

Policy and Resources Committee

Date: **Monday 23 June 2014**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

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

Membership

Mr G Nobbs (Chair)

Mr T Adams
Mr S Agnew
Mr M Baker
Mr M Castle
Mr A Dearnley
Mr J Dobson
Mr T FitzPatrick
Mr T Garrod

Mrs S Gurney
Mr D Harrison
Mrs J Leggett
Mr S Morpew
Mr A Proctor
Mr D Ramsbotham
Dr M Strong
Mrs A Thomas

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Tim Shaw on 01603 222948
or email committees@norfolk.gov.uk

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 Members or any members of the public not to be recorded or filmed must be respected.

A g e n d a

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

2. 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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

4. Local Member Issues

Fifteen minutes for local members 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 or 01603 223230) by **5pm on Wednesday 18 June 2014**.

5. Policy and Resources Committee Plan

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Report by the Director of Head of Business Intelligence and Performance Service & Corporate Planning & Partnerships Service

6. Appointments to external and internal bodies

(To Follow)

Report by Head of Democratic Services

Group Meetings

Conservative	9:00am	Colman Room
UK Independence Party	9:00am	Room 504
Labour	9:00am	Room 513
Liberal Democrats	9:00am	Room 530

Chris Walton

Head of Democratic Services

County Hall

Martineau Lane

Norwich

NR1 2DH

Date Agenda Published: 13th June 2014



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Policy and Resources Committee

Item No 5

Report title:	Policy and Resources Committee Plan
Date of meeting:	23 June 2014
Responsible Chief Officer:	Debbie Bartlett, Head of Business Intelligence and Performance Service, and Corporate Planning and Partnerships Service
Strategic impact Committee plans bring together the core information Members require to inform decision-making in relation to policy and resources. They enable Members to focus on priorities, without the need to constantly refer to many different background documents. Committee plans also support the Council's transparency agenda, because they provide service users and the public with clear information about key committee business.	

Executive summary

This report presents the Policy and Resources Committee Plan. The Plan draws together the core information that Members require to inform decision-making on policy and resources in Norfolk, such as the Committee's focus, overview of services, current departmental priorities, details of key plans and strategies driving the Committee's work, risks, challenges, anticipated business and overview of performance. This information has been identified by Members as critical to the operation of the new committees.

Each of the Council's new committees has its own plan. Although they are a key tool for decision-makers, their clear and straightforward format also makes them easily accessible by members of the public who are interested in finding out more about the work of the committee.

The Plan is a working document for the Committee. This means it will be updated during the course of the year to reflect the Committee's work and progress. For example, this might include priorities the Committee wishes to progress, so that Members can maintain a clear overview of progress and communicate this to the public.

The Plan along with those from service committees will also be used by the Policy and Resources Committee to monitor overall progress against the Council's key priorities and targets.

Members are asked to note that over the course of the year, the Plan will be e-enabled, to enable easier access Members.

The Plan is attached at annex 1.

Recommendations:

- 1. Identify any additional information the Committee would like to be included in the Plan at this stage**
- 2. Note that at the end of each financial year, the Chair, on behalf of the Committee, will provide an overview of the Committee's progress in achieving key priorities. This, along with information from service committees, will assist the Policy and Resources Committee to monitor overall progress against the Council's key priorities and targets.**

Proposal (or options)

1. This report presents the Policy and Resources Committee Plan. The Plan draws together the core information that Members need to inform decision-making:
 - The Committee's focus
 - Overview of services
 - Current priorities
 - Details of key plans and strategies driving the Committee's work
 - Comments from service users
 - Risks, challenges
 - Anticipated business/forward plan
 - Overview of performance.
2. This information has been identified by Members as critical to the operation of the new Committees. Members have requested that this information be kept concise so that it can be quickly referred to at meetings and is easily accessible by members of the public who are interested in finding out more about the work of the committee.
3. Members will be particularly interested to note the section on 'challenges' which sets out the main challenges the Committee will need to address over the course of the first three years of the new Committee's operation.
4. Each of the Council's new committees has its own plan. All Committee plans will be used by the Policy and Resources Committee to assist with monitoring overall progress against the Council's key priorities and targets.
5. For the early rounds of committee meetings, plans will be made available to Members in hard copy. However, it is intended that plans will be e-enabled as soon as possible. This means they will become a live interface between Members and 'critical business' - through which key information can be easily accessed. For example, the 'performance' page would provide an immediate link to the latest performance dashboard.

Evidence

6. Members have requested concise information about each committee, to support their work on committees and and maintain pace of decision-making at a particularly challenging time for the Council.

Financial Implications

There are no significant financial implications arising from this report about committee plans.

Issues, risks and innovation

7. Committee plans are a new way of working and bringing together complex information. They are concise plain English documents which promote access for all.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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

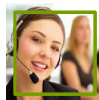
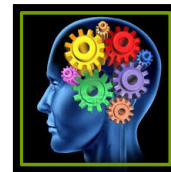
Officer Name: Jo Richardson Tel No: 01603 223816

Email address: jo.richardson@norfolk.gov.uk



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Policy and Resources Committee Committee Plan 2014/17



Welcome to the Committee's Plan. In this you will find...

About the Committee, what it wants to achieve and why

Committee Membership

The politicians who make the decisions

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County Council Plan

Overview of the strategic planning framework
Page 4

The Committee's Focus

Overview of services
Page 5

Environment and operating context

The Voice of Service Users

Overview of what customers are saying
Page 6

Challenges

The challenges we face in delivering our ambitions

Page 7

Resources & budget

Current resource allocation & savings to be achieved

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Risks and Innovation

A snapshot of risks and innovation related to services

Page 11

Performance and actions—what's happening to achieve our ambitions for people in Norfolk.

Performance

A snapshot of performance against current priorities

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Forward Plan

Anticipated business the Committee will need to consider

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Work to progress priorities

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Working with other Committees

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Committee membership

These are the elected Members responsible for decision-making on policy and resources committee

In alphabetical order:



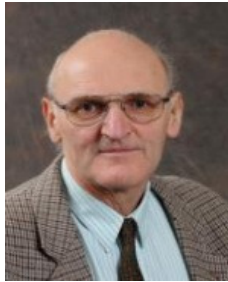
George Nobbs
Chair



David Harrison
Vice - Chair



Tony
Adams



Fred
Agnew



Michael
Baker



Mick
Castle



Adrian
Dearnley



John
Dobson



Tom
Fitzpatrick



Tom
Garrod



Shelagh
Gurney



Judy
Leggett



Steve
Morpew



Andrew
Proctor



David
Ramsbotham



Marie
Strong



Alison
Thomas

County Council Plan

Norfolk County Council is the democratically elected body representing everyone living in Norfolk.

Our ambition is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve better, safer future, based on education, economic success and listening to local communities

Good infrastructure

We will make Norfolk a place where businesses can succeed and grow.

We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

Excellence in education

We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.

We will fulfil our ambition through three priorities

Real jobs

We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.

We will fulfil these priorities by:

- Standing up for the interests of people in Norfolk
- Promoting prosperity by championing the best practices, ideas and innovation for local economic success
- Working to increase life opportunities so that everyone can fulfil their potential
- Listening to and learning from our communities so local solutions can improve the quality of life
- Ensuring people get high quality services and clear information about them
- Improving the effectiveness of the Council by being more open and getting bigger input from your local representatives

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The Committee's focus

The Committee has responsibility for a range of service areas which enable the running of Norfolk County Council as an organisation..

Enabling corporate services the Committee has responsibility for include:

The role of the Policy and Resources Committee differs from the four service Committees.

It has responsibility for a co-ordinating role, overseeing and leading development of the **County Council Plan** and the **Medium Term Financial Plan**.

These two documents set out the strategic direction of the organisation and therefore form the back bone of what we do.

The Committee also provides a 'whole-council' view of performance, budget monitoring and risk. Therefore it has an important role in moving the organisation forward.



Voice of service users

What Norfolk residents and service users in Norfolk have said they would like the Policy and Resources Committee to bear in mind when making decisions.

".....think through the consequences of your actions before you decide anything".
Respondent to NCC budget consultation 2013

Important

"I know the public sector is risk averse because they get hammered if they get it wrong, but it is actually about working in partnership a bit more on certain things, so that the risk is spread across them and a partner organisation"
Business leader

"There is a huge amount of expertise within NCC and we need to make sure we keep those people and use them effectively."
Business leader

"You should not forget that central services play an important role supporting frontline services to deliver effective and efficient services. Whilst there are savings to be made, it is important that they are not rushed through in an attempt just to save money."
Respondent to budget consultation 2013

"There appears to be a divide between what services are provided in rural areas and that in our city and towns. We need to ensure there is fairness of delivery for all."
Respondent to budget consultation 2013

For more about views from service users:
[Findings from the Putting People First budget consultation 2013](#)

Challenges

The Committee faces a range of challenges in achieving ambitions for children and young people in Norfolk. These must be taken into account during decision-making.

Continuing budget reductions

- Many services may be unsustainable after 2017/18 if funding continues to be reduced. We have limited ability to mitigate rising demand for services through trading and income generation so we must ensure that strict budget management continues.

Re-thinking the organisation

- Innovation and an ability to look creatively at medium term solutions may help mitigate the risk that services may not be fit for purpose or reduce in quality after 2017/18 if funding continues to be reduced.

Balancing the budget

- Our financial prospects for the coming three to five years are grim and need managing carefully if we are to protect as much as possible the public services people value and need.
- Some causes for reducing budgets remain out of our direct control which makes minimising their impact a continuing challenge.

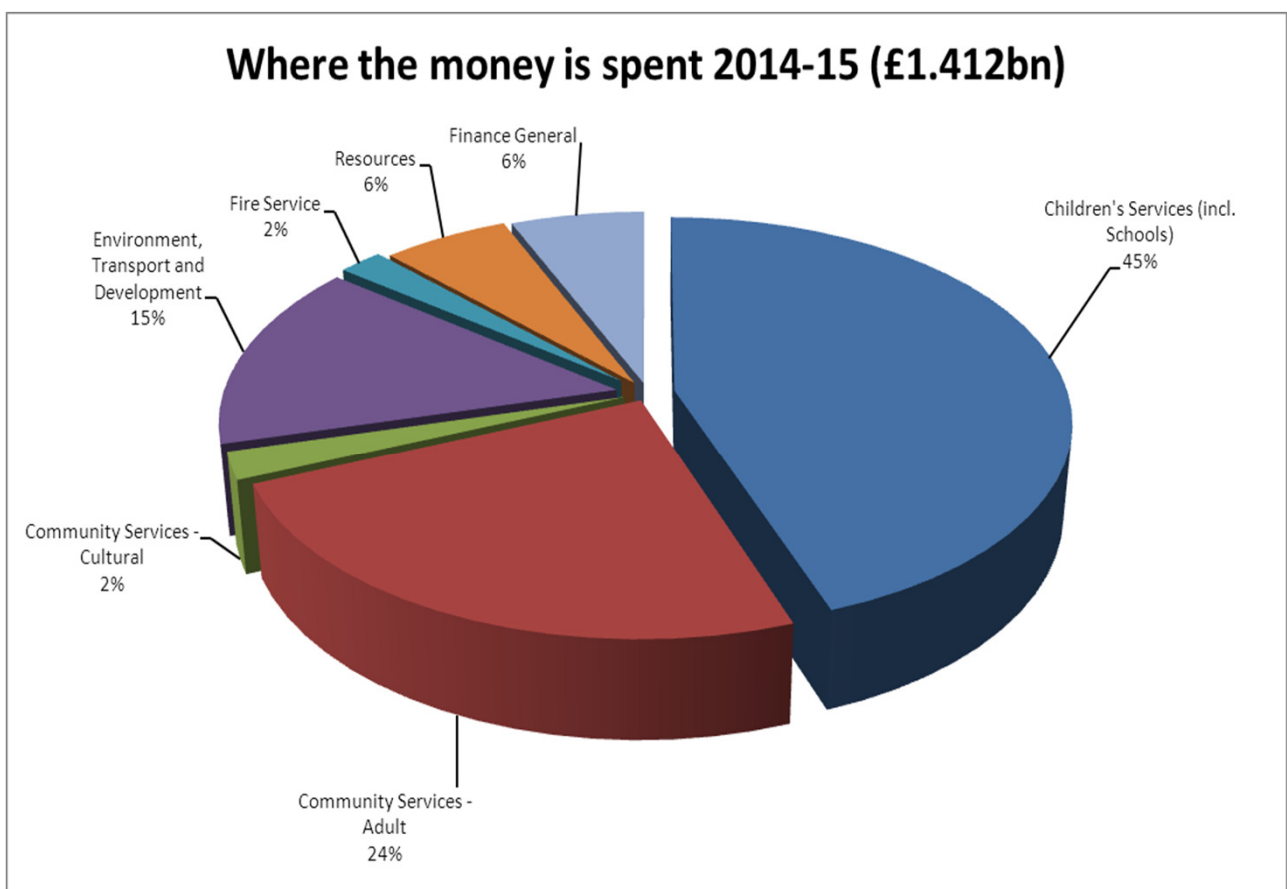
Keeping an overall focus on the big Norfolk picture

- For Norfolk and its residents to thrive, we have responsibility to understand the 'big picture'. Understanding and promoting the needs of the county on a regional, national and international level is a key part of our work. As is making all the strategic links in and outside the county to ensure Norfolk is the ideal place to live, work and visit both now and in the future.

Resources and budget

Local Government will experience yearly reductions in funding up to 2020. The two financial tasks for all committees are to deliver their 2014-15 budget, and plan the next three years, 2015-18, to be agreed in February 2015. The scale of challenge requires a new approach, a wide range of options, and significant public consultation.

The graph below shows how money is being spent in 2014/15 across Norfolk County Council.

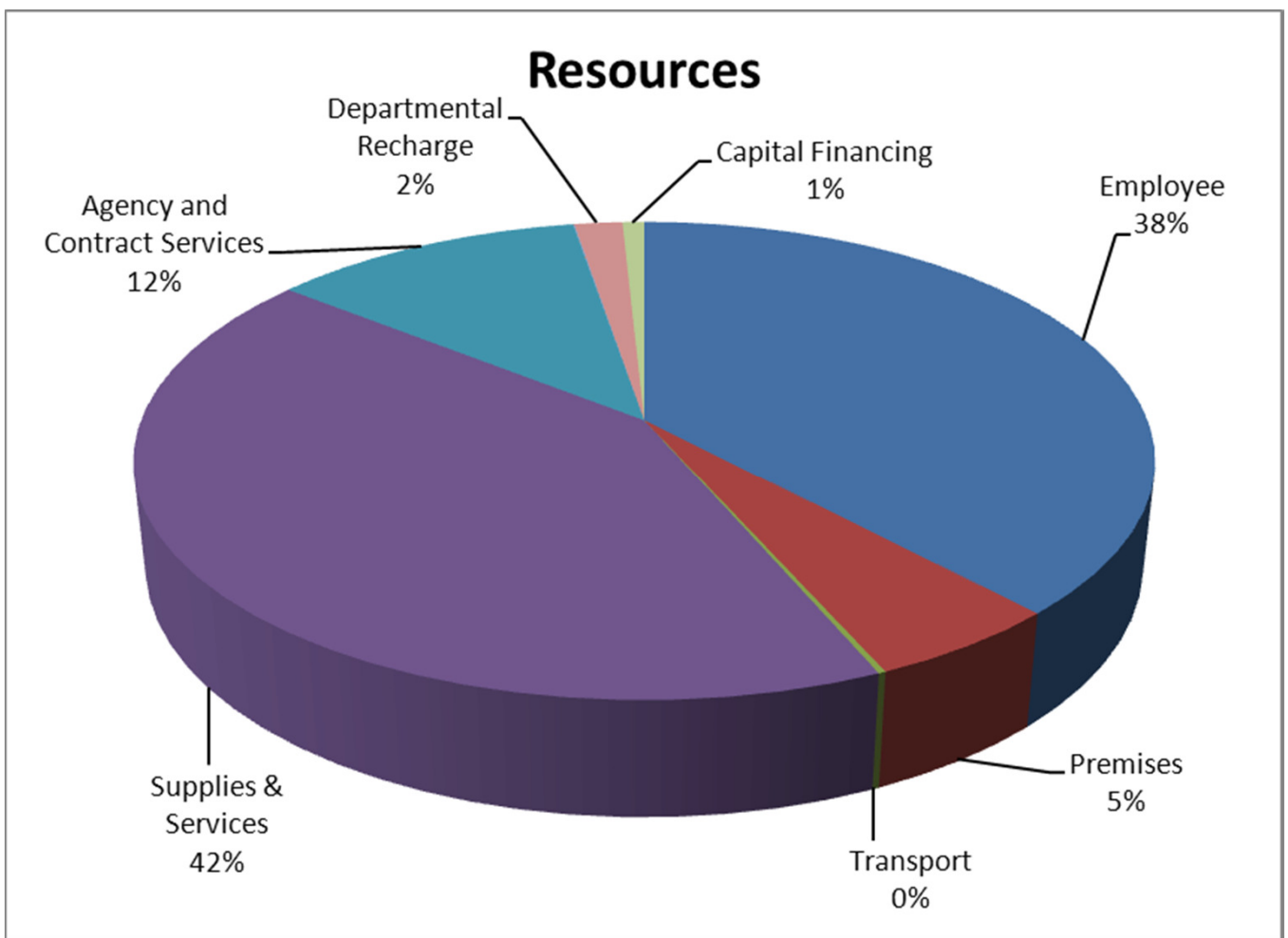


The Council's capital spend is **£391m** over the three years 2014-17. This includes:

- Environment Transport Development £203.8m
- Children's Services £113.4m
- All other departments - £73.9m

Resources and budget

The graph below shows a break down of where money is spent across Resources.



Savings to be achieved

Norfolk County Council needs to find savings of £189m between 2014 and 2017. Residents were consulted on ways in which money could be saved through children's services.

These total around £27m and are shown below.

To read more about each proposal and the progress we are making against achieving it please **click here**.

	Saving 14/15	Saving 15/16	Saving 16/17
1. Changing the systems and arrangements we use for buying things	0.066	0.050	0.133
2. Make use of newer and cheaper ICT systems and practices	1.899	3.554	2.408
7. Improving our internal financial planning arrangements	0.351	-	-
8. Reviewing management, staffing and accommodation arrangements in services	6.764	1.150	0.773
9. Reducing training, subscriptions, events and other areas of spending that don't directly support services	1.773	0.154	-
10. Make our systems and processes smarter and more efficient	5.444	-0.440	0.054
11. Make better use of the information we have about Norfolk and its citizens to ensure that Council services better reflect local needs	0.280	0.188	0.115
13. Spend some money on 'invest to save' projects so we can buy equipment or improve systems that will enable us to save money over time	3.300	-	-
20. Make more income from chargeable services by improving our services, offering new services where there is a demand for them and increasing charges where appropriate	2.040	2.035	1.924

Risks and innovation

Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and as such will be updated as the plan develops.

For the Policy and Resources Committee there are five main areas of risk which could affect what we do in the future. If you want to know more about each risk, click on them.

Risk	How high is the risk?
Capacity for change - Insufficient capacity for business transformation	Amber
Shortage of personnel for a variety of reasons e.g.. illness, industrial action, inclement weather etc., including loss of key senior personnel	Amber
Loss of key ICT systems	Amber
Failure to follow data protection procedures	Amber
Introduction of committee system	Amber

Information

As an organisation we have access to lots of information. Using this appropriately opens up a variety of opportunities with regard to more informed decision making.

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored.

Performance

A key role of the Committee is to monitor progress against targets on a quarterly basis. To see one of these quarterly reports please **click here** (note this function will not be available immediately).

Commentary from the Chair on behalf of the Committee for 2014/15

At the end of each financial year, the Chair, on behalf of the Committee, will provide an overview of the Committee's progress in achieving key priorities for adult social care in Norfolk. This information will assist the Policy and Resources Committee to monitor overall progress against the Council's key priorities and targets for adult social care in Norfolk.




Performance at a glance

These will represent some of the important things that the Policy and Resources Committee along with Officers have achieved over the past year and some areas where we did not achieve as much as we had hoped. This will need to be developed over time and will link to performance reporting.



Contract signed with HP to transform and improve public services in Norfolk by taking advantage of new technology. The project will deliver more than £10 million of savings over the next five years.

November we launched the first local Cabinet Office supported Commissioning Academy. This brings together senior commissioners across the public sector in Norfolk.



Over 32% of our buildings assessed show that they are towards the lower end of the energy efficiency rating scheme.

Q3 data showed that the predicted outcome for sickness for Resources was 7.7 days which was above the target of 7.47 days per FTE

A new performance dashboard will be developed by this Committee as part of developing this plan. When available you will be able to **click here** to access it along with progress updates on performance.

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The Committee's forward plan

This section links to a list of the reports planned over the coming year, some of which are a continuation of work started under the relevant Overview and Scrutiny Panels.

This list will be reviewed at each meeting in order to ensure it compliments the Committee's action plan.

To access this list please [click here](#).

Work to progress priorities

This part of the plan will be developed by the Committee at a later date.

Leading on the process for developing the County Council Plan



Key action(s) to be achieved and a timeframe can just be a bullet list and no more than 4 or 5?

We could have an owner or a leader for this action which would be a member of the Committee.

Leading on the process for developing the Medium Term Financial Plan

Key action(s) to be achieved and a timeframe can just be a bullet list and no more than 4 or 5?

We could have an owner or a leader for this action which would be a member of the Committee.



Providing a 'whole council' view of performance, budget monitoring and risk



Key action(s) to be achieved and a timeframe can just be a bullet list and no more than 4 or 5?

We could have an owner or a leader for this action which would be a member of the Committee.

Working with other Committees

The following are just some of the ways in which the Policy and Resources Committee is working with others to achieve common goals.



Every Committee has a set responsibilities which they must work towards achieving. As part of it's overseeing role the Policy and Resources Committee needs to work with all of the other Committees in order to achieve the outcomes we want as an organisation. To read more about the other Committees please **click on the Committee** you are interested in.