

# Cabinet Scrutiny Committee

Date: **Tuesday 25 May 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 (Chairman)

Mr T Adams  
Dr A Boswell  
Mr A Byrne  
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 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](mailto:kristen.jones@norfolk.gov.uk)

# **A g e n d a**

- 1. To receive apologies and details of any substitute members attending**
- 2. Election of Chair**
- 3. Election of Vice-Chair**
- 4. 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.**

## **5. Minutes**

(Page 1)

To confirm the minutes of the meeting of the Cabinet Scrutiny Committee held on 20 April 2010.

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

## **7. Call-in Item(s)**

The deadline for calling-in any matters for consideration by the Cabinet Scrutiny Committee meeting on Tuesday 20 April from the Cabinet meeting on Tuesday 6 April is 4.00pm on Tuesday 13 April. Notification of any call-in items will follow.

## **8. Common Assessment Framework**

- (i) Suggested approach by the Scrutiny Support Manager (Page 7)
- (ii) Report by the Director of Children's Services (Page 11)

**9. Large Scale Projects Processes**

Suggested approach by the Scrutiny Support Manager (Page 24)

**10. Ethical Governance Terms of Reference** (Page 26)

Report by the Scrutiny Support Manager

**11. 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**

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 17 May 2010



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

## **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 20 April 2010**

**Present:**

Mr P Morse (Chair)

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

Mr R Rockcliffe  
Mr A Tomkinson (Substitute for Mr J Shrimplin)  
Mr M Scutter  
Mr T White  
Mr M Wilby  
Mr R Wright

**Parent Governor  
Representative:**

Mr P East

**Also Present:**

Paul Brittain	Head of Finance
Karen Haywood	Scrutiny Support Manager
Chris Walton	Head of Democratic Services
Paul Adams	Director of Corporate Resources
John Baldwin	Risk and Insurance Manager, Corporate Resources (Finance)
Ian Taylor	Contracts Manager, Environment, Transport and Development
Al Collier	Head of Procurement, Corporate Resources (Finance)
Robert Dumolo	Contracts Manager, Procurement, Children's Services
Maureen Dewath	Category Manager, Adult Care, Corporate Resources
Jocelyn Goodey	Independent Member of Standards Committee

**1. Apologies and Substitutes**

Apologies were received from Mr A Byrne, Mr R Hanton and Mr J Shrimplin (with Mr A Tomkinson attending as substitute member for Mr Shrimplin).

**2. Declarations of Interests**

There were no declarations of interest.

### **3. Minutes**

The minutes of the previous meeting held 16 March 2010 were confirmed by the Committee and signed by the Chair.

### **4. Items of Urgent Business**

There were no items of urgent business.

### **5. Call-in Item(s)**

There were no call-in items.

### **6. Contract Monitoring**

6.1 The Committee received the annexed suggested approach (6i) by Karen Haywood, Scrutiny Support Manager, and report (6ii) by the Head of Finance about contract monitoring within Norfolk County Council.

6.2 During discussion, the following key points were noted:

- The appendices to the report were not a set of detailed instructions for officers on how to monitor contracts; these documents were the general guidance that was in place for identifying and monitoring the performance of companies carrying out contracts for the County Council and the associated risk.
- With a wide range of officers involved in contract monitoring, it was important that the roles and boundaries of service departments and of the corporate Procurement function were clearly known. It was not the role of Procurement to oversee contracts; this was the responsibility of the Chief Officer of the appropriate service department.
- It was recognised that interdependencies between contracts might mean that a decision about the future of one contract could impact adversely on other contracts.
- The Care Quality Commission had a legal responsibility for ensuring that most services for adults met national minimum standards.
- The realities of social care, particularly in wanting to avoid disruption for service users, were such that it was rarely easy or desirable to terminate contracts. It was particularly important that contract monitoring plans were explicit.
- There were particular lessons that had been learnt from the County Council's contract with CareForce. Some of these related to handover arrangements from the previous contractor.
- There were inherent dangers in a single large supplier becoming the

only supplier of a particular service or good to the County Council on a long-term basis.

- Wherever possible, contracts should be drawn up in a way in which local suppliers could compete to provide goods and services and to encourage the sub-contracting of work to local businesses.
- Mr Nobbs said that he knew of a contract to educate a child outside of Norfolk where the child had not actually left home. He questioned what steps were taken by Children's Services to monitor the education of such children. The Chairman said Mr Nobbs should take up this issue should be taken up with Children's Services outside of the meeting.
- Mr Scutter said that the Committee should seek to examine 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 were currently monitored.

6.3 Mr Dobson moved, duly seconded by Mr Jordan

"That Cabinet Scrutiny Committee

- (a) Seeks a further report in four months time that explains the steps that could 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.
- (b) Asks the Head of Procurement to report back in four months time on targets for procurement savings in new contracts and savings possible from the renegotiation of existing County Council contracts.
- (c) Seeks to examine in two months time a number of case studies from departments across the County Council of practice in the awarding of contracts for goods and services and how those contracts are currently monitored.
- (d) Seeks in four months to review the need for amendments to contract standing orders."

6.4 On being put to the vote this was agreed, with no votes against.

6.5 It was then **RESOLVED** –

Accordingly.

## **7. Meeting with Norfolk MPs**

7.1 Members received the annexed report (7) by the Scrutiny Support Manager.

7.2 The Committee considered the format for a suggested meeting with Norfolk MPs following the General Election on 6 May 2010.

7.3 **RESOLVED –**

- (a) That the Committee should hold a meeting with Norfolk MPs, (preferably on a Friday in July 2010) and this should follow the style of a formal Committee meeting, with questions for MPs agreed by Members in advance. This had the advantage of providing structure for the meeting enabling all of the Committee's questions to be covered.
- (b) That the meeting with Norfolk's MPs should follow the same traditional Committee style that was used for the meeting with MEPs held last year, with the public, District Councils and Council Leaders invited to submit questions, with the addition of Members having a brief opportunity to discuss amongst themselves the responses given by MPs after each of the questions.

8. **Forward Work Programme**

8.1 Members received the annexed report (9) by the Scrutiny Support Manager. The report contained the suggested approach to the Forward Work Programme.

8.2 The Committee

**RESOLVED –**(concerning Appendix A to the report)

- 8.3
- (a) To approve the proposed Forward Work Programme for the forthcoming year as set out in Appendix A to the report.
  - (b) That the Committee's scrutiny of the roads maintenance programme, should examine the standards of work and of materials used to repair Norfolk's roads in the last few months, following the additional funding made available in the budget to deal with this issue.

8.4 The Committee then considered the suggestions in Appendix B from a member of the public (Mr John Martin). The Chair reported he had already informed Mr Martin that as CAOSP had added the County Council's relationship with the NORSE Group to its work programme, this would not be brought to this Committee for consideration. The Committee considered each of the other suggestions separately and reached the following decisions:

8.5 **Regarding the County Council's Exposure to the Failed Icelandic Banks –**

A motion was put forward by Mr Scutter seconded by Mr Kiddle-Morris

"That the Committee not take up the suggestion to scrutinise the County Council's exposure to the failed Icelandic Banks, because this issue had already been carefully examined elsewhere."



On being put to the vote the motion was agreed. There were 12 votes in favour and one vote against.

Mr Nobbs asked for it to be recorded that he had voted against this motion.

It was then **RESOLVED** –

Accordingly.

#### 8.6 **Regarding Expenditure on External Consultants –**

The Committee decided by four votes in favour and ten votes against not to take forward the suggestion from a member of the public (Mr John Martin) to scrutinise expenditure on external consultants.

The majority of Members were of the view that it would not be a productive exercise for the Cabinet Scrutiny Committee to be seen to be examining where and when consultants should and should not have been used in the past, but looking to the future, it would be useful to be given examples of the current use.

A motion was then put forward by Mr Dobson, seconded by Mr Jordan.

“That the use of consultants be added to the list of contract management and contract letting case studies requested of departments to be examined by the Committee in two months time (as set out in the earlier Minute of this meeting at paragraph 6.3 c).”

On being put to the vote there were 12 votes in favour and no votes against.

The motion was agreed and it was **RESOLVED** accordingly.

Mr Nobbs and Mr Joyce asked for it to be recorded in the minutes that they had abstained in voting on this matter.

The meeting concluded at 11.42am.

**CHAIR**



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

**Common Assessment Framework**

**Suggested Approach by the Scrutiny Support Manager**

**1. Background**

- 1.1 Cabinet Scrutiny Committee has considered reports regarding youth crime and the crime and disorder agenda on several occasions in the last couple of years.
- 1.2 At a meeting in July 2008 it was agreed that the Committee would focus upon "How Norfolk County Council is helping to prevent children and young people from entering and progressing through the criminal justice system". It was agreed that the Committee would focus upon the work of the Common Assessment Framework (CAF) as this was the mechanism by which partners' co-ordinate early intervention prevention activities. If the CAF does what it sets out to do (more effective, earlier intervention of additional needs via a simple holistic assessment of a child's needs and strengths taking into account the role of parents, carers and environmental factors on their development) children who are drifting towards crime should be picked up and supported before they offend.
- 1.3 On 9<sup>th</sup> February 2010 you received a report from Officers which outlined the following areas:
  - The current situation regarding youth crime within the County
  - What each relevant NCC department is doing to address the issue of youth crime
  - What issues/areas for concern there are that still need addressing
  - What the examples of good practice are in this area from other Councils
- 1.4 At this meeting it was agreed that a report be presented to a future meeting concerning the CAF (how many people were involved, how successful the CAF had been at identifying people at risk) and what could be done to achieve further improvements.

**2. Issues to consider**

- 2.1 Following the meeting in February terms of reference for future scrutiny were agreed with the Group leads based on the issues raised above. These are attached at Appendix A and outline the issues that members indicated they wished to consider further. In addition the attached report by the Interim Children's Trust Partnership Manager provides further details of the issues raised.

**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 this scrutiny
- How you want to undertake this scrutiny. For instance, as outlined in the terms of reference, do you want to consult with outside organisations on the effectiveness of the CAF process and invite them to a future meeting?

**Officer Contact: Karen Haywood**  
**Scrutiny Support Manager**  
**01603 228913**



**If you need this report in large print, audio, Braille, alternative format or in a different language please contact the Customer Services Centre on 0344 800 8020 or Textphone 0344 800 8011 and we will do our best to help.**

<b>Norfolk County Council</b>
<b>Cabinet Scrutiny Committee</b>
<b>Terms of Reference for Scrutiny of</b>  Common Assessment Framework
<b>Scrutiny by Cabinet Scrutiny Committee</b>
<b>Reasons for Scrutiny</b>  <p>The Common Assessment Framework (CAF) process provides a common method of needs evaluation across all services for children and families. It is a critical process to identify young people who are vulnerable and have additional needs for whatever reason.</p> <p>The CAF will enable:</p> <ul style="list-style-type: none"> <li>• The early identification of needs</li> <li>• A reduction in the need for children and their families to re-tell their story to different agencies</li> <li>• A reduction in the need for multiple assessments</li> <li>• The early intervention of agencies providing support; and</li> <li>• The co-ordinated provision of services</li> </ul> <p>Norfolk County Council and the Norfolk Children and Young People's Trust need to take the lead in making sure all services use CAF to identify at the earliest point what is going wrong and thereby prevent problems from escalating. Again, the County Council has a significant role in making this happen by ensuring CAF is used by all services that have a focus on children.</p> <p>In February 2010 Cabinet Scrutiny Committee received a report focusing on 'proactively Reducing Youth Crime'. One of the issues to arise from this scrutiny was the lack of awareness of the CAF and what could be done to achieve further improvements. It was therefore agreed to undertake further scrutiny focusing upon the CAF.</p>
<b>Purpose and Objectives for Scrutiny</b> <ul style="list-style-type: none"> <li>• To examine whether the CAF has been successfully implemented in Norfolk and whether it is having a direct impact on preventing young people from drifting towards offending behaviour.</li> <li>• To consider where more effort and resources could be put to reduce the number of young people entering and remaining in the criminal justice system.</li> </ul>
<b>Issues and Questions to be addressed</b> <ul style="list-style-type: none"> <li>• Is the CAF having a positive impact on reducing youth crime in Norfolk</li> </ul>

- If yes, then why is the CAF having a positive impact
- What evidence is there that the CAF is diverting children and young people away from offending?
- How can Norfolk County Council ensure that our services are working together effectively to divert children and young people from offending
- What training is provided to people using the CAF and how many people have been trained to date
- What challenges have been encountered getting people to use the CAF
- How can we encourage outside partners to use the CAF
- How do the different partners work together to support the CAF
- How can members raise awareness and encourage rollout of CAF through the various forums that members attend that are relevant to young people.

### **People to Speak to**

- Director of Children's Services
- Head of the Youth Offending team
- Head of Community Safety
- Interim Children's Trust Partnership Manager
- Member organisations of the Children and Young People's Partnership Trust
- Cabinet Member for Children's Services

### **Style and Approach**

In March 2009 the Cabinet Scrutiny Committee agreed to consult with member organisations of the Children and Young People's Partnership to find out if there was any evidence that early intervention/prevention activity was directly diverting young people away from offending. In addition to submitting a response, representatives of the member organisations were invited to attend the Committee meeting to contribute to the debate.

Cabinet Scrutiny Committee Group Leads have indicated that they would still wish to consult with outside organisations and invite them to a future meeting.

## **The Common Assessment Framework**

### **Report by Interim Children's Trust Partnership Manager**

#### **1. Background**

- 1.1 Cabinet Scrutiny Committee considered two reports relating to crime and the reduction of youth crime in particular, at its 30 June 2008 meeting:
  - 1) How can NCC add value to the agenda?
  - 2) How can NCC strengthen its contribution to the crime and disorder reduction agenda?
- 1.2 Following discussion at its 22 July 2008 meeting, the Committee suggested a number of areas for future scrutiny, including: early intervention, the Common Assessment Framework (CAF) and whether or not partnership activities were engaging the vulnerable young people target group.
- 1.3 It was suggested that the committee might wish to focus on "How is NCC helping to prevent children and young people from entering and progressing through the criminal justice system?" and that this question would cover all of the areas for scrutiny suggested.
- 1.4 Group leads met on 2 February 2009 and recommended a suggested process for examining the respective roles of Children's Services and partner organisations in early intervention and the prevention of youth crime and identifying any gaps. This crystallised into a focus on the Common Assessment Framework [CAF] as the mechanism for delivering early intervention and prevention services and the Committee suggested that it investigate whether the CAF had been successfully implemented in Norfolk, whether it was proving effective and whether it was having a direct impact on preventing young people from drifting towards offending
- 1.5 The Committee has subsequently adjourned its detailed investigation on two occasions but retained the item on the forward work programme.
- 1.6 Given the substantial number of new members on the Committee it was proposed that a joint report be produced for the 9 February 2010 meeting focussing on the following areas;
  - The current situation regarding youth crime within the County.
  - What each relevant NCC department is doing to address the issue of youth crime

- What the issues/areas for concern are that still need to be addressed and how each department is addressing these.
- What the examples of good practice are in this area from other Councils.

1.7 At the conclusion of discussion on the item the Chair suggested:

- That all Members discuss the CAF with the various groups they are involved with.
- That a report be received at a future meeting of the Committee concerning the CAF (how many people were involved, how successful the CAF had been at identifying people at risk) and what could be done to achieve further improvements.
- That the Committee should consider undertaking a scrutiny to look at ways of getting young people into education and training (as the County Council would have new responsibilities for funding post-16 education and 18 – 24 learning). This scrutiny would require input from a range of departments such as Economic Development and Children's Services.

1.8 The Committee agreed that the Scrutiny Officer should scope the work suggested by the Chair and that a report be brought to a future meeting on ways to take this forward. Terms of Reference were proposed by Group Leads and agreed by Cabinet Scrutiny at its meeting of 16 March 2010

1.9 This report addresses the second of those suggestions and concerns the Common Assessment Framework or CAF.

## **2 What is the Common Assessment Framework [CAF] and how did it develop?**

2.1 The CAF was introduced in 2008 by the Government in response to the Green Paper *Every Child Matters*, which came after the tragic death of Victoria Climbié. The report from the consequent serious case review identified that a number of agencies had been working with Victoria but no agency had the whole picture and each was basing its interventions on the knowledge they had. There was a lack of co-ordination and no prevention or early intervention activity.

2.2 The CAF process provides a common method of needs evaluation across all services for children and families. The CAF enables:

- the early identification of needs,
- a reduction in the need for children and their families to re-tell their story to different agencies,
- a reduction in the need for multiple assessments,
- the early intervention of agencies providing support; and,

- the co-ordinated provision of services
- 2.3 The CAF is a tool to support early intervention. Assessment alone will not improve outcomes in most cases; it is the interventions resulting from the plans made by agencies that emerge from meetings following assessment that will help enable children and young people to succeed. It is not a process that is solely for use in crime prevention, but it to be used to enable children and young people to achieve the 5 Every Child Matters outcomes (stay safe; be healthy; enjoy and achieve; make a positive contribution; achieve economic well being).
- 3. What is the CAF process and how does it relate to other services for children and families?**
- 3.1 CAFs can be initiated by anyone including parents, who thinks a child or young person has additional needs. In practice it has been a professional in children's services, health, Children Centres, the third sector, police, youth inclusion support panels, nursery provision or similar fields who has usually initiated a CAF process. The CAF process brings together all of the key services who are or could be supporting the child and family and, crucially, actively involves the parents and children and seeks their consent for the process to go ahead. There are then meetings at which all of the issues are discussed it is determined that services are requires a Lead Professional to co-ordinate the work is agreed and an action plan developed detailing which services the child and family should receive. The CAF should not be a big event and will usually take no more than an hour to complete with the family.
- 3.2 Services may be brokered for the child and family from Children's Services, Adult Services, the Police, Connexions, Youth Offending Team, Health Services, and Sure Start Children's Centres. The services may include family support, mental health, positive activities, and behaviour support. The interventions offered through the CAF can be for all family members.
- 3.3 Ideally CAFs should be initiated at a stage before statutory intervention such as safeguarding or child protection or services to meet special educational needs although as the figures show in some cases the CAF process will identify children who should move immediately into those processes. Use of the CAF as a means of assessment will not be beneficial in situations where an immediate or specialist assessment is urgently needed. The CAF does not replace safeguarding procedures.
- 3.4 CAF is a critical process to identify young people who are vulnerable and have additional needs for whatever reason. Norfolk County Council and the Norfolk Children and Young People's Trust must take the lead in making sure all services working with children and young people and their families in Norfolk use CAF at the earliest point to identify what issues and thereby prevent problems from escalating. At present the Information Sharing Assessment team is working with agencies to look at how they ensure the use of the CAF, the team have



been developing businesses processes with individual organisations and developed bespoke training.

- 3.5 By having a common process used by every professional working with children, it should be possible to identify early risk factors associated with children being more likely to become involved in crime or anti-social behaviour and then to agree a plan with children, their family and other agencies that will reduce those risks.
- 3.6 Within the county this work is currently developed and performance managed through the Norfolk Children and Young People's Trust and existing activity was covered in detail in the report produced for the 9 February 2010 meeting of Cabinet Scrutiny at sections 8 and 11 of the annexed report. National good practice examples with details of their equivalent implementation in Norfolk were detailed at section 12.

#### **4 How is CAF managed in Norfolk?**

- 4.1 The Norfolk Children and Young People's Partnership Trust has agreed the use of the Norfolk Common Assessment Framework form as the primary mechanism by which children and young people at risk of poor outcomes have their needs assessed and intervention plans to address those needs are put in place.
- 4.2 Work is currently underway to align existing referral and assessment processes with the parallel CAF processes. This work seeks to achieve countywide consistency and the application of clear agreed guidelines on the use of CAF for holistic assessment and information sharing.
- 4.3 Alignment is currently underway or complete in the following areas of work with children, young people and their families;
  - Connexions - completed
  - Youth inclusion Support Panel - completed
  - Youth Offending Team - completed
  - Social care - completed
  - Young peoples substance misuse - completed
  - Children's Centres – final draft
  - Teenage pregnancy - completed
  - The Youth Service – work in progress
  - Special Educational Needs and Single Area Panels – work in progress
  - Early Years Services - work in process
  - Housing – work in process
  - Family Intervention Projects – final draft
- 4.4 The use of CAF is also a requirement with children and young people who are receiving support under the parenting and positive activities contracts recently recommissioned through the Norfolk Children and Young People's Trust as by definition, children and young people must have additional needs in order to qualify for support under those programmes.

4.5 The alignment work has involved contributions from managers and practitioners in all sectors and has been facilitated and monitored by the central Information Sharing and Assessment team. Monitoring of the successes of alignment is required to ensure processes are applied, workable and effective.

4.6 The remit of the central Information Sharing and Assessment team includes;

- Stakeholder engagement
- Operational support
- Workforce training
- Quality assurance and continuous improvement
- Impact evaluation
- Management Information gathering and reporting
- Policy and procedure development and implementation
- Benefits realisation
- Research
- Interface alignment
- ContactPoint and National e-CAF
- Communications

## **5. Who completes CAFs and how are they trained?**

5.1 Central government has made a range of CAF training materials available to practitioners nationally. These have been modified and adapted in the development of the training currently offered across Norfolk. As a result local process is applied and the case studies cited below are taken from local experiences. The content of training is continually reviewed and updated to maximise participant learning and ease transition from theory to practice.

5.2 A total of 4110 staff have attended the training thus far. 126 (3.07%) of these staff are from Youth Justice agencies. However, in order to reduce poor outcomes, all agencies need to be trained and supported to complete CAFs. For a breakdown of agencies trained please see Appendix 1, at 1.1.

5.3 We offer a variety of training from 1 day Information Sharing and Assessment, which explores the CAF to training focused on the role of the Lead Professional, refresher training for more experienced staff and bespoke packages for particular groups or needs.

5.4 On average trained professionals have raised 2.67 CAFs each, with the minimum being one and the maximum eight.

## **6. What does national research tell us about CAF and its impact?**

6.1 During 2009 along with 24 other authorities from around the country Norfolk took part in Local Authority Research Consortium (LARC) research. This project aimed to look at the effectiveness of CAF at embedding integrated working, and the extent to which better outcomes can be achieved, as a result of early intervention and prevention via the CAF. The research also considered key contributing

factors that promote effectiveness and impact on the remaining challenges with embedding the framework.

- 6.2 Authorities taking part in LARC (published April 2010) reported how the CAF process supported improved outcomes for children, young people and families. These are summarised in Appendix 1, at 1.2.
- 6.3 Benefits identified by practitioners and children and families included;
- Improved multi-agency working through better awareness of each other's working practices and greater trust between agencies,
  - Improved relationships between families and multi-agency professionals
  - Improved focus on the holistic needs of children, young people and families by placing them at the centre of the solution (that is, 'think family')
  - Parents reporting high levels of satisfaction with being involved in elements of the CAF process, such as multi-agency meetings, and information sharing.
  - Improved commitment to early intervention and prevention across most multi-agency groups
  - Multi-agency professionals reporting more positive experiences of being involved in the CAF process.
- 6.4 More needs to be done locally and nationally to ensure the full recording and monitoring of the longer-term impacts of early intervention and prevention through using the CAF process with children, young people and families.
- 6.5 The Information Sharing and Assessment [ISA] team of Norfolk County Council Children's Services intends to undertake further work in the year ahead on customer profiling, to ensure we understand the levels of greatest need and ensure that there is support for families at the earliest opportunity. Quality assurance, to ensure that CAFs are of a high standard and the correct interventions are made. Finally impact evaluation, to begin to measure how the CAF process has supported early intervention and a seamless delivery of service.

## **7. How do we measure success in the short and long term?**

- 7.1 There are no statutory outcome measures for the Common Assessment Framework. As the CAF identifies need and brokers services rather than delivers them itself, most of the outcomes for the CAF will appear in the outcomes for those other services. The outcomes are also likely to be attained over the medium and long term as well as short term as the CAF is designed as a prevention and early intervention tool reducing more serious issues downstream. This means the CAF process should contribute to improvements in a wide range of education, crime and anti-social behaviour, health, poverty and social care National Indicators. As information builds up on the impacts of brokered services it may be possible to track back those

benefits and see the difference in outcomes for children and families who have gone through the CAF process.

- 7.2 In the meantime there are considerable process performance indicators, which are reported quarterly to the ISA Board. Please see appendix 1

**8. What are the figures for CAF use in Norfolk in terms of volumes and outcomes?**

- 8.1 In total there have been 1931 CAFs completed, of these 1225 (63.44%) are currently active and 706 (36.56%) are closed. 43% of cases were closed because the needs of the young person were met. There are a number of reasons why a CAF may be closed, this will include a referral in to social care, the family has disengaged, or the families have moved out of the area. The number of CAFs completed annually has continued to rise from 153 in 2007 to 787 in 2009. Over the same period of time the average age of children involved has dropped from nearly 11 to just over 8 years old. This has highlighted that we are engaging with families at the earliest opportunity. We are now seeing families engage with the CAF before the child has been born. This figure should continue to fall.

**8.2 CAF and exclusions:**

- 8.3 Studies of adult prisoners show a prevalence of exclusion from school in the cohort and this the use of exclusion from school as a trigger for a comprehensive assessment using CAF is a clear early intervention and prevention strategy
- 8.4 In the 'Improving Behaviour and Attendance Guidance on Exclusions from Schools and Pupil Referral Units' (DCSF 2008), the DCSF recommend that a CAF should be completed as part of a Pastoral Support Programme, or in cases of multiple fixed term exclusion. It also suggests that local authorities should arrange for the CAF process to start during the first five days of a permanent exclusion if such an assessment is not already in place. Subsequent guidance from the DCSF arising from the Youth Crime Action Plan requires local authorities to assess a young person's needs, using CAF following a permanent exclusion.

**9 What are some of the stories of CAFs impact on families?**

- 9.1 A 13-year-old boy with below 50% attendance at school and a series of fixed term exclusions from his high school. There were also significant behaviour issues both at home and at school. A variety of support and packages had been offered to try to engage him with his current high school with varying (stop-start) success. This broke down and a move to another high school followed.
- 9.2 CAF meetings with the CAF Coordinator at the new school enabled her to put an appropriate support package in place. Help was provided

from a Family Support Worker to access the school in terms of transport. The boy is now engaging fully with his new high school. His mother has been difficult to engage and reluctant to access much of the support offered in terms of parenting. Concerns regarding younger children in the family are now being identified through the CAF process and addressed with their mother and the school. The CAF process and intervention will continue but with a focus on these younger siblings.

- 9.3 A CAF was completed by a health visitor for a 6 year old girl, in a large family. The single-parent mother was not coping. The CAF identified uncontrollable and destructive behaviour from the child including violence, bed-wetting, very poor routines in place at home, poor attainment at school, deteriorating school attendance and overcrowded housing.
- 9.4 A CAF Family Support Worker was immediately deployed to assess the situation further and offer immediate advice/support about routines and expectations regarding the care of the children. Fresh bedding was provided and support with routines, including helping get the children to school, support for mum; a listening ear, help getting to the enuresis clinic and help with re-housing. Immediate liaison was provided with the schools and nursery. Nurture groups and other support were put in place where needed. The feelings and wishes of all the school aged children were obtained. The 6 year old girl appeared to be scapegoated within her family. A referral to specialist child and adolescent mental health services was made. Work regarding positive praise is continuing with the home and school. The father is helping more with the children. There are significant improvements to the family atmosphere and the children's presentation and well-being.
- 9.5 A 10 year old boy, with multiple family members, and a younger sibling who has learning difficulties. The 10 year old boy has behaviour issues which have led to temporary exclusions from school. His behaviour was said to be completely unpredictable including lashing out at his peers. His special needs are being investigated by specialist child and adolescent mental health services. The older siblings were experiencing severe bullying and intimidation within the community. The single-parent mother was struggling to cope and depressed; she was very tearful at the initial meetings.
- 9.6 A CAF meeting brought together all the key people involved with the family. Access to education was a major issue. The school were given support (via Youth Inclusion and Support Panel [YISP] staff and a Family Support Worker) to encourage and enable them to reintegrate the 10 year old boy back into a full time-timetable at school. The child was enabled to complete his Statutory Attainment Tests. The School Nurse supported the children around their health needs. YISP staff are liaising with the Youth Offending Team and Safer Neighbourhood Teams regarding the harassment of the two oldest children in the family. The specialist child and adolescent mental health services.

Report was shared with the Educational Psychologist and the rest of CAF team to enable their understanding of the child's needs. The Norfolk Young Carers agency are providing support for the children and in turn respite for the mother. Mother is visibly feeling much better due to the support she has now been offered. The 10 year old boy is now in school full-time.

**10. What is the relationship between the CAF and preventing youth crime and anti-social behaviour?**

- 10.1** Preventing offending in the first place is a Norfolk priority. It is not just about what the YOT can do, it involves all child focused and criminal justice agencies. With pressure on all public service budgets, working together effectively across the public, private and voluntary sectors will be critical and links need to be made and developed. For example the total cost of a "career" criminal is:

Jail and court proceedings £50k

Police resource £5k per crime

Benefits £12.5k a year

Which equates to more than £250k over a lifetime

Norfolk County Council and the Norfolk Children and Young People's Trust will have a significant role here to make it happen.

- 10.2** Of the 223 accepted Youth Inclusion and Support Panel [YISP; (our early intervention activity)] referrals in the year 1<sup>st</sup> March 2009 to 28<sup>th</sup> February 2010 a total of 72 (32%) identified CAF activity was in place at the point of referral.
- 10.3** Based on data recorded by YOT staff at the point of referral; of the 1812 active interventions (not young people) with the YOT, in the same twelve month period, only 35 (2%) indicated CAF activity was in place. Given that referrals come from the Police and the Courts only and that ContactPoint is not yet established this figure is low but perhaps unsurprising.
- 10.4** There is currently no specific, evidence based research available (either locally or nationally) relating to the impact of CAF with regards to diversion from offending behaviour or the reduction of youth crime.
- 10.5** Business process alignment with Norfolk YISP is complete and similar work is underway with regards to the YOT. The CAF will not replace ASSET, which is a standard national structured assessment tool specific to offending issues, or ONSET, which is a similar tool, that has a specific focus on predicting and identifying offending behaviour and which YISPs are required to use. YOTs and preventive services such as YISPs, should continue to use ASSET/ONSET as required by the Youth Justice Board to ensure that assessments and interventions are effective in addressing offending related problems.
- 10.6** In the case of the YOT and the prevention of re-entry into the criminal justice system, a clear exit protocol involving CAF will be developed.

This will model an existing protocol in place for those exiting social care in Norfolk.

**11. What are the challenges for CAF moving forward?**

- 11.1 Some areas of Norfolk lack sufficient early intervention and prevention resources to fully support the needs identified via the CAF. It is more difficult to receive support in rural areas, many funding streams will support agencies that are working in areas of deprivation.
- 11.2 The CAF is a process and will not improve outcomes. It is effective intervention that makes the difference. Prevention and Early Intervention services need to be available across the county to ensure equality of service.
- 11.3 Lack of shared accountability and commitment from all services presents a challenge with regards to embedding the CAF process and multi-agency engagement.
- 11.4 Misconceptions on the part of practitioners regarding the time and workload required to undertake the CAF process and or the role of the Lead Professional, also contribute to some inconsistency in its use.

**12. How can we encourage outside partners to use the CAF**

- 12.1 Create better links between monitoring and evaluation of the CAF data and strategic planning.
- 12.2 Provide front-line practitioners and heads of services with clear monitoring and evaluation procedures that help to assess the longer-term impacts of CAF and integrated working on outcomes for children, young people and families.
- 12.3 Use monitoring data and customer profiling to target the use of CAF to certain groups of children, young people and families
- 12.4 Communicate the support available to families from multi-agency professionals to support early intervention and empower families to seek help for themselves.
- 12.4.1 Ensure that national and local policies and procedures support the use of the CAF and integrated working, where it is beneficial to outcomes for children, young people and families.

**13. How can members support the development of CAF in Norfolk?**

- Ensure sufficient resource is made available for early intervention and prevention services in order to support needs identified via the CAF.
- Promote the expectations for multi-agency working and support heads of service to embed it further.
- Promote the benefits of the CAF process to children, young people and their families.

- Promote the use of the CAF, through questioning organisations where you hold office, for instance as a school governor, ask the question what is a CAF and how many have you completed?

Note the location at [www.everynorfolkchildmatters.org](http://www.everynorfolkchildmatters.org) of resources that may aid the dissemination by Members of information regarding the CAF.

**Contact;**

Julie Anderson, Interim Children's Trust Manager

[julie.anderson2@norfolk.gov.uk](mailto:julie.anderson2@norfolk.gov.uk)

01603 638049

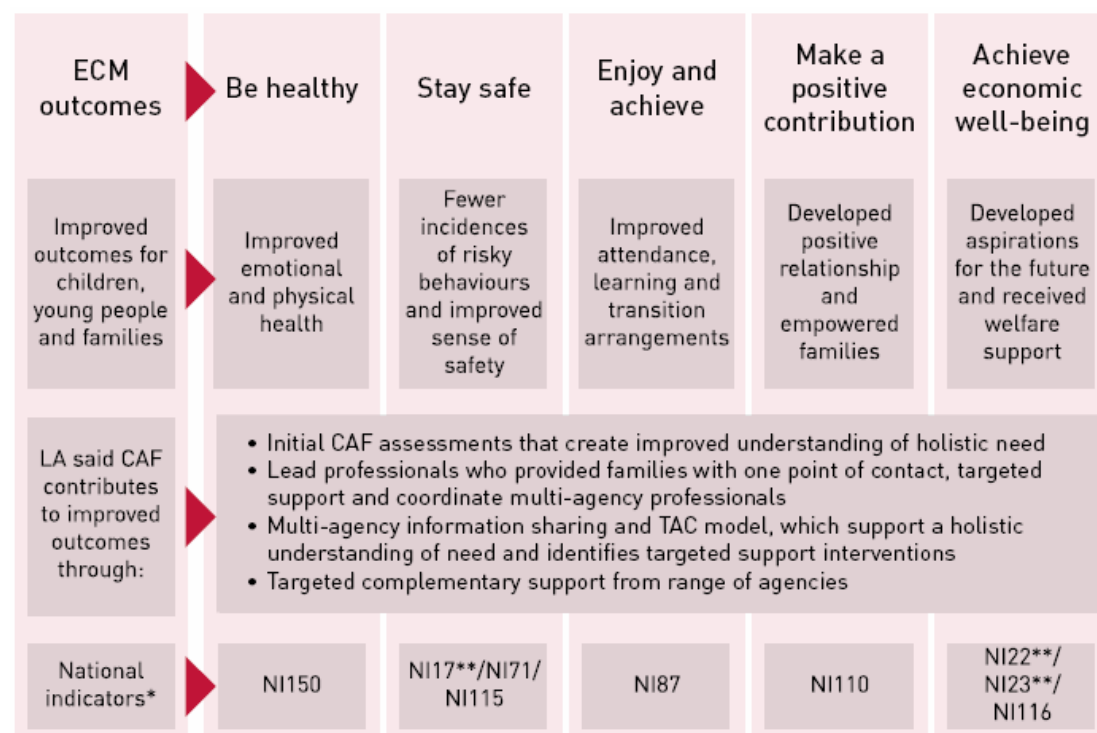


# Appendix 1

## 1.1 Agencies trained in the use of the Common Assessment Framework

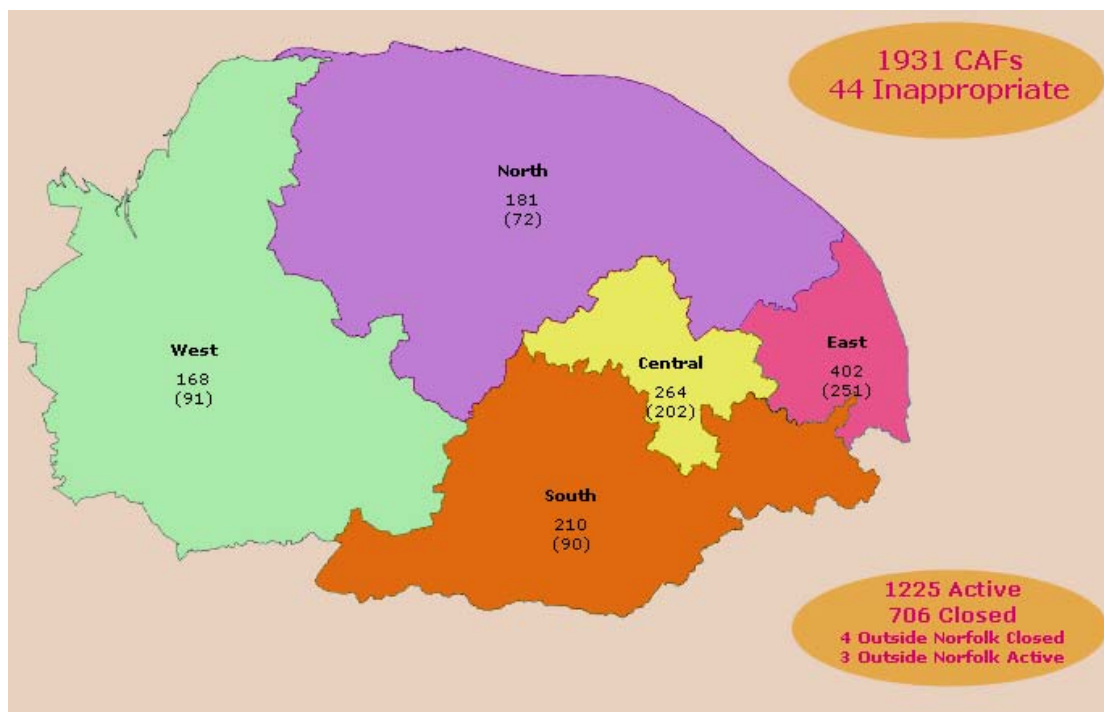
Category	Central	County	East	North	Outside	South	West	Total
Central Government Agency	44	5	14	2	0	5	20	90
College	5	0	9	1	0	3	4	22
Community / Primary Health	165	0	51	51	3	42	114	426
Secondary Health	12	0	18	0	0	1	49	80
Education other than in schools	43	0	33	42	0	19	21	158
First School / First & Nursery	14	0	12	7	0	12	10	55
High School	72	0	29	25	0	22	40	188
Housing Department / Association	32	1	13	28	0	11	27	112
Independent School	18	0	1	0	0	7	4	30
Infant School	37	0	14	24	0	13	21	109
Internal Childrens Services Department	260	18	105	104	0	100	138	725
Junior School	38	0	31	12	0	13	14	108
Legal Agency	24	1	25	10	0	8	7	75
Middle School	0	0	1	0	0	0	0	1
Not Known or Unspecified	0	0	2	0	0	0	2	4
Other Agency (e.g. Voluntary Agency)	236	4	103	67	0	73	108	591
Other Local Authority Departments	111	2	6	27	1	25	21	193
Play Group/Nursery/Childrens Centre	261	0	95	129	1	89	154	729
Primary School	91	0	37	89	0	63	115	395
Special School	7	0	2	8	0	1	1	19
<b>Total</b>	<b>1470</b>	<b>31</b>	<b>601</b>	<b>626</b>	<b>5</b>	<b>507</b>	<b>870</b>	<b>4110</b>

## 1.2 How the CAF process supports improved outcomes for children, young people and families



- 1.3 The table below shows the total number of CAFs completed by each area since their introduction in 2005.

*In total there have been 1931 CAFs completed, of these 1225 (63.44%) are currently active and 706 (36.56%) are closed*



## **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 28<sup>th</sup> 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 The Head of Procurement has only recently been appointed to his post and on behalf of the Committee the Chairman has discussed the issues that members originally raised with him. These issues are outlined below and the Committee is asked to give consideration to these and any further issues that it wishes to raise at this stage.

#### **2 Issues to Consider**

- 2.1 The Committee may wish to consider the following issues at its meeting in June:
- 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.

### **Suggested Approach**

It is suggested that the Committee:

- agrees with the way forward proposed in paragraph 2.1 and,
- identifies any further issues that it wishes to raise at this stage in advance of the final report being brought to the meeting on 29<sup>th</sup> June.

**Officer Contact:**     **Karen Haywood**  
                                 **Scrutiny Support Manager**  
                                 **01603 228913**



**If you need this report in large print, audio, Braille, alternative format or in a different language please contact the Customer Services Centre on 0344 800 8020 or Textphone 0344 800 8011 and we will do our best to help.**

## **Ethical Governance Terms of Reference**

### **Suggested Approach by the Scrutiny Support Manager**

#### **1. Background**

- 1.1 On 30<sup>th</sup> December 2009 the Chair of Cabinet Scrutiny Committee received a request from the then Chairman of the Standards Committee asking if Cabinet Scrutiny Committee would consider looking at a particular matter. The matter of concern was the ethical governance of the County Council's key partnerships.
- 1.2 The letter highlighted the following:

"As far as the County Council's formal meetings are concerned all members – whether elected, independent or co-opted – have signed up to the County Council's Code of Conduct and training is made available so that all members are aware of the ethical standards that apply to them in conducting County Council business. A number of embedded procedures are in place for County Council business. For example an up to date register is maintained for gifts and hospitality received by members; they complete a declaration for interests annually; they declare personal and prejudicial interests at the start of each meeting and all members receive training on the County Council's Code of Conduct

Over the last few years we have seen and are likely to see, an increase in partnership working. We would be grateful if Cabinet Scrutiny would consider including in its work programme, a review of the ethical governance arrangements that apply to the key partnerships in which the Council is involved"

#### **2. Ethical Governance**

- 2.1 "Ethical governance is concerned about the standards of conduct of all holders of public office, including arrangements in relation to financial and commercial activities" (Hansard 1994).

The Improvement and Development Agency for Local Government (IDeA) describes ethical governance as "the processes and procedures and culture and values which ensure high standards of behaviour". One of the key benefits of good ethical governance is that "a council that gets its roles and relationships right in an ethical sense is more likely to be effective in helping to improve the quality of life for its local residents".

As a local authority we have a duty to;

- Take responsibility for our own standards
- Adopt a Code of Conduct for members; and
- Promote and maintain ethical standards across the authority

The County Council has no specific powers to impose similar duties upon the key partnerships to which it is involved. We can however make recommendations to our key partnerships that they adopt clear guidelines relating to ethical governance.

2.2 The Chair of Cabinet Scrutiny Committee has met with the new Chairman of the Standards Committee, Stephen Revell to discuss the request from the Committee and proposed terms of reference. Following this meeting, terms of reference for scrutiny of ethical governance have been drafted, (these are attached at Appendix A), and initial objectives been agreed as follows:

- That a review of the ethical governance arrangements within the key partnerships that the County Council is involved in be undertaken and;
- That clear ethical governance guidelines are developed and recommended for adoption by these key partnerships.

### **3. Suggested Approach**

It is suggested that the Committee considers the attached terms of reference and agrees if it wishes to proceed with this scrutiny.

If the Committee wishes to proceed further then it is suggested that the Committee agrees:

- if it wishes to undertake this scrutiny as a working group or as a full committee
- when to undertake this scrutiny

**Officer Contact: Karen Haywood  
Scrutiny Support Manager  
01603 228913**



**If you need this report in large print, audio, Braille, alternative format or in a different language please contact the Customer Services Centre on 0344 800 8020 or Textphone 0344 800 8011 and we will do our best to help.**

<b>Norfolk County Council</b>
<b>Cabinet Scrutiny Committee</b>
<b>Terms of Reference for Scrutiny of</b>  Ethical Governance within key partnerships
<b>Scrutiny by Cabinet Scrutiny Committee</b>
<b>Reasons for Scrutiny</b>  The Chair of Cabinet Scrutiny received a request from the then Chairman of the Standards Committee, Jacqueline Middleton to ask the Cabinet Scrutiny Committee to look at the issue of ethical governance of the County Council's key partnerships.  The letter highlighted the following:  "As far as the County Council's formal meetings are concerned all members – whether elected, independent or co-opted – have signed up to the County Council's Code of Conduct and training is made available so that all members are aware of the ethical standards that apply to them in conducting County Council business. A number of embedded procedures are in place for County Council business. For example an up to date register is maintained for gifts and hospitality received by members; they complete a declaration for interests annually; they declare personal and prejudicial interests at the start of each meeting and all members receive training on the County Council's Code of Conduct  Over the last few years we have seen and are likely to see, an increase in partnership working. We would be grateful if Cabinet Scrutiny would consider including in its work programme, a review of the ethical governance arrangements that apply to the key partnerships in which the Council is involved"
<b>Purpose and Objectives for Scrutiny</b>  "Ethical governance is concerned about the standards of conduct of all holders of public office, including arrangements in relation to financial and commercial activities" (Hansard 1994).  The Improvement and Development Agency for Local Government (IDeA) describes ethical governance as "the processes and procedures and culture and values which ensure high standards of behaviour". One of the key benefits of good ethical governance is that "a council that gets its roles and relationships right in an ethical sense is more likely to be effective in helping to improve the quality of life for its local residents".  As a local authority we have a duty to;

- Take responsibility for our own standards
- Adopt a Code of Conduct for members; and
- Promote and maintain ethical standards across the authority

The County Council has no specific powers to impose similar duties upon the key partnerships to which it is involved. We can however make recommendations to our key partnerships that they adopt clear guidelines relating to ethical governance.

#### **Objectives for scrutiny:**

- That a review of the ethical governance arrangements within the key partnerships that the County Council is involved in be undertaken (both partnerships where the County Council takes the lead and those in which we are a partner) and;
- That clear ethical governance guidelines are developed and recommended for adoption by these key partnerships.

#### **Issues and Questions to be addressed**

- What are the County Council's key partnerships and what role does the County Council have, e.g. is it lead partner?
- What are the ethical governance arrangements within these key partnerships
- Is the County Council aware of any problems relating to ethical governance within its key partnerships and if not does it foresee any problems in the future.
- What ethical standards or guidelines could be recommended to partnerships for adoption e.g. processes for declaring interests, training provided.
- Should the County Council expect minimum standards of ethical governance before entering into arrangements with key partners?

#### **People to Speak to**

- Head of Policy and Performance
- Head of Law
- Chief Internal Auditor
- Cabinet member for Finance and Performance



**Cabinet Scrutiny Committee: Forward Work Programme**

**Suggested Approach by the Scrutiny Support Manager**

**1. Issues raised for future scrutiny**

- 1.1 At the March meeting of Cabinet Scrutiny Committee, members gave consideration to the current work programme and suggestions from the Group leads as to issues that they may wish to scrutinise. Out of those suggested it was agreed that the following be included on the forward work programme for future consideration:
- Regional Funding
  - Alcohol Misuse and Crime and Disorder
  - Organisational Review
  - Roads Maintenance
- 1.2 With the exception of the item relating to alcohol misuse and crime and disorder these topics have been scoped in greater detail in conjunction with the Group leads. and have been provisionally scheduled onto the forward work programme for the remainder of the year. The terms of reference for the item relating to 'Alcohol Misuse and Crime and Disorder' will be brought to a later meeting to allow Officers more time to gather further information.
- 1.3 The Committee is asked to give consideration to the attached terms of reference for future topics and agree the objectives for scrutiny.

**2. Suggested Approach**

It is suggested that the Committee agrees:

- the proposed forward work programme for the forthcoming year and any items to be added or deleted
- The terms of reference attached for future scrutiny topics

**Officer Contact:**      **Karen Haywood**  
                                 **Scrutiny Support Manager**  
                                 **01603 228913**

## APPENDIX A

### Cabinet Scrutiny Committee: Current Forward Work Programme

Meeting date 2010	Topic	Objective	Report from
29 <sup>th</sup> June	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.	Director of Corporate Resources
	Contract Monitoring	To examine 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.	Director of Corporate Resources
	Scrutiny of Large Scale project processes	<ul style="list-style-type: none"> <li>To examine what lessons can be learnt from large scale project processes</li> <li>To consider how we can establish best practice for future projects</li> </ul>	Head of Procurement
July  (Date to be agreed)	Meeting with MPs	<ul style="list-style-type: none"> <li>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</li> <li>To establish what MPs see as the significant issues affecting the County and what role they can play in addressing them</li> <li>To consider the key issues being focused upon by MPs for their term of office and the implications/benefits for the people of Norfolk</li> <li>To consider ways of improving liaison and communication between the County Council and Norfolk’s MPs</li> </ul>	Scrutiny Support Team
27 <sup>th</sup> 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

	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.	Development  Director of Children's Services
24 <sup>th</sup> August	Roads Maintenance  Contract Monitoring	To assess the impact of the adverse winter weather conditions on Norfolk's roads and consider Norfolk County Council's plans for bringing the roads to an adequate standard for road users in the County.  To consider: <ul style="list-style-type: none"> <li>• The steps the County Council intends to take to increase the role of the Head of Procurement in contract letting and management across the County Council, together with appropriate changes in contract standing orders and other relevant County Council guidance and procedures.</li> <li>• Targets for procurement savings in new contracts and savings possible from the renegotiation of existing County Council contracts</li> <li>• A review of the extent of the exemptions from tendering standing orders</li> </ul>	Director of Environment, Transport and Development  Director of Corporate Resources
28 <sup>th</sup> September	Finance and Revenue Support Grant  Alcohol Misuse and Crime and Disorder	To be agreed  To consider the role of alcohol in crime and disorder and how effective Norfolk County Council and its partners are in reducing it	Director of Corporate Resources  Head of Community Safety
26 <sup>th</sup> October	County Farms Policy	Update on progress regarding the recommended changes to the Norfolk County Council County Farms Policy	Report by the Group Managing Director

			NPS Property Consultants Ltd.
--	--	--	-------------------------------

**Issues to be scheduled:**

- **Pitt Review**  
Progress update following the enactment of the Flood and Water Management Bill in 2010.
- **Waste PFI:**  
To consider how the lessons learnt from Contract A are being applied to the Waste PFI. This will be the subject of scrutiny by this Committee at a timescale to be agreed.
- **Child Poverty Working Group**  
Update on recommendations from Working Group in February 2011.

**Current Working Groups: Comprehensive Area Assessment**

<b>Norfolk County Council: Cabinet Scrutiny Committee</b>
<b>Terms of Reference for Scrutiny of</b>  Regional Funding for Norfolk.
<b>Scrutiny by Cabinet Scrutiny Committee</b>
<b>Objectives for Scrutiny</b>  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
<b>Issues and Questions to be addressed</b> <ul style="list-style-type: none"> <li>• To establish the role of the regional bodies in the East of England and how they link with Norfolk County Council</li> <li>• To determine what regional funding is available in the East of England and how much of this funding is available to Norfolk</li> <li>• How is funding being channelled within the region – What is the system to ensure resources are targeted to where they are most needed</li> <li>• What involvement do members have in the regional bodies and the regional governance structure set up under the Sub National Review</li> <li>• What has been the impact of funding since the demise of EERA</li> <li>• Is Norfolk making the best use of the funding available</li> </ul>
<b>People to Speak to</b> <ul style="list-style-type: none"> <li>• Director of Environment, Transport and Development</li> <li>• Assistant Director of Economic Development and Strategy</li> <li>• Cabinet member for Economic Development</li> <li>• Cabinet member for Travel and Transport</li> <li>• East of England Development Agency</li> <li>• Government Office for the East of England</li> <li>• Housing and Communities Agency</li> </ul>
<b>Style and Approach</b>  It is suggested that this scrutiny be considered over two meeting dates as follows: <ul style="list-style-type: none"> <li>• Cabinet Scrutiny Committee receives an initial briefing report from the Director of Environment, Transport and Development providing an overview of the regional institutions, membership and the work carried out by these institutions. The briefing will also provide an overview of the regional funding available. This meeting can be used as an opportunity to agree areas which members may wish to consider and also which people it wishes to invite.</li> <li>• Members of regional bodies attend a meeting of Cabinet Scrutiny Committee to consider the issues raised by members relating to regional funding.</li> </ul>

## **Norfolk County Council**

### **Terms of Reference for Scrutiny of**

Norfolk County Council's Organisational Review

### **Scrutiny by Cabinet Scrutiny Committee**

#### **Background to scrutiny**

In September 2009, Cabinet agreed a new Organisational Framework for 2009-12 that set out a vision for how the County Council would work over the coming years to deliver a series of improved outcomes for Norfolk people. This vision was set against the context of the national and global economic situation and the pressures on local government funding. Whilst the Government has announced that it will honour the previously announced grant settlement for 2010/11 the position from 2011/12 is uncertain. The Leader has emphasised that the economic downturn and the state of the public finances suggests that the financial environment for local government will be tough.

In September, Cabinet also agreed a managerial response paper, described under a new programme called 'Norfolk Forward' that would deliver some of the principal elements of this new vision. The Norfolk Forward programme will bring together in a coherent whole, the projects that are already working on delivering this vision, and adding new ones where appropriate. Key elements of this are:

- Organisation review
- Support Services and other shared services
- Efficiency programme
- Rationalising our accommodation and estates
- Maximising trading
- Reducing our overheads and changing working practices

An element of the Norfolk Forward response proposed a comprehensive review of senior manager arrangements. External consultants were commissioned to carry this out and advise us on a new organisational design for future working.

Over a 12 week period in late 2009, management consultants PwC reviewed senior management arrangements in Norfolk County Council. Broadly speaking the review covered all posts at scale L (approximately £34,000) and above. The brief, endorsed by Cabinet sought a senior management structure that would minimise hierarchy, provide greater accountability for staff at all levels, enhance the speed of decision making and represent excellent value for money for local taxpayers.

On 25 January 2010, Cabinet agreed to implement the recommendations outlined by the Chief Executive following the findings of PwC.

#### **Purpose and Objectives for Scrutiny**

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.

<b>Issues and Questions to be addressed</b>
<ul style="list-style-type: none"><li>• How do Cabinet Members propose to implement and monitor the recommendations from the Organisational Review to ensure that identified benefits and savings proposed in 'Norfolk Forward' are realised</li><li>• How does Cabinet propose to manage the risks associated with the changes to minimise the impact on the delivery of our services</li><li>• What is being done to achieve the necessary cultural and behavioural changes within the Council following the organisational review</li><li>• If the proposed savings of £1.8m are not achieved what contingency plans do Cabinet have in place to meet the financial shortfall and have the risks associated with this been analysed?</li><li>• What steps are Cabinet taking to look at the "future opportunities" alluded to in the PwC report.</li></ul>
<b>People to Speak to</b>
<ul style="list-style-type: none"><li>• Chief Executive</li><li>• Leader of the Council</li></ul>
<b>Style and Approach</b>
Initial report to full Committee outlining the key issues raised above.

<b>Norfolk County Council</b>
<b>Cabinet Scrutiny Committee</b>
<b>Terms of Reference for Scrutiny of</b>  Roads Maintenance
<b>Scrutiny by Cabinet Scrutiny Committee</b>
<b>Background to scrutiny</b>  Like many parts of the Country, Norfolk was hit by severe and prolonged weather conditions late in 2009 and earlier this year. One of the many adverse effects of the unprecedented weather conditions was the damage to the County's roads due to potholes. Cabinet Scrutiny Committee wishes to determine what the impact of these adverse weather conditions has been on Norfolk's roads and how the County Council plans to ensure that roads are brought to an adequate standard for use by road users.
<b>Purpose and Objectives for Scrutiny</b>  To assess the impact of the adverse winter weather conditions on Norfolk's roads and consider Norfolk County Council's plans for bringing the roads to an adequate standard for road users in the County.
<b>Issues and Questions to be addressed</b> <ul style="list-style-type: none"> <li>• What has been the impact of the adverse weather conditions on Norfolk's roads</li> <li>• Does the Cabinet have extra resources in place to assess and deal with the damage caused to the county's roads by the winter weather conditions</li> <li>• How does the County Council plan to bring roads in Norfolk up to an adequate standard for use by the people of the County?</li> <li>• What is the standard of work produced by roads maintenance in the last five years and what is the standard and quality of materials being used?</li> </ul>
<b>People to Speak to</b> <ul style="list-style-type: none"> <li>• Director of Environment, Transport and Development</li> <li>• Cabinet member for Planning and Transportation</li> </ul>
<b>Style and Approach</b>  Initial report to full committee outlining the key issues raised above.