Scrutiny Committee

Members of the Scrutiny Committee:

Mrs M Dewsbury (Chairman)
Mr B McClenning (Vice Chairman)
Mr L Hornby
Mr T Lewis
Mr A Pond
Mrs S Thomson
Mr K Tilcock
Mr G Watt
Mr K Weeks
Mrs J Wilby
Mr M Windridge

Group Meetings

Conservatives:
Blomefield Room 9.00 am

Liberal Democrats:
Kett Room 9.00 am

If any member of the public wishes to speak on a non-confidential item, they may do so at the discretion of the Chairman

Agenda

Date
Wednesday 8 April 2015

Time
9.30 am

Place
Colman & Cavell Rooms

South Norfolk House
Long Stratton
Norwich
Norfolk
NR15 2XE

Contact
Sue Elliott tel (01508) 533943
South Norfolk District Council
Swan Lane
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk

If you have any special requirements in order to attend this meeting, please let us know in advance
Large print version can be made available
AGENDA

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately two hours.

1. To report apologies for absence and to identify substitute members;

2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

3. To Receive Declarations of Interest from Members;
   (Please see guidance form and flow chart attached – page 4)

4. To confirm the minutes of the Scrutiny Committee meetings held on 18 February 2015 and 5 March 2015; (attached – page 6)

5. Update on the Market Towns Initiative; (report attached – page 17)


7. Scrutiny Work Programme and Cabinet Core Agenda; (attached – page 40)
   (the Scrutiny Tracker is contained in the Annual Report at page 32)
**Working style of the Scrutiny Committee and a protocol for those attending**

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

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

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

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

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

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

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

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

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

**Managing time**
The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.
DECLARATIONS OF INTEREST AT MEETINGS

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

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### Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

### Does the interest directly:

1. affect yours, or your spouse / partner’s financial position?
2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

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

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

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

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

### Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.

### Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF. - PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE -
What matters are being discussed at the meeting?

Do any relate to an interest I have?
A. Have I declared it as a pecuniary interest?
OR
B. Does it directly affect me, my partner or spouse’s financial position, in particular:
   - employment, employers or businesses;
   - companies in which they are a director or where they have a shareholding of more than £25,000 face value or more than 1% of nominal share holding
   - land or leases they own or hold
   - contracts, licenses, approvals or consents

The interest is pecuniary – disclose the interest, withdraw from the meeting by leaving the room. Do not try to improperly influence the decision

If you have not already done so, notify the Monitoring Officer to update your declaration of interests

The interest is related to a pecuniary interest. Disclose the interest at the meeting. You may make representations as a member of the public, but then withdraw from the room

Does the matter indirectly affects or relates to a pecuniary interest I have declared, or a matter noted at B above?

The Interest is not pecuniary nor affects your pecuniary interests. Disclose the interest at the meeting. You may participate in the meeting and vote

Have I declared the interest as an other interest on my declaration of interest form? OR

Does it relate to a matter highlighted at B that impacts upon my family or a close associate? OR

Does it affect an organisation I am involved with or a member of? OR

Is it a matter I have been, or have lobbied on?

NO

YES

NO

YES

NO

YES

NO

YES

NO

YES

NO
SCRUTINY COMMITTEE -

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 18 February 2015 at 9.30 am.

Committee Members Present: Councillors: M Dewsbury (Chairman), T Lewis, B McClenning, L Hornby, S Thomson, K Tilcock, K Weeks and J Wilby

Apologies: Councillors A Pond, G Watt and M Windridge

Substitutes: Councillors L Dale (for M Windridge) and D Goldson (for A Pond)

Cabinet Members in Attendance: Councillors J Fuller, K Kiddie and G Wheatley

Also in Attendance: Councillor C Kemp (for part of the meeting)

Officers in Attendance: The Director of Growth & Localism (T Horspole), the Acting Director of Business Development (D Lorimer), the Business Improvement Manager (W Salmons) and the Scrutiny Officer (E Goddard)

1131 OUTCOME OF SCRUTINY DIRECTORATE PLANNING WORKSHOP

The Business Improvement Manager presented the report, advising members that the business planning process had been refined year on year, and that part of the process included a member workshop which took place in December.

The aim of the workshop had been to give members the opportunity to informally discuss the draft directorate plans with senior officers, and enable members to engage with the shaping and development of the plan.

Responding to a question from Cllr T Lewis, the Business Improvement Manager confirmed that a number of changes had been made to the plan as a direct result of the member workshop including the addition of a project seeking to alleviate the effects of loneliness on residents of the District.

The Chairman commented that the workshop had been useful, open and democratic and the Committee

RESOLVED:

1. To agree further café style workshops as part of the 2016/17 directorate planning process;
2. To endorse this part of the Business Plan process as a way to ensure robust and deliverable plans are submitted to Cabinet to deliver vision and priorities set by members.
Prior to discussion of the three budget reports referred to in the agenda, Cllr K Weeks sought to raise an issue concerning another of the reports agreed at Cabinet – the Capital and Treasury Management Report Quarter 3 2014/15. The Chairman agreed to the request.

Cllr Weeks expressed concern that the report did not include details about the Council’s staff car and bicycle loan scheme, and suggested that this could represent a risk if in future a significant number of staff took up the car loan scheme.

Cllr G Wheatley and the Acting Director of Business Development clarified the details of the Council’s car loan scheme, confirming that the amount of capital currently involved was £118,000. This amount had not increased significantly in the last eight years. Members were advised that the amount was deemed by auditors to be ‘not material’ and was not shown separately on the balance sheet in the Council’s accounts, however was carefully monitored by officers.

Members were reassured that there had never been a default on the repayment of any car loan and that senior officers, when deciding on the granting of a car loan, were very careful to ensure that the member of staff would be capable of repaying the full amount.

a) REVENUE BUDGET AND COUNCIL TAX 2015/16

Cllr Wheatley introduced the report which detailed the Revenue Budget from which council tax levels would be determined by Full Council. He assured the Committee that the Council’s reserves still covered 60% of its budget and were looking very healthy. Members were aware of the plan to use part of the reserves for investment in capital projects. The Acting Director of Business Development summarised the salient points of the report including the proposed freeze on council tax levels which was the seventh freeze in eight years.

Responding to a question from Cllr T Lewis, Cllr J Fuller confirmed that the Council had taken advantage of the New Homes bonus (NHB) incentive, and was ranked fourth in the country in terms of the amount of NHB received as a result of the significant number of house completions achieved. He explained that this incentive came with significant risk because of the uncertainty around the future of the NHB funding stream which could potentially cease altogether in the future. Officers of the Council were also looking at the future of the Revenue Support Grant, and being vigilant because this could also disappear in the next few years. There was some discussion regarding the possible future direction of travel for districts including possible devolution of power, as well as the possibility of combined authorities.

Cllr T Lewis asked for further details about the proposed new Infrastructure Reserve. Members were advised that as well as supporting delivery of the Long Stratton bypass, through the possible use of Compulsory Purchase (CPO) powers, this reserve would support other local infrastructure schemes and projects. There followed some discussion about the possible CPO with Cllr Fuller confirming that at this stage the Council was unable to confirm whether the proposed CPO would be contested, meaning that it was not possible to accurately predict the likely expenditure on this.
With regard to fees and charges, The Acting Director of Business Development confirmed that while there were currently no plans to increase fees, the charging structure relating to leisure services would be amended in the future. There were plans to change the types of membership available, with a focus on increasing membership/attendance volume rather than fees. Cllr Fuller advised members that ‘smart cards’ would be introduced giving the opportunity for members to enjoy more flexible pricing plans with a more sophisticated, customer-focussed approach.

There was some discussion around the procurement of energy/electricity and the Committee was advised that following advice given by the East of England Local Government Association the Council now purchased its energy via a Suffolk County Council framework which was paid through one monthly bill covering all the Council’s properties. The service was also able to accurately monitor the Council’s usage. The service overall would improve efficiency and result in a more cost-effective method of the procuring of energy.

The general consensus of the meeting was to endorse the recommendations of Cabinet however Cllrs Lewis and McClenning reserved their position on this matter until the meeting of Council on 23 February 2015.

RESOLVED: - To endorse the recommendations of Cabinet for the Revenue Budget and Council Tax 2015/16

b) CAPITAL PROGRAMME APRIL 2015 TO MARCH 2020

Cllr Wheatley introduced the report which proposed a capital programme for the period April 2015 to March 2020 and advising the Committee that the programme would deliver the Council’s corporate priorities by enhancing the quality of life for residents of the District, maintaining and improving the Council’s assets and developing new streams of income.

Cllr Lewis raised concerns about the proposed financial commitment to two projects in particular – the property developments (at Poringland and Long Stratton) and the Council’s Leisure Service. With regard to the proposals for the Leisure Service, Cllr Fuller assured members that the Council had already demonstrated significant success and improvement year on year since 2007 with the reduction of the subsidy for Wymondham Leisure Centre alone reducing from £1.8million to just £300,000 - £400,000. He confirmed that the Council now intended to continue this momentum by making improvements for the future. He referred to the excellent staff working within the Leisure Service and advised that the vision moving forward was to invest capital at this time anticipating a return of a 50% increase in capacity. This would not only prove to be a success financially but would achieve a wider social objective of ensuring that residents of South Norfolk remain fit and healthy.

The Acting Director of Business Development confirmed that as well as the capital project for improvements at the leisure centres, a staffing realignment had taken place, and that the Council had just recruited to the post of Head of Leisure. Work was also being done on the branding of the leisure service.

Moving to the subject of the proposed property development, Cllr Fuller reassured the Committee that the Council had been careful about the proposed designs for both
developments, to ensure good quality design and the inclusion of carefully thought out commercial units. He advised that the Council had involved partners of good quality who had proven track records. He considered that there would be a healthy return on this capital investment in the medium term.

There was some discussion about the Ketteringham Depot and the problems faced regarding the shortage of storage space there, and officers confirmed that a solution to the problem was being sought. Cllr K Kiddie confirmed that there was ongoing analysis of refuse rounds and that following the increase in the amounts of recycling waste being collected it may be appropriate in future to consider offering larger recycling bins and smaller black bins to households.

Cllr Fuller drew members’ attention to the Investment in Better Broadband project, which was a major initiative to ensure that villages in South Norfolk could access superfast broadband and outlined his aspirations for the District, and this approach was welcomed by members.

RESOLVED: - to endorse the recommendations of Cabinet for the Capital Programme April 2015 to March 2020.

c) TREASURY MANAGEMENT STRATEGY STATEMENT AND INVESTMENT STRATEGY APRIL 2015 TO MARCH 2018

The report was introduced by Cllr Wheatley and the Acting Director of Business Development who summarised the salient points of the Treasury Management Statement and Investment Strategy.

Members were advised that the main change proposed to the Investment Strategy for 2015/16, was to include a greater number of non UK institutions domiciled in AAA rated sovereigns in order to diversify the Authority’s investments and therefore mitigate bail-in risk.

Members were also advised that the Council had changed banking provider in January, from the Co-operative to Barclays Bank, and that the transition had gone well.

The general consensus of the meeting was to endorse the recommendations of Cabinet however Cllrs Lewis and McClennen reserved their position on this matter until the meeting of Council on 23 February 2015.


1133 EXCLUSION OF PUBLIC AND PRESS

It was proposed, seconded and

RESOLVED: that under Section 100A (4) of the Local Government Act 1972,
the public and press be excluded from the meeting for part of the following item of business (Part B of the call–in) on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 Schedule 12A of the Act (as amended).

1134 CALL-IN OF UPDATE ON COMMERCIAL ACTIVITIES

A. SUSPENSIVE CALL-IN

Cllr T Lewis introduced the suspensive call-in and outlined the specific reasons for call-in, which were:

**The Shareholder Representative**
Para 4.3 states the substantial powers of the Shareholder Representative. There is no mechanism for accountability here. Scrutiny Committee is requested to consider recommending the addition, after the fourth bullet points in para 4.3, the following paragraph.

The Shareholder Representative shall consult the Finance, Resources, Audit and Governance Committee before exercising any of these powers.

**Council Officers as Directors of the Board**
It is stated that officers of the Council will serve on the Board as Directors. Clarification is sought as to the intended remuneration and incentivising (if any) of such officers in performance of these roles.

With regard to the role of the Shareholder Representative, Cllr T Lewis was concerned that there should be a mechanism for holding the Council to account. He suggested that the representative should be required to liaise with the Chairman of the Finance, Resources, Audit and Governance Committee (FRAG) before exercising any of the powers conferred on the role. Cllr Fuller responded by confirming that the duty of the Leader of the Council was to reflect the settled will of members. He accepted the concerns raised and concurred with the desire for scrutiny and accountability of the Shareholder Representative.

Following some discussion it was suggested that the Shareholder Representative be required to consult the relevant Portfolio Holder, as well as the Chairman of FRAG, before exercising any of the powers referred to in paragraph 4.3 of the Cabinet report. Cllr Wheatley further suggested that following the exercising of any such powers, the matter could be reported to the Cabinet through the quarterly Treasury Management report. Members were generally in agreement with this proposal.

Cllr Weeks thanked Cllr Lewis for bringing the call-in to the Scrutiny Committee and confirmed he was satisfied with the proposed resolution which would provide comfort and protection both to the Council and the Shareholder Representative in the exercising of these powers.

With regard to the issue of Council officers as Directors of the Board, the Acting Director of Business Development reassured members that there was no remuneration or financial incentive for officers of the Council in this regard. The duties as Directors of the Board...
would be carried out as part of their existing role and had already been incorporated into relevant job descriptions. Members were satisfied with this position.

RESOLVED:  

A. SUSPENSIVE CALL-IN  
To endorse the decision of the Cabinet and additionally to recommend to Council that:

The Shareholder Representative shall consult the Portfolio Holder and the Chairman of the Finance, Resources, Audit and Governance Committee before exercising any of their powers and shall report back to Cabinet, when necessary, through the quarterly Treasury Management Report.

B. NON-SUSPENSIVE CALL-IN

Cllr T Lewis introduced the non-suspensive call-in and outlined the specific reasons for the call-in as follows:

1. Clarifying the returns to the Council from assuming the role of property developer.
   The committee report gives detailed indications of possible returns by Big Sky Developments Ltd. At a 4% net margin, it is not clear that this is an attractive commercial proposition. The report (5.3, last bullet) refers to an overall net return of 8%, without any supporting rubric. For instance, it is unclear whether this is a profit margin or a return on investment, or the period to which it applies. It is requested that the figures for the project are presented as if the Council were carrying out the project itself to see the overall underlying situation and then subdivided into the projections for Big Sky Developments Ltd and the residual benefits for the Council.

2. Identifying the sensitivities and risks in these figures
   The Cabinet report is regrettably devoid of any analysis of sensitivities and risks for its £8m involvement. The report says that the Council would not seek to shelter behind the limited liability of Big Sky Developments Ltd were that to get into difficulties, but there is no identification or quantification of risks the Council would therefore be assuming. The cyclical nature of the housing market generally is well known: what are the implications, upside and downside, of such fluctuations?

Cllr Lewis expressed concern that members needed a broader and more detailed overview of the full picture before they were able to fully understand the risks and have confidence in the investment proposals.

Cllr Fuller gave the Committee an overview of the strategic objectives, following which the Acting Director of Business Development gave a detailed presentation of the breakdown of projected figures and risks for each development.

Following a short question and answer session and some brief discussion, Cllr Lewis thanked the Committee and officers for the helpful and productive information provided.
RESOLVED: B. NON-SUSPENSIVE CALL-IN
To endorse the decision of the Cabinet

1135 SCRUTINY WORK PROGRAMME, TRACKER AND THE CABINET CORE AGENDA

Members noted the Work Programme. -

(The meeting concluded at 12.35 pm) -

Chairman
Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 5 March 2015 at 9.30 am.

Committee Members Present: Councillors M Dewsbury (Chairman), L Hornby, T Lewis, B McClenning, A Pond, S Thomson, K Tilcock, G Watt, K Weeks, J Wilby and M Windridge

Cabinet Members in Attendance: Councillors J Fuller, K Kiddie and M Wilby

Also in Attendance: Councillors P Allen, M Gray, J Mooney and B Riches

Officers in Attendance: The Director of Growth & Localism (T Horspole), the Director of Environment and Housing (A Jarvis), and the Scrutiny Officer (E Goddard)

(the press was in attendance)

1136 MINUTES

The minutes of the meeting of the Scrutiny Committee held on 28 January 2015, were confirmed as a correct record and signed by the Chairman.

Arising from Minute Number 1129 Cllr Thomson updated members on the latest position regarding car parking at Whitlingham Country Park. She confirmed that Parking Eye had now been taken over by Capita who had given the Whitlingham Trustees 6 months’ notice to terminate the contract. Cllr Thomson believed the reason for this to be the amount of vandalism and damage to machines meant that the concern was not profitable enough for Capita’s continued involvement. The Trust was hopeful that another company would be found to manage the car park, as this method of charging for car parking had provided increased funding for the Trust, compared with the monies raised previously through the ‘Pay and Display’ machines.

Arising from Minute Number 1130, Cllr T Lewis asked for feedback from the Market Town Conference event which took place in February. Cllr M Wilby confirmed that the event had been well received, bringing shopkeepers and business owners from the four market towns together with experts available to give valuable advice/information about subjects such as digital marketing. He confirmed that the event had taken place on the same evening as the South Norfolk Independent Retailer Awards which had also been very successful. The Council had received praise from local shopkeepers within the District for the successes already achieved through the Market Towns Initiative, and the Council had been approached by Breckland Council and other local authorities who were keen to emulate the Council’s approach and initiative.
Cllr M Wilby introduced the report of the Director of Environment and Housing. He reminded members that at the commencement of the Market Towns Initiative an assessment of each market town was undertaken to identify each town’s needs. In all cases improvements were required to public conveniences. Facilities for disabled users were not good enough and the general standard was fairly poor, outdated and in need of improvement. It was the accepted view that good toilet facilities were essential for a thriving shopping centre/market town.

Cllr M Wilby confirmed that the Redenhall with Harleston Town Council had been in favour of the new facilities in Harleston and had voted unanimously for the 20p charge. The new facilities were opened in December 2014 and were the first in the programme to be installed. Following installation there had been a small number of ‘teething problems’. The toilets had a problem with the flushing mechanism but this had now been resolved. The facilities initially received considerable attention from a small number of vandals. The vandalism included graffiti on the walls as well as deliberate attempts to damage the mechanism of the units. The Police had taken appropriate action and members were pleased to hear that the vandalism had now ‘settled down’. Cllr M Wilby advised members that, other than these teething problems, the new conveniences had been a success with local people and visitors to the town enjoying a ‘good experience’ when using the facilities. Access for disabled people was excellent and parents with young children were able to use hygienic and spacious facilities.

Cllr J Fuller advised members that local authorities were closing down public conveniences throughout the country because of the ongoing cost of maintenance and anti-social behaviour. The Council did not want to follow this trend, preferring to improve its market towns, encouraging greater footfall, and valuing shoppers, visitors and tourists by investing in a wide programme of improvements including the provision of clean and pleasant public conveniences. Loddon would be helped further by also including showers which would attract boaters and holiday makers to the town. Members were advised that interest had been shown by a number of groups/businesses in the old public convenience building in Harleston which could possibly be converted to another use. This would further benefit the town centre and attract new interest.

Responding to a question from members of the Committee, Cllr M Wilby confirmed that there had been incidents of graffiti elsewhere in Harleston town centre (on bus shelters and at the recreation ground) before the toilets were installed, with similar imagery being sprayed on the toilets as elsewhere. He confirmed that as South Norfolk was an area of low crime, such issues tended to stand out however the number of incidents was actually quite small.

Cllr T Lewis asked how the decision to replace the toilets had been reached by the Council and whether the proposal had been before any formal committee. The Director of Environment and Housing confirmed that the issue had been budgeted for in the capital programme and reported to Cabinet in the quarterly capital outturn reports, which had been set through the usual directorate planning and budget setting process, involving members throughout.

There followed some discussion around the costs involved in the servicing of public conveniences. Cllr B McClenning expressed concern about the method of estimating the
costings and asked whether there were any detailed projected figures available. Members were advised that the cost of the purchase of the new unit had been £60,000 while the expected cost of refurbishment of the existing toilet block would have been £45,000. The Director of Environment and Housing confirmed that ongoing annual maintenance/service costs for the new toilets were expected to be in the region of £5000 which was an anticipated saving of approximately £7000 per year. There would be a reduced requirement for personnel to attend the toilets during the day for cleaning as they would be cleaned automatically with each use, and there was no need for an attendee to lock or unlock the facilities each day as they were programmed to lock and unlock at pre-set times, which could be easily altered to accommodate events in the town.

Members discussed the issue of the 20p charge for the use of the facilities, and Cllr M Wilby gave a conservative estimate of £400 per year as likely to be collected from this charge. Whilst this was a relatively small amount, this could be used toward expendables such as toilet paper and cleaning supplies. Members were advised that talks were underway with the Town Council about the possibility of taking on responsibility for the toilets in due course.

There was some discussion around the maintenance and running of the facilities, with Cllr M Wilby confirming that the block would be easy to maintain in the long term. The Director of Environment and Housing confirmed that the block was constructed of fibre reinforced moulded concrete with all aspects designed to ensure that maintenance and repair would be uncomplicated and efficient.

Cllr M Gray welcomed the report, which he had requested be brought before the Scrutiny Committee, but felt that it would have been beneficial for members to have received such in-depth details about the proposals for the new facilities at the outset of the process rather than after the event, particularly in light of the funding committed to the project. Cllr Gray advised members that he had received negative feedback from people in Harleston about the new facilities, and felt that the Council should be looking at specifically what people were unhappy with. He added that lessons must be learnt from this process particularly if the Council was considering the improvement or replacement of public conveniences in other market towns.

Cllr Fuller confirmed that he had received very positive comments from business owners and shopkeepers from Harleston about the Council’s approach to improvements in market towns. He confirmed that following the resolution of the teething problems he hoped that this approach could be rolled out to other market towns in the District.

There was some discussion about the practicalities of using the lavatories (which did not have toilet seats) and also their cleanliness, which had caused concern to some users. Cllr Gray referred to an email received from the Town Clerk confirming that the units were still not flushing properly. Cllr P Allen commented that she had not found the facilities easy to use and when examining the toilets earlier in the week had found them to be unclean. The Chairman confirmed that she had received similar feedback from Hingham Parish Council who had visited the facilities to experience them first-hand and had found that they were not properly clean.

The Director of Environment and Housing advised the Committee that poor hygiene and the misuse of public toilets by some members of the public was an ongoing problem experienced with all public conveniences. He had been advised that the flush system was now working properly but assured members that he would look into the matter again.
Cllr McClenning confirmed that he would visit the facilities himself and feed back to the Committee at a future meeting about the experience.

Cllr B Riches (local member for Harleston) confirmed that he had not received much negative feedback about the facilities and had found them to be clean and pleasant to use on a recent visit.

The Chairman asked that any future complaints regarding the toilets be recorded and monitored in order that patterns and themes could be identified, and she suggested that the matter be brought back to the Scrutiny Committee later in the year for assessment of the complaints as well as a general update on the conveniences including the amount of money collected.

**RESOLVED**

1. That all future complaints about the toilets be recorded and collated
2. That a report be brought to the Scrutiny Committee later in the year giving an update

**1138 SCRUTINY WORK PROGRAMME, TRACKER AND THE CABINET CORE AGENDA**

Cllr S Thomson suggested that the September meeting of the Scrutiny Committee which would be looking at the Market Town Initiative would be an appropriate time to re-examine the subject of the Harleston Public Conveniences.

(The meeting concluded at 11.00 am)
Update on the Market Towns Initiative

This report reviews the progress of the Council’s Market Towns Initiative (covering Diss, Harleston, Loddon and Wymondham) and outlines the strategy for continued development

Cabinet member(s): John Fuller. Martin Wilby
Ward(s) affected: All

Contact Officer, telephone number, and e-mail:
D Disney ddisney@s-norfolk.gov.uk 01508-533745

1. - Purpose of Scrutiny
1.1. - The purpose of the scrutiny is that the committee may gauge the effect of the change of governance and structure to the MTI with the introduction of phase 2.

2. - Scope of Scrutiny
2.1. - The report summarises the outcomes of the Market Towns Initiative phase 2 so far, and details the strategy for the continued success of the project.

3. - Findings
3.1. - Market Towns Initiative phase 2

As detailed in the October 2014 report, the MTI has seen considerable success so far and the phase 2 objectives were outlined as follows:-

- To introduce the Head of Growth and Economic Development post together with a Market Towns Coordinator to provide firstly the strategic lead for the initiative and latterly the on the ground in the towns day-to-day action and support.
- The Market Towns Coordinator should be the point of contact between the Council and the Town Teams and should draw up simple terms of reference for each of them.
- Action plans to be developed by the teams to include events and relatively small, locally identified projects with appropriate involvement of SNC officers and resources within the approved £20k top slice fund.
- Strategic development of long term plans for each town, driven by local level demand but consistent with the Councils investment priorities.
• Upskilling the teams to foster sustainability for the future.
• Developing a long term strategy which will incorporate identifying external funding sources for larger projects within the towns
• Establishing effective links with New Anglia Local Enterprise Partnership and other strategic partners to reduce the reliance on SNC funding by the teams.
• Development of strategic broadening of the initiative beyond a purely retail focus and linking the initiative to a wider awareness including Tourism and raising the profile of the towns and their economies.

4. - Relevant Action Undertaken

4.1. - Since taking up the post in late November 2014, the Market Towns Coordinator has established contact with the principal contacts in each of the towns and in particular the current committees of the town teams.

4.2. - It was felt that the best strategy to establish the ongoing partnership was to attend each of the meetings the teams hold and become part of the “fabric” of the teams themselves. This has involved both early morning, business hours and evening meetings in all four towns and where possible the Market Towns Coordinator has attended and been active in each of them, networking and understanding the individual and very different make up of each group.

4.3. - Additionally, a campaign on the high streets in the towns themselves has been undertaken and the Market Towns Coordinator has visited every single independent retailer within the towns several times in an effort to build a relationship of interest and support for their businesses and the town in general.

A series of workshops was devised to deliver the core messages of the MTI 2 to both retailers and town team representatives to reinforce the partnership message between SNC and the towns. Presentations to 65 attendees were made by a number of officers outlining the strategy to retailers and also included the release of the marketing toolkits which enables retailers to utilise the jointly developed branding for each town across a number of areas and raise awareness for, and draw attention to the individual character of their town.

4.4. - Also announced at these meetings was the Independent Retailer Award programme which would allow customers in each town to vote for their favourite retailer in each of three categories, “Service with a smile”, “Shop I couldn’t live without” and “Best Window Display”. This would enable retailers to utilise the skills picked up at the Retail Academy Workshops held during 2014 and encouraged engagement with their own customers and focused the publics’ attention on Independent retailers and the important role they play in our Market Towns.

4.6 The workshops highlighted the desire to share best practice amongst the teams across the four towns. It was felt that this would both re-affirm to some that progress and success had already been measurable, and to others just what could be achieved within the scope of the initiative.
4.7 - The Market Towns Initiative Conference and Retailers Awards ceremony took place on February 26th and provided the opportunity for invited retailers and team members to network with other town teams, to gain the latest intelligence on small business issues such as advertising and marketing, obtaining press coverage, business grants and funding and making the most of social media.

4.8 - Entertaining and informative presentations from keynote speakers Huw Sayer of Business Writers and Ian Carstairs of Harleston’s Future were received enthusiastically by delegates and the occasion was also used for Cllr. John Fuller and Cllr. David Goldson to present the Independent Retailer Awards to winners in each town.

4.9 - The campaign resulted in 4521 votes being received via voting slips, social media and an engraved Gem and framed Certificate were presented to each winner. The ceremony was photographed and featured in local media coverage of the event in the EDP and Mercury Newspapers.

5. - Team Development.

5.1. - The teams in each town are as different as the towns themselves with individual constitutions, aims, and mixed political involvement. The stage of development is also different with each team and therefore requires an individual approach and style from the Market Towns Coordinator.

**Diss.**

- Following initial meetings with key members of the Diss Business Forum, The Heritage Triangle Project (incorporating the Corn Hall Trust) and members of the previous Diss Town Team, a recommendation that a representative from each body meet initially every two months to provide an overarching steer and dissemination of intelligence regarding Diss and the MTI was agreed.

- At the first meeting, it was decided that to better reflect the wider interests of the town, to invite representatives of Diss Town Council and the newly formed Heritage Triangle Traders Association to join the committee of this newly formed Town Team.

- Whilst not in itself a constituted body, the Diss Town Team now represents the interested parties in the town, and via its comprehensive membership serves as the conduit SNC needs to act in partnership with on future projects.

- A new events committee has recently been formed with cross organisation representation and in accordance with the objectives of phase 2 this group it is now coordinating the events across the various interests in the town and developing the plan for the £20k top slice budget with the Market Towns Coordinator.

**Loddon**

- The Loddon and District Business Association have a new Secretary who has improved communication within the group. The relatively low number of businesses in the high street has as a resulted in a broader community
feel to this group, and it organises a number of social events for its members as well as planning footfall attractions for the town, which has been encouraged to attract additional members.

- A small events committee is now working with the Market Towns Coordinator on expanding the number of local community led events, and maximising the reach and marketing of these events. As many are long standing, a careful introduction of new volunteers is being encouraged with new fundraising ideas being devised to try and achieve the sustainability we are looking to achieve utilising the top slice funding.

**Harleston**

- An established, well organised and motivated group of volunteers run Harleston Business Forum, Harleston Information Plus and Harleston’s Future. They all have a good working relationship with the Redenhall with Harleston Town Council and together represent the majority of stakeholders within the town.

- The initial approach from the Market Towns Coordinator has been one of building trust. Time has been spent building the relationship with the teams and their representatives and now has reached a stage where the SNC representation at meetings, planning forums and events is seen as an integral part of the ongoing relationship.

- The event programme has been submitted and broadly approved by the Council with the Market Towns Coordinator working on event plans with the events committee directly to ensure compliance with SNC recommendations and licensing guidelines.

- The Harleston’s Future team is already working towards sustainability and planning for self-funding events through various fundraising activities that will enable it to be free of grant reliance in the not too distant future.

**Wymondham**

- The Market Towns Coordinator attends the committee and general meetings of the Wymondham Business Group (WBG) and the formulation of plans for the top slice fund are well under way.

- The group is a company limited by guarantee, has an effective events committee and is evolving sub committees to look at other projects it wants to focus on.

- The WBG will also become self-sustaining sooner rather than later from an events point of view, with fundraising a key element of future plans.

6. **Outcomes**

The Market Towns Coordinator has attended

- 10 Town Team meetings in Diss
- 8 Town Team meetings in Harleston
- 4 Town Team meetings in Loddon
- 9 Town Team Meetings in Wymondham
- 1 Event Planning meeting in Diss
- 2 Event Planning meeting in Harleston
- 3 Event Planning meetings in Loddon
- 6 Event Planning meetings in Wymondham

Events attended

- Santa Saturday Wymondham
- Business breakfast Pulham Market
- Pabulum Xmas Event Wymondham
- MTI Workshops Wym/Loddon/Diss
- Norfolk Museums Presentation Norwich
- Town Centre Conference Cambridge
- Harleston and District Breakfast Meetings x 3
- Wymondham Business Forum Breakfasts x 2
- Diss Business Forum x 2
- Harleston Pancake Races
- Wiz around Oz Harleston
- MTI Conference host
- Harry Daniels VC Commemoration Wymondham
- High St of the Future Conference London

Events Planned.

- 17 Town centre events planned for Diss
- 13 Town centre events planned for Harleston
- 5 Town centre events planned for Loddon
- 9 Town centre events planned for Wymondham.

The MTI Coordinator has presented at Breakfast Forums, Town team meetings, represented the Council on Radio Norfolk and is scheduled shortly to make presentations on the MTI to Town Councils, Trust AGM’s and a Museum opening. He currently also sits on the Wymondham Green Infrastructure group.
and is on the committee trying to preserve the Wymondham Arts Centre. Engagement on the ground in the towns directly with businesses has occurred on 77 different days up to the end of March.

7. - **Projects under development.**

- Phase 2 signage survey of Diss, Loddon, Harleston and Diss
- Electrification of Harleston Market Place
- Wymondham Market Place and Shopping District Plan
- WIFI project and marketing
- Norfolk Museums project
- EAFA Archive footage project
- Virtual shops digital project.

8. - **Current SNC events**

- Easter Bear Trail
- Spend £10 in Market Towns for free cotton bag.
- Tour of Britain
- Love Your Local Market

9. - **Next steps**

In order to broaden the scope of the MTI the Market Towns Coordinator is working with the Head of Growth and Economic Development in defining a target list of companies within the area who are deemed as non-retail but growth potential companies who the Council should focus on for a number of important reasons. Firstly to make contact and establish the future prospects for the company with regards to employment, growth, location etc. and secondly to discover whether there is a desire for the company to integrate further in the local area and perhaps become involved with events and future projects within the town. This target list would be carefully managed and monitored to flag up potential opportunities for the council to influence and assist those companies with the potential to provide growth to the area.

6.1 - Now the foundations are in place and the partnership between the Town Teams and the Council is beginning to have a positive effect on the towns in terms of events and the move towards sustainability, the Market towns coordinator will be looking to explore the possibility of further long term plans which may need additional external funding to see the plans to fruition, and together with the Funding Manager will be exploring these sources ongoing.

6.2 - Also part of the ongoing strategy is to utilise the opportunity for more effective tourism and promotional opportunities for the towns to attract visitors.
Discussions are underway with Visit Norwich and Visit Norfolk around gaining greater profile for the market towns and hinterland as part of a wider tourism product mix for the County, the Norwich Area, The Broads National Park and the Waveney Valley.

6.3 - The Head of Growth and Economic Development and Market Towns Coordinator are also jointly working on identifying new technology based initiatives to help engage businesses with the public and promote the market towns. We are looking to build on the current marketing approach utilising social media, the WIFI offering in the towns and a potential suite of services via a digital platform that will further enable businesses to compete in the future.

6.4 - The MTI Coordinator is currently working on a system of KPI’s that will accurately measure the effect of events and campaigns within the towns. It is proposed that we use a sample of shops in each town to record the % difference in turnover and footfall on given days via a simple formula designed to collate the information without breaching any confidentiality surrounding sensitive information. When this has been proven to be robust we will seek approval from the Town Teams to implement a pilot for approval.

10. - Conclusion

10.1. - The contribution of the MTI to the economic future of the Market Towns is now more than ever readily accepted by the Town Teams as fundamental and in partnership with their own individual efforts, is seen as a resource that will enable them to deliver their own plans whilst utilising the Councils expertise. The single point of contact on the ground, involved directly with their meetings, their planning, and their events is now viewed as an asset and not a threat. The assistance and guidance the Council are able to offer in conjunction with funding for local projects has seen the Teams consolidate their position, in all cases add to their membership and in some, re-invent the structure of the Team itself to provide a wider representation of the towns stakeholders.

10.2. - The response to Phase 2 has been very positive and with the subtle changes of emphasis to the “on the ground” activity planned, the strength and success of the MTI will continue to grow and will continue to cement the partnership between the Council and the Market Towns.

11. - Action required.

11.1. - Scrutiny committee is invited to

a. Note the progress of the initiative.

b. Endorse the next steps to highlight further potential within the Market Towns.
Annual review of the Scrutiny Committee 2014-15

Introduction by Cllr Margaret Dewsbury, Chairman of the Scrutiny Committee

I am pleased to present this Annual Report of South Norfolk Council’s Scrutiny Committee.

There has been one call-in this year. All scrutiny has been carried out by the committee, there have been no Task and Finish Groups this year. The Scrutiny Tracker System is proving very useful.

A wide variety of issues were scrutinised by the committee this year and our recommendations were accepted by Cabinet or Council. Any South Norfolk member or parish council can suggest a topic for investigation or review by the committee and all are welcome to attend our meetings.

We repeated the Directorate Plan workshop in December and believe it is evolving well to suit our needs. It allows all members to take part in informal scrutiny of the Directorate Plans, should they wish to do so, and is an excellent alternative to committee based scrutiny. The officers and members who took part this year felt that it worked very well.

I would like to thank all the officers who contribute the information and research required for our committee work, and our Scrutiny Officer, Emma Goddard, for her support and for co-ordinating everything so effectively.

I commend the report to the Council.

Margaret Dewsbury
Working style of the Scrutiny Committee

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.
Index

1  Introduction – by Margaret Dewsbury, the Chairman of the Scrutiny Committee (page - 1)

2  Working style of the Scrutiny Committee (page - 2)

3  The membership of the scrutiny committee 2014 – 2015 (page - 5)

4  The scrutiny year (page - 6)

5  The scrutiny tracker & outcomes 2014 - 2015 (page - 9)

6  A quick guide to scrutiny (page - 15)

7  Public involvement and getting in touch with scrutiny (page - 16)
The membership of the Scrutiny Committee 2014-2015

At South Norfolk Council the scrutiny function is carried out by the Council's Scrutiny Committee and any Scrutiny Task and Finish Groups that it may appoint to investigate specific issues in greater depth. The Scrutiny Committee is politically balanced and is made up of councillors from the political groups that make up the Council. Only non–cabinet members can be on the committee and this allows those members to have an active role in the Council’s decision-making process.

The Scrutiny Committee is chaired by Cllr Margaret Dewsbury, who is a member of the Conservative party which is the majority party at South Norfolk Council. The Committee’s Vice-Chairman is Cllr Bob McClenning, who is a member of the Liberal Democrat Party. The Scrutiny Committee is made up of 11 Councillors and membership is as follows:

Councillors:

Margaret Dewsbury (Chairman)
Bob McClenning (Vice-Chairman)
Lee Hornby
Trevor Lewis
Andrew Pond
Sue Thomson
Keith Tilcock
Gerry Watt
Keith Weeks
Jenny Wilby
Michael Windridge

Other non-executive members also took part as substitute members as and when required
The Scrutiny Year and how it operates at South Norfolk

What is scrutiny and how does it select topics for scrutiny?

Scrutiny is an essential part of ensuring that the Council, its partners and other public bodies remain effective and accountable. Scrutiny can examine and monitor all or part of the activity of a public sector body with the aim of improving the quality of public services. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.

Predominantly, Scrutiny Committee carries out most of its work in relation to the Council's Cabinet. It undertakes this through scheduled reviews of decisions and policies that have been agreed by the Cabinet in order to hold it to account. In addition, Scrutiny considers call-ins. A summary of decisions made by Cabinet is published immediately after each meeting of Cabinet and any three members of the Council may call-in a decision for Scrutiny to consider, which effectively means the decision is delayed until Scrutiny can examine the decision at its next meeting. After examination, Scrutiny can decide to recommend an alternative option or endorse the decision of the Cabinet. There was one call–in for the period that this Annual Report covers.

Support for the Scrutiny function

The Scrutiny function is supported by Democratic Services. The Scrutiny Officer provides advice to both members and officers and supports the Scrutiny Committee and the various Task and Finish groups that may be set up. Democratic Services Officers produce agendas and clerk the meetings. Senior officers and managers of the Council are expected to attend Scrutiny Committee and present reports at the request of the Committee. In addition, Cabinet members are often present to aid the Committee's understanding of a particular item, which makes scrutiny more effective and constructive.

Policy Committees

Policy development is undertaken by the Policy Committees. This enables a clear segregation between scrutiny and policy development. In the past, the Scrutiny Committee supported the development of policy, whilst also evaluating and assessing policies at an early stage. This structure affords the Scrutiny Committee a more independent role when challenging service delivery. In addition, the Scrutiny Committee may still appoint Task and Finish Groups to look at matters in more depth when required.
The Policy Committees feed directly into Cabinet and make recommendations based on their research and findings. Working on a formal and informal basis, these Committees are flexible to programme their work around upcoming policy and are able to focus on specific areas of the Council.

**The work programme for Scrutiny Committee**

The Scrutiny Committee has a structured work programme that sets out the investigations and reviews that will be carried out and reported to Committee, which is decided by members. There are also opportunities for parish councils to suggest topics for the Committee to look into. This process is known as the Community Reference Scheme and was developed by the Council some years ago and remains unique to South Norfolk. This demonstrates the commitment South Norfolk has to scrutiny and the involvement of others in the process. Members of the Council are also able to raise topics by way of a simple form or discussion with the Chairman or the Scrutiny Officer. Potential reports are assessed by way of the Council TOPIC analysis which evaluates the merits of scrutinising the issue in terms of Timeliness, Objectives, Performance, Interest and Corporate priorities.

- **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**?

**Scrutiny Business Plan Workshop**

In December each year an informal Scrutiny-led member Workshop is organised to review the Council’s Business Plans. This gives all Councillors the opportunity to shape the activities of the Council and how these are measured in order to deliver the priorities and outcomes determined by Cabinet. Directors and key officers are present at the workshop to answer queries and discuss the Plans.

The session allows members to assess:

- The extent to which the proposals deliver the Council’s priorities and outcomes
- The impact of the proposals on customers
- The extent to which the proposals are realistic and achievable
Joint scrutiny bodies

Norfolk County Health Overview and Scrutiny Committee (HOSC); South Norfolk Council has a member representative who sits on the Norfolk County HOSC plus one substitute member. For the period 2014-2015 the member representative has been Councillor Nigel Legg with Councillor Colin Foulger being the substitute member.

The role of the Norfolk County HOSC is to look at the work of the clinical commissioning groups and National Health Service (NHS) trusts and the local area team of NHS England. It acts as a 'critical friend' by suggesting ways that health related services might be improved. It also looks at the way the health service interacts with social care services, the voluntary sector, independent providers and other county council services to jointly provide better health services to meet the diverse needs of Norfolk residents and improve their well-being.

Please follow the link to the Norfolk County Council website for papers and minutes concerning the above:

http://www.norfolk.gov.uk/index.htm and click on council and democracy then committee meeting dates, minutes, agendas and reports.

Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel; South Norfolk Council has a member representative who sits on the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel plus one substitute member. For the period 2014 – 2015 the member representative has been Councillor Robert Savage.

The role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel is to:

- Scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the (County) Community Services Overview and Scrutiny Panel
- Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan
- Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the community services overview and scrutiny panel

The work of the Scrutiny Committee and outcomes

The scrutiny tracker provides an overview of the work carried out by the Scrutiny Committee over the last 12 month period. It is apparent that scrutiny investigation can not only produce outcomes in terms of feeding into the decisions that are made but that it can also play a valuable role in informing and developing knowledge for members.
## Scrutiny Recommendation Tracker 2014-2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Recommendations</th>
<th>Progress</th>
<th>Outcome</th>
</tr>
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<tbody>
<tr>
<td>21 May 2014</td>
<td>Review of South Norfolk Job Clubs</td>
<td>1. endorse the report;</td>
<td>A review of job clubs is being carried out in Spring 2015 to bring the agenda much closer towards the early help work. The main theme of early help running through the programme is economic resilience and so job clubs are an integral part of this work. Future focus will be on working with individuals (both young and old) who are nearly work ready, to provide the final piece of support to get them into work or training. The review will also look at how we engage businesses to understand current and future need. The recommendations of Scrutiny Committee will be considered at this time.</td>
<td>The recommendations put forward by members ensure that there is a clear mechanism to evaluate the work and outcomes of the Job Clubs. The recommendations also aim to make the job clubs more attractive to a wider range of job seekers through enhanced promotion / advertising and evaluating the focus of the scheme.</td>
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<td>2. support the approach of developing a more targeted ‘jobs service‘ as part of the early-help integrated approach;</td>
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<td>3. recommend that officers consider:</td>
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<td> establishing targets and ensuring these are monitored;</td>
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<td> requesting that the provider collect information regarding repeat attendees so reporting can be standardised;</td>
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<td> improving advertising and creating an identity;</td>
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<td> evaluating the focus of the Jobs Clubs and developing them to become more interactive;</td>
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<td> attending schools to promote the service at an early stage;</td>
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<td> exploring the possibility of developing two schemes – one for young people and another to cater for more mature adults.</td>
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<td>2 July 2014</td>
<td>Review of Whitlingham Charitable Trust Funding Agreement</td>
<td>1. Endorse the contents of the report</td>
<td>Whitlingham Charitable Trust has considered the recommendations made by the Scrutiny Committee and has accepted a number of them.</td>
<td>The Committee raised many concerns with the Trust and as a result has achieved a number of positive outcomes that will benefit residents, visitors and the Trust itself,</td>
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<td>2. Request that (before any further financial contribution is made by South Norfolk Council) the WCT and partners at the Broads Authority liaise with South Norfolk Council officers and</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Recommendations</td>
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<td></td>
<td>the Council’s representative, Cllr S Thomson</td>
<td>to:</td>
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<td>including:</td>
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<td>(i) Develop robust outcome measures and performance indicators with which the Council’s investment can be justified</td>
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<td>• 46 new signs were installed in October 2014.</td>
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<td>(ii) Consider</td>
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<td>• The Trust is liaising with Norfolk Constabulary regarding deterring crime</td>
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<td>• Improving signage regarding car park fees and how the park is funded</td>
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<td>• Reduced parking charge notice fee if paid within 14 days</td>
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<td>• Seeking donations and legacy funding</td>
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<td>• Bulk discounts introduced for clubs etc</td>
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<td>• Three-year financial forecasting</td>
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<td>• Performance framework adopted</td>
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<td>• Increasing promotion of the park to increase visitor numbers</td>
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<td>• Installing cameras at the car parks to detect/deter crime</td>
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<td>3. Receive a report on the outcome(s) of the above discussions at the meeting of the Scrutiny Committee scheduled to take place on 1 October 2014.</td>
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<tr>
<td>2 July 2014</td>
<td>The welfare reform agenda one year on - an update</td>
<td>To endorse the report and the work taken to implement the welfare reform agenda</td>
<td>No action required</td>
<td>Members are fully aware of the impact of welfare reform upon residents and customers and are happy with the work that has been carried out to date to assist residents.</td>
</tr>
<tr>
<td>Date</td>
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<tr>
<td>1 Oct 2014</td>
<td>Review of Market Towns Initiative</td>
<td>The Committee <strong>RESOLVED</strong> to:</td>
<td>No action required.</td>
<td>Members found this item very useful, particularly the perspective of the Town Teams themselves and the opportunity it gave the Teams to discuss best practice. As a result, officers organised a Conference-style event which took place in February 2015, in line with the Committee’s recommendation. This enabled discussion between the Teams and also included a number of seminars conducted by external speakers.</td>
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<td>1. Support the recruitment of a full time Market Towns’ Co-ordinator and to ensure that once in place, their contact information be communicated to the Town Teams.</td>
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<td>2. Review the South Norfolk Market Towns’ Initiative once the Market Towns’ Co-ordinator was in post, and invite Town Teams’ Representatives back to the Scrutiny Committee in one year to report back on the progress with the Initiative.</td>
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<td>3. <strong>RECOMMEND TO CABINET</strong></td>
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<td>a. that a conference be arranged to take place as soon as possible so that Town Teams’ Representatives can share their experiences and discuss the points raised at this meeting.</td>
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<td>b. that the Town Teams should meet regularly to discuss their experiences and share ideas collectively.</td>
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<tr>
<td>21 Nov 2014</td>
<td>Whittingham Charitable Trust Funding Arrangement</td>
<td><strong>RESOLVED</strong> to: Note the contents of the update on the Whittingham Charitable Trust Funding Agreement.</td>
<td>No action required.</td>
<td>See outcomes in relation to 2 July 2014 meeting. The update report allowed all members to be briefed on achievements.</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Recommendations</td>
<td>Progress</td>
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<td>21 Nov 2014</td>
<td>Nplaw Review 2014</td>
<td><strong>RESOLVED</strong> to: note the contents of the update on the review of nplaw and agree that this matter would not require any further examination by the Scrutiny Committee, unless circumstances changed in the future.</td>
<td>No action required</td>
<td>Members are satisfied by the arrangements that manage the agreement with nplaw and the service the Council is receiving.</td>
</tr>
</tbody>
</table>
| 28 Jan 2015| Member Representation On Outside Bodies    | **RESOLVED:** To recommend that officers:  
1. Seek information from all members appointed to outside bodies by way of a questionnaire to enable a better understanding of each representative’s role and its requirements.  
2. Establish a training mechanism for members appointed to outside bodies in the next term which would give clarity and guidance about the role. | Questionnaires have been sent to all members who sit on outside bodies. The members induction programme is currently being developed, which will include guidance on outside bodies | This work will ensure that members are fully prepared to take on their roles on outside bodies, ensuring that the interests of the Council are effectively represented and members are aware of any special responsibilities and liabilities that the role may entail. |
| 18 Feb 2015| Outcome Of Scrutiny Business Planning Workshop | **RESOLVED:**  
1. To agree further café style workshops as part of the 2016/17 directorate planning process;  
2. To endorse this part of the Business Plan process as a way to ensure robust and deliverable plans are submitted to Cabinet to deliver vision and priorities set by members. | A member workshop will be built into the Business Planning process when this begins in Autumn 2015. | The workshop event ensures that all members are given the opportunity to shape the vision and direction of the Council in an inclusive and pro-active way. Evaluating the outcomes arising from suggestions made at the Workshop enables members to assess the impact of their role |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Recommendations</th>
<th>Progress</th>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>18 Feb 2015</td>
<td>Budget 2015/16</td>
<td><strong>RESOLVED:</strong> To endorse the recommendations of Cabinet for the Revenue Budget and Council Tax 2015/16 to endorse the recommendations of Cabinet for the Capital Programme April 2015 to March 2020. to endorse the recommendations of Cabinet for the Treasury Management Strategy Statement and Investment Strategy April 2015 to March 2018.</td>
<td>No action required</td>
<td>Members are satisfied with the budget that was recommended to Council by Cabinet.</td>
</tr>
<tr>
<td>18 Feb 2015</td>
<td>Call-In Of Update On Commercial Activities</td>
<td><strong>RESOLVED:</strong> <strong>A. SUSPENSIVE CALL-IN</strong> To endorse the decision of the Cabinet and additionally to recommend TO COUNCIL that: The Shareholder Representative shall consult the Portfolio Holder and the Chairman of the Finance, Resources, Audit and Governance Committee before exercising any of their powers and shall report back to Cabinet, when necessary, through the quarterly Treasury Management Report. <strong>B. NON-SUSPENSIVE CALL-IN</strong> To endorse the decision of the Cabinet.</td>
<td>Council accepted the recommendation of the Scrutiny Committee.</td>
<td>Consideration of this item clarified the Council's future plans for commercial activity. The accepted recommendation will ensure that there is a mechanism for accountability in relation to the Shareholder Representative role.</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Recommendations</td>
<td>Progress</td>
<td>Outcome</td>
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<tr>
<td>5 March 2015</td>
<td>South Norfolk – Public Conveniences</td>
<td><strong>RESOLVED</strong>&lt;br&gt;1. That all future complaints about the toilets be recorded and collated&lt;br&gt;2. That a report be brought to the Scrutiny Committee later in the year giving an update</td>
<td>Officers will now ensure that all complaints relating to public conveniences are logged centrally.</td>
<td>Scrutiny of this topic clarified the current situation and the reasons for and benefits of the enhancement programme. By analysing complaints in future, the Council will be able to respond to feedback more effectively.</td>
</tr>
</tbody>
</table>
A Quick Guide to Scrutiny

Recommendations and Reporting

Once a piece of scrutiny work has taken place, recommendations are sometimes made and reported to the Cabinet for consideration. This is usually done as part of the relevant report or paying regard to the minutes of the Scrutiny Committee in informing the final decision.

Recommendations should strive to be, as much as possible, specific measurable achievable relevant and timed - SMART.

What happens next?

Once agreement to a scrutiny recommendation has taken place, whether it be something that officers have agreed to, or the cabinet, this should not always be where the scrutiny process ends. It is good practice for the Scrutiny Committee to set a review date to receive an update from the relevant portfolio holder on the cabinet or officers, on the progress that has been made towards implementation of the Scrutiny Committee’s recommendations.

Scrutiny Task and Finish Groups

Task and Finish Groups are time-limited focus groups that report their review findings to the main committee or Cabinet and are supported by relevant officers of the council and or outside contributors.

If a Task and Finish Group is to be set up in place of a full committee review taking place, interested members should volunteer to be involved. It is usual that task & finish groups are not politically balanced unless a strong need exists. This is because the main scrutiny committee which is balanced has to agree the findings, or delegates the task & finish group on behalf of the whole committee to report directly to the cabinet. Actually, it is much more important to appoint those members with an interest or expertise in the issue, irrespective of political groups.

The Centre for Public Scrutiny promotes the value of scrutiny and accountability in modern and effective government and supports non-executives in their scrutiny role. http://www.cfps.org.uk/
Public involvement and getting in touch with scrutiny

Meetings of the Scrutiny Committee are usually as informal as possible and as well as scrutiny members, are attended by portfolio members, officers, partners and anyone else who can assist with the work and provide evidence for reviews. Members of the public are also welcome to attend the scrutiny committee meetings and can participate at the discretion of the committee’s Chairman.

Getting in touch with scrutiny

If you are a member of the public and wish to find out more about the scrutiny process and the committee, or if you have any queries regarding this Annual Review, please feel free to contact the Council’s Scrutiny Officer; If you have any topic suggestions for scrutiny please use the form attached over this page and send it to the Scrutiny Officer. Alternatively, further information and an online form can be found on the Council’s website, via the following link: http://www.south-norfolk.gov.uk/democracy/2546.asp

Emma Goddard
Scrutiny Officer

01508 533747
egoddard@s-norfolk.gov.uk
Scrubtity Committee – Work Programme

In setting future Scrutiny TOPICS, the Committee is asked to consider the following:

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?

<table>
<thead>
<tr>
<th>Date of meeting</th>
<th>Topic</th>
<th>Organisation / Officer / Responsible member</th>
<th>Objectives</th>
<th>Method(s)</th>
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</thead>
<tbody>
<tr>
<td>6 May 15</td>
<td>Meeting to be held only in the event of a call-in</td>
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<tr>
<td>1 July 15</td>
<td>Neighbourhood Working Review</td>
<td>Communities and Democratic Services Manager &amp; Cllr M Wilby</td>
<td>Members to review the new way of neighbourhood working, particularly the criteria for allocating funding from both the Members’ Ward Budgets and Community Action Fund, how members and the Chairmen have worked together to jointly fund projects, and the outcomes that have been achieved.</td>
<td>Officer report</td>
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<tr>
<td>5 Aug 15</td>
<td>Meeting to be held only in the event of a call-in</td>
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<tr>
<td>30 Sept 15</td>
<td>Meeting to be held only in the event of a call-in</td>
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<tr>
<td>18 Nov 15</td>
<td>Market Towns Initiative</td>
<td>Head of Economic Growth and the Market Towns Co-ordinator &amp; Cllr J Fuller</td>
<td>For Members to receive an update on the Market Towns Initiative and evaluate forward planning of the Scheme. Representatives of the Town Teams to be invited to allow members to gauge success of the Scheme from the perspective of the Teams themselves. Scrutiny Committee to make recommendations as appropriate.</td>
<td>Officer report</td>
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<tr>
<td>18 Nov 15</td>
<td>Council run Public Conveniences</td>
<td>Director of Community Services &amp; Cllr J Fuller and Cllr K Kiddie</td>
<td>Members to receive an update regarding the new public conveniences installed throughout the District’s towns. Members to analyse feedback received from the public, particularly complaints. The Committee to also learn how much income has been received since the new toilets have been in operation and receive a general update regarding progress so far with the programme of refurbishment and the public opinion.</td>
<td>Officer report</td>
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<tr>
<td>21 Dec 15 (Mon)</td>
<td>No items scheduled</td>
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<tr>
<td>Decisions: Key, Policy, Operational</td>
<td>Key Decision/Item</td>
<td>Lead Officer</td>
<td>Cabinet Member</td>
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<td><strong>FULL COUNCIL 23 FEBRUARY</strong></td>
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<tr>
<td>23 March</td>
<td>O Local Plan Review/Duty to Cooperate</td>
<td>A Nicholls</td>
<td>J Fuller</td>
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<td></td>
<td>O Member Induction Plan 2015</td>
<td>L Mickleborough</td>
<td>J Fuller/G Wheatley</td>
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<td><strong>20 April</strong></td>
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<td><strong>COUNCIL AGM 1 JUNE</strong></td>
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<td>15 Jun</td>
<td>Performance Risk and Revenue Outturn Report Quarter 4 2014/15</td>
<td>M Fernandez-Graham/W Salmons/E Goddard</td>
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<td></td>
<td>Capital Outturn Report for 2014/15</td>
<td>M Fernandez-Graham</td>
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<td></td>
<td>Annual Treasury Mgt Outturn 2014/15</td>
<td>M Fernandez-Graham</td>
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<td></td>
<td>Gypsy and Traveller Local Plan Preferred Options</td>
<td>A Nicholls</td>
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<td><strong>COUNCIL 13 JULY</strong></td>
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<td>20 July</td>
<td>Performance Risk and Revenue Outturn Report Quarter 1</td>
<td>M Fernandez-Graham/W Salmons/E Goddard</td>
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<td>Capital Outturn Report for Quarter 1</td>
<td>M Fernandez-Graham</td>
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<td></td>
<td>Annual Treasury Mgt Report Quarter 1</td>
<td>M Fernandez-Graham</td>
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<td><strong>14 Sept</strong></td>
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<td><strong>COUNCIL 21 SEPT</strong></td>
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<tr>
<td>2 Nov</td>
<td>Performance Risk and Revenue Outturn Report Quarter 2</td>
<td>M Fernandez-Graham/W Salmons/E Goddard</td>
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<td>Capital Outturn Report for Quarter 2</td>
<td>M Fernandez-Graham</td>
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<td></td>
<td>Annual Treasury Mgt Report Quarter 2</td>
<td>M Fernandez-Graham</td>
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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.

Core Agenda/CLW09/03/15