The council needs to ensure that we receive value for money for these services, which are reviewed in the report.

2 BACKGROUND

- 2.1 South Norfolk Council delivers a range of functions to support customers with welfare rights or debt issues. These are made up of internal staffing resources including FIRST officer, debt and welfare officers, flexible crisis funding and externally delivered services.
- 2.2 The external welfare rights and debt advice provision is delivered by three separate Citizens Advice organisations. A wider network of community-based advice and support provision is accessible to customers via the Help Hub.
- 2.3 Internal services work with people from an early stage of need, providing access to wider services and support through our help hub approach. Formal advice provision is available for those with higher need. Our internal resources are more limited with regard to debt prevention resources and self-help tools.
- 2.4 Citizens Advice provides a range of resources from information and self help on their website, to webchat and face to face formal advice for those with a higher level of need. In theory, if effectively resourced and delivered, this provision spans the whole spectrum of money advice need, as shown below.
- 2.5 As part of the review of Help Hub services through our "Two Councils, One Team" collaboration with Broadland District Council, improved web resources and self-help tools for welfare and debt advice are planned.
- 2.6

Money worries	Early debt	Ingrained debt
Self Help and information	Access to services and initial guidance	Formal advice
Citizens advice Provision: Website, Webchat, phone line, Citizen Advice centre, formal advice		
Self-help offer currently weak	SNCs current internal debt provision: connectors, FIRST Officers, Welfare Rights and Debt Advisor	

- 2.7 The Help Hub, and its associated services such as Housing and Benefits and the Community Connectors, provide a main point of entry into services in South Norfolk. Last year the Help Hub dealt with over 2230 cases. Based on figures for 2019/20 this figure is likely to be higher.
- 2.8 Figures show 286 people approached the Help Hub with financial issues as their primary need in the previous 4 months of 2019/20. This figure does not represent a true reflection as this is based on the presenting need listed on the Request for Support, financial issues may be linked to many other presenting needs. Estimates, based on previous dip sampling, suggest that over a third of cases accessing the hub have some level of financial need. This would equate to around 1,000 cases needed some form of money advice per year on the current projected annual figures.
- 2.9 These figures do not allow us to ascertain type of money advice needs customers have or the level of severity. However, anecdotal information would suggest there is an increase in the complexity of need, especially in relation to welfare rights advice.
- 2.10 Our current Welfare Rights and Debt Advice service can see around 800 people per year so cannot fully meet this growing need alone.

3 CURRENT POSITION

Internal debt and welfare resources

- 3.1 The Help Hub provides an access point to services for customers with a range of needs. One of the most common reasons for contact is money related problems including issues with benefits, debts and funding of support provision.
- 3.2 The help hub provides a flexible and responsive resource to help customers overcome these issues. Often this is through linking into services delivered directly by SNC and the Help Hub.
- 3.3 Our current in house resources is below

Service/resource	Remit of work in relation to money advice
Welfare Rights and Debt Advice Service	Complex disability benefit claims and appeals Intensive debt advice and support Pension support
Flexible fund	Hub fund to provide immediate response to financial crisis or to secure a provision not available elsewhere. Often used for emergency fuel or food purchases
FIRST Officers	Independent living skills and debt prevention for customers in council temporary accommodation. Support for those resettling within the community to develop independent living and money management skills.

Community Connectors	Social prescribing can provide immediate information on a range of issues and a first point of contact for customers. Will also support with non-specialist aspects of welfare and debt provision: help completing benefit claims and paperwork, accessing funding, supporting customers to make contact with services and debtors, budgeting.
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Welfare Rights and Debt Adviser

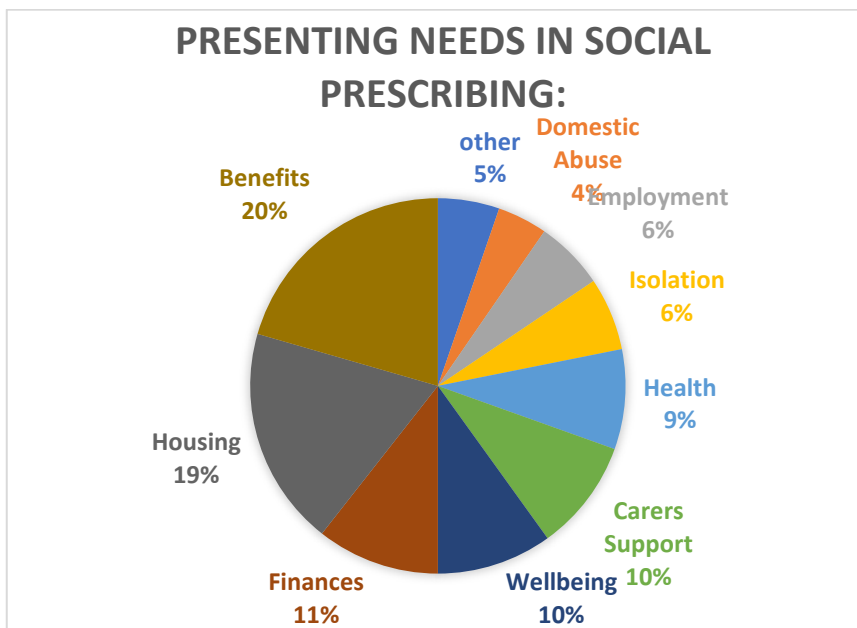
- 3.4 The key formal element of internal welfare and debt advice is the Welfare Rights and Debt Adviser. Currently 1 x FTE but increasing as a result of the joint working with Broadland this resource provides one to one advice and support in relation to debts and welfare benefit claims and appeals.
- 3.5 The Welfare Rights and Debt Advice service dealt with a total 402 customers in the first 6 months of 2019/20. Dealing with 185 debt issues and 573 welfare rights issues. Whilst this officer deals with around 800 cases per year they also provide significant amounts of guidance and consultation to other colleagues in the help hub. This is invaluable to help hub partners who have access to immediate advice and support and demonstrates the value of co-located staff.
- 3.6 The bulk of the work delivered by this officer currently takes the form of welfare rights advice, usually this relates to disability benefits claims and appeals for older or vulnerable people. However, if there is an increase in presenting need for debt advice internal resources present a flexible resource to support these customers.
- 3.7 Our Welfare Rights and Debt Adviser has been in with the organisation for around 20 years. During this time the ways in which customers access this service has changed. Traditionally cases were referred for support by Housing, Council Tax, Benefits and Independent Living teams. Now, Help Hub referrals make up the majority of referrals (80%), meaning far more people are accessing this service directly rather than via a partner agency. The service operates at capacity but this change in access routes to services means that there is now a greater pool potential customers for the service. There is a risk that it will not meet future demand.

FIRST Officers

- 3.8 The FIRST (Financial Independence, Resilience, Skills and Training) service was implemented in 2016 in order to help meet the demand for money related support and advice, to support the development of independent living skills and to facilitate SNC temporary accommodation. FIRST officers also work with any member of the community but due to the increase statutory responsibilities in relation to the Homelessness Reduction Act (HRA) much of their work has had to be refocused on cases at risk of homelessness or residents in Council temporary accommodation.

Community Connectors

- 3.9 Whilst not specifically funded to deliver welfare rights or money related support and advice, Community Connectors are often the first port of call for customers with benefit or money management issues. Community connectors saw 251 customers in relation to debts, welfare benefits or other money management issues in the first 6 months of 2019/20.
- 3.10 Estimates suggest that around 1,500 cases access the help hub each year with some level of money related issue including welfare benefit problems or debt. The number of cases accessing the hub through social prescribing is increasing year on year so this figure is likely to increase. Whilst not all these need formal advice the current internal provision does not have capacity for a continued increase.
- 3.11



Help Hub Flexible Fund

- 3.12 The Help Hub oversees a small budget that is used by SNC and Hub partners to support customers experiencing a financial crisis. This will often be used for emergency provision of electric, gas or food for particularly vulnerable customers. Any payments made under this provision are made subject to the customer engaging with early help services to address wider needs.

Two Councils One team

- 3.13 Broadland District Council removed funding from Citizens Advice in 2014 instead choosing to employ two internal Debt and Welfare staff. These staff will now be working across Broadland and South Norfolk, alongside the existing welfare and debt provision in South Norfolk Council. A consistent approach to advice and

guidance funding and service delivery would be of benefit to customers and staff, it would provide clarity and better quality of service.

Citizens Advice

3.14 South Norfolk Council is one of a number of authorities that provides our three local Citizens Advice organisations with core grant funding. In 2015, the Council removed many core funded Service Level Agreements (SLAs), in favour of funding for specific projects or activity or for partnerships that sought joint external funding. As part of this CA retained core funding at their current figures:

- North East Suffolk Citizens Advice Bureaux: £4,000
- Norfolk Citizens Advice: £22,583.50
- Diss, Thetford and District Citizens Advice: £15,348

3.15 These organisations remain unique in their funding partnership with SNC in that they are now the only organisations funded regardless of specific activity or targets and are funded to deliver the core services that the organisations provide, rather than a set project. Whilst we class this funding overall as CA funding, each CA is a separate body and therefore we have three separate SLAs. For a number of years, Citizens Advice has been on the outside bodies list, which members sit on to represent the Council. Currently we have the following members as representatives for each CA:

- Cllr J Wilby - Diss, Thetford and District Citizens Advice
- Cllr Neal - Norfolk Citizens Advice
- Cllr Clifford-Jackson- North East Suffolk Citizens Advice

3.16 Since the inception of new funding conditions considerable internal and external investment has been made into a wider reaching offering of social welfare provision supported by multi-agency partnerships. This includes:

- Early Help Hub – access to services for any SNC resident regardless of identifying need. A comprehensive referral system for a range of services
- Social Prescribing – a front door to services in people’s communities providing initial advice, information and support as well as a link to the most appropriate services

3.17 As funding becomes more restrictive there is a need to reconsider what we pay external partners to deliver and how we target any funding at areas of need, both in terms of geography and issue. Long term core funding for external projects present a challenge to our procurement rules, which requires the Council to pursue best value from contracts.

3.18 Citizens Advice Service Level Agreements

3.19 The current SLAs with CA enable them to provide an entry point to advice and guidance on behalf of South Norfolk Council to the residents of the district. According to the SLAs the service offered by each provider shall:

- Act as a point of entry to advice provision allowing customers to access information and advice to resolve their issue at the earliest opportunity

- Actively link customers to most appropriate support provision according to their need.
 - Align services to support the delivery of the early help approach by engaging at events, meetings, training and day to day working, as long as it meets the Citizens Advice membership requirements.
 - Provide access into the most appropriate advice by escalating cases in need of more holistic or specialist support into the most relevant service including via South Norfolk Council's Help Hub
- 3.20 Although not detailed in the current SLA, historically we have funded CA to deliver frontline preventative advice in relation to housing and homelessness, welfare rights and debt, in order to help the Council meet its statutory and social obligations to residents in these areas. We also employ internal colleagues to deliver advice in each of these areas.
- 3.21 The CA have provide a recognised and accessible entry point to advice and guidance through locations in Diss, Wymondham, Norwich, Beccles and Bungay. The latter three locations are all out of the district but provide recognised access points to residents in South Norfolk's border areas.
- 3.22 Analysis from Citizens Advice services**
- 3.23 Analysis of 2017/18 accounts suggests current SNC funding represents between 2% and 5% of the annual gross income for the Citizens Advice services in the district. If we apply the amount of core funding from SNC to customers seen, Citizens Advice can evidence significant value for money, in reality it is much more complicated to assess as the organisation receive multiple streams of public funding.
- 3.24 As well as numerous core funders CAs also gain significant income for specific projects or services. The amount and type of funding varies across the different CAs. Many customers seen are seen under specific funded projects which have includes Universal Credit "help to claim", Pensionwise, funded energy projects and social prescribing in Norwich and Broadland only.
- 3.25 It is important to note that each of those contracts would remain regardless of SNC funding and the customers seen by these services should not necessarily be attributed to SNC spend. A reduction in core funding from multiple partners could however limit CAs ability to secure or deliver on these contracts.

2018/19 outcomes

- 3.26 Citizens advice are funded to advise residents and to reduce demand on more costly council resources in future.
- Diss and Thetford: 1210 South Norfolk residents accessed the service with 3,181 issues
 - NES CAB: 324 South Norfolk residents access the service with 1,064 issues
 - Norfolk CA: 1,440 residents accessed the service with 6,509 issues

- 3.27 Customers are engaged with through a number of channels including email, webchat and phone but 53-55% are seen face to face across all CA partners. Due to the data is recorded and reported by CAs and SNC it is impossible to track whether these customers did not subsequently access SNC services following a CA intervention. As such the true impact of CA services on SNC statutory and non-statutory services is impossible to determine.
- 3.28 Receiving clear and meaningful data from partners such as CAs has always been a challenge. Due to the volume of funding streams and services they deliver it is difficult for them to identify exactly what SNCs contribution is paying for in terms of outcomes.
- 3.29 Annual dashboard information for each of the CAs is attached as appendix 1. This shows the number of South Norfolk residents worked with.

Gaps in SNCs relationship with CA

- 3.30 Whilst officers at both and operational and strategic level have good working relationships there are some challenges within day to day working. CAs are not present in the Help Hub and are rarely able to attend the Help Hub monthly partnership meetings or thrice weekly case meetings. This leads to a potential duplication of work with both CA and SNC (or partner agencies) working with the same customers on the same issues. If customers receive contradictory advice from different partners, it can delay or even jeopardise a positive outcome.
- 3.31 Universal Credit help to claim funding was originally provided to local authorities, including South Norfolk, to support residents with the initial stages of a universal credit claim and adapting to a monthly, rather than weekly, budget. From April 2019 this funding went to Citizens Advice nationally. Despite this SNC Benefits Officers and Community Connectors still receive many enquiries from UC customers needing help with their claims and budgets but do not have the resources to deal with this. Appropriate pathways need to be put in place to ensure that UC customers accessing our services can access the help to claim provision in a timely way. This could include this provision having a direct link into the Help Hub.

Changing service landscape

- 3.32 Whilst traditional locations, such as Citizens Advice are still accessed by significant numbers of people, advice and guidance is often accessed in different ways to how it was in 2015. An increased use of online information nationally means more people use self-help and the role out of Social Prescribing locally means that community connectors provide a new entry point into the Help Hub services of over 30 organisations from 18 GP surgeries and 6 community locations across the district.
- 3.33 People go to different places to access information advice and guidance:
- 2234 contact Help Hub for support in 2018/19
 - 1348 people saw a community connector in 2018/19
 - SNCs Welfare Rights service supported over 700 customers in 2019

4 PROPOSED ACTION

Future funding considerations

- 4.1 The purpose and effectiveness of providing funding internal and external services to support debt and welfare advice should be further analysed ahead of the budget setting process for 2020/21.
- 4.2 The principle of offering long term core funding could be considered inefficient as it is difficult to assess performance based on this generic activity. New arrangements should focus relationships on the issues that are most pressing for the organisation and clearly procured services with outcomes and targets to demonstrate value for money.
- 4.3 If we move to a more targeted model of service delivery, funding specific activity, the managing SLAs with three separate organisations would present a challenge. Three sets of reporting, monitoring, SLA negotiations and ongoing relationship management would use a significant amount of officer time. If we moved to a single SLA with a lead provider the amount of time spent on this by officers would be much lower.
- 4.4 Procurement rules also need to be considered when redesigning our approach to welfare rights and debt provision. Should SNC choose to fund specific and measurable debt and welfare activity, rather than generic citizens advice services, this will need to follow SNC procurement rules. This means the opportunity to deliver these services would be open to a wider pool of service providers. This may not be the case if the services being procured were deemed to be unique to one provider.
- 4.5 Any future arrangements with service providers should be based on clearly identifiable targets and should enhance our Help Hub and social prescribing arrangements, rather than competing for the same customers.
- 4.6 The current SLAs have already been terminated to enable a conversation to take place around any new arrangements coming into effect in April. This process will allow us a 6-month window to agree through the budget setting process what new arrangements we will put in place.
- 4.7 Norfolk County Councils funding of advice services also runs to April 2020 although a decision on whether these will be reviewed or extended has not been reached.

5 ISSUES AND RISKS

Risks –

- 5.1 Removing funding from a nationally recognised and established service provider could present a risk to the Council's reputation and any changes would need to be

managed effectively. Providing in house services, reduces risk in terms of having direct control of managing front line delivery.

- 5.2 If future service provision remains unchanged or if it is re-procured ineffectively there would be a continued risk of duplication of services.
- 5.3 Removing funding or support from any service, internal or external, could result in a disruption to the delivery of these services. This could lead to residents needs not being met and could result in significant hardship.
- 5.4 Outright removal or significant reduction of any core funding could have an impact on CAs back office provision, leaving them unable to deliver on other contracts.
- 5.5 CAs provide a recognised and well-regarded access point to services in a range of locations. Changes to funding could lead to a loss of accessible services in these locations, this would be more likely if further core funding is removed by other parties.

6 CONCLUSION

- 6.1 If the current trends continue then internal provision is unable to meet future demand for money advice, welfare support and independent living skills brought by the roll out of Social Prescribing and the Homelessness Reduction Act. The status quo is not acceptable, we need to remodel the way we work.
- 6.2 Our efforts to create access points to services into communities has resulted in more customers making contact with our services. The current provision of internal and external services must be considered to allow it to continue to meet increased and changing demand.
- 6.3 Externally delivered services provide a valuable part of our welfare rights and debt offer but need to be more closely aligned with our Help Hub approach in order to provide the most efficient services.

7 RECOMMENDATIONS

- 7.1 Scrutiny are asked to review the way we deliver welfare rights and debt advice and offer thoughts on the future models of service delivery.

Background Papers

List any background papers here

Appendix 1: Citizens Advice Dashboard Data for 2018/19 and first half of 2019/20.

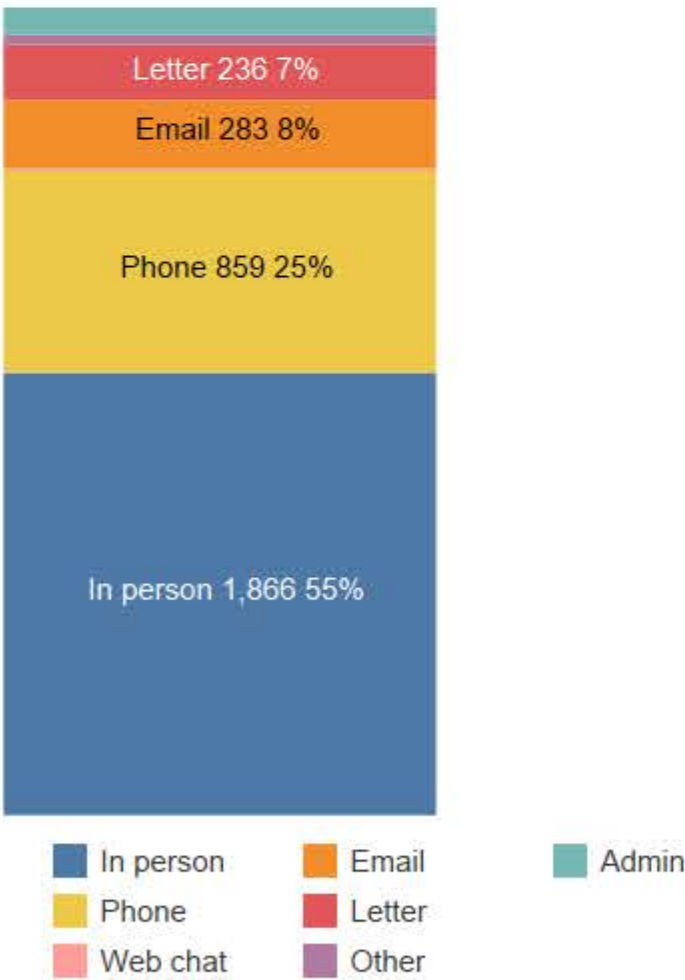
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Summary

Summary	
Clients	1,210
Quick client contacts	
Issues	3,181
Activities	3,400
Cases	1,322
Outcomes	
Income gain	£331,836
Re-imbursements, services, loans	£472
Debts written off	£203
Other	£0

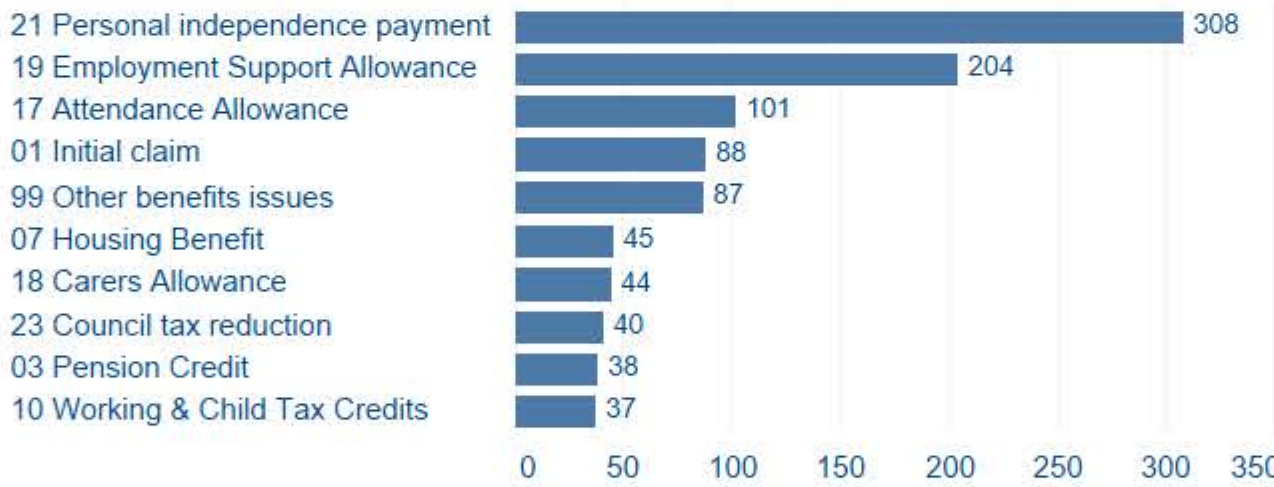
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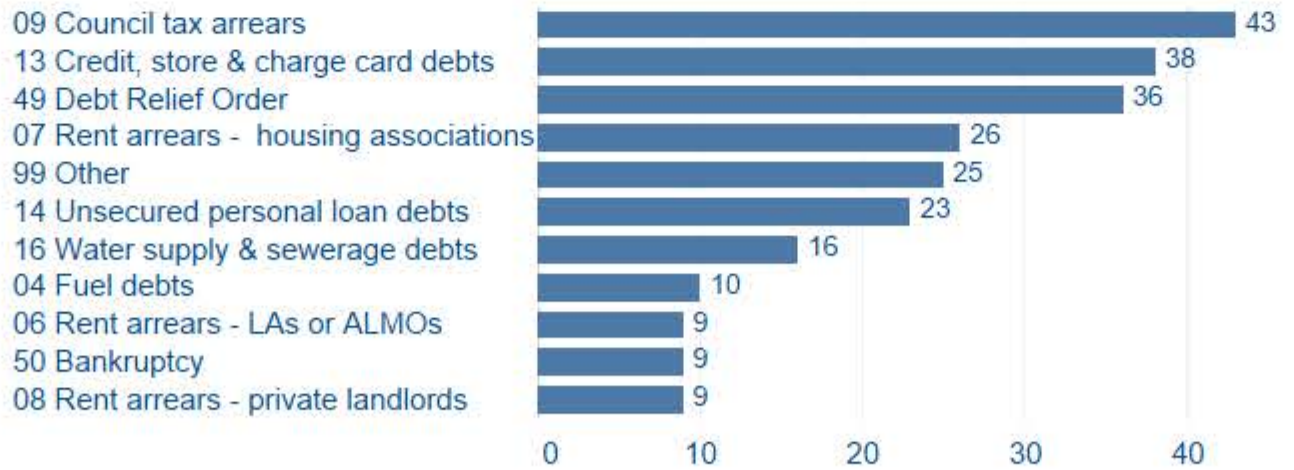
Issues

	Issues	Clients
Benefits & tax credits	979	332
Benefits Universal Credit	189	94
Consumer goods & services	93	63
Debt	304	134
Discrimination	24	14
Education	8	8
Employment	329	155
Financial services & capability	309	234
Health & community care	53	31
Housing	166	112
Immigration & asylum	9	6
Legal	141	100
Other	101	72
Relationships & family	244	143
Tax	47	30
Travel & transport	75	63
Utilities & communications	110	58
Grand Total	3,181	

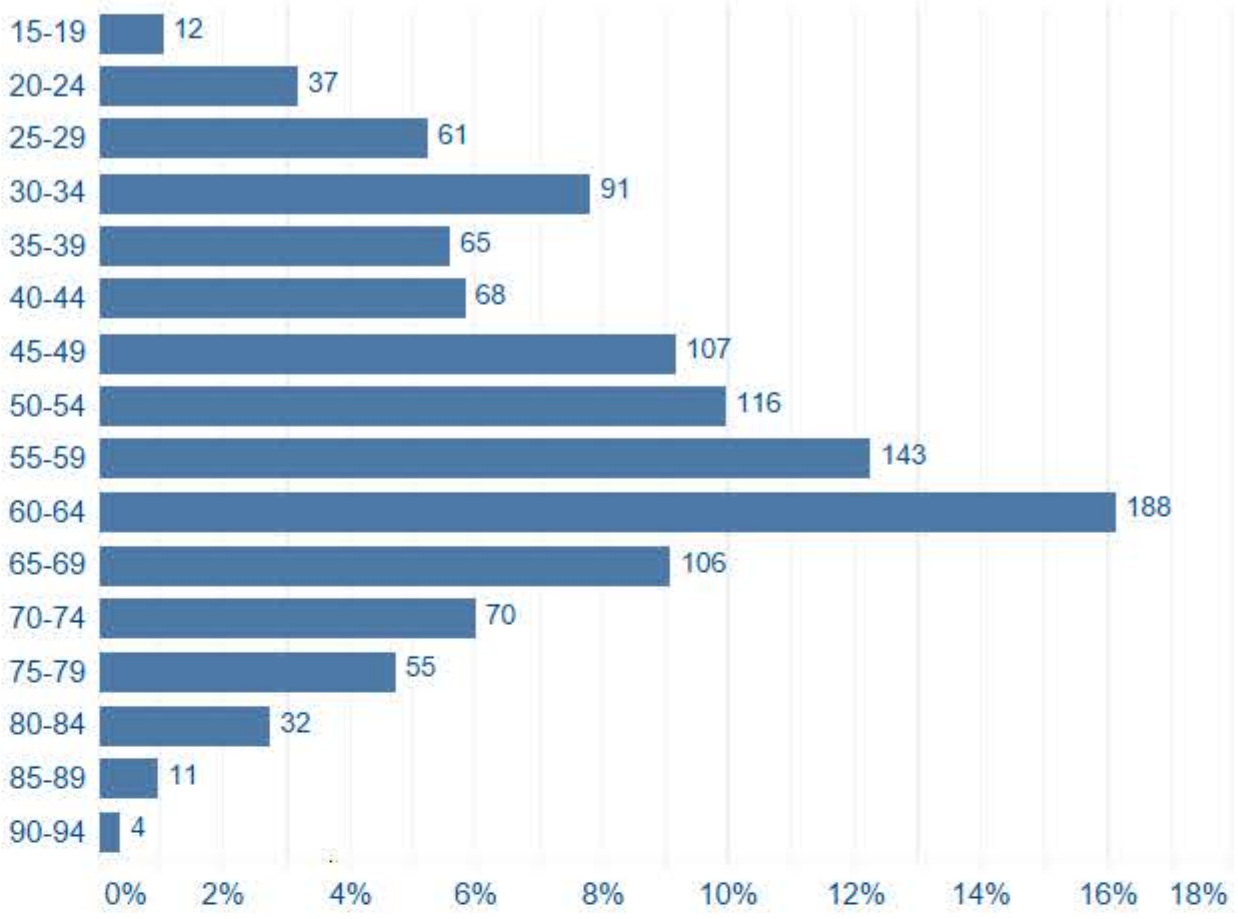
Top benefit issues



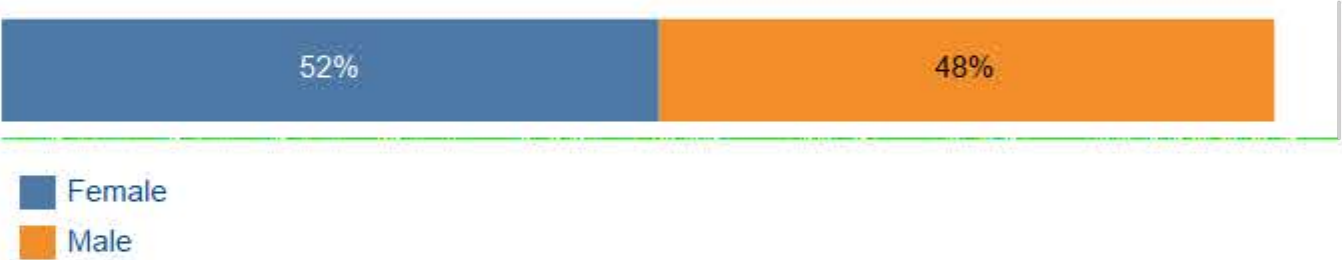
Top debt issues



Age



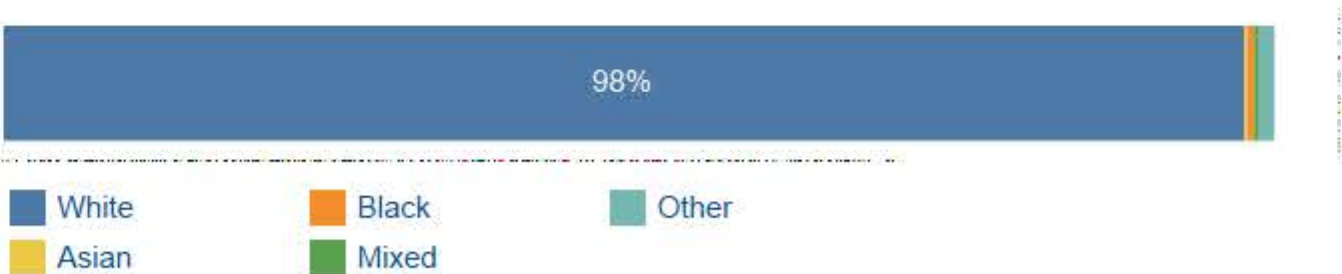
Gender



Disability / Long-term health



Ethnicity



Key Statistics

04/04/2018 29/03/2019



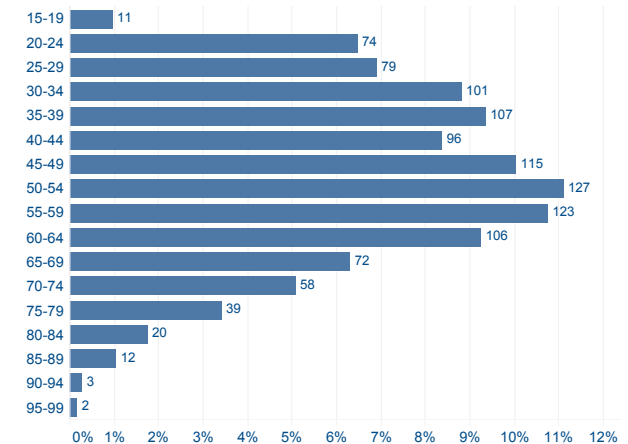
Summary

Summary	
Clients	1,440
Quick client contacts	251
Issues	6,509
Activities	2,345
Cases	1,406
Outcomes	
Income gain	£99,923
Re-imbursements, services, loans	£727
Other	£9,841

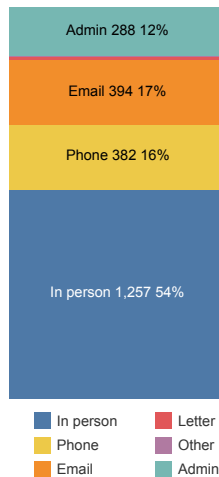
Issues

Issues	Clients
Benefits & tax credits	447
Benefits Universal Credit	108
Consumer goods & services	118
Debt	254
Discrimination & Hate & GVA	49
Education	13
Employment	221
Financial services & capability	66
Health & community care	54
Housing	183
Immigration & asylum	27
Legal	265
Other	59
Relationships & family	232
Tax	33
Travel & transport	42
Utilities & communications	30
Grand Total	6,509

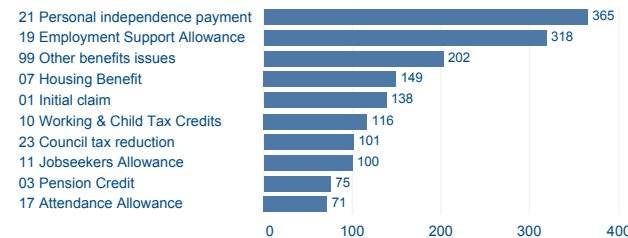
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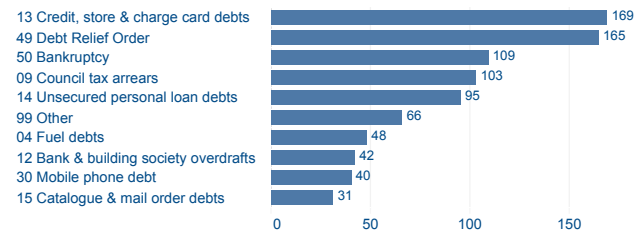
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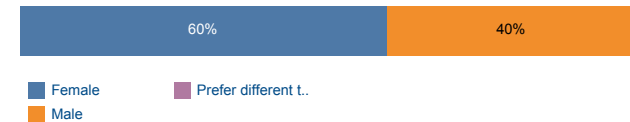
Top benefit issues



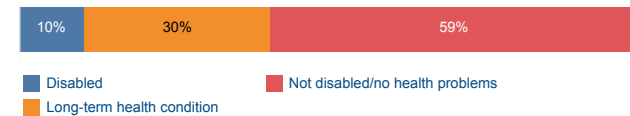
Top debt issues



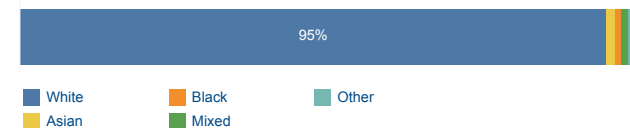
Gender



Disability / Long-term health



Ethnicity



Key Statistics

03/04/2019 28/06/2019



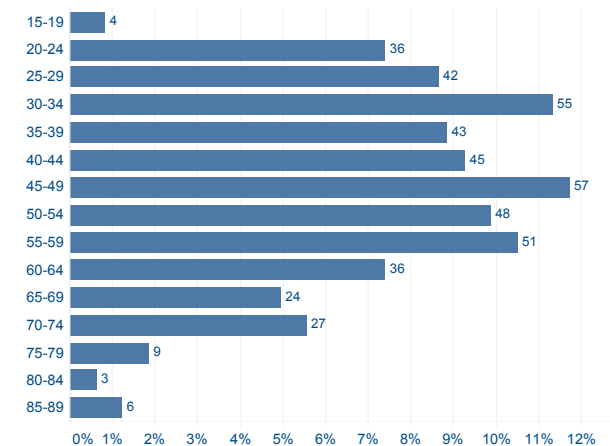
Summary

Clients	573
Quick client contacts	97
Issues	1,993
Activities	866
Cases	508
Outcomes	
Income gain	£10,928
Other	£0

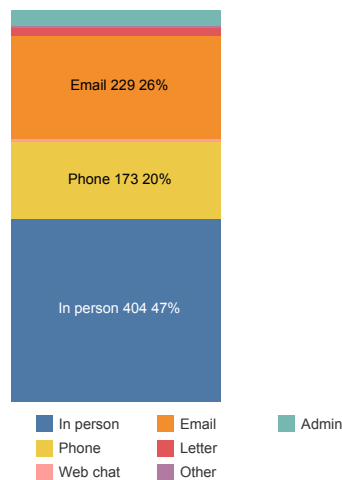
Issues

Issues	Clients
Benefits & tax credits	418
Benefits Universal Credit	292
Consumer goods & services	90
Debt	323
Discrimination & Hate & GVA	15
Education	2
Employment	212
Financial services & capability	42
Health & community care	58
Housing	141
Immigration & asylum	18
Legal	87
Other	82
Relationships & family	155
Tax	17
Travel & transport	22
Utilities & communications	19
Grand Total	1,993

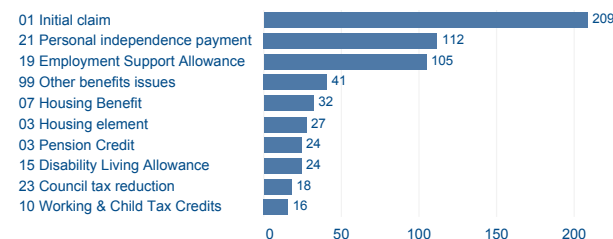
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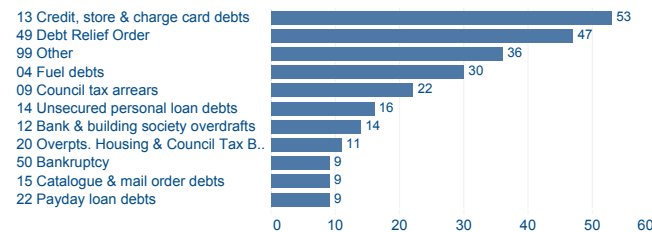
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Top benefit issues



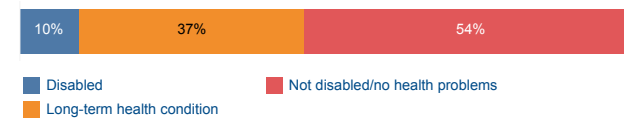
Top debt issues



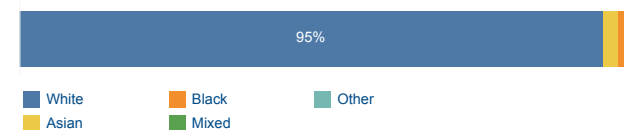
Gender



Disability / Long-term health



Ethnicity



Key Statistics

North East Suffolk (member)

03/04/2018 29/03/2019

citizens
advice

Summary

Clients 324

Quick client contacts

Issues 1,064

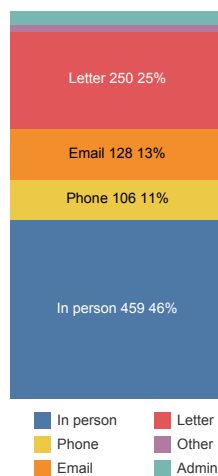
Activities 995

Cases 376

Outcomes

Income gain	£10,535
Debts written off	£157,019
Repayments rescheduled	£0
Other	£160

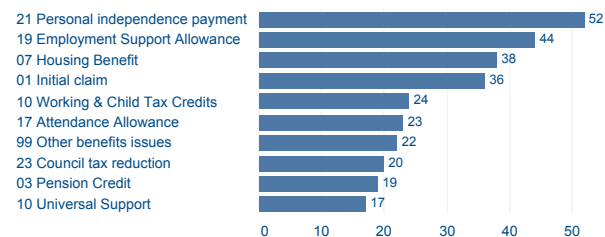
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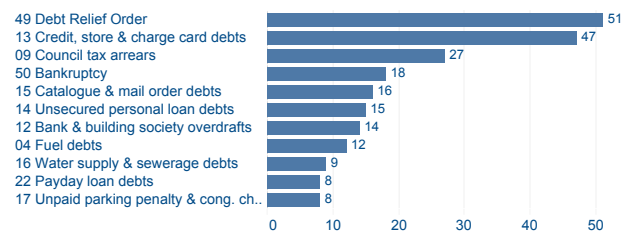
Issues

Issues	Clients
Benefits & tax credits	280
Benefits Universal Credit	77
Consumer goods & services	27
Debt	257
Discrimination & Hate & GVA	6
Education	5
Employment	111
Financial services & capability	17
Health & community care	17
Housing	67
Legal	49
Other	14
Relationships & family	92
Tax	14
Travel & transport	14
Utilities & communications	17
Grand Total	1,064

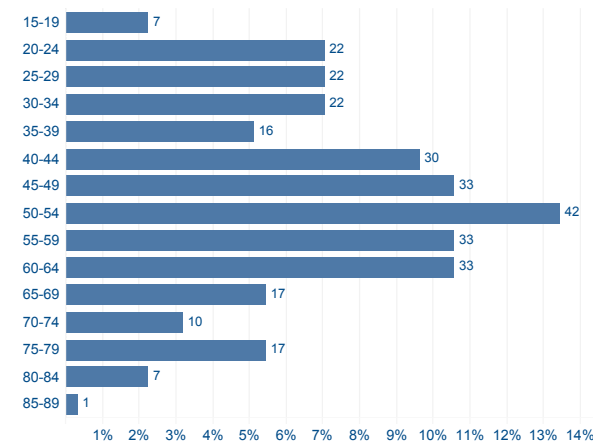
Top benefit issues



Top debt issues



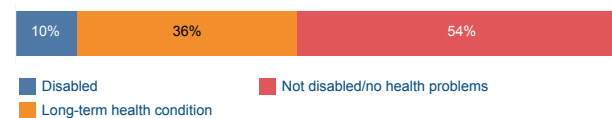
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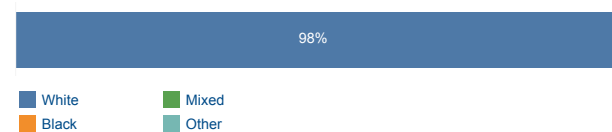
Gender



Disability / Long-term health



Ethnicity



Key Statistics

North East Suffolk (member)

01/04/2019 11/11/2019

citizens
advice

Summary

Clients 214

Quick client contacts

Issues 659

Activities 554

Cases 235

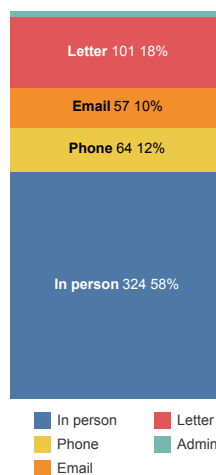
Outcomes

Income gain £9,545

Debts written off £98,969

Repayments rescheduled £1,212

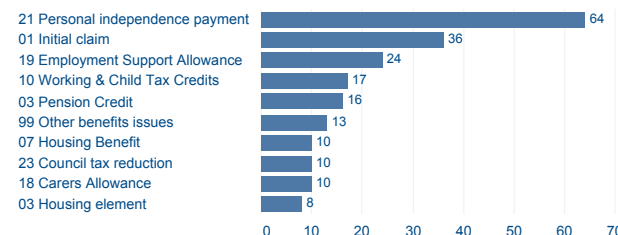
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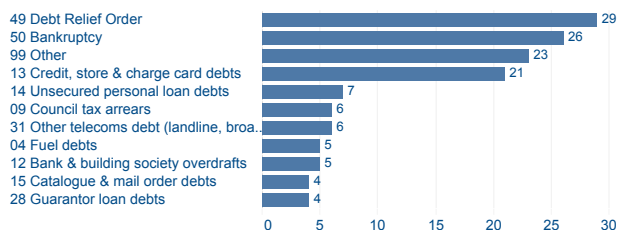
Issues

Issues	Clients
Benefits & tax credits	64
Benefits Universal Credit	35
Consumer goods & services	14
Debt	36
Discrimination & Hate & GVA	2
Education	5
Employment	24
Financial services & capability	9
Health & community care	5
Housing	26
Immigration & asylum	3
Legal	18
Other	14
Relationships & family	23
Tax	7
Travel & transport	9
Utilities & communications	8
Grand Total	659

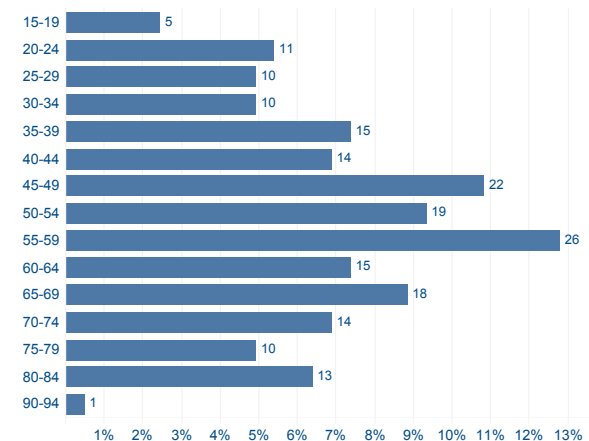
Top benefit issues



Top debt issues



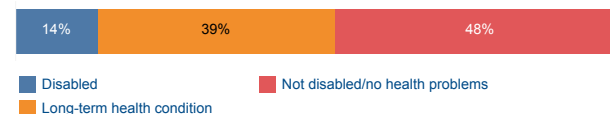
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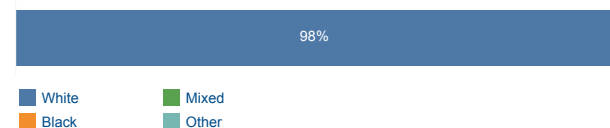
Gender



Disability / Long-term health



Ethnicity



Key Statistics

Diss, Thetford & District (member)

01/04/2019 30/09/2019



Summary

Clients 525

Quick client contacts

Issues 1,171

Activities 1,378

Cases 559

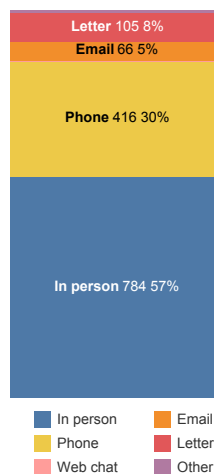
Outcomes

Income gain £74,857

Debts written off £2,285

Other £0

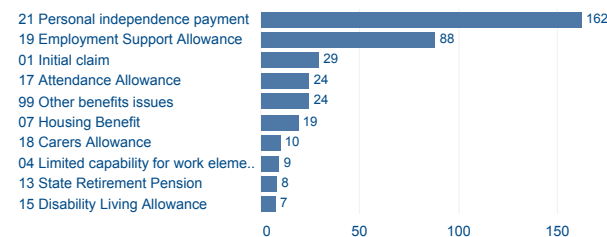
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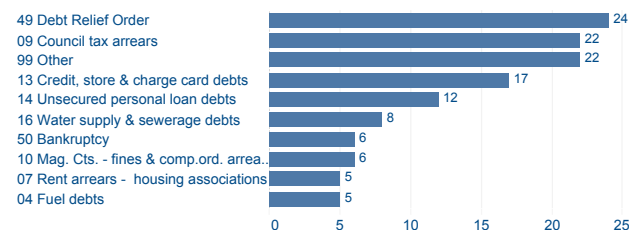
Issues

Issues	Clients
Benefits & tax credits	148
Benefits Universal Credit	40
Consumer goods & services	30
Debt	67
Discrimination & Hate & GVA	9
Education	2
Employment	57
Financial services & capability	20
Health & community care	23
Housing	57
Immigration & asylum	8
Legal	28
Other	37
Relationships & family	85
Tax	19
Travel & transport	20
Utilities & communications	17
Grand Total	1,171

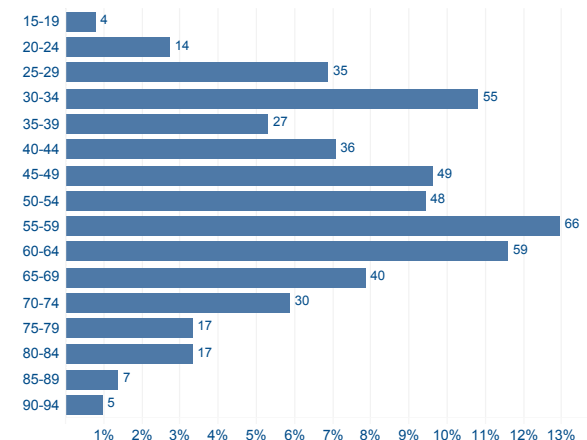
Top benefit issues



Top debt issues



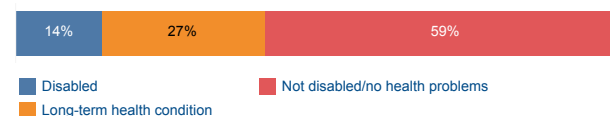
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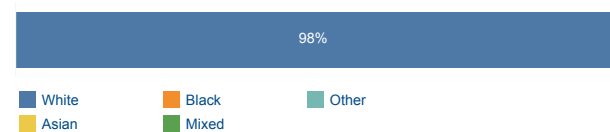
Gender



Disability / Long-term health



Ethnicity



LONG TERM EMPTY HOMES – APPROACH AND POWERS

Report Author(s): Tony Cooke
Housing Standards & Community Protection Manager
01508 533754
tcooke@s-norfolk.gov.uk

Portfolio: Health, Housing and Wellbeing

Ward(s) Affected: List Wards affected - All

Purpose of the Report:

On 28th June Scrutiny Committee considered a report by the Housing Standards & Community Protection Manager on the number of long-term empty homes in South Norfolk and the approach and powers of the Council in respect of those homes. Of the 356 empty homes reported, 61 had been empty for more than two years; the report stated each had its own story. Scrutiny Committee asked officers to provide further information into the background to these homes.

Recommendation:

Committee is asked to consider the Council's approach to dealing with empty homes and to identify any changes, improvements or recommendations for Cabinet to consider.

1 SUMMARY

- 1.1 This report is a supplement to the report considered by members on the 28th June and provides additional background information on homes in South Norfolk that had been reported as being empty for more than two years and the approach the Council takes in responding to empty homes and a summary of the powers available to the Council.

2 BACKGROUND

- 2.1 A key role for South Norfolk as a Strategic Housing Authority is making best use of the existing housing stock. Long term empty homes are not only a wasted asset that could be contributing to meeting South Norfolk's housing need, they are also an overall loss to the local economy.
- 2.2 On the 28th June Scrutiny Committee considered a report by the Housing Standards & Community Protection Manager on the number of long term empty homes in South Norfolk, and the approach and powers of the Council in respect of those homes
- 2.3 On the relevant date in 2018 there were 356 Empty Homes in South Norfolk. Of that 356, 61 had been empty for more than two years; the report stated each had its own story. Scrutiny Committee asked officers to provide further information into the background to these homes.
- 2.4 The South Norfolk Housing Support and Regulation Strategy 2017 sets out to reduce the adverse impact of empty and poorly maintained dwellings on neighbourhoods with the provision of advice and assistance. The strategy makes provision for the use of statutory enforcement powers if necessary and proportionate.

3 CURRENT POSITION/FINDINGS

- 3.1 Of the 61 homes that had been empty for more than two years, 43 have been empty for more than five years, 14 greater than ten years and 2 greater than 20 years.
- 3.2 Over the summer officers have sought to visit the properties when other work has necessitated them being in the area. In most of these cases the owners have continued to both pay the appropriate Council Tax and undertake basic property and garden maintenance. The properties are "pepper potted" throughout the district as shown in Appendix One.
- 3.3 The largest cluster is 5 homes in Diss comprising two flats above commercial businesses (one has long standing access problems, the other is being redeveloped to include office accommodation) a bungalow scheduled for demolition to enable site to be redeveloped and two houses where refurbishment is nearing completion.

- 3.4 Council Tax banding – 13 homes are banded A, 22 homes banded B, 12 homes banded C, 7 homes banded D, 4 homes banded E and 3 homes banded F, G and H respectively.

Council Tax Band	Number of Empty Homes
A	13
B	22
C	12
D	7
E	4
F	1
G	1
H	1

- 3.5 The highest banded home has London based owners and had been empty since 2012 when it had been rented to a previous chief executive of a local vehicle manufacturer. The Council Tax currently being paid on this property is £7,256 per annum and will rise to £10,885 in 2020. At the other end of the scale the band A flat with access problems above a commercial business in Diss has been empty since 2008 and currently pays £2,624, rising to £3,936 in 2020.
- 3.6 It has not been possible to speak face to face to all the owners. A breakdown of the findings and responses given by the owners contacted for the homes being empty is given below.
- 3.6.1 Home occupied - 3
 - 3.6.2 In the process of being refurbished – 12
 - 3.6.3 Ongoing probate/legal related difficulties – 7
 - 3.6.4 Purchased for demolition and/or re-development – 10
 - 3.6.5 On the market – 8
 - 3.6.6 Recently purchased – 3
 - 3.6.7 Accommodation tied/linked to a commercial business – 7
 - 3.6.8 No reason given – 8
- 3.7 Of the properties where no reason was given for the property being empty, three were considered by officers as being of a size and condition that they could be reasonably brought back into use.
- 3.8 The Council has a portfolio of formal measures available in the cases where advice and assistance has been unsuccessful. Appendix Two shows a list of the provisions available to the Council to deal with empty properties. They generally fall into two types of action.
- 3.9 The first action seeks to remedy the consequences of the property being empty, manifesting itself as nuisance to neighbours and blight on the street scene. Experience shows that this type of action often needs to be repeated, as the situation that gives rise to property being empty remains unchanged.

- 3.10 The second type of action seeks to remedy the cause and can range from removal (demolition) of a property to a temporary or permanent forced change of ownership. The effect of this is to change the ownership to an owner who will bring the property back into use.
- 3.11 Temporary change of ownership can be achieved through the imposition of an Empty Dwelling Management Order (EDMO) which authorises the Council to take control of the property and let. Under this type of action, the freehold remains with the owner, but the Council takes over responsibility for the maintenance and management of the property. This course of action can be costly, and although the Council can recover our costs, this can be over a long period of time as they are recovered through the rental income. Conversely, whilst subject to an EDMO, the property can be used to provide temporary accommodation, generating a saving to the Council's temporary accommodation budget.
- 3.12 Compulsory Purchase and Forced Market Sale provisions differ from EDMO's in so far that the freehold is either acquired through a public enquiry, or the property is forcibly sold on the open market. In either case the aim is to secure a change in ownership. This type of action can be cost effective, enabling the Council to recover its costs at an early stage from the sale of the property.

4 OTHER OPTIONS

- 4.1 The Council could move to a proactive approach to reducing the number of empty homes by actively targeting properties and pursuing owners. This would require a process to assess the properties against criteria for action and a change to the current policy. There would be resource implications to such an approach.
- 4.2 Several local authorities offer a grant or loan to encourage and assist people to bring empty homes back into use. There would be a resource implication to such an approach.

5 ISSUES AND RISKS

- 5.1 **Resource Implications** – In most cases the Council can recover the costs arising from a formal action. The exception is in the case of a Compulsory Purchase; non-recoverable legal disbursement costs, fees, stamp-duty and Public Enquiry costs are estimated to cost in the region of £10 - £14K. In addition, the Council could be exposed to a Home Loss Compensation payment to the owner.
- 5.2 **Legal Implications** – none - the legal implications were considered at the time the Housing Support and Regulation Strategy was approved.
- 5.3 **Equality Implications** – none - the strategy does not impact upon any one individual group to which the Council has an Equality Act public sector duty.
- 5.4 **Environmental Impact** – empty neglected buildings can be a blight on their immediate neighbourhood.

5.5 **Crime and Disorder** – empty neglected buildings are a potential focus for anti-social behaviour and crime.

5.6 **Risks** – a change to a pro-active targeted approach may give rise to complaint of the Council being authoritarian.

6 CONCLUSION

6.1 Under the current approved Council Tax levy policy, the longer the property is empty the more Council Tax is generated.

6.2 The approach of the Council is to engage with the owners of these properties when they begin to have a negative impact on the community around them, and the report summarises the wide range of the powers available to the Council should advice and support fail to resolve the issues.

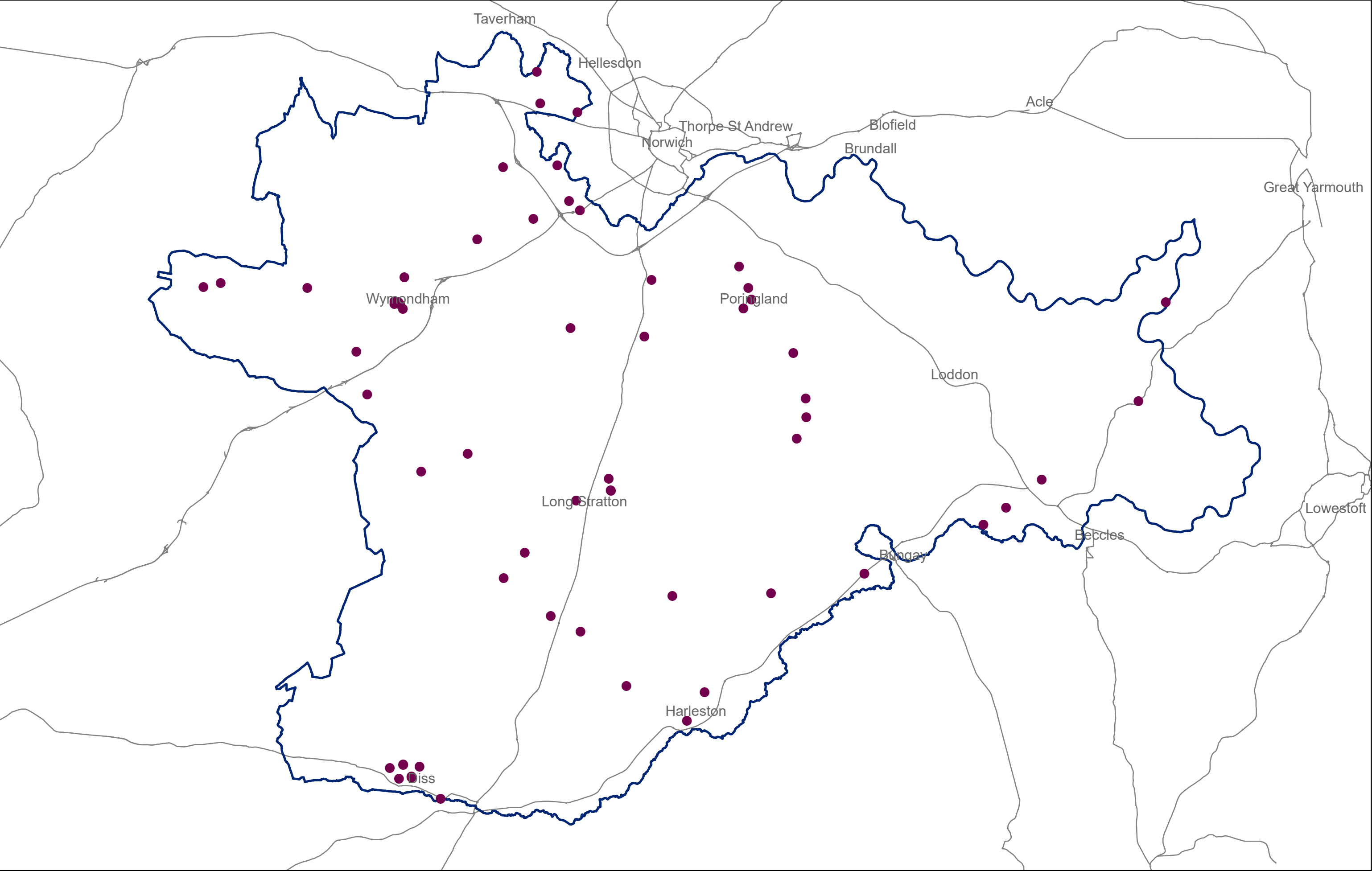
6.3 Compared to other parts of the country, there are not large numbers of empty homes.

7 RECOMMENDATIONS

7.1 Committee is asked to consider the Council's approach to dealing with empty homes and to identify any changes, improvements or recommendations for Cabinet to consider.

Background Papers

[The South Norfolk Housing Support and Regulation Strategy 2017](#)



Appendix 2

Empty Homes Enforcement Action – the options

Prior to commencing any formal action an assessment is undertaken in every case to determine the most appropriate and proportionate course of action for the circumstances. This process enables officers to consider all the possible options that are available to satisfactorily resolve the situation.

There are two main enforcement options are

1. To reduce the negative effect of an empty property on the neighbourhood
2. To effect a change of ownership that will bring the empty property back into use.

Enforcement to reduce the negative effect of a property on the neighbourhood.

Typically, this would be used in the case where the primary concern was the detrimental effect the empty property was having on the surrounding environment. Works include action to improve or make safe the building itself or to clear the garden or site that was overgrown or was collecting rubbish. Such actions will not necessarily lead to the property becoming occupied and, unless the owner is cooperative, further similar actions will be needed in the future as the property is again neglected.

If the owner has been uncooperative the usual outcome is that the Council will need to undertake works in default of the owner and pay for the costs of the clearance/remedial works. The cost of undertaking these works, which are registered as a charge on the property, cannot be reclaimed until the property is sold.

Such enforcement action could be carried out under the following legislation

Town and Country Planning Act 1990 Section 215

This power allows the Council to serve a notice on either land or buildings to improve the outside look of the property concerned. If the owner fails to comply the works can be carried out in default.

Building Act 1984 Section 79

This power allows the Council to serve a notice on a building that is in a ruinous or dilapidated state and can require works of repair or restoration (or steps for demolition of any part of the building) to improve the outside look of the property. If the owner fails to comply the works can be carried out in default.

Housing Act 2004 Part 1

This Act gives the Council the duty to act when a Category 1 hazard is established through a Housing Health and Safety Rating System (HHSRS) assessment. Whilst mainly used for occupied property, the powers also apply to unoccupied accommodation as the assessment of risk is based on the most vulnerable potential occupant, whether or not the property is occupied at the time of inspection.

An improvement notice can be served on the owner for works to be carried out to remove the Category 1 hazards. If the owner does not carry out the works (and does not successfully appeal to the Residential Property Tribunal against the notice) the works can be carried out in default by the Council. The costs of the works can be recorded as a charge against the property.

Other legislation

The Council has a portfolio of other powers it may choose depending on the exact circumstances of the case. These include the Environmental Protection Act 1990, the Building Act 1984, the Prevention of Damage by Pests Act 1949, the Public Health Act 1961, the Local Government Miscellaneous Provisions Act 1982, and the Anti-social Behaviour, Crime and Policing Act 2014.

These have a similar effect of either reducing the negative impact of the building or removing a nuisance occurring at the property. They do not of themselves bring a property back into use or make it suitable for occupation.

Enforcement to effect a change of ownership that will bring the empty property back into use.

There are three main enforcement routes to achieve this; all could be contested.

1. Compulsory Purchase Orders

Councils have powers to provide housing, and one of the ways they can do this is by buying land for building houses or by altering, adapting and improving existing buildings for housing. Specific powers in Section 17 of the Housing Act 1985 allow Councils to compulsorily purchase individual empty homes to enable them to be used for housing or sold on for housing.

Councils also have wide ranging power to improve local well-being. This power is sometimes called the “well-being power” or “the power of first resort”. It gives Councils the power to do anything that they think is likely to improve the social, environmental or economic well-being of the area. This may include dealing with empty properties which are unsightly or damage the local environment. Specific compulsory purchase powers are contained in section 226 of the Town and Country Planning Act 1990; these allow Councils to compulsorily purchase land or property for the purpose of improving social, environmental or economic well-being.

Compulsory Purchase Orders (CPO's) must be formally approved by the Council and then follow a statutory process. There is a potential to incur capital costs if the owner objects and a public enquiry is held. The value can change between valuation, purchase and resale and there will always be legal costs to the procedure. These can range from £9,000 to £14,000. However, a CPO will bring the property back into use by either a back to back arrangement with a Registered Housing Provider to purchase the property for letting or by the Council ensuring the property is renovated and occupied.

2. Enforced sales

There is a mechanism by which Councils are able to force the sale of empty homes. They can achieve this through strategic use of legal powers designed to recover debt. Where homes have been abandoned it is not unusual for debts to accumulate through unpaid bills. Some debts may be charged against the property with a charging order. Where the Council has debts charged in this way they can recover them through legal action. The outcome is that either the owner repays the debt, or the property is sold in order to recover the debt.

Where, after payment is demanded by the Council the debt remains unpaid, the Council can serve a notice under section 103 of the Law of Property Act 1925 of their intention to make an application to sell the empty property. If payment has still not been made three months after service of the notice the Council can apply to the Local Land Registry to register the local land charges - in priority to any other charges - and to make a formal application for registration under the Law of Property Act. This gives the Council the right to sell the property, and for the Council's charge to take precedence over other charges on the property.

The property is then put on the market and sold to the new owner with a clean title, although the local authority may choose to sell the property with a specific condition that it will be renovated and brought into use within a specified time. There is a right of appeal by the owner to the Court of Appeal. If the debt is due to unpaid Council Tax the Council must follow a different procedure, but the result is usually the same.

The starting point for an enforced sale is registering a land charge debt on the property. This debt would usually be caused by works in default being carried out by the Council under an enforcement measure to reduce the negative effect of the property on the neighbourhood. It is therefore important to be clear whether the Council is prepared to use the enforce sale procedure at an early stage when dealing with an empty property so that the correct charge can be placed on the property when the owner subsequently does not cooperate.

The disadvantage from the point of view of bringing a property back into use is that the debt can be paid at any time prior to the sale completion. If the debt is paid in full then the owner remains as an uncooperative owner of an empty home and other action would need to be started from the beginning.

3. Empty Dwelling Management Orders

Empty Dwelling Management Orders (EDMO's) are a legal power that enables Councils to put an unoccupied privately-owned home back into use. The provisions are contained in the Housing Act 2004 Part 4. The powers ultimately allow Councils to take over the management of a home for a period of up to seven years - the Council can renovate the property, let it and collect the rent. The rent is paid to the Council, who can recover any costs they may have incurred by taking possession of the property and making it habitable, as well as the routine costs of maintenance and letting. However, any money over and above these costs is to be paid to the owner of the property.

EDMO's are not practical where the property is in a poor condition or difficult to let. The Council has to pay for the works up front and the amount spent would not necessarily be able to be recouped over the seven-year term of the EDMO. It is usually the properties that are in the worst condition that have been causing most nuisances to the neighbourhood and for these properties EDMO's may be too expensive.

The Council has one EDMO in place and was one of the first authorities to use this power. We are confident that we can use this power in the future where it is the most appropriate course of action. For future EDMO's we would need to secure a partner managing agent. Our intention would be to enter discussions with a Registered Provider operating in the area.

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
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 (Thurs)	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 (Thurs)	<i>No items scheduled</i>		

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>
25 Sept 2019	REVIEW OF COMMERCIALISATION STRATEGY PRIORITY OPPORTUNITIES		<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. To note the Council's progress in delivering the Commercialisation Strategy; and 2. To endorse the proposal to revise and adopt a new Commercialisation Strategy, at the appropriate time, to reflect the collaboration with Broadland District Council and the opportunities which will arise from this. 	No action required	<p>The committee was able to assess the delivery of the priority opportunities as set out in the Council's Commercialisation Strategy.</p> <p>Members were largely pleased with the progress made and what had been achieved.</p>

CABINET CORE AGENDA 2019/20

Date	Key or Operational	Title of Report	Responsible Officer	Portfolio Holder	Exempt ?
9 Dec	O	Consultation followed by adoption of CA Appraisals and Boundary Amendments	Chris Bennett	L Neal	N
	K	Long Stratton Toilets	Gary Howard / Phil Courtier	K Kiddie	N
	O	Joint Commercialisation Strategy	Debbie Lorimer	J Fuller	N
	K	Waste Services Review	Sarah Bruton	K Kiddie	Y
	O	Framingham Earl High School Partnership	Mark Heazle	Y Bendle	N
	O	Review of Discretionary Rate Reliefs	Paul Chapman	A Thomas	N
	O	Norfolk Strategic Planning Framework and Member Forum 2020/21	John Walchester	J Fuller	N
	O	Health and Wellbeing Priorities	Sam Cayford	Y Bendle	N
Council 16 December 2019					
13 Jan 2020	K	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Phil Courtier	J Fuller	N
	K	Greater Norwich LP Regulation 18 Consultation	Phil Courtier	J Fuller	N
3 Feb 2020	O	Q3 Performance, Risk and Finance (Strategic)	Emma Pepper	K Billig	N
Council 17 February 2020					
9 Mar	O	Early Help Model Across Authorities	Mike Pursehouse	Y Bendle	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.