



# AGENDA

**NOTE: In the case of non-members, this agenda is for information only**

- Committee** - **OVERVIEW AND SCRUTINY COMMISSION**
- Date & Time** - **Thursday, 3rd March, 2016 at 2.00 pm**
- Venue** - **Anglia Room, The Conference Suite, Elizabeth House, Walpole Loke, Dereham**

**Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.**

## Members of the OSC

Mr J.P. Cowen (Chairman)  
Mr S H Chapman-Allen  
Mr P.D. Claussen (Vice-Chairman)  
Mr D M Crawford  
Mr T. J. Jermy  
Mr A.P. Joel

Mrs S.M. Matthews  
Mr T F C Monument  
Mr D R R Oliver  
Mr R. R. Richmond  
Mr A.C. Stasiak  
Mrs A M Webb

## Substitute Members

Cllr CR Bowes  
Mr H Clarke  
Cllr E Gould  
Mr J Newton

**PERSONS ATTENDING THE MEETING ARE REQUESTED TO TURN OFF MOBILE TELEPHONES**

Democratic Services  
Elizabeth House, Walpole Loke,  
Dereham Norfolk, NR19 1EE

Date: Thursday, 25 February 2016



## **PROTOCOL**

### **Working Style of the Overview & Scrutiny Commission (OSC) and Other Scrutiny Bodies**

This document sets out the roles of Members and Officers, and the general principles to be adopted by the OSC and other scrutiny bodies such as Scrutiny Task and Finish Groups.

#### **Member Leadership**

Members of the OSC will take the lead in selecting topics for overview and scrutiny and will recognise that best practice identifies scrutiny as a non-executive Member-led activity. The OSC will expect Cabinet members to take prime responsibility for answering their questions about topics which chiefly relate to the Council's activities.

#### **A Constructive Atmosphere**

Meetings of the OSC will be constructive and not judgmental. The Commission recognises and accepts that effective scrutiny is best achieved through challenging and constructive enquiry. People giving evidence should be given due respect and not made to feel under attack.

#### **Independence**

Members of the OSC/task and finish groups will not be subject to whipping arrangements by the party groups.

#### **Respect and Trust**

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

#### **Consensus**

Members of the OSC/task and finish groups will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed targeted recommendations. There will be recognition that the OSC has a primary duty to scrutinise on behalf of the community.

#### **Openness and Transparency**

The OSC's business will be open and transparent, except where there are sound reasons for protecting confidentiality. The minutes of the Commission's meetings will explain the discussion and debate so that they can be understood by an outside reader.

#### **Impartial and Independent Officer Advice**

Officers who advise and support scrutiny will give impartial and independent advice, as officers support all members of the Council.

#### **Regular Review**

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

#### **Programming and Planning**

It is the responsibility of the OSC and the wider non-executive to determine its work programme and to allocate specific reviews either through a dedicated task and finish group or to undertake a review itself. Before each topic/review is commenced, the O&SC will agree the scope of the exercise, what information they will need initially, and which members, officers and external witnesses they wish to see.

## **Managing Time**

The OSC will aim 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.

## **Member/Officer Roles**

Executive members will regularly be called to account for the decisions they have made and to explain progress in key areas of their portfolio – and in the case of the Council Leader – the Council as a whole. Members will be expected to produce and present a brief written account of their executive activities and will then be questioned by members of the OSC for a period no longer than 20 minutes.

## **Co-optees**

“Expert witnesses” may be co-opted onto scrutiny task and finish groups to provide technical assistance to the review. Co-optees possess no voting rights.

## **Substitutes**

Substitute members will be so listed on the agenda papers of the Overview & Scrutiny Commission. It is a member responsibility to alert a substitute in the event that she/he cannot attend a meeting.

**PART A - ITEMS OPEN TO THE PUBLIC**

	<u>Page(s) herewith</u>
<p>1. <b><u>MINUTES</u></b> To confirm the minutes of the meeting held on 28 January 2016.</p>	7 - 13
<p>2. <b><u>APOLOGIES AND SUBSTITUTES</u></b> To receive apologies for absence and to note substitute Members in attendance.</p>	
<p>3. <b><u>URGENT BUSINESS</u></b> To note whether the Chairman proposes to accept any item as urgent business pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.</p>	
<p>4. <b><u>DECLARATION OF INTERESTS</u></b> Members are reminded that under the Code of Conduct they are not to participate and must leave the room, for the whole of an agenda item to which they have a Disclosable Pecuniary Interest.  In the interests of transparency, Members may also wish to declare any other interests they have in relation to an agenda item, that support the Nolan principles detailed within the Code of Conduct.</p>	
<p>5. <b><u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u></b> To note the names of any non-members or public speakers wishing to address the meeting.</p>	
<p>6. <b><u>TASK AND FINISH GROUPS</u></b> To receive the quarterly report on the progress of the Transformation Task &amp; Finish Groups.</p>	14 - 17
<p>7. <b><u>HEALTH SCRUTINY (STANDING ITEM)</u></b> To receive an update on the Norfolk Health Scrutiny Committee.</p>	
<p>8. <b><u>SCRUTINY CALL-INS (STANDING ITEM)</u></b> To note whether any decisions have been called-in for scrutiny.</p>	
<p>9. <b><u>COUNCILLOR CALL FOR ACTION (STANDING ITEM)</u></b> To consider any references.</p>	

**10. WORK PROGRAMME**

- (a) A copy of the Commission's work programme is attached. The Commission is asked to agree any additions, deletions or amendments to the programme as appropriate.
  
- (b) Member Issues: In accordance with the Commission's protocol for member leadership, which states that members of the Commission will take the lead in selecting topics for overview and scrutiny and in the questioning of witnesses, members are invited to put forward items for selection for future review.

*A copy of the Key Decision Plan is attached for Members' information.*

**11. NEXT MEETING**

To note the arrangements for the next meeting to be held on 21 April 2016 at 2pm in the Anglia Room, Conference Suite, Elizabeth House, Dereham.

**BRECKLAND COUNCIL**

**At a Meeting of the**

**OVERVIEW AND SCRUTINY COMMISSION**

**Held on Thursday, 28 January 2016 at 2.00 pm in the Anglia Room, The Conference Suite, Elizabeth House, Walpole Loke, Dereham**

**PRESENT**

Mr J.P. Cowen (Chairman)	Mrs S.M. Matthews
Mr S H Chapman-Allen	Mr T F C Monument
Mr P.D. Claussen (Vice-Chairman)	Mr D R R Oliver
Mr D M Crawford	Mr R. R. Richmond
Mr T. J. Jermy	Mr A.C. Stasiak
Mr A.P. Joel	Mrs A M Webb

**Also Present**

Mr S.G. Bambridge	Mr P M M Dimoglou
Mrs E J Bishop	Mrs J Hollis
Mr T R Carter	Mr J Newton
Councillor M. Chapman-Allen	Mrs L.S. Turner

**In Attendance**

Richard Boole	- Environmental Protection Manager (shared)
Alison Chubbock	- Chief Accountant (Deputy Section 151 Officer) (BDC)
Pete Fuller	- Assistant Democratic Services Officer
Julie Kennealy	- Executive Director (Commercialisation)(S151 Officer)
Helen McAleer	- Senior Democratic Services Officer

**Action By**

**1/16 MINUTES (AGENDA ITEM 1)**

The Minutes of the meeting held on 17 December 2015 were confirmed as a correct record and signed by the Chairman.

**2/16 APOLOGIES AND SUBSTITUTES (AGENDA ITEM 2)**

None.

**3/16 URGENT BUSINESS (AGENDA ITEM 3)**

None.

**4/16 DECLARATION OF INTERESTS (AGENDA ITEM 4)**

No declarations were made.

**5/16 NON-MEMBERS WISHING TO ADDRESS THE MEETING (AGENDA ITEM 5)**

Councillors Bambridge, Bishop, T Carter, M Chapman-Allen, Dimoglou, Hollis, Newton and Turner were in attendance.

**6/16 EXECUTIVE MEMBER PORTFOLIO UPDATE (AGENDA ITEM 6)**

The Chairman noted that it was the first task of the Council year to set the budget and so he had invited the Executive Member for Finance to address the

Commission.

Councillor Dimoglou said that his Finance Portfolio had been able to build on the astute management of previous generations to present a balanced budget for the first year of the Medium Term Financial Plan (MTFP) with a predicted shortfall of £806,000 at the end of year four. Since those predictions were made there had been some changes and an opportunity had arisen to accept a four year funding deal from Central Government. The final budget proposals would be presented to Cabinet on 9 February 2016.

He invited the Executive Director Commercialisation to give Members a short presentation on the impact of the Comprehensive Spending Review, its effect on the Budget and the project to meet the key issues for Breckland.

New Homes Bonus (NHB) – Change had been expected. It had been thought that the NHB would only be available for the next three years. In fact it should continue for the next four year, but there were retrospective changes to the way it was paid. Consultation was also underway on other changes. It was now directly linked to the Local Plan submission. If that was not made in a timely fashion the NHB would not be paid. The Plan also had to be robust otherwise the Government would withhold payment. The Council's Local Plan was on-track for submission in Autumn 2016. However, if it was rejected the Government could withhold payment of about £500,000.

Another issue was that if the Council refused planning permission for housing which was then granted on Appeal, the Council would not receive any NHB for that development. The potential reduction in NHB would impact on the Council's Growth Fund.

The good news was that the Necton Sub-Station had received an estimated Business Rates valuation of £500,000 so it could be used to top up the Growth Fund to mitigate the NHB risk if required.

Revenue Support Grant (RSG) – The Government had introduced a four year settlement for those Councils that had structured plans. Breckland qualified and would seek agreement from Cabinet to accept the four year settlement. There were no details about the proposal yet but they should be available in time for the Cabinet meeting.

War Pensioners – The changes would mean a small cost to the Authority of about £2,000 which would be recommended to Cabinet for approval.

The effects of those changes on the MTFP would increase the shortfall by the end of the term to £2million. However, the Transformation Programme had identified sources of funding for 100% of that. A summary of savings and income opportunities which showed the plans in place to secure the money was displayed. Delivery of the Transformation Programme was critical. The total expected return was actually higher than was needed allowing greater flexibility.

Council Tax Comparative Position – The proposed £5 increase in Council Tax would not alter the Council's position of having the lowest Council Tax in the country and would result in less than a 10p per week increase on Band D properties.

Councillor Joel asked for clarification on Business Rates (BR) and he was



**Action By**

advised that the Government wanted to move towards 100% BR retention but as some of that money went towards the RSG it did not mean that the Council would receive 100%. The details were not known yet. The Council should retain 100% of the Necton Sub-Station BR as the money came from renewable energy. Balanced against that was the fact that the NHS Trusts had applied for zero rating and if approved that would reduce income from BR. The Council would also receive 100% BR from Snetterton power station and the estimated value of this was already included in the proposed budget.

Councillor Oliver asked if the possibility of NHS Trusts receiving zero rating had been catered for in the budget and the Executive Director Commercialisation said that the budget adopted a prudent approach to BR, taking a cautious view of potential BR bases. As the District did not have any hospitals the NHS Trust situation would have a small impact on Breckland.

She was keeping an eye on the provisions for Appeals as the fact that they could be back-dated was a significant issue. The Chief Accountant confirmed that £3.1million had been set aside and was considered to be adequate provision at the moment.

Councillor Stasiak asked about the Council's ability to invest and the Executive Member for Finance advised that the regulations had been relaxed to allow Council's to invest in AA rated counter parties to spread their investments further. The Council also intended to invest in market housing. Breckland Bridge was already building houses in Mileham and Attleborough. Cash in the bank was only providing half a percent whereas investment in holdings provided a greater return.

Councillor S Chapman-Allen asked whether there were figures for the number of appeals granted when the Planning service was in-house, compared to the number granted under Capita and Councillor Claussen thought it might affect the way that the Planning Committee operated if they felt pressure to allow housing developments in order to receive NHB payments. He asked for specific figures on the reduction in reliance on NHB and the Executive Director Commercialisation agreed to find those out for him.

The Chairman wanted to know how much income came from NHB and how the Council could discount 100% of that, so that planning decisions would not be compromised. As well as unsuitable housing developments there was the potential for allowing unsuitable green energy projects in order to receive BR.

Councillor Jermy agreed that the impartiality of the planning process could be called into question if the Council was reliant on NHB. He went on to ask what difference the £5 increase in Council Tax would make compared to the 2% increase previously proposed.

The Executive Director Commercialisation explained that the £5 increase had not been known about when the draft budget had been presented. It was an option added by the Government due to the changes in RSG and NHB. With the 2% increase the budget deficit had been £806,000 after four years. With the £5 increase that deficit reduced by £165,000. It was up to Members to decide.

The Deputy Leader and Executive Member for People & Information pointed out that the £5 increase would have less impact than 10p per week as most properties in the District were below Band D.

**Action By**

It was noted that the Council had received NHB on development approved on appeal previously. The changes were currently under consultation.

Councillor R Richmond asked if there were enough commercial sites in the Local Plan proposals to provide sufficient Business Rates. The Executive Director Commercialisation said that the Council was definitely on-track. Government policy was aimed at growth and it was therefore necessary to be successful in that field. The Council was in a good position compared to others.

Councillor Webb asked if the proposed reduction in BR trial had been provided for in the MTFP and it was confirmed that the pilot scheme was covered. The costs for Dereham were known. If the scheme was successful it would be reviewed annually.

Councillor Oliver asked if there had been any modelling in the MTFP of the impact of Devolution. There had not, and the Chairman advised that he had attended a briefing on Devolution at County Hall and it had been made clear that there was no intention to 'raid the Breckland pot' if devolution went ahead.

Councillor Bambridge referred to the Appendix to the presentation and to projects C3, C4 and C5. He had expected much higher income.

The Executive Director Commercialisation explained that the plan was based on deliverability and figures were not included if they were not certain. The Business Case for Breckland Training Services was being prepared and the figures would include the costs of providing a dedicated training centre at Breckland House, Thetford.

Discussions were underway about C4 and it was hoped that income would come from that. Project C5 was heavily reliant on the digitalisation agenda and there was no business case for that yet. When there was, the income line would be populated.

Councillor Jermy asked about C11 (Thetford Tax Base Growth). The issue had been discussed by the Town Council because the new housing was outside the Thetford boundary but would impact on the services in the town.

The Chairman thought that was a valid point and said that Watton had the same issue with the housing developments in Carbrooke. He noted that the income generator was not showing start-up costs and asked if they had been included in the MTFP. It was confirmed that they were either in the MTFP or the Transformation Budget and that an expenditure table would be included in the budget pack for Members.

The Chairman thanked the Executive Member and the Executive Director for their presentation.

**7/16 REVISED CONTAMINATED LAND STRATEGY (AGENDA ITEM 7)**

The Executive Member for Public Protection presented the report. The Strategy had been updated due to changes in National Policy. She introduced Richard Boole, Environmental Protection Manager. The Strategy had been refreshed and updated to ensure it was fit for purpose. There had been no major changes and it was similar to every other Contaminated Land strategy

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across the country. The changes brought about by National Policy assisted in getting previously used land back into use to support the planning process.

Councillor Stasiak asked if there were any recent additions and was advised that contamination from domestic fuel spillages was not included.

Councillor Claussen asked what amount of Breckland owned land was contaminated. The Environmental Protection Manager did not have that information. The maps showed 'potential contaminated land'. He suggested that the Property & Asset Team might have more information.

Councillor S Chapman-Allen asked if any land previously excluded from the Local Plan would be allowed following the changes and how landowners were advised of the changes.

The Environmental Protection Manager explained that the District did not have any major contaminated land which would stop all development. When the Strategy was approved it would be published on the website and the Planners would be advised of the changes.

Councillor R Richmond asked at what point an Environmental Impact Assessment was required. He was advised that areas of potential concern were mapped and the Planners referred to those maps and highlighted any areas of concern to developers. If contamination was found more details would be required. The Council had a specialist Contaminated Land Officer who would give advice to developers to try to ensure that any undue risks to the public were picked up.

The Executive Member for Public Protection noted that sometimes the cost of mitigation could affect the provision of affordable housing. Councillor Claussen agreed and asked if the Planners could be advised on the effect on viability of clearing contamination.

The Chairman pointed out that that was the role of the District Valuer. He thanked the Executive Member and Officer for their report.

**8/16 TASK AND FINISH GROUPS (AGENDA ITEM 8)**

The Chairman noted that it was four months since the process had started. The Commission should receive formal reports at regular intervals. He therefore requested a written report for the next meeting. In the meantime, each Task & Finish Group (T&FG) Chairman was invited to give a verbal progress report and to flag any issues.

Councillor Stasiak (Chairman – Commercialisation T&FG) said they were getting on well. At their last meeting they had discussed Breckland Training Services; looked at how Council contracts could be let to Breckland organisations - ensuring Best Value whilst increasing opportunities for SMEs to bid for contracts; income generation from the Brown Bin service; and identifying land for starter homes.

The Chairman referred to the list of projects provided by the Executive Director Commercialisation and noted that a lot had no income identified, including nothing from the 2016-17 Commercial Asset Review.

Councillor Stasiak explained that they had not looked at that yet. Some stock

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was quite old and there could be a huge expense associated with asbestos problems. That would be looked at in the future along with opportunities to add to the portfolio.

The Chairman said that Breckland Bridge had the necessary expertise, and access to the Council's land, to identify opportunities. He suggested that the T&FG should engage with them.

The Deputy Leader & Executive Member for People & Information agreed and said that she would ask the Chairman of the Breckland Bridge Board if Councillor Stasiak could attend a meeting.

Councillor Jermy (Chairman – Digitalisation T&FG) said they had discussed the website at their recent meeting and spoken about self-service booths. The new Digital and Customer Access Manager had been present and he had a good commercial sector background. At the next meeting they would discuss Breckland's approach to Social Media and Customer Contact Centre trends.

The Chairman noted that there was a lot of out-of-date content on the Biz (Intranet) and the Outlook contact list was also very out of date.

Councillor Jermy advised that there was a website content review underway.

The Deputy Leader & Executive Member for People & Information asked Members to look at their e-mails as they were being invited to take part in trials and she hoped they would participate. She agreed about the out-of-date information list and said it had been discussed by the Executive Management Team. She would find out what progress was being made.

Councillor Matthews (Chairman – Aligning Public Services T&FG) said they would be holding their second meeting next week. The building work on the Reception area was going ahead and at their next meeting they would be discussing the Dereham Early Intervention Hub with a representative from NCC.

The Chairman said that amendments had been made to the plans for DWP. The Reception would be a combined area and it was now a good use of Council space.

Councillor S Chapman-Allen (Chairman – Organisational Design T&FG) had postponed the meeting due to be held yesterday as he had not received sufficient information. He had discussed the issues with the Executive Director Strategy & Governance. At the next meeting they would be reviewing all the projects, as they had 'slipped' by some months.

The Chairman said there was a lot happening in the Council and Members relied on Officers to provide sufficient information in good time for meetings.

Councillor R Richmond had raised a question about parking for HGVs but had not yet received a response. He had some concerns about potentially increased repair bills for Council car parks due to the lack of suitable safe parking areas.

**9/16 HEALTH SCRUTINY (AGENDA ITEM 9)**

Nothing to report.

**Action By**

**10/16 SCRUTINY CALL-INS (AGENDA ITEM 10)**

None.

**11/16 COUNCILLOR CALL FOR ACTION (AGENDA ITEM 11)**

Councillor Newton raised concerns that the Safer Thetford Action Group had been trying to engage with the Licensing Team about a Public Space Protection Order without success.

The Chairman asked him to consult with the Executive Member for Public Protection in the first instance.

**12/16 WORK PROGRAMME (AGENDA ITEM 12)**

The Chairman noted the following items to be added to the work programme:

- To invite the Local Enterprise Partnership (LEP) to a future meeting to discuss how the Council could work with them.
- To invite the Citizens Advice Bureau to a future meeting to talk about their workload and to understand the issues being brought to them.
- To invite the Mental Health trust to come and talk about the issues of Breckland residents.

The Executive Member for Public Protection said that she could provide contact details for CAB.

Councillor Jermy suggested that the Chairman of the NCC Economic Development Committee and the NCC Director of Planning & Transportation should be invited to attend with the LEP representatives.

The Chairman said that he would plan the workload for the March and April meetings with the Scrutiny Officer.

**13/16 NEXT MEETING (AGENDA ITEM 13)**

The arrangements for the next meeting on 3 March 2016 were noted.

The meeting closed at 4.20 pm

CHAIRMAN

**BRECKLAND DISTRICT COUNCIL**

**Report of:** Julie Kennealy – Executive Director Commercialisation  
**To:** Overview and Scrutiny Commission – 3<sup>rd</sup> March 2016  
**Author:** Greg Pearson – Corporate Improvement and Performance Manager  
**Subject:** Update on the Transformation Task and Finish Groups  
**Purpose:** To provide an update on the work of the four member lead task and finish groups reviewing transformation programme activity

**Recommendation(s):**

- 1) To note the content of the report

**1.1 BACKGROUND**

1.2 Members formally adopted the 'Moving Forward' Transformational change programme in October 2015. As part of the establishment of this programme Members agreed to establish four task and finish groups; one to review each of the four strategic work streams of the Moving Forward Programme (Digitalisation, Aligning Public Services, Organisational Design and Commercialisation).

1.3 Task and Finish groups have been meeting regularly and it was agreed as part of terms of reference of these that the Overview and Scrutiny Commission would receive a quarterly written update on the information that each group had considered. This report is the first of these updates.

**1.4 DIGITALISATION GROUP**

1.5 The following is a summary of the activity undertaken by the group: -

1.6 Received and reviewed the proposed programme of work for the Digitalisation work stream and championed the need for the inclusion of customer intelligence in any new models of contact developed. Members also asked officers to ensure that internet and communication black spots are considered into any developments.

1.7 Received an update on the new platform the council was developing to enable its website to support mobile technologies and to support book and pay options.

1.8 The group considered the following research papers; Government Digital Strategy, Statistics on how people want to engage (ACORN data), Digital Innovation Fund.

1.9 Received an update on how new digital technology was supporting the book and pay process in helping deliver and grow the sign up to the Council's Garden Waste scheme.

1.10 They received an update on the customer service pods that will help support the council's assisted digital offer. The pod will be situated in the new reception area and will be a secure environment where residents who do not have access to digital or are unsure of how to use digital services will be able to utilise them.

#### **1.11 ALIGNING PUBLIC SERVICES GROUP**

1.12 The following is a summary of the activity undertaken by the group: -

1.13 The group considered and reviewed the Government's One Public Estate programme to provide context on what Breckland was attempting to achieve in this work stream.

1.14 The group received updates on the progress being made on co-locating the Department of Work and Pensions into Elizabeth House to improve the service delivered to residents who use both services. The group received a guide tour of the new office space and reception area so that they could understand how the new area would be beneficial.

1.15 The group received updates on the plan to co-locate the Department of Work and Pensions into Breckland House in Thetford once the work at Elizabeth House was completed.

1.16 The group received an update on the development of the Early Intervention Hub at Breckland House. This is a joint project with multiple partners that is aiming to engage earlier with young people with service needs and their families to help support them and reduce the cost of service provision by supporting them before their needs escalate.

1.17 At the next meeting the group will be visiting the Early Intervention Hub site at Breckland house to get a greater understanding of the work that is happening.

#### **1.18 ORGANISATIONAL DESIGN GROUP**

1.19 The following is a summary of the activity undertaken by the group: -

1.20 The group considered and reviewed the programme plan for the OD work stream and noted that there were two types of projects; one set that looked to support and develop the officers to deliver the organisation's strategic vision for the future through things such as the digital passport training resource; and one that looks at structural design of the teams and how these can be made more efficient and the development of potential income generation opportunities.

1.21 The group received an update on the work the council is doing with the Local Government Association to develop an Organisational Development plan now known as the 'People Plan'. The group were introduced to Sharon Varney the lead advisor who is working with the council, who outlined the work being conducted to have the 'People Plan' in place by 31<sup>st</sup> March 2016.

1.22 The group is scheduled to meet on the morning of 3rd March and will review progress to date on the following active projects; People Plan, Digital Passport, Service reviews of Legal Services, Democratic Services, Human Resources and Corporate Improvement. It will consider the projects that have been completed and will look to see that the aims and objectives of these have been achieved. It will also consider and make recommendations on a document known as the 'Service Review Specification' which is a guide to what a service review should achieve such as income generation and efficient working practices.

#### **1.23 COMMERCIALISATION GROUP**

1.24 The following is a summary of the activity undertaken by the group: -

1.25 A scene setting sessions that covered the importance of why we need to commercialise, it is about maximising the return on our investment, understanding risk, investing in the short

term to make gains in the long run.

- 1.26 They reviewed initial proposals around Breckland Training Service, it was agreed that the service needed a business case developed to help deliver a new business model. This would possibly include the addition of sales and marketing resources to the core team along with the use of skilled associate trainers that can be brought in on an as needed basis.
- 1.27 They received updates on the work that is being conducted on reviewing the commercial assets base with a view to ensuring that they are delivering the most yield and that we are considering the options of dealing with those that are not.
- 1.28 They received updates on how the council is reviewing its approach toward procuring third party goods and services. The new approach will aim to deliver a reduction in the overall amount the council spends on these types of services through better commissioning but also how it ensures that more of these opportunities are successfully procured by local providers. A new strategy is being drafted for review by the group shortly.
- 1.29 They received updates on the further development of the council's garden waste scheme, which is looking at how membership to the scheme is increased and therefore brings additional money into the council. New software has been procured to support the expansion of the scheme and make it more attractive to residents by enabling them to pay and order their bin online, this will realise some savings to the council through its Serco contract.

## 2.0 **OPTIONS**

- 2.1 No recommendations made. Report for information and to be noted only.

## 3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 No recommendations made. Report for information and to be noted only.

## 4.0 **EXPECTED BENEFITS**

- 4.1 Not applicable.

## 5.0 **IMPLICATIONS**

- 5.1 it is the opinion of the Report Author that there are no implications.

## 6.0 **WARDS/COMMUNITIES AFFECTED**

- 6.1 No Wards or Communities are affected

## 7.0 **ACRONYMS**

- 7.1 NA

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Background papers:- None

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**Lead Contact Officer**

Name and Post: Greg Pearson – Corporate Improvement & Performance  
Manager  
Telephone Number: 07500 030900  
Email: [greg.pearson@breckland-sholland.gov.uk](mailto:greg.pearson@breckland-sholland.gov.uk)

**Director / Officer who will be attending the Meeting**

Name and Post: Greg Pearson – Corporate Improvement & Performance  
Manager

**Key Decision:** No

**Exempt Decision:** No

**Appendices attached to this report:**

NA



**KEY DECISION PLAN**  
**VERSION 02/16**

**Issued –**  
**Effective for Period:**  
**17/02/16 - 30/06/16**

*Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:  
Helen McAleer, Senior Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.  
Telephone 01362 656381 Email [memberservices@breckland.gov.uk](mailto:memberservices@breckland.gov.uk)*

**The Key Decision Plan shows all key and significant decisions that are likely to be made over the next **twelve** months**

*The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. .*

**Key decisions are** Executive decisions involving expenditure or savings exceeding 25% of the budget sum approved for a particular service or function, or a decision which significantly affects the community in two or more wards or electoral divisions.

**Significant decisions are:** 1. A decision made in connection with setting the Council Tax; 2. A decision to approve any matter relating to a Policy or Strategic Plan; 3. Any non-Executive decision which significantly affects the community in two or more wards or electoral divisions. Some of the decisions will be recommendations to full Council, particularly if they impact on the Budget and the Policy Framework (comprising of statutory plans and strategies)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Executive Member for Income & Prosperity  Treasury Management Policy & Strategy 2015-16	This report outlines the Council's Prudential Indicators for 2015-16 to 2017-18 and sets out the expected treasury operations for this period and requests approval for the Treasury Management Policy, Strategy and Prudential Indicators for 2015-16 to 2017-18		Treasury Management Policy & Strategy 2015-16	Audit Committee 19 Feb 2016

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
<p>Executive Member for Growth</p> <p>The release of capital funds to support affordable housing development - D08-16</p>	<p>A report concerning the grant of capital funds to support the delivery of 62 new units of affordable housing in Breckland</p>	<p>N/A</p>	<p>The release of capital funds to support affordable housing development</p> <p>The release of capital funds to support affordable housing development</p>	<p>Executive Member for Growth</p> <p>16 Feb 2016 – subject to Call-in until 23 Feb 2016</p>
<p>Executive Member for Finance</p> <p>Budget Setting, Medium Term Plan (MTP) &amp; Capital Strategy</p>	<p>To consider the capital and revenue budget estimates and proposed council tax, the financial Medium Term Plan and the Capital Strategy and recommend approval to Full Council</p>		<p>Budget Setting, Medium Term Plan (MTP) &amp; Capital Strategy</p>	<p>Council 25 Feb 2016</p>
<p>Executive Member for Finance</p> <p>Council Tax Setting</p>	<p>To set the amounts of Council Tax applicable for 2016-17 for each valuation band and in each part of the district</p>		<p>Council Tax Setting</p>	<p>Council 25 Feb 2016</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Executive Member for Growth  Housing/ Homelessness Strategies	To agree strategy contents and process for consultation	Statutory consultation with Registered Providers, partner agencies and public consultation	Document To Follow	Cabinet 15 Mar 2016
Executive Member for Growth  Proposed A11 Technology Corridor	To support cross boundary inward investment branding to include Thetford, Brandon and Attleborough	.	Proposed A11 Technology Corridor Proposed A11 Technology Corridor	Cabinet

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**If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:**  
**Helen McAleer, Senior Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.**  
Telephone 01362 656381 Email [memberservices@breckland.gov.uk](mailto:memberservices@breckland.gov.uk)


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## Overview & Scrutiny Work Programme 2016/17

*This is an outline programme only and will be amended as issues arise or priorities change*

Date	Topic	Member / Director / Lead Officer	Objectives and desired outcomes	Notes / Comments
28 January 2015	Executive Portfolio Update	Cllr Pablo Dimoglou		
	Transformation T&F Groups	All Chairmen of T&F Groups	To receive a verbal report	
	Contaminated Land Strategy	Richard Boole		
3 March 2015	Citizens Advice Bureau		To provide historical context on their receiving funding from the council; to understand issues that they are dealing with; to discuss the SLA's.	Requested at OSC 28/1
	Quarterly Update on Transformation T&F Groups	Lynda Turner / Maxine O'Mahony / Greg Pearson		
21 April 2015	Executive Portfolio Update			
	Citizens Advice Bureau		To provide historical context on their receiving funding from the council; to understand issues that they are dealing with; to discuss the SLA's.	Requested at OSC 28/1

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### TRANSFORMATION TASK & FINISH GROUPS

Topic	Member / Lead Officer	Objectives and desired outcomes	Comments / Updates
Commercialisation	Julie Kennealy / Cllr Adrian Stasiak	Benefits realisation of the project stream	Next meeting: 2016
Digitalisation	Maxine O'Mahony / Rob Leigh / Cllr Terry Jermy	Benefits realisation of the project stream	Next meeting: 31 March 2016
Aligning Public Services	Rob Walker / Cllr Shirley Matthews	Benefits realisation of the project stream	Next meeting: 10 March 2016 @ 2pm, Thetford
Organisational Design	Anna Graves / Cllr Sam Chapman-Allen	Benefits realisation of the project stream	Next meeting: 3 March @ 11.30am

**Topics to be scheduled** *(These are topics previously raised by Members)*

Date	Topic	Member / Lead Officer	Objectives and desired outcomes	Comments
<b>HEALTH</b>				
	Health – who are Breckland's partners?  Mental Health Trust / GPs / Health & Well being		Understand the Council's roles & responsibilities in being able to support the Health Service	<i>Rob Walker to update in wider issues</i>  <i>Discussed at OSC 28/1/16</i>
	Leisure Centre – PFI contract?			
<b>GROWTH</b>				
	Housing Infrastructure			
	Snetterton Process			Cllr Stasiak suggested review of process
	How the Local Enterprise Partnership (LEP) functions and what it is doing for Breckland			Liaise with Robert Campbell/Lindy Warner & invite a rep from LEP  Requested at OSC 28/1
<b>CORPORATE PLAN</b>				
	Performance Monitoring reports	Greg Pearson	To receive quarterly reports to ensure delivery against the Corporate Plan	
<b>Miscellaneous</b>				
	How we scrutinise partners			Raised at OSC 17/12
	Duty to Co-operate – how it works and how it impacts on Breckland			
	Devolution	Anna Graves		