

Cabinet Scrutiny Committee

Date: **Tuesday 29 June 2010**

Time: **10:00 am**

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

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

Membership

Mr P Morse (Chair)

Mr T Adams
Dr A Boswell (Vice-Chair)
Mr J Dobson
Mr P Duigan
Mr T Garrod
Mr R Hanton
Mr C Jordan
Mr J Joyce

Mr M Kiddle-Morris
Mr G Nobbs
Mr R Rockcliffe
Mr M Scutter
Mr J Shrimplin
Mr T White
Mr M Wilby
Mr R Wright

Parent Governor Representatives

Mr P East
Dr L Poliakoff

Church Representatives

Mrs J O'Connor
Mr A Mash

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

Kristen Jones on 01603 223053
or email kristen.jones@norfolk.gov.uk

A g e n d a

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

2. Members to Declare any Interests

Please indicate whether the interest is a personal one only or one which is prejudicial. A declaration of a personal interest should indicate the nature of the interest and the agenda item to which it relates. In the case of a personal interest, the member may speak and vote on the matter. Please note that if you are exempt from declaring a personal interest because it arises solely from your position on a body to which you were nominated by the County Council or a body exercising functions of a public nature (e.g. another local authority), you need only declare your interest if and when you intend to speak on a matter.

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier.

These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.

3. Minutes

(Page 1)

To confirm the minutes of the meeting of the Cabinet Scrutiny Committee held on 25 May 2010.

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

5. Call-in Item(s)

The deadline for calling-in any matters for consideration by the Cabinet Scrutiny Committee meeting on Tuesday 29 June from the Cabinet meeting on Monday 14 June is 4.00pm on Monday 21 June. Notification of any call-in items will follow.

6. Large Scale Projects Processes

(i) Suggested approach by the Scrutiny Support Manager (Page 6)

(ii) Report by the Head of Procurement (Page 8)

7. Contract Monitoring

(i) Suggested approach by the Scrutiny Support Manager (Page 21)

(ii) Report by the Head of Procurement (Page 23)

8. Meeting with MPs (Page 28)

Report by the Scrutiny Support Manager

9. Cabinet Scrutiny Committee: Forward Work Programme (Page 30)

Suggested approach by the Scrutiny Support Manager

Group Meetings

Conservative	9:00am	Colman Room
Green	9:00am	Room 532
Liberal Democrats	9:00am	Room 504

Chris Walton
Head of Democratic Services

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Martineau Lane
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Date Agenda Published: 21 June 2010



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The Working Style of the Cabinet Scrutiny Committee

(adopted 31 July 2001 and re-affirmed on 7 June 2005)

Independence: Members of the Scrutiny Committee will not be subject to Group whipping arrangements

Member Leadership: Agendas and meetings will be member led.

A Constructive Atmosphere: Meetings will be constructive, and not judgmental. People giving evidence at a Committee meeting should not feel under attack. Experience has shown that an atmosphere of challenge and constructive enquiry is vital to the success of the scrutiny process.

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

Openness and Transparency: The Committee's business will be open and transparent. In particular, the minutes of Scrutiny Committee meetings will explain the discussion / debate such that they can be understood by an outside reader.

Consensus: Committee Members will strive to work together and while recognising political allegiances, attempt to achieve consensus and agreed recommendations. However scope for minority reports will be permitted.

Impartial and Independent Officer Advice: Officer advice and support will be impartial and independent, as officers support all members of the Authority (and not just the ruling Administration).

Regular Review: There will be regular reviews of how the process is working, and a willingness to adapt if things are not working well.

Programming and Planning: The Committee will have a programme of work and plans for individual meetings. Before each piece of scrutiny work, the committee will agree about the extent of the work, what information they will need initially and which members and officers they wish to see.

Managing Time: Committee meetings will be kept to a reasonable length of time, up to two hours. Also, where it is possible to conduct the Committee's business by circulating information between meetings, this will be done.

Cabinet Scrutiny Committee

Minutes of the Meeting Held on Tuesday 25 May 2010

Present:

Mr P Morse (Chair)

Mr T Adams
Dr A Boswell
Mr J Dobson
Mr P Duigan
Mr R Hanton
Mr C Jordan
Mr J Joyce
Mr M Kiddle-Morris

Mr G Nobbs
Mr R Rockcliffe
Mr M Scutter
Mr J Shrimplin
Mr T White
Mr P Wells
Mr M Wilby

Also Present:

Ms Julie Anderson	Interim Children's Trust Partnership Manager
Mrs Karen Haywood	Scrutiny Support Manager
Mrs Kristen Jones	Committee Officer
Mr Stephen Revell	Chairman of Standards Committee
Mr Chris Small	Deputy Head of Norfolk Youth Justice Service
Mr Chris Walton	Head of Democratic Services

1. Apologies and substitutions

Apologies were received from Mr Byrne and Mr Wright (Mr Wells substituting). Mrs Alison Thomas (Cabinet Member for Children's Services) offered her apologies in relation to the agenda item on the Common Assessment Framework (Item 8).

2. Election of Chair

Mr Morse was elected as Chair of the Committee for the ensuing year.

3. Election of Vice-Chair

Dr Boswell was elected as Vice-Chair of the Committee for the ensuing year.

4. Declarations of Interests

There were no declarations of interest.

5. Minutes

The minutes of the meeting held 20 April 2010 were confirmed as a correct record and signed by the Chair, subject to the deletion of the words “should be taken up” in the ninth bullet point of 6.2.

6. Items of Urgent Business

There were no items of urgent business.

7. Call-in Item(s)

There were no items called in.

8. Common Assessment Framework

8.1 Members received the annexed reports (8i and 8ii) by the Scrutiny Support Manager and the Interim Children’s Trust Partnership Manager.

8.2 The Interim Children’s Trust Partnership Manager and the Deputy Head of Norfolk Youth Justice Service were present to answer questions.

8.3 During the discussion the following points were noted:

- The Common Assessment Framework (CAF) was a tool to enable early identification of the needs of those children and young people and their families who required additional support.
- Children’s Services funded the training budget for staff involved in the CAF. It was estimated that the current financial year’s training budget was approximately £100k and this included the costs for continued support through the process. It was clarified that there were different levels of training for different types of staff.
- Schools were the primary initiators of intervention but more work could be done with health colleagues, GPs, nurseries, and children’s centres to reach children at the earliest possible stage.
- Schools did not have to pay for the CAF process but did have to cover the costs of staff time, including their involvement in any subsequent interventions. Members felt that the practice of expecting the initiator to become the lead practitioner or caseworker may be a deterrent for using the CAF. It was noted that the CAF was not always carried out by teachers; teaching assistants or other staff could take a lead role. Teachers often see the use of the CAF as a time saving tool in the long term as it was a way to get families the help they need early on, directly from the professionals.
- The Interim Children’s Trust Partnership Manager clarified that a

“completed” CAF meant when the required paperwork had been completed while a “closed” CAF meant that there was currently no further interaction with a family. Many CAFs were closed due to the situations being referred, the family disengaging from the process, or the family moving out of the area. As the CAF process was completely voluntary, staff needed to have expert engagement skills to ensure families who saw improvement did not stop the process too soon.

- It was noted that 63% of children in Norfolk did not have additional needs and therefore one of the main challenges was to identify the families which did require additional help. Two other main challenges were to get agencies to use the CAF and to reach those people with high levels of need who lived in rural areas.
- It was difficult to get direct feedback on the success, or otherwise, of the CAF. Feedback was received through professionals who would write up case studies.
- Norfolk was rare in that it held and maintained a database of the number of cases ongoing. There was no national database for CAFs but this was in development.
- It was noted that in the east of Norfolk, the CAF had been running for longer and had more dedicated staff, which was why there was a higher number in this area of the county.

RESOLVED:

- 8.4 To agree the report and conclude the scrutiny of the Common Assessment Framework.

9. Large Scale Projects Processes

- 9.1 Members received the annexed report (9) by the Scrutiny Support Manager.
- 9.2 The report from the Head of Procurement was delayed until the next meeting.

RESOLVED:

- 9.3 To receive the report from the Head of Procurement at the next meeting of the Committee and to include within the report the following details:

“Examples of successful (or otherwise) projects of major impact or significance for Norfolk communities over the past four years.”

10. Ethical Governance Terms of Reference

- 10.1 Members received the annexed report (10) by the Scrutiny Support

Manager. The committee was asked to consider the Terms of Reference and agree whether it wished to proceed with the scrutiny of Ethical Governance, either as a working group or as a full committee and when this would take place.

10.2 During the discussion the following points were noted:

- Members were divided about how to handle the scrutiny of this item. Some Members thought that it was not the Committee's place to look at the issue of ethics, and particularly those of other organisations. Other Members thought that it was an opportunity for Members to satisfy themselves that partnerships of which the Council was a member had a clear ethical framework in place.
- A vote was taken and four Members were in favour of progressing with this piece of scrutiny and eleven against.

RESOLVED:

10.3 Not to progress this scrutiny item.

11. Cabinet Scrutiny Committee: Forward Work Programme

11.1 Members received the annexed report (11) by the Scrutiny Support Manager. The report contained the issues raised for future scrutiny and the suggested approach for Members to take.

11.2 During the discussion the following points were noted:

- The Chair noted that the Leader of the Council and the Chief Executive would not be available until the August 2010 meeting to answer questions on the Organisational Review and it was suggested that this report was taken at that meeting.
- Planning for the meeting with Norfolk's MPs was currently underway and three possible dates had been circulated. These dates were 2 July, 16 July, and 23 July. It was noted that MPs were asked to respond by the end of that week so the chosen date would be announced shortly. The Chair asked Members to prepare questions for the MPs and hand these over to their Scrutiny Leads.

RESOLVED:

11.3 To receive a report on Organisational Review in August 2010.

11.4 To update the Forward Work Programme in regards to the Objective for the Road Maintenance item to read

"To examine the standards of work and of materials used to repair Norfolk's roads in the last few months, including the system of contracting employed

for this purpose, following the additional funding made available in the budget to deal with this issue.”

The meeting concluded at 10:55am.

CHAIR



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Large Scale Project Processes

Suggested Approach by the Scrutiny Support Manager

1. Background

- 1.1 This issue was originally raised at the Cabinet Scrutiny Committee awayday on 28th July 2009 where the main objectives for scrutiny were agreed as being:
- To examine what lessons can be learnt from large scale project processes
 - To consider how we can establish best practice for future projects
- 1.2 Consideration of this item was delayed pending the scrutiny of the Contract A Waste Procurement Contract.
- 1.3 In addition to the above objectives, at the last meeting of the Committee, it was agreed that the scrutiny should also consider giving examples of successful (or otherwise) projects of major impact or significance for Norfolk communities over the last 4 years.

2 Issues to Consider

- 2.1 The attached report from the Head of Corporate Procurement addresses the above objectives, in addition the Committee may wish to consider the following areas for questioning:
- a) How does the County Council ensure that proposals for major projects are thoroughly scrutinised at the outset and that all projects are based on a well-founded business case?
 - Major projects involve considerable cost and resource, even before a contract is let, and it is therefore essential that only well-founded projects commence.
 - Political direction is required from the outset to ensure that the project develops within clear parameters.
 - b) How does the Council ensure that such projects are reviewed at appropriate intervals throughout their life to ensure that they remain viable?
 - During the life of a major project, circumstances may change, or it may become clear that the project has become unaffordable or no longer fits with broader objectives. There is a need to review projects regularly and dispassionately, to make sure that they have not taken on a life of their own, that they still retain stakeholder support, are affordable, and that they still have a good chance of delivering their objectives.
 - c) How does the Council identify and manage risk throughout the project process?
 - It is important to identify risks to the project at the earliest stage and to put in place steps to mitigate them. If risks cannot be contained, it may be that the project should not commence, or should be halted.

- There need to be clear processes for identifying risks at all stages of the project, and for escalating them to the appropriate level.
- d) How does the Council ensure that tenders for large-scale contracts are evaluated robustly?
- Robust tender evaluation is essential, both to ensure that the council is getting good value for money, and to avoid legal challenge from disappointed bidders.
 - Recent changes in the law make this even more important, as the remedies now available to disappointed bidders are far more burdensome on the council – including the risk that a major contract could be set aside post award.
- e) Is there good practice which the Council should consider implementing across its large scale projects to minimise risk and maximise the chances of success, and how might the council ensure that such practice is applied consistently across all projects?
- There is a need to make project processes as straightforward as possible, to reduce project timescales. Application of best practice might simplify project processes whilst minimising risk.

3 Suggested Approach

It is suggested that the Committee considers:

- Whether it has completed scrutiny of this issue, or
- Whether there are further issues to pursue

If the Committee wishes to proceed with further scrutiny then it is suggested the following matters are agreed:

- The specific issues you wish to look at
- What you hope to achieve by undertaking further scrutiny (outcomes)
- When you want to do the scrutiny
- How you want to undertake this scrutiny

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Large Scale Project Processes

Report by the Director of Resources

Summary

Cabinet Scrutiny Committee on 28 July 2009 agreed to look at large scale project processes across the Council, following review of the report on lessons learnt from Contract A.

This report outlines the current and proposed processes in place for large scale projects within the Council. This includes the processes for: business cases; regular reviews of projects; identification and management of risks and the adherence to good practice.

Recommendation:

The Committee is asked to consider that:

- Programme Boards should ensure that they adopt and review the relevant evaluation criteria for their projects.
- The work being undertaken by the Corporate Programme Office to enhance the NCC Project Management guidelines is endorsed.
- All programme and project boards for large scale projects have appropriate membership and gateway reviews are undertaken.

1. Background

- 1.1 This issue was originally raised at the Cabinet Scrutiny Committee on 28 July 2009 where the main objectives for scrutiny were agreed as being:
 - To examine what lessons can be learnt from large scale project processes
 - To consider how we can establish best practice for future projects
- 1.2 In addition, at the last Cabinet Scrutiny Committee on 25 May 2010, a request was made to include "Examples of successful (or otherwise) projects of major impact or significance for Norfolk communities over the past four years".
- 1.3 This report addresses the above objectives.

2. Types of large scale projects within Norfolk County Council

- 2.1 The Council's largest projects are typically for the procurement of major infrastructure or major service contracts. In many, but not all, cases these are Private Finance Initiative (PFI) or Public Private Partnership (PPP) contracts, where an external provider or consortium is responsible for raising capital, constructing a facility and then delivering a service. Examples of PFI/PPP contracts include:
- Contract A (Residual Waste Treatment Project)
 - The current Energy from Waste PFI procurement
 - The Street Lighting and Salt Barn PFI contracts
 - Building Schools for the Future
- 2.2 Major service contracts include, for example, the contract with May Gurney and Mott Macdonald for highways maintenance and environmental services.
- 2.3 Procurements on this scale have a number of features in common:
- The council conducts them comparatively rarely. PFI contracts typically have a life of twenty-five years, so Members and officers may only deal with one 'energy from waste' or street lighting PFI in their careers. As a result, specialist outside advisers normally play a substantial role.
 - The cost of failure is likely to be high in two respects:
 - Sums spent on the procurement would be wasted;
 - There may be very considerable costs from delay – for example, failure to deliver new waste infrastructure would result in very high costs from landfill tax and the Landfill Allowance Trading Scheme.
 - There is often a complex interaction between the procurement process, planning and land assembly.
 - Procurement is highly regulated by English and EC law. The penalties for non-compliance have recently changed and are now extremely onerous.
- 2.4 It is therefore critical that such projects are properly resourced and subject to effective governance. It is also critical that they do not commence unless there is clear political support for them. In addition, if it becomes clear that there are problems, they are reviewed and if necessary re-directed or terminated without delay.

3. Governance of Large Scale Projects

- 3.1 It is important to reflect that there are different types of projects that pose different risks to the Council. Large scale procurement projects within the Council have clearly defined management and control processes and associated independent gateway reviews which ensure progress and sign off at each stage before authorisation is given to move to the next stage. The value of independent critique – e.g. of the business case, the results of the market sounding exercise which should take place prior to procurement, the options appraisal etc - cannot be underestimated in major projects. Review of one's own critical projects is not sufficiently objective for these projects.

- 3.2 Local Partnership (formerly 4ps) is a local government body which provides recommended processes for different types of PFI and PPPs, and also arranges independent gateway reviews, providing it is engaged at the outset.
- 3.3 The generic processes recommended by Local Partnerships are shown in the diagram at Appendix A. These governance processes are adopted for large scale PFI and PPP projects within the Council with independent gateway reviews being undertaken by the appropriate authorities.
- 3.4 The recently formed Corporate Programme Office has enhanced the NCC Project Management guidelines to reinforce the governance and gating procedures that will apply to non-capital projects (see Appendix B). The gates and the processes will be conducted in a proportionate manner to the size/cost/risk of a project; for example on a lower value project the gating process will be conducted by the in-house team; for a more significant project these could fall into external review such as Local Partnerships or peer arrangements.
- 3.5 The Corporate Programme Office is also developing an approach to the management of the portfolio of projects across the organisation. This will include ensuring that finance, legal and procurement are involved at an early stage.
- 3.6 Members should note that the remit of the Corporate Programme Office includes non-capital projects or capital projects with associated change attached. It does not include capital projects such as infrastructure, street lighting, waste etc. although the latter adopt the NCC Project Management guidelines for project management and governance.
- 3.7 Large scale projects should not just be scrutinised at the outset but at each stage of the procurement process. There are clearly defined steps that authorities should follow in different types of projects and the Gateway review process helps to confirm that those steps have been undertaken adequately; these include appropriate risk management procedures.
4. **Business Cases – “How does the County Council ensure that proposals for major projects are thoroughly scrutinised at the outset and that all projects are based on a well-founded business case?”**
- 4.1 Major projects involve considerable cost and resource, even before a contract is let, and it is therefore essential that only well-founded projects commence. Political direction is also required from the outset to ensure that the project develops within clear parameters.
- 4.2 Private Finance Initiative (PFI) projects normally benefit from substantial PFI Credits, which offset the cost of the project. In return for these credits, the sponsoring government department requires that the project be subjected to a series of rigorous business cases, developed in accordance with HM Treasury guidance. There are three phases to this approach:
- The Strategic Outline Case (SOC)
 - The Outline Business Case (OBC)

- The Full Business Case (FBC)

- 4.3 The SOC looks at what the proposed project will deliver in the context of the council's overall policies and strategies. The SOC provides an opportunity for key stakeholders – Cabinet and Scrutiny, partners, funders, and technical specialists within the council – to ensure that the proposed project is viable. This would include considering:
- Whether the proposed project genuinely fits with the council's priorities;
 - Whether the project offers good value for money;
 - Whether the project is politically viable – will it command sufficient support from members and the public to survive a long process which will involve procurement but may also involve planning and land issues.
- 4.4 Hence the SOC is a key control, which prevents ill-defined projects, or projects which are not capable of being delivered or which do not have sufficient support from stakeholders, from preceding, at an early enough stage to avoid major expenditure or the project becoming 'unstoppable'.
- 4.5 The Outline Business Case (OBC) is produced immediately before the tendering process commences. Its purpose is to state unambiguously what is to be procured, by what route, using what resources, and to set out the likely costs of the eventual contract. The Outline Business Case is the essential document for Members to give direction to the procurement team. Very soon after the OBC is approved, the team will seek expressions of interest from potential suppliers. After this point, procurement law prevents the scope of the project, or the basis on which the bids will be evaluated, from changing.
- 4.6 The Full Business Case (FBC) is produced at the end of the tendering process. It sets out the deal which has been arrived at, including the eventual allocation of risks and the price. It seeks permission to sign the contract.
- 4.7 The Full Business Case provides Members with an opportunity to confirm that a proposed contract is affordable and still fits with the Council's policies, priorities and strategic direction. Once approved, the contract will be signed and any termination or significant change of direction is likely to be prohibitively expensive.
- 4.8 Other projects normally proceed via a series of reports to Cabinet. Recently the Environment, Transport and Development Review Programme Board has agreed that the renegotiation/re-letting of the highways and environmental services contracts with Mott MacDonald and May Gurney should follow the business case process set out above.
5. **“How does the Council ensure that such (large scale) projects are reviewed at appropriate intervals throughout their life to ensure that they remain viable?”**
- 5.1 Regular review of projects helps to ensure, firstly, that they do not start unless they are well-founded; secondly, that problems are spotted and corrected; and thirdly, that if they cease to have a good chance of success, or circumstances change to

make them unviable, unaffordable or inappropriate, they are stopped at the earliest possible point.

- 5.2 The governance processes, as defined above, together with the appropriate programme and project boards, should give that assurance and provide the ability to stop or amend the process during the life cycle of the project at the appropriate intervals. The benefits of independent review provide that objective input and appraisal that is important for recommending difficult decisions. This can help Members to be confident that all significant risks and issues have been identified and reported at those points. There is a clear process in place for assurance on PFI projects and this is adhered to within the Council (e.g. the current Energy from Waste PFI procurement project).
- 5.3 These reviews, which take place at key points throughout the project, involve independent reviewers examining projects to make sure that they remain on track. The reviewers look at documentation and conduct confidential and unattributable interviews with members, officers, advisers and partners. They then make a judgment on whether the project is likely to succeed and make recommendations to improve its chances.
- 5.4 The National Audit Office has stated that Gateway reviews – independent reviews of a project at key points in its delivery – represent “a significant improvement to assurance for high risk projects”. (2)
- 5.5 The recently enhanced NCC Project Management guidelines to reinforce the governance and gating procedures for non-capital projects (see Appendix B), will ensure a consistent approach.
6. **“How does the Council identify and manage risk throughout the project process?”**
- 6.1 The council has a well-defined risk management process which forms part of the NCC Project Management guidelines for all projects.
- 6.2 It is important to identify risks to the project at the outset and to put in place steps to mitigate them. If risks cannot be contained, it may be that the project should not commence, or should be halted. There must be clear processes for identifying risks at all stages of the project, and for escalating them to the appropriate level.
- 6.3 Early identification of risks allows mitigating actions to be taken. It also allows the programme board overseeing a programme to explicitly accept risks, on the basis of good information, or to take a decision that a risk is unacceptably high and cannot be mitigated, and therefore that the programme should be halted.
- 6.4 A consistent approach to management of risk across all major programmes – procurement and non-procurement – allows the Council to understand its total exposure to risk. Risks which cannot be managed within an individual programme can then be escalated to COG or Cabinet, as appropriate.

- 6.5 Risk in major procurement projects can be divided into three areas:
- Risks to the successful delivery of the procurement exercise – in other words, risk that an appropriate and affordable contract will not be delivered on time. These include lack of market interest, lack of resources, lack of stakeholder support, and change in direction during the project's life, conflict with other projects, etc.
 - Risks which remain on the Council during delivery of the contract, such as reputational risk or fundamental change in direction.
 - Risks to be allocated through the contractual negotiations – such as liabilities on the parties if environmental permits cannot be obtained, and risks and benefits from changes in costs during the life of the contract. For example, in a waste PFI, the parties negotiate who will get what benefits, and take what risks, around the future sale price of the electricity to be generated.
- 6.6 The first two types of risk are generally managed through the production of programme risk registers which are considered regularly by the programme board. Key risks are included in the business cases described above and in PFI projects the risk registers are reviewed by the independent gateway reviewers.
- 6.7 The third type of risk is managed through the negotiating process. In PFI procurements, the parties are negotiating within well-defined parameters set out in a Treasury publication, *Standardisation of PFI Contracts: Version 4* ("SOPC4") (3), and in sector-specific guidance applicable to waste, highways and other types of PFI.
- 6.8 A similar degree of standardisation is provided for major ICT outsourcing contracts by the Office of Government Commerce ICT Services Model Agreement and its associated Negotiating Guide (4). The situation is more complex where this degree of standardisation does not exist.
- 6.9 In these cases, it is necessary to work with advisers to develop a comprehensive risk allocation matrix to support the negotiations.

7. **"How does the Council ensure that tenders for large-scale contracts are evaluated robustly?"**

- 7.1 Robust tender evaluation is essential, both to ensure that the Council is getting good value for money, and to avoid legal challenge from disappointed bidders. Recent changes in the law make this even more important, as the remedies now available to disappointed bidders are far more burdensome on the council – including the risk that a major contract could be set aside post award.
- 7.2 Recent European and English court cases have clarified and tightened the legal position regarding tender evaluation. The *Public Contracts (Amendment) Regulations 2009* (5) increase the penalties for breach of procurement law, including allowing courts in extreme cases to strike down contracts already signed.

The key legal issues are as follows:

- Transparency. Evaluation criteria must be published in detail at an early stage of any competitive procurement exercise, in detail and before bids are

submitted. There must be no undisclosed guidance to evaluators or sub-criteria.

- Equality. Evaluation criteria must be unbiased
- Distinction between selection and award criteria. Selection criteria – used for short-listing purposes – may not be used for contract award. In essence, selection criteria are concerned with the qualifications and track record of the applicant, whilst award criteria are concerned with the quality of the proposed service and the price.
- Disclosure of marking. Bidders are entitled to a fairly comprehensive explanation of how marks were awarded, both for their bids and for the winning bidder.

7.3 Because evaluation criteria must now be disclosed in detail at an early stage and cannot be changed later, it is essential that the evaluation criteria fully reflect what the council wants to achieve from the proposed contract. Neither members nor officers can change the evaluation criteria in mid procurement; the only option at this stage is generally to re-run or terminate the procurement.

7.4 Within a PFI procurement, the evaluation strategy will be set out in the Outline Business Case or accompanying documents and the Programme Board should, with advisers, consider the evaluation criteria in some depth. A similar approach is used when tendering other large scale contracts.

7.5 Financial models need to be well constructed and often need sound advice from experts in the particular field: inputs from specialists on evaluation models can be good value for money in the longer term as can procurement and legal advisers in major projects.

8. “Is there good practice which the Council should consider implementing across its large scale projects to minimise risk and maximise chances of success, and how might the council ensure that such practice is applied consistently across all projects?”

8.1 From the foregoing, it will be clear to Members that there is a well defined and well established process (see Appendix A) to ensure appropriate scrutiny of large scale PFI and PPP projects at the outset and downstream and that business cases are not one-off compilations but are updated during the process to reflect greater knowledge, market findings, financial appraisals, and the further definition of the approach. This is supported by the published NCC Project Management guidelines.

8.2 The lessons learnt from Contract A (Residual Waste Treatment Project) were reported to Cabinet Scrutiny Committee on 24 November 2009 and actions have been taken to ensure that future large scale PFI projects have adopted any recommendations (e.g. the current Energy from Waste procurement project).

8.3 The Head of Procurement and Head of Programme Office have recently been recruited and Members should be aware that considerable work is being undertaken to ensure good practice continues to be embedded for all large scale projects.

- 8.4 The enhancement of the NCC Project Management guidelines by the Corporate Programme Office will reinforce good practice for non-PFI/PPP projects ensuring that effective governance and reporting is in place for these projects (see Appendix B). This includes appropriate programme/project boards and independent reviews during the project lifecycle. At each gate, a report and a recommendation will go to the associated board. The options for recommendation will be: stop until further work is undertaken satisfactorily; stop and abandon; or pass and proceed to next steps. The results of each stage will be reported to members as part of the overall governance process.
- 8.5 Overall quality assurance will be provided by the Corporate Programme Office across the portfolio of non-PFI/PPP projects. This will include: project 'healthchecks' by experienced project managers where there are concerns about a project; independent gateway reviews throughout the lifecycle; ensuring that lessons learnt are captured for each project and shared across the project management community; and assurance that the NCC Project Management guidelines are being used consistently.

9. Examples of Large Scale Projects within the Council

- 9.1 The current Energy from Waste PFI procurement uses the NCC Project Management Guidelines and Local Partnership gateway reviews with external independent reviews from the appropriate bodies. They also have formal governance structures with appropriately resourced project boards for reviewing progress and outcomes from gateway reviews, including risks, issues and financials.
- 9.2 The Street Lighting and Salt Barn PFI projects were procured in accordance with PFI best practice at that time and were subject to Gateway reviews.
- 9.3 Building Schools for the Future (BSF), this is conducted in conjunction with Partnerships for Schools working with the authority's own programme and project standards to ensure local government benefits from the learning from one council's BSF programme to the next. Partnerships for Schools is broadly part of the same local government family as Local Partnerships. BSF has an established governance structure with appropriate project boards and applies the same Local Partnerships Gateway Reviews as described above.

10. Resource Implications

- 10.1 None.

11. Other Implications

- 11.1 None.

12. Section 17 – Crime and Disorder Act

- 12.1 There are no issues arising from this report.

13. **Risk Implications/Assessment**

13.1 All aspects of this report are concerned with reducing risks in large scale projects.

14. **Alternative Options**

14.1 There are no reasonably viable options.

15. **Conclusion**

15.1 The lessons learnt from the Contract A project have been applied to current PFI projects, such as Energy from Waste procurement. In particular, ensuring effective project governance and adopting gateway reviews.

15.2 Good practice governance processes are in place for large scale projects and these are being used to manage PFI and PPP projects according to Local Partnership and other external bodies' requirements.

15.3 The work being done to enhance the NCC Project Management guidelines to the governance and gating procedures for non-PFI/PPP projects will ensure that good practice is adopted for all large scale projects within the Council.

16. **Recommendations Required**

16.1 The Committee is asked to consider that:

- Programme Boards should ensure that they adopt and review the relevant evaluation criteria for their projects
- The work being undertaken by the Corporate Programme Office to enhance the NCC Project Management guidelines and embed good practice within the Council for non-PFI/PPP projects is endorsed.
- All programme and project boards for large scale projects have appropriate membership and gateway reviews are undertaken.

Background Papers

1. **Strategic Partnering Taskforce.** *Developing a Strategic Outline Case: Technical Advisory Note, Issue 5 October 2002.* London : CLG, 2002.
2. **National Audit Office.** *Assurance for high risk projects.* London : National Audit Office, 2010.
3. **HM Treasury.** *Standardisation of PFI Contracts: Version 4.* London : HMSO, 2007.
4. **Office of Government Commerce.** *ICT Services Model Agreement and Guidance: A negotiating guide for the public sector.* London : OGC, 2010.
5. *The Public Contracts (Amendment) Regulations 2009.* 2009. SI 2009 No. 2992.
6. **House of Commons Library.** *The Private Finance Initiative (PFI): House of Commons Library research paper 03/79.* London : United Kingdom Parliament, 2003.
7. **National Audit Office.** *NAO Good Practice Briefing for PFI/PPP.* London : National Audit Office, 2006.
8. **Partnerships UK.** Projects Database : Partnerships UK - Record of all Private-Public Projects | PUK. *Partnerships UK.* [Online] 09 June 2010. [Cited: 09 June 2010.] <http://www.partnershipsuk.org.uk/PUK-Projects-Database.aspx>.
9. **National Audit Office.** *A Framework for evaluating the implementation of Private Finance Initiative projects.* London : National Audit Office, 2006.

Officer Contact

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Officer Name:

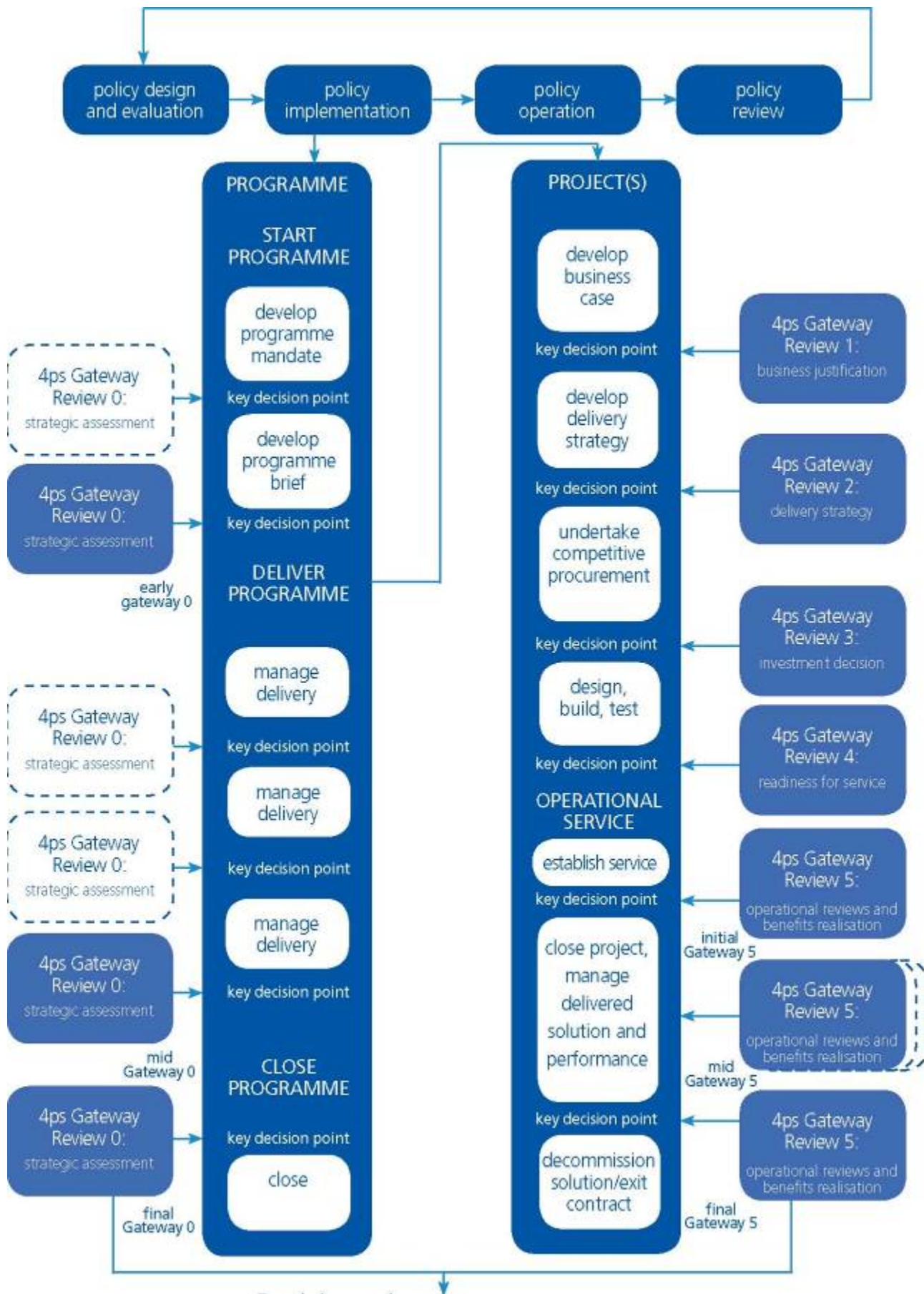
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Appendix A - The 4ps Local Partnerships Gateway Review Process



Appendix A - The 4ps Local Partnerships Gateway Review Process (continued)

There are clearly defined steps that authorities should follow in different types of projects and in addition the Gateway review process confirms that those steps have been undertaken adequately; these include appropriate risk management procedures.

Gate 0 – provides the strategic assessment of whether this is the right project (or programme) to address the business need. Does it contribute to the strategy? Is it supported by stakeholders and are there sufficient resources to get to the next stage?

Gate 1 – assesses the completeness of the initial or strategic outline business case. It confirms with members and chief officers whether there is the authority and support to proceed. Whether the feasibility study is satisfactory, the scope, scale and outcomes are clear. That risk management plan is in place and that we have the correct project structure and plans.

Gate 2 – the procurement strategy stage which assesses if the procurement approach is appropriate, the results of any market sounding exercise (to ensure the right 'parcel' is taken to the market, or that a market is drummed up when one currently does not exist), have all the approaches been investigated. Is the business case up to date, are the specifications of requirement correct and can the project team and its structure deliver. The timeline in the project plan and content needs to be assessed for realism.

Gate 3 - the investment decision. The questions being answered here are:
Can the benefits in the business case be delivered by the contract? Has the procurement been appropriately managed? Is there continuing stakeholder support? Is the business ready to proceed? This stage is important to complete before preferred bidder and award of contract.

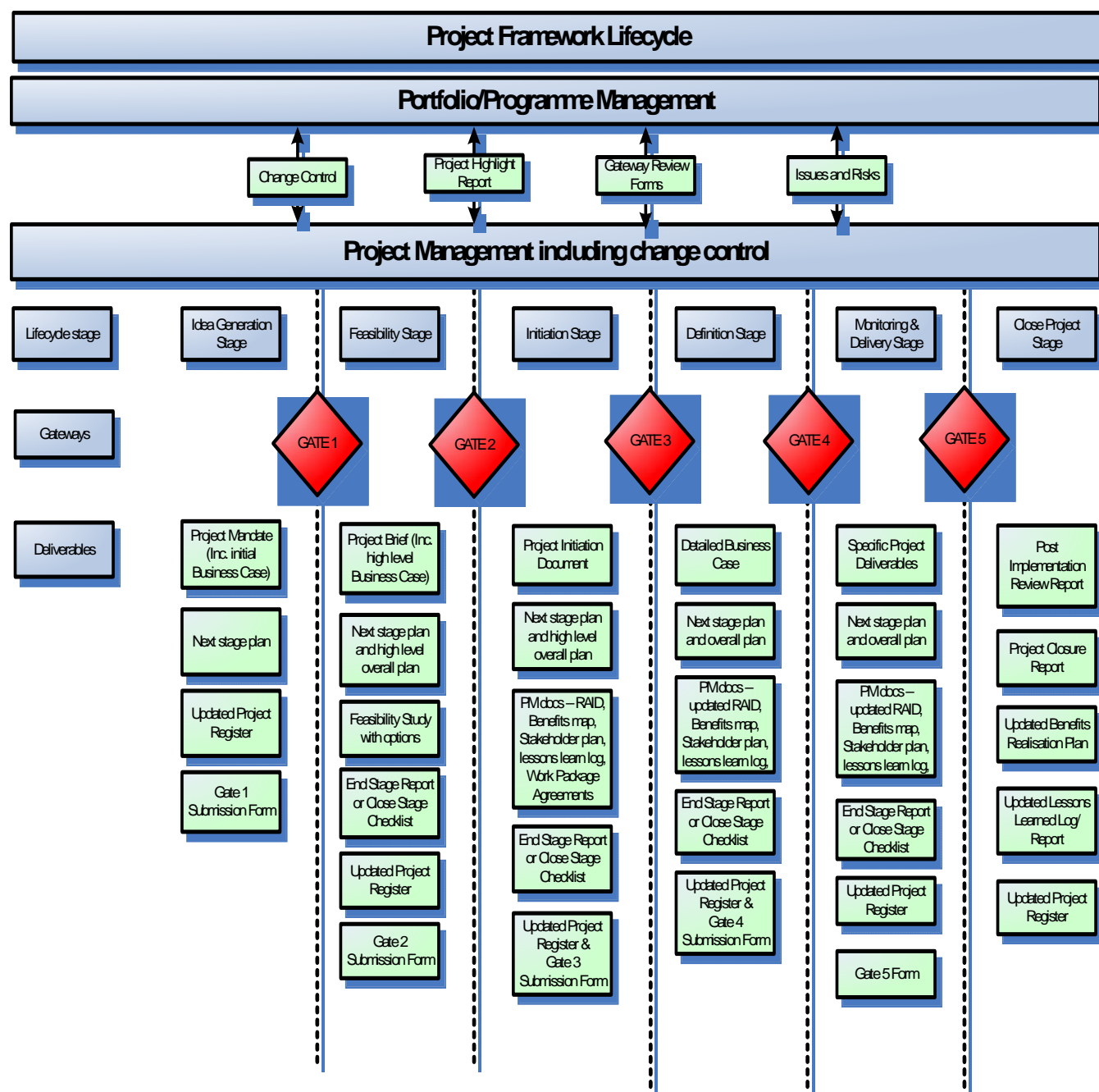
Gate 4 – Readiness for service

Is the business case still valid, are the business benefits deliverable? Is there sufficient contract management resources? Has all testing been successfully completed and is the business ready for implementation? Are plans for managing implementation and operation in place?

Gate 5 – Benefits evaluation – this stage focuses on ensuring that the project delivers the benefits and value for money identified in the business case and benefits plans. It requires answers to such questions as:

- Was the business justification realistic?
- Are the expected benefits being delivered?
- Has a post-implementation review or similar been conducted?
- Is there sufficient contract management?
- Are agreed changes appropriate?
- Is there still a business need for the contract (this would be where there were stages to contract delivery)?
- Can lessons be learnt from the experience?
- Are appropriate targets in place?
- Are plans in place for the future including possible exits?

Appendix B – The NCC Project Management Guidelines, enhanced gateways



Contract Monitoring

Suggested Approach by the Scrutiny Support Manager

1. Background

- 1.1 At the Cabinet Scrutiny Committee meeting held on 20th April 2010 members considered a report regarding 'Contract Monitoring'. The objectives for this scrutiny were to examine:
- How Norfolk County Council monitors contracts and organisations
 - What lessons we can learn from best practice across the Council
 - How Norfolk County Council monitors subcontractors
 - What the County Council's contract standards are
- 1.2 Following consideration of the report by the Head of Finance, the Committee agreed that it had not completed scrutiny of this issue and asked that the following information be brought to a meeting later in the summer:
- The steps that can be taken to increase the role of the new Head of Procurement (and the Corporate Procurement Team) in contract letting and its management throughout the County Council, together with appropriate changes in contract standing orders and other relevant County Council guidance and procedures.
 - A report back on targets for procurement savings on new contracts and savings possible from the renegotiation of existing County Council contracts.
 - A review of the need for amendments to contract standing orders
- This information will be reported to this Committee at its August meeting.
- 1.3 In addition it was agreed that a report would be brought to this meeting examining a number of case studies, from departments across the County Council, of past practice in the awarding of contracts for goods and services and how those contracts are currently monitored.
- 1.4 At the Committee meeting in April, members also considered a suggestion from a member of the public to scrutinise expenditure on external consultants. Although members decided not to take forward this suggestion it was agreed that the use of consultants would be added to the list of contract management and contract letting case studies to be examined by this Committee
- 1.5 The attached report from the Head of Corporate Procurement highlights a number of case studies from across the County Council addressing past practice in awarding contracts for goods and services and how those contracts are currently monitored.

2. Suggested Approach

It is suggested that the Committee considers the attached report from the Head of Procurement and agrees if it has any further issues that it wishes to scrutinise at this stage.

The Committee has scheduled a further report on 'Contract Monitoring' for the meeting on 24th August, addressing the issues raised in paragraph 1.2. Members may wish to consider if there are any further issues that they wish to raise at this stage for consideration at this meeting.

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Contract Management Case Studies

Report by the Director of Resources

Summary

This report sets out, as requested by the committee, a series of contract management case studies. The case studies – selected by committee members – cover a variety of contracts drawn from across the organisation.

In general, the level of contract management appears to be broadly proportionate to the size and degree of importance of the contracts – although there is always room for improvement. The historic arrangements for procurement across the organisation means that there is no single contract register, nor single approach to planning and executing contract management and periodically reviewing value for money.

The Head of Procurement will report in August on suggested changes to the organisation's approach to procurement, including contract management and contract standing orders.

Recommendation:

The committee is invited to note these case studies and to identify any generic issues it wishes to be considered in more detail in the August report on procurement.

1. Background

- 1.1 At its April meeting the Committee asked that a series of case studies be produced setting out how a representative sample of contracts were let and monitored. A further report, to the August committee, is to consider:

“The steps that can be taken to increase the role of the new Head of procurement (and the Corporate Procurement Team) in contract letting and its management throughout the County Council, together with appropriate changes in contract standing orders and other relevant County Council guidance and procedures.

A report back on targets for procurement savings on new contracts and savings possible from the renegotiation of existing County Council contracts.

A review of the need for amendments to contract standing orders”.

- 1.2 That report will consider in more detail best practice around contract management.
- 1.3 Scrutiny leads were asked to consider which contracts should be the subject of case studies and Councillor Dobson provided a list of contracts randomly selected from the contract register.

- 1.4 These are considered below. The case studies below are as detailed as possible but, for some old or longstanding contracts, records of the original award process are no longer retained or have been archived.

2. Case studies

Museum cleaning contract (ongoing, value £3,982 per annum)

- 2.1 This is a contract for the cleaning of museums awarded to Norse Commercial Services (formerly Norfolk County Services). This is a very longstanding arrangement. Norse Commercial Services is an 'in-house entity' for the purposes of procurement law and so there is no requirement to subject contracts awarded to Norse to tender (although some contracts eventually awarded to Norse are tendered in this way).
- 2.2 The contract is a rolling arrangement with no end date (although the council has the right to terminate giving three months' notice). A matrix sets out what is to be done daily, weekly or twice-weekly.
- 2.3 Museums service staff are asked to sign a satisfaction certificate periodically and to sign off invoices for payment. Any issues which cannot be dealt with locally are escalated to the procurement team for resolution with Norse.

Castle Museum Guarding Service (value £46,090)

- 2.4 This is another longstanding contract, and is due to end on the 31st October following installation of new CCTV equipment. The contract is managed locally by the Building Services Manager. There have been no significant issues with the contract in recent years, but had there been any they would have been escalated to Procurement for resolution.

First aid contracts (Period 1 May 2009 to 30th April 2011, value £30,000 per annum)

- 2.5 Traditionally departments had procured this training from a variety of providers and with mixed results; therefore Corporate Health & Safety felt that in the best interests of the Council a corporate approach was the best option to ensure compliance with Health & Safety Executive guidance.
- 2.6 These contracts – with the British Red Cross (BRC) and St John's Ambulance (SJA) – were let by competitive tender in May 2009 and are managed by the Health and Safety department.
- 2.7 A review of the contracts conducted by the Health and Safety Training Officer on their first anniversary concluded that both providers are delivering a satisfactory service and receiving good feedback from course attendees. However, SJA had not met a requirement in the contract to obtain 'Go Skills' accreditation and neither provider had submitted quarterly returns about numbers trained, nor returned copies of evaluation questionnaires in a timely fashion. There were minor frustrations about booking and invoicing procedures.
- 2.8 In retrospect, these issues should have been picked up earlier. As a result of its review, the Health and Safety department has put in place an action plan to manage the contracts more closely in future.

Road repair materials contract (Period, 1 November 2008 to 31st October 2010 value £500,000 per annum)

- 2.9 This is a framework agreement with several suppliers let by the Eastern Shires Purchasing Organisation (ESPO) on the Council's behalf, for the purchase of various types of road repair materials. The contract was let by competitive tender. Price adjustment resulting from changes in the bitumen price is dealt with by the procurement team via an indexation mechanism. Day-to-day management of the contract is carried out by local managers in the highways service, who would escalate any significant issues to the procurement team.
- 2.9 Review of the contract by the procurement team is to begin shortly, and will consider issues such as whether the Council should participate in a national electronic auction to purchase such materials – an approach which has been mooted recently by the Office of Government Commerce.
- 2.10 A further review of this contract has been scheduled by the ETD scrutiny panel later this year.

Contract for the supply of cars (Period, 1st November 2006 to 31st October 2010 value £2.6 million per annum)

- 2.11 This is a single-vendor framework agreement with the Ford Motor Company, again let by ESPO for both Norfolk and Leicestershire County Councils, which provides substantial discounts against list prices for the supply of cars for the council's lease car schemes. Discounts vary and depend on the model ordered but range between 5% to 27.5%, further discounts can be applied by the local franchised dealers of up to 4.5%. Value for money is monitored by ESPO and the performance of the contract is managed by the Council's car leasing manager. The council currently has 780 cars in the lease car scheme and the vehicles are changed every three years.

Architectural services contract (Single project, value £72,695)

- 2.12 This contract was let to Purcell Miller Tritton and Partners for architectural and associated services relating to redevelopment of the Ancient House Museum in Thetford. The contract was let in 2004 and works were completed in 2006. The contract was managed by the then project manager, who oversaw the refurbishment against agreed timescales and budgets.

Software maintenance contract (Period, 1 August 2005 to 1st August 2010 value £367,965 per annum)

- 2.13 This contract, with OLM, is for the maintenance of the council's social care IT system, CareFirst. 'Software maintenance' is in essence an annual fee charged by the software vendor for providing updated versions of the software. These new versions reflect changes in social care legislation.
- 2.14 As the supplier of the software, OLM has the rights to software maintenance, renewals are negotiated with them without competitive tender. The ICT department has led on these negotiations, supported by Community Services.
- 2.15 Performance of the CareFirst system is managed by a CareFirst Management Group with representatives from the ICT, Adults and Children's departments. Any commercial or contractual issues are dealt with by ICT.

Consultancy contracts for Support Services Review (Period covered, 1 April 2008 to 31st March 2009, value £240,000) and Local Government Review (Period covered, 1 April 2008 to 31st March 2009 value £245,000)

Support services review

- 2.16 The Council established an efficiency programme and recognised that a key element to the programme was a fundamental review of support services. Terms of reference for this work were agreed and the procurement commenced in early 2007.
- 2.17 The contract was awarded to PriceWaterhouse Coopers (PWC) via a competitive tendering exercise conducted under Buying Solutions' *Catalist* framework agreement.
- 2.18 There were four bidders for this work (PWC, Deloitte, ImPower and Serco). Three of these bidders were short listed - PWC, Deloitte & Impower.
- 2.19 The high level award criteria were:
- Prices and costs (including treatment of expenses, etc) 40%
 - Quality (this was proportioned as detailed below) 60%

Local government review

- 2.21 Following the announcement of the review of local government in Norfolk, the Council required the assistance of external consultants to place the Council in the strongest possible position. Terms of reference for this work were agreed and the procurement commenced in early 2007.
- 2.22 The contract was awarded to PriceWaterhouse Coopers (PWC), again via a competitive tendering exercise conducted under the *Catalist* framework agreement.
- 2.23 Eleven companies were invited to bid, however only two companies responded - these being PWC & Deloitte.
- 2.24 The high level award criteria were:
- | | |
|---|-----|
| Prices and costs (including treatment of expenses, etc) | 30% |
| Quality (this was proportioned as detailed below) | 70% |

Contract management

- 2.25 In both cases, a tightly defined project initiation document was agreed and the assignment was managed by the project manager, via formal meetings and ad hoc discussions where needed.

3. Commentary

- 3.1 Small contracts are, as is appropriate, being managed by service departments, not centrally by procurement.
- 3.2 The level of management of the guarding, cleaning, highways materials and car supply contracts seems to be broadly appropriate.
- 3.2.1 The Council's approach to procurement has been departmentally based. As a result there is no central contract register – although a spreadsheet was developed as part of the recent review of procurement and was used for the purposes of this exercise. The new, centralised procurement team is establishing such a register and this will allow longstanding contracts to be identified. Procurement effort will need to be concentrated on priority areas but, where there are longstanding contracts which, individually or collectively, have a significant value, it may be appropriate to benchmark, renegotiate or re-tender them.

- 3.3 The first aid contracts are examples of contracts where users from across the authority are receiving a service and the quality is not easily observed by the contract manager. Contracts such as this need strong user feedback mechanisms and may need other forms of audit or spot-checking. In this instance, for example, the contract manager needs to be satisfied that the examinations at the end of the course are rigorous enough – this is not something that the end users can evaluate.
- 3.4 It would be appropriate in instances such as this for the procurement team to develop a contract management plan with the contract manager at the time of contract award.
- 3.5 The case studies here do not cover really large scale PFI contracts. Adrian French in the Finance Department is developing a contract management handbook for such contracts.
- 3.6 There is a case for embedding requirements for contract management more strongly in Contract Standing Orders, which will be considered in more detail in the August report on procurement.
- 3.7 The procurement team will also be developing additional guidance for managers who will be responsible for the review and management of contracts which support their service.

4. **Other Implications**

4.1 **Equality Impact Assessment (EqIA)**

No implications

5. **Section 17 – Crime and Disorder Act** (this must be included)

5.1 No implications

6. **Action Required**

6.1 Members are asked to scrutinise issues contained in this report.

Background Papers

None

Officer Contact

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

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Meeting with MPs

Suggested Approach by the Scrutiny Support Manager

1. Background

- 1.1 Cabinet Scrutiny Committee agreed on 20th April 2010, to hold a meeting in July with local MPs to consider:
- better ways of working between the County Council and MPs in order to support the delivery of the County Council's strategic ambitions for the benefit of the people of Norfolk
 - what MPs see as the significant issues affecting the County and what role they can play in addressing them
 - the key issues being focused upon by MPs for their term of office and the implications/benefits for the people of Norfolk
 - ways of improving liaison and communication between the County Council and Norfolk's MPs

- 1.2 This meeting has now been arranged for Friday 23rd July and to date the following MPs have confirmed their attendance:

Richard Bacon MP
Norman Lamb MP
Brandon Lewis MP
Chloe Smith MP
Simon Wright MP

2. Format for the meeting

- 2.1 The meeting is not a formal 'scrutiny', rather an opportunity for County Councillors and MPs to determine how we can enhance ways of working together for the benefit of the people of Norfolk. At the last meeting it was agreed that it would be helpful for the Committee to have prepared questions in advance to enable all proposed areas to be covered, and ensure that all MPs have a chance to respond within the timescale allowed. At the start of the meeting each MP will be allowed a brief introduction.

Members of the public will be allowed to put forward questions to MPs, with the proviso that the Chair will have the final decision on whether issues raised are appropriate to be put forward.

3 Questions for MPs

- 3.1 In advance of the meeting, Cabinet Scrutiny Committee group leads have met to consider some initial areas for questioning. They were very aware of the number of MPs attending and the limited time available for the meeting, and have suggested focussing upon how MPs intend to engage with both each other and the County

Council and then look at key issues of concern for the County. The Committee is asked to give consideration to the following suggested areas for questioning:

- How do the MPs intend to work together for the benefit of Norfolk people and to raise the profile of Norfolk issues?
- How MPs intend to engage with the County Council to lobby on the key areas for concern of the people of Norfolk and how the County Council can further support MPs in their work
- In light of the predicted demise of regional bodies how do Norfolk's MPs intend to work with parliamentary colleagues in the Eastern region to promote regional issues?

In addition to the above issues, it is suggested that concerns around skills shortages and infrastructure within the County be raised as areas that Members consider to be major issues affecting the County and that MPs be asked to give their views on this. These concerns will obviously be raised in light of the Government funding cuts and how this will impact on public services in Norfolk.

4. Suggested Approach

It is suggested that the Committee gives consideration to the areas for questioning outlined above and suggests any other areas for consideration.

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Cabinet Scrutiny Committee: Forward Work Programme

Suggested Approach by the Scrutiny Support Manager

1. Issues for consideration by the Committee

- 1.1 Since the last meeting of the Committee a number of issues have arisen which have affected the forward work programme. These are as follows:

1.2 Regional Bodies

This issue is currently scheduled for consideration in July; however the current situation regarding the Government's intention regarding regional bodies is still unclear. The Government has made various statements in relation to Regional Development Agencies. The Queen's speech highlighted the intention to:

"Create Local Enterprise Partnerships (to replace Regional Development Agencies) joint local authority/business bodies brought forward by local authorities to promote local economic development"

The issue is when the Regional Development Agencies will be replaced, and at the present time the County Council is still unclear about this.

It is therefore suggested that this issue be postponed from the July meeting until we are clearer about the future of the East of England Development Agency, the timetable for replacement and how the new local Enterprise Partnerships will operate.

1.3 Comprehensive Area Assessment Working Group

Following the Government's announcement to abolish the Comprehensive Area Assessment, the Audit Commission has advised the County Council that all work on updating the area assessment and organisational assessment will cease with immediate effect. In light of this, and having consulted with the Chairman of the Working Group, it is therefore suggested that there is no need for this working group to continue to meet.

1.4 Roads Maintenance

Cabinet Scrutiny Committee currently has an item scheduled for 24th August meeting relating to 'Roads Maintenance'. The objectives for this scrutiny are to 'examine the standards of work and of materials used to repair Norfolk's roads in the last few months, including the system of contracting employed for this purpose, following the additional funding made available in the budget to deal with this issue.'

It has come to the Chair's attention that the Environment, Transport and Development Department are currently looking at how we should deliver our services in the future.

The Review will be looking at current delivery methods, including our current contracts, as well as considering alternative treatment and standards for roads maintenance. The review is being overseen by a Member Board and an initial report will be sent to the Overview and Scrutiny Panel in July. With this in mind it is suggested that Officers await the report from the Panel in July and report back to the next meeting of this Committee if there is any potential overlap.

2. Suggested Approach

It is suggested that the Committee agrees:

- With the proposed changes to the forward work programme raised above
- the proposed forward work programme for the forthcoming year and any items to be added or deleted

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APPENDIX A

Cabinet Scrutiny Committee: Current Forward Work Programme

Meeting date 2010	Topic	Objective	Report from
23 rd July	Meeting with MPs	<ul style="list-style-type: none"> To seek better ways of working between the County Council and MPs in order to support the delivery of the County Council's strategic ambitions for the benefit of the people of Norfolk To establish what MPs see as the significant issues affecting the County and what role they can play in addressing them To consider the key issues being focused upon by MPs for their term of office and the implications/benefits for the people of Norfolk To consider ways of improving liaison and communication between the County Council and Norfolk's MPs 	Scrutiny Support Team
27 th July	Regional Funding for Norfolk	To consider the work of the regional bodies in the East of England and examine whether Norfolk is making the best use of the funding available from regional bodies	Director of Environment, Transport and Development
	Young People aged 16-19 not in education or training (NEET)	To examine how Norfolk County Council, in conjunction with key partners, can encourage the employability of young people, in particular those who have had involvement with the Youth Offending team.	Director of Children's Services
24 th August	Organisational Review	To consider what steps Cabinet are taking to implement the recommendations from the Organisational Review and the "future opportunities" alluded to in the PwC report.	Chief Executive and Leader of the County Council
	Roads Maintenance	To examine the standards of work and of materials used to repair Norfolk's roads in the last few months, including the system of contracting employed for this purpose, following the additional funding made available in the	Director of Environment, Transport and

