

# Corporate Select Committee

Date: **Monday 27 January 2020**  
Time: **10am**  
Venue: **Edwards Room, County Hall, Norwich**

**Persons attending the meeting are requested to turn off mobile phones.**

**Membership:**

Cllr K Vincent (Chairman)	Cllr I Mackie
Cllr S Askew	Cllr B Long
Cllr E Colman (V.Ch)	Cllr R Oliver
Cllr N Dixon	Cllr S Squire
Cllr C Foulger	CllrJ Timewell
Cllr T Jermy	Cllr J Ward
Cllr C Jones	

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

# Agenda

## 1 To receive apologies and details of any substitute members attending

## 2 Minutes

To receive the minutes of the previous meeting held on 14 November 2019

Page 5

## 3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

## 4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

## 5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Wednesday 22 January 2020**. For guidance on submitting a public

question, view the Constitution at [www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee](http://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee)

## **6 Local Member Issues/Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Wednesday 22 January 2020.**

- |           |   |                |
|-----------|---|----------------|
| <b>7</b>  | <b>One Public Estate Partnership Norfolk</b><br>Report by the Executive Director of Finance and Commercial Services | <b>Page 11</b> |
| <b>8</b>  | <b>Strategic Asset Management Framework</b><br>Report by the Executive Director of Finance and Commercial Services  | <b>Page 18</b> |
| <b>9</b>  | <b>Energy Efficiency (including Re:fit)</b><br>Report by the Executive Director of Finance and Commercial Services  | <b>Page 23</b> |
| <b>10</b> | <b>Digital Infrastructure and Strategy</b><br>Report by the Executive Director of Finance and Commercial Services   | <b>Page 28</b> |
| <b>11</b> | <b>Local Service Strategy</b><br>Report by the Executive Director of Community and Environmental Services           | <b>Page 33</b> |
| <b>12</b> | <b>Corporate Select Committee Work Programme</b><br>Report by the Executive Director of Strategy and Governance     | <b>Page 43</b> |

**Chris Walton**  
**Head of Democratic Services**  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 17 January 2020



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or (textphone) 18001 0344 800 8020 and we will do our best to help.



## Corporate Select Committee

Minutes of the Meeting Held on 14 November 2019 at  
10 am in Edwards Room, County Hall, Norwich

### Present:

Cllr Karen Vincent (Chair)

Cllr Ed Colman (Vice Chair)  
Cllr Nigel Dixon  
Cllr Chris Jones  
Cllr Brian Long

Cllr Rhodri Oliver  
Cllr Sandra Squire  
Cllr Terry Jermy  
Cllr John Ward

### Substitute Members present:

Cllr Penny Carpenter for Cllr Colin Foulger  
Cllr Kim Clipsham for Cllr Chris Jones  
Cllr Phillip Duigan for Cllr Ian Mackie  
Cllr Vic Thomson for Cllr John Ward

### Also in attendance:

Cllr T FitzPatrick, Cabinet Member for  
Innovation, Transformation and  
Performance

### 1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Stephen Askew, Cllr Colin Foulger (Cllr Penny Carpenter substituting), Cllr Chris Jones (Cllr Kim Clipsham substituting), Cllr Ian Mackie (Cllr Phillip Duigan substituting), Cllr J Timewell and Cllr John Ward (Cllr Vic Thomson substituting).

### 2 Minutes

- 2.1 The minutes of the meeting held on 16 July 2019 were agreed as an accurate record and signed by the Chairman.

### 3 Declarations of Interest

- 3.1 There were no declarations of interest.

### 4 Items of Urgent Business

- 4.1 There were no items of urgent business.
- 5 **Public Question Time**
- 5.1 There were no public questions.
- 6 **Local Member Issues/Questions**
- 6.1 There were no local Member questions.
- 7 **NCC Performance Management Framework: Proposal to develop a new set of corporately significant vital signs**
- 7.1 The annexed report (6) by the Executive Director of Strategy and Governance was received. The report proposed that the County Council's corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.
- 7.2 The Executive Director of Strategy and Governance drew the Committee's attention to the work that was being done to refresh the current vital signs, to align them to the Council's revised priorities and to ensure that they provided early indicators of future operational and strategic risks. She recommended that because of the strong links between the vital signs and the corporate risks that both reviews should take place at the same time.
- 7.3 The Committee noted that the new vital signs would be available in December 2019 with a view to moving to the new dashboard from April 2020. Resources from across the organisation would be involved in the development and implementation of the new performance framework.
- 7.4 During discussion the Committee requested that a Member Workshop (that was open to all County Councillors) should be held to help refresh, define and develop measures that Councillors would like to see included in the new dashboard.
- 7.5 Members suggested that the workshop could usefully consider the following areas of Council activity:
- Staff recruitment and skills management, looking at issues from the prospective of "Norfolk plc" (with options for new joint recruitment initiatives with the NHS, other Local Authorities and the Police; staff training and the taking on of apprentices)
  - County Council assets (dividend yields, acquisition and disposal policy, property valuation methodology)
  - The timeframe and the procedures used for payment of goods and services
  - Those performance measures that the Council previously reported to the Government that might still be relevant
  - Environmental issues, including Co2 emissions.
- 7.6 It was noted that corporately significant signs would be reported to Cabinet on a quarterly basis, with the expectation that some vital signs were likely to only be

measurable or meaningful on a biannual or annual basis.

**7.7 The Committee considered the report and RESOLVED to**

- **AGREE that the corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.**
- **AGREE to hold a Member Workshop to define the areas of Council activity that should be the subject of the new reporting dashboard.**

**7A Member Presentation in respect of items 8, 9 and 10 on the agenda**

7A.1 At this point in the meeting the Committee received a single presentation in support of Items 8, 9 and 10 on the agenda.

7A.2 The Executive Director of Strategy and Governance (Fiona McDiarmid) said that a new version of the customer service strategy was due to be brought to Cabinet in Spring 2020. The purpose of today's presentation was to explain the direction of travel of that strategy that would be developed with input from Corporate Select Committee as it impacted on the whole Council and the transformation approach.

7A.3 The following presenters introduced their respective reports:

- Ceri Sumner, Assistant Director, Community, Information and Learning, explained the Customer Service Strategy (at item 8)
- Debbie Beck, HR Strategy and Operations Manager, and John Baldwin, Head of Finance Exchequer Service's explained the HR/FIN Systems Transformation (at item 9)
- Jason Knibbs, Program Director - Business Transformation concluded with the Business Transformation (item 10).

Note: The presentation can be found on the County Council's committee pages website.

**8 Customer Service Strategy (2020-25) – Interim progress report**

8.1 The annexed report (8) by the Executive Director of Community and Environmental Services was received.

8.2 The Executive Director of Community and Environmental Services outlined the approach that was being taken to the customer service strategy review that was due to be brought to Cabinet in Spring 2020. While the new approach was driven by the Customer Service Department in CES, it defined the principles for service delivery across the whole organisation.

8.3 The Committee was informed that the underlying objectives of the review were to improve the services that were delivered online, whilst simultaneously reducing the cost of delivery, which could be achieved by focusing on the added value for the customer, the removal of waste and inefficiency, and making the best use of technology.

- 8.4 In reply to questions about the Council's new approach officers said that the people who dealt with NCC online were known to be spending increasing amounts of their time on line dealing with their bank or building society or buying goods at Amazon and/or from an online retail grocery site. The continued rise in the use of online services had meant that the Council's push to provide a wider range of service delivery and to improve the online experience remained the right direction of travel. There were some areas of the Council's service delivery where the online scores had started to be flavoured with some more challenging messages, so although the percentage scores were still respectable some were coloured as amber because there was more work to be done behind the scenes.
- 8.5 The Executive Director of Community and Environmental Services agreed to distribute outside of the meeting vital signs report cards for the previous 6 months to give Councillors a wider understanding of the trends.
- 8.6 In reply to further questions it was pointed out that the process for highways defect reporting meant that the customer request automatically moved through to the end point with the highways engineer (which sometimes meant that a Parish Council got to hear of a defect before the local County Councillor, an issue that officers agreed to take up outside of the meeting) but the Council was still looking to replicate that highway approach with other services.
- 8.7 The Committee was informed that there were still customer hand offs to back offices where it was very difficult to track the timeliness and quality of interactions. Some departments still published their own phone numbers or had their own websites which meant that customers could bypass the front door altogether, which made it difficult to track service standards and to help customers understand the next steps. Work continued to be done to achieve consistent service levels and to assure customers on the level of service they could expect to receive from the Council.
- 8.8 The main message which came out of the discussion was that while there was still a long way to go considerable success continued to be made in the take up of the Council's online services. The Council site was now 4 Star rated by SocITM which placed it firmly in the top quartile of local government sites.
- 8.9 **The Committee considered the Workplan and RESOLVED to:**
- AGREE the direction of travel and emerging themes for the Customer Service Strategy 2020-25 that were set out in the report.**
- 9 **Human Resources and Finance System Transformation Project – Update**
- 9.1 The annexed report (9) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 9.3 The Committee considered a report by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services that provided an update on the move of the Human Resources (HR) and Finance



System Transformation Project into the procurement phase.

- 9.4 Councillors discussed the Committee's role in overseeing the implementation programme of the project and noted that they would be able to monitor the following areas of service delivery as the implementation plan was developed after the completion of the tender process early in the new year:
- Project Plan
  - Risk Assessment
  - Benefits Realisation
  - Equalities Impact

- 9.5 It was noted that a very useful member workshop had been held in October 2019 about the objectives of the project, the status of the project, the technologies that would be made available through the new system e.g. chatbots, robotic process automation, exploitation of the Internet of Things, and the contribution these technologies would make to realising the strategic benefits. The Committee agreed that this workshop should be run for a second time and places again offered to all County Councillors. It was hoped that the workshop would be better attended than it had been previously.

- 9.6 Because Councillors would be users of the new system, for example to access payslips or claim expenses, it would be extremely useful to gain the insight of Members in terms of what constituted a good user experience. It would also be valuable to understand what steps needed to be taken between now and the system go-live in October 2021 (subject to a satisfactory procurement) to support Members to make confident use of the new system, for example any digital skills training and redesign of business processes.

- 9.7 **RESOLVED**

**That the Select Committee:**

- 1. Note the good progress that is being made with the Human Resources and Finance System Transformation Project.**
- 2. Agreed that a further member workshop about the Human Resources and Finance System Transformation Project be offered to all Councillors.**

## **10 Business Transformation (Smarter Working) Programme**

- 10.1 The annexed report (10) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 10.2 The Committee considered a report by the Executive Director of Strategy and Governance that provided an update on the approach taken to develop the Business Transformation (Smarter Working) Programme and scope the initiatives involved in the project.
- 10.3 The Committee was informed that the Business Transformation (Smarter Working) programme consisted of 6 streams of initiatives. The programme drove smarter

working through incremental change, the realignment of parts of our operating model and organisational structure, new ways of working, rationalisation, digital leverage, process improvement, increased collaboration, process automation and commercial review.

## **RESOLVED**

**That the Select Committee:**

- 1. Note the approach taken to the development of the Business Transformation Programme scope and initiatives.**
- 2. Agreed with the indicators being looked to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and to ensure that we have not overlooked any further opportunities.**
- 3. Agree that a further report be made to Select Committee on programme progress in March 2020.**

### **11 Corporate Select Committee Forward Work Plan**

11.1 The annexed report (11) by the Executive Director of Strategy and Governance was received.

### **11.2 RESOLVED**

**That the Select Committee:**

- 1. Endorse the areas of focus for the Corporate Select Committee set out in the report.**
- 2. Agree the work programme and subsequent agendas for the Corporate Select Committee in Appendix 1 to the report subject to the addition of an update on the Business Transformation (Smarter Working) Programme at the March 2020 meeting.**
- 3. That the work programme is restructured so that it is based on a thematic approach.**

The meeting concluded at 12.12 pm

**Chair**

# Corporate Select Committee

## Item No 7

<b>Report title:</b>	<b>One Public Estate Partnership Norfolk</b>
<b>Date of meeting:</b>	<b>27 January 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Greg Peck (Cabinet Member for Property)</b>
<b>Responsible Director:</b>	<b>Simon George Director of Finance and Commercial Services</b>

### **Introduction from Cabinet Member**

Norfolk County Council is an active member of the Norfolk One Public Estate (OPE) partnership. The OPE Partnership brings together public sector partners from across Norfolk to work collaboratively to get more from combined public sector assets - catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income.

### **Executive Summary**

In 2016 the Norfolk Partnership Board was formed and has successfully bid for revenue funding from the National OPE Programme phase 3, 4, 6 and phase 7, operated by the Cabinet Office, to deliver multi-agency feasibility projects within an overall programme of asset transformation. It has also facilitated three successful Land Release Fund (LRF) capital bids on behalf of the OPE Partners. Norfolk County Council is the Accountable Body and lead partner for the grant funding, which has provided a total of £1.2m revenue for the approved partnership programme. Governance for the programme is via the OPE Partnership Board, currently chaired by North Norfolk District Council and the Norfolk Chief Executives Group.

The resulting OPE Programme will run for up to ten years to deliver new homes, revenue savings, capital receipts, new jobs and enable service improvement. The National OPE Programme is now delivering phase 7. It is not yet known whether there will be a phase 8 funding round. The Council will continue to support and lead individual projects as well as provide the Accountable Body and Programme Office that are necessary for its governance.

### **Actions required**

- 1. To note the work of the partnership and**
- 2. To support the ongoing direction of the Norfolk partners**

## **1. Background and Purpose**

- 1.1. This report informs the committee about the development of the One Public Estate (OPE) Partnership for the Norfolk area and outlines the current status
- 1.2. The National One Public Estate Programme is a pioneering initiative delivered in partnership by the Local Government Association and the Cabinet Office Government Property Unit. It provides practical and technical support and revenue funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. It enables public sector partnership to work collaboratively on land and property initiatives, generating new jobs and homes, creating more joined-up public services to local communities, and delivering savings for the taxpayer. The programme commenced in 2013 with 12 areas, but has grown through incremental phases of funding. Now in its 7th phase there are 255 councils taking part across the country. It is anticipated that a phase 8 maybe announced early 2020.
- 1.3. The programme is about getting more from combined public sector assets - catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income. This is encompassed in three core objectives:
- Creating economic growth (new homes and jobs).
  - Delivering more integrated, customer-focused services.
  - Generating efficiencies, though capital receipts and reduced running costs.
- 1.4. In addition to revenue grant funding through the phases, the OPE Nationally has partnered with MGLG and has offered a round of Land Release Funding (LRF) with phase 6. This is Capital Funding that may be awarded to relatively small housing projects that require the local authority land to be unlocked to make it feasible for house building, for example decontamination, drainage, access. It is anticipated that there may be a further LRF opportunity when OPE phase 8 is announced.
- 1.5. The Norfolk OPE partnership has been involved with delivering OPE Programme objectives since OPE phase 3 in 2015, working to improve people's lives by reshaping public services in the county. The Partnership operates with a clear mandate from the Norfolk Chief Executives Group to focus resource on the OPE initiative to deliver OPE programme outcomes and outputs through approved multi-agency projects only. The programme aims to deliver modern, sustainable and fit for purpose buildings that boost productivity, drive up efficiency and release surplus assets to create economic growth and new homes.
- For the current programme to 2026, this translates into delivering a portfolio of multi-agency projects that use property and assets as an enabler. The focus is on public sector system savings rather than gains for every individual partner.

Using broad themes of multi-agency hubs and regeneration the Norfolk programme (collectively across the partnership) will:

- Deliver more integrated and customer focused services - Encouraging publicly funded services to co-locate, to demonstrate service efficiencies and to work towards a more customer-focused delivery.
- Create economic growth – over 2000 new jobs (construction) and over 1800 new homes on released land by 2026.
- Reduce cumulative running costs of central and local government assets currently estimated at - £20million accumulated by 2026.
- Generate capital receipts through the release of land and property, circa - £50 million in capital receipts by 2026.

- 1.6. The Norfolk OPE Partnership Board was established in February 2016, with the Chief Executive of Breckland and South Holland District Councils, as Partnership Board Chair and Programme Sponsor, acting as conduit to the Norfolk Chief Executives Group. In August 2017, following a successful programme and partnership review, this was rotated to the Corporate Director and Head of Paid Service at North Norfolk District Council.

The Partnership Board meets quarterly to execute its championing and direction setting for the OPE Norfolk as set out in its agreed Terms of Reference. Its membership consists of Director level individuals from each of the OPE Partner organisations who are able to drive forward the strategies for reshaping public services in Norfolk.

The Norfolk OPE Partnership includes the following members:

- Norfolk Chief Executives Group, with appointed representatives on the Partnership Board from:
  - o Borough Council of Kings Lynn and West Norfolk.
  - o Breckland District Council.
  - o Broadland District Council.
  - o Great Yarmouth Borough Council.
  - o Norfolk County Council.
  - o North Norfolk District Council.
  - o Norwich City County.
  - o South Norfolk District Council.
- Norfolk and Suffolk Constabulary.
- Norfolk Community Health & Care NHS Trust (NCH&C).
- Norfolk and Suffolk Foundation NHS Trust (NSFT).
- NHS Property Services.
- East of England Ambulance Service.

- Cabinet Office, Government Property Unit.
- Local Government Association.
- East Anglia Local Government Association.

The County Council is represented on the OPE Partnership Board by the Executive Director of Finance and Commercial Services and Head of Property.

Norfolk County Council is acting as the Accountable Body and Lead Partner in respect of Grant Funding awards.

- 1.7. To attract revenue funding from the National OPE Programme via Cabinet Office it is necessary for Partnerships to enter into a competitive bidding process for each announced phase. Each partnership is restricted to a maximum award of £500,000 in each phase.

Funding awarded through the National OPE Programme is specifically allocated to individually approved projects and activity presented in the Partnership bid. This is set out in a formal Memorandum of Understanding and can only be spent on the defined projects and activity. There is no opportunity for the partnership to self select where is apportions funds.

The Norfolk OPE Programme is delivering multiple feasibility projects with revenue funding from:

- Phase 3 OPE Revenue Grant Funding for one feasibility project and establishment of a Programme Management Office, totalling £115,000
- Phase 4 OPE Revenue Grant Funding for six feasibility projects and partial resourcing the Programme Management Office (PMO), totalling £372,000
- Phase 6 OPE Revenue Grant Funding for four feasibility projects and partial resourcing the Programme Management Office (PMO), totalling £360,000
- Phase 7 OPE Revenue Grant Funding for four feasibility projects and partial resourcing the Programme Management Office (PMO), totalling £345,000

In addition, in 2016/17 and 17/18 Partner organisations contributed £5,000 each to support resourcing of PMO where there was a shortfall between revenue grant and actual cost. Experience from other areas of the country have shown that the PMO function is critical to success and cutting this cases a stagnation and dwindling of activity.

Feasibility projects that result in a successful full business case are put forward for approval by the respective partner organisations. The business case will include a funding strategy for delivery of the project that includes a combination

of investment from the participating partners and capital receipts released from project work.

In addition to revenue grant funding through the phases, the Norfolk Partnership successfully bid for three potential housing projects to unlocked with Land Release Capital Funding. Successful projects were Mile Cross Depot decontamination (Norwich City Council), Rosebery Road drainage (Broadland District Council) and Shipdham access roundabout (Breckland District Council). Funding amounted to £1.7m.

The Norfolk OPE Partnership is held in high regard by the National programme and on each occasion its bidding successes have been in the top quartile of the OPE National funding awards.

## **2. Proposals**

- 2.1. Participation in the Partnership and emerging multi-agency projects provides opportunities for public service improvements, cost savings and capital receipts associated with the property portfolio that may not be otherwise available through a unilateral approach.

The OPE Partnership and its associated programme is providing a strategic lynch pin between local authority estate transformation, the police transformation programme and the NHS transformation programme, contributing to positive relationships as well as delivering shared benefits.

To date there have been 14 partnership led projects that have received revenue funding for feasibility work. Of these Norfolk County Council has been actively involved as a partner in 9 of these. Most notably these include: the combined depot proposal at the NDR/Airport; proposal for library/bus station site at Hunstanton; multi-agency integrated team office at Kelling Hospital; redevelopment of land at Kelling Hospital; redevelopment of Norwich Community Hospital; and blue light integration at a number of fire stations with Norfolk Constabulary. Other projects that are exploring multi-agency premises are at very early ideas stages and details will be shared with Members once the feasibility progresses to a point of more surety.

If further OPE funding was not received by the Partnership, due to dwindling of funds at a National level, or the Norfolk Partnership choosing not to bid for further funds the strength of the partnership and their belief in the collective benefits associated with the joint working approach is such that they would want to continue to operate the programme. A full programme review was undertaken 18 months ago with the partners who stated that it is their belief that the programme office function is critical to the ongoing success of the programme and that the benefits that they get from shared intelligence and joint property approach offers significant benefit to the county.

Therefore, Norfolk County Council should continue to actively participate in the partnership, acting as accountable body and providing the programme management function for the whole partnership. This will continue to provide the

best opportunity for system wide public sector savings that benefit the population of Norfolk.

### **3. Impact of the Proposals**

- 3.1. Any Norfolk County Council estate changes that arise through the OPE multi-agency feasibility projects will be dealt with in accordance with Norfolk County Council's own internal procedures for approvals and permissions.

By Norfolk County Council continuing to support the One Public Estate Partnership in Norfolk the collective weight of the Norfolk Partnership will be maintained and offer the opportunity to leverage national funding as and when it becomes available. It also offers the opportunity to influence how property related pump prime funding is projected into future years.

### **4. Financial Implications**

- 4.1. There are currently no financial implications on Norfolk County Council's revenue budget. Revenue funding that is awarded by the national OPE programme is awarded against specific partnership projects agreed by Cabinet Office and the grant funds are only allowable against that projects' expenditure.

Salaries associated with management of the programme and the secretariat function that the programme requires is currently fully funded by the revenue grant funding and the partnership funding. Norfolk County Council hosts the two members of staff.

If no further funding was received from the National OPE programme continuation of the secretariat would be required and continuation of the programme activity would be desirable. Partnership contributions to the minimum staffing requirement would be required at this point, at approx. cost of £5K per partner per annum.

### **5. Resource Implications**

#### **5.1. Staff:**

Norfolk County Council hosts two members of staff. A programme manager and an administrator. Salaries are currently covered by programme funding.

#### **5.2. Property:**

There are no direct property implications. Any Norfolk County Council estate changes that arise through the OPE multi-agency feasibility projects will be dealt with in accordance with Norfolk County Council's own internal procedures for approvals and permissions.

#### **5.3. IT:**

None

### **6. Other Implications**



- 6.1. **Legal Implications**  
**None**
- 6.2. **Human Rights implications**  
**None**
- 6.3. **Equality Impact Assessment (EqIA) (this must be included)**  
**Not applicable at this time**
- 6.4. **Health and Safety implications (where appropriate)**  
**Not applicable**
- 6.5. **Sustainability implications (where appropriate)**  
**Not applicable for partnership activity**
- 6.6. **Any other implications**
- 7. Actions required**
- 7.1. **1. To note the work of the partnership and  
2. To support the ongoing direction of the Norfolk Partners**
- 8. Background Papers**
- 8.1.

### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Deborah Ansari **Tel No.:** 01603 973856

**Email address:** Deborah.ansari@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

# Corporate Select Committee

## Item No 8

<b>Report title:</b>	<b>Strategic Asset Management Framework</b>
<b>Date of meeting:</b>	<b>27 January 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Greg Peck Cabinet Member for Commercial Services and Asset Management.</b>
<b>Responsible Director:</b>	<b>Simon George Executive Director for Finance and Commercial Services</b>
<b>Introduction from Cabinet Member</b> <p>A robust Strategic Asset Management framework is good practice and is an essential tool for the council to guide it in the use, management and exploitation of its property portfolio which, as at 31 March 2019 had a net book value of £645,709,000.</p> <p>The framework will establish the policies it will work by in a transparent way and determine the direction of travel. The action plan element of the framework will set out what is to happen, and progress measured against it</p> <b>Executive Summary</b> <p>A new Strategic Asset Management framework is required, and engaging Members will ensure it meets the needs and requirements of the County Council by helping to establish the rules, culture, behaviours and key principles for the framework.</p> <b>Actions required</b> <p>Corporate Select Committee is asked to:</p> <ul style="list-style-type: none"><li>(i) Review this report and comment.</li><li>(ii) Consider setting up a working group to help in the development of the new Strategic Asset Management framework.</li><li>(iii) To delegate the nomination and make-up of the working group to the Chair of the committee</li></ul>	

### 1.0 Background and Purpose

1.1. The current asset management plan covered the period 2016 - 2019 and was approved by Policy and Resources committee at their meeting on 31 May 2016 and endorsed by Full Council 25 July 2016. Business and Property committee subsequently reviewed at their meeting 20 June 2017. The AMP document is currently published on the County Council's internet pages at this location:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/finance-and-budget>

- 1.2. The County Council continues to follow the asset management plan's principles until a replacement is put in place.

## **2.0 Proposals**

- 2.1. To build on previous good practice and to ensure the County Council can continue to strategically and operationally manage and exploit its property assets it is proposed that a new Strategic Asset Management Framework is developed to cover the next five years.

To this end it is intended to use guidance published by the **Chartered Institute of Public Finance Accounting (CIPFA)** and as such will adopt the following definitions for the framework:

- **Property asset management policy**  
This establishes the rules, culture and behaviours.
- **Property asset management strategy**  
This sets the direction for change.
- **Property asset management action plan**  
This sets out how that change will be delivered.

The new Strategic Asset Management Framework will have a strong link to the County Council's priorities and will establish performance targets to measure success.

It is anticipated this approach will ensure the framework remains up to date and relevant. The action plan will be regularly reviewed and updated and form the basis for reporting performance.

- 2.2. The Councils current constitution recognises the value of an asset management plan and notes it is part of the council's policy framework (article 4). The Executive Director of Finance and Commercial Services is responsible for preparing the asset management plan (Appendix 15, Financial regulations). The actual work to prepare, update and annually review the AMP is the responsibility of the Head of Property.

## **3.0 Impact of the Proposal**

- 3.1. Whilst it is true a good asset management framework does not necessarily make an organisation good at asset management the County Council has a good record of having robust property policies, strategies, processes and systems in place that has guided the use and exploitation of the whole of the property estate (including the farms estate).
- 3.2. Asset management is about supporting the delivery of the Councils strategic goals and objectives using property assets which is a key resource.
- 3.3. The following is some advice from the **Chartered Institute of Public Finance Accounting (CIPFA)**:

“Asset management is part of resource and business planning. It is setting a vision of where you want to be, and mapping out the journey to that place, identifying where value can be added and where investment is needed to achieve objectives. For most organisations this involves the adoption of a written asset management framework.

A good asset management framework is one that reflects:

- What your issues and values are as an authority.
- Where you are as an authority.
- What you are seeking to achieve.
- How you intend to get there.

To be effective at strategic asset management, appropriate attention needs to be given to the processes and procedures and how things are done. While having a written document is helpful it should not be the overriding goal. Any written document should simply express what is taking place within the authority and on the ground. Too often organisations concentrate a great deal of effort on writing a document, without first agreeing their strategic direction and putting in place the appropriate processes, governance mechanisms and policy frameworks. Where this happens, it is often the case that ultimate delivery of intended outcomes falls short.”

- 3.4. This is further supported by **The Royal Institution of Chartered Surveyors** (RICS Public Sector Property Asset Management Guidelines, 2nd Edition) who provide this additional definition:

“Strategic property asset management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives.”

## **4.0 Proposed Involvement of Corporate Select Committee**

- 4.1. As a key principle Members should help shape the strategic direction of the Strategic Asset Management framework to ensure that it meets the needs and requirements of the organisation.

However, it should be noted that several current corporate strategies and programmes already influence the framework such as:

- Smarter Working.
- Office Consolidation.
- Local Service Strategy.
- NCC Capital Programme.
- NCC Saving programme 2018-2021.

There has also been extensive engagement with services to understand what their property requirements are and much of the framework is developed by ‘service needs’ where the property helps to deliver critical service functions across the County. For example, the framework will help in the delivery of semi-independent accommodation for Children’s Services.

- 4.2. There is an opportunity for Members of the Corporate Select Committee to help in the development of the strategic elements of the framework.

This would include looking at existing policies such as the market rents policy, the disposals process, and new policies considered such as for overage and renewal of leases. This will help to establish the rules, culture, behaviour and key principles and will require member involvement. To this end it is proposed to hold a number of workshops, including some with support from CIPFA.

- 4.3. The recommendation to Corporate Select Committee is to establish a small working group of Members to attend three workshops on the development of the framework.

This would include:

- Introduction to strategic asset management best practice and what was included in the most recent asset management plan (2016-19).
- CIPFA supported workshop: a strategic review of the proposed framework.
- Feedback and wrap up session.

This will lead to the final development of the Strategic Asset Management framework to cover the period 2020 to 2025 to be presented to Cabinet and Full Council for adoption.

## **5.0 Financial Implications**

- 5.1. The development of the Strategic Asset Management framework will incur costs to retain CIPFA experts, room hire etc.

## **6.0 Resource Implications**

- 6.1. **Staff:** Corporate property team will lead on developing the framework.

- 6.2. **Property:** Nil.

- 6.3. **IT:** Nil.

## **7.0 Other Implications**

- 7.1. **Legal Implications:**

The framework is part of the policy framework for the council and so will require to go through the formal corporate governance procedure for final adoption by Full Council.

- 7.2. **Human Rights implications:** Nil.

- 7.3. **Equality Impact Assessment (EqIA) (this must be included):**

The Strategic Asset Management framework will ensure in its key principles that the County Council will meet its responsibilities in the Equality Act and support the priority to be an inclusive organisation for disabled people (and others where relevant).

7.4. **Health and Safety implications (where appropriate):** Nil.

7.5. **Sustainability implications** (where appropriate):  
The adoption of the framework in itself does not have sustainability implications.

## 8.0 **Actions required**

**Corporate Select Committee is asked to:**

- i. Review this report and comment
- ii. Consider setting up a working group to help in the development of the new Strategic Asset Management framework.
- iii. To delegate the nomination and make-up of the working group to the Chair of the committee

## **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Simon Hughes, Head of Property      **Tel No.:** 01603 222043

**Email address:** [simon.hughes@norfolk.gov.uk](mailto:simon.hughes@norfolk.gov.uk)



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

# Corporate Select Committee

## Item No 9

<b>Report title:</b>	<b>Energy Efficiency (including Re:fit)</b>
<b>Date of meeting:</b>	<b>27 January 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Greg Peck Cabinet Member for Commercial Services and Asset Management.</b>
<b>Responsible Director:</b>	<b>Simon George Executive Director for Finance and Commercial Services</b>
<p><b>Introduction from Cabinet Member</b> The new environmental policy has reaffirmed the County Councils ambitions to reduce its energy use and impact on the environment. Whilst the policy supports targets for reducing greenhouse gas emissions it will also be a key contributor to revenue cost savings.</p> <p><b>Executive Summary</b> The County Council, for many years, has sought to reduce its green house gas emissions, seek opportunities to derive income from the property estate as well as reducing the holding costs of the estate. The ongoing and future projects will continue to serve these ambitions.</p> <p><b>Actions required</b></p> <ol style="list-style-type: none"> <li><b>1. Corporate Select committee are asked to review and comment on this report.</b></li> <li><b>2. A further report to come back to Corporate Select Committee in 3 to 6 months to consider any changes in guidance or government policy.</b></li> </ol>	

### 1.0 Background and Purpose

- 1.1. Norfolk is the fifth largest county in England covering 5,371 km<sup>2</sup>. It is a highly rural county very much dependent on the car for transport. It delivers its services from its base at County Hall in Norwich, with additional property assets throughout the County.
- 1.2. As part of its remit Norfolk County Council (NCC) is responsible for a range of services that cover the areas of education – including schools, social care, cultural services including museums and libraries provision; highways; public health; education; regulatory functions including trading standards, planning and flood management; fire and rescue services and environmental services that includes the disposal of waste.
- 1.3. The County Council adopted a new Environmental Policy on 25 November 2019. The new policy has established 10 goals supported by a number of policy aims. The

more efficient use of energy within the retained property estate will contribute to these goals and policy aims.

- 1.4. This new policy builds on previous environmental policies the County Council has adopted from time to time. As part of these previous policies the council established a Carbon Reduction and Energy Management programme.

## **2.0 Previous activities**

- 2.1. The County Council has and continues to invest significant resources to improve its building stock. The investment to date should continue to reap benefits in the future and behaviour change activity reinforces the work that has been done to improve the fabric of the building infrastructure.
- 2.2. For example, the County Council has undertaken refurbishment of large parts of County Hall, which has been the opportunity to improve the energy efficiency of this site such as:
  - Installing new windows.
  - New plumbing installations.
  - LED lighting.
  - Install photovoltaic panels on flat roof areas.
  - Heating and air handling upgrades.
- 2.3. In addition, some activity has been undertaken to install renewable energy generation on the estate, with over 80 sites benefiting from solar photovoltaic installation and some biomass heating schemes (mostly schools).
- 2.4. The number of sites in direct County Council control has subsequently reduced as schools convert to academy status which has had a consequential impact on income from feed in tariffs payable to the council.
- 2.5. The Corporate Property Team (CPT) was established in April 2015 to manage and ensure that surplus properties are disposed of, further reducing any energy and cost liabilities. This team's remit is to drive down corporate energy costs as well as develop innovative ways to use property assets.
- 2.6. CPT recently retained external experts to investigate several energy generation opportunities. This investigation indicated that opportunities on the NCC estate are limited due to few sites being close to an electrical grid connection. Furthermore, the grid infrastructure, itself has technical constraints. Ten NCC sites were identified as having some potential, however, on examination with UK Power Networks it was determined the connection costs were prohibitively high, ranging from £15.6million (£0.78m per megawatt generated) to £30.0million (£1.5m per megawatt) due to having to reinforce the grid.
- 2.7. As part of the same investigation battery storage was also considered to support peak demand. Whilst connection via a reinforced grid would be prohibitively expensive such battery installations could be connected through a "Flexible Grid Connection" however with these there are technical constraints. There is no guarantee of export volumes to the grid and hence it is very difficult for a developer



to model the revenue and the risk. Also, UK Power Networks have yet to issue formal guidance.

2.8. For County Hall three potential projects have been examined:

- (i) **Behind the meter battery storage** – has the potential to reduce electricity costs for onsite use, by charging the batteries with lower cost electricity over-night and then using it to power County Hall during the day. Early investigations have indicated a possible 5-year payback period and cumulative positive cashflow over 15 years of up to £0.5m. This is all subject to detailed design and assessment.
- (ii) **Solar panels on flat roof areas** – there are potentially other suitable flat roof areas across the County Hall site. This would require a bid to the capital programme.
- (iii) **Solar car-port** – opportunity to install a solar power generation canopy covering 248 spaces in the main staff car park. Based on a single proposal it was determined this would have at least a 14-year payback period based on several assumptions, however, exposing this opportunity to the market may reduce this period. There are other (softer) potential benefits of this arrangement, though, with the main one being the ability to add electric vehicle charging points either at installation or afterwards. There are however issues about security and planning, which are being explored.

### **Re:fit Programme**

2.9. The County Council has considered the Re:fit Programme administered by Local Partnerships LLP (jointly owned by HM Treasury, the Local Government Association and the Welsh Assembly). This has been considered a number of times since 2017, including undertaking discussions with authorities who had taken part in the scheme and also similar sized authorities

This programme is a procurement initiative for public bodies wishing to implement energy efficiency and local energy generation measures to their buildings or their estate, with support to assist in the development and delivery of the schemes. It is seen as a useful tool in the “tool box” and has been successfully used by public service organisations to deliver projects. However, on reflection, Norfolk County Council has elected not use this programme as CPT together with NPS/Norse have the necessary skill sets and track record to design and deliver energy reduction projects.

Norfolk County Council has also had more flexibility on Capital borrowing, which would allow the organisation to undertake and works themselves and to keep the full benefit of any investment. Through the Council’s wholly owned company Norse Group, we have a partner who knows the large, complex and changing nature of the NCC estate and has experience of energy efficiency projects at a national level.

## **3.0 Proposals**

3.1. The Council through CPT and its strategic partner NPS/Norse have the resources to improve the energy efficiency of the retained estate. For example, the next phase of the County Hall project (lower ground and north wing) will include the following:

- Improvement to the heating and ventilation systems and control systems.
- Reroofing the north wing (upgrading the insulation).
- Installation of energy efficient lighting.
- Installing leak detection systems in new plumbing installations.
- New windows.

Whilst these proposals will improve the comfort levels for the staff working in these spaces there will be a significant saving in running costs as well as contributing to the reduction in carbon emissions through reduced energy use.

- 3.2. The new Energy Manager (within the CPT team) is currently drawing up proposals for improvements in other parts of the retained built estate. Subsequently these proposals will be the subject of bids to the capital programme.
- 3.3. Furthermore, the new government has signalled that new initiatives are to be announced in the area of energy generation and energy savings measures. As its likely these announcements will be during the spring it is appropriate for the County Council to pause to see what opportunities become available. In the meantime, the new Energy Manager will be confirming base line metrics for energy use so as to be able to measure the Council's performance.

#### **4.0 Impact of the Proposal**

- 4.1. Energy saving and generation will have a significant impact in supporting the Council's Environmental Policy and contribute to the governments net greenhouse gas emissions target of zero by 2050.

#### **5.0 Financial Implications**

- 5.1. As projects come forward such as the County Hall refurbishment these will be funded from the Capital programme. However, the impact of energy saving measures will have a positive impact on revenue budgets.

#### **6.0 Resource Implications**

- 6.1. **Staff:** nil

- 6.2. **Property:** nil

- 6.3. **IT:** nil

#### **7.0 Other Implications**

- 7.1. **Legal Implications:**

These will be the usual issues around drawing up and agreeing contracts for the supply of services such as design and construction.

- 7.2. **Human Rights implications:** nil

- 7.3. **Equality Impact Assessment (EqIA) (this must be included):** Where key decisions are required to invest in the estate an EqIA will be undertaken to ensure

the Council meet its responsibilities in the Equality Act and support the priority to be an inclusive organisation for disabled people (and others where relevant).

- 7.4. **Health and Safety implications (where appropriate):** will be dealt with as part of any improvement works to the built estate.
- 7.5. **Sustainability implications** (where appropriate): Where key decisions are required to invest in the estate the appropriate impact assessments will be undertaken.
- 7.6. **Any other implications:** nil

## **8.0 Actions required**

- 8.1. Corporate Select committee are asked to review and comment on this report.
- 8.2. Corporate Select committee should respond to any Government proposals and consultations on energy saving or micro-generation.

## **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Simon Hughes, Head of Property      **Tel No.:** 01603 222043

**Email address:** [simon.hughes@norfolk.gov.uk](mailto:simon.hughes@norfolk.gov.uk)



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

\\Norfolk.gov.uk\ncdcs1\CorporateProperty\Team Admin\Meetings and Groups\Committees\Corporate Select Committee\2019-20\20.01.27\Final\20.01.27 Corp Select Comm. Energy Efficiency (including Refit) (rfiw) FINAL 2.0.docx

<b>Report title:</b>	<b>Digital Infrastructure and Strategy</b>
<b>Date of meeting:</b>	<b>27 January 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Fitzpatrick (Cabinet Member for Innovation, Transformation and Performance)</b>
<b>Responsible Director:</b>	<b>Simon George – Executive Director, Finance &amp; Commercial Services</b>

### **Introduction from Cabinet Member**

Since the publication of our current digital plans at the March 2018 meeting of the Digital Innovation and Efficiency Committee, we have been executing these plans to improve digital connectivity across the county for residents, businesses and visitors. We have also made good progress in refreshing the Councils internal digital infrastructure and the ability of our staff to fully exploit the technology. This report summarises progress made in delivery of the plans and introduces the work underway to extend the strategy through the 2020s.

### **Executive Summary**

The current digital strategy is focussed on two main areas, Digital Citizen and Digital Employee.

Digital citizen incorporates improving the digital infrastructure available across the county along with council services accessible online and skills for residents and businesses to exploit the technology.

Digital employee means transforming the council's systems and related processes so that all staff have access to the right technology and data to do their job as efficiently and effectively as possible.

This report and supporting presentation summarise the progress that has been made against these objectives to date, introduces the main areas of activity underway and describes the plans for the future that are currently under development.

Digital Citizen highlights include superfast broadband availability reaching 94%, launching an £8M DCMS funded full fibre broadband project, rolling out the first county wide IoT (Internet of things) network in the UK funded by the LEP, facilitating 4G improvements and 5G which is now live in Norwich.

Digital Employee highlights include replacing the Council's server and network infrastructure, overhauling the data centre and disaster recovery facilities to improve resilience, moving all staff to a new Windows 10 environment, exploiting the new Liquid

Logic social care system, enhancing our customer service technologies and replacing LAN and Wi-Fi, not to mention achieving substantial savings.

## **Actions required**

The Select Committee are asked to:

- 1. Consider the current digital plans, progress made towards delivery and advise what is important to the Committee to incorporate in the next iteration of the digital strategy.**
- 2. Advise what digital skills training & support members should receive.**
- 3. Agree a timescale for a further report to Select Committee on progress of the Digital Norfolk strategy.**

## **1. Background and Purpose**

- 1.1. The Council's digital infrastructure and strategy exists for two main reasons, firstly to provide the platform to enable business growth and inclusive growth for the people of Norfolk, and secondly, to enable all areas of the County Council's business to exploit digital, technological and data driven opportunities to achieve the best possible outcomes within our budgets.

The purpose of this report to the Corporate Select Committee is to provide an update on progress since the plans were shared with members at the Digital Innovation and Efficiency Committee (DIEC) and to introduce future plans for delivery and strategy development.

The primary elements of the DIEC strategic objectives were as follows:

- Enhancing service delivery to our citizens – through improved broadband and mobile coverage, our residents will be able to access appropriate services online at a time and place that suits them and fits with the demands of modern life. Accelerating the use of assistive technologies to give people the skills and confidence to live independently and safely in their own home for as long as possible.
- Enable employees – Staff will have access to the right technology and data and have the skills to use them. Taking a systematic approach to transactions and redesigning internal systems to be digital by design. This will improve productivity and take out cost across the organisation.
- More effective use of data – Business insight: Data should be exploited effectively for operational and strategic purposes. Data driven decision making will enhance our ability to target services more effectively across the county.

It is recommended that the Corporate Select Committee consider the current scope of delivery and what involvement it would like to have in the development of the 10-year strategic technology roadmap.

## **2. Progress Highlights**

- 2.1. Superfast broadband availability is now at 94% and will reach 95% by April this year. Future funding has been secured from Defra and through commercial arrangements to increase this to 97% by 2023. All new connections are ultrafast fibre to the premise connections.

In 2019 we secured funding from DCMS to deliver ultrafast (gigabit) connections to over 300 council managed sites and schools. This investment is also expected to enable and stimulate business take-up.

In 2019 funding was also secured from the New Anglia LEP to deploy the country's first county wide LoRaWAN network for sensors. This "IoT" network is rolling out fast and is stimulating business innovation and other positive outcomes which are detailed in the presentation.

Improvements in mobile phone coverage have been accelerated through effective engagement with the mobile network operators, leading to 2/3/4G improvements and 5G now available in Norwich two years ahead of its expected release date.

Much of the council's internal digital infrastructure has been refreshed and upgraded during this period, with significant additional change currently underway.

We have moved onto "evergreen" systems and rolling refresh programmes in many areas so that equipment and applications are constantly up-to-date and fit for purpose.

The digital infrastructure enables and incorporates a number of significant and important business transformation programmes including:

- Customer Service Strategy and Digital Transformation Programme
- Business Transformation (including Digital Norfolk workstreams)
  - Smarter Working enabled by technology, property & HR developments
  - Paperchase (Digital Print, Post, Scan and Storage)
  - Counter Fraud Hub (in partnership with district, borough & city councils)
  - Robotic Process Automation
  - Data Enabled Efficiencies
- HR & Finance Systems Transformation Programme
- The Liquid Logic Social Care System Programme
- ASTEC (Adults Digital Programme)
- Childrens Digital Transformation Programme

We have created a new web site to make our external facing digital infrastructure programme more visible and this can be found at [www.norfolk.gov.uk/digital](http://www.norfolk.gov.uk/digital)

We are increasingly using technology and data in partnership with other public sector service providers including the Police, NHS Organisations and the Districts, Boroughs and City Councils.

Further examples of progress along with relevant examples will be included in the presentation to the committee.

### **3. Future Plans**

- 3.1. As the current plans developed for the Digital Committee are approaching two years old now and as we have delivered many of the planned changes we are now looking to refresh our technology roadmap to support the future needs of the council, the county and its people. The intention is for the new technology roadmap to be an ambitious 10-year plan incorporating a combination of maturing, emerging and predicted technologies. This plan was initiated by the IMT unit and the Strategy Innovation & Performance team and is seeking to engage council service leaders, elected members, partner organisations, external experts and residents during its development.

We also recognise that digital skills for staff & members needs investment and have launched a new programme to address this for which we would welcome the committee's thoughts on their needs and how they can best be addressed.

### **4. Financial Implications**

- 4.1. The various technology initiatives are budgeted to realise over £10M of savings, but this report has no direct savings associated as it is a review of progress and future direction.

### **5. Resource Implications**

- 5.1. Resources are already allocated for the current work programmes and will have to be established for any future plans that are developed.

### **6. Other Implications**

- 6.1. **Legal Implications:** N/A
- 6.2. **Human Rights implications:** N/A
- 6.3. **Equality Impact Assessment (EqIA):** N/A.

### **7. Actions required**

- 7.1. **The Select Committee are asked to:**

- 1. Consider the current digital plans, progress made towards delivery and advise what is important to the Committee to incorporate in the next iteration of the digital strategy.**

2. Advise what digital skills training & support members should receive.
3. Agree a timescale for a further report to Select Committee on progress of the Digital Norfolk strategy

### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Geoff Connell                      **Tel No.:** 01603 973230

**Email address:** [Geoff.connell@norfolk.gov.uk](mailto:Geoff.connell@norfolk.gov.uk)



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



# Corporate Select Committee

## Item No 11

<b>Report title:</b>	<b>Local Service Strategy</b>
<b>Date of meeting:</b>	<b>27 January 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships) and Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director for Community and Environmental Services)</b>

### Executive Summary

Norfolk County Council has set itself four strategic change priorities over the next three years with the local service strategy (LSS) being one of the priorities.

We want to proactively target our services in the places where they are most needed in our market towns, Norwich, Great Yarmouth and King's Lynn. This will allow us to deliver sustainable, effective and evidence-based services which meet the needs of the local population, within the resources available. We will do this through joining up our work and targeting our services through reduction of duplication, targeting resources where we can make the biggest difference and enabling people to do more for themselves

Local Service Strategy has been operating with the following principles.

- Joining up services in our communities, offering help early and in the right places
- Making best use of our resources to deliver the best offers for our residents and communities. This will be better for people and for the council, by making better use of our resources
- Moving away from a one-size-fits-all model – targeting services where they are most needed
- Integrating services around communities, not just focusing on buildings

We have recently taken a more active approach to working with our partners in districts and the voluntary sector and this paper sets out our high-level intentions going forwards.

### Actions required

1. To review and comment on the Local Service Strategy approach

## **1. Background and Purpose**

- 1.1. The first phase of the Local Service Strategy culminated in the opening of a multifunction centre in the market town of Attleborough. During the implementation of phase 1, the council has sharpened its strategic focus on how it wants to deliver services and how it needs to change its operating approach to meet resource constraints.

The next phase of the strategy needs to focus on activity that will transform the way we provide services to our residents, and actively support the delivery of the County Council's 6-year plan. Through the Local Service Strategy, we need to work with our partners to ensure we are supporting generational change, as well as addressing some of the more pressing issues facing residents today.

All residents deserve access to good quality services in an easily accessible way. Where we can co-locate services, it makes them more economical for the public purse as well as better from a customer perspective.

- 1.2 The Local Service Strategy objectives are described in terms of the outcomes of the Together, For Norfolk, 6-year plan. The focus is on the following:

### **Thriving People**

- Create a strong early-years offer - developing skills and encouraging ambition
- Improve access to employment – through enhanced adult education and employability skills: clear progression pathways to jobs
- Offer early help, in the form of information, advice and support to help people live independently and well – the offer around this will look different in each locality dependent on specific need

### **Strong Communities**

- Focus on social inclusion and connecting people within communities
- Work collaboratively with partners (Districts, VCSE, Health) to shape services to address local needs
- Provide a range of offers to enhance the health, wellbeing and happiness of residents at every life stage

Whilst we haven't highlighted the outcomes associated with Growing Economy, there will obviously be supporting activity in terms of the adult skills agenda. We also have Business and Intellectual property offer as part of libraries that will support entrepreneurial activity and help small businesses to thrive.

## **2. Proposals**

- 2.1 The 2nd phase of the Local Service Strategy will focus on taking a layered approach to service delivery on a locality by locality basis.
- We will maximise the opportunities provided by our network of excellent libraries to ensure we have a strong community presence
  - We will work proactively with District Councils to identify opportunities for physical building consolidation, with a focus on libraries as community hubs, to fit with local priorities and existing plans;

- We will develop a clear universal offer for each of those buildings focusing on improved information, better co-ordination of local resource, and offers to meet different age groups
- We will agree joint priorities and areas of focus where we can work collaboratively to deliver real results for residents

The strategy will be facilitated by a focus on three things:



## 2.2. Buildings

Whilst the focus of Local Service Strategy is not about buildings, it's sensible to consider the physical assets available in key localities and how these can be better used to meet with needs of local residents and communities. The network of 47 libraries across Norfolk provides an excellent starting point to bring core services together to offer access and resources: we will use the learning from the Attleborough pilot site to create further multi-functional hubs. The main objectives for this strand of the strategy are as follows:

- Provide places for people to work together
- Locality driven – understand the needs of the local population and what services should be offered
- Positioning libraries as a core community asset – making the best use of the libraries
- Co-location of universal services that support residents: these could be a mix of county council, district, health, education, business and voluntary sector
- Spaces for community groups to meet/ hire
- Wider rollout of changing places toilets to ensure increased accessibility of the county as a whole for people with complex disabilities
- Spaces for specialist services to “drop in” or hold clinics – health support, family conferencing, smoking cessation etc

### 2.3. Universal Services and Information Provision

The focus of the Local Service Strategy will be around universal services for the widest segments of our population. We will use recent successes, such as the development of a core Childrens and Families service within libraries to shape the offer; we will also be responsive to local need by choosing from the wide range of offers currently available to best suit the local population – for example in some areas we may focus on adult skills development, and in others social isolation and support for carers. A well-formed community offer can not only be critical from a prevention and independence perspective, but it can also create an effective “step down” offer for individuals and families who may have been receiving more specialist support from social care or health to help them successfully integrate back into their communities.

Whilst the universal offer will be important, it's also critical that our front-line workers, and those in community facing roles have the ability to identify and offer help for more serious issues. Offering our help early and signposting people to specialist services in a timely manner not only secures the best outcomes for the people involved, but also saves money in the system overall. We have agreed an exciting system wide approach to improving our information and advice offer in Norfolk. Partnering with our District partners and the voluntary and community sector we are currently developing a training programme which will be available to anyone working within the community. The training is being co-produced and will be offered for free across the county to support our communities (this is being funded through a number of sources including Adult Learning, Public Health and Trading Standards “Proceeds of Crime” money). The types of topics the training is likely to cover include:

- What's available in Norfolk – including NCAN referrals system, Norfolk Directory
- How to signpost and find trusted information sources
- When not to advise!
- Red flags and how to spot a crisis
- Scams identification advice and support
- Healthy lifestyles
- Welfare advice
- Mental health and wellbeing
- Finance and debt management

Whilst the benefits of the training offer itself are significant, there is an added benefit through the co-production process in that people from localities are being brought together to discuss the needs of local people and start to understand how they can address them – it's the intention that this will be further reinforced through the training rollout.

The wider outcomes for this element of the local service strategy include:

- Form relationships – bring people together to discuss what they do, what works and how they can form collaborations with others
- Match basic offer to local need (ages and stages)

- Train all front-line workers up to an agreed information qualification (with NCAN)
- Bring locality workers together to learn, share and collaborate
- Continued development of the Norfolk Community Directory – understanding of local assets
- Development of IMPACT tool to measure efficacy – the IMPACT tool has been developed jointly with Norwich City Council and provides a quantitative way of measuring the impact of community interventions. A prototype is available and full model is being developed.

## 2.4. **Local Priorities and Plan**

It's vitally important that the local service strategy is driven by the needs of local people. The County Council needs to work in partnership with the Districts and Voluntary and Community Sector, and where appropriate Health, to ensure we are making the most of existing opportunities, initiatives and intelligence to really focus our efforts.

Within NCC we have a rich source of analytical data and evidence relating to the needs of residents, such as health inequalities, social mobility issues and social care demand. By correlating this information with the “lived experience” of our partners and the information they hold we can build a clear picture of the root causes of problems and the priorities to address – in turn this will help us to focus our activity and resource to deliver results.

One of the main benefits of bringing people to connect in a multi-function hub is the shared intelligence and links that are forged between them. There are lots of resources deployed across the county to help and support people, however in many instances we're not seeing the results we would expect. By bringing people together we hope to:

- Agree priorities
- Work together
- Deliver results
- Understanding evidence base – inclusive growth measures
- Getting the right people together to agree local priority plan
- Review of the services we commission, such as IAG to ensure we are achieving the best results
- Training of front-line workers in more in-depth information/advice provision and behaviour change skills (with Public Health)
- Alignment of funding or resource (inc joint funding bids to bring more external resource into the county. A good example of this is the work currently being undertaken with Kings Lynn West Norfolk and Great Yarmouth around their Better High Streets funding).

## 3. **Impact of the Proposal**

- 3.1. Measuring our success. Due to the geographic and demographic diversity that exists within Norfolk there won't be a linear approach to the delivery of Local Service

Strategy. Some strands of work will be more straightforward to plan and deliver, such as the information and advice qualification training, whilst other things will be more complex and iterative due to the external factors and multiple stakeholders involved.

- 3.2. We will endeavour to identify key milestones and measures to ensure we are making progress and moving in the right direction. The examples below highlight some of the areas already under development.
- Buildings – we would aim to open at least 4 new multi-function hubs by 2024. These would be based on developing improved access around a library and adult learning offer with Public Health and district engagement.
  - A training offer is currently being developed in conjunction with partners to be offered to all front-line staff – a timeline for the rollout plan is attached at Appendix 2. The aspiration is to start delivery of the course by May 2020.
  - Local Priorities and Plans
  - We will aim to have a clear demographic analysis of each district area by April 2020, and will work with Districts to identify priorities over the coming months, in line with emerging intelligence from the information and advice training roll out. We will also utilise the opportunity being provided by the formation of the NHS Assembly for the Voluntary sector in identifying local needs and priorities.
  - As individual multi-function hubs are opened, we will ensure there are key metrics in place to demonstrate the impact on local communities and residents

#### **4. Inclusive Growth**

- 4.1. The Norfolk Chief Executives and Leaders have recently agreed a joint approach to inclusive growth across the county to ensure that economic growth benefits all residents, rather than increasing the current inequalities that exist. The basic model for measurement is shown in Appendix 1. Whilst this work is still in its early stages some priorities have already been identified such as adult skills and social value from procurement. The Local Service Strategy work will be developed in close alignment to the inclusive growth agenda.
- 4.2. In addition, the Local Service Strategy will be acutely attuned to the social care demand management work, both from an early help and prevention perspective, and also as a “step down” offer as already mentioned.

#### **5. Financial Implications**

- 5.2. There is minimal budget associated with the Local Service Strategy project with resource allocated for a project manager for 18 months. There is also capital budget allocated to the wider rollout of the changing places toilets and a small provision for the development of multi-function hubs within existing library spaces. Any additional initiatives will be subject to development of a business case and sign off through the normal process.
- 5.2. Any savings related to local service strategy are likely to be systemic and may be attributable to NCC, Districts or Health. The primary focus of the work is to create better outcomes for residents, contributing to longer term improvements and change in the county overall.

## **6. Resource Implications**

### **6.1. Staff:**

Currently 1 Project Manager, has been assigned to this work. There is also support from number of departments where the work fits with their wider strategies and plans, such as Libraries, Adult Learning, Public Health, CES.

### **6.2. Property:**

Development of multi-function hubs will have an impact from a property perspective – these will be dealt with on a case by case basis

### **6.3. IT:**

A wider aspiration of the multi-function hubs will be to ensure access to public PCs and super-fast broadband – this is particularly important for vulnerable and lower income individuals and families who may not be able to access these facilities at home. This is already on the IMT agenda and a rollout of refreshed public PCs has just taken place in all Libraries.

## **7. Other Implications**

### **7.1. Legal Implications**

N/A

### **7.2. Human Rights implications**

N/A

### **7.3. Equality Impact Assessment (EqIA)**

As part of the development of community hubs, we are taking opportunities to improve accessibility for residents, both in terms of physical accessibility to buildings and the access to services and advice. The approach seeks to proactively address some of the barriers to independence that disabled people in Norfolk have highlighted. In particular, by:

- Improving information on websites about the accessibility of public buildings, so disabled users know in advance whether they will be able to access the service/site
- Through building design, looking at ways to improve accessibility and reduce potential stress and anxiety in public spaces for people who are neurodiverse (e.g. on the autism spectrum)
- Including ‘changing places’ toilet facilities where possible, recognising that there is a lack of these facilities across the county”

### **7.4. Health and Safety implications**

N/A

### **7.5. Sustainability implications**

Where possible, each multi-function hub will have touchdown spaces and good wifi for staff to maximise potential for smarter working and minimised travel requirements.

## **8. Actions required**

- 8.1. 1. To review and comment on the Local Service Strategy approach

## **9. Background Papers**

- 9.1. Libraries Strategy - Insert link  
Adult Learning Strategy - Insert link

### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name:** Ceri Sumner

**Tel No.:** 01603 223398

**Email address:** Ceri.sumner@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



## Appendix 1

### DRAFT Norfolk Inclusive Growth Framework

What makes an economy inclusive and vibrant?

Prosperity	Affordable, Safe and Connected Places	Resilience and Sustainability	Inclusion and Equality	Education and Learning	Health, Wellbeing and Happiness
Our economy is entrepreneurial and innovative, producing wealth and creating jobs	We have invested in infrastructure which supports sustainable growth. We have diversity of affordable housing and digitally connected businesses and communities	Our economy has a neutral impact on the natural environment, and our built environments are resilient places we want to live in	Everyone benefits from economic growth. Social mobility improves, regional disparities reduce and there are equal opportunities for all	People of all ages have the skill sets that can drive future growth, meeting the needs of the sectors powering our local economy	People are healthy and active, leading fulfilling lives, which provides individual prospects and supports personal resilience

#### Dashboard of Indicators

<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>GVA per job (£000)<sup>5</sup></li> <li>Businesses with turnover over £1m (%)<sup>5</sup></li> <li>Business formation %<sup>1,3</sup></li> <li>Business death rates %<sup>1,3</sup></li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Total GVA (£m)<sup>5</sup></li> <li>Employment in knowledge-driven sectors (%)<sup>5</sup></li> <li>Foreign-owned businesses<sup>5</sup></li> <li>Bank of England SME access to finance<sup>1,5</sup></li> <li>% of people in part time work (ONS)</li> <li>Net additional jobs<sup>4</sup></li> </ul>	<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>Distribution of Income</li> <li>Average travel time to reach key services<sup>6</sup></li> <li>Housing tenure split</li> <li>Broadband Coverage (%)</li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Affordable housing (ownership)<sup>5</sup></li> <li>Housing costs (rental)<sup>5</sup></li> <li>Homelessness<sup>5</sup></li> <li>4G Coverage (%)</li> <li>Median household income after housing costs (neighbourhood, local and city-regional level)<sup>1,3</sup></li> </ul>	<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>Per capita CO<sub>2</sub> emissions<sup>5</sup></li> <li>Total dwelling completions<sup>5</sup></li> <li>Fuel-poor households (%)</li> <li>Energy consumption (all fuels)</li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Air quality score<sup>5</sup></li> <li>Waste recycled<sup>5</sup></li> <li>Households on local authority waiting list</li> <li>Total planning applications<sup>5</sup></li> <li>Proportion of new residential addresses created in national flood zone<sup>5</sup></li> </ul>	<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>Indices of Multiple Deprivation<sup>5</sup></li> <li>Child poverty (score)<sup>5</sup></li> <li>Earnings below real living wage (%)</li> <li>Employment (by gender, BME, disabled)<sup>1,3</sup></li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Employment rate (%)</li> <li>Unemployment over five years (%)<sup>5</sup></li> <li>Working-age population claiming benefits (%)<sup>5</sup></li> <li>Housing benefit claimants (%)<sup>5</sup></li> <li>Average income (£)<sup>5</sup></li> <li>Unemployed<sup>5</sup></li> <li>People that live in the local area who are in managerial &amp; professional occupations (%)<sup>2</sup></li> </ul>	<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>School readiness<sup>1,2,3</sup></li> <li>KS4 GCSE attainment</li> <li>Young people in EET (%)</li> <li>Residents qualified to NVQ 4+</li> <li>POLAR—Low participation Neighbourhoods (Higher Education) %</li> <li>Adult Education participation (TBC)</li> <li>Skills shortage (TBC)</li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Education establishments judged good or outstanding by Ofsted (%)</li> <li>Access to professions<sup>1,3</sup></li> <li>Education and progress at 16 years<sup>1,3</sup></li> </ul>	<b>Headline Indicators</b> <ul style="list-style-type: none"> <li>Healthy life expectancy<sup>1,3</sup></li> <li>Sports /Cultural participation<sup>5</sup></li> <li>Life satisfaction (score)<sup>5</sup></li> <li>Economic inactivity (eg by ill health)<sup>1,3</sup></li> <li>Volunteering (TBC)</li> <li>Valid votes turnout (%)</li> </ul> <b>Sub-topics</b> <ul style="list-style-type: none"> <li>Life expectancy at birth<sup>5</sup></li> <li>Diabetes prevalence (%)</li> <li>Obesity in adults (%)<sup>5</sup></li> <li>Child obesity in Year 6 (%)<sup>5</sup></li> <li>Happiness (score)<sup>5</sup></li> <li>Anxiety (score)<sup>5</sup></li> <li>Life worthwhile (score)<sup>5</sup></li> </ul>
--	--	---	---	--	---

## Appendix 2

### Rollout plan for Information and Advice Training

Ref. No.	Activity Required	Who Doing?	Week Commencing																																										
			04/11/2019	11/11/2019	18/11/2019	25/11/2019	02/12/2019	09/12/2019	16/12/2019	23/12/2019	30/12/2019	06/01/2020	13/01/2020	20/01/2020	27/01/2020	03/02/2020	10/02/2020	17/02/2020	24/02/2020	02/03/2020	09/03/2020	16/03/2020	23/03/2020	30/03/2020	06/04/2020	13/04/2020	20/04/2020	27/04/2020	04/05/2020	11/05/2020	18/05/2020	25/05/2020	01/06/2020	08/06/2020	15/06/2020	22/06/2020	29/06/2020	06/07/2020	13/07/2020	20/07/2020					
1.01	Workshop Planning: Agenda, Purpose, Schedule, Delegates & Venues	GM, NM, SS, BA, VCSE																																											
1.02	Checkpoint	GM, NM, SS, BA, CS																																											
1.03	VCSE, Health & Districts Workshops	GM, NM, SS, BA																																											
1.04	Collate, Review & Circulate Output from VCSE, Health & Districts	SS, GM & NM																																											
1.05	NCC workshop Planning Content (based on 1.04)	GM, NM, SS, BA																																											
1.06	Checkpoint - Review VCSE & Districts & Plan for NCC	GM, NM, SS, BA, CS																																											
1.07	NCC Workshop - Venue & Date tba in w/c 27/01/20	BA & SS																																											
1.08	Complete & Circulate Overall Findings to Partners (internal & external)	NM, GM																																											
1.09	Course Content: Design & Delivery	NM, GM &??																																											
1.10	Course Sign-Off	CS, GM, NM																																											
2.01	Course - Scheduling	NM +?																																											
2.02	Course Marketing & Publication	NM +?																																											
2.03	Checkpoint	GM, NM, SS, BA, CS																																											
2.04	Course - Booking	tbc																																											
2.05	Checkpoint	tbc																																											
2.06	Course Delivery	tbc																																											

**CORPORATE SELECT COMMITTEE – PROPOSED WORKPLAN 2020**

**Item 12**

<b>Corporate Select Committee</b>	<b>9 March 2020</b> <b>Theme: People</b>	<b>18 May 2020</b> <b>Theme: Transformation</b>	<b>13 July</b> <b>Theme: Assets</b>
Corporate	<ul style="list-style-type: none"> <li>• Business Transformation (Smarter Working) programme – progress review</li> <li>• NCC Recruitment update and consideration of Norfolk PLC recruitment</li> <li>• “Your voice, your council” survey</li> <li>• Gender pay gap</li> <li>• Complaints report</li> <li>• Committee forward plan</li> </ul>	<ul style="list-style-type: none"> <li>• Local Service Strategy</li> <li>• Customer Service Strategy</li> <li>• IMT Update-presentation (Disaster Recovery &amp; Home-Working)</li> <li>• HR &amp; Finance system replacement – implementation planning</li> <li>• Committee forward plan</li> </ul>	<ul style="list-style-type: none"> <li>• Governance annual review</li> <li>• Asset Management Plan</li> <li>• Energy efficiency</li> <li>• Committee forward plan</li> </ul>

**Training and development for Corporate Select Committee: date to be agreed**