

Scrutiny Committee

Wednesday 26 September 2018

*9.30 am, Cavell and Colman Rooms
South Norfolk House, Cygnet Court,
Long Stratton, Norwich, NR15 2XE*

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



Contact: Sue Elliott on 01508 533869 or democracy@s-norfolk.gov.uk

Members of the Scrutiny Committee:

Cllr G Minshull (Chairman)

Cllr T Lewis (Vice-Chairman)

Cllr B Bernard

Cllr B Duffin

Cllr C Gould

Cllr L Hornby

Cllr T Palmer

Cllr R Savage

Cllr J Wilby

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

1. **To report apologies for absence and identify substitute voting members (if any);**
2. **To deal with any items of business the Chairman decides should be considered as matters 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 attached page 6)
4. **To confirm the minutes of the Scrutiny Committee meeting held on 27 June 2018;** (attached – page 7)
5. **Review of Commercialisation Strategy Priority Opportunities;** (report attached – page 13)
6. **Scrutiny Work Programme, Tracker and Cabinet Core Agenda;** (attached - page 31)

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

Independence

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

Member leadership

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

A constructive atmosphere

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

Respect and trust

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

Openness and transparency

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

Consensus

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

Impartial and independent officer advice

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

Regular review

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

Programming and planning

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

Managing time

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

Agenda Item: 3

DECLARATIONS OF INTEREST AT MEETINGS

Members are asked to declare any interests they have in the meeting. 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 on the matter.
- 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.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.



SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 27 June 2018 at 9.30am.

Committee Members Present: Councillors: T Lewis, B Bernard (for part of the meeting), B Duffin, C Gould and T Palmer

Apologies: Councillors: G Minshull, L Hornby, R Savage and J Wilby

Substitutes: Councillors: C Kemp for G Minshull
D Goldson for L Hornby and
D Bills (for part of the meeting) for R Savage

Cabinet Members in Attendance: Councillors: Y Bendle and K Mason Billig

Officers in Attendance: The Director of Communities and Wellbeing (J Sutterby), the Director of Growth and Business Development (D Lorimer), the Head of Governance (E Hodds), the Head of Business Transformation (H Ralph), the Head of Health and Leisure Services (S Goddard), the Community Leisure Manager (M Heazle) and the Senior Governance Officer (E Goddard)

Also in Attendance: Cllr J Leggett and S Fennell, Broadland District Council
N Tullock – on behalf of SNC Staff Forum
P Grant and J Jackson – on behalf of SNC UNISON

1226 DECLARATIONS OF INTEREST

Councillor	Minute	Declaration
T Lewis	1229	Cllr Lewis declared an interest as a member of the Joint Members' Working Group and removed himself from the Scrutiny Committee for this item.

1227 MINUTES

The minutes of the meetings of the Scrutiny Committee held on 16 May 2018 were confirmed as a correct record and signed by the Chairman.

1228 ELECTION OF CHAIRMAN FOR ITEM 5 (COLLABORATIVE WORKING – THE FEASIBILITY REPORT)

As Cllr Lewis had declared an 'other interest' and removed himself from the Committee for this item, it was proposed and seconded that Cllr C Kemp chair the meeting for the following item only.

1229 COLLABORATIVE WORKING – THE FEASIBILITY REPORT

Cllr Mason Billig welcomed Cllr J Leggett from Broadland District Council to the meeting and provided members with a brief history of the work undertaken regarding collaborative working, advising of the liaison which had taken place between both Councils with key stakeholders, customers, members and staff. She thanked officers for their work in producing the comprehensive feasibility report which, in her opinion, contained sufficient information to enable the Councils to make an informed decision.

The Head of Business Transformation presented the Feasibility Report, advising members that its content formed the conclusion of ten months of work undertaken jointly by members and officers across both Councils. During a summary of the salient points, the Committee's attention was drawn to a route-map which set out suggested timescales for various activities to be implemented and an indication of the anticipated savings which might be realised from natural staff turnover over the next five years.

Members were advised that the report had been considered by Broadland District Council's Scrutiny Committee on the previous day when concerns had been raised regarding the pace of change and the impact of collaborative working on staff. It was noted that Broadland's Scrutiny Committee had recommended that its Cabinet approve the recommendations in the report but that all

references to “one joint officer team” be removed from the body of Recommendation 1, part 1c and part 1f. It was further noted that an additional recommendation had been made by Broadland’s Scrutiny Committee “that there be no compulsory redundancies as a result of collaboration, save for those resulting from external factors beyond the control of the two autonomous councils”. South Norfolk Council Scrutiny Committee members were advised that they should consider the original recommendations contained within the report and, if they wished to make any changes, these would need to be proposed, seconded and agreed in the usual manner.

The SNC Staff Forum Chairman, N Tullock, addressed the Committee and advised that a staff survey had been undertaken across both Councils but that there had been limited participation. She stated that although staff at SNC were concerned about potential redundancies and changes to their terms and conditions, they saw change as part of their jobs and had a generally positive attitude to the collaboration.

The South Norfolk UNISON Branch Secretary, P Grant, addressed the Committee and spoke of UNISON’s concerns regarding the proposed collaboration. He stated that UNISON still awaited reassurances and did not feel that the staff survey reflected the opinions and concerns of staff at either Council or at the depot where staff were concerned about the potential outsourcing of services. Mr Grant requested that members ensured that employees of both Councils were given assurances regarding redundancies and their terms and conditions, and that levels of service would not be compromised by the collaboration. He asked that the Committee echo the concerns of Broadland District Council’s Scrutiny Committee and make similar changes to the recommendations contained in the report.

In response to members’ questions regarding senior management changes and restructuring, the Head of Business Transformation advised that officers were working closely with the East of England Local Government Association (EEGLA) to manage the process. The Committee was advised that once the new Managing Director was in post, they would make their own decisions regarding their leadership team requirements and that would enable consideration of how the joint officer team could be developed in line with the Council’s Organisational Change Policy and through consultation with staff. Members discussed the recommendations made by Broadland’s Scrutiny Committee that references to the “one joint officer team” be deleted and that a ‘no redundancy’ policy should be considered. After deliberation, whilst members were sympathetic to staff and suggested that the Council should seek to avoid compulsory redundancies in the process wherever possible, they considered that making a pledge for no redundancies might be unrealistic and that such a commitment might ‘tie the hands’ of the new Managing Director and of new members elected in 2019. Furthermore, the Committee expressed concerns that Broadland’s Scrutiny Committee had recommended the deletion of references to one joint officer team and felt that slowing down the pace of implementation would restrict the new Managing Director’s ability to restructure the organisation, and could also prolong the uncertainty of staff across both Councils. The SNC Scrutiny Committee confirmed its support for the establishment of a joint officer team, considering that this was crucial to the success of the delivery of the aims of collaboration, as outlined in paragraph 10.3 of the report.

The Committee considered some of the indicative savings detailed in the report and, although officers stressed that monetary savings were not the main driver for collaborative working, members noted that potential savings were likely to be realised through natural staff turnover, shared procurement costs and IT platforms, in addition to the ability to attract funding which, without the economies of scale brought about by the collaboration, would otherwise be unavailable.

Members discussed how the joint officer team might work and drew attention to the contribution in the report from Kevin Dicks, the Chief Executive of Bromsgrove and Redditch Borough Council, which highlighted the importance that staff terms and conditions be aligned towards the start of the process so that officers were not performing the same role on different terms across the two Councils. It was noted that the indicative timescale suggested that terms and conditions would not be reviewed until June 2019 and Members considered it might be advantageous for officers to consider bringing forward the assessment and potential alignment of staff terms and conditions by six-months. It was also suggested that Kevin Dicks be thanked by the Committee for his valuable input to the process.

During discussions, members stated that it might be helpful for them to consider the different structure and remit of committee meetings and the Monitoring Officer agreed to circulate a list of SNC and BDC Committees to members of both Councils to highlight where the remit and focus of committees were the same, similar or different.

Members discussed various differences in the work of the two Councils and noted that some services for which SNC raised charges were provided free to Broadland residents. The Committee suggested that officers should consider whether this should be regarded as a risk, due to the potential for complaints. It was, however, noted that the two Councils would retain their autonomy so there might be some services which were treated differently by the other authority and any decisions whether services were free or charged was for each Council to decide independently.

The Committee discussed member involvement in the future and supported the continuation of the Joint Lead Member Group, with a possible expansion of membership. Members were also supportive of a joint Scrutiny Committee being formalised to consider collaborative working in the future, which the Monitoring Officer would consider in more detail in due course, consulting key members.

The Committee analysed each section of the Feasibility Report and noted a minor error at paragraph 12.5, which officers agreed to amend.

It was then:

RESOLVED: by a vote of 7-0 that:

1. The Scrutiny Committee recommends that Cabinet approve recommendations 1 and 2 as outlined in paragraphs 8.3.1 and 8.3.2 of the report; and
2. The Committee records its thanks to officers for their considerable work in putting together the Feasibility Report.

1230 EXCLUSION OF THE PUBLIC AND PRESS

It was

RESOLVED: To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended).

1231 LEISURE SERVICE PERFORMANCE

Cllr Bendle introduced the report of the Head of Leisure and Health Services, commending staff on their positive attitudes during periods of upheaval and change.

The Head of Leisure and Health Services presented his exempt report and members noted its content. The Committee was updated regarding the fluctuations in footfall and the income and expenditure of its leisure centres and was pleased to note the additional external grant funding which had been achieved during the past 24 months. The Director of Communities and Wellbeing reminded members that the operation of leisure centres was not a statutory requirement of the Council but stressed three important advantages of running the service in-house; the commercial return, the ability to offer residents a facility which they desired, and the health and wellbeing aspect of enabling residents to be more active.

There was some discussion around the location of leisure centres and it was noted that although the centres were not spread throughout the district, events such as the recent boot camp, allowed activities to extend out into the wider area. Members also discussed health fitness clubs and it was felt that the Council had chosen to manage its facilities with both a high duty of care to its customers and in line with best practice/health & safety guidelines, in comparison with some establishments which were not staffed so had the ability make larger profits.

After further discussion it was

RESOLVED: To note the report and commend officers on the successes achieved.

1232 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the Work Programme and Cabinet Core Agenda.

Cllr C Kemp drew members' attention to his suggestion at Full Council that there be a presentation made to the 8 August 2018 meeting of the Scrutiny Committee by the Police and Crime Commissioner to consider the business case to transfer the governance of the Fire and Rescue Service from Norfolk County Council to the Local Commissioner. Officers agreed to explore this matter further and, if necessary, invite the relevant speaker to attend.

(The meeting concluded at 12:32pm)

Chairman

**Scrutiny Committee
Wednesday 26 September 2018**

Agenda Item 5

Review of Commercialisation Strategy Priority Opportunities

**Report of the Director of Growth & Business Development
Cabinet Member: Councillor Michael Edney, Growth and Resources**

**Debbie Lorimer
01508 533981**

dlorimer@s-norfolk.gov.uk

1. Introduction

- 1.1** This report is coming before the Scrutiny Committee as requested as a follow up to approval of the Council's Commercialisation Strategy 2017-2021 by Cabinet in June 2017.
- 1.2** This report updates the Committee on progress towards the Priority Opportunities outlined in the Strategy.

2. Background

- 2.1** With the Government continuing to reduce funding for Local Authorities the Council is constantly looking for opportunities that will generate profit for the Council to plug the increasing funding gap, rather than having to remove or reduce the services the Council provides to residents. In some cases, this involves investment in services to generate that profit.
- 2.2** Additionally, the Council's peer review in January 2017 highlighted the need to ensure that the Commercialisation culture was fully embedded into operational practices across the Council.
- 2.3** Officers developed a Commercial Strategy, as attached at Appendix 1, 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. Update on Priority Opportunities

- 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. The following section sets out achievements against those activities.

Economic Growth, Productivity and Prosperity	By 31st March 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
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.
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 and 10 properties 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.	2 affordable homes purchased utilising S106.
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.
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 utilise 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>Commencement of a Non-Technical Review for CNC to identify opportunities for streamlining</p>	<p>Development of a 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>CNC Non-technical review identified a number of process improvements which are being implemented to make service efficiencies.</p>

	processes and to make the business more efficient	<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>
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 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>The swim school programme was revised to be operational all year round rather than term time only</p> <p>Work was progressing on the development of proposals for Ketts Park.</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 incl 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>

Continue to develop proposals for the re-development of Long Stratton Leisure Centre	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.	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.
Place, Communities and Environment	By 31st March 2018	To date
<p>Deliver the new Community Asset Strategy, seeking opportunities to divest or diversify the use of Council owned assets</p> <p>And;</p> <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>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.</p> <p>Specification for refurbishment works for Wymondham toilets had been agreed with the Town Council and work was scheduled to commence.</p> <p>Hingham – Heads of Terms had been agreed with the Town Council, a contractor had been engaged and refurbishment works commenced.</p> <p>Harleston – the Council was working with the Town Council to agree the specification for refurbishment works.</p> <p>With concerns over the viability of the toilet building at Diss, discussions were taking place with the Town Council to consider how to proceed.</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>With Long Stratton and Loddon Parish Councils indicating they may not wish to take over the toilets, options for conversion to commercial use of the toilet buildings in both locations were being worked up with modelling being done to establish the return on investment.</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>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>
Investigate the potential of a community lottery scheme to generate income to support community development	Initial investigations indicated that income generation from a community lottery scheme was worth pursuing.	Officers will be developing a proposal to discuss with Members in the near future.
Expand the commercial waste service, identifying new customers	Significant growth had taken place in the service increasing from 390 customers in March 2017 to over 500 in March 2018	<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>
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 .
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>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>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 March 2018 review assessment report highlighted some exceptional work and standards set by the Council and the IiP 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” 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>CNC Non-Technical Review</p> <ul style="list-style-type: none"> • Review completed – June • Action plan in place <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>CNC Technical Review</p> <ul style="list-style-type: none"> • In progress - September <p>Hazardous Waste (Part of depot work)</p> <ul style="list-style-type: none"> • Review completed – May <p>Systems Review</p>

	<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 	<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>Garden Waste Optimisation (Part of depot work)</p> <ul style="list-style-type: none"> • Project Team in place - In Progress <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 <p>Early Help Follow Up Review</p> <ul style="list-style-type: none"> • Review completed – May • Action plan in place
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>

4. Medium / Longer Term Activities

- 4.1** A number of activities were identified for delivery over the duration of the strategy. These were:
- 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
 - 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
 - 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
- 4.2** The liP annual assessment in March 2018 recognised the steps taken and set out the following areas for future focus:
- Continue to focus on engendering leadership for everyone - role modelling and developing culture through good leadership and development of confidence and talents for everyone in taking responsibility, communicating effectively, including the way they interact and recognise colleagues.
 - Continue to work collaboratively with partners
 - Coaching will support the development of people's skills and focused line management will ideally provide valuable steering for those taking steps into leadership/developing styles.
 - Ensure that where relevant and where possible, SNC uses metrics to inform decisions for change.
- 4.3** With regard to opportunities for commercialisation of existing services and reviewing delivery models, 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.

5. Recommendation

- 5.1** Committee is recommended to note the progress in delivering the Commercialisation Strategy outlined above.

Commercialisation Strategy 2017-2021

June 2017

Introduction

Over the past 5 years, the landscape for Local Authority finances has changed dramatically. Authorities have been required to rationalise service provision to ensure it is as efficient and effective as it can be, make the most of the assets they hold, and identify ways to generate income - and ultimately profit - to be able to support residents in providing the services they need the most.

South Norfolk has risen to the challenge. We have been successful in driving cost savings and identifying new ways to generate income and profit within our core business, whilst maintaining high levels of customer satisfaction. This strategy seeks to build on this success to ensure the Council can be robust and future proof it to meet forthcoming challenges.

Our Vision and Priorities

Our vision is to retain and improve the quality of life and prosperity of South Norfolk, for now and future generations, to make it one of the best places to live and work in the Country. Our priorities are set out below, and are reinforced by our values: to be customer focussed, collaborative and commercial in our approach to service delivery.

Health, Well-being and Early Help:

Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents.

Economic Growth, Productivity and Prosperity:

Providing the conditions to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities.

Place, Communities and Environment:

Improving the quality of life in our communities and enhancing the built and natural environment in our towns and villages.

How we will deliver this:

Moving Forward Together (MFT) is the Council's continuous improvement approach



Moving Forward Together establishes how we will deliver our priorities. This is our continuous improvement approach, a key strand of which is to act in a commercial way. To put it simply, if the Council does not seek to generate income and be efficient in delivering services which meet customer needs effectively, then it will not be able to deliver its priorities. This strategy establishes how we will work commercially to do so.

What is Commercialisation?

Commercialisation is the process of delivering our existing services in new and different ways, in order to increase income and profit margins, improve customer experience or reduce costs. Commercialisation is undertaken in the context of the public sector environment in which we operate. Councils face restrictions on what they can do for a commercial purpose, where they can charge for services, and where they can trade for them and each case has to be judged to determine what is the best way forwards.

In a practical sense, this may mean removing unnecessary processes within a Council service to make it cheaper and more cost effective to deliver, or to start selling a service to members of the public outside the South Norfolk area to increase income.

Where are we now?

The Council has undertaken a range of initiatives and activities to encourage staff at all levels to become more commercial in their approaches, for example:

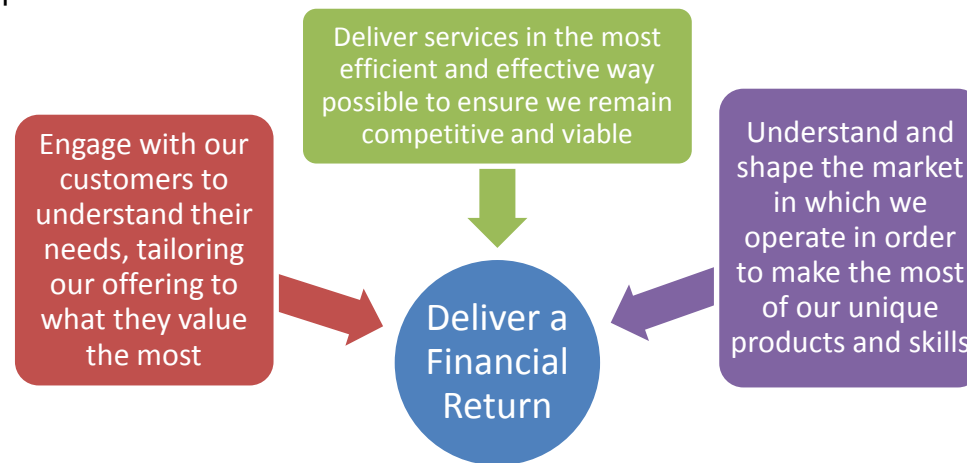
- Commercialisation Workshops have been held for all staff, with a “Dragons Den” competition to encourage staff in creating business cases;
- The Marketing Team has been realigned, with each priority having a dedicated Integrated Marketing Manager to focus on promoting particular areas of activity;
- Our Digital Transformation Programme seeks to enable customers to engage with the Council in new, more efficient ways as well as improving our understanding of our customers and generating internal efficiencies;
- We have launched companies, notably Big Sky and Build Insight, to enable us to actively trade with the public in a competitive and commercial way.

Case Study: Big Sky Developments

In 2013, South Norfolk Council formed Big Sky Developments. This was created in response to the Council holding surplus assets that could be developed, to deliver a profit to the Council, as well as contributing towards the creation of new businesses and housing within the District, plus additional Council Tax and New Homes Bonus. Big Sky Developments is nearing completion of its housing development in Poringland, and is progressing its new development site in Long Stratton which collectively will deliver new office space and over 100 properties. A proportion of houses have been retained by Big Sky for market rental, creating an ongoing revenue stream back to the Council.

Where do we want to be?

Our Commercialisation Approach seeks to:



<p>Delivering a Financial Return</p> <p>Use our annual business Planning processes to take stock, re-address our activities and identify new opportunities</p> <p>Develop Robust Business Cases to support new initiatives and ideas to demonstrate their viability before deployment</p> <p>Understand the wider benefits of our products and services, to whom do we sell, how do we sell products and how they should be marketed</p> <p>Take a strategic approach to commercialisation, ensuring that we focus on investing our scarce resources in genuine opportunities rather than every opportunity that may exist</p> <p>Set clear financial and non-financial performance targets for service delivery to clearly understand how we are achieving</p>		
<p>Engage with our customers to understand their needs, tailoring our offering to what they value the most</p>	<p>Deliver services in the most efficient and effective way possible to ensure we remain competitive and viable</p>	<p>Understand and shape the market in which we operate in order to make the most of our unique products and skills</p>
<p>Deliver our Customer Insight Strategy, seeking to use business intelligence to analyse current service demands and trends and gain competitive advantage</p> <p>Use Customer Insight to up-sell and cross-sell where feasible and appropriate to ensure we deliver the services they want</p> <p>Use our Digital Transformation Programme to ensure services are easy to use and access, encouraging staff to be customer focussed and our customers to be self-serving</p>	<p>Use Customer Insight to understand behaviours driving demand and re-engineer processes to manage demand</p> <p>Undertake service reviews to ensure that processes are efficient, effective and responsive in meeting customer demand</p> <p>Evaluate delivery models, reviewing all alternatives and potential funding streams to deliver the most effective approach</p> <p>Create the right environment internally, engaging with staff at all levels to ensure they have the skills necessary to work commercially and the confidence to fertilise and develop new ideas</p>	<p>Use our Marketing Strategy to deploy our brand most effectively within the marketplace, building our reputation and making use of our unique selling points and our local authority ethos</p> <p>Seek to engage with suppliers and customers to understand the impact and effectiveness of our product, expanding our knowledge</p> <p>Shape markets to manage demand and specification, understanding trends and external factors to influence demand and supply</p>

What are we going to do?

Priority Opportunities – to be delivered by 31/3/18

Economic Growth, Productivity and Prosperity	Health, Wellbeing and Early Help	Place, Communities and Environment
<ul style="list-style-type: none"> • Continue to develop proposals for the redevelopment of 9 Park Road, Diss and Friarscroft, Wymondham • Develop proposals for the construction of a building with New Anglia LEP on the Norwich Research Park Enterprise Zone Site • Explore opportunities for Big Sky Property Management to acquire premises to generate rental income • Undertake options appraisal to expand the property management service, potentially incorporating property maintenance • Continue to develop new business opportunities to increase income within Build Insight and CNC 	<ul style="list-style-type: none"> • Roll-out the Community Leisure provision programme, generating income through using community leisure facilities • Continue to develop proposals for the re-development of Long Stratton Leisure Centre 	<ul style="list-style-type: none"> • Deliver the new Community Asset Strategy, seeking opportunities to divest or diversify the use of Council owned assets • Work with Parish Councils and local members to review services provided, developing packages to ensure they are delivered in the most cost-effective way • Investigate the potential of a community lottery scheme to generate income to support community development • Expand the commercial waste service, identifying new customers • Deliver the transformation plan to remodel the streetscene team
Moving Forwards Together		
<ul style="list-style-type: none"> • Implement the Digital Transformation Programme, improving the customer experience and the efficiency of services • Undertake a Peer Review of the way the Council has approached Commercialisation, learning from the experience and evaluating feedback to improve our approach • Undertake service reviews, examining their effectiveness in meeting customer needs and identifying financial savings • Ongoing review of fees and charges to ensure charged for services cover the cost of service provision 		

Medium / Longer Term Activities - to be delivered over duration of the strategy

- Evaluate effectiveness of organisational development, taking on board feedback from IIP Platinum review, to support staff in developing the skills and aptitudes necessary to deliver the Commercial agenda
- 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
- 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

Case Study: Environmental Services

The Environmental Services team, based at the Council's Ketteringham Depot, has been through a long-term development programme. This has included introducing efficiencies in the Council's fleet of vehicles to reduce running costs; realigning working hours to ensure the Service can accommodate increasing demand, and relaunching the Commercial Waste and Recycling Scheme, giving the service new branding and introducing a sales team to promote the service and attract customers.

How will we measure our success?

Delivering a Financial Return	Growth in income earned by the Council Ability of the Council to set a balanced budget Financial Return generated by wholly owned companies
Engaging with our customers to understand their needs, tailoring our offering to what they value the most	Increase in demand for non-statutory services Income earned from cross-selling activities Increasing use of online services Increase in Customer satisfaction
Deliver services in the most efficient and effective way possible to ensure we remain competitive and viable	Cost savings generated through service reviews Number of ideas generated by staff
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 Take up levels and profitability of new services and products

Scrutiny Committee – Work Programme

In setting future Scrutiny **TOPICS**, the Committee is 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**?

STANDING ITEM: Chairman's briefing regarding collaborative working with Broadland District Council

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
21 Nov 2018	Review of revised Ground Rules and Member Ward Grant spending	Head of Early Help & Cllr M Edney	For members to review revised Member Ward Grant spending Ground Rules and make recommendations to Cabinet as appropriate. Members to also consider the general spending of Member Ward budget since the last review. The Committee to make appropriate recommendations in relation to the operation of and Member Ward Budget.
19 Dec 2018	<i>No items scheduled</i>		
Jan 2019	2019/20 Business Plan	Business Improvement Lead & all cabinet members	For members to review the Business Plan and make recommendations as appropriate. The Committee to also assess the outcomes of the member Workshop in December 2018 and receive feedback regarding the recommendations/suggestions that were put forward at the Workshop.
Feb 2019	2019/20 Budget	Assistant Director – Resources & Cllr B Stone	Scrutiny Committee to consider the Council's 2019/20 budget and the recommendations of Cabinet. The Committee should formulate a recommendation to Council regarding the budget for consideration at its meeting at the end of February 2019.

Scrutiny Recommendation Tracker 2018/19

Date	Topic	Responsible Officer	Resolution and Recommendations	Progress	Outcome
27 June 2018	COLLABORATIVE WORKING – THE FEASIBILITY REPORT	Head of Business Transformation	<ol style="list-style-type: none"> 1. The Scrutiny Committee recommends that Cabinet approve recommendations 1 and 2 as outlined in paragraphs 8.3.1 and 8.3.2 of the report; and 2. The Committee records its thanks to officers for their considerable work in putting together the Feasibility Report. 	Cabinet resolved to approve the recommendations 1 and 2 set out in the report	<p>Consideration of this report gave Scrutiny Committee the opportunity to pre-scrutinise the future of collaborative working, before a final decision by Cabinet.</p> <p>Members raised questions regarding various aspects of the feasibility report and were satisfied that progressing the collaboration with Broadland District Council was advantageous and in the best interests of South Norfolk Council.</p>
27 June 2018	LEISURE SERVICE PERFORMANCE	Head of Leisure and Health Services	To note the report and commend officers on the successes achieved.	n/a	Members were able to consider the performance across the Council's Leisure Centres and also comment on the future delivery of the in-house service. This is in light of major investments over the last few years.

CABINET CORE AGENDA 2018/19

	Decisions: Key, Policy, Operational	Key Decision/Item	Lead Officer	Cabinet Member	Exempt Y/N
Council 17 September					
8 Oct Special Meeting	O	Greater Norwich Local Plan Consultation on Additional Sites	J Walchester	J Fuller	N
5 Nov	O	Performance, Risk and Capital Budget Position for Q2 2018/19	E Pepper/M Fernandez-Graham/ E Goddard	B Stone	N
	O	Treasury Management Half Yearly Report	M Fernandez-Graham	B Stone	N
	K	SN Local Development Scheme - Update	J Walchester	J Fuller	N
	O	CNC Business Plan	D Lorimer	L Neal	Y
10 Dec	O	Conservation Area Boundaries and Appraisals for Bramerton, Brockdish, Saxlingham Green, Saxlingham Nethergate and Shotesham.	C Bennett	L Hornby	N
	O	Member-Led Grants	M Pursehouse	M Edney	N
7 Jan	O				
Council 10 December					

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.