



# AGENDA

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

- Committee - OVERVIEW AND SCRUTINY COMMISSION**
- Date & Time - Thursday, 30th March, 2017 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

Councillor E. Gould (Chairman)  
Mrs E J Bishop  
Mr R. F. W. Brame  
Mr D M Crawford  
Mr T. J. Jermy  
Mr A.P. Joel

Mrs S.M. Matthews  
Mr T F C Monument  
Mr M J Nairn  
Mr D R R Oliver  
Mr R. R. Richmond  
Mr A.C. Stasiak (Vice-Chairman)

## Substitute Members

Cllr CR Bowes  
Mr H Clarke  
Mr J Newton  
Mr P Wilkinson

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

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

Date: Thursday, 23 March 2017



## **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>
<b>1. <u>MINUTES</u></b> To confirm the minutes of the meeting held on 16 February 2017.	7 - 13
<b>2. <u>APOLOGIES AND SUBSTITUTES</u></b> To receive apologies for absence and to note substitute Members in attendance.	
<b>3. <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.	
<b>4. <u>DECLARATION OF INTERESTS</u></b> The duties to register, disclose and not to participate for the entire consideration of the matter, in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011. Members are also required to withdraw from the meeting room as stated in the Standing Orders of this Council.	
<b>5. <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.	
<b>6. <u>TASK AND FINISH GROUPS</u></b> To consider the following report:  a) <u>Budget Task &amp; Finish Group Identified Opportunities</u> Report of Executive Director Commercialisation, Christine Marshall.	14 - 18
<b>7. <u>DISCUSSION ON BEING AN INTELLIGENT COUNCIL</u></b> To receive a presentation by Corporate Improvement & Performance Manager.	
<b>8. <u>OUTSIDE BODY FEEDBACK (STANDING ITEM)</u></b> To receive an update from representatives on Outside Bodies.	
<b>9. <u>SCRUTINY CALL-INS (STANDING ITEM)</u></b> To note whether any decisions have been called-in for scrutiny.	
<b>10. <u>COUNCILLOR CALL FOR ACTION (STANDING ITEM)</u></b> To consider any references.	

	<u>Page(s)</u> <u>herewith</u>
<b>11. <u>WORK PROGRAMME</u></b>	19 - 23
<p>(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.</p> <p>(b) <u>Member Issues</u>: 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.</p> <p><i>A copy of the Key Decision Plan is attached for Members' information.</i></p>	
<b>12. <u>NEXT MEETING</u></b>	
<p>To note the arrangements for the next meeting to be held on 11 May 2017 at 2.00pm in the Anglia Room, Elizabeth House, Dereham.</p>	
<b>13. <u>EXCLUSION OF PRESS &amp; PUBLIC</u></b>	
<p>To consider passing the following resolution:</p> <p>"That under Section 100(A)(4) of the Local Government Act 1972, the press and the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Schedule 12A to the Act".</p> <p style="text-align: center;"><b><u>PART B – ITEM FROM WHICH THE PRESS AND THE PUBLIC ARE EXCLUDED</u></b></p>	
<b>14. <u>ESTABLISHMENT OF CENTRAL CONTRACTS TEAM</u></b>	24 - 36
<p>Report of Deputy Leader &amp; Executive Member Strategy, Governance and Transformation, Councillor Sam Chapman-Allen.</p>	

**BRECKLAND COUNCIL**

**At a Meeting of the**

**OVERVIEW AND SCRUTINY COMMISSION**

**Held on Thursday, 16 February 2017 at 2.00 pm in the Anglia Room, The Conference Suite, Elizabeth House, Walpole Loke, Dereham**

**PRESENT**

Councillor E. Gould (Chairman)	Mr D R R Oliver
Mrs E J Bishop	Mr R. R. Richmond
Mr R. F. W. Brame	Mr A.C. Stasiak (Vice-Chairman)
Mr T. J. Jermy	Mr J Newton (Substitute Member)
Mrs S.M. Matthews	Mr P S Wilkinson (Substitute Member)
Mr M J Nairn	

**Also Present**

Councillor C Bowes	Mr F.J. Sharpe
Councillor M. Chapman-Allen	Mr N.C. Wilkin
Mr P. M. M. Dimoglou	

**In Attendance**

Maxine O'Mahony	- Executive Director of Strategy & Governance
Rob Walker	- Executive Director Place
Phil Adams	- Executive Manager Public Protection
Greg Pearson	- Corporate Improvement and Performance Manager
Riana Rudland	- Breckland Place Manager
Paola Sabatini	- HR Manager
Teresa Smith	- Democratic Services Team Leader

**12/17 MINUTES**

The minutes of the meeting held on 5 January 2017 were confirmed as a correct record and signed by the Chairman.

**13/17 APOLOGIES AND SUBSTITUTES**

Apologies for absence had been received by Councillors Bambridge, Crawford, Joel and T Monument.  
Councillor Wilkinson was present substitute for Councillor Joel, and Councillor Newton was present as substitute for Councillor Crawford.

**14/17 URGENT BUSINESS**

None.

**15/17 DECLARATION OF INTERESTS**

None.

**16/17 NON-MEMBERS WISHING TO ADDRESS THE MEETING**

Councillors Bowes, S Chapman-Allen, M Chapman-Allen, Dimoglou,

**Action By**

Sharpe and Wilkin were in attendance.

**17/17 PFI CONTRACT UPDATE**

Mr Paul Young, General Manager of Parkwood Leisure presented Members with an update on the Private Funding Initiative (PFI) contract. Parkwood Leisure operate the leisure facilities at two sites within Breckland; Dereham Leisure Centre and Breckland Leisure Centre & Waterworld in Thetford.

Usage levels had increased by 3.6% with the main activity areas being the swimming pools, swimming lessons, fitness and use of the sports hall. The partnership continued to be an excellent working relationship between the operator and Breckland.

A number of events had taken place at the leisure centres which had helped to develop community awareness of the services provided. This included attending the Dereham Carnival, and being part of the Dereham 5k event.

Both sites had over 1000 memberships for both swimmers and the expressions membership. A 52-week swimming programme had been developed which had increased the direct debit intake.

A Carer membership had been introduced as well as an improved GP referral programme which aimed to bring benefit to the community. In addition grandparents were entitled to a free swim when they attended with their grandchildren at Dereham Leisure Centre, which had been warmly welcomed by users. Training had also been delivered to staff providing better awareness of dementia and Dereham Leisure Centre had recently become an approved centre for being dementia friendly.

The marketing plan for 2016 had been agreed and delivered on time. The centre was keen on develop on the benefits of e-marketing.

The Camp Adventure holiday programme held in 2016 had increased to 519 attendees and had been the most successfully attended to date. In addition links had been established with Thetford Rugby Club where courses linked to community groups had been successful. A new sport, Pickleball, had been trialled in June with a good uptake Health and Safety was a priority with Parkwood Leisure and currently five members of staff were fully qualified to ensure policies of health and safety were adhered to. Both sites had also recently passed the quality assurance assessments.

A gym extension had recently taken place within Dereham for the use of a new multifunctional area and plans were in place to develop the gym at the Thetford site.

The Dereham Leisure Centre would be celebrating the 10 year anniversary since the opening of the new complex in May 2017 and more details would be shared with Members in due course.

The Chairman thanked Mr Young for his detailed presentation.

Councillor Richmond asked who was responsible for the maintenance

**Action By**

**Action By**

of both sites and how much profit needed to be generated to make it work. The Communities Manager responded that the building maintenance was the responsibility of the PFI Contractor, Breckland Leisure Limited and that Mr Young was responsible for the operation of the buildings only.

Councillor Jermy referred to the capacity figures and asked to what extent it had increased in unique visitors, or those that were frequent visitors. He also asked if there was a queue for equipment of swimming lanes busy this could be off putting and how Parkwood managed this. Mr Young responded by affirming that the customer journey had already improved by the changes to the gym within Dereham, and this would also have the similar benefit in Thetford. With regard to swimming it was a balancing act between maximising usage and customer experience.

Councillor Jermy went on to ask how Parkwood were gauging customer feedback as the customer feedback meetings were poorly communicated. Mr Young said a new sales manager was in post and had already picked up the issues of corporate membership. He also hoped to have focus groups with organisations that used the facilities to receive feedback.

The Chairman asked how Parkwood could be certain that leaflet drops reached rural villages. Mr Young said it could not be guaranteed, but he would continue to look at E-marketing as an efficient method of promoting the facilities.

The Chairman went on to ask if Parkwood would consider providing transport from remote villages for communities to use the facilities. Mr Young said it could be considered if there was a demonstrable demand shown for this and that it was commercially viable. In addition conversations with partner groups such as Age UK were underway to see how Parkwood could assist with the leisure experience.

Councillor Brame was pleased to see how well Parkwood Leisure was performing, and asked how the promotion of concessions were publicised. Mr Young said work was being undertaken to consider the target market area and how promotion of concessions could be improved. The Communities Manager confirmed he would work with Parkwood Leisure to ensure that this was extensively promoted.

Councillor Wilkinson suggested that Parkwood Leisure worked with the Council's Communication team to advertise information. Mr Young agreed that it was a good suggestion and would work with the Council on that.

The Chairman asked if Parkwood produced a newsletter and if so could Members receive a copy to publicise the facilities within their wards. Mr Young believed it was published quarterly and would ensure Members received a copy.

Councillor Matthews asked how carers would be aware that they were entitled to discounted membership. The Communities Manager confirmed there was a set of criteria and would clarify this with Members.

**SJ**

**Action By**

Councillor Stasiak asked how Parkwood liaised with villages or Towns within the district that did not have access to the gym or swimming pools. Mr Young said he had a detailed map which showed where Members of the leisure centres were coming from and the distances people were travelling.

Councillor Bishop asked if the leisure centres were involved in the 'swim the channel' campaign which raised money for local charities. Mr Young would look into this initiative further.

The Chairman asked to review the promotional campaign in three months and the Communities Manager would respond to this.

**SJ**

**18/17 UNSIGHTLY AND DERELICT SITES**

The Executive Director Place presented the report asking Members whether they would consider and recommend to Cabinet instigating a programme of work to identify and take sites that were deemed to be significantly and adversely impacting upon the character and appearance of their immediate and wider environment of which they were located.

Councillor Brame felt that there was currently a problem around the District and there was no mechanism to inform the Council of these issues; having a list would make a difference.

The Executive Director Place said it would be a co-ordinated approach whereby sites and issues would be identified with a proposed course of action which would be agreed by Members.

Councillor Wilkinson fully supported the report and asked if the Council could use compulsory purchase orders. The Executive Director of Place said it would depend on each individual case.

Councillor Oliver was surprised that the Council were not doing this at the moment and asked if this would be co-ordinated with the empty homes piece of work. The Executive Director Place said that as part of the recent service review there would be the re-establishment of a reinforcement team, who would pick up the empty homes piece of work and the derelict sites piece as both strands would run alongside one another.

Councillor Newton asked if a lesson had been learnt by not having a conservation policy. The Executive Director Place confirmed that legislation was available to use and therefore was not a need for a conservation policy.

Councillor Jermy said there would be situations where hands were tied but that prioritisation was the key. In addition it did not have to be overly costly and that the influence the council had was key. The Chairman agreed and said that there were many different ways to approach this.

Councillor Jermy went on to ask if Officers had the appropriate legal

**Action By**

expertise to lead on this. It was confirmed there was active recruitment to the enforcement team as previously described. In addition the Executive Manager Governance had the legal knowledge and had also implemented a similar project at South Holland District Council.

The Chairman supported the need of a list of sites to be drawn up showing a planned approach of the action that could be taken. All sites would be handled in a sensitive way on a case by case basis and prioritised accordingly. In addition the reason behind the report was to improve the District.

Members **AGREED** to recommend a report to Cabinet that a programme of work be undertaken to address unsightly and derelict sites and land in the district.

**19/17 Q3 PERFORMANCE REPORT**

The Deputy Leader Executive Member Strategy, Governance & Transformation presented the report.

The Chairman asked if the two indicators where information was unavailable were the same two indicators as the previous report; therefore not reported for a period of 6 months. The Corporate Improvement and Performance Manager confirmed this was the case, as there had been some technical difficulties which had caused the data to not be reported.

The Executive Director Place informed Members that with regard to the Serco information, focus had been on the book and pay system, and appreciated that it was unacceptable and would therefore provide the information to Members by 24 February.

Councillor Oliver said that as it was a contractual requirement to provide the information had there been a register of an infraction to the contract. The Executive Director Place confirmed that it was a Breckland issue and not Serco.

The Chairman went onto ask if Members were content with the style of the report, and if there was any confusion. Some Members confirmed that there were some areas that were not easy to understand.

The Chairman asked the Corporate Improvement and Performance Manager to provide a report that outlined issues that Scrutiny should be considering. It was agreed that the Chairman and Corporate Improvement and Performance Manager would consider the format prior to the next report being submitted to Overview and Scrutiny.

**GP**

Members noted the report.

**20/17 HR POLICY HANDBOOK**

The Deputy Leader Executive Member Strategy, Governance & Transformation presented the report which had been viewed by Full Council on 19 January, but requested that Overview and Scrutiny consider the document.

**Action By**

The aim of the newly drafted HR Policy Handbook was to mitigate risk by having a single set of policies to make it clear for employees who would use this on a daily basis. There were two main changes in the recommendations. The first was to allow any changes in employment law to be delegated to the Head of Paid Service with a briefing paper submitted to Full Council where legislative changes had occurred. The second was with regard to implementing Maternity Support Leave of up to 5 days at the discretion of the line manager.

Councillor Oliver asked what financial impact that would have on the Council. The Executive Director Strategy & Governance advised that the impact would be extremely minimal.

It was **AGREED** that Members recommended the report to Full Council.

**21/17 TASK AND FINISH GROUPS**

Councillor Stasiak informed Members the group had considered opportunities for the future.

The Chairman was pleased with the comprehensive list, and had noted that some of the examples provided had been included in the Budget and Council Tax setting report scheduled for Full Council.

The Chief Accountant added that support had been provided and some progress had already been made in some projects. Some opportunities were longer term projects which would be taken to the growth project.

The Chairman asked that this item return to the next Overview and Scrutiny meeting outlining in detail what opportunities had been done, were being considered or on a future work programme.

**AC/TS**

**22/17 OUTSIDE BODY FEEDBACK (STANDING ITEM)**

Councillor Wilkinson informed Members he had attended a youth conference where it was confirmed the Youth Advisory Board would continue to be funded for the next five years.

He went on to inform Members that the Norfolk Health Overview & Scrutiny commission had been informed that pharmacies had been asked to support GP surgeries, but government had reduced the funding for pharmacies. Norfolk County Council would be writing to the government to look into the possibility of area budgeting rather than national budgeting.

**23/17 SCRUTINY CALL-INS (STANDING ITEM)**

None.

**24/17 COUNCILLOR CALL FOR ACTION (STANDING ITEM)**

None.

**25/17 WORK PROGRAMME**

The Chairman asked to scrutinise how the council worked between service areas and proposed the staff were interviewed across

	<u>Action By</u>
interdepartmental areas.	
It was asked that the review of the Council Investment Strategy and what was being considered to improve and diversify the cash reserves, be considered as soon as possible. The Scrutiny Officer would schedule this into the work programme.	<b>TS</b>
Councillor Brame said he had attended a meeting where Norfolk County Council Education provided a presentation informing the public of how school places were allocated. He felt this would be a very useful presentation which Members would benefit from. The Scrutiny Officer would schedule this into the Work Programme.	<b>TS</b>
<b>26/17 <u>NEXT MEETING</u></b>	
The arrangements for the next meeting on 30 March 2017 at 2.00pm were noted.	
Members were also advised that a special meeting would be arranged for Thursday 6 April at 2pm to discuss the Local Plan.	
<b>27/17 <u>EXCLUSION OF PRESS AND PUBLIC</u></b>	
<b>RESOLVED</b> that under Section 100(A) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the disclosure of exempt information as defined in paragraph 4 of Part 1 of Schedule 12A to the Act.	
<b>28/17 <u>NEW BRECKLAND PAY SCHEME: PERFORMANCE RELATED INCREMENTS (PRI) SCHEME</u></b>	
The Deputy Leader and Executive Member Strategy, Governance & Transformation presented the report.	
The HR Manager gave Members a detailed presentation explaining the proposed performance related increment scheme which had been devised as a request from the then Cabinet with the constraint that it be delivered within budget. Consultation with Unison, the staff forum and the staff had also been sought.	
It was <b>AGREED</b> to recommend the report to full Council, and requested that this was returned in one year to Overview & Scrutiny to see how it had embedded in.	

The meeting closed at 4.30 pm

CHAIRMAN

**BRECKLAND DISTRICT COUNCIL**

**Report of:** Christine Marshall, Executive Director Commercialisation  
**To:** Overview and Scrutiny Committee, 30 March 2017  
**(Author:** Christine Marshall, Executive Director Commercialisation)  
**Subject:** Budget Task & Finish Group - Identified Opportunities  
**Purpose:** To provide an update to Overview and Scrutiny Committee on the opportunities and ideas identified by the Budget Task & Finish Group

**Recommendation(s):**

- 1) That the report be noted and the task and finish group be thanked for their input and comments on the budget.

**1.0 BACKGROUND**

- 1.1 The draft budget was presented to Overview and Scrutiny on 5 January 2017 and following this a task and finish group was set up to consider the draft budget and to look at ideas and opportunities.
- 1.2 The task and finish group met and provided a number of suggestions and these were reported back to Overview and Scrutiny Committee in February 2017. Following this verbal update the Committee asked for a follow up report to the March meeting to provide information on the progress of opportunities considered.
- 1.3 Attached at Appendix A is a table showing the areas identified and how these are being progressed. The Appendix shows that the majority of opportunities have already been incorporated into existing projects, or are in progress. These projects will continue to be delivered and will form part of the budget setting process for next year. Some options have been considered and discounted and the reasons for this are also shown as are those which still need to be progressed and these will be added to officers work plans accordingly.
- 1.4 The progress against these ideas and opportunities will be monitored and reported through existing reporting arrangements (for example through the Moving Forward transformation programme, or via the Growth Group, etc) whichever area the project sits under.

**2.0 OPTIONS**

- 2.1 This report is for information only and therefore no options are provided.

**3.0 REASONS FOR RECOMMENDATION(S)**

- 3.1 This report is for information only and therefore there are no recommendations.

**4.0 EXPECTED BENEFITS**

4.1 The Appendix enables the Overview & Scrutiny Committee to see how their ideas and opportunities have been incorporated into the Council's programme of work and how these are being progressed.

## 5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

### 5.1 **Corporate Priorities**

5.1.1 The opportunities identified will support the corporate priorities of the Council.

### 5.2 **Transformation Programme**

5.2.1 Some projects form part of the transformation programme and will be monitored and reported accordingly.

## 6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 N/A

## 7.0 **ACRONYMS**

7.1 [Report authors must list the definitions of all acronyms used.](#)

---

Background papers:- [See The Committee Report Guide for guidance on how to complete this section](#)

---

### **Lead Contact Officer**

Name and Post: Alison Chubbock, Chief Accountant  
Telephone Number: 01362 656865  
Email: [alison.chubbock@breckland.gov.uk](mailto:alison.chubbock@breckland.gov.uk)

**Key Decision:** No

**Exempt Decision:** No

**This report refers to a Mandatory and Discretionary Services**

### **Appendices attached to this report:**

Appendix A Overview & Scrutiny recommendations and progress update

## Overview &amp; Scrutiny – Budget Task &amp; Finish Group Recommendations and Update on Progress

## Projects Already in Progress

Opportunity Description	Update/Progress
Opportunity for growth in Snetterton to include residential as well as commercial growth. Light Aircraft are able to use this area, therefore suggest prestige residential developments.	Consideration of both commercial and residential growth will be included in the existing Snetterton growth project (lead Executive Manager Growth & Prosperity).
Investigate to see if Crown Estates would offer a vacant pieces of land for sale for self-builds, which could then encourage workforce into the area.	Discussions are already taking place with Crown Estates on various matters & this will be included in discussions (lead Executive Manager Growth & Prosperity).
Could Breckland tie in any land that Breckland own, to build for smaller houses / shared ownership.	The Council has embarked on this with its innovative Breckland Bridge partnership. The partnership takes Council-owned land and seeks to build houses that meet local needs, such as the Mileham project which included 2 and 3 bedroom homes with 4 affordable homes provided under a shared equity scheme. The Council has limited land that is straight forward in planning and development terms but we actively try and exploit land for development where we can. The Breckland Bridge partnership is also providing some strategic asset advice around increasing land values by changing its use. The partnership has obtained full planning for a site in Gressenhall which the Council owns and has recently prepared a planning application for a site the Council owns in Colkirk which could create 22 new homes.
Does the Council actively look at the land it currently owns and the potential it could make for the council, for example speculative planning applications?	Yes, please see information above re: Breckland Bridge partnership. The cost of a preparing and submitting speculative planning applications needs to be considered carefully against the risk of achieving an investment return i.e. whether the site achieved a change of use or not.
Could we look into purchasing the field behind Elizabeth House, for further office development?	A project is currently underway which is investigating the potential opportunity of this piece of land (which includes a ‘ransom strip’). Funding has been released to undertake a feasibility study to determine the potential return before proceeding further. Once this piece of work concludes, the project will either be taken to the next stage (if viable).
Opportunity Description	Update/Progress
Car Parking – the manifesto was for car parking to remain free,	An action plan has been prepared from the work undertaken by Breckland Bridge

<p>however options could be considered. The options discussed were:</p> <ol style="list-style-type: none"> <li>1. To restrict parking so offer free parking for 2 hours, and charge after that</li> <li>2. To liaise with South Norfolk District Council with their enforcement, as they currently operate in Attleborough</li> <li>3. Consider offering land space to a Car Park Company and then lease back</li> <li>4. Consider a Park &amp; Ride arrangement to release the current car parks within the town for further development.</li> </ol>	<p>including short, medium and long term actions. The additional suggestions will be incorporated into this schedule of work.</p>
<p>Review of contracts and service level agreements to reduce costs.</p>	<p>This forms part of the Moving Forward transformation programme with target savings of £180k per year already included in the budget for 2017-18.</p>
<p>Need to revisit the 60:40 split of costings and the justification for this. Was the council actively considering partnerships with other authorities? However had any thought been given to how far the limit would be?</p>	<p>The new management structure and change to 60:40 split was approved by Members at Full Council in May 2015 and was implemented from October 2015. The reasons for the change are included in the report which can be found at the link below (item 20). <a href="http://democracy.breckland.gov.uk/ieListDocuments.aspx?Cid=117&amp;MIId=3351&amp;Ver=4">http://democracy.breckland.gov.uk/ieListDocuments.aspx?Cid=117&amp;MIId=3351&amp;Ver=4</a></p> <p>New partnership opportunities are being explored currently and each proposal will need to be evaluated on an individual basis, dependent on the facts for that proposal.</p>
<p>What were the opportunities with Breckland Training Services (BTS) and if it was an income stream, could this be made more of an opportunity.</p>	<p>This is a project within the Moving Forward transformation programme. The project is in progress with a business case with options being worked up currently. This work will complete soon and then options will be provided to Members for the future of BTS.</p>
<p>The Council to look at speculative purchases and borrowing to finance these. As long as the return covers the borrowing costs (interest &amp; repayment). Could add affordable housing/shared ownership to schemes which gives return in other ways, not just financial.</p>	<p>These projects will be considered on a case by case basis, however the Council needs to consider a range of options together, rather than individual options piece meal. The Council also needs to consider the risks associated with reliance on external income to cover borrowing costs and will need to find the right balance of risk and reward. This is part of the work underway by the Growth Group and new Executive Director Commercialisation in conjunction with Portfolio Holders.</p>
<p><b>Opportunity Description</b></p>	<p><b>Update/Progress</b></p>
<p>There was £10 headroom in the potential to increase the council tax, before Breckland would no longer be the lowest district for council tax in the country. Therefore there was an option to increase the council tax by £5 and would still remain the lowest in the country.</p>	<p>This has been implemented (approved at Full Council 23<sup>rd</sup> February 2017).</p>

### Projects Not Yet Considered

Opportunity Description	Update/Progress
Had there been any consideration given to develop the land and property the Council already owned, such as extending Elizabeth House and offering space to more government departments.	Additional partners/tenants for Elizabeth House are being actively pursued in the context of the existing space available. Should a more significant opportunity arise then a full business case will be developed.
Review the amount which is allocated to Norfolk Community Foundation for grants (currently £300k per year) after the agreement ends in 18-19.	A review is planned to be undertaken (lead Executive Director Place)
To consider looking at increasing the risk appetite of the Treasury Management Policy – this would include investing long term in Gilts which is a liquid market.	This will be further considered, in conjunction with advice from our Treasury Management advisors (lead Executive Director Commercialisation).

### Projects Which Have Already Been Considered and Discounted

Opportunity Description	Update/Progress
Could the Council Chamber be offered as a local magistrate court?	There is a lack of capacity currently to offer this service as the Council Chamber (& other rooms) are primarily utilised by the Council and therefore not available for external use on a regular basis.
Breckland currently own some lights, as well as parish councils and the County Council. Therefore for the ones that Breckland own, look at night time turning off, which will save some money (similar to that of County Council).	The costs of providing public lighting to the 5 market towns are recharged to the relevant towns (either directly or via a special expense), therefore turning lights off would not save Breckland Council any money. If a town wished us to investigate turning them off in order to save that council money, we could investigate this, but it would be at the request of that town.



**KEY DECISION PLAN**  
**VERSION 03/17**

**Issued –**  
**Effective for Period:**  
**01/03/17 - 28/02/18**

*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:  
Julie Britton, Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.  
Telephone 01362 656343 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 Place (Health Lead)  Public Space Protection Orders	To brief Members on the process to implement a Public Space Protection Order (PSPO) and seek approval to consult on the terms of PSPOs for the market towns of Breckland	See report	Public Space Protection Orders	Cabinet 21 Mar 2017

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 Place (Health Lead)  Unightly Sites Report	To consider future actions regarding unsightly and derelict sites and land in the district.	See report	Unightly Sites Report	Cabinet 21 Mar 2017
Executive Member for Finance  Corporate Debt Management & Recovery Policy	To review and approve the Corporate Debt Management & Recovery Policy	EMT, ARP	Corporate Debt Management & Recovery Policy  Document to follow	Cabinet 25 Apr 2017
Executive Member for Place (Health Lead)  Market Town Initiative	See report when available		Document to follow	Cabinet 25 Apr 2017
Executive Member for Growth  Breckland Local Plan	To determine the Local Plan for the Breckland District	See report	Breckland Local Plan Document to follow	Cabinet 25 Apr 2017
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 30 May 2017
Executive Member for People & Information  IT Technology Strategy	See report when available		IT Technology Strategy Document to follow	Cabinet 30 May 2017

NS  
OD

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 Finance  Council Tax Setting 2018-19	To set the amounts of Council Tax applicable for 2018-19 for each valuation band and in each part of the district	See budget setting report	Council Tax Setting 2018-19	Council 22 Feb 2018

**If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:**

**Julie Britton, Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.  
Telephone 01362 656343 Email [democraticservices@breckland.gov.uk](mailto:democraticservices@breckland.gov.uk)**

**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 & Desired Outcomes
30 March 2017	Discussion on how to ensure the Council service areas are working together - Intelligent council	Elizabeth Gould	How do we ensure that the service areas are working together to achieve one goal.
	Budget T&F Group - Identified Opportunities	Alison Chubbock	to populate the identified opportunities against the forthcoming budget plans
	Establishment of Central Contracts Team	Sam Chapman-Allen / Phil Adams	seek member approval to establish a centralised contracts service
6 April 2017 - Special meeting	Local Plan / Dereham transport Study	Cllr Gordon Bambridge / Tim Mills	To review the Local Plan - A special meeting has been arranged for 6/4/
11 May 2017	Q4 Performance Report	Maxine O'Mahony / Greg Pearson	Opportunity for Members to question quarterly report ensuring performance is on track
	Street Naming & Numbering Policy		
	Housing Strategy	Gordon Bambridge / Matthew Hogan	To consider the responses following consultation. This will include an update on NCC Proposals for future funding of homelessness services.

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

Date	Topic	Member / Director / Lead Officer	Objectives & Desired Outcomes
tbc	Norfolk County Council - Schools		Through Local Plan document – more developments will be built over coming years, but our schools are full. How will NCC plan for this?
	Norfolk County Council - Highways		Question - look at levels of roads & drainage & how Highways deal with this.
	consider a project to support encourage market towns to support tourism		
	Market Town Initiative - resource4Growth monies given to town -		Request Towns to report to OSC on progress of spending - Sept/Oct 17
	Service Improvement plan for Capita		
	Disabled Facilities Grant		to be scheduled for July 2017

**Questions to be followed up**

**Question**

**Owner**

**Response**

**Further Items to follow up for Task & Finish Group**

Date	Topic	Member / Director / Lead Officer	Objectives & Desired Outcomes
	Contractual Performance		Review the Planning & Building Control contract
			Review the Environmental Services Contract

Overview Scrutiny Work Programme 2016/17

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

	Finance		Review the Council investment Strategy and review what is being looked at to improve / diversify the cash reserves. <b>This will be discussed under T&amp;F Grp identified opportunities.</b>
	Car Park Management		Review the Council's car parking management policy, specifically: Should there be an alternative policy incorporating enforcement or charging that will support the viability of the towns Is there a way the Council can generate income either from charging or by other means New local plans are being put forward for the towns, but there is no provision for car parking? How will the towns deal with the expansion?

Document is Restricted

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

Document is Restricted