

Corporate Affairs Overview & Scrutiny Panel

Date: **Wednesday 18 March 2009**

Time: **10.00am**

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

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

Membership

Mr A Adams

Mr J Baskerville

Mr J Collop

Mrs I Floering Blackman

Mr R Goreham

Mr P Hacon

Mr P Harwood

Mr C Hull

Mrs S Hutson

Mr C Jordan

Mrs B Lashley

Mr P Morse

Mr J Pitt-Pladdy

Mr T Tomkinson

Miss J Virgo

Mr A White

Mr M Wright

Non Voting Cabinet Members

Mr H Humphrey

Mr A Williams

Deputy Cabinet Member (Non Voting)

Mr S Dorrington

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

Vanessa Dobson on 01603 223029
or email vanessa.dobson@norfolk.gov.uk

A g e n d a

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

2. **Minutes**

To confirm the minutes of the meeting held on 21 January 2009

(Page **1**)

3. **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.**

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

5. **Public Question Time**

15 minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by 10am on Friday 13 March 2009. Please submit your question(s) to the person named on the front of this agenda. For guidance on submitting public questions, please view the Council Constitution, Appendix 10, Council Procedure Rules at www.norfolk.gov.uk/reviewpanelquestions

6. **Local Member Issues/Member Questions**

15 minutes for local members to raise issues of concern of which due notice has been given.

Please note that all questions must be received by 10am on Friday 13 March 2009. Please submit your question(s) to the person named on the front of this agenda.

7. **Cabinet Member Feedback on Previous Overview & Scrutiny Panel Comments (if any)**

Items for Scrutiny

8. **Breckland Local Strategic Partnership** (Page **7**)
Report by the Director of Corporate Resources which provides Members with the results of the questionnaire looking at the Breckland Local Strategic Partnership (LSO)m and details of a presentation that will be given by the Leader and the Chief Executive of Breckland District Council
9. **Norfolk People Feel They Can Influence Things** (Page **57**)
Report by the Director of Corporate Resources which provides Members with the Terms of Reference for the new scrutiny topic
10. **Efficiency Savings Programme** (Page **61**)
Report by the Director of Corporate Resources which provides a progress review of the Efficiency Programme and achievement against the Council's 2008-2009 efficiency targets
11. **Planning, Performance & Resources Monitoring Report** (Page **74**)
Report by the Director of Corporate Resources which includes an update of planning and performance issues
12. **Forward Work Programme: Scrutiny** (Page **86**)
Report by the Scrutiny Officer

Items for Overview

13. **Corporate Property Asset Management Plan** (Page **90**)
Report by the Cabinet Member for Human Resources, Finance, Property and Corporate Affairs and the Managing Director of NPS Property Consultants Ltd which provides a summary of key findings and future actions to be undertaken in the context of the NCC property estate
14. **Financial Management Improvement Programme** (Page **96**)
Report by the Director of Corporate Resources which provides an update on the progress of activities within the Financial Management Improvement Programme
15. **Compliments and Complaints During 2008/09** (Page **102**)
Report by the Head of Democratic Services which presents the number and spread of Corporate Compliments and Complaints dealt with by the Council in the period April – September 2008
16. **Chief Executive's Department Service Plans 2009-12** (Page **107**)
Report by the Director of Corporate Resources which summarises how the Chief Executive's Department will contribute to delivering the Council's Corporate Objectives during 2009-12.
17. **Interim Report on Evaluation of Impact Leadership Programme** (Page **129**)
Report by Head of HR which provides an interim update on the

evaluation of the investment in our Leadership Development Programme (Impact).

18. **To consider any items of business which the Chairman decides should be considered as a matter of urgency**

Group Meetings

Conservative	9.00am	Mezzanine 2
Labour	9.00am	Room 504
Liberal Democrats	9.00am	Room 532

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 10 March 2009



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Corporate Affairs Overview & Scrutiny Panel

Minutes of the Meeting Held on 21 January 2009

Present:

Mr A Adams	Mr C Jordan (Chairman)
Mr J Baskerville	Mrs B Lashley
Mr J Collop	Mr J Pitt-Pladdy
Mrs I Floering Blackman	Mr T Tomkinson
Mr P Harwood	Ms J Virgo
Mr C Hull	Mr M Wright
Mrs S Hutson	

Substitute Members Present:

Mr C Joyce
Mr P Moore
Mr T Paines
Mr B Spratt

Cabinet Members Present:

Mr H Humphrey	Human Resources, Finance, Property and Corporate Affairs
Mr A Williams	Commercial Services and Efficiency

1. Apologies

Apologies were received from Mr P Morse (Mr P Moore substituted), Mr A White (Mr B Spratt substituted), Mr R Goreham (Mrs T Paines substituted) and Mr P Hacon (Mr C Joyce substituted).

2. Minutes

The minutes of the meeting held on 12 November 2008 were agreed as a correct record and signed by the Chairman.

3. Declarations of Interest

There were no declarations of interest.

4. Matters of Urgent Business

There were no matters of urgent business.

5. Public Question Time

There were no public questions.

6. Local Member Issues

There were no local member issues.

7. Cabinet Member Feedback on Previous Review Panel Comments

There was no Cabinet Member Feedback.

8. Effective Use of Buildings

8.1 The Review Panel received and considered the annexed report (8) by the Corporate Affairs Review Panel Effective Use of Buildings Group and the Managing Director of NPS Property Consultants Ltd.

8.2 Mr M Britch, Managing Director of NPS Property Consultants Ltd and Mr M Albanie, Property Asset Manager, attended the meeting to provide information to the Panel.

8.3 Members were informed that the authority contributes to a number of bodies by providing running costs and performance data and was also in discussion with a number of county authorities within East Anglia with a view to developing a local benchmarking network.

8.4 Members noted that the rationalisation of the office estate would lead to seven workstations being shared by ten full-time equivalent staff and concern was expressed that this could lead to DDA (Disability Discrimination Act) issues which should have been noted in the report.

8.5 The Managing Director of NPS Property Consultants Ltd confirmed that Local Members would be consulted concerning any property disposals in their local area and their view would be taken into account prior to disposal.

8.6 It was suggested that the report should include the final sale prices of property disposals alongside the initial estimates.

8.7 Members were advised that EEDA had expressed an interest in the way the Council undertakes asset management and are keen to develop a public sector asset strategy with Norfolk.

8.8 The 'Effective Use of County Buildings' Scrutiny Working Group had identified a number of important issues in the Council's estate in King's Lynn, as shown in the report. It was recognised that similar issues occur across the County and the Working Group's work on the King's Lynn area could be used as a template for the rest of the County. Once the outcome of the Local Government Review was known the Panel agreed that they may wish to commission a further piece of work to be undertaken to identify options for addressing the issues the Working Group had identified in the report.

9. Progress Report on the Review of Lone Working Management Systems

9.1 The Review Panel received and considered the annexed report (9) by the Corporate Health & Safety Manager which updated members on the

continued review of lone working management systems as part of the Corporate Health and Safety Plan for 2008/09.

- 9.2 Ms A Gibson, Head of Human Resources, and Ms D Wright, Corporate Health & Safety Manager, attended the meeting to provide information to the Panel.
- 9.3 The Head of HR advised Members that some members of staff who had identified themselves to be category 3 lone workers were in reality not Category 3. Concern was expressed that some lone workers had stated that they were not aware of the systems in place for lone working and as a consequence it had been suggested that a Working Group be set up to talk to members of staff about this issue as the responsibility to ensure the safety of lone workers lies with County Councillors. Members were advised that staff perception was not ignored and discussions would be held with teams to discuss their perceptions. Members of staff have to sign to confirm they had undertaken training.
- 9.4 Members were informed that refresher training would be undertaken for staff to enable them to understand the lone worker systems available to them. The lone worker policy requires that all lone workers attend one-day training on an annual basis. The risks to councillors had been identified and some councillors had attended training and had been issued with a reminder card. The Head of HR said that this report sets out the current position and priorities were currently being addressed; clear actions were in hand and refresher training was being put in place. The Panel would receive an update at the 7July meeting.
- 9.5 In response to a question concerning possible conflicts of interest between the health and safety of a staff member and the health and safety of a client, members were advised that, as an example, all Children's Services staff received mandatory training and also receive guidance on issues such as calling the police.

10. Planning, Performance and Resources Monitoring Report and (11) The 2008-09 Finance Monitoring Report

- 10.1 Members received the annexed reports (10 and 11) by the Director of Corporate Resources which they agreed to consider together. The Planning, Performance and Resources Monitoring Report included a brief update on planning and performance issues. The 2008-09 Finance Monitoring Report detailed the latest projected outturn for the 2008-09 Capital Programme, General Balances forecasts for the Council's Provisions and Reserves at 31st March 2009.
- 10.2 Mr H Bullen, the Corporate Revenue Manager, attended the meeting to provide information to the Panel. He advised members that:
- Unless Cabinet takes the decision to use some of the funds in the General Balances, it is expected that £14.956m would remain at year-end. No major change was expected in the level of reserves and provisions.
 - The £0.002m forecast under-spend within the Chief Executive's (Corporate HR) related to the fact that all the requested lone-worker units

had now been issued. The Director of Corporate Resources and Cultural Services confirmed that this provision could be carried forward.

- The Pupil Referral Unit (PRU) funding comes from within the dedicated Schools Grant. The Council is responsible for this grant and allocates this to schools, the PRU and other provisions. The Assistant Director, Resources and Efficiency, Children's Services could provide further information if required.

11. Breckland Local Strategic Partnership (LSP)

- 11.1 The Review Panel received the annexed report (12) which provided members with the results of the questionnaire looking at the Breckland Local Strategic Partnership.
- 11.2 Ms D Bartlett, Head of Policy and Performance, introduced Mr Mark Fretwell, LSP Officer for Breckland.
- 11.3 It was suggested that all the LSPs should be called in for scrutiny as this would ensure that all members have a full understanding of the work of the LSPs. The Head of Policy and Performance said that this scrutiny had come from the Cabinet Scrutiny Committee whose work on partnerships had led them to ask all Overview and Scrutiny committees to use the questionnaire to help review the County Council's engagement in a number of partnerships.

Resolved:

- 11.4 Members **agreed** that they wished to meet with all the individual LSPs, starting with Breckland and that the Chief Executive and Leader of Breckland District Council therefore be invited to attend the next meeting to discuss the achievement of the Breckland LSP.

12. Forward Work Programme: Scrutiny

- 12.1 Members considered the outline programme and agreed the topics and reporting dates as listed.
- 12.2 Following the discussion concerning the LSPs, meetings would be arranged and included on the forward work programme.

13. Service and Financial Planning 2009-12

- 13.1 Members received and considered the annexed report (14), which updated Members on proposals for service planning for 2009/10 – 2011/12.

Resolved:

- 13.2 Members considered the proposals and agreed the prioritised bids for capital funding.

14. Summary of Service and Financial Planning 2009-12

- 14.1 Members received and considered the annexed report (15) by the Director of Corporate Resources, and noted the summary of the budget proposals considered by all of the Overview and Scrutiny Review Panels at their January meetings.
- 14.2 Mr H Bullen, the Corporate Revenue Manager, advised members that:
- the expenditure for the capital accounting costs reduced the income shown with regard to the County Farms.
 - election costs were not included in the budget on a yearly basis but had been shown as a one-off cost in-year.
 - the Council's inflation costs do not follow the RPI; pressures and savings are identified within departments and the Chief Officers decide on the pressures and priorities within their departments.

15. Strategic Ambitions Reserve – update report

- 15.1 Members received and considered the annexed report (16), by the Director of Corporate Resources and Head of Finance which showed the latest position on the use of the Strategic Ambitions Reserve (previously called Invest to Improve/Save Reserve) and set out the criteria for approving funding from the Reserve.
- 15.2 Concern was expressed about how the Local Authority Business Growth Initiative (LABGI) Grant had been used and it was suggested that there was a very powerful business case for this grant to be used for young people. In response, the Cabinet Member for Human Resources, Finance, Property and Corporate Affairs confirmed that the Strategic Ambitions Reserve had been used for young people, for example 'early interventions', the Children's Services Family Group Conferencing.
- 15.3 It was suggested that members should be allowed to use the Strategic Ambitions Reserve funds in their divisions and that they should be involved in deciding what projects should receive funding. The Cabinet Member for Human Resources, Finance, Property and Corporate Affairs said that if members had any suggestions on where this money could be used they should contact the Chief Officer for the service department concerned and the Chief Officer would then take the business case forward; the final decision on allocations from the Reserve were taken by the Leader and then subsequently reported to this Panel and Cabinet.
- 15.4 The Director of Corporate Affairs and Cultural Services confirmed that the Genome Centre funding now came from the capital programme.

16. Post-Election Induction Programme 2009

- 16.1 Members received the annexed report (17), from the Member Support and Development Advisory Group which outlined the areas to be covered, along with a timetable for events for an induction programme post-2009 local elections.

- 16.2 Mr G Insull, Assistant Head of Democratic Services, advised members that currently elections were scheduled for 4 June. In response to a question, Mr Insull said that on the current timetable, it was expected that the Secretary of State would announce her decision on the unitary issue by the end of March at the earliest.
- 16.3 Members suggested the following additions to the induction programme:
- Lone worker training
 - Importance of member/officer relationships
 - Guide to the County Hall site and a list of other Council owned properties
 - Meeting structure including a list of Committee Officers, Member Liaison Officers, Scrutiny Officers, etc
 - An early informal meeting between new members and Chief Officers
 - Summary of each overview and scrutiny panel's remit
 - Speed reading training
- 16.4 Corporate Parenting had been identified as an important area and its importance would be emphasised as part of the induction arrangements.
- 16.5 As previously, new Members would be allocated an officer adviser, and part of this element of induction could include discussions on the importance of member/officer relationships.

Resolved:

- 16.6 To approve the induction programme as presented.

The meeting closed at 12.35pm.

Chairman



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Breckland Local Strategic Partnership

Report by the Director of Corporate Resources

Summary

This report provides Members with the results of the questionnaire looking at the Breckland Local Strategic Partnership (LSP), and details of a presentation that will be given by the Leader and the Chief Executive of Breckland District Council.

1. Background

- 1.1. At the Review Panel meeting held on 10th September 2008, Members agreed that all partnerships falling within the remit of the Corporate Affairs Overview & Scrutiny Panel should be reviewed on a two-year rolling basis.
- 1.2. The results of the Breckland LSP Partnership Questionnaire were reported to the Panel in January 2009. At this meeting the Panel agreed to invite the Leader and Chief Executive of Breckland District Council to the next meeting of the panel as part of the scrutiny exercise.

2 Breckland LSP Presentation

- 2.1 The Leader & Chief Executive of Breckland LSP will be delivering a presentation to the Corporate Affairs Overview & Scrutiny Panel. This will give the opportunity to explore the objectives and impact of the Partnership on local residents.

3 Section 17 – Crime and Disorder Act

- 3.1 There are no crime and disorder implications from this report, however if further scrutiny of any of the partnerships is undertaken then any crime and disorder implications will be considered when the scrutiny takes place.

4. Equality Impact Assessment

- 4.1 There are no impacts arising from this report.

Action Required

- (i) The Overview & Scrutiny Panel is asked note the contents of the partnership questionnaire and associated papers ([Appendix A](#)).
- (ii) Following the presentation and any subsequent questions, the Overview & Scrutiny Panel is asked to confirm that scrutiny of the Breckland LSP is now complete and that the Broadland Alliance (LSP) will be the next partnership to undergo the scrutiny process.

Officer Contact

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

Name	Telephone Number	Email address
Jessica Reeve	01603 224424	Jessica.reeve@norfolk.gov.uk
Paul Adams	01603 222635	paul.adams@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jessica Reeve on 01603 224424 minicom 01603 223833 and we will do our best to help.

Partnership Questionnaire – Appendix A

Part 1: Summary

Date Completed: 6 January 2009

1. Name of Partnership:						
Contact name:	Paul Elliott					
Position/title:	Transport Programme Manager					
Telephone:	01603 222210					
Email:	paul.elliott@norfolk.gov.uk					
2. Main purpose of the Partnership: <i>Please outline:</i>	<p><i>(Alternatively, If you have an existing summary then please attach a copy)</i></p> <p>The aim of the Local Strategic Partnership Board is to work with partners and stakeholders to guide the development and implementation of the Breckland Sustainable Community Strategy, which sets out a shared vision for the future of Breckland, by promoting or improving economic, environmental and social well-being.</p>					
3. Category How would you best categorise the <i>primary</i> purpose of the partnership?		Yes	No		Yes	No
	Strategic	X		Advisory and/or promotional	X	
	Service delivery			Co-ordinate and/or organise activity	X	
	Other (please state):					
4. Legal status Is the partnership requirement of statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No
	Statutory			In line with Government guidance	X	
	Voluntary			Other (please state):		

5. Funding How is the partnership funded (on the basis of the last financial year)?	Source			Amount			Amount as % of total funding		
	Breckland – Second homes			77,500					
	Partners officer time			Not possible to calculate					
	Breckland Council - ABG			200,000 over 3 years 08-11					
	Breckland Council			3,000					
6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000			Between £50,000 & £249,000	X		£250,000 or over		
7. What is the term of any grant		Yes	No		Yes	No		Please state below	
	1 year only			Annual			Other	N/A	
8. Will this funding continue in the future?	Comments: Second homes funding expected to continue but amount may vary. ABG funding for 3 year fixed term. Breckland funding expected to continue.								
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives			No of people:	1	Days:	6 half days plus preparation		
	Officer representatives:			No of people:	2	Days:	Board member approx 6 days, Support Officer approx 18 days		
	Other			No of people:	Variable support needs from other key staff 10no	Days:	20 days total		
(b) What is NCC's annual contribution?	Financial	£15-20,000		Other (e.g. use of facilities):					
10. Development		Yes	No				Yes	No	

partnership currently is in term of its stage of development?	1. Forming <i>(very early stages)</i>				3. Performing <i>(clear roles and responsibilities and achieving its objectives)</i>	X	
	2. Developing <i>(developing working practices)</i>		X		4. Evaluating <i>(objectives achieved, reviewing impact)</i>		
(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments:				
	X		Partnership has 3 Project Boards, Pride, Economic and Health, Environment (yet to be established), these have action plans and progress is reported to the LSP Board.				

(c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>
	X		Covers the whole of Breckland, with input from County, District and Parish Councils, Rural Community Council, Business, Voluntary organisations, Local Partnerships, Police, Fire, Health and Learning Skills Council
(d) Who was involved in setting up the Partnership? <i>(For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)</i>	Comments: Breckland Council was the lead organisation in setting up the Partnership in 2002. A County Council chief officer called on specialist assistance as required.		

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	Yes, attached
Is there a stated reason why the partnership exists and, if so, what is it?	Yes, in Constitution and Terms of Reference
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes, in Constitution and Terms of Reference
Have the aims of the partnership been published and, if so, where?	Yes in the Sustainable Community Strategy for Breckland
How do the partnership aims link to the County Council's corporate objectives? <i>(Please see list at end of form)</i>	Good links to County Council's corporate objectives.

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	Board Members or their substitutes can vote.
How are decisions recorded?	Minutes taken by Breckland staff
Who makes sure they are acted upon and who scrutinises them?	The Board – Breckland Council's Scrutiny Committees can call in items for consideration at any time.
Is there an agreement on how these decisions will be reported back and who are they reported to?	Reported back to the Board
How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	A Cabinet member is on the Board. Not specifically reporting back to the County Council, but would do on any issues affecting the scope or means of delivery of services that cannot be managed under Chief Officer delegated powers.
Which Cabinet portfolio is the partnership linked to?	None specifically but the Cabinet member for Cultural Services is a Board member.
How are conflicts of interest resolved?	Declared at start of Board meeting
Do members of the partnership meet at the times set out in the agreement?	Yes

C. Added Value	Comments
How does this partnership add value?	By drawing together various agencies, identifying areas where an improved outcome can be achieved by working together.
How do you demonstrate this added value to the public?	Through publicity related to projects/activities, and through consultations with local representatives when developing strategies.

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost	Many of the actions agreed by the Board are undertaken within existing public organisations that are individually accountable for achieving value for money. When the Board agrees to provide grants to undertake activities it requires details of expected outcomes, and reporting of progress back to the Board.
How is the public made aware of how the partnership achieves value for money?	Through the minutes of the meetings of the Board

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	Partnership has 3 Project Boards, Pride, Economic and Health, Environment (yet to be established), these have action plans and progress is reported to the LSP Board.
Who reviews and reports progress and how often does this take place?	Each Project Board has representation on the Partnership Board who reports to each Partnership Board meeting.
Are targets reviewed from time to time and, if yes, who by?	Yes, initially by the Project Boards.
How does the partnership agree action on targets that are not likely to be met?	Each Project Board has representation on the Partnership Board who reports to each Partnership Board meeting, changes to actions etc would be discussed and agreed.

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	Breckland Council funds the administration of the meetings etc. The second homes money in Breckland is used to fund an LSP Support Officer and projects.

Who can decide how to spend it?	The Board
Can the money be reallocated and, if yes, who can authorise this?	Yes, the Board
What are the financial reporting arrangements?	See clause 13 of Constitution, Breckland Council acts as the accountable body.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	No
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Workshop being planned for March 2009.
How does the partnership know if things are going wrong?	See above, but also through the reports from Project Boards
Who can take corrective action if necessary?	The Board, or the individual partners.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	Yes – see Constitution clause 16.1, and 16.2
Are there arrangements in place if NCC decides to no longer to be involved?	No
Is there a system for reallocating resources back to partners and, if so, what is it?	No, but resources/assets shall be given/transferred to such Charitable institution(s) having objectives similar to the object of the LSP. Clause 16.2 of Constitution

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	No, communications are arranged either through Breckland Council for the Partnership, or individual partners on specific projects.
How effectively does the partnership communicate with the public?	Majority of widespread communication has been through the development of the Strategies.

NCC's nine Corporate Objectives

- To lead a strategic approach to the development of the Norfolk economy
- To improve travel and transport
- To help make Norfolk a safe place to live and work
- To improve educational attainment and help children and young people to achieve their ambitions
- To improve the health and well-being of Norfolk's residents
- To improve opportunities for people to learn throughout life
- To protect and sustain the environment
- To build vibrant, confident and cohesive communities
- To improve and develop Norfolk's cultural heritage and resources

NCC's three organisational Objectives

- Improve customer focus
- Deliver excellence and ensure good Value for Money
- Develop and support our workforce

BRECKLAND LOCAL STRATEGIC PARTNERSHIP BOARD

CONSTITUTION

1. Name

- 1.1 The Association shall be known as The Breckland Local Strategic Partnership Board (LSP Board). This constitution does not create a business partnership, as defined in the Partnership Act, 1890.

2. Administration

- 2.1 Subject to the matters set out below, the Association and its property shall be administered and managed in accordance with this Constitution by the Members of the LSP Board, constituted by clause 6 of this Constitution.

3. Structure of the LSP

- 3.1 The Breckland LSP is a non-statutory, non-executive organisation – accountable to member organisations and the wider community.
- 3.2 The structure is a Community Conference, LSP Board, Multi-Agency Support Team and various Thematic and Area based Groups. Other task and area specific groups, if and when needed, can be set up by the LSP Board.

4. Objects of the LSP Board

- 4.1 The aim of the LSP shall be to work with partners and stakeholders to guide the development and implementation of the Breckland Community Strategy, which sets out a shared vision for the future of Breckland, by promoting or improving economic, environmental and social wellbeing.
- 4.2 The objects of the LSP Board shall be:
- To set an over-arching strategic vision for Breckland and to secure partnership commitment and action to delivering the vision
 - To monitor and evaluate progress in achieving the goals and priorities set out in the Community Strategy
 - To bring together plans, partnerships and initiatives to provide a forum through which service providers can work effectively together to meet local needs and priorities.

5. Powers

- 5.1 In the furtherance of the above objects, but not otherwise, and subject to the provisions of this Constitution, the LSP Board shall have power to:-
- a. Confirm or otherwise propose amendments to the Constitutions of all other LSP sub-groups in the light of their implications for the Local Strategic Partnership as a whole.
 - b. Raise funds and invite and receive contributions, provided that in raising funds the LSP shall not undertake any permanent trading activities and shall conform to any relevant requirements of the law.

- c. Work in conjunction with charities, voluntary bodies and statutory authorities that operate in furtherance of the objects or for similar purposes and to exchange information and advice with them.
- d. Appoint and constitute such advisory committees or working groups as the LSP may think fit.
- e. To do all lawful things as are necessary for the achievement of the objects.

6. Membership of the LSP Board

6.1 The Membership of the LSP Board is as follows:-

Attleborough Area Partnership	-	1 representative
Breckland Council	-	2 representatives
Dereham Area Partnership	-	1 representative
Iceni Partnership	-	1 representative
Keystone Development Trust	-	1 representative
Learning and Skills Council	-	1 representative
Norfolk Association of Parish and Town Councils	-	1 representative
Norfolk Chamber of Commerce	-	1 representative
Norfolk Constabulary	-	1 representative
Norfolk County Council	-	2 representatives
Norfolk Fire Service	-	1 representative
Norfolk Police Authority	-	1 representative
Norfolk Rural Community Council	-	1 representative
Norwich and Norfolk Voluntary Services	-	1 representative
Norfolk Primary Care Trust	-	1 representative
Wayland Partnership Development Trust	-	1 representative

6.2 The Membership of the LSP Board should not be more than 25 persons.

6.3 The LSP Board shall have the right for good and sufficient reason to terminate the membership of (i) any partner organisation or statutory authority, or (ii) any person being a member by virtue of sub-clause 6.4 of this clause provided that the individual person or persons representing such organisation or authority (as the case may be) and the person or persons being members by virtue of sub-clause 6.4 hereof shall have the right to be heard by the said LSP Board before a final decision is made.

- 6.4 The LSP Board shall have power to change its membership provided that any such decision is taken at a meeting when at least two-thirds of the membership present agree.
- 6.5 The LSP Board shall have power to co-opt persons as advisers as hereinafter provided for such period as the LSP Board shall determine provided that the number of such co-opted persons shall not exceed one fourth of the total number of members appointed by the constituent bodies serving on the LSP Board at any one time.
- 6.6 Persons co-opted as advisers shall not be entitled to vote at meetings of the LSP Board or at any advisory committee or working groups which may be appointed by the LSP Board at any time.

7. Determination of Membership of the LSP Board

- 7.1 A Member (the organisation) of the LSP Board shall cease to hold office if the named representative or a substitute:
- a. is absent without the permission of the LSP Board from three consecutive meetings of the LSP Board in any one year and the LSP Board resolve that his or her office be vacated provided that a member faced with removal shall have the right to be heard by other members of the LSP Board before a vote is taken.
 - b. notifies the LSP Board of a wish to resign (but only if at least one third of members of the LSP Board will remain in office when the notice of resignation is to take effect).
 - c. was appointed by a constituent body who has notified the Secretary of a change of representation.

8. Code of Conduct

Members of the Board have a general obligation:

- to treat others with respect
- not to discriminate against any person
- not to disclose information given to them in confidence
- not to use their position to secure any advantage or disadvantage to any party

9. LSP Board Members Not to be Personally Interested

9.1 General

LSP Board representatives are subject to the same restrictions governing personal and prejudicial interests as Council Members and must disclose any personal and prejudicial interest in any item for discussion. They should also have regard to the general principles contained within the Members Model Code of Conduct (see Appendix A).

9.2 Professional

- a. Subject to the provisions of sub-clause (b) of this clause, no member of the LSP Board shall acquire any interest in property/equipment belonging to the LSP Board (otherwise than as a Trustee for the LSP Board) or receive remuneration from the LSP Board.
- b. Any member of the LSP Board for the time being who is a solicitor, accountant or other person engaged in a profession done by him or her or his or her firm

when instructed by the other members of the LSP Board to act in a professional capacity on behalf of the LSP Board, provided that at any time shall a majority of the members of the LSP Board shall withdraw from any meeting at which his or her own instruction or remuneration, or that of his or her firm, is under discussion.

10. Management of the LSP Board's Business

- 10.1 Each member organisation may appoint a substitute to replace its appointed representative at any meeting of the LSP Board if the appointed representative is unable to attend.
- 10.2 Each member organisation shall notify the name of the representatives appointed by it and of any substitute to the Secretary.
- 10.3 Member organisations may replace their appointed representative or substitute at any time by notifying the Secretary.
- 10.4 Every representative on the LSP Board shall have one vote, except the Chairman who may have a second or casting vote only if the original vote is tied. However, the LSP Board will seek to make decisions whenever appropriate. In the event of disagreement, the Chair will seek to resolve any differences and if any disagreement cannot be resolved then a vote will be taken.
- 10.5 The proceedings of the LSP Board shall not be invalidated by any inability to appoint or any defect in the appointment, election, co-option or qualification of any member thereof (subject to presence of a quorum of members in sub-clause 12.2 hereof elected in accordance with the constitution).

11. The Chairman and Vice-Chairman

- 11.1 At its first meeting and every two years thereafter at the Annual General Meeting (preferably in May/June), the LSP Board will elect a Chairman and Vice-Chairman from its members to stand for a term of two years (or until that person is no longer a member of the LSP Board).
- 11.2 If neither the Chairman and Vice-Chairman are present at the meeting, then a Chairman shall be elected for that meeting from those members present.
- 11.3 The Chairman of the LSP Board, or Vice-Chairman, if the Chairman is absent, is responsible for controlling meetings of the LSP Board and ensuring that the business detailed on the agenda is dealt with and the relevant decisions made in a correct and proper manner.

12. Meetings and Proceedings of the LSP Board

- 12.1 The LSP Board shall hold at least four ordinary meetings each year, including an Annual General Meeting (preferably in May/June).
- 12.2 A special meeting may be called at any time by the Chairman or by any two members of the LSP Board upon not less than fourteen days' notice being given to the other members of the LSP Board of the matters to be discussed. If the matters include an appointment of a co-opted adviser then not less than twenty-one days' notice must be given.

- 12.3 There shall be a quorum when at least one third of the total voting members of the LSP Board are present at a meeting or in the case of any Sub-Committees or Working Groups appointed by the LSP Board when three Members are present (including the appointed Chairman of the Sub-Committee or Working Group).
- 12.4 Every matter shall be determined by a majority of votes of the members of the LSP Board, Sub-Committee or Working Groups appointed by the LSP Board when three Members are present (including the appointed Chairman of the Sub-Committee or Working Group).
- 12.5 All meetings of the LSP Board shall be open to the public and press to observe the proceedings unless any confidential matter is being discussed as determined under the Access to Information Act 1985.
- 12.6 Members of the public will not generally be allowed to speak at a meeting but may do so at the discretion of the Chairman.
- 12.7 The LSP Board shall keep minutes of the proceedings at meetings of the LSP Board.
- 12.8 The LSP Board may from time to time make and alter rules for the conduct of their business, the summarising and conduct of their meetings and the custody of documents. No rule may be made which is inconsistent with this Constitution.
- 12.9 The LSP Board shall not enter into any obligation, contract or incur expenditure which is not included in the LSP Board's budget and cannot be financed from the LSP Board's current assets unless the whole membership of the LSP Board unanimously agree. Members making such decisions should have sufficient delegated powers from their appointing authorities or organisations.

13. Finance

a. Accounts

- 13.1 The LSP Board shall make all necessary arrangements (when appropriate) with regard to:-
 - a. the keeping of accounting records for the LSP Board
 - b. the preparation of annual statements of account for the LSP Board
 - c. the auditing or independent examination of the statements of account of the LSP Board, and the appointments of auditors
 - d. the transmission of the statements of accounts for the LSP Board to the constituent bodies at the Annual General Meeting.
- 13.2 The LSP can set up a sub-group to make recommendations about funding allocations to the LSP Board. The LSP Board will make the final decision about funding bid applications (e.g. requests for grants) and allocating funding.

14. The LSP Board's Financial Year

- 14.1 The LSP Board's year shall run from 1 April to 31 March.

15. Insurance for Members of the LSP Board

- 15.1 The LSP Board can take out public liability insurance for Members of the LSP Board and any sub-committees/working groups appointed by the LSP Board.
- 15.2 In addition to any public liability insurances for the LSP Board, personal liability insurance may also be taken out by individual members of the LSP Board (NB. Some organisations may already have this protection in place for its member(s)).

16. Dissolution

- 16.1 If the LSP Board decides that it is necessary or advisable to dissolve itself, it shall call a meeting of all members of the LSP Board, of which not less than twenty-one days' notice (stating the terms of the resolution to be proposed) shall be given. Any such proposal, if confirmed by a two-thirds majority of those present and voting shall not take effect unless confirmed by the Community Conference which shall make its decision having due regard to the implications for the Local Strategic Partnership as a whole.
- 16.2 In the event of the proposal being confirmed, the LSP Board shall have power to realise any assets held by the Local Strategic Partnership as a whole. Any assets remaining after the satisfaction of any proper debts and liabilities shall be given or transferred to such charitable institution or institutions having objects similar to the object of the LSP Board or failing that shall be applied for some other charitable purpose. A copy of the statement of accounts, or account and statement for the final accounting period of the LSP Board must be sent to the constituent bodies.

17. Default Provisions

- 17.1 In the event of the LSP Board holding two or less meetings in any one calendar year as required by paragraph 12.1 the Community Conference shall assume responsibility for the LSP Board's business and take whatever action is necessary to enable the work of the LSP Board to continue and its objects to be met.

18. Alterations to the Constitution

- 18.1 Subject to the following provisions of this clause, any proposal to alter the Constitution must be by resolution passed by not less than two-thirds of the members present and voting at a LSP Board meeting. The notice of the LSP Board meeting must include notice of the resolution, setting out the terms of the alteration proposed.
- 18.2 The Secretary should promptly send to the Constituent Bodies a copy of any amendment to the Constitution under this clause.

19. Notices

- 19.1 Agendas should be sent out at least seven days before the meeting in accordance with the requirements of the Access to Information Act 1985 but ideally 14 days prior to a meeting.
- 19.2 Any notice required to be served on any member of the LSP Board shall be in writing and shall be served by the Secretary, LSP Officer or any member of the LSP Board on any member either personally or by sending it through the post in a prepaid envelope addressed to such a member at his or her last known address in the United Kingdom.

19.3 Any letter so sent by post in paragraph 19.1 above so shall be deemed to have been received within five days of posting.

19.4 It is the responsibility of all members of the LSP Board to notify the Secretary of any change in contact details as soon as possible.

20. Interpretation

20.1 The Interpretation Act 1978 applies for the interpretation of this constitution as it applies for the interpretation of an Act of Parliament.

Adopted on _____ day of _____ 2007.

This Constitution is signed on behalf of the Breckland LSP Board by:

William Nunn LSP Chairman

David Ovenden LSP Vice-Chairman

This Constitution was adopted on the date mentioned above by the following constituent bodies:

- Attleborough Area Partnership
- Breckland Council
- Dereham Area Partnership
- Iceni Partnership
- Keystone Development Trust
- Learning and Skills Council
- Norfolk Association of Parish and Town Councils
- Norfolk Chamber of Commerce
- Norfolk Constabulary
- Norfolk County Council
- Norfolk Fire Service
- Norfolk Police Authority
- Norfolk Rural Community Council
- Norwich and Norfolk Voluntary Services
- Norfolk Primary Care Trust
- Wayland Partnership Development Trust

BRECKLAND COUNCIL

CODE OF CONDUCT FOR MEMBERS

GENERAL PROVISIONS

Scope

1. (1) A member must observe the authority's code of conduct whenever he:-
 - (a) conducts the business of the authority;
 - (b) conducts the business of the office to which he has been elected or appointed; or
 - (c) acts as a representative of the authority,and references to a member's official capacity shall be construed accordingly.
- (2) An authority's code of conduct shall not, apart from paragraphs 4 and 5(a) below, have effect in relation to the activities of a member undertaken other than in an official capacity.
- (3) Where a member acts as a representative of the authority:-
 - (a) on another relevant authority*, he must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, he must, when acting for that other body, comply with the authority's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.
- (4) In this code, "member" includes a co-opted member of an authority.

General Obligations

2. A member must:-
 - (a) promote equality by not discriminating unlawfully against any person;
 - (b) treat others with respect; and
 - (c) not do anything which comprises or which is likely to compromise the impartiality of those who work for, or on behalf of, the authority.
3. A member must not:-
 - (a) disclose information given to him in confidence by anyone, or information acquired which he believes is of a confidential nature, without the consent of a person authorised to give it, or unless he is required by law to do so; nor
 - (b) prevent another person from gaining access to information to which that person is entitled by law.
4. A member must not in his official capacity, or any other circumstance, conduct himself in a manner which could reasonably be regarded as bringing his office or authority into disrepute.

5. A member:-
- (a) must not in his official capacity, or any other circumstance, use his position as a member improperly to confer on or secure for himself or any other person, an advantage or disadvantage; and
 - (b) must, when using or authorising the use by others of the resources of the authority:-
 - (i) act in accordance with the authority's requirements; and
 - (ii) ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the authority or of the office to which the member has been elected or appointed.
6. (1) A member must when reaching decisions:-
- (a) have regard to any relevant advice provided to him by:-
 - (i) the authority's chief finance officer acting in pursuance of his duties under section 114 of the Local Government Finance Act 1988; and
 - (ii) the authority's monitoring officer acting in pursuance of his duties under section 5(2) of the Local Government and Housing Act 1989; and
 - (b) give the reasons for those decisions in accordance with the authority's and any statutory requirements in relation to the taking of an executive decision.
- (2) In sub-paragraph (1)(b) above and in paragraph 9(2) below, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.
7. A member must, if he becomes aware of any conduct by another member which he reasonably believes involves a failure to comply with the authority's code of conduct, make a written allegation to that effect to the Standards Board for England as soon as it is practicable for him to do so.

INTERESTS

Personal Interests

8. (1) A member must regard himself as having a personal interest in any matter if the matter relates to an interest in respect of which notification must be given under paragraphs 14 and 15 below, or if a decision upon it might reasonably be regarded as affecting to a greater extent than other council tax payers, ratepayers or inhabitants of the authority's area, the well-being or financial position of himself, a relative or a friend or:-
- (a) any employment or business carried on by such persons;
 - (b) any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
 - (c) any corporate body in which such persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
 - (d) any body listed in sub-paragraphs (a) to (e) of paragraph 15 below in which such persons hold a position of general control or management.

- (2) In this paragraph:-
- (a) "relative" means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the proceeding persons; and
- (b) "partner" in sub-paragraph (2)(a) above means a member of a couple who live together.

Disclosure of Personal Interests

9. (1) A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Subject to paragraph 12(1)(b) below, a member with a personal interest in any matter who has made an executive decision in relation to that matter must ensure that any written statement of that decision records the existence and nature of that interest.
10. (1) Subject to sub-paragraph (2) below, a member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.
- (2) A member may regard himself as not having a prejudicial interest in a matter if that matter relates to:-
- (a) another relevant authority* of which he is a member;
- (b) another public authority in which he holds a position of general control or management;
- (c) a body to which he has been appointed or nominated by the authority as its representative;
- (d) the housing functions of the authority where the member holds a tenancy or lease with a relevant authority, provided that he does not have arrears of rent with that relevant authority of more than two months, and provided that those functions do not relate particularly to the member's tenancy or lease;
- (e) the functions of the authority in respect of school meals, transport and travelling expenses, where the member is a guardian or parent of a child in full time education, unless it relates particularly to the school which the child attends;
- (f) the functions of the authority in respect of statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where the member is in receipt of, or is entitled to the receipt of such pay from a relevant authority; and
- (g) the functions of the authority in respect of an allowance or payment made under sections 173 to 176 of the Local Government Act 1972 or section 18 of the Local Government and Housing Act 1989.

Overview and Scrutiny Committees

11. (1) For the purposes of this Part, a member must if he is involved in the consideration of a matter at a meeting of an overview and scrutiny committee of the authority or a sub-committee of such a committee, regard himself as having a personal and a prejudicial interest if that consideration relates to a decision made, or action taken, by another of the authority's:-
- (a) committees or sub-committees; or
 - (b) joint committees or joint sub-committees,
- of which he may also be a member.
- (2) But sub-paragraph (1) above shall not apply if that member attends that meeting for the purpose of answering questions or otherwise giving evidence relating to that decision or action.

Participation in Relation to Disclosed Interests

12. (1) Subject to sub-paragraph (2) below, a member with a prejudicial interest in any matter must:-
- (a) withdraw from the room or chamber where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he has obtained a dispensation from the authority's standards committee;
 - (b) not exercise executive functions in relation to that matter; and
 - (c) not seek improperly to influence a decision about that matter.
- (2) A member with a prejudicial interest may, unless that interest is of a financial nature, and unless it is an interest of the type described in paragraph 11 above, participate in a meeting of the authority's:-
- (a) overview and scrutiny committees; and
 - (b) joint or area committees,
- to the extent that such committees are not exercising functions of the authority or its executive.
13. For the purposes of this Part, "meeting" means any meeting of:-
- (a) the authority;
 - (b) the executive of the authority; or
 - (c) any of the authority's or its executive's committees, sub-committees, joint committees, joint sub-committees, or area committees.

THE REGISTER OF MEMBERS' INTERESTS

Registration of Financial and Other Interests

14. Within 28 days of the provisions of an authority's code of conduct being adopted or applied to that authority or within 28 days of his election or appointment to office (if that is later), a member must register his financial interests in the authority's register maintained under section 81(1) of the Local Government Act 2000 by providing written notification to the authority's monitoring officer of:-
- (a) any employment or business carried on by him;
 - (b) the name of the person who employs or has appointed him, the name of any firm in which he is a partner, and the name of any company for which he is a remunerated director;
 - (c) the name of any person, other than a relevant authority, who has made a payment to him in respect of his election or any expenses incurred by him in carrying out his duties;
 - (d) the name of any corporate body which has a place of business or land in the authority's area, and in which the member has a beneficial interest in a class of securities of that body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;
 - (e) a description of any contract for goods, services or works made between the authority and himself or a firm in which he is a partner, a company of which he is a remunerated director, or a body of the description specified in sub-paragraph (d) above;
 - (f) the address or other description (sufficient to identify the location) of any land in which he has a beneficial interest and which is in the area of the authority;
 - (g) the address and other description (sufficient to identify the location) of any land where the landlord is the authority and the tenant is a firm in which he is a partner, a company of which he is a remunerated director, or a body of the description specified in sub-paragraph (d) above; and
 - (h) the address or other description (sufficient to identify the location) of any land in the authority's area in which he has a licence (alone or jointly with others) to occupy for 28 days or longer.
15. Within 28 days of the provisions of the authority's code of conduct being adopted or applied to that authority or within 28 days of his election or appointment to office (if that is later), a member must register his other interests in the authority's register maintained under section 81(1) of the Local Government Act 2000 by providing written notification to the authority's monitoring officer of his membership of or position of general control or management in any:-
- (a) body to which he has been appointed or nominated by the authority as its representative;
 - (b) public authority or body exercising functions of a public nature;
 - (c) company, industrial and provident society, charity, or body directed to charitable purposes;
 - (d) body whose principal purposes include the influence of public opinion or policy; and
 - (e) trade union or professional association.

16. A member must within 28 days of becoming aware of any change to the interests specified under paragraphs 14 and 15 above, provide written notification to the authority's monitoring officer of that change.

Registration of Gifts and Hospitality

17. A member must within 28 days of receiving any gift or hospitality over the value of £25, provide written notification to the authority's monitoring officer of the existence and nature of that gift or hospitality.

THE GENERAL PRINCIPLES OF PUBLIC LIFE

Note: These are the principles specified in Regulations (S.I. 2001 No. 1401) which are to govern the conduct of members (Section 49, Local Government Act, 2000).

Selflessness

1. Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity

- 2*. Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

3. Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

4. Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Openness

5. Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

Personal Judgement

6. Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

Respect for Others

7. Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

Duty to Uphold the Law

- 8*. Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship

9. Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

Leadership

10. Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

Terms of Reference – Breckland Local Strategic Partnership

Membership

For list of members see attached.

Each organisation will be responsible for nominating its own representatives who will have a position of authority in order to achieve the LSP objectives.

Role

Provide leadership and focus
Commit resources to make things happen

Deliver the vision for improving the quality of life in Breckland by:

- Producing the Community Strategy
- Exploring opportunities to combine budgets to achieve shared goals
- Wherever possible, undertaking joint consultation work
- Co-ordinating business planning processes
- Identifying and removing areas of overlap and duplication
- Co-ordinating action to be taken by partners

Set and be responsible for the annual joint programme for action, with clearly identified responsibilities, targets and monitoring mechanisms

Define briefs and assist in establishing the thematic groups

Promote Breckland

Chairing of Meetings:

The Role of the Chair and Vice Chair

1. Chair Board Meetings
2. Preparation for meetings with relevant officers. Pre-meeting agenda discussions
3. Attend County Board and related meetings
4. Feed back to the Board regarding County Board and related meetings
5. Public face to speak on behalf of the Board
6. Providing leadership and focus to the Board
7. Speaking at/chairing the Annual Forum
8. Post – related correspondence
9. Officer – expected to be part of management sub group
10. 2 Year post
11. Championing Breckland LSP
12. Driving the action plans

Vice Chair:

- Substitute to the above.
- 2 Year post.

The Board will operate by consensus.

Meeting Frequency:

2 monthly during 2002/2003 then as required

Reports to:

Each individual representative reports to their own organisation. The Board is held accountable to the Breckland Forum.

Administration:

Breckland Council

Professional Officer support:

Multi Agency Support Team (MAST)

Local Strategic Partnership

The Breckland Partnership

The Breckland Partnership was set up in 2002 and brings together representatives from the district council, county council, voluntary and community sector, primary care trust, constabulary and a range of key agencies that deliver public services in the area.

The aim of the Partnership is to create sustainable communities and improve the quality of life for all residents in Breckland.

A key role of the Partnership is to improve 'ways of working' by:-

- Developing common aims, joint priorities and shared commitment;
- Drawing on the expertise of voluntary, public and private sector partners;
- Coordinating the delivery of local services and agreed objectives more effectively;
- Providing a forum for debate and discussion;
- Increasing awareness of activities and communication between local partners;
- Enabling the development of rationalised partnership structures.

The work of the Breckland Partnership began in earnest with the publication of the Community Plan for Breckland in 2005. The Sustainable Community Strategy replaces and updates the initial plan.

The role of the Partnership continues to evolve as we face new opportunities and challenges and as we increasingly look for innovative ways to deliver services that meet established and emerging community priorities.

The new, updated Sustainable Community Strategy reflects this progress.

In the last two years, the Partnership has developed three new strategies on Economic Prosperity, Culture and Social Inclusion. Together, with the Local Development Framework and the Norfolk Local Area Agreement, the three documents underpin this Sustainable Community Strategy and structure the work of the Partnership.

An increasing part of the Partnership's role is to represent Breckland at a county and regional level and to influence other strategic planning processes. By undertaking this representative role, the Partnership will strive to secure additional funding, resources and improvements for the District.

Our Vision

Together we can improve our quality of life

Breckland is a place in which we take great pride, where our communities, organisations and businesses work in partnership within an outstanding rural environment to bring about sustainable success and wellbeing for all.

We want everyone who chooses Breckland as a place to live or work, to meet their

aspirations and enjoy an excellent quality of life.

Our Priorities

Together we can:–

Develop safer and stronger communities

So that all Breckland's communities are free of crime and anti-social behaviour, where people actively participate in community activities and differences are respected.

Improve homes

So that the number of affordable and quality homes available in the District is increased.

Promote and develop a thriving economy

So that Breckland is an economically prosperous place, which attracts and supports businesses and encourages local enterprise.

Improve the health and wellbeing of local people

So that people in Breckland lead healthier lives and inequalities in health across the District are reduced.

Ensure the accessibility of all services

So that all Breckland's communities can access a level of service, which they choose or their needs require.

Achieve environmental sustainability

So that Breckland's outstanding rural environment is respected and that action is taken to enhance and sustainably manage the local environment.



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Our Priorities

Together we can:-

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[Local strategic partnership](#)

Develop safer and stronger communities

So that all Breckland's communities are free of crime and anti-social behaviour, where people actively participate in community activities and differences are respected.

Improve homes

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Promote and develop a thriving economy

So that Breckland is an economically prosperous place, which attracts and supports businesses and encourages local enterprise.

Improve the health and wellbeing of local people

So that people in Breckland lead healthier lives and inequalities in health across the District are reduced.

Ensure the accessibility of all services

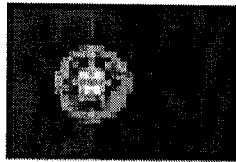
So that all Breckland's communities can access a level of service, which they choose or their needs require.

Achieve environmental sustainability

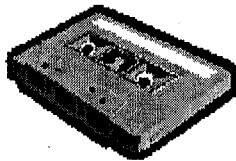
So that Breckland's outstanding rural environment is respected and that action is taken to enhance and sustainably manage the local environment.

Download the [Sustainable community strategy](#)

These documents are also available in a variety of forms:



Portuguese produced in Portuguese as a matter of course and distributed to the Portuguese Association in Dereham, other interest groups and local businesses who employ Portuguese workers.



Tapes and Large type for the blind and partially sighted.



English.

INTRAN translation service available for other languages other than

For more information please contact:

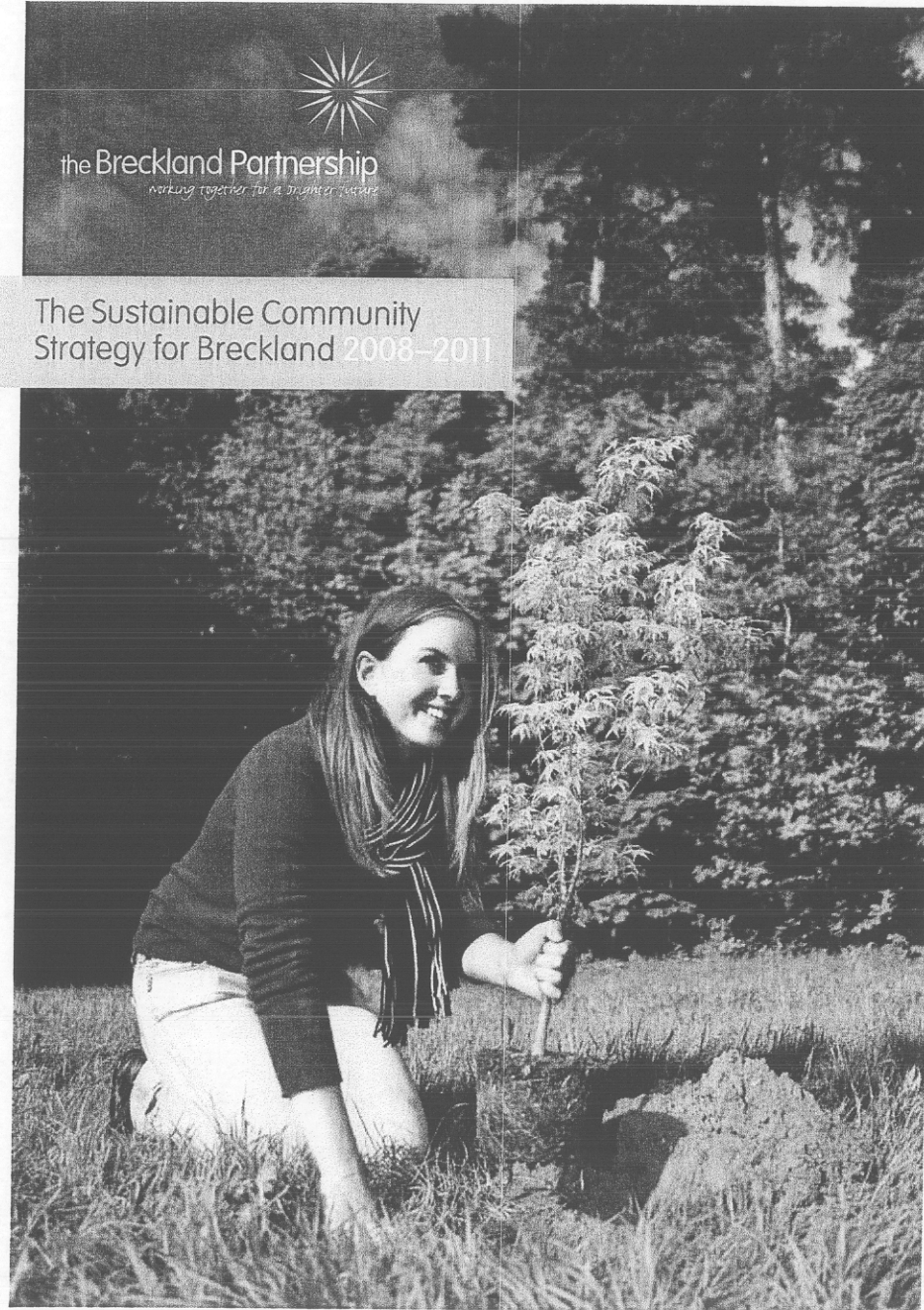
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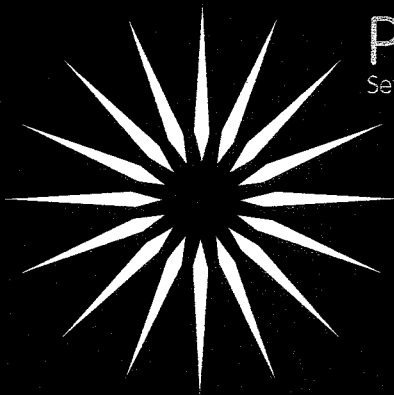
Tel: 01362 656870



the Breckland Partnership
working together for a brighter future

The Sustainable Community
Strategy for Breckland 2008–2011





Part one: Setting the Scene



the Breckland Partnership *working together for a brighter future*

The Breckland Partnership was set up in 2002 and brings together representatives from the district council, county council, voluntary and community sector, primary care trust, constabulary and a range of key agencies that deliver public services in the area.

The aim of the Partnership is to create sustainable communities and improve the quality of life for all residents in Breckland.

A key role of the Partnership is to improve 'ways of working' by:-

- > Developing common aims, joint priorities and shared commitment;
- > Drawing on the expertise of voluntary, public and private sector partners;
- > Coordinating the delivery of local services and agreed objectives more effectively;
- > Providing a forum for debate and discussion;
- > Increasing awareness of activities and communication between local partners;
- > Enabling the development of rationalised partnership structures.

The work of the Breckland Partnership began in earnest with the publication of the Community Plan for Breckland in 2005. This Sustainable Community Strategy replaces and updates the initial plan.

The role of the Partnership continues to evolve as we face new opportunities and challenges and as we increasingly look for innovative ways to deliver services that meet established and emerging community priorities.

This new, updated Sustainable Community Strategy reflects this progress.

In the last two years, the Partnership has developed three new strategies on Economic Prosperity, Culture and Social Inclusion. Together, with the Local Development Framework and the Norfolk Local Area Agreement, the three documents underpin this Sustainable Community Strategy and structure the work of the Partnership.

An increasing part of the Partnership's role is to represent Breckland at a county and regional level and to influence other strategic planning processes. By undertaking this representative role, the Partnership will strive to secure additional funding, resources and improvements for the District.



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Equality Statement

We recognise and value diversity in our community and the contribution that people from different backgrounds and cultures bring to the development and wellbeing of our District. We are therefore committed to principles of equality.

This document can be made available in larger print and other formats. If you need help to read this document, please do not hesitate to contact us on 01362 656870 or email partnership@breckland.gov.uk.

Foreword



I am pleased to introduce the Sustainable Community Strategy for Breckland.

It has been developed by the Breckland Partnership, which brings together a range of public, private and voluntary sector organisations to improve quality of life in the District.

The Strategy sets out the priorities for the Partnership over the next three years (2008-2011) and introduces a commitment to creating sustainable communities.

Breckland, with its vibrant market towns, villages and striking rural environment, is already one of the best places in the country to live and work. Overall, health is good and crime is low. Educational attainment and economic prosperity are in line with national trends.

But, not all our residents share enough in these benefits. Residents living in deprived areas face disproportionate poor health, educational achievement and high crime. In isolated rural communities residents can also struggle with geographical barriers when trying to access services.

An underpinning theme of this Sustainable Community Strategy is to work towards a good quality of life for all residents. By focusing on priority issues, co-ordinating the actions of organisations and commissioning joint projects, we aim to improve quality of life and make Breckland a place everyone can be proud of.

The District has great diversity amongst its local communities. This Strategy recognises and embraces this diversity and seeks to respond to the differing needs of different communities.

Breckland is also one of the fastest areas of growth in the country and faces the challenge of ensuring that new communities have the services and facilities they need to make them sustainable; whilst existing services are maintained or improved in established communities.

The spatial expression of this Strategy, and everything to do with growth and the future development of land in Breckland, will be set out in the Local Development Framework later this year.

In developing the Strategy, we asked for the views and aspirations of the organisations whose services impact upon Breckland's quality of life. It is a living document that will be reviewed and may need to change over time as we face new opportunities and challenges in the effort to develop truly sustainable communities.

William Nunn
Chair of the Breckland Partnership



Our Vision

Together we can improve our quality of life

Breckland is a place in which we take great pride, where our communities, organisations and businesses work in partnership within an outstanding rural environment to bring about sustainable success and wellbeing for all.

We want everyone who chooses Breckland as a place to live or work, to meet their aspirations and enjoy an excellent quality of life.

Our Priorities

Together we can:-

- 1 > **Develop safer and stronger communities**
So that all Breckland's communities are free of crime and anti-social behaviour, where people actively participate in community activities and differences are respected.
- 2 > **Improve homes**
So that the number of affordable and quality homes available in the District is increased.
- 3 > **Promote and develop a thriving economy**
So that Breckland is an economically prosperous place, which attracts and supports businesses and encourages local enterprise.
- 4 > **Improve the health and wellbeing of local people**
So that people in Breckland lead healthier lives and inequalities in health across the District are reduced.
- 5 > **Ensure the accessibility of all services**
So that all Breckland's communities can access a level of service, which they choose or their needs require.
- 6 > **Achieve environmental sustainability**
So that Breckland's outstanding rural environment is respected and that action is taken to enhance and sustainably manage the local environment.

Our Principles

In order to achieve our ambitions, and to turn our Vision into a reality, we will be guided by the following core principles:-

- > Seeking to make our activities meaningful and relevant to the person in the street
- > Ensuring all our activities are sustainable
- > Tackling inequalities in service provision across the District

We are committed to these principles and will integrate them into all aspects of our work.



What is the Sustainable Community Strategy?

The Sustainable Community Strategy is a long term plan to deliver sustainable communities and improved quality of life for local people. It is the overarching vision for Breckland, which guides the priorities and objectives of all plans and strategies relating to the District.

Breckland Council has a statutory duty to work with partners organisations to produce a Sustainable Community Strategy, which demonstrates how public, private and voluntary organisations will work together to improve the economic, social and environmental well-being of the area. This Strategy is the culmination of this work.

It is important that the Strategy is based on evidence of local need and the aspirations of local people and organisations. This is why we have produced a comprehensive evidence base to support this Strategy and the Local Development Framework

The Strategy must also inform the Local Development Framework, which is the spatial planning strategy for the area. This is why we have developed the two documents side-by-side: undertaking joint consultation, evidence collection and even setting-up a joint steering group. We have achieved best practice in developing the two strategies together.

What are Sustainable Communities?

Sustainable communities are places in which people want to live, now and in the future. According to the Government, these communities are likely to be:

- > Active, inclusive and safe
- > Well run
- > Environmentally sensitive
- > Well designed and built
- > Well connected
- > Thriving
- > Well served
- > Fair for everyone

Sustainable communities meet the needs of the present without compromising the ability of future generations to meet their own needs. Last year, when we consulted you on the Local Development Framework, you told us that your sustainable communities would:-

- > Have a strong economy with skilled jobs
- > Be able to support themselves
- > Build good quality homes that are affordable for future generations
- > Offer skills and vocational training for young people
- > Promote recycling
- > Offer a range of local services
- > Present opportunities for all members of the community

You also told us that your communities should have the capacity to grow in a sustainable fashion.

We listened to you. Together with the Local Development Framework, this Sustainable Community Strategy will help deliver sustainable Breckland communities by setting out a Vision to improve quality of life for all whilst safeguarding the environment for future generations.

Who is this Strategy for?

The Strategy has a number of different audiences:-

For the organisations that, together, form the Breckland Partnership. This is our 'road map' to help us work together to maintain and improve the quality of life for the people of Breckland;

For local people and the communities of Breckland, so that they can see what we are determined to achieve on their behalf and for future generations;

For regional and national government, other national agencies and the wider business community - on whose support, cooperation and resources much of this Strategy depends.

Community Leadership for Sustainable Communities

Our first Community Plan, published in Spring 2005, set out how we aimed to improve quality of life for everyone in Breckland over the subsequent 10 years.

Much has been achieved since then and you will see some of the highlights later in this Strategy. We are rightly proud of these, but we know that lots more still needs to be done.

The challenges we face in society are becoming more and more complex. Addressing these challenges, building on our successes and delivering genuinely sustainable communities requires a joined-up, partnership approach. All local organisations and agencies need to play their part, as do individuals within communities themselves.

The Breckland Partnership is a powerful agency through which the financial and non-financial resources of local partners can be used to build on these achievements, respond to the challenges we face and turn the vision of sustainable communities into reality on the ground.

The Breckland Partnership has an important Community Leadership role. To fulfil this function, the Partnership will seek to:-

- > Raise the public profile of the Partnership;
- > Increase community involvement in decision-making;
- > Improve the availability and exchange of information;
- > Increase coordination between different organisations.

This work will be informed by the findings of the consultation undertaken in the development of this Strategy.



The wider context

Whilst the Sustainable Community Strategy is the overarching strategy for the area, it must also fit into a wider context of strategies and plans at the local, sub-regional and regional level.

There are three documents in particular with which the Breckland Sustainable Community Strategy needs to be closely linked:-

- > The Breckland Local Development Framework
- > Norfolk Ambition
- > The Norfolk Local Area Agreement

The Local Development Framework is the planning strategy for the District and represents the 'spatial expression' of the Sustainable Community Strategy.

The Framework set out Breckland Council's preferred spatial strategy for development in Breckland up to 2026. The core strategy and associated development control policies is the subject of consultation in Spring 2008 and will be submitted later this year.

Norfolk Ambition is the county-wide partnership's equivalent of the Breckland Sustainable Community Strategy. First published in 2003, it currently being updated with a view to adoption later in 2008.

The consensus from the refresh process to date, suggests the following areas as priorities for the future Norfolk County Strategic Partnership work programme:-

- > Skills
- > Access
- > Environment
- > Vibrant Communities

The Norfolk Local Area Agreement is being refreshed during 2008. An outline framework has already identified eight outcomes:

- > Improving skills and raising aspirations
- > Supporting independence
- > Improving housing
- > Healthier lifestyles
- > Safer communities
- > Stronger communities
- > Thriving economy
- > Environmental sustainability

This Strategy will feed into the Local Area Agreement, ensuring that the particular issues that exist in Breckland are fully addressed.

Breckland overview

This overview is shared with the Local Development Framework.

Geography

Breckland is a geographically large rural District in central Norfolk covering an area of over 500 square miles. Just under half of the population lives in the many dispersed villages and hamlets found in the 108 rural parishes, with the remaining 53% of the population living in the District's five towns of Thetford, Dereham, Attleborough, Swaffham and Watton.

Thetford is the principal retail, service and employment centre in the south of the District. Dereham and Attleborough are the second and third largest towns in the District, which serve as administration and service centres, but are also a focus for retail and employment. Elsewhere, Swaffham and Watton are similarly sized market towns and provide a good range of services for day-to-day needs.

Population

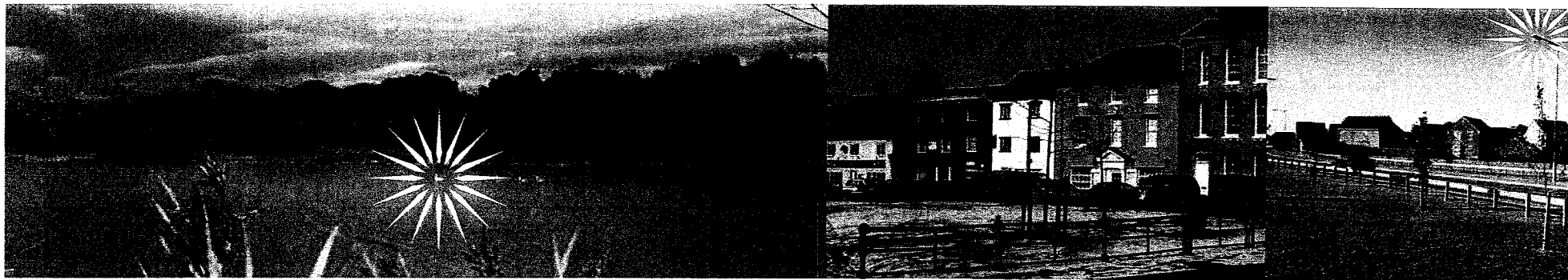
Breckland has a diverse community of over 120,000 people which is forecast to increase to 134,000 by 2012. Generally, quality of life is good with official crime rates being low and generally decreasing. However there are pockets of health, poverty and disability related deprivation, notably in some of the Thetford wards.

Recently, migrant workers from the European Union have become established as a significant new community with numbers estimated between 6,000 and 15,000.

The Economy

The growth of the Breckland population has led to growth in the working age population. This has been driven to a significant extent by high levels of in-migration from Europe. The number of people with higher level qualifications is low, however the number of people with other qualifications is comparable with other areas of the region and the country. Economic activity is high and unemployment is low.

Wages are also relatively low in comparison with the national and regional averages. This reflects the lower level of qualifications of people in the district and the low level of skills required by many of the available jobs.



Housing

Closely linked to the economy, Breckland's housing market has seen house prices rise much faster than incomes. At present, the average two-bedroom property costs over five times the average income.

The Local Development Framework is required by the draft East of England Plan to deliver 15,200 new homes over the next 13 years, of which at least one third are required to be affordable and of which 6,000 will be delivered in Thetford as a key centre for growth.

Environment

Breckland is a diverse district for biodiversity, landscape and heritage. It takes its name from 'The Brecks', which is a nationally unique landscape and habitat of sandy heath, forest and arable farmland found in the west and south of the District.

Breckland contains 21% of all Sites of Special Scientific Interest found in the East of England. Elsewhere the character of Breckland is clay farmland, punctuated with woodland, occasional river valleys and dispersed settlement. The historic character of Breckland's settlement is recognised by 50 separate Conservation Areas and over 1500 Listed Buildings.

Transport

Given the rural nature and dispersed pattern of settlement, movement in the District is primarily by private car. Two trunk road routes run across the District. The A47 links Dereham and Swaffham with Norwich in the east and King's Lynn in the west while the A11 links Attleborough and Thetford with Norwich to the north and Newmarket and Cambridge in the south-west. The remaining parts of Breckland are served by a network of smaller roads.

The A11 is dualled from the Norfolk county border to Norwich. However, delays from congestion (and accidents) - on the 8km stretch from the south-west end of the Thetford bypass to the Barton Mills junction - adversely impact upon Breckland business traffic to and from the south, including Cambridge, London and Stansted Airport.

Thetford and Attleborough are connected to the national rail network with regular services to Norwich and Cambridge. Public transport services in the District are principally provided by bus and focus on linking the District's market towns with shopping and employment destinations at Norwich, King's Lynn and Bury St. Edmunds.

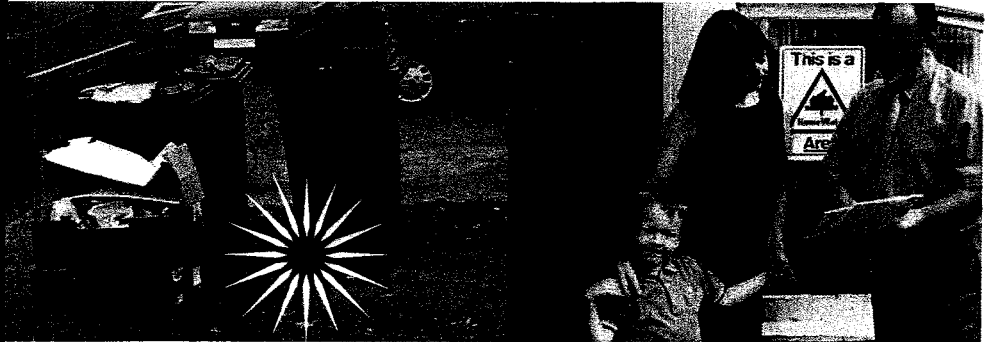
Accessibility

53% of the population lives in the rural areas of Breckland where there has been a decline in service provision linked to increasing mobility for car owners and a rationalisation of service and retail provision. Significant areas of the District are now without key service provision and allied with very limited public transport provision, this has resulted in three rural areas identified as Accessibility Action Areas by Norfolk County Council.

Summary

The complete picture of the area is one of rapid population growth, poor connectivity, good health and low crime, low pay but low rates of unemployment, localised hotspots of multiple deprivation, along with an increasing migrant population.

A detailed area profile is provided in the evidence base that accompanies and informs this Strategy and the Local Development Framework.



Part 2: The Focus for Action

Introduction

Six priority areas have been identified:

- > Developing safer and stronger communities
- > Improving homes
- > Promoting and developing a thriving economy
- > Improving the health and wellbeing of local people
- > Ensuring the accessibility of all services
- > Environmental sustainability

In addition to the six priorities there are two cross-cutting challenges that will be addressed by this Strategy.

Growth in Breckland will continue at high levels for the next 20 years, particularly in the Thetford Growth Point Area and alongside the A11. As a result, Breckland will face enormous pressure in the number of houses and associated developments it will have to accommodate.

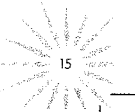
The challenge for the Sustainable Community Strategy and the Partnership will be to ensure that all new communities have the services and facilities they need to make them sustainable, this includes investment in health services, youth services and community facilities.

It will also be important to maintain the environment and facilities that existing residents most value.

Breckland has many distinct and diverse communities, both of interest and of place. We want to encourage cohesive communities that can remain stable while accommodating significant social and cultural change. We want to embrace the opportunities and challenges that accompany the significant in-migration from European countries.

Increasing public involvement in decision-making and devolving power to individuals and local organisations is also increasingly important.

The Partnership will explore the ways in which we can empower local people to take an active part in the partnership, local democracy, in decision-making and supporting their own communities.





Safer and stronger communities

Aspiration

Together we can ensure that Breckland is a place where people feel safe and secure and where people from all backgrounds can play an active role in the local community

Current position

Overall levels of crime are relatively low compared to the county, regional and national averages. In Breckland there are 64 crimes per 1000 population. The corresponding figure for Norfolk is 79 and nationally is 103.

However, perception of crime – particularly anti-social behaviour – as an issue remains high. It is in the 'top 10' of issues that local people feel should be improved.

Within Breckland, the highest levels of crime are recorded in Theford. For example, over 40% of all criminal damage occurs in Theford. Similar figures are recorded for theft from a motor vehicle, theft of a motor vehicle and assault.

Local people are also concerned about the need to promote a better understanding between different communities, especially those who have moved to the area relatively recently.

Breckland is the destination for 30% of all economic migrants entering Norfolk from A8 European countries.

In the national household Best Value Performance Indicator Survey 2006, for the indicator: the percentage of residents who agree that their local area is a place where people from different backgrounds get on well together, Breckland scored 62.8%. The national average is 79% and this places Breckland thirteenth from the bottom in the country.

Priorities

In the next three years we want to:-

- > Reduce the incidence of anti-social behaviour
- > Reduce fear of crime and raise the confidence of communities in the safety of their area
- > Increase the participation and engagement of local people in community activities
- > Increase the percentage of residents who agree that their local area is a place where people from different backgrounds get on well together

Key actions

The key actions will include:-

- > Bringing together frontline officers from a range of local agencies who are working on community safety, environmental and neighbourhood/community issues to share their knowledge and expertise and develop joined-up approaches, which help create safe and cohesive environments for all
- > Promoting diversionary activities for young people that exploit and support local community, sport and cultural opportunities
- > Developing a community cohesion action plan and promoting initiatives aimed at improving links between different communities
- > Promoting parish, town and community planning as a method for actively engaging people in shaping their own communities

National and Local Area Agreement indicators

- > Percentage of people who believe people from different backgrounds get on well together in their local area
- > Percentage of people who feel they can influence decisions in their locality
- > Engagement in the Arts

- > Adult participation in Sport
- > Young peoples participation in positive activities
- > Dealing with local concerns about anti-social behaviour and crime by the local council and police

Local indicators

- > Perceptions of anti-social behaviour
- > Migrant English language skills and knowledge

Key strategies

Breckland's Crime and Disorder Reduction Strategy provides a framework for the wide range of initiatives and programmes developed by partners and other agencies to tackle community safety issues.

Breckland's Social Inclusion Strategy provides a framework for the wide range of initiatives and programmes developed by partners and other agencies to tackle community cohesion issues.

Local Development Framework outcomes

Not applicable



Improving homes

Aspiration

Together we can increase the number of affordable and quality homes available in the district.

Current position

The cost of housing (whether purchasing or renting) has increased considerably. The average purchase price in 2005 in Breckland was £165,237 compared with £136,481 in 2003.

The Rural East Anglia Partnership's housing market assessment (October 2007) highlights the particular problems facing those needing decent homes for themselves and their families. Lack of decent housing is often linked to other threats to quality of life including ill health, mental illness, anti-social behaviour, criminality, and access to local jobs, services, and support from friends and family.

The Breckland private sector stock condition survey (2007) highlights that across all private tenures 17.2% of properties still fail the decent homes standard requiring action and intervention to address. In addition, empty homes make up 4.2% of the overall stock.

The relative concentration of social housing stock in Theford means that this area has significant housing issues, particularly around the quality of provision. However, there are also significant housing pressures across more rural parts of the District.

Priorities

In the next three years we want to:-

- > Assist a wide range of vulnerable residents to be able to live independently
- > Improve the quality of homes provided by public and private sectors in Breckland
- > Promote better access to affordable housing for local people

Key Actions

The key actions will include:-

- > Working with partners to bring empty properties back into use
- > Working with partners to increase the number of households living in a 'decent home'

National and Local Area Agreement indicators

- > Net additional homes provided
- > Number of affordable homes delivered (gross)

Local indicators

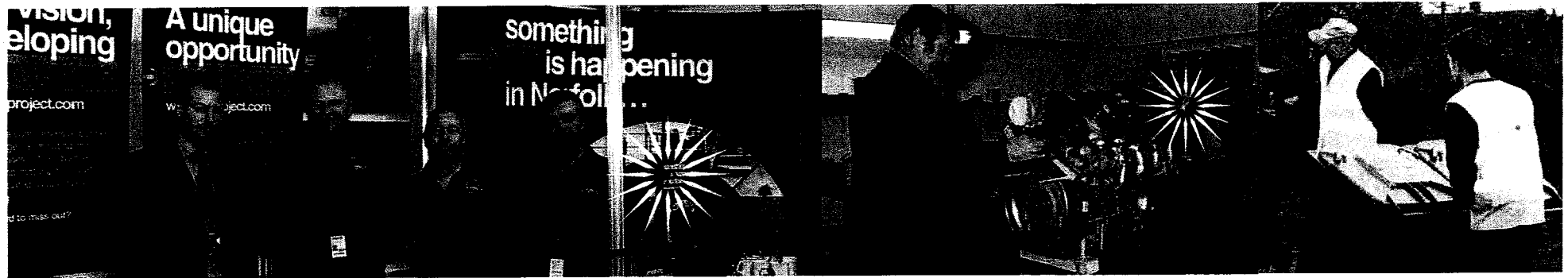
- > Number of vulnerable people achieving independent living

Key strategies

Activities on housing related issues are informed by the Rural East Anglia Partnership's Housing Market Assessment 2007. The Breckland Housing Strategy 2005-10 structures this work and will be refreshed in 2008/09.

Local Development Framework outcomes

- SO1 To deliver a minimum 15,200 net new homes
- SO2 To secure sufficient affordable housing for those in need



Thriving economy

Aspiration

Together we can make Breckland an economically prosperous place which attracts and supports businesses and encourages local enterprise

Current Position

In our Economic Prosperity Strategy, we found that in Breckland:

The population of working age is highly economically active and there is low unemployment. However:-

- > With regard to gross weekly pay, Breckland earners are receiving the second lowest salary in the county and the second lowest full time hourly rate. Gross weekly pay in Breckland is nearly £100 below the regional average;
- > Workforce qualifications in Breckland are below the rest of Norfolk and well below the national standard;
- > Breckland has lower levels of management, professional, and associate professional occupations than Norfolk and the rest of England and Wales, and higher levels of manual occupations.

Key priorities

The Economic Prosperity Strategy has five strategic objectives:

- 1 > Improving business competitiveness
- 2 > Attracting inward investment
- 3 > Enhancing workforce development & skills
- 4> Improving transport & infrastructure
- 5 > Regenerating & developing the Breckland Environment

A detailed Action Plan was published in May 2007. This sets out a comprehensive programme of initiatives and provides the basis for accountability and monitoring progress by the Partnership.

Key actions

The key actions will include:-

- > Maintaining and reviewing progress on the Breckland Partnership Economic Prosperity Strategy and its associated Action Plan

As the Partnership already has a detailed and current Economic Prosperity Strategy and associated action plan in place, this Strategy does not contain any additional initiatives.

National and Local Area Agreement Initiatives

- > Working age population on out of work benefits in the worst performing neighbourhoods
- > Working age population qualified to at least Level 2 or higher
- > Average earnings of employees in the area
- > VAT registered businesses in the area showing growth

Local initiatives

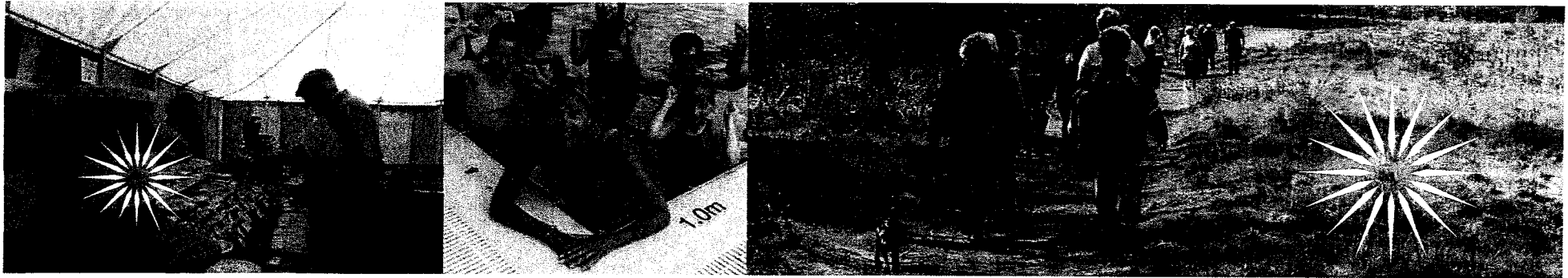
- > 16 to 18 year olds who are not in education, training or employment (NEET)
- > Overall employment rate
- > Skills gaps in the current workforce reported by employers

Key strategies

Breckland's Economic Prosperity Strategy provides a framework for the wide range of initiatives and programmes developed by partners and other agencies to promote prosperity and enterprise

Local Development Framework outcomes

- SO4 To develop and retain a flexible and highly skilled workforce through training
- SO13 To ensure high and stable levels of employment through restructuring the local economy
- SO19 To ensure good accessibility for all to jobs, facilities and services in Breckland



Improving health and wellbeing

Aspiration

Together we can ensure that people in Breckland lead healthier lives and inequalities in health across the District are reduced.

Current Position

Breckland is generally a healthy place to live.

However, compared to the Norfolk average for a number of the lifestyle indicators Breckland scores badly for: healthy eating and obesity, physical activity, people with diabetes, older people with hip fractures and road traffic deaths/injuries.

There are significant health inequalities across Breckland. For example, poor health and lifestyles appear to concentrate within Thetford and the other market towns.

This variation is reinforced by the difference in life expectancy. In Thetford Abbey and Castle wards the life expectancy (for all persons) is 75 years compared to Dereham Toftwood where it is 83 years.

A Health and Wellbeing Partnership has been established to sit under Breckland Partnership Board. A key role of the Partnership is to ensure that there is adequate capacity in the community to deliver all the elements necessary for a good quality of life and healthy well-being.

Priorities

The Breckland Health and Wellbeing Partnership has developed a Delivery Plan, which aims to:

- > Improve health knowledge and information sharing amongst organisations
- > Improve health and tackle inequalities across the District

The Partnership will take forward actions that aim to address the determinants of health, and the factors that can lead from ill health to social exclusion and vice-versa.

This will involve improving health, promoting healthy lifestyles, empowering participants, providing training and work opportunities, and contributing to the development of inclusive, health-supporting communities.

Key actions

The key actions will include:-

- > Maintaining and reviewing progress on the Breckland Health and Wellbeing Partnership Delivery Plan
- > Teaming up with the Primary Care Trust and other health-related bodies to bring together information and services on health promotion

- > Coordinating an ongoing media programme which aims to raise the profile of health issues and interventions in Breckland
- > Providing a programme of training for individuals and community organisations engaged in health improvement activity
- > Supporting the Breckland Community Sports Network to develop and deliver a sports development work programme across the district
- > Supporting the ongoing delivery and expansion of the Walking for Health programme.
- > Introducing the Cycle Recycle and Cycling for Health project in the Thetford area
- > Supporting work in priority communities to increase capacity to deliver local health improvement interventions
- > Seeking opportunities to develop and implement a Health Trainers programme in Breckland

National and Local Area Agreement indicators

- > Obesity among primary school age children in Year 6
- > Mortality rate from all circulatory diseases at ages under 75

- > 16+ current smoking rate prevalence
- > Adult participation in Sport

Local indicators

- > Children and young people's participation in high-quality PE and sport
- > Healthy life expectancy at age 65
- > People killed or seriously injured in road traffic accidents

Key strategies

Breckland's Health and Wellbeing Partnership Delivery Plan will structure work aimed at reducing inequalities and improving wellbeing.

Breckland's Cultural Strategy provides a framework for a wide range of initiatives and programmes developed by partners and other agencies that are linked in part to health activity and participation.

Local Development framework outcomes

- SO19 To ensure good accessibility for all jobs, facilities and services in Breckland
- SO20 To reduce rural isolation through the protection and provision of key services and facilities in rural areas



Improving access to services

Aspiration

Together we can ensure that all Breckland's communities can access a level of service which they choose or require.

Current Position

All the partners in the Partnership are committed to ensuring that the services we are collectively responsible for are delivered to a high quality and fairly to all those who seek them.

We recognise that there are many users (and potential users) who are unable to obtain the level of service which their needs require or which they would chose.

Overall, Breckland is not amongst the most deprived local authority areas – 222 most deprived out of 354 local authorities. However, Breckland scores poorly on 'connectivity' and geographical barriers to services. 31) of Breckland's 78 Super Output Areas are in the 10% most deprived for the geographical barriers deprivation score. Mid Forest is the 2nd most deprived Super Output Area in the Eastern Region for this indicator.

A Local Futures report in 2006 ranked Breckland the 13th worst local authority in the UK in terms of 'connectivity' (400 authorities).

Key factors include:

- > The remoteness of significant parts of this largely rural district – particularly for those without access to a car;
- > Difficulties in delivering efficient services to people living in remoter areas;
- > Clear evidence that those on low incomes and suffering deprivation are less able to benefit from services (health, housing, education & training etc.) which offer the opportunities for a better quality of life.

The complicated nature of these difficulties requires a coordinated approach to service delivery. For the person needing assistance, we should endeavour to offer a seamless 'one-stop' service which overcomes professional and organisational boundaries.

Priorities

In the next three years we want to:-

- > Improve access to key services and advice, particularly for those most in need without their own transport or living in deprived communities. We will achieve this by:-
 - > Improving electronic access
 - > Working more collectively to deliver and plan our services
 - > Supporting the delivery of improved travel and transport

Key actions

The key actions will include:-

- > Mapping inequalities to highlight where hard to reach and marginalised groups exist across geographical communities and communities of interest in the Breckland area
- > Strengthening neighbourhood/community services in each of the Market Towns and Local Service Centres (as defined in the Local Development Framework)
- > Exploring the potential for jointly provided mobile services and/or clinics in remoter areas
- > Producing joint publicity and information on access to services in priority areas, e.g. isolated communities.
- > Encouraging all service providers to consider accessibility when planning their services

National and Local Area Agreement Indicators

- > Access to services and facilities by public transport, walking and cycling

Local Indicators

- > Not applicable.

Key Strategies

Breckland's Social Inclusion Strategy provides a framework for the wide range of initiatives and programmes developed by partners and other agencies to tackle exclusion issues. A significant component of the Strategy links to fair and equal access to services.

Local Development Framework Outcomes

- SO19 To ensure good accessibility for all jobs, facilities and services in Breckland
- SO20 To reduce rural isolation through the protection and provision of key services and facilities in rural areas
- SO21 To reduce urban isolation and social exclusion through the promotion of appropriate tenure mixes in new developments and improved accessibility to key services and facilities



Environmental sustainability

Aspiration

Together we ensure that Breckland's outstanding rural environment is respected and action is taken to enhance and sustainably manage the local environment.

Current Position

The environmental challenges that we, as a partnership, face are not significantly different from those facing the rest of the country. The introduction to recent Government guidance sums up the challenge for the Local Strategic Partnership:–

"It means providing effective local leadership on climate change and the environment; promoting the active role that the public and other local service providers can play in reducing greenhouse gas emissions, protecting our natural environment and working to create a sustainable community."

Breckland is one of the driest areas of the country and availability of water resources is an issue with the increasing pressure for development. Climate change has been identified as the most significant challenge that we currently face. The release of greenhouse gases, particularly carbon dioxide,

is the main contributing factor and human activity is a direct cause. We can expect warmer wetter winters and drier hotter summers; reduced water resources and more extreme weather events.

Breckland's location means that it is not vulnerable to sea level changes. However, many parts of Breckland have a high clay content and consequently inadequate drainage, which can lead to problems of flash flooding.

Road traffic is a significant source of carbon dioxide. There is a high level of commuting by car, and congestion at peak times in the market towns. Breckland has one of the highest rates of commuting to work by car in Norfolk.

The area includes some nationally acclaimed initiatives demonstrating sustainability in practice – including the EcoTech Centre in Swaffham.

Nitrates are an issue given the large areas of Breckland that are identified as Nitrate Vulnerable Zones by the Environment Agency (both surface and ground water). This is considered in the environmental baseline for the LDF and data is being monitored on a number of indicators.

Priorities

In the next three years we want to:–

- > Minimise the impact on climate change by all those living and working in the district
- > Raise environmental awareness in local communities
- > Minimise the impact of waste production and increase recycling rates
- > Reduce the environmental impact of travel to all those living and working in the district

Key actions

The key actions will include:–

- > Maintaining and reviewing progress on the Breckland Local Development Framework, with particular regard to sustainability requirements on new developments
- > Adopting and publicising good practice in energy conservation, use of natural resources, waste minimisation, green travel plans and other environmental initiatives
- > Promoting recycling and composting, thus reducing the household waste collected
- > Supporting local communities in environmental projects
- > Promoting sustainable transport – public transport, walking, cycling

National and Local Area Agreement Indicators

- > Access to services and facilities by public transport, walking and cycling
- > Adapting to climate change
- > Per capita CO2 emissions in the local authority area
- > Municipal waste land filled

Local indicators

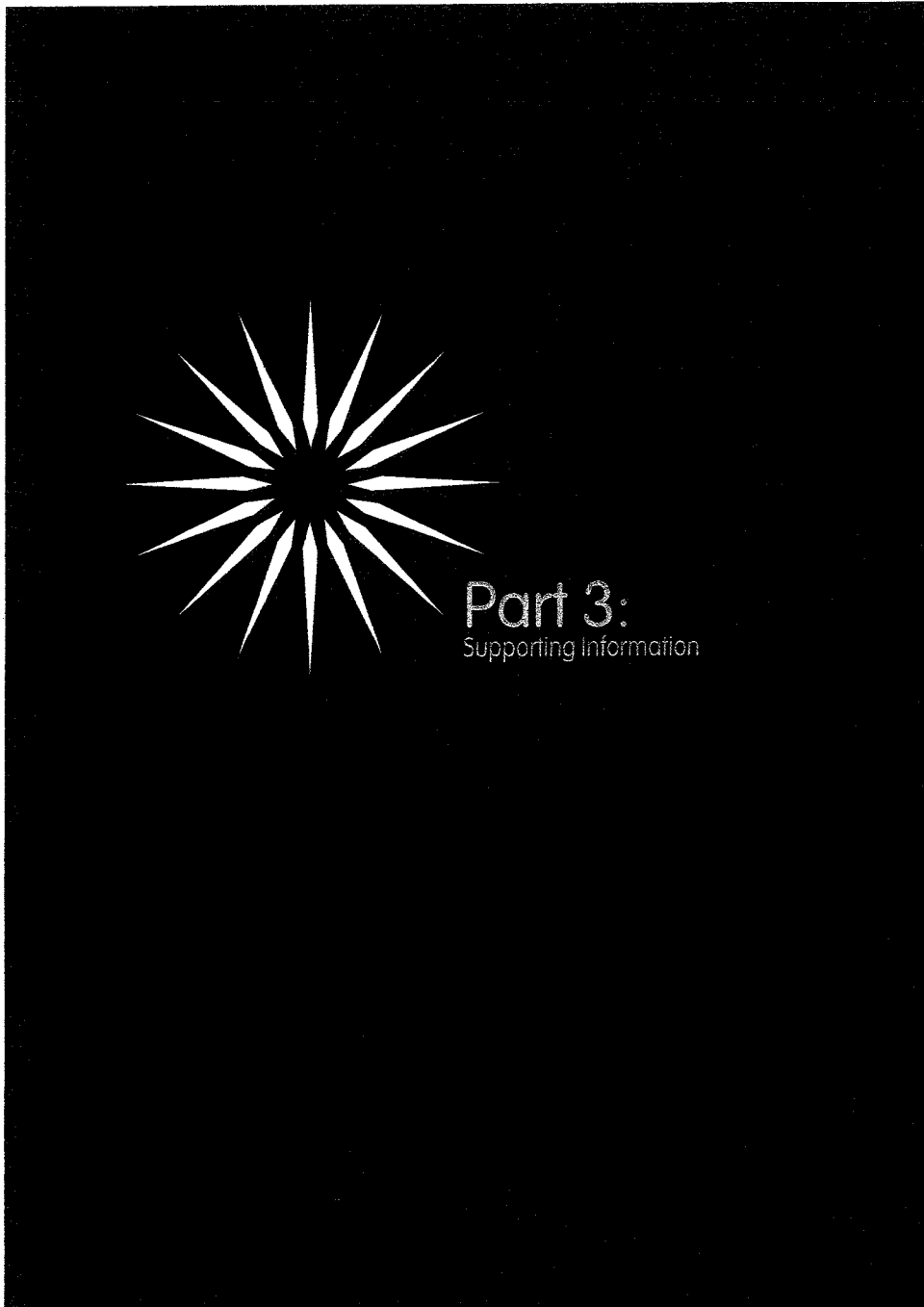
- > Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

Key Strategies

Breckland Council's new Environment Strategy sets out proposals to advance environmental sustainability both in the conduct of its own business and as a community leader. This strategy links to the Sustainable Community Strategy by seeking to reflect people's views on what needs to change in the district to improve quality of life.

Local Development Framework outcomes

- SO8 To protect and enhance the quality and distinctiveness of the biodiversity, geology and landscape of Breckland
- SO10 To require high quality design that meets high environmental standards.
- SO11 To enhance open space provision throughout the District
- SO12 To promote renewable energy to reduce carbon emissions
- SO13 To minimise the risk of flooding to existing and new developments
- SO14 To maximise the opportunity to redevelop sustainable previously developed land.
- SO15 To prevent groundwater contamination and a deterioration in air, water and soil quality
- SO16 To require the efficient use of water resources
- SO17 To minimise the amount of waste produced and promote sustainable waste management
- SO18 To provide for a significant modal shift from a reliance on the private car, in particular single person car use, to sustainable forms of transport



Part 3: Supporting information



Supporting strategies, plans and information

In the last two years we have developed three strategies that underpin this Sustainable Community Strategy.

Tackling social exclusion

In our Social Inclusion Strategy, we recognised the particular needs of a number of disadvantaged groups in our communities, including: families at risk from a multiplicity of problems; disaffected older people; the long term unemployed; isolated people; people with long term health problems or disabilities; migrant workers (particularly from Portugal and the A8 countries); and, gypsies and travellers.

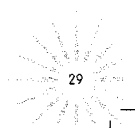
Disadvantage in Breckland has a particular character when compared with the region as a whole. This includes:

- > Low income;
- > Inadequate skills of the workforce and a lack of aspiration among the young;
- > Poor health and the lack of a healthy lifestyle;

- > Lack of affordable housing;
- > Lack of transport and poor access to employment and services;
- > Crime, anti-social behaviour, domestic violence and self harm incidences.

The Strategy has six strategic objectives, to:

- > Provide leadership in tackling social exclusion in Breckland
- > Improve information and raise awareness of available support (particularly for the disadvantaged and those working with them)
- > Improve joint working and inter-agency communication
- > Involve those (particularly the disadvantaged and those working with them) to whom this Strategy is aimed
- > Release and support the potential for local action
- > Improve access to services





Revitalising the local economy

This Economic Prosperity Strategy for Breckland has been produced by the Partnership to help inform and mould its actions and initiatives, and those of its partners, to achieve its vision: to make the district an economically prosperous place which attracts and supports local businesses and encourages local enterprise.

Focusing on the 2006 to 2010 period, the Strategy provides a framework for the deployment and integration of resources and actions to ensure that there are significant improvements to economic performance and environment in Breckland, that raise the standards of living and quality of life in the area.

It is designed to help and allow the area, its residents, businesses and other organisations realise their potential to contribute to sustainable economic growth.

The Strategy identified five strategic objectives:

- > Improving business competitiveness
- > Attracting inward investment
- > Enhancing workforce development & skills
- > Improving transport & infrastructure
- > Regenerating & developing the Breckland Environment

A detailed programme of action has been developed and is being progressed by the Partnership's Economic Group.

Cultural participation

The development of the Breckland Cultural Strategy helped the Partnership to build a clear picture of the District and its economic, demographic, social and cultural profile along with the range of future influencing factors on opportunities and 'cultural' participation.

The objectives of the Strategy are to:

- > Identify a set of shared principles to improve the Partnership's approach to arts, sport, play and leisure;
- > Develop and implement improvement plans to ensure a more coordinated, consistent and effective approach to addressing leisure and cultural development in Breckland.

A detailed programme of action has been developed and is being delivered by the Culture Team at Breckland Council, with support from a wider stakeholder group.

Supporting information and evidence

The Breckland Partnership and Breckland Council Environmental Planning Policy teams have produced the Breckland Area Profile as a shared evidence base for the Sustainable Community Strategy and the Local Development Framework.

The development of the Local Development Framework and the preparation of the Sustainable Community Strategy have been aided by this collaborative approach to data and spatial analysis. The common vision is based on a common evidence base. Robust local data analysis and a shared understanding of its spatial implications are vital for future planning and service delivery in Breckland.

The Area Profile is a living document and will be updated and expanded, when necessary, to take account of changes and incorporate new intelligence when it becomes available.

Managing performance

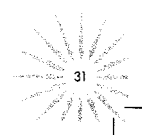
The Breckland Partnership is committed to an evidence based approach to managing and driving improved performance so that we achieve our agreed outcomes.

The Council's alignment of its performance management arrangements to the Sustainable Community Strategy enables the Partnership to measure and manage progress on a more comprehensive basis.

The Breckland Partnership will provide an annual account of its progress to all stakeholders.

Meetings of the Breckland Partnership are open to the public and the Partnership welcomes comments on its progress and priorities for the future.

For more information on the work and progress of the Partnership, visit: www.brecklandisp.org.uk.



A spatial vision

A spatial vision for Breckland is set out in the Local Development Framework.

The vision is that:-

By 2026, Breckland's settlements and its wider rural area will have developed as a dynamic, prosperous and self-sustaining community through the delivery of sustainable housing and employment growth, supported by necessary facilities, services and infrastructure. The new housing will have been integrated with new and existing facilities and will be comprised of an appropriate tenure, type and mix to address issues of affordability and social inclusion. In response to the challenges of delivering sustainable development in a predominantly rural area, the majority of development will have been directed to key settlements, providing services and facilities to their hinterlands. This development in the key settlements will have been supported by appropriate development in villages and in rural areas where it addresses local need or is a sustainable response to an advantage offered by a location. The jobs, housing and other services and facilities will be located and of a scale and balance to deliver self-contained settlements reducing the need to travel and maximise opportunities for delivery of sustainable transport provision.

Along the A11 corridor significant employment growth will have been achieved in advanced engineering, motor sport, research and development and logistics employment, building on the emerging employment base and taking advantage of the excellent highway network and linkages to other centres of business. In the rest of Breckland, employment will meet local needs with the important cultural, heritage, landscape and natural assets forming the basis for tourism, leisure and recreation.

Building on the town's function as the main service centre in the south of Breckland and its location on the A11 corridor and railway, Thetford will continue to develop as a key strategic centre and gateway to the Brecks. Significant levels of sustainable housing and jobs will have been delivered, acting as a driver for and supported by a regenerated town centre.



Balanced growth of housing, employment, services and facilities will have been delivered in the four Market Towns of Attleborough, Dereham, Swaffham and Watton. The particular attributes of the Market Towns will define the scale and direction of growth, but the aim for all will be, as a minimum, to reinforce their position within the settlement hierarchy. Where opportunities are identified in the Towns, growth plans will be put in place to ensure their development and enhancement as centres for living and working and to improve the services and facilities they offer. This enhancement will improve their sustainability as self-contained settlements and provide wider benefits to their hinterland.

The natural and built environment of the District will be comprehensively protected and enhanced, as appropriate, to ensure that their inherent environmental and visual qualities are retained. In particular the special landscape quality of the Brecks and areas of scientific interest and wildlife benefits will be protected. All development will be within the environmental limits placed on Breckland, particularly with respect to the District being located in the driest region of the country and the extensive areas that are designated as European Habitats. The quality of the built environment, building on the District's heritage and archaeological values, will be protected with high quality design being a key principle of all development.



Recent achievements

When we consulted you on the development of this Strategy you told us that we weren't very good at telling you what we were doing and what we've achieved. Below are some highlights of what we've achieved over the last couple of years. We are committed, as a partnership, to communicating these messages more effectively in the future.

In 2006, the Breckland Partnership made project funding available for the first time. Eight projects have since been funded totalling £81,145.

They are:-

- > Travel Token Scheme
- > Creative Change
- > The Joy of Food
- > Breckland Enterprise and Learning Account
- > Big Sifting Room
- > Community Safety Infrastructure
- > Building Inclusive Rural Communities
- > Safer Neighbourhoods Team Vehicles

There have been further notable achievements:-

- > Economic Prosperity Strategy developed
- > Cultural Strategy developed
- > Social Inclusion Strategy developed
- > £10,000 funding towards Economic Prosperity Strategy action planning
- > Moving Thetford Forward Group established to steer partnership work on Growth Point Status and infrastructure development in Thetford
- > Play Forum established to develop Play Strategy; successfully bid for £238,000 from the Big Lottery Fund.
- > £28,000 funding for Learning Communities accessed from Norfolk Learning Partnership over two years.
- > £100,000 Second Homes Council Tax funding allocated to Breckland for affordable housing projects



Glossary

Local Area Agreement (LAA)

These agreements provide a single framework through which government departments can allocate additional funding to local authorities and their partners. Their aim is to reduce and simplify funding streams and give more scope for local authorities to concentrate on local priorities.

Local Development Framework (LDF)

This is a new type of local planning policy document. It replaces the Local Plan and the County Structure Plan. The Local Development Framework will shape the future development of the District. The issues and aspirations identified through the development of the Sustainable Community Strategy will set the context for development needs in the District.

Local Strategic Partnership (LSP)

A Local Strategic Partnership (LSP) is a single, non-statutory, multi-agency body, which matches local authority boundaries, and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors. LSPs are key to tackling deep seated, multi-faceted problems, requiring a range of responses from different bodies.

Sustainable Community Strategies

Sustainable Community Strategies have a vital role to play in helping to deliver genuinely sustainable communities. All councils and LSPs already have a Community Strategy in place. They are now required to convert their Community Strategies into Sustainable Community Strategies by developing a stronger focus on integrating social, economic and environmental issues and by tackling the longer-term and global impacts of communities.

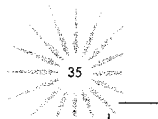
Contact details

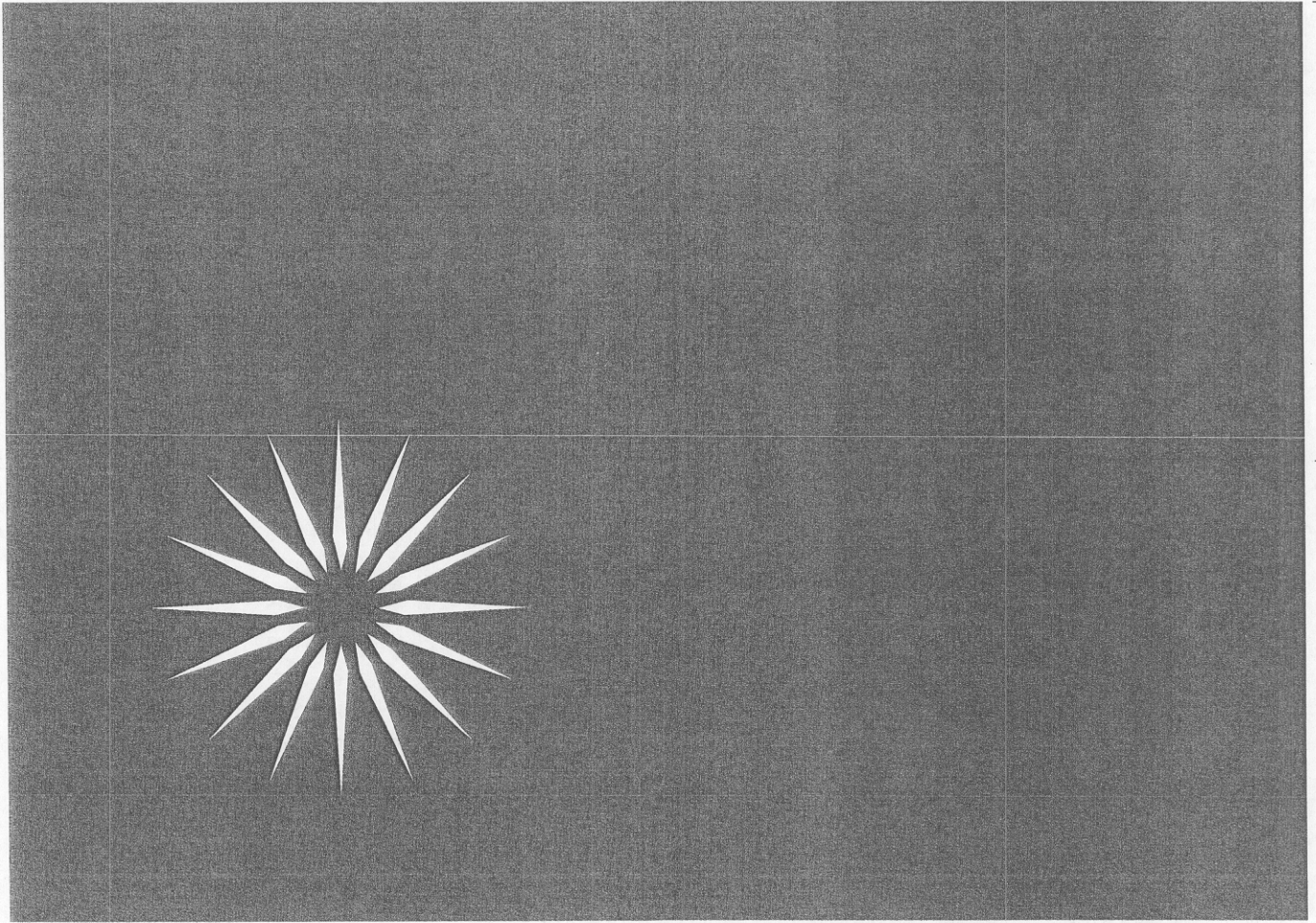
Telephone: 01362 656870

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Breckland Partnership
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Elizabeth House
Walpole Lake
Dereham
Norfolk NR19 1EE





Norfolk People Feel they can Influence Things

Report by the Director of Corporate Resources

Summary

This report provides Members with the Terms of Reference for the new scrutiny topic 'Norfolk people feel they can influence things'.

1. Background

- 1.1. At the Cabinet Scrutiny away day in September 2008 the following scrutiny subject was raised as an area that the committee believes would make a difference to the people of Norfolk:

'Norfolk People Feel They Can Influence Things' (To examine the ways that residents can have their say about the services provided by the County Council and how those views and opinions are used).

- 1.2 This area of scrutiny was scored using the scrutiny scoring scheme. The total score awarded was endorsed by the Scrutiny Group Leads and resulted in this subject becoming a priority.
- 1.3 Cabinet Scrutiny subsequently felt that this subject was more appropriate to be added to the Corporate Affairs Overview & Scrutiny Panel forward programme because of the links with Compliments/Complaints processes and work managed by the Communications Unit such as the Norfolk Citizens Panel/Customer Service Centre/Residents Surveys and Consultations.

2 Terms of Reference

- 2.1 The Corporate Affairs Overview & Scrutiny Panel Scrutiny Group met on 23rd February 2009 to consider the Terms of Reference for this area of scrutiny; the Terms of Reference can be found at Appendix A.

3. Section 17 – Crime and Disorder Act

- 3.1 The crime and disorder implications of the scrutiny topic will be considered when the scrutiny takes place.

4 Equality Impact Assessment

4.1 There are no impacts arising from this report. Equality implications of the scrutiny topic will be considered when the scrutiny takes place.

Action Required

- (i) The Overview & Scrutiny Panel is asked to consider and agree the attached Terms of Reference for the 'Norfolk people Feel they can Influence Things' scrutiny and offer any amendments to the scope.
- (ii) The Overview & Scrutiny Panel is asked to consider the method for scrutiny required, for example a report to the Panel or the formulation of a Working Group.
- (iii) If the formulation of a working group is the preferred method of scrutiny, the Panel to agree to postpone the first meeting of the group until after the June 09 elections.

Officer Contact

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

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Jessica Reeve	01603 224424	Jessica.reeve@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jessica Reeve on 01603 224424 minicom 01603 223833 and we will do our best to help.

Terms of Reference

Norfolk County Council	
Corporate Affairs Overview & Scrutiny Panel	
Terms of Reference for scrutiny of: Norfolk People Feel They Can Influence Things	
Scrutiny by: Working Group/Report	
Membership of Working Group: Members: Officers in Support: TBC Jessica Reeve Anne Tansley-Thomas Caroline Money Eve Dewsnap	
Purpose and Objectives of Scrutiny: To examine the ways that residents can have their say about the services provided by the County Council and how those views and opinions are used.	
Issues and Questions to be addressed: <ul style="list-style-type: none">• What measures does NCC have in place to support residents to put forward their views on NCC services provided to them?• What measures are in place for Members to feedback residents views?• How successful are these measures?• Compare NCC to other public bodies and what they have in place.• How does NCC use the data collected?• What benefits are derived from public involvement?• Understand the National context and requirements	

<ul style="list-style-type: none">• Looking at the challenges/opportunities ahead what are the priorities that need to be addressed?	
Planned Outcomes: <ul style="list-style-type: none">• To shape the Community Engagement Strategy• To improve communication of outcomes• To identify recommendations/focus for action	
Deadlines and timetable:	
Terms of Reference agreed by:	Date:

Efficiency Savings Programme

This report provides a progress review of the Efficiency Programme and achievement against the Council's 2008- 2009 efficiency targets.

Report by the Director of Corporate Resources

1 Introduction

- 1.1 Efficiency is achieved when more service is provided for the same cost, the same service is provided for less cost, or a combination of the two.
- 1.2 Norfolk County Council (NCC) is realising efficiencies through the main Efficiency Programme and other initiatives, in order to balance its budget without the need for cuts to frontline services.
- 1.3 An interim Head of Efficiency was appointed in October 2008 who will also programme manage any activity required as a result of Local Government Review (LGR) outcomes. Opportunities exist for designing efficient and effective organisations and realising both service improvements and cost savings within any of the possible outcomes of the LGR process currently underway.
- 1.4 To ensure services do not need to be cut, efficiencies in addition to those planned through the efficiency programme and other existing initiatives, will need to be realised. It is estimated that a minimum of £14m per annum in capital and revenue efficiencies will be needed from 2009 onwards .
- 1.5 The budgeted efficiencies for 2008-2009 were £9,094 m against an annual target requirement of £14m. Achieved efficiencies 2008-2009 year to date currently stand at £14.459m. Details of which are shown in the Annual Efficiency Statement (AES) at Appendix A.

2 The Efficiency Programme

- 2.1 The Efficiency Programme includes the following projects:-

- Adult Social Services (ASSD) Assessment & Care Management Review
- Capital Programme Efficiencies
- Carbon Management Programme
- Modern Social Care
- Strategic Planning and Transportation (P&T)
- Passenger Transport Planning
- Procurement
- Support Services Review

3 The Efficiency Programme Projects – Progress Update

3.1 Progress of the eight current efficiency projects in the Programme is summarised below.

3.2 Assessment & Care Management Review

Summary

3.2.1 The aim of the review is to develop a more effective approach to Assessment and Care Management that will deliver a more enabling service, promoting independence, choice and control and to roll-out Individual Budgets to our service users.

Progress

3.2.2 Staff consultation ended on 6 February 2009 and was attended by more than 500 staff members. A paper has been submitted to the Adult Social Services Senior Management Team highlighting key points of feedback from staff and dependencies, risks and issues. Consultation is underway with staff on three potential options for delivery of efficiencies. Consultation includes the opportunity for staff to also contribute ideas.

3.2.3 Finance workshops have been held to review how processes can be configured to support assessment & care management and the delivery of personal budgets. An action plan is being developed.

3.2.4 The first review of the North Elmham integration pilot has been undertaken and appears to be going well, however the lack of baseline data reporting from health ICT systems is inhibiting the effective monitoring of progress.

3.2.5 The roll out of individual budgets continues to make progress and NCC is working with the Department of Health on a common resource allocation system. There is however a key dependency on having robust ICT systems for core health data.

3.2.6 A four week pilot of Services at the Front Door was implemented in the Access team. This drew together a multi-disciplinary team to facilitate providing services at the initial point of contact wherever possible. Initial indicators are that this was very successful. A full evaluation of the pilot is now being undertaken.

3.3 Capital programme efficiencies

Summary

- 3.3.1 The aim of this initiative is to maximise and demonstrate efficiency savings in the capital construction programme by a reduction in costs or an increase in added value.

Progress

- 3.3.2 Two thirds of the target cost savings of £1.75m has been identified and work is underway to realise the remainder.
- 3.3.3 A meeting has been held with directors of the six companies who make up the NCC constructors framework delivering capital construction projects. This meeting chaired by the Managing Director of Norfolk Property Services (NPS) discussed the economic climate and its expected impact on costs being seen within the framework. The majority of current projects are at the pre-planning stage so it will be some months before these impacts are felt.
- 3.3.4 Framework constructors are developing a joint supply chain to drive out efficiencies. The Mechanical & Electrical engineering sub constructors framework is now officially in place and 'owned' by the main constructors. Work is underway to assess the impact of these supply chains
- 3.3.5 All project teams are now identifying partnering benefits that provide 'added value' which can then be evaluated in monetary terms for reporting as efficiencies where appropriate.
- 3.3.6 A senior manager has the responsibility to ensure regular sharing and reviewing activities are being undertaken and to create a forum of best practice exchange within the practice. Information sharing is also being undertaken across the 'four counties' network. These initiatives will assist in identifying further efficiency opportunities.

3.4 Carbon Management Programme

Summary

- 3.4.1 The Carbon Management Programme aims to reduce the carbon emissions generated by the Authority and those with whom we trade, with the intention of reducing cost and environmental impact.

Progress

- 3.4.2 The governance structure for the Programme is now in place and both the Programme Board and the Carbon Management Group (CMG) meet regularly.

- 3.4.3 Currently the CMG is gathering information on the full range of carbon reducing practices across departments to include on a single database initiatives including any that otherwise are not identified as part of the Programme.
- 3.4.4 Obtaining financial data to baseline and identify costed financial benefits from projects is proving an ongoing challenge to the group.
- 3.4.5 Evidence capture for climate change work is in progress and will be required as part of the Corporate Area Assessment (CAA). CMG is seeking to capture evidence of the impact of efficiencies brought about as a result of the programme.
- 3.4.6 An invest to save fund of £200,000 has been identified and selection criteria have been developed. Invest to save projects will be required to pay back the loan plus 25% efficiency savings over a five year period (7.5 years for renewable). Success will be based upon maximising £/tonnes of CO² saved.
- 3.4.7 A Pro Funding proposal has been drafted. This is designed to secure long-term funds leading up to 2014. The team is currently collating data for the 'dry-run' of statistics (for NI185 Reducing CO² emissions from local authority operations) for the Policy and Performance Team to determine current baseline.
- 3.4.8 The Energy Busters programme, in partnership with the National Trust, has cut energy use by up to 40% in participating schools.
- 3.4.9 Data from the Asset Management Plan shows that energy prices across the whole estate rose by 58% for the financial year 2007-8. This is against a backdrop of a 2% increase in consumption.
- 3.4.10 Performance for County Hall for the period since the inception of the Carbon Management Programme also reflects the rise in energy cost but has seen a drop in consumption - an average of over 5% (electricity) for the first six months (against the same period the previous year).
- 3.4.11 Currently, any efficiencies are making small inroads into the overall cost increase of energy which has risen by up to 83% on some contracts over the year.

3.5 Modern Social Care (MSC)

Summary

- 3.5.1 The MSC programme is a series of projects to implement a replacement social care system to standardise business processes using modern technology in both adults' and children's services. It provides a long term capability for social care to meet changing government requirements. The core system for case management including the receipt, provision and review of care went live in November 2007.

Progress

- 3.5.2 The team are currently testing Care First Version 6.6.4.3 , which has been supplied to correct some further errors identified by NCC and other Local Authorities around secure records following the Version 6.6.

upgrade. The version is due to be installed in early March. It has been agreed by the gateway review team that the Electronic Document and Record Management System (EDRMS) project would go forward and work is progressing on the set-up of a project team structure. This work will replace the Care Store system in Care First planned for Children's Services and Adult Social Services and abandoned last year.

- 3.5.3 The Project Initiation Document (PID) for the mobile and flexible working project has been agreed and the pilot will commence for 30 staff in Northern Locality on 1 April 2009 for a four month duration.

3.6 Passenger Transport Network Planning

Summary

- 3.6.1 The Passenger Transport Network Planning project aims to deliver transport efficiencies by improved utilisation of vehicle resources whilst meeting client needs.

- 3.6.2 The project has four work-streams:

- The integration of transport with Health and the voluntary sector. The teams are currently being co-located.
- Norfolk County Services (NCS) Fleet – to ensure efficient use of the fleet including school journeys.
- Taxis – improvements to the planning and tendering of taxi services.
- Procurement of transport, both spot and long term contracts.

Progress

- 3.6.3 An action plan has been produced for further integration between Health (Ambulance Trust) and Social Care (NCC). NCS fleet issues are now being looked at with regard to the day services reviews.
- 3.6.4 Investigations are underway into more efficient ways to procure taxi contracts.
- 3.6.5 There have been some non-financial benefits realisation in that staff time is being saved through procurement changes and customer service is being improved through an integrated adult care team.
- 3.6.6 The taxi work-stream is looking at unavailable school routes and saving transport costs through infrastructure improvements.
- 3.6.7 E-procurement and contract paperwork is being investigated, and assistance in being given to the procurement work-stream of the Support Services Review, particularly in regard to the use of taxis.
- 3.6.8 Activities are underway to bring together the planning functions for health, wellbeing and social care, so that journeys can be further integrated.
- 3.6.9 Investigations into transport being provided because walking routes are unavailable are focusing to see if investment in infrastructure can reduce transport costs. The savings target of £382,852 has been achieved.

3.7 Planning and Transportation (P&T) Strategic Partnership Efficiencies

Summary

- 3.7.1 This is a staff suggestion scheme based initiative programme designed to realise efficiencies. Both P&T Partners and NCC staff participate with shared benefits.

Progress

- 3.7.2 The process continues to work well and is becoming more innovative now that many of the easy wins have been realised. The process is being facilitated through strong senior management sponsorship and communications, promoting a continuous improvement ethos and providing support to partnership staff to develop their ideas into business cases. P&T is ensuring that, where best practice is identified, it is widely applied.
- 3.7.3 Some of the larger and more complicated projects, which have potential to realise significant savings have fallen behind programme and will not deliver benefits in this financial year. However additional efficiencies within the service have been identified and there is confidence in achieving the target for the year.
- 3.7.5 Improved partnership working is seen and demonstrated by the recent Partnership Review project. Following several workshops, supported by the Efficiency Team, improvement priorities have been identified across the partnership which should lead to cashable and non cashable efficiencies. Key priorities are focused on the improvement of processes, engagement and delivery.
- 3.7.6 The proposed programme of work will include internal process reviews, investigation of procurement and supply chain processes across the partnership, further simplification of the initiative process, improved communication and cross partnership learning.
- 3.7.7 Consideration is being given to developing Creativity Clubs across the Partnership focussing on nominated key, innovative staff to help identify key opportunities across the service.

3.8 Procurement

Summary

- 3.8.1 The procurement project is designed to deliver efficiencies in terms of financial savings and in improving the effectiveness and professionalism of procurement within the Council.

Progress

- 3.8.2 Key areas of savings this year have been in – Eastern Shires Purchasing Organisation (ESPO), Supporting People, Plant Hire, Specialist Vehicle Hire and Photocopiers. Numerous smaller efficiencies have also been made that make a vital contribution to the overall results of £1.243m efficiency savings realised this year to date.
- 3.8.3 The take-up of i-procurement is up to £95m and now well on track to meet target throughput for this year.
- 3.8.4 The Support Services Review project is currently undertaking a series of procurement process development workshops with each directorate, leading to the development of a full business case that will lead to further process and efficiency improvements.
- 3.8.5 The development of an e-tendering solution to deliver process improvements is progressing to plan. The invitation to tender for the platform has been prepared and market engagement is underway.

3.9 Support Services Review

Summary

- 3.9.1 The Support Services Review (SSR) considered options for how Finance, Procurement, Information and Communication Technology (ICT), and Human Resources (HR) could be delivered in the future and Cabinet made the decision to move to a shared services model. This programme aims to implement the foundations of that model before the outcome of LGR is known.

Progress

- 3.9.2 Following the recent LGR announcement, SSR plans are being reviewed and proposals for the work to be taken forward next financial year will be submitted to Cabinet.

- 3.9.3 In addition to the scoping work for the next phase, progress is being made in developing the detailed service design-operating model and staffing structure for ICT. The business case for the ICT work-stream shows cashable savings will be made.
- 3.9.4 Procurement workshops for departments are progressing well and work undertaken in the procurement Volume and Spend Analysis activity, suggests significant cashable savings can be made through improved procurement practices and processes potentially facilitated by the implementation of Category Management.
- 3.9.5 The new HR@Norfolk (PeopleNet) web-based information will be more user friendly and reduce the need to consult HR advisors over day to day matters. The system has been demonstrated to a variety of stakeholders and has been well received. It is planned to launch the updated HR@Norfolk website in April.
- 3.9.6 The organisational charting software (ORG +) to automatically produce organisational charts from electronic records, is now installed and data cleansing has started to ensure charts accurately reflect team structures and complement.
- 3.9.7 Both the above HR activities will lead to more efficient use of resource and time within the authority.

3.10 Other areas of efficiency

- 3.10.1 Efficiencies continue to be realised and identified in addition to those targeted within the efficiency programme.
- 3.10.2 For example ICT efficiencies have been realised in 2008 –2009 amounting to £1,138,000. This includes £700,000 pa saving on mainframe spend. These savings have been re-invested and support ICT initiatives such as the desktop refresh programme.
- 3.10.3 The 2009 - 2010 Efficiency Team Service Plan has been developed with key activities and initiatives identified to further assist the organisation to achieve the required efficiency targets. Support is also planned to enable service heads, team managers and all colleagues to identify and deliver efficiency improvements within their areas.

4 Financial savings

- 4.1 The provisional capital and revenue savings targets for the three years are as follows. The Annual Efficiency Savings (AES) summary for 2008/09 is attached at Appendix A.

Norfolk County Council AES Provisional targets				
Total '000	2008/09	2009/10	2010/11	Total
CLG Target 2008/09	13,770			13,770
CLG Target 2009/10		14,229		14,229
CLG Target 2010/11			14,688	14,688
CLG Target Total	13,770	14,229	14,688	42,687
AES Target	14,000	14,000	14,000	42,000
Projected 2008/09	14,459			14,459
Projected 2009/10		14,892		14,892
Projected 2010/11			0	0
Achieved Total	14,459	14,892	0	29,351

5 Risk Management

- 5.1 Strong governance and reporting arrangements that have been commended by the Audit Commission remain in place. A key element of this is the monthly review meeting of Chief Officers (COG) when they, as project sponsors, lead the discussion using efficiency programme project status reports and the change programme status reports detailing progress by activity and outcome.
- 5.2 An informal Member steering group, comprising the Council Leader, Deputy Leader, Leader of the Labour Party, Leader of the Liberal Democratic Party and the Cabinet Member for Efficiency oversee the Programme.

6 Financial Implications

- 6.1 Failure to meet the 2008/09 targets may require the Council to find alternative efficiencies or make reductions in services.

7 Section 17 Crime and Disorder Implications

7.1 There are no direct implications arising from this report.

8 Equality Impact Assessment

8.1 Equality Impact Assessments are carried out within the individual projects.

9 Action Required

9.1 Members are asked to note the progress of the Council against its efficiency targets as set out in this report.

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Judith Swales 01603 222539 or Textphone 0844 8008011 and we will do our best to help.

Efficiency Projects & AES Savings 08/09

Detail	Within 08/09 Budget	Sept CARP	Latest Forecast	Total Department Budget	Latest Forecast as Percent of Budget
	£	£	£	£	%
CHILDRENS SERVICES					
Home to School Transport Efficiency Savings	250,000	250,000	250,000		
Social Care Transport Savings	50,000	50,000	50,000		
LAC - Additional Foster Carers	267,000	267,000	-		
Reduce LAC adolescent numbers	656,000	656,000	-		
LAC Family Group Conferences	370,000	370,000	110,000		
Review of Placements for LAC			2,117,000		
Special Guardianship	38,000	38,000	38,000		
SEN Transport Expenditure	340,000	340,000	340,000		
MSC Admin Staff saving	437,000	437,000	237,000		
MSC Social Service Staff saving	800,000	800,000	800,000		
Connexions Service efficiency	150,000	150,000	150,000		
TOTAL	3,358,000	3,358,000	4,092,000	160,734,000	2.55
ADULT SOCIAL SERVICES					
Remodelling of Home Support Services	940,000	940,000	940,000		
Modern Social Care and Management of Staff Vacancies	266,000	1,276,000	1,276,000		
Increased joint working with PCT	200,000	200,000	200,000		
LD Savings	1,536,000	1,536,000	867,000		
Remodelling of Day Care	500,000	-	-		
Supported Living Externalisation	300,000	300,000	-		
TOTAL	3,742,000	4,252,000	3,283,000	208,198,000	1.58

PLANNING & TRANSPORTATION					
NATS/NDR Staff reductions & Equipment	97,000	92,000	92,000		
Additional Savings on using less expensive waste sites	233,000	233,000	233,000		
Saving on moving waste to less expensive sites	670,000	670,000	670,000		
Savings on WEEE at HWRC sites	30,000	30,000	-		
Savings on Waste Mgmt	240,000	240,000	240,000		
Abandoned vehicles	40,000	40,000	40,000		
Housekeeping savings in S&P	51,000	51,000	-		
Transport Strategy	100,000	100,000	-		
Street Lighting PFI	346,000	346,000	346,000		
Partnership savings		500,000	500,000		
Fleet Savings					
Frictional vacancies removed	550,000	550,000	550,000		
TOTAL	2,357,000	2,852,000	2,671,000	98,408,000	2.71
TRADING STANDARDS					
Other Consumer Services Vacancy Management	8,000	8,000	8,000		
TOTAL	8,000	8,000	8,000	3,204,000	0.25
CULTURE					
Library Admin efficiencies	101,000	101,000	101,000		
Museum Admin staffing efficiencies	15,000	15,000	15,000		
RBO efficiencies	10,000	10,000	10,000		
Security Review Norwich Museums	9,000	-	-		
Record Office savings from natural wastage	15,000	15,000	15,000		
Adult Education Service Efficiency Programme	53,000	53,000	53,000		
TOTAL	203,000	194,000	194,000	21,521,000	0.90

OTHER					
Vacant Posts - Chief Executives	51,000	51,000	51,000		
Various Chief Executives savings	7,000	7,000	7,000		
Vacant Posts - Finance	38,000	38,000	38,000		
Corporate Finance IT budget reduction	25,000	25,000	25,000		
Reduction in FIMS development Budget	50,000	50,000	50,000		
Capital Savings from NPS		1,750,000	750,000		
IT Strategy Savings			1,958,585		
Finance General Review of Income	55,000	55,000	55,000		
Procurement		1,276,000	1,276,000		
TOTAL	226,000	3,252,000	4210,585	15,059,000	27.96
GRAND TOTAL	9,894,000	13,916,000	14,458,585	507,124,000	2.85

**Planning, Performance and Resources
Monitoring Report**

Report by the Director of Corporate Resources

Summary

This monitoring report includes an update on planning and performance issues. Up to date performance is reported for those corporate health indicators for the 3rd quarter of 2008/09 together with information on key improvement areas. Revenue budget 2008/09 update, reserves and provisions, and for the capital programme 2008/09 update are also reported.

1. Introduction

- 1.1 Integrated monitoring reports are made to each Overview and Scrutiny Panel meeting. The monitoring reports to this Overview and Scrutiny Panel focus primarily on how we are performing against the Corporate Objectives that relate to this panel and relevant performance indicators contained within the Corporate Improvement Plan (CIP). This report provides an update on performance data available for the 3rd quarter together.
- 1.2 Service planning for 2009-12 is on track and preparation of the eight service plans relating to this Overview and Scrutiny Panel is progressing well. A separate report on these is also on the agenda for this meeting.

2. Planning and Performance update

2.1 Objective A – Improving Customer focus

CIP Key Improvement Area:

- Ensure that services meet the needs of Norfolk's diverse communities

CIP Areas for Sustained Good Progress:

- Improve customer satisfaction

2.2 Ensure that services meet the needs of diverse communities

- 2.2.1 Strong progress continues to be made in developing fair and accessible services. As part of the Council's work on the Equality Framework (previously known as the Equality Standard), a comprehensive action planning and consultation process is underway with religious and belief communities and lesbian and gay

people in the county. The findings will help the Council better understand the views and experiences of these diverse groups and inform development of the Equality Strategy for Norfolk. The findings will be reported in detail to the Council's Strategic Equality Group, to enable any potential action areas to be considered. The Bishop of Norwich, the Norfolk diversity champion, has advised on engagement with religious and belief communities and both initiatives are being taken forward with key partners including Norfolk Constabulary and NHS Norfolk, to maximise use of the data across all service improvement programmes and achieve efficiencies.

2.3 Customer Satisfaction

- 2.3.1 Delivery of the Customer Service Strategy action plan is on track. Whilst performance data will not be available until quarter four, key milestones have been achieved. Actions completed and in progress this quarter include the following.
- 2.3.2 The action plan developed as a result of the audit of our formal complaints procedure is being implemented. Information about complaints is now routinely included in the monthly customer access reports which are reviewed by Chief Officers and the Customer Service Member Reference Group. A shorter timescale for responding to Ombudsman complaints has been introduced temporarily to ensure we meet the overall timescale target. New feedback cards have been produced and circulated to departments to ensure that customers' views on how their complaint was handled is collected consistently and used to make improvements.
- 2.3.3 In addition to our formal complaints and consultations we seek views from customers through a range of channels such as comments cards, questionnaires and web forms. We are looking at best practice here and elsewhere, and exploring new channels such as SMS text as part of a project to improve the collection and use of informal feedback to enhance services.
- 2.3.4 As part of embedding a culture of good practice in Customer Service 22 staff are taking part in a pilot of the Institute of Customer Service professional awards for customer service.
- 2.3.5 One of the key measures we will be using to help track our progress with improving customer satisfaction is reducing the percentage of contacts that are of low or no value to the customer (NI 14). We have developed and set up the method of data collection, finalised our approach, upgraded the technology to support it and trained all the staff involved. Data collection has started with the Customer Service Centre, the Council Information Centres, back offices, reception desks and AMEY (the company who handle the street lighting enquiries on behalf of NCC) all starting to collect data from December 2008. Two samples have been completed and the third sample will be completed by the end of March.
- 2.3.6 Once completed the next steps are to review the findings and identify actions that can be taken to reduce contacts that are of low or no value to the customer and then use the actions to set improvement targets for 2009/10. The data will also be submitted to central government as it forms part of the National Indicator Set. The outcome of this work will be reported to the next meeting of this Panel.

2.3.7 The County Council has four core customer care standards which cover response times to telephone calls, emails, letters and visitors' appointments. We have made good progress with setting up systems for monitoring performance against these standards across the organisation including ensuring the necessary processes are in place, assuring data quality etc.

2.3.8 An initial period of data collection started in January 2009 and this will run to the end of March enabling us to review how the systems are working in advance of the 'go live' in April 2009. We will then be ready to start reporting performance information from the first quarter of 2009-10; a briefing book has been developed in PRISM and this will provide the basis of monitoring performance. Performance against the four core customer care standards will then be reported to this Panel each quarter.

2.4 **Objective B – Deliver value for money**

CIP Areas for Sustained Good Progress:

- Meet efficiency targets
- Improve efficiency of financial processes

2.4.1 **Meet efficiency targets**

The efficiency process continues to work well and is becoming more innovative now that many of the early achievable benefits are being realised. The 08-09 target of £14m is broadly on track to be achieved and the challenge is now to implement further efficiency initiatives that will support the achievement of 09-10 target of £14m. These initiatives will be focused in assisting at both the organisational and departmental levels. As outlined in the 2009/10 budget proposals a total of £10.3m of efficiencies have been identified as part of the budget process, and these form a significant part of the target for 2009/10. Information about the Efficiency Programme is reported elsewhere on this agenda.

2.4.2 **Improve financial processes**

The value of orders processed through i procurement at quarter 3 (£85.0m) has fallen behind the quarter 3 target (£97.5m). In part this is due to a general reduction in the rate of spend during quarter 3 when compared with last year. This is a timing issue, which should correct itself in quarter 4. It is also due to system users aligning order periods for contracts processed through I procurement with the financial year in order to streamline the accounting arrangements for those contracts. This aspect of the I procurement system is being reviewed to identify whether there is scope for simplification.

2.4.3 **General progress on delivering value for money objective**

The Audit Commission's annual Use of Resources Assessment provides the County Council with evidence of its performance in relation to value for money and resource management. The Use of Resources score for 2008, which is the final assessment year within the CPA framework, has just been announced and the Council's performance has been assessed as Level 3 – consistently above minimum standards – performing well (with 4 being the highest level). Overall and across the five themes the Council scored the same as 2007 with the following results; Financial Reporting (Level 2 – minimum standards); Financial Management (Level

3); Financial Standing (Level 3); Internal Control (Level 3); and Value for Money (Level 3). The Audit Commission revised the 2008 assessment to reflect ongoing best practice and our scores reflect progress made across our use of resources. Where areas for improvement are identified actions to address them are incorporated within our plans.

2.5 Objective C – Developing and Supporting Our Workforce

CIP Key Improvement Areas:

- Employee health and well-being
- Diversity in the workforce

2.5.1 Improve employee health and well being

The average number of working days lost through sickness absence is on target for this stage in the year. The 3rd quarter data shows that an average of 6.05 days have been lost so far this year – slightly better than our 3rd quarter target of 6.18 days. Although the data shows that we are on track at this point in time we need to be cautious about year-end prospects since the early extraction of sickness data for this quarter means that it understates the true levels of sickness absence at the current time. Experience shows this is normally between 10-15% below the actual levels. A pilot currently underway to implement online reporting of short-term absence within Planning and Transportation is proving successful and this will be rolled out across the rest of the organisation in the coming months.

2.5.2 Increase diversity in the workforce

The proportion of employees from black and minority ethnic (BME) communities has increased from 1.34% at quarter 2 to 1.40% at quarter 3, which places it currently better than target by 0.10%.

2.5.3 Our 3rd quarter data shows that the number of employees declaring a disability under the DDA definition is 2.15%, which represents a shift away from the previous downward trend. Although work is being undertaken in this area around access to work programmes there are still difficulties as we cannot insist a disability is declared and very often people do not consider themselves to be disabled as defined under the Disability Discrimination Act (DDA).

2.5.4 Corporate HR has in place a programme of work to implement a range of work experience and placement opportunities across the organisation. Whilst this work will mainly focus on improving the representation of younger employees in the workforce it will also target other underrepresented groups, including disabled people. It is anticipated that this will both increase the skills and confidence levels of disabled people applying for work with NCC.

3 Revenue Budget 2008/09 update

3.1 The overall Revenue Budget for this panel for 2008/09 is a net expenditure budget of £11.119M. The overall budget comprises of spending on a number of service departments amounting to £35.671M. This is offset by the Finance General net income budget of (£24.552M). Details are set out in the table below which shows the

current adjusted budget, as at the end of January 2009, and the projected outturn for the year for each department.

3.2 Revenue Budget Outturn 2008-2009

	Adjusted Budget £M	Outturn £M	Variation From Adjusted Budget (Under)/Over £M
Chief Executive's	33.078	33.078	0.000
Property Services	2.593	2.593	0.000
Total excluding Fin.Gen.	35.671	35.671	0.000
Finance General (net income)	(24.552)	(25.267)	(0.715)
Total	<u>11.119</u>	<u>10.404</u>	<u>(0.715)</u>

3.3 Chief Executives – £0.000M

- 3.3.1 The Chief Executive's total budget includes £5.737M net expenditure budget for Corporate Finance and £1.459M net expenditure budget that relates to Coroners, Elections and Registrars.
- 3.3.2 To date, the expenditure on Local Government Review, some £0.425M, has been contained within existing departmental budgets. Last financial year, the Council allocated an additional £0.250M for LGR work but activity was managed such that there was no need to draw on this sum and, it contributed to the overall Council underspend in 2007/08.
- 3.3.3 The focus on important Council priorities such as performance improvement has been maintained by utilising some extra capacity and specialist expertise, for example, in helping to produce the seven affordability workbooks.
- 3.3.4 Unavoidable expenditure to date has supported activity including responding to the Boundary Committee's invitation to develop unitary concepts, responding to concepts submitted by the District and City Councils and, developing further a shared services business case, which can also be used to support work for an improved status quo. Following the Boundary Committee's draft proposal, additional questions were responded to, extensive consultation was undertaken with stakeholders and, seven affordability workbooks were prepared in order to cover the various potential alternative authorities.
- 3.3.5 Expenditure also includes preliminary planning for change, should it occur. This is necessary given the limited implementation period should unitary government be

established. At this stage, it is hoped that any further necessary expenditure can also be contained within existing budgets.

3.3.6 A breakeven position is currently forecast for the component elements of the Chief Executive's budget.

3.4 **Property Services** – £0.000M

3.4.1 At present, an overspend of £0.126M is forecast as a result of additional costs to remove asbestos and demolish a property which is part of the airport industrial estate in which the County Council has a 60% interest. Based on 2007/08 energy consumption levels, a further £0.070M overspend is now forecast on Office Accommodation due to the increased costs of gas and electricity in 2008/09. At Cabinet on the 10th November, it was agreed that £0.196M of the County Hall rates refund could be utilised to offset these overspends.

3.5 **Finance General**– (£0.715M)

3.5.1 The Finance General budget shows a net overall underspending of £0.715M. This comprises of the following main variations:

3.5.2 Interest rates are monitored continually to determine advantageous borrowing and investment opportunities. Additional income is forecast to be received due to higher interest rates earlier in the year and due to the level of cash balances being higher than that assumed in the budget (mostly due to slippage in the capital programme). In addition, the draw down of borrowing has been different to that assumed when the budget was set and has generated a saving. The current forecast of interest receipts of £1.700M reflects the recent 0.5% reduction in the base rate and the expectation that the outstanding 2008/09 interest due on the Icelandic banks' investments will not be paid and will need to be written off.

3.5.3 Slippage in the 2007/08 capital programme has resulted in a revenue saving of (£0.473M) due to a revised debt repayment calculation after the 2008/09 budget was approved.

3.5.4 As approved by Cabinet on the 14th April 2008, the 2007/08 building maintenance overspend of £0.332M will be recovered from the additional £0.500M allowed for building maintenance in the 2008/09 budget.

3.5.5 On the 11th August 2008, Cabinet approved the virement to Children's Services of £1.000M to fund the implementation of a full cost recovery approach to Public Law Family Fees, which was not included in the 2008/09 budget.

3.5.6 On the 11th August 2008, Cabinet also approved the virement of £1.229M to Adult Social Services to fund a shortfall on the Learning Difficulties Pooled Fund, which was not known about when the 2008/09 budget was approved.

3.5.7 On the 13th October 2008, Cabinet approved the virement of £0.250M to Planning and Transportation to fund one-off costs to support the King's Lynn Community Infrastructure bid.

- 3.5.8 A rates refund of (£0.600M) has now been received in respect of County Hall. On the 10th November 2008, Cabinet approved the use of £0.300M of this for building maintenance, £0.070M to meet additional energy costs on office accommodation and, £0.126M for asbestos removal and demolition costs at Hurricane Way.
- 3.5.9 There is a saving of (£0.585M) on the Second Homes budget due to a reduced Second Homes Collection Fund surplus.
- 3.5.10 The County Council has now been notified that it will receive £0.627M of Local Authority Business Growth Incentive Scheme (LABGI) funding for 2008/09. At County Council on the 16th February 2009, it was proposed that £0.280M of this be spent on building maintenance schemes, £0.200M be allocated to Norfolk Guidance Service to support a two-year programme for individuals who are made redundant but are ineligible for other government support projects, £0.125M be given to Citizens Advice Bureaux for additional debt advisors and £0.020M be used to help further promote the services and advice available in Norfolk to help Norfolk businesses.

3.6 Icelandic Banks

- 3.6.1 At Cabinet on the 13th October, Members were informed of the Council's exposure to Icelandic banks. £32.5M of the Council's investments (then around £300M) had been invested with 3 Icelandic banks; Landsbanki (£15M), Kaupthing (£10M) and Glitnir (£7.5M). The banks were taken into administration in early October by the Icelandic Government and their accounts frozen. The County Council has registered as a creditor with all 3 Icelandic banks.
- 3.6.2 The Local Government Association (LGA) continues to coordinate recovery action on behalf of local authorities, with legal support being provided by Bevan Brittan. During February, the LGA facilitated another local authority Icelandic bank creditor meeting at which progress to date was reported.
- 3.6.3 Glitnir Bank held an 'open' creditor meeting in early February. At the meeting information was presented in relation to the value of assets and liabilities. Liabilities were reported as being more than double the value of assets. However, steps are being taken to clarify whether local authority deposits have a 'preferential' creditor status. If this proves to be the case, then the prospects of a 'significant' payout is greatly increased.
- 3.6.4 An 'open' creditor meeting of Landsbanki was held at the end of February. While valuation data remains speculative, the clarification of 'preferential' creditor status will be a key factor going forward.
- 3.6.5 Local authority creditors were reminded that in the case of the Icelandic registered Landsbanki and Glitnir banks, many obstacles remain before payout might be realised. The legal position in Iceland remains extremely complex, with new banking legislation still being interpreted.
- 3.6.6 The 'moratorium' status granted to both Landsbanki and Glitnir by the Icelandic courts for an initial period of 12 weeks has been extended for a further 9 months.

The moratorium prevents creditors bringing or continuing legal proceedings and seeking attachment orders against assets. The purpose of the moratorium is to preserve the value of assets for the benefit of all creditors.

- 3.6.7 Having been adopted at a 'statutory' creditors meeting in early December, the Administrator's proposals for the sale of assets relating to the UK registered Kaupthing Singer & Friedlander bank have now begun to be implemented. At a Creditor Committee meeting held on the 23rd February, it was reported that the Administrator (Ernst & Young) was managing the process effectively and that the first full progress report will be provided in April 2009.
- 3.6.8 The LGA also reported back on its appearance at the Communities and Local Government (CLG) and Treasury Select Committee hearings. At the CLG hearing, the committee was particularly interested in the contractual relationship between local authorities and their treasury management advisors. Representatives from the 3 main treasury management consultancy organisations (Butlers, Sector and Arlingclose) were asked to comment, as were local authority representatives. At the Treasury committee, the LGA was able to give a good account of local authority treasury management operations.

4. Reserves and Provisions

- 4.1 For Reserves and Provisions (as reported monthly to Cabinet in Annex A), a statement is set out below, followed by an explanation of movements on the reserves and provisions.

<u>Reserve / Provision</u>	Balance 31.03.08 £M	Projected Balance 31.03.09 £M	Movement £M
Building Maintenance	0.341	0.000	(0.341)
Insurance Provision	6.360	6.360	0.000
Insurance Reserve	0.013	0.013	0.000
IT Earmarked Reserve	5.838	2.486	(3.352)
Repairs and Renewals Fund	0.040	0.040	0.000
Usable Capital Receipts	1.140	1.424	0.284
Industrial Estate	0.076	0.103	0.027
Interest Equalisation	3.072	0.000	(3.072)
Capital Funding Reserve	4.363	3.363	(1.000)
Affordable Housing & County Strategic Partnership	1.790	1.097	(0.693)
LPSA Pump Priming	0.332	0.000	(0.332)
Redundancy & Pension Reserve	1.559	1.162	(0.397)
Modern Reward Strategy Reserve	6.588	6.210	(0.378)
Strategic Ambitions Reserve	3.905	2.743	(1.162)
Modern Reward Strategy Provision (for 2007/08 & 2008/09)	7.708	17.098	9.390
Organisational Change Reserve	0.000	3.496	3.496
Total	<u>43.125</u>	<u>45.595</u>	<u>2.470</u>

4.2 **Building Maintenance Fund**

It is anticipated that the funds held in respect of the renewal of air conditioning to the ICT suite project and for Connexions offices will now be spent in 2008/09.

4.3 **Information Technology Reserve**

It is currently estimated that £3.356M of the £5.356M held in respect of the e-services programme will be utilised in 2008/09.

4.4 **Usable Capital Receipts**

The level of money held is dependent on the level of receipts used in the funding of the Capital Programme.

4.5 **Industrial Estate**

The balance has been increased to reflect the anticipated restoration costs that will need to be met when the North Walsham industrial estate lease expires in 2009.

4.6 **Interest Equalisation Reserve**

New accounting requirements mean that this reserve is no longer required and the movement reflects the use of the reserve as approved by County Council on the 16th February 2009 (see paragraph 4.14).

4.7 **Capital Funding Reserve**

The projected reduction reflects funding of the 2008/09 Capital Programme.

4.8 **Affordable Housing & County Strategic Partnership Reserve**

This represents monies not yet spent in accordance with the agreement reached through the Norfolk Local Government Association. The estimated receipt in 2008/09 from the reduction in the Second Homes Council Tax discount is £2.969M. In accordance with the Norfolk LGA agreement, 50% of this (£1.485M) will be passed to the District Councils for them to manage on behalf of the Local Strategic Partnerships.

4.9 **LPSA Pump Priming Reserve**

The balance on this reserve is no longer required and the movement reflects the use of the reserve as approved by County Council on the 16th February 2009 (see paragraph 4.14).

4.10 **Redundancy & Pension Reserve**

This relates to funding for anticipated costs arising from the restructuring of services.

4.11 **Modern Reward Strategy Reserve**

The reserve includes £0.378M set aside for additional Modern Reward Strategy project team costs, which it is expected will be spent in 2008/09.

4.12 **Strategic Ambitions Reserve**

The Invest to Save/ Invest to Improve Reserve has been renamed the Strategic Ambitions Reserve to reflect that the reserve is to be used to promote and progress the Council's strategic ambitions. Consideration will also be given to drawing down funds from the reserve on an invest to save basis where such investment supports

delivery of the strategic ambitions. Further proposals on the use of the reserve will be presented in a detailed report to Cabinet in April 2009.

4.13 **Modern Reward Strategy Provision**

The payments relating to the Modern Reward Strategy will now not be made during 2008/09 so, the forecast reflects the funding set aside for both 2007/08 and 2008/09.

4.14 **Organisational Change Reserve**

At its meeting on the 16th February 2009, County Council approved the use of the remaining balances on the LPSA Pump Priming and Interest Equalisation Reserves for other purposes. The combined balances of £3.496M will be placed in a new "Organisational Change Reserve" and it was agreed that £0.605M will be used to fund the one-off cost of the June 2009 elections. The remaining £2.891M will be used to provide one-off funding to support and invest in the transformational change e.g. shared services, which the Council faces from 2010 onwards. Such change will be necessary to meet the expected very tight squeeze on our finances irrespective of whether or not Local Government Review happens.

5. **Capital Budget 2008/09 update**

5.1 The forecast 2008/09 capital out-turn is summarised in the table below.

Capital Budget Outturn 2008/09

Department	Budget 2008/09 £M	Forecast Out-turn £M	Movement to future years/ underspend £M
Chief Executive's (ICT)	2.089	2.089	0.000
Chief Executive's (Corporate HR)	0.005	0.004	(0.001)
Corporate Finance	3.222	3.130	(0.092)
Offices	1.885	0.953	(0.932)
Property Management	2.038	1.948	(0.090)
Corporate Minor Works	0.906	0.906	0.000
Total	<u>10.145</u>	<u>9.030</u>	<u>(1.115)</u>

5.2 The budget for 2008/09 is the approved budget adjusted for 2007/08 slippage.

5.3 **Chief Executive's (Corporate HR):** the (£0.001M) forecast underspend relates to the fact that all requested units in respect of the Safety for Lone-workers scheme have now been issued.

5.4 **Corporate Finance:** the (£0.092M) underspend relates to the Great Yarmouth Outer Harbour project which has been completed within budget.

5.5 **Offices:** of the total (£0.932M) movement to future years, (£0.250M) relates to alterations to offices to comply with the Disability Discrimination Act and (£0.700M)

relates to Fire Safety requirements. Due to the ad-hoc nature of works funded from these budgets, it is not anticipated that the full budgets will be spent in 2008/09 although work is scheduled at various properties. There is also a minor underspend of (£0.001M) relating to the upgrade of the intruder alarm at Greyfriars House, King's Lynn. These projected out-turns are offset by a projected overspend of £0.019M concerning asbestos related work at County Hall.

- 5.6 **Property Management:** the (£0.090M) forecast movement to future years relates to the Norwich Bus Station Site and further work which will not be completed until 2009/10.
- 5.7 **Corporate Minor Works:** the budget represents the total Corporate Minor Works budget, which is allocated out to specific projects in departments during the course of the year.

6. Equality Impact Assessment (EqIA)

- 6.1 This report is not directly relevant to equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

7. Section 17 Crime and Disorder Act

- 7.1 There are no direct implications of this report for the S17 Crime and Disorder Act.

8. Action required

- 8.1 The Overview and Scrutiny Panel is asked to comment on the report and consider any actions that may be needed.

Officer Contacts:

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

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Linda Bainton 01603 223024

If you need this report in large print, audio, Braille, alternative format or in a different language please contact Tim Pearson on Tel 01603 228852 or Fax 01603 222959 or Minicom 01603 223833 and we will do our best to help.



Appendix A - Corporate Affairs Review Panel – Performance Indicators: 3rd Quarter

Data reported quarterly					
	Actual 07/08	Target 08/09	3 rd Quarter	Score*	Comment
Average number of days employee sickness	9.11	8.5	6.05	★	See paragraph 2.5.1
% employee turnover	13.20	13.20	10.32	●	-
% Council staff with a disability (xBV016a)	2.16	2.54	2.15	▲	See paragraph 2.5.3
% council staff from black and minority ethnic communities (xBV017a)	1.23	1.3	1.40	★	See paragraph 2.5.2
% invoices paid by authority within 30 days	89.6	90	97.30	★	-
Value of orders processed through iProc (£m)	89.5	130	85.0	★	See paragraph 2.4.2
Value for Money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£) (NI179)	£10.82m	£14.00m	£13.91m (Year end projection)	●	See paragraph 2.4.1
Forecast budget spend against Revenue budget (£)	-£2.226m (-0.46%)	0 to -0.5%	-£0.535m (-0.10%)	★	-
Forecast budget spend against adjusted Capital budget (£)	£40.467m (-18.2%)	0 to -10%	£14.842m (-8.24%)	★	-

* Score Key (Prism)

- ★ Performance is at or better than target
- Performance is within 5% of target
- ▲ Performance is more than 5% worse than target

Outline Programme for Scrutiny

Update for 18 March 2009

This is only an outline programme and could/should be amended as issues arise or priorities change

Changes to Programme from that submitted to Overview and Scrutiny Panel on 21 January 2009

Added – None

Completed / Removed from Programme - Strategic Ambitions Reserve
 - Lone Working

Topic	Outline Objective	Working Group/Report	Stage 1 (scoping/ initial report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
1. Effective use of County Buildings	Review existing policies and processes in relation to properties occupied by the County Council to ensure that the Corporate Property Portfolio is being managed in the most effective way	Working Group		January 2009	CARP Jan 08	Reported to Jan 2009 panel, agreed to return to the issues identified following the outcome of LGR.

Topic	Outline Objective	Working Group/Report	Stage 1 (scoping/ initial report	Stage 2 (report back to Review Panel)	Initiated by	Comment
3. Planning, Performance and Resources Monitoring Report	Provides details of the revenue budgets of the Chief Executive and of the Dir of Corporate Resources, property budgets managed by NPS, level of reserves and provisions and the Capital Programme. It also reviews the key performance messages.	Regular Report	N/A	N/A	Corporate Affairs Review Panel	Reports at every Review Panel
4. Efficiency Savings Update	To provide a progress review of the efficiency programme and achievement against the council's efficiency targets	Regular Report	23 May 2007	N/A – ongoing reporting	Corporate Affairs Review Panel	Reports 1/4ly to Review Panel (Mar, July, Sept, Nov)
5. Workforce Profile	To examine key performance management information and statistics about Norfolk County Councils Workforce	Regular Report	N/A	N/A		Reports annually to Review Panel in July

Topic	Outline Objective	Working Group/Report	Stage 1 (scoping/ initial report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
6. Partnership Reviews	To review all partnerships within the CARP remit using the Partnership Questionnaire Tool	Report		1 st Partnership Report Jan 09	CARP Sept 08	All partnership reviews added into forward programme. Panel will look at one per meeting for the coming year.
7. Review of Councils Constitution	To review the Councils Constitution	Working Group	TBC		CARP Nov 08	Scrutiny subject agreed at Nov 08 CARP. 1 st meeting of the group took place in Feb 09.
8. Norfolk People Feel They Can Influence Things	To examine the ways that residents can have their say about the services provided by the County Council and how those views and opinions are used	TBC			Cabinet Scrutiny Committee Sep 08	Scrutiny item passed from Cab Scrutiny to CARP in Oct 08. Terms of Reference to be reported in March 09.

Completed Scrutiny Items:

Pay and Grading - Equality Impact Assessment – November 2007
2nd Homes Council Tax Money – November 2007
Work Experience – December 2007
Risk Management Presentation – March 2008
Invest to Improve/Save Reserve – July 2008
Partnership Working (North Norfolk LSP) – September 2008
Strategic Ambitions Reserve – January 2009
Lone Working – January 2009

CORPORATE AFFAIRS OVERVIEW AND SCRUTINY PANEL

SCRUTINY FORWARD WORK PROGRAMME

22 July 2009	23 September 2009	18 November 2009
Planning, Performance & Resources Harvey Bullen/Linda Bainton	Planning, Performance & Resources Harvey Bullen/Linda Bainton	Planning, Performance & Resources Harvey Bullen/Linda Bainton
Risk Management John Baldwin	Great Yarmouth LSP Partnership Review	Norwich LSP Partnership Review
Broadland Alliance (LSP)	Efficiency Savings Update Adrian Blakey	Efficiency Savings Update Adrian Blakey
NCC Workforce Profile Anne Gibson		Risk Management John Baldwin
Efficiency Savings Update Adrian Blakey		

Corporate Property Asset Management Plan 2009 – 2012

Report by the
Cabinet Member for Human Resources, Finance, Property and Corporate Affairs
and the
Managing Director of NPS Property Consultants Ltd

Summary

This report introduces the Corporate Property Asset Management Plan 2009-2012 and provides a summary of key findings and future actions to be undertaken in the context of the NCC property estate.

1. Background

- 1.1 Members last reviewed the Norfolk County Council Asset Management Plan in 2006.
- 1.2 The Corporate Property Asset Management Plan 2009 covers the period 2009-2012, setting out the framework for the management of the property asset portfolio.
- 1.3 The report provides an overview of the organisational arrangements that have been put in place to ensure that effective asset management practice takes place and appropriate policies adopted and implemented.
- 1.4 This report is an Executive Summary of the main report and copies of the Corporate Property Asset Management Plan 2009 are available in the Members' Room and on Members' Insight.

2. Key Issues

- 2.1 Members have already been provided with information regarding the property asset portfolio and portfolio performance within the Asset Performance Report 2008. For completeness the Corporate Property Asset Management Plan includes this information, together with information regarding organisational responsibility, asset management policy and key initiatives to improve corporate asset use.

2.1.1 Organisational Responsibility

- The role of Corporate Property Officer (CPO) is undertaken by the Managing Director of NPS Property Consultants Limited (NPS), the Council's property adviser.
- The Corporate Capital & Asset Management Group (CCAMG) comprises senior officer representation from the main service departments . The CCAMG has responsibility for ensuring that:

- a. There is an integrated approach to asset management, taking into account individual departmental and corporate requirements.
- b. There is an explicit and separate responsibility for strategic asset management.
- c. There is a co-ordinated and prioritised approach to the Council's capital planning process, taking into account the various sources of corporate funding and overall corporate objectives of the Authority.
- d. The Capital Strategy and the Corporate Property Asset Management Plan are coordinated and approved prior to submission to Members and Cabinet and incorporation into the County Council Plan.
- e. The Capital Strategy and Corporate Property Asset Management Plan are monitored, updated and their impact measured.
- f. All capital bids are routed through the CCAMG.
- g. All capital projects are managed within the agreed capital programme.
- h. The CCAMG considers appropriate option appraisal / whole life costing and risk appraisal information when capital investment decisions are made.
- i. There are clear objectives for holding property, which are based on an Authority-wide view.
- j. Asset management decisions are planned in a co-ordinated manner and consistent with corporate prioritised needs.
- k. Plans and programmes are implemented to achieve corporate objectives.
- l. A simple and robust performance measurement system is established, which relates to corporate objectives.
- m. Sufficient and accurate data is available to facilitate an analysis of portfolio performance, measurement and asset management decision making.
- n. Any bids to Cabinet outside the annual capital programme process are in line with the County Council's objectives and asset management plan.

- o. Periodic update reports are received from the Capital Projects Funding Reference Group, and that any issues arising are reflected in the medium term planning process as appropriate.
- p. In allocating capital investment priorities and asset utilisation, account is taken of environmental impacts and energy efficiency of corporate assets, viewed over the design life, or the remaining life of the asset, set in context against future fuel market and legislative scenarios.

2.1.2 **Asset Management Policy & Practice**

The report sets out a detailed approach to:

- Linking asset management to the Comprehensive Area Assessment process
- Office accommodation strategy
- Co ordinating changes to the property portfolio
- Property reviews
- Corporate minor works
- Financial packages policy
- Property data management
- Capital programme management
- Building maintenance

2.1.3 **Planned Actions to Improve Corporate Asset Use**

The report sets out a number of initiatives planned over the life of the plan, the progress of which will be monitored by the CCAMG:

Corporate Asset Management Plan Initiative	Timing	Priority
• Progress implementation of office accommodation strategy	Medium Term	1
• Rationalise office accommodation in Kings Lynn with move to Priory House	Short Term	1
• Update capital prioritisation model to reflect corporate objectives	Short Term	2
• Undertake building works programme to improve carbon footprint	Medium Term	1
• Maintain up to date asset register	Ongoing	2

- | | | |
|--|--------------------|---|
| • Review charging protocols across corporate office estate and provide recommendations to CCAMG | Medium Term | 2 |
| • Review corporate/service office administrative split and provide recommendations to CCAMG | Medium Term | 2 |
| • Refresh AMP and property strategy post Local Government Review announcement | Medium Term | 2 |
| • Enhance links between departmental service plans and AMP | Medium Term | 2 |
| • Enhance use of Whole Life Appraisal and post project review | Medium Term | 2 |
| • Continue to undertake service and area reviews | Ongoing | 2 |
| • Implement care for the elderly strategy including redevelopment of the existing care homes | Medium – Long Term | 2 |
| • Assist Norfolk Learning Difficulty Service to develop their strategy | Medium | 2 |
| • Complete Great Yarmouth area property review | Short Term | 2 |
| • Maintenance objective – to reduce the square metres of gross internal area in D grade in the non-school estate by 2.5% each year. This would require a significant increase in capital maintenance funding and / or an acceleration of releasing or replacing sub standard buildings where practicable. This process would need to be sustained in future years to enable the objective to be met. | Medium Term | 2 |

(School buildings have been excluded because they already receive DCSF grants that can address a significant proportion of backlog.)

- | | | |
|---|-------------|---|
| • Pilot the creation of managed office workspace | Short Term | 1 |
| • Accessibility objective – continue to improve accessibility to buildings open to the public, and continue to improve accessibility in all buildings for staff with specific disabilities. | Medium Term | 2 |
| • Review and update office accommodation standards | Short Term | 1 |
| • Publication of office space utilisation and unit cost statistics | Medium Term | 2 |

3. **Resource Implications**

3.1 **Finance:** The affordability of initiatives undertaken as a result of the plan will need to be considered alongside the revenue budget and County Council financial and service planning.

3.2 **Property:** Any changes to the structure of local government will impact on accommodation and property.

4. **Other Implications**

4.1 **Equality Impact Assessment:** There will be a positive impact on accessibility arising from actions set out within the Corporate Property Asset Management.

5. **Section 17 – Crime and Disorder Act**

5.1 There are no direct implications in this report for the Crime and Disorder Act.

6. **Conclusions**

6.1 This report updates the Council's Corporate Property Asset Management Plan and endorsement of the Corporate Affairs Overview and Scrutiny Panel is sought.

7. **Action Required**

7.1 Members are asked to endorse the updated Corporate Property Asset Management Plan.

Background Papers

Asset Performance Report 2008

Officer Contact

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

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Property Asset Manager
NPS Property Consultants Ltd



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Report to Corporate Affairs Overview and Scrutiny Panel
18th March 2009
Item No 14

Financial Management Improvement Programme

Report by the Director of Corporate Resources

This report provides an update on the progress of activities within the Financial Management Improvement Programme, for review and comment and consideration of how future improvements could be managed and reported in the future.

1. Background

- 1.1 At its meeting on the 30th November 2005, the Review Panel received a report from the Director of Finance setting out the detail of a Financial Management Improvement Plan. Cabinet had agreed that a Plan be put in place to address a number of matters relating to financial management arrangements across the Council. The Plan was copied to all Members of the Council in December 2005. It was agreed at that time that progress against each of the Plan's activities be reported to every other meeting of this Panel, commencing in March 2006. At the meeting in November 2007, the Panel requested that this be reduced to an annual report on the Improvement Plan, which would include detail of the tasks classified as amber. This report provides an update on those activities.
- 1.2 During the year, the programme was also considered alongside other improvement plans as part of a wider programme to steer and coordinate improvement to deliver Comprehensive Performance Assessment (CPA) requirements.

2. Improvement Plan

- 2.1 The Plan set out 29 activities, which had been identified to ensure both continuous improvement and to meet current best practice. Attached to this report is an updated Improvement Plan showing the current status of each of the 4 activities that were previously assessed as 'amber' when reported to this Panel in March 2008. The format of the Plan provides a description of the developments to be delivered and the desired outcome; the steps to achieve that delivery; the timescale; and a description of what has been achieved to date. Each item is assessed on the basis of a 'red/amber/green' judgement.

- 2.2 Delivery of the Improvement Plan is overseen by the Head of Finance and progress feeds into a wider programme of corporate improvement, managed by a corporate improvement group.

3. Progress Update

- 3.1 An assessment has been made of progress against each of the Plan's activities. 18 activities are classified as 'green' and 11 completed. There are no 'red' or 'amber' activities. Since the last report, all tasks have either been completed or have achieved the original tasks but remain as 'green' due to ongoing development. The activities previously assessed as 'amber' are shown in more detail in the attached table.
- 3.2 As stated above, the original activities have now either been completed or are no longer needed due to changed requirements or priorities. However, to meet continuing developments, best practice and government policies it is important that development in these, and all areas of financial management, continues. Therefore, at an operational level, improvement continues to be identified within service and team plans.
- 3.3 Examples of actions within our 2009-10 plans that deliver continued improvement include:
- Implementation of required changes to meet the new International Financial Reporting Standards
 - Implementation and promotion of the anti-fraud strategy
 - Implementation of the latest Oracle upgrade
 - Promotion of PFI operational contract management standards
 - Undertaking a resource mapping exercise with all Norfolk County Strategic Partnership organisations

4. Future Reporting of Improvements

- 4.1 The current Financial Management Improvement Plan was created to help manage the required improvements within our financial management and to support implementation of best practice needed to improve the Council's CPA score for Use of Resources. The original improvement has been achieved and this is reflected in our CPA score which has improved from Level 2 in 2005, to a level 3 in years 2006, 2007 and 2008. Detail of the 2008 scores will be reported to Audit Committee in April. Key elements of financial management also received good feedback within the Corporate Assessment undertaken during 2008. CAOSP may now wish to consider the management arrangements for delivering and reporting ongoing improvements.

4.2 Managing ongoing improvements

Although the original actions are now completed it is recognised that improvement needs to be continuous in these areas and our service and operational plans identify actions and developments to further improve financial management and meet best practice. Ongoing development within Oracle Financials is identified through regular user groups and is managed and prioritised through the Oracle Management Board.

4.3 The new assessment framework

The external assessment framework has moved forward rapidly and Use of Resources assessment has been radically revised to meet the Audit Commission requirements within the new framework for Comprehensive Area Assessments. Use of Resources (UOR) now covers how we utilise all our resources, including natural resources and workforce, and is focused on what is achieved with the money, skills and assets we use and approach to, such as, commissioning of services and partnership arrangements, rather than on the financial processes used to manage resources. We are currently undertaking a self assessment against the new use of resources framework, which will support the external audit and also provide opportunity to consider further improvements needed to meet the challenges of the new assessment.

4.4 Suggested approach for reporting

The new assessment framework is far reaching. Areas of continuous improvement to deliver against the new framework will need to be incorporated in service planning and cross cutting plans right across the organisation. Given the wide remit of the new assessment framework, the use of the financial management improvement plan is not considered to be the best approach to manage and monitor detailed actions to support the potential improvements areas. Instead it is proposed that following the current self assessment and feedback from the Audit Commission that a further report is brought to this Panel. This will set out areas where opportunity for improvement has been identified and also the approach for managing and reporting progress.

5. Other Implications

5.1 Equality Impact Assessment (EqIA)

This paper does not require a decision or recommendation on a strategy or policy and therefore an equality impact assessment is not considered necessary.

6. Section 17 Crime and Disorder Act

- 6.1 There are no direct implications of this report for the Section 17 Crime and Disorder Act. Improved financial management does, however, contribute towards the effective deployment of resources to support the Council's objective of improving community safety.

7. Action Required

- 7.1. The Overview and Scrutiny Panel is asked to:
- a) comment on the report
 - b) confirm that the original actions have now been completed and that the Financial Management Improvement Plan is closed
 - c) agree that a report setting out improvements to meet the requirements of the new Use of Resources framework be presented to a future meeting, following completion of the current self assessment and initial feedback from the Audit Commission.

Background Papers

Financial Management Improvement Programme - Corporate Affairs Review
Panel – 12th March 2008


Officer Contact


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

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Ref.	Task	Steps	Orig. Target	Rev Target	Achieved	Status
Oracle Financials Developments						
1	<p>Task: Review with Departmental Management Teams, the high level user requirements for further FIMS development.</p> <p>Outcome: Will result in the Council obtaining maximum benefit from its investment in Oracle Financials from both a process and service perspective and from a financial and efficiency perspective. Ensures that the full potential of Oracle is being realised where it can better support the Council, its finances and its services to the people of Norfolk.</p>	<ul style="list-style-type: none"> • Head of Financial Management to attend departmental management team (DMT) meetings to explain current status of FIMS and commence process of identifying need for further development. Feeds into other FIMS developments below. • DMT visits to be followed by individual departmental FIMS workshops • Implementation of prioritised improvements (timing dependent upon scale and complexity of agreed change). 	<p>31/12/05</p> <p>28/02/06</p> <p>To be determined</p>	<p>Complete and continuous improvement</p>	<p>The detailed issues raised at the workshops have largely been addressed. The focus on further improvement and development of Oracle Financials is a key feature of the Support Service Review Project and is being progressed as part of that project, including incorporation of the issues raised in the KPMG review of Oracle Financials.</p> <p>Work has been identified and where possible progressed, however where IT resources are required, this work has been prioritised by the Oracle Management Board along side other corporate requirements including work for the Modern Reward Strategy and Modern Social Care projects. The identified work was reviewed ahead of the 2008-09 OMB planning cycle to ensure that any outstanding actions were included in the OMB programme for consideration.</p> <p>New areas are constantly being identified through various user forums, FOG and annual survey.</p> <p>Ongoing and new developments are constantly managed through the OMB process and prioritised based on need and capacity.</p> <p>It is proposed that this item is considered complete based on available capacity and ongoing prioritisation. Processes are in place to identify, evaluate and prioritise new and emerging requirements.</p>	

Ref.	Task	Steps	Orig. Target	Rev Target	Achieved	Status
2	<p>Task: Specify Departmental and Corporate requirements for unit and project costing, including an understanding of what is required; how it will be used; and the benefits that will be delivered to services and managers. Prepare business case (benefits and costs) to support roll out of unit and/or project costing if case justifies. Outcome: Will result in improved Member and Officer understanding of the cost of services and service cost drivers to better inform the Council's investment decisions; efficiency opportunities; and the benchmarking of our costs.</p>	<ul style="list-style-type: none"> Identify current use of unit / project costing. Identify departmental & corporate unit / project costing requirements (benchmarking, etc.). Identify gap, and methods of providing information. Identify system requirements. Identify benefits (see above) of unit / project costing. Cost system requirements. Prepare report. Implement if favourable and dependent upon prioritisation. 	From 01/04/07		<p>A unit costing model has been developed by the Corporate efficiency team working closely with senior financial managers across all departments. This has been presented to and endorsed by the Chief Officer Group and has been rolled out across the organisation as a tool to support work on unit costing and benchmarking.</p> <p>Continuous improvement to reporting features in the OMB programme – including linkage with the ICT MTP in developing a strategic management / performance reporting tool. At an operational level currently we are undertaking a Proof of Concept on a reporting tool called EIS which will improve internal management information to improve the Oracle service as well as improving reporting and it's delivery to the end user and RBO.</p> <p>Improvements continue to be subject to prioritisation alongside other ICT development requirements. This continues to be managed and reviewed by the Oracle Management Board.</p> <p>It is proposed that this item is considered complete based on available capacity and ongoing prioritisation. Processes are in place to identify, evaluate and prioritise new and emerging requirements.</p>	
		•				

Other Developments

3	<p>Task: Accounting for depreciation. Outcome: will result in compliance with Accounting Standards (not presently required) relating to the cost of assets.</p>	<ul style="list-style-type: none"> Identify accounting and budgetary implications. Amend processes to reflect new legislation. Deliver training relating to new legislation. 	Pending Institute Guidance		<p>No current requirement for this. Awaiting guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA).</p> <p>Our current approach is in line with accounting standards. There is no proposed development to accounting standards and it is suggested that this development is now removed.</p>	
4	<p>Task: Implement agreed policy for Fees and Charges, including monitoring arrangements. Outcome: Will result in a regular review of fees and charges and ensure that fees and charges levied meet the service, policy, and financial objectives of the Council.</p>	<ul style="list-style-type: none"> Implementation of policy, including development and delivery of any required training. Design and implement monitoring arrangements to ensure fees and charges are properly set and collected. 	30/06/06	Complete and ongoing improvement	<p>The policy is in place and is being used to inform reviews within departments on the level of fees and charges. A report was taken to Chief Officer Group in June 2008, where it was agreed that an analysis of fees and charges income for 2007/08 would be used to inform budget setting for 2009/10. This analysis was undertaken and communicated to finance leads and incorporated within service and budget planning. It is planned for work to continue to enhance the analysis and information.</p>	

COMPLIMENTS AND COMPLAINTS DURING 2008/09

Report by the Head of Democratic Services

This report presents the number and spread of Corporate Compliments and Complaints dealt with by the Council in the period April to September 2008. It also reports on progress of the complaints action plan.

1.0 BACKGROUND TO CORPORATE POLICY AND PROCEDURES

- 1.1 The Council continues to develop its emphasis on customer focus. The Customer Service Strategy and Action Plan was approved by Cabinet last year and a Complaints Action Plan was approved by CARP in July 2008. The Complaints system plays an important role in delivering the Council's corporate objective to "Improve Customer Focus".
- 1.2 The Corporate Compliments and Complaints policy and procedures are in place to address individual matters of concern raised by the public but also operate as an effective performance-monitoring tool for the Council. Detailed compliment and complaint information is reported to Cabinet annually and the operation of the policy and procedures is reviewed by Corporate Affairs and Cultural Services Review Panel every six months.
- 1.3 When a complaint is received, the procedures identify three possible stages of a complaint. **Stage 1** is the initial stage with the definition of a complaint as "when customers do not feel they have received a satisfactory response to an expression of dissatisfaction about an action or lack of action by the Council and when they wish to progress this to a formal complaint." If the matter is not resolved to the complainant's satisfaction then the customer may take their complaint to **Stage 2**, to departmental level, where it is investigated by the Departmental Compliments and Complaints Officer. If the matter continues to be unresolved and the customer wishes to take the complaint further, then it moves to **Stage 3**, which is at Chief Executive level.
- 1.4 When a Compliment is received it is logged with the Departmental Compliments and Complaints Officer and they will ensure the manager passes on the positive feedback to the team or individual concerned. We need to ensure that positive feedback and praise is acknowledged and staff who are doing a good job are given every encouragement, by means of management or Chief Officer letter.
- 1.5 The Council's Compliments and Complaints system does not impact upon those areas (e.g. in Adult Social Services and Children's Services) where a statutory system already exists and takes precedence. The Adult Social Services Compliments and Complaints Officer reports directly to the Adult Social Services Review Panel each year on compliments and complaints that have been processed

through the statutory system. Complaints against schools are dealt with by the headteacher or governing body.

- 1.6 Complaints at the Chief Executive Level (**Stage 3**) are administered by the Head of Democratic Services. The investigation is carried out by a senior officer, often the designated Compliments and Complaints officer, within another department, although the Chief Executive is responsible for all responses at this level.

2.0 CORPORATE COMPLIMENTS AND COMPLAINTS REPORTED DURING THE PERIOD APRIL TO SEPTEMBER 2008/09

- 2.1 The table below summarises the compliments and complaints received by individual departments during the year.

- 2.2 It is the aim of all those involved in dealing with complaints that resolution is made as close to the source as possible; consequently many complaints proceed no further than a first informal enquiry or Stage 1.

Table 1 Corporate Complaints – Stage 1's, 2's, 3's for the SIX MONTH period 1.04.08 – 30.09.08. Table also shows FULL YEAR 01.04.07 to 31.03.08.figures.

<u>Department</u>	<u>Stage 1</u>		<u>Stage 2</u>		<u>Stage 3</u>	
	Full yr 07/08	Six mths 4/08-9/08	Full yr 07/08	Six mths 4/08-9/08	Full yr 07/08	Six mths 4/08-9/08
Dept Finance	1	0	0	0	0	0
Cultural Services						
- Arts	1	1	0	0	0	0
- Libraries	1	1	0	0	0	0
- Museums	0	1	0	2	0	0
- Adult Education	88	52	1	1	0	0
- Records Office	2	3	0	0	0	0
Planning & Transportation	75	127	5	4	1	1
Children's Services*	76	46	12	5	3	4
Adult Social Services	332	178	5	2	1	0
Trading Standards	24	6	3	0	3	0
Chief Executive's	3	17	1	2	0	1
Fire & Rescue Service	10	3	4	0	0	0
TOTAL	613	435	31	16	8	6

*Children's Services complaints incorporate Children's Act, Carers and Corporate complaints

- 2.3 All first level complaints to Adult Social Services and Children's Services are put through the statutory process in the first instance. A number of these complaints lead to either statutory or corporate complaints investigations at a higher level. For the

first time this report details all Children's service complaints, both statutory and corporate. Adult Social Services reports all complaints for stage 1 and just the corporate figures for Stages 2 and 3.

- 2.4 Forms are submitted from departments and services giving the breakdown of this information along with further detail about the type of complaint, the geographical spread and detailing, where applicable, what further action or policy changes resulted from this feedback. The forms are for the period 1 April 2008 to 30 September 2008 and can be made available for members if required.

Table 2 Compliments received for the six month period April 2008 to September 2008

Department	No. of Compliments
Finance	No data
<u>Cultural Services</u>	
-Libraries	17
-Arts	60
-Museums /Archaeological	56
-Norfolk Record Office	133
-Adult Education	82
Planning and Transportation	307
Children's Services	15
Adult Social Services	59
Trading Standards	6
Chief Executive's	44
Norfolk Fire and Rescue Service	3
TOTAL	782

- 2.5 A compliment has to be evidenced by an email or a letter or by a note from a recorded telephone conversation. It is likely that many more compliments are received informally by departmental staff than are recorded in table 2 above.

3.0 ACTIVITY FOR IMPROVEMENT 2008/09

- 3.1 Members and officers would acknowledge that, whilst improvements had been seen in the numbers of complaints reported, in the integrity of the data received from departments and in departmental practices to make changes where it was evident they were needed, there was still work to be done in several areas to embed a culture of welcoming complaints and using the intelligence to effect real change and improvement across the Council.
- 3.2 We have therefore developed an action plan; also drawing upon information on the Council's performance from the Local Government Ombudsman, the lower-than-expected results of a recent customer satisfaction (with complaints handling) survey and from the Equality Impact Assessment process. The Council sat in the bottom quartile of Councils for satisfaction with the handling of complaints.
- 3.3 Progress on implementing the Action Plan for Complaints (Compliments are not included) has already been made on the most urgent points. The Complaints Policy and Procedures have been amended to reflect the audit findings; information has been passed to all departmental complaints officers to ensure consistency of approach across the council; reporting timescales have been tightened up to minimise delays in reporting.

- 3.4 Chief Officers now receive a monthly report on the status of Ombudsman, Stage 3 and Stage 2 complaints. Departments are required to report the Stage 2 information and confirm, when complaints have been upheld, that an action plan has been implemented to improve systems.
- 3.5 The Council has a poor record for responding within the specified timescale to the Ombudsman. The target is an average of 28 days and the Council only managed 37.2. Tighter timescales were implemented after the Ombudsman reported these figures and the response rates have improved significantly. At the time of this report the average stands at 28 days, meeting the target timescale. The Council should find this improvement reflected favourably in the 2009 Annual Letter from the Ombudsman which is expected in May.
- 3.6 Feedback forms for the Stage 1 complaints that do not progress are now in use in all departments. As well as finding out if the complainant was satisfied or simply had given up on the complaint, these forms now pick up useful ethnicity and disability data to help us learn how accessible our process is to these groups.
- 3.7 The audit on complaints flagged up the need for a more consistent approach to complaint responses across departments and services. Quality control is now in place to ensure that complaints are responded to in a polite, thorough and timely fashion.
- 3.8 There are a number of other initiatives arising from the action plan which will be implemented over the year, including the publication of success stories, where the Council has changed something following a complaint, the introduction of new training for staff, the development of some web based advice for staff handling complaints including advice on speaking to complainants and templates for response letters.

4.0 SECTION 17 CRIME & DISORDER ACT 1998

- 4.1 The Act requires local authorities to consider crime and disorder reduction in the exercise of all their duties and activities. The direct implications have been considered and the impact on crime and disorder is not judged to be significant in this instance.

5.0 ALTERNATIVE OPTIONS & EQUALITY IMPACT ASSESSMENT

- 5.1 The report does not suggest any alternative options.
- 5.2 The contents of this report do not impact on equalities.

6.0 RECOMMENDATIONS

- 6.1 It is recommended that Corporate Affairs Review Panel:
- Note this report and consider the figures relating to complaints for the period April to September 2008.

Contact

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Chief Executive's Department
Service Planning 2009-12

Report from Director of Corporate Resources

This report summarises how the Chief Executive's Department will contribute to delivering the council's Corporate Objectives during 2009-12. It draws on the service plans that relate to this overview and scrutiny panel, which are currently being developed, and seeks overview and scrutiny panel members' views prior to finalisation.

1 Background to Service Planning in Norfolk

1.1 Overview and Scrutiny Panel will recall that a report in November 2008 gave an initial view of service planning for 2009-12 including key challenges and budgetary issues facing the service areas. This report covers the next stage in the planning with key activities for each service plan identified.

1.2 The Norfolk service planning model provides a consistent approach to service planning and it is embedded across the authority. It ensures that all services are demonstrating how they are delivering corporate objectives and providing comprehensive and integrated information about service delivery and the resource implications.

1.3 Refinements during 2008 have resulted in refreshed guidance and template. This is based on national good practice and embeds many Norfolk County Council approaches already agreed by members, such as those in the Customer Services Strategy. All the service plans being prepared for the council are in line with the strengthened guidance

1.4 The service planning guidance and template are made available to all services via the intranet. The main headings within the service plan template are as follows:

- | | |
|---|--|
| • Service Profile | Description
Activities and Volumes
Customer Profile
Strategic Context
Area Context |
| • Changing context for service delivery | External drivers
Internal drivers |
| • Reviewing Performance | Performance |
| • Delivering outcomes | Prism generated diagram showing how the service contributes to achieving (corporate) outcomes |

<ul style="list-style-type: none"> • Contribution to other objectives • Impact of service • Value for Money • Customer Focus 	<p>Service Objective pages - including measures, actions and risks</p> <p>Key actions/activities that contribute to other (corporate) objectives</p> <p>Impact Assessment - including impacts and actions</p> <p>Service VFM assessment and VFM actions</p> <p>Service assessment against ten Determinants of Customer Quality</p> <p>Customer focus actions</p> <p>Consultation and customer research</p> <p>Key measures and targets</p>
<ul style="list-style-type: none"> • Delivering the Plan – People Management 	<p>Staff profile (numbers, type and structure)</p> <p>Workforce planning</p> <p>Training & Development of Staff</p> <p>Health, safety and well-being of staff</p> <p>Key performance indicators</p>
<ul style="list-style-type: none"> • Delivering the Plan – financial resources and asset management 	<p>Financial management</p> <p>Asset management</p> <p>Key performance targets</p>

2 Chief Executive's Service Plans

2.1 There are eight service plans covering the Chief Executive's Department that relate to the Corporate Affairs Overview and Scrutiny Panel, as follows:

- Communications and Customer Services
- Corporate Finance
- Democratic Services
- Efficiency Delivery Unit
- HR
- ICT
- Legal Services
- Policy & Performance Team

2.2 This report summarises key elements and themes across the Chief Executive's Department service plans. It does not include all eight plans in full. All eight plans will be finalised by 31 March 2009. Service plans enable services to set out future service delivery intentions, quantify and plan for the resource implications, and provide a basis for performance management. The plans will be published on the intranet.

2.3 The council's nine Corporate Objectives and three cross-cutting organisational objectives cover all the key outcomes that we want to achieve for Norfolk, either directly through provision of services or indirectly by working in partnership with others. The Chief Executive's

Department contributes directly to the delivery of a number of these, as follows:

- Lead a strategic approach to the development of the Norfolk economy
- Protect and sustain the environment
- Build vibrant, confident and cohesive communities
- Customer focus
- Provide Value for money
- Develop and support our workforce.

2.4 The Chief Executive's Department indirectly supports delivery of the three organisational objectives of customer focus, value for money and improvement work, and workforce support, through leading work on corporate approaches.

3 Delivering Outcomes – Key Activities for 2009/10

3.1 Appendix A sets out the service objectives included in the service plans for 2009-10 listed at 2.1. This appendix also highlights the key actions against the service objective.

3.2 In addition, a map showing how the service objectives contribute to Corporate Objectives is included as part of Appendix A.

3.3 Performance measurement of the service objectives and service actions, included in the appendix, relies on a combination of progress against specific actions and/or use of performance indicators.

3.4 Service planning includes consideration of risks associated with achieving the service objectives; these are often in relation to the context and challenges identified within the service. Where appropriate, our service plans reflect key actions identified within our service risk register, which are required to mitigate and reduce risk.

4 Impact of Service

4.1 Assessing the impact of the service is an integral part of service planning and is embedded in the process. This year we have refreshed the Single Impact Assessment Tool, and this is proving effective in requiring all services to consider the potential impact that a service may have on the following cross-cutting issues:

- Community cohesion & equalities
- Accessibility planning
- Environmental sustainability
- Economic sustainability and tackling deprivation
- Health improvement and health inequalities
- Crime & Disorder
- Safety & welfare

- 4.2 This approach means that all services consider these cross cutting issues in order to identify any areas for improvement and, where appropriate, put actions in place to address them.

5 Value for Money

- 5.1 As a measure of overall performance of value for money the Audit Commission has assessed the Council's performance as 3 out of 4 as part of the Comprehensive Performance Assessment (CPA) Use of Resources assessment. Assessing value for money (VfM) of individual services is embedded in the service planning process. Direct comparison with other similar organisations is not always straightforward for some of the services covered here due to lack of national comparator data and some services are able to make better comparisons than others. All services make an assessment of their VfM using the information currently available and in a number of cases it is concluded that despite a contracting resource level we continue to deliver the same or an increasing volume and quality of service.

6 Customer Focus

- 6.1 Information about key customer groups and volumes, and planned consultations is provided in all service plans. Plans also make clear how the service meets the Ten Determinants of Customer Quality (included in the Customer Services Strategy) and relevant actions.

7 People management and workforce development

- 7.1 Service plans provide details of staff (numbers and breakdown) any significant changes in workforce requirements and the learning and development implications of meeting the changing needs of the service.

8 Financial resources and asset management

- 8.1 The agreed budget for 2009-10 reflects the Council's priorities and strategic service planning to ensure that services are resourced appropriately. Population and demographic changes, legislative requirements and client needs all make demands on our budgetary requirements, which need to be managed within our overall budget-planning framework. Whilst our budget plans need to reflect these additional service pressures our service plans also need to manage necessary budget reductions and the delivery of efficiencies, to ensure that priorities can be met.
- 8.2 The plans for services within the Chief Executive's Department are based on a 2.5% budget uplift for the next three years. This reflects the Council's decision to invest proportionately more in front line services. Following the final Government funding settlement, additional investment was proposed for Chief Executives' services to support corporate work to meet responsibility under the new Independent

Safeguarding Authority legislation. These, together with provision for pay and price increases, additional resources to meet growth within the Coroners and Registrars service and investment to continue to deliver our Equality and Cohesion strategy, result in additional costs of £1.395m. This is being partly financed through identified budget savings of £0.437m, of which £0.399m are through efficiency savings. In addition the budget includes provision of £0.605m to meet costs associated with the Council elections; this is being funded fully from use of reserve for election costs. The approved 2009-10 budget for Chief Executives is £34.252m.

- 8.3 Individual service plans show the budget for each part of the service and more detailed information about overall resource implications, including the current and future impact of our plans on our asset requirements.

9 Risk implications

- 9.1 Identifying and managing risks in the delivery of service outcomes is an integral part of the service planning process and all service plans set out the risk implications (see 3.4 above).

10 Equality Impact Assessment

- 10.1 Assessing the impact of the service on a range of areas, including impact on equality, is an integral part of the service planning process and a tool has been developed for this purpose (see 4 above).

11 Section 17 Crime and Disorder Act 1998

- 11.1 There are no explicit implications for Section 17 of the Crime and Disorder Act but some aspects of the work of the department contribute towards supporting this.

12 Resource Implications

- 12.1 All service plans set out financial, people and where appropriate other resource implications for the next year.

13 Action Required

- 13.1 Overview and Scrutiny Panel members are asked to comment on draft key activities for 2009-12, in order to inform the development of final plans.

Contact for further information:

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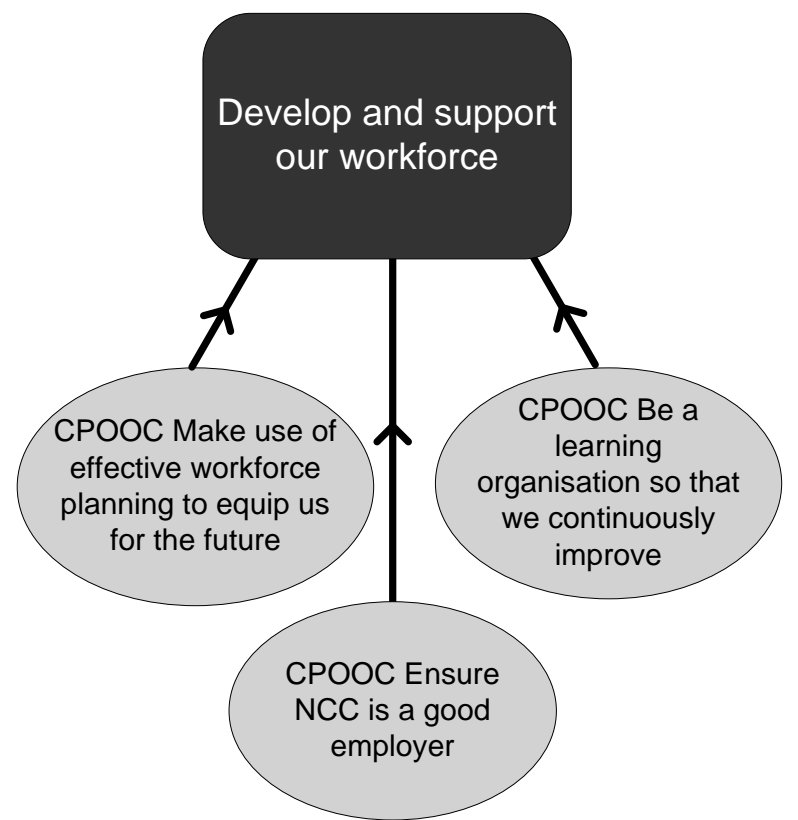
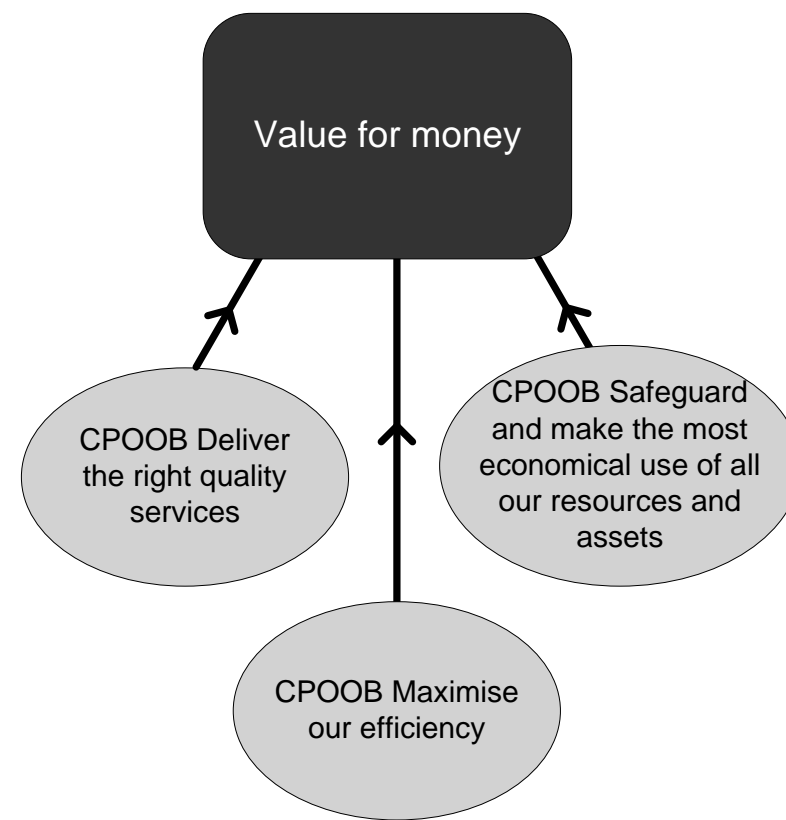
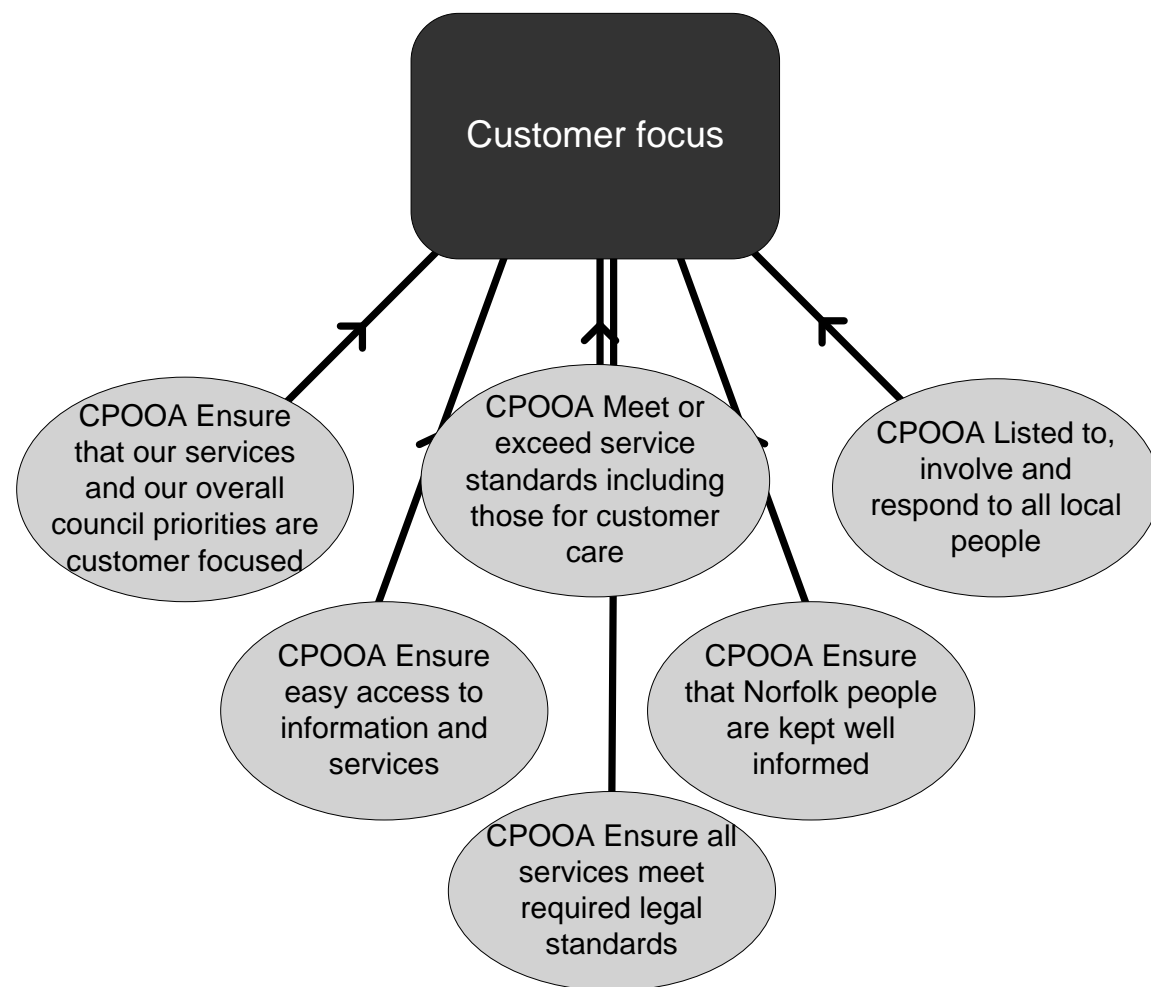
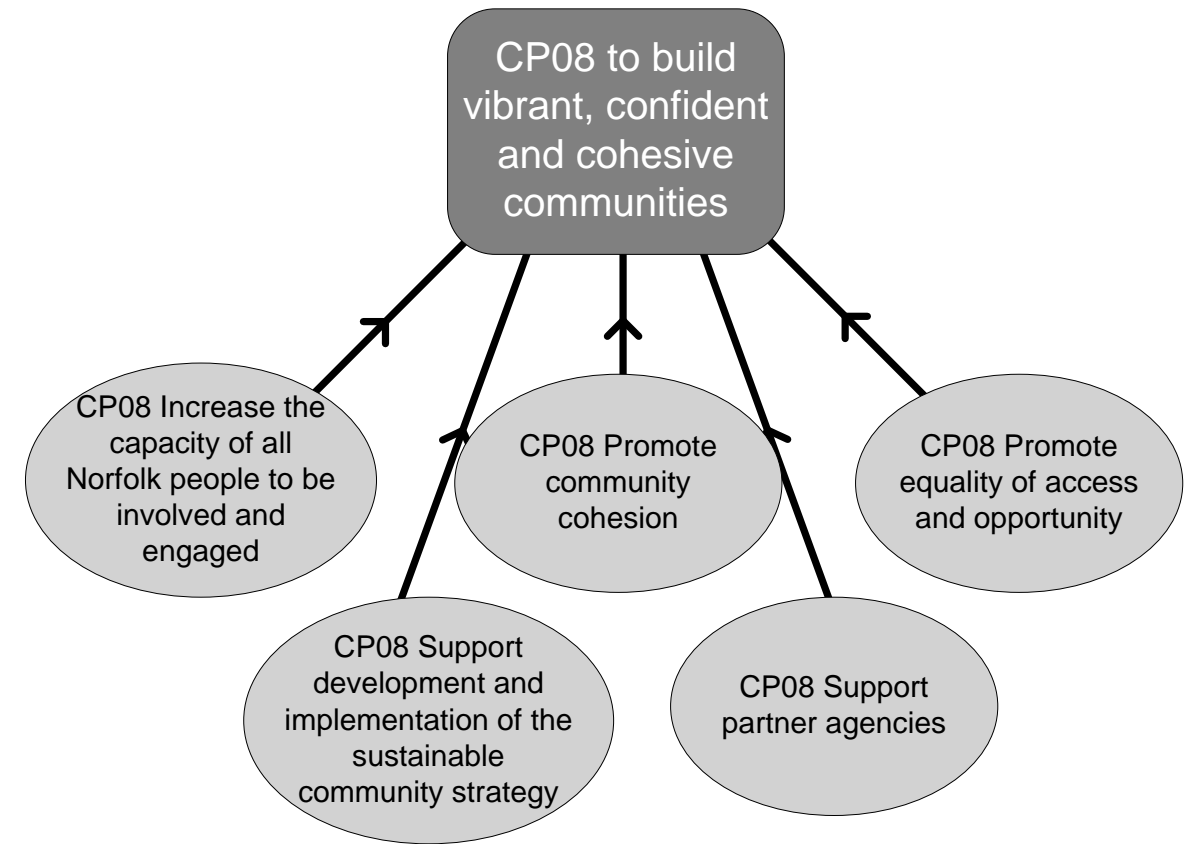
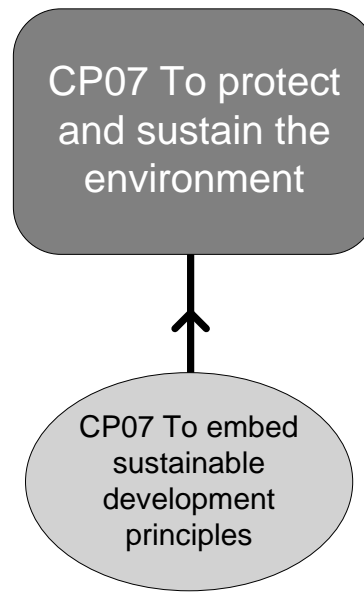
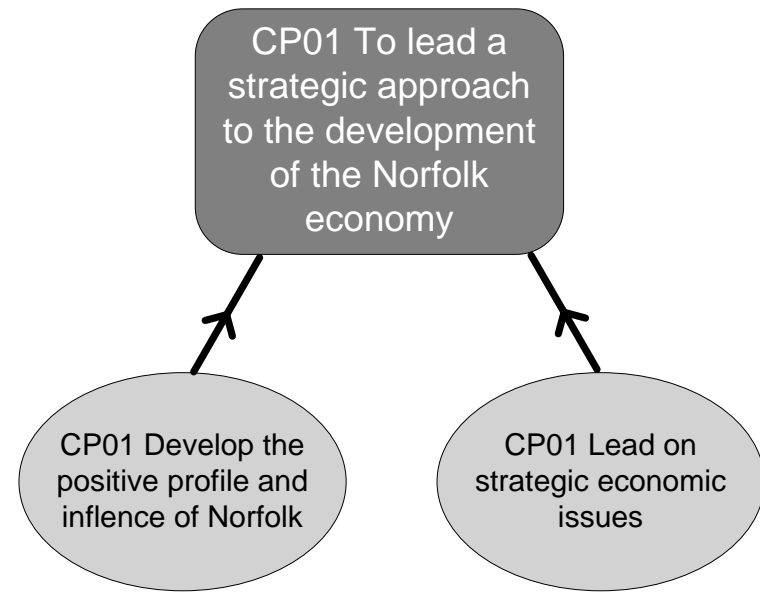
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Map of relationship between Corporate Objectives and relevant Service Objectives

Appendix A



Extracts from Service Plans relating to Corporate Affairs Overview and Scrutiny Panel

COMMUNICATIONS AND CUSTOMER SERVICE	
Service objective	Ensure Norfolk people are kept well informed
Service Actions	<ul style="list-style-type: none"> • Regular and effective delivery of council information which is easy to read and covers key council priorities and makes best use of emerging social media techniques • Well managed events – Norfolk Show etc - which pick up key LAA targets and customer information gained in the Place, Satisfaction and marketing surveys and are externally evaluated • Launch a major campaign to market Norfolk internally and externally during 2009 as part of a campaigns programme which also helps deliver key strategic ambitions • Provide a prompt and responsive media service which results in positive local, regional and national coverage • Communications around key areas of concern are prioritised
Service objective	Ensure Norfolk County Council is a good employer
Service actions	<ul style="list-style-type: none"> • Support the move of the intranet into Electronic Document Records Management System (EDRMS) and improve the quality of its content • Develop a whole staff suggestion scheme • Expand the use of new media to reach staff who are not office based, work alone or work antisocial hours, building on the 2008/09 text pilot in Children's Services • Support major change and development projects, with a programme of staff training and communications plans

Service objective	Develop the strong and positive profile and influence of Norfolk and the County Council locally, nationally and abroad
Service actions	<ul style="list-style-type: none"> • Manage the reputation of the Authority through a strong media and PR service via local, regional and national media channels – improved national media strategy as outlined in Media and Public affairs plan • Launch a major campaign to market Norfolk internally and externally during 2009 as part of a campaigns programme which also helps deliver key strategic ambitions • Practical support to help deliver the communications aspects of the council's European Strategy • Deliver efficient service during major emergencies
Service objective	Listen to, involve and respond to all local people, including those who are less often heard - and - Increase the capacity of Norfolk people to be involved and engaged
Service actions	<ul style="list-style-type: none"> • Ensure that the results of Place and Satisfaction surveys are fed directly into service development and priority setting. • Develop a Community Engagement Strategy for Norfolk County Council, which will aim to implement the statutory duty to involve and other requirements of community empowerment legislation, including NCC's contribution to meeting our NI4 LAA target. • Support community cohesion targets by implementing the Community Engagement Action Plan 2009/10 • Work with Democratic Services to delivery practical support to councillors engaging with their constituents - surgery posters, online surgeries etc • Trial 'community conversations' in four areas of Norfolk as DCLG pilot.

Service objective	Easy access to our information and services for all who need them, however they choose to get in touch
Service actions	<ul style="list-style-type: none"> • Deliver personalised information through the corporate website by implementing an online service directory including Adult Social Services, Children’s Services and Cultural Services information • Work with services to increase the take up of self-serve services using customer intelligence information • Improve our responsiveness to customer feedback by investigating new approaches to capturing, monitoring, and reporting the changes made as a result both of formal compliments and complaints, and informal feedback • Ensure that we continue to meet the specific needs of Norfolk’s diverse communities in an efficient and effective manner by implementing the mystery shopping action plan and continuing to invest in the In Tran services
Service objective	Meet or exceed service standards, including those for customer care
Service actions	<ul style="list-style-type: none"> • Monitor customer care standards corporately, by service plan, and report quarterly in the integrated corporate performance reporting reports • Develop a comprehensive suite of service standards and promote them well
Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Deliver communications service to Schools who subscribe to the service in line with their service level agreement • Deliver media service to Norse in line with the service agreement

	<ul style="list-style-type: none"> • Deliver marketing support to Road Safety in line with the service agreement • Deliver contact handling service for Adult Education in line with the service level agreement • Maximise the amount of support advertising in Your Norfolk and delivery of bitesized training
CORPORATE FINANCE	
Service objective	Lead on strategic economic issues, including sustainable growth and regeneration
Service actions	<ul style="list-style-type: none"> • To hold supplier events, workshops and provide electronic information access to help build capacity among local organisations to compete for Norfolk’s public sector business in line with sustainable procurement policies • Implementation of an evaluation tool to guide purchases embedding sustainable procurement into normal procurement processes • Review Procurement Strategy incorporate sustainable procurement strategy, policy and guidance
Service objective	Embed sustainable development principles in the planning and delivery of all County Council services
Service actions	<ul style="list-style-type: none"> • Provide finance lead on sustainable development • Inclusion of opinion statement in the Head of Audit’s annual report for 2008-09
Service objective	Safeguard and make the most economical use of all our financial resources and assets
Service actions	<ul style="list-style-type: none"> • Lead process to deliver NCC budget • Close NCC accounts and produce statement of accounts – including joint committees

	<ul style="list-style-type: none"> • Develop accounting practices in line with latest SORP guidance and implement required changes and coordinate organisation preparations to meet International Financial Reporting Standards • Undertake the investment of the County Council's cash balances with due regard for security, liquidity and return • Ensure that borrowing to support the Council's capital programme is affordable and sustainable. Provide effective management of the County Council's debt. • Monitor and participate in the administrative process of the Iceland banks • Undertake the investment activities of the Pension Fund in accordance with Government regulations and Fund Policy. • Implement and promote anti fraud strategy • Review and report on financial and risk information to support decision making • Update and publicise financial regulations and procedures in line with latest guidance and best practice • Review financial strategy in the light of CSR 09 • Project manage transition for finance function during organisational change • Manage finance support to services during organisational change • Place appropriate catastrophe insurance • Produce a plan for member induction and training
<p>Service objective</p>	<p>Maximise our efficiency through a culture of value for money and continuous performance improvement</p>
<p>Service actions</p>	<ul style="list-style-type: none"> • Implement final re-engineering within claims process • Implement document scanning within Purchase to Payment • Implement upgrade to Oracle V12 • Further develop benefits from procurement software • Further develop the pension service through the application of workflow management and on-line services • Communicate and promote PFI operational contract management standards • Lead on developing options for support services review of provision of financial services • Implement procurement element of Support Services Review • Review and report recommendations for data and record management and quality across the

	<p>service</p> <ul style="list-style-type: none">• Lead on developing and coordinating improvement arrangements for CAA Use of Resources• Review approach to Value for Money and clarify organisational roles
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Human Resources	
Service objective	Ensure Norfolk County Council is a good employer
Service actions	<ul style="list-style-type: none"> • Lead work to ensure a work environment where diversity is valued, where people are treated fairly on the basis of merit and where everyone is given the opportunity to fully contribute. • Embed health and safety into the culture of management practice across the organisation, including ensuring the workforce is trained and practices and processes reflect health and safety considerations. • Deliver an effective payroll and HR administrative service to the organisation (including our obligations under safeguarding). • Ensure fair and transparent pay, by developing and implementing modern pay and reward systems in consultation with Unions that support the Councils medium and longer-term aims.
Service objective	Be a learning organisation so that we continuously improve service delivery
Service actions	<ul style="list-style-type: none"> • Deliver the Impact Leadership Programme (and broader activities) and evaluate the effectiveness of this programme • Deliver our reshaped Management Development Programme for the organisation (phase 1) • Implement and embed our behavioural Values across the organisation. • Implement corporate Learning and Development priorities, to support generic skills and competency development across the organisation
Service objective	Make use of effective workforce planning to equip us for the future
Service actions	<ul style="list-style-type: none"> • Produce and promote the workforce development plan • Support the Local Government Review • Actively promote opportunities to underrepresented sectors of the community

Service objective	Ensure that our services and overall council priorities are customer focussed, based on local needs and views and are fair to all
Service actions	<ul style="list-style-type: none"> • Launch new HR Intranet site • Launch Org plus • Begin the first stages of implementation self service
Service objective	Deliver the right quality services
Service actions	<ul style="list-style-type: none"> • Implement Equality and Diversity Strategy and action plan • Develop the management toolkit dealing with organisational change • Deliver requirements of local government review • Continue to promote outstanding contribution awards showing clear links to core values • Actively promote opportunities to underrepresented sectors of the community

DEMOCRATIC SERVICES

Service objective

Increase the capacity of Norfolk people to be involved and engaged, by increasing opportunities and support and enabling people to participate effectively

Service actions

- Develop a toolkit to ensure members are supported and equipped to fulfil their responsibilities to their communities
- Promote the role of the elected member in the community (particularly community leadership)
- Develop options for maximising the use of IT amongst members
- Develop the member access channel and other appropriate information to make them confident and knowledgeable about key NCC and other external initiatives.
- Develop and deliver an induction programme for members based on Council objectives and individual member needs.
- Develop an action plan for the 2009 County Council elections
- Increase the turnout at the County Council election in June 2009
- Review and revise all publicly available information on scrutiny at NCC from the perspective of public involvement
- Obtain feedback from hard to reach groups on the Council's complaints system and to make any resulting changes
- Undertake a citizenship campaign in partnership with schools
- Make the system of honours nomination more publicly accessible
- Promote public understanding of the role of the Lieutenancy

Service objective

Support partner agencies (including the third sector and town and parish councils) to develop their capacity for engagement with local communities

Service actions

- Work with Parish and Town Councils on implementing any Unitary structures

- | | |
|--|---|
| | <ul style="list-style-type: none">• Work with the Voluntary Sector to ensure the changing needs of both the County Council and that sector are articulated, and in particular that the Compact and Action Plan are adhered to |
|--|---|

EFFICIENCY DELIVERY UNIT

Service objective

Maximise our efficiency through a culture of value for money and continuous performance improvement

Service actions

- Develop and resource efficiency, transformation and improvement programmes that will meet Gershon/CSRO7 targets and reflect corporate priorities
- Our Efficiency programme has been refreshed for 2009/11, with a target to achieve efficiency savings by March 2011, on top of £14m achieved in 2008/09
- Provide strong governance, risk management and challenge to ensure that efficiency targets are met through effective programme management and project delivery
- Develop corporate programme office function, processes and documentation that have the capability to support all major transaction transformation and efficiency projects
- Ensure processes and practice that will provide strong corporate governance, risk management and quality assurance of all large scale efficiency and change projects in the change programme portfolio
- Conduct post implementation project reviews
- Provide efficiency team leadership, support and advice related to the successful delivery of specific corporate and service efficiency projects
- Develop actions relating to the learning from the Priority based budgeting (PBB) pilots that efficiency team helped set up for Fire and Learning difficulties services
- Take a lead role in the development and implementation of a support services review for ICT, HR and Procurement

Service objective

Deliver the right Quality services

Service actions

- Develop and contribute towards a strategic, consistent and whole council approach to VFM through collaboration and liaison with other NCC services, partners and corporate support
- Offer VFM learning and development workshops to enable staff to understand context of and

	<p>use practical tools and techniques to implement improved VFM and Efficiency.</p> <ul style="list-style-type: none"> • Seek out and share good practice to maximise learning, collaboration and partnership opportunities • Ensure that project sponsors and leads identify and set business objectives relating to relevant baselines and costs, including unit, transaction and whole life costs, and that these are documented and formally monitored through project management processes. • Provide advice, challenge and support to efficiency and VFM reviews • Embed VFM approach, programme, project and change management skills into workforce and competency development • Work with Planning and Transportation department to capture and develop any improvement suggestions that could have wider potential for efficiency savings • Support the development of integrated working and the “modern office” to maximise financial , customer and staff benefits of capital projects which provide integrated office accommodation solutions
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ICT Services	
Service Objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service Actions	<ul style="list-style-type: none"> • 2010/11 ICT Plan approved by Cabinet • Identify savings within the 2010/11 ICT Plan • Complete Support Services Review (SSR) Target Operating Model (TOM) implementation • Refresh the Technical Architecture Strategy • Ensure appropriate ICT security management and provision • Introduce “Ideas Laboratory” to directly support business benefit • Implement Programme Office • 2009/10 ICT projects are managed as a programme • Provide QA resource to critical projects • Budget and savings identified in 2009/10 ICT Plan managed • Overall technical integration / architecture across ICT is achieved

	<ul style="list-style-type: none"> • Implement replacement Data and Voice contract services • Complete desktop refresh project and establish operational service • Implement projects in Web & Oracle environments, specifically for Finance, HR & Social Care. • Implement systems on the VMWare servers and migrate priority existing legacy services • Implement Remedy to support SSR TOM • Audit Programme completed • ICT support for department Business Continuity Plans agreed • Co-ordinate ICT contribution to the councils reduction in carbon omissions including reporting progress
<p>LEGAL SERVICES</p>	
<p>Service objective</p>	<p>Meet and exceed service standards including those for customer care</p>
<p>Service actions</p>	<ul style="list-style-type: none"> • Extend regular client liaison meetings with client department representatives to gain knowledge of any changes to their service/delivery and what services they require from Legal Services • Increase number of regular briefings/newsletters to clients on topical areas of law • Provide more seminars and training events for clients on specific areas of law, updates and specialist areas of work • Improve our customer satisfaction levels using case completion survey forms • Enhance the intranet site and publish a Legal Services website page to provide more information on our services to both internal and external clients

Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Increased introduction of digital resources and improved ICT to maximise staff productivity • Progression of partnership working through Norfolk Legal Partnership and the Centre of Excellence • Increased levels of financial control, monitoring and reporting
Service objective	Ensure all services are delivered to meet required legal standards
Service actions	<ul style="list-style-type: none"> • Compliance with existing Law Society Lexcel standard and embedding revised standard • Meet the requirements of the Solicitors' Code of Conduct 2007 • Require staff to meet continued professional development requirements of the Law Society
POLICY AND PERFORMANCE TEAM	
Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Lead Comprehensive Area Assessment for Norfolk – manage year one and prepare for year two • Manage and co-ordinate NIS data collection, data quality, audit and national returns • Lead the organisational assessment, including Managing Our Performance, Use of Resources and Value for Money assessments • Lead corporate and service planning for 2010 -13 • Managing the corporate performance reporting • Manage the development of Prism to support the delivery of CAA and NCC's performance improvement agenda

	<ul style="list-style-type: none"> • Overseeing service and continuous performance improvement • Service transformation/data sharing • Member support and development
Service objective	Support development and implementation of the sustainable community strategy and Local Area Agreement for Norfolk through effective partnership working
Service actions	<ul style="list-style-type: none"> • Manage the annual review of the LAA • Manage the performance reporting of the NCSP (including the LAA) to GoEast and the NCSP • Providing an oversight of performance management across the LAA • Supporting community engagement through Your Norfolk Your Decision • Supporting the establishment of joint scrutiny arrangements for the NCSP • Manage the interrelationships between the County and District LSPs
Service objective	Promote equality of access and opportunity
Service actions	<ul style="list-style-type: none"> • Delivery of a programme of actions to fulfil the new criteria for the Equality Framework, and continuation of activities to achieve the “Excellent” level • Preparation for a successful peer inspection of the “Achieving “level • Continued delivery of the Equality Strategy for Norfolk (comprising the Corporate, Disability, Gender & Race Equality Schemes, plus three new sections relating to religion & belief and sexual orientation and cross-cutting actions relating to community cohesion.)
Service objective	Community cohesion - positive relationships between different communities and individuals in Norfolk
Service actions	<ul style="list-style-type: none"> • Continued delivery of the Norfolk Community Cohesion Strategy • Development of a community cohesion contingency plan for Norfolk

**Interim Report on Evaluation of
Impact Leadership Development Programme**

**Corporate Affairs Overview & Scrutiny Panel
Report by Head of HR**

Summary

To provide an interim update on the evaluation of the effectiveness of our Leadership Development Programme (Impact).

1. Background

- 1.1 The Leadership Development Programme has been implemented for senior officers in the County Council. The expectation of leaders in Local Government is changing and the Leadership Development Programme set out to enable senior managers in NCC to equip and refresh their skills ready for the future. The national Local Government Workforce Strategy emphasises the importance of investment in this area. Leadership and Management Development has been a key priority as identified in the NCC Corporate Learning and Development Plan.

Enhancing our leadership through the programme aims to facilitate changes in the way we work and enable us to deliver our priorities, building on our successful performance improvement to date. The achievement of these aims has already been evidenced through measures outlined in this report.

- 1.3 The programme has been delivered through an external partner provider, T-Three, who were selected following a procurement process in the Autumn of 2007. The programme launched in January 2008, has focused on developing both officer, collective and individual leadership capacity. This has been achieved through a number of elements - an 'organisational leadership audit', individual 360 feedback questionnaires, one to one and three way coaching, workshops, personality/style of working questionnaires, rapid action project work, action learning sets, strategic events and master classes.
- 1.4 To date 150 managers are nearing completion of the Impact Programme. A further 150 will have completed by the Spring of 2010. The aims and benefits of the programme are set out in Appendix 1.

2. Resource Implications

The cost of the leadership development activity for 2007/08 was £250k (this includes initial development costs). The annual investment going forward has reduced to £150k. A pilot has also been run to extend the programme to partner organisations (initially the Mental Health Trust); places are charged at cost.

3. Contents of Report

Evaluating the Impact of the Programme and Investment

- 3.1 An evaluation framework was agreed prior to the commencement of the programme (and reported to CARP in March 2008). A key part of the design of the programme was to connect a 'clear line of sight' between the development, and raised performance in the jobs of our senior managers (and organisation); as a result of the authority's investment. Recognising that drawing conclusive conclusions on the impact of programmes of this nature on performance improvement is a difficult area.
- 3.2 Appendix 2 provides details of an interim assessment of the programme across a number of levels of evaluation criteria.
- 3.3 In summary the strengthening of our officer collective and individual leadership through the 'Impact' programme has supported progress on a range of improvements and key outcomes. The programme has taken place through a period where we achieved a good Corporate Assessment (CA), Joint Area Review (JAR) assessment and 3 star for *Adult Social Services*. Our Corporate Assessment report in November 2008 specifically acknowledged the contribution of the Impact Programme in improving managers' skills and organisational improvement. The County Council achieved 4 star performance rating through the recently published Audit Commission CPA scores.
- 3.4 The Programme has enabled us to deliver internally some key improvements through better collective officer leadership. For example stronger leadership and coverage of our performance appraisal process, high levels of manager engagement in Modern Reward Strategy (MRS), achievement of the level 3 equalities standard. The results of our Employee Survey 'pulse check' showed significant improvements in employee perceptions on key areas of leadership (on average 10%). At the time the survey was run in the Summer 2008, 150 senior managers had participated in a range of workshops, strategic events and undertaken their 360 feedback process.
- 3.5 As part of the programme some participants have delivered solutions to real organisational issues through project work. For example one team on the first cohort delivered a Talent Management strategy. A team on the current cohort will be taking forward work to support the organisation's work around safeguarding of children.

- 3.6 An additional benefit of the Impact Programme has been our ability to collate and assess information on our collective officer leadership population. It has provided a great opportunity to both celebrate our *strengths* and explore *areas we may need to pay attention to* in order to ensure we continue to have an effective leadership population to support service delivery and improvement.
- 3.7 From a participants' perspective we have tracked feedback on both the quality of the programme and improvements in individual leadership skills, through regular on-line questionnaires. 94% of the 150 senior managers following their final strategic event, reported that the programme had "improved their leadership skills". A robust evaluation process for each element of the programme has captured both participants' and organisational learning and skills development (see Appendix 2). In summary, participants have highlighted that it has significantly enhanced their self awareness and understanding of the impact of their style of working/leadership. A range of skills and insights have been developed, for example building "trust", improved delegation and decision making; and strengthening our coaching style of working. Chief Officers' Group (COG) also highlighted that it has supported a significant strengthening of relationships across services; which has contributed to more effective cross organisational working.
- 3.8 A planned repeat 360 feedback questionnaire for all managers will take place from April of this year for all managers, which will enable us to assess perceptions of improvements of our leaders' performance, from Members, partner organisations, colleagues and direct reports. Our repeat Employee Survey in the Spring will also provide data to support our evaluation of the programme.

4. **Equality Impact Assessment (EqIA)**

An Equalities Impact Assessment has been completed for the programme. Potential issues relating to equality of access needs were identified and practical modifications put in place. Consideration has also been given to ensuring that equalities and diversity is incorporated into the content of the programme.

5. **Risk Implications/Assessment**

- 5.1 There are no significant risks. All risks identified can be easily minimised.

6. **Crime and Disorder Act**

There are no direct implications of this report for the S17 Crime and Disorder Act.

7. **Review Panel Comments**

- 7.1 At the March 2008 CARP meeting the agenda item on Leadership Development Programme, outcomes and evaluation was discussed, "Members welcome the report, as both leadership and management were key to the future for all local authorities."

8. **Summary**

- 8.1 Members are asked to comment on the evaluation activity to date on our Leadership Development Programme and investment.

Background Papers

Leadership Development Programme Outcomes and Evaluation CARP March 2008

Officer Contact

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Kerry Furness, Corporate OD Manager 01603 222909 and we will do our best to help.

Impact Leadership Programme Aims

1.1 What a great Norfolk CC would look like?

- Communities would trust and challenge us
- Others would aspire to be like us
- Focus on impact and the difference we make
- Services are consistently accessible and our customer response is consistently good
- Clarity about what we are here to do and do it really, really well
- Everyone would take ownership
- Staff and partners telling our story positively

1.2 What would leaders be doing more of?

- Focusing more on outcomes and the impact for the place and people of Norfolk
- Building a culture which balances support, challenge and risk
- Enabling and trusting employees and key stakeholders to take and implement important decisions
- Demonstrating ownership and being a champion for the whole organisation not just their part of it
- Driving ambition and not settling for good enough
- Engaging and influencing not telling
- Being confident and demonstrating self-belief

1.3 Where the programme fits and contributes – the aims of the programme

- Preparing senior managers for the future and the changing demands and roles of leaders in Norfolk
- Enabling senior managers to reflect on their current leadership style through feedback and commit to actions that will make them more effective
- Giving senior managers the opportunity to demonstrate and test their leadership skills through delivery of real outcomes for Norfolk
- Equipping senior managers with some practical tools and techniques to help make Norfolk great
- Enabling senior managers to play an active role in building collective leadership capacity now and for the future
- Providing senior managers the opportunity to network and build relationships across the organisation

Summary of Evaluation Measures for the Leadership Programme and Data on First Phase

	Theme	Measures for the Impact of the Leadership Development Programme	First Phase of Evaluation March 2009
Level 3	Impact for our Citizens – CPA / CAA Assessment	<ul style="list-style-type: none"> • CPA / CA Ratings • JAR/ ASS Star Ratings • External Customer Satisfaction Survey • CAA Assessment 	<p>Corporate Assessment Report (November 2008) stated “The Council is well led ... the Council has an open and inclusive culture where staff are motivated, capable, responsive and enthusiastic ... the Leadership Development Programme is improving the skills of managers”.</p> <p>Audit Commission – 4 Star Score (March 2009)</p>
Level 2	Employee Engagement	<p>Measures from Mori Employee Survey – questions:-</p> <ul style="list-style-type: none"> • I have confidence in the senior management of the Council • The process of change in the Council is well managed • Senior management are interested in listening to employee opinions 	<p>Employee Survey (‘pulse check’) results in July 2008 showed positive improvements in employee perceptions on leadership.</p> <p>39%* (previously 26%) – Mori national benchmark 27%</p> <p>26%* *(previously 16%) - Mori national benchmark 18%</p> <p>38%* (previously 27%) -Mori national benchmark 32%</p> <p>*these measures have been selected as research has shown that improvement in these directly correlate with increases in customer satisfaction.</p>
	Leadership Skills and Competence	<ul style="list-style-type: none"> • Improvements in the ratings from the 360 tool in particular areas of improvement 	<p>The repeat 360 will be undertaken from April 2009 onwards</p> <p>94% of participants rated that they had improved their leadership skills.</p>
Level 1	Programme Delivery	<p>Participants Assessment of Quality of Programme</p> <ul style="list-style-type: none"> • 96% of participants rated their feedback from their 360 questionnaire and facet very highly and helped them to identify leadership skills that needed further development 	<p>Example quotes from participants</p> <p>“A great mix of theory and practical tools”.</p> <p>“I am now doing a range of things differently as a result of being on the programme and my team have noticed some different behaviours from me”</p> <p>“Initially I thought I was simply being reminded of stuff ... then I reflected that whilst I knew conceptually some of the skills ... I</p>

		<ul style="list-style-type: none">• 85% felt that the 3 way coaching session helped them to progress actions to improve their leadership skills• 92% felt that the workshops improved their leadership skills• 96% of participants rated the quality of the facilitators highly	<p>realised and gained the tools to apply these much more in practice in my leadership role.”</p> <p>“Absolutely brilliant! Thought provoking and some inspirational speakers. Thanks”</p> <p>“The 360 feedback and coaching has been invaluable.... I have much greater self awareness”</p> <p>“I was sceptical at first... but soon realised this wasn't like any course I had been on before ...it's been a real journey”</p>
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