

# Corporate Affairs Overview & Scrutiny Panel

Date: **Wednesday 21 January 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)**

Vacancy

**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](mailto: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 12 November 2008

(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 16 January 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](http://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 16 January 2009. Please submit your question(s) to the person named on the front of this agenda.

7. **Cabinet Member Feedback on Previous Review Panel Comments (if any)**

## Items for Scrutiny

8. **Effective Use of Buildings**  
Report by the Corporate Affairs Review Panel Effective Use of Buildings Group and the Managing Director of NPS Property Consultants Ltd (Page **10**)
9. **Progress Report on the Review of Lone Working Management Systems**  
Report by the Corporate Health & Safety Manager (Page **75**)
10. **Planning, Performance & Resources Monitoring Report**  
Report by the Director of Corporate Resources and Cultural Services (Page **84**)
11. **2008-09 Finance Monitoring Report** (Page **A1**)
12. **Breckland Local Strategic Partnership**  
Report by the Director of Corporate Resources and Cultural Services (Page **92**)
13. **Forward Work Programme: Scrutiny**  
Report by the Scrutiny Officer (Page **142**)

## Items for Overview

14. **Service and Financial Planning 2009-2012**  
Report by the Director of Corporate Resources and Cultural Services and the Managing Director of NPS Property Consultants Limited (Page **147**)
15. **Summary of Service and Financial Planning 2009-12**  
Report by the Director of Corporate Resources (Page **158**)
16. **Strategic Ambitions Reserve – update report**  
Report by the Director of Corporate Resources and Cultural Services and the Head of Finance (Page **180**)
17. **Post-Election Induction Programme 2009**  
Report from the Member Support and Development Advisory Group (Page **185**)
18. **To consider any items of business which the Chairman decides should be considered as a matter of urgency**

## Group Meetings

Conservative	9.00am	Colman Room
Labour	9.00am	Room 504
Liberal Democrats	9.00am	Room 532

Chris Walton  
Head of Democratic Services

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Date Agenda Published: 13 January 2009



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## Effective Use of Buildings

Report by the  
Corporate Affairs Review Panel Effective Use of Buildings Group  
and the  
Managing Director of NPS Property Consultants Ltd

### Summary

This report summarises the findings of the effective use of buildings working group that has reviewed existing policies and processes relating to properties occupied by the County Council to ensure that the Corporate Property Portfolio is being managed in the most effective way.

## 1. Background

- 1.1 Membership and Terms of Reference for this working group were agreed 12<sup>th</sup> March 2008 and these are attached as [Appendix 1](#).
- 1.2 As part of the process of investigation, members of the working group visited a number of properties in the Kings Lynn and West Norfolk area. A briefing note setting out the findings of the group from the day is attached as [Appendix 2](#).

## 2. Key Issues

- 2.1 The working group decided to address the following key issues:
- What policies does Norfolk County Council have in relation to property?
  - What management approaches are in place to ensure a corporate and coordinated approach across the County Council?
  - What benchmark information is available to review our performance on property issues, internally and compared with other authorities?
  - What arrangements are in place to implement flexible working practices?
  - To select the area of Kings Lynn as an illustrative geographical area, challenge questions to consider:
    - is the property portfolio fit for purpose for current service delivery?
    - is it in the right location?
    - is it accessible?
    - cost effectiveness and utilisation levels?
    - are there opportunities for more partnership working?
    - is it sustainable?
    - is it energy efficient?

(N.B. The review did not include County Farms as Cabinet Scrutiny are reviewing this.)

### **3. Findings**

#### **3.1 *What policies does Norfolk County Council have in relation to property?***

3.1.1 The group were provided with current property policies, which are summarised below. Further hard copies of the policies are available on request.

#### **3.1.2 Corporate Asset Management Plan 2006-2009**

3.1.2.1 The Asset Management Plan (AMP) sits alongside the Capital Strategy as one of a range of corporate policies and documents from which the activity of the County Council is derived. It focuses on the role the property assets have in supporting the Council's main priorities, and ensuring the Council takes a strategic view of its property portfolio in improving the efficient delivery of its services.

3.1.2.2 The AMP provides high level information about the portfolio, the organisational responsibility for asset management within the authority, the corporate property strategy and how its performance is measured, the key asset management practices, strategies and policies, how property data is managed and an action plan to cover the three year period.

3.1.2.4 The corporate property asset management plan for 2009-2012 is currently going through the appropriate scrutiny process.

#### **3.1.3 Asset Performance Report 2008**

3.1.3.1 The Asset Performance Report 2008 sets out the performance of the Council's property portfolio against the complete set of National Property Performance Management Initiative (NaPPMI) performance indicators, within the context of the wider NCC asset base (including Highways and ICT). It also provides a more detailed analysis of the property portfolio to show the performance of the individual service portfolios against the PIs as well as local and service performance indicators.

- 3.1.3.2 The Asset Performance Report 2008 was approved by cabinet on 1st December 2008.
- 3.1.4 Capital Project Approval Guidance 2008
- 3.1.4.1 This Guidance handbook combines a number of processes associated with the capital process. The Guidance is generally updated annually to reflect any minor changes or developments in processes that have arisen over the year, although individual elements within it will be updated piecemeal if there is a fundamental change. The current Guidance will be re-issued during the summer of 2009.
- 3.1.5 Project Funding Prioritisation Report (PFP)
- 3.1.5.1 A PFP is required for every bid for corporate capital funding, and is submitted to the Corporate Capital & Asset Management Group (CCAMG) by September each year. It sets out the principles of the project, its viability and an estimate of the budgetary requirements. The details in the report will be based on the outcome of the option appraisal process that identifies the most appropriate means of addressing service need.
- 3.1.6 Capital Project Prioritisation Model (CPPM)
- 3.1.6.1 The CPPM is submitted to the CCAMG, along with the PFP, in support of capital bids. It is a scoring model to enable the prioritisation of various departmental capital bids, and ensures that those of high service and corporate priority are ranked accordingly. The model formally links the capital programme to the service and corporate priorities, and any projects not supporting these key objectives will not be considered.
- 3.1.7 Contract Approval Report (CAR)
- 3.1.7.1 The CAR is a means of verifying the validity of the original project purpose and budget, prior to contractually committing the Council. The purpose of the CAR is to seek approval to proceed with a contract, on the basis that the principles of the project have already been approved through the PFP, or other formal approval process. The CAR is initiated by the granting of planning permission for a scheme and is reported through the CCAMG at the appropriate time.

### 3.1.8 Corporate Minor Works (CMW) Budget

3.1.8.1 The CMW budget is a corporate capital budget, to provide funding for defined accessibility and health and safety issues that arise during the course of the year. The CMW budget is intended to primarily fund items/projects falling below the threshold for individual capital project bids (currently £100,000), although it can also support urgent capital schemes within the approved criteria that arise and need to be implemented ahead of the next annual bidding process. Bids are currently submitted through the CCAMG which ensures that the application of the funding is considered corporately and consistently against corporate priorities in the defined areas of accessibility and health and safety.

3.1.8.2 The CMW process was last updated in January 2008 and will be updated further as required to reflect any changes in the process and / or named officers.

### 3.1.9 Property Acquisition Process

3.1.9.1 The Property Acquisition Process seeks to encourage a more systematic approach towards the acquisition of all property interests by the Council and its service departments. The aim is to ensure a degree of rigour in the overall process, and to ensure that there is a greater understanding of the implications of acquiring property (budgetary, timescale and service delivery). The purpose of the "Stage One" report is to enable an overall picture to be maintained of accommodation needs across all services, to ensure that the service directorates are supportive of the need, and that there is sufficient budgetary provision to fund the acquisition and ongoing revenue costs associated with the new accommodation. It is also intended to provide a challenge to the need for new accommodation through encouraging the consideration of alternative approaches to the delivery of the service.

### 3.1.10 Property Disposal Process

3.1.10.1 The Property Disposal Process seeks to ensure that a more systematic and structured approach is taken to the release and disposal of property. The purpose of the process is to ensure that there is early notification of any potentially surplus property, that the re-use of the property can be considered in a corporate arena against known accommodation needs, and that fully surplus assets can be disposed of as expediently as possible, to maximise the capital receipt and minimise any vacant periods.

### 3.1.11 Hierarchy of Decision Making on Property Matters

3.1.11.1 The purpose of the Hierarchy of Decision Making procedures is to clarify the arrangements for decision making associated with property matters, within the context of the Council's Constitution. The Hierarchy sets out the different levels of decision making on property matters, against various criteria including capital values and rental values, and provides standard report formats for each level, and clearly shows the responsibilities and delegations of those involved in the decision making process at each level.

### 3.1.12 Financial Packages Policy

3.1.12.1 The Financial Packages Policy defines the process to be followed when a surplus asset is disposed of, and there is any proposal to re-use the capital receipt for a named project. The release of an asset can often only be effected if the service is reprovided and the assets rationalised, which requires capital funding from the sales of the surplus asset. The policy sets out the criteria against which the eligibility of the scheme will be assessed, and is intended to ensure there is a consistent approach to the re-use of capital receipts and that the projects are considered in the context of other corporate priorities.

### 3.1.13 Third Party Use of Property

3.1.13.1 This document sets out the issues arising when the occupation of property is not appropriately documented, and seeks to ensure that the Council's position is protected. This relates to situations where a third party occupies property owned by the Council, but also in situations where the Council occupies property owned by a third party. It is essential that advice is sought and that the appropriate level of documentation is formally agreed and that the formal approval routes are followed.

### 3.1.14 Corporate Offices – Accommodation Strategy

3.1.14.1 The Corporate Offices Accommodation Strategy sets out a five year programme of change which will enable a significant reduction in the number of corporate office sites currently occupied, a reduction in the floor space per employee and the provision of more modern office accommodation that is fit for purpose and more efficient to run.

3.1.14.2 The Corporate Office Accommodation Strategy was approved by Cabinet in September 2007.

**3.2 What management approaches are in place to ensure a corporate and co-ordinated approach across the County Council?**

3.2.1 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 CPO is the Chief Officer empowered to provide property related advice and expertise and is responsible for ensuring the Council continues to adopt and implement the principles of effective asset management planning, ensuring a corporate and co-ordinated approach across the County Council.

3.2.2 The Asset Management procedure was reported to the Corporate Resource Management Cabinet Committee on 18 October 2000, where the nomination of Mr Britch as the Chair of the Asset Management Group (AMG) was approved. The Cabinet Committee also agreed nominations from the service departments to sit on the Asset Management Group.

3.2.3 The AMG was established in October 2000 to take forward the Government requirements to develop and implement good practice in property asset management within Norfolk County Council. The purpose of the AMG is to provide a forum for considering all of the high level asset management issues within the Council, and to formulate and keep under review the Corporate Property Asset Management Plan which will assist in identifying priority areas for action.

3.2.4 Since October 2000, the AMG has met monthly, and all AMG meetings are formally recorded by way of agendas and minutes. In April 2006 the group was asked to take on an enhanced role in overseeing the development and implementation of the overall corporate capital planning process, becoming the Corporate Capital & Corporate Capital & Asset Management Group (CCAMG) and now meeting every second month.

3.2.5 The CCAMG now comprises senior officer representation from the main service departments. As at December 2008, these representatives were as follows:

<b>NPS (x2)</b>	NPS Managing Director (NCC Corporate Property Officer) NPS Property Asset Manager
<b>Director of Finance</b>	Capital and CPA Manager
<b>Corporate Resources</b>	Director of Corporate Resources & Cultural Services
<b>Planning and Transportation</b>	Head of Programme Management
<b>Adult Social Services</b>	Interim Assistant Director - Commissioning and Service Transformation

Table 6.1

<b>Children's Services</b>	Head of Planning and Buildings
<b>Cultural Services</b>	Finance & Business Support Manager
<b>Fire Service</b>	Assistant Chief Fire Officer
<b>e-Service Directorate</b>	Client Manager

Table 6.2

3.2.6 The Director of Finance is responsible for co-ordinating the development of the Capital Strategy, and the Director of Corporate Resources is responsible for developing Community Leadership and Local Strategic Partnerships. Both these Service Departments are represented on the CCAMG, hence ensuring that developments in asset management maintain links with corporate plans and policies, and vice versa.

3.2.7 The formal Terms of Reference of the AMG were originally agreed by the Chief Officer Group in October 2000, and were revised for the CCAMG in October 2007.

3.2.8 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 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 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.

3.2.9 The P&T and Schools capital programmes, financed by direct funding, will continue to be co-ordinated through the existing departmental prioritisation processes. The CCAMG will have an overarching role in ensuring there is consistency in the allocation of capital funding to corporate priorities, identifying projects being considered outside the standard corporate approval processes, and ensuring these are considered against all corporate priorities.

3.2.10 These revised terms of reference (as at October 2007) reflect the current role of the CCAMG, and ensure that there is a clear understanding that the CCAMG has a role in developing and implementing the corporate capital planning process.

3.2.11 Whilst the CCAMG does not have any executive decision making powers, asset management issues and reports are referred through the Chair to COG and Members as appropriate.

3.2.12 The following structure chart shows the CPO's relationship and reporting procedure within the Council:



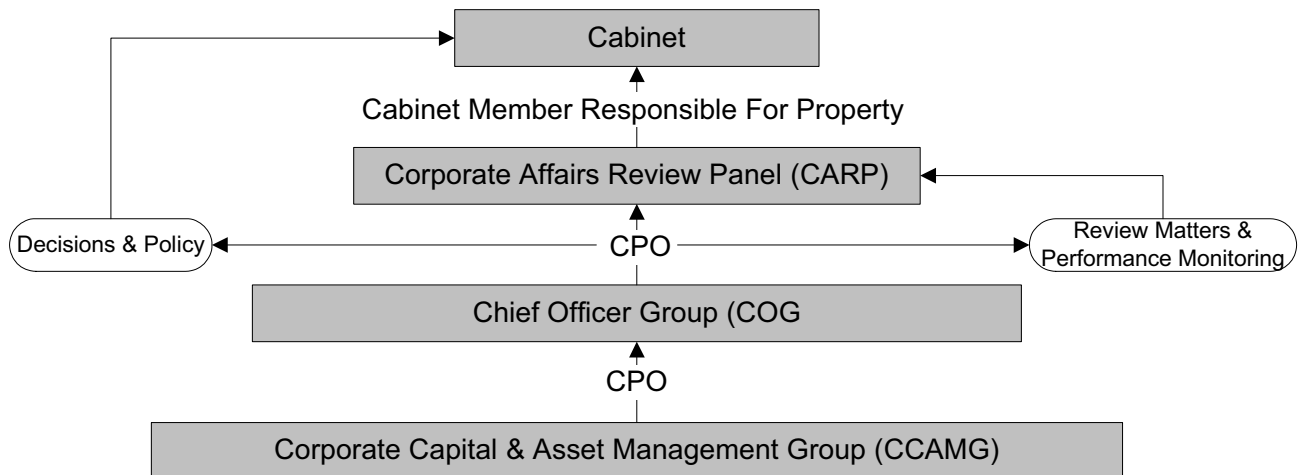


Chart 1

3.3 ***What benchmark information is available to review our performance on property issues, internally and compared with other authorities?***

3.3.1 The authority's property performance is continually monitored and trends reported annually in the Asset Performance Report, for factors such as maintenance backlog, premises expenditure, energy and water consumption, carbon dioxide emission, property accessibility, and the sufficiency and efficiency of office utilisation. These performance measures are contrasted with data submitted by other local authorities as part of the Chartered Institute of Public Finance and Accountancy (CIPFA) Property network. Discussions have started with a number of county authorities within East Anglia with a view to developing a local benchmarking network: to share data and discuss issues relating to the collection, analysis and utilisation of property performance information: promoting inter-authority consistency and hence the value of benchmarking comparison.

3.4 ***What arrangements are in place to implement flexible working practices?***

3.4.1 An office accommodation strategy was approved by Cabinet in July 2007. This set out an office estate hierarchy for the county, with office hubs for the larger urban conurbations, supported by a network of satellite offices supporting flexible working practices.

3.4.2 The aim of the strategy is to provide a modern, flexible, efficient and cost effective workplace for staff, which will facilitate new working practices, improve service delivery and act as a catalyst for culture change.

3.4.3 Flexible working practices and the opportunities that arise for transformation of the office estate is a rapidly evolving area of work in the UK public sector. In September 2008 the Office Of Government Commerce published a paper 'Working Beyond Walls' emphasizing the changing nature of working practices:

*'It is now increasingly accepted across government that work is an activity, not a place, and that the way ahead lies in flexibility. The agenda is the modernizing of the estate and high performing property is the route map to achieving that.'*<sup>1</sup>

The reduction of the office estate, both in terms of numbers of properties and floorspace, will result from enhanced space planning and a move from the current 1:1 ratio of workstations to staff to a ratio of 7:10, enabled by appropriate ICT provision and working practices. The CCAMG acts as gatekeeper to ensure that moves to new accommodation adopt these principles and that appropriate space standards are adopted in refurbishments or moves to new premises.

3.4.4 The rationalisation of the office estate will be key to driving out efficiencies in running costs (notably energy and maintenance costs) and will be a significant contributor to achieving the CO<sub>2</sub> reductions required for NCC in delivering the carbon reduction strategy. An enhanced working environment will improve staff morale, retention and productivity.

#### **4. Property Inspections**

4.1 The group selected the area of Kings Lynn as an illustrative geographical area, and considered the following challenge questions:

- is the property portfolio fit for purpose for current service delivery?
- Is it in the right location?
- Is it accessible?
- Cost effectiveness and utilisation levels?
- Are there opportunities for more partnership working?
- Is it sustainable?
- Is it energy efficient?

4.2 A detailed briefing note setting out the findings arising from the day is attached as Appendix 2.

4.3 A summary table, scoring each of the properties against the parameters above is set out below :

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<sup>1</sup> <http://www.ogc.gov.uk/documents/workingbeyondwalls.pdf>

<b>Challenge:</b> <b>Property</b>	<i>Fit for purpose?</i>	<i>Right Location?</i>	<i>Accessible?</i>	<i>Cost effective / utilisation level</i>	<i>Partnership working opportunities</i>	<i>Sustainable?</i>	<i>Energy efficient?</i>
Crossroads Day Centre, Grimston Road, South Wootton	5	3	4	3	5	4	4
K.L. Day Services, Bryggen Road, K.L.	2	2	7	2	3	2	3
Farod Lodge, Gaylon Road, King's Lynn	4	7	8	7	4	7	8
Professional Development Centre, Kilhams Way, King's Lynn	6	7	5	6	6	4	3
Marsh House, 39 Marsh Lane, K.L.	3	2	4	3	5	4	3
St. Margaret's House, South Quay, K.L.	2	8	4	2	3	2	2
King's Lynn Central Library, London Road, King's Lynn	2	4	3	4	2	3	2
Ferry Road Resource Centre, West Lynn	2	2	2	2	2	3	3

Score Range: 0 (min) - 10 (max)

Table 7

## 5. Resource Implications

5.1 **Finance:** No financial implications.

5.2 **Property:** No property implications.

## 6. Other Implications

6.1 Equality Impact Assessment (EqIA): This report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.

## 7. Section 17 – Crime and Disorder Act

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

## 8. Conclusions

8.1 We have reviewed Norfolk County Council property policies and management arrangements and consider these to be appropriate.

8.2 We have been provided with benchmarking data through the Asset Performance Report 2008 and in particular note the linkage between the carbon reduction targets the authority has adopted and the corporate office accommodation strategy. This seeks to rationalise office space by some 25%, which in turn links with flexible working.

8.3 We understand that NCC is implementing flexible working, particularly when new premises are being taken or existing accommodation is being refurbished, and that a ratio of 7 workstations per 10 employees is being adopted.

### 8.4 Conclusions on Property Inspections

8.4.1 In a number of the properties inspected there appeared to be a real mismatch between the original design and purpose of the building and the service currently being delivered there.

8.4.2 Service delivery models can and have changed quickly and significantly but the buildings have not 'kept up'.

8.4.3 In undertaking reviews of property an assessment of suitability must be made to prioritise those properties where this mismatch is greatest so that alternative options for reprovision might be considered.

8.4.4 It may be the case that services no longer need to be provided from Norfolk County Council owned premises and that alternative contractual arrangements with external service providers may achieve the required service outcomes without Norfolk County Council having to provide a building facility itself.

- 8.4.5 The environmental performance of the buildings gave the group cause for concern and further information was requested concerning running costs so that options such as double glazing, additional insulation etc might be considered (*this is provided within Appendix 2*).
- 8.4.6 There was some discussion about the optimum location for 'back office' functions with proximity to the road infrastructure being seen as important.
- 8.4.7 The existing office stock is scattered across too many buildings which are unsuitable and opportunities to reduce the number of sites and move to open plan working environments are being pursued.

## **9.0 Action required**

- 9.1 The overview and scrutiny panel is asked to note the comments of this report.
- 9.2 The work of the ' Effective Use of County Buildings' scrutiny group has identified a number of important issues with the built estate in King's Lynn as set out above. Once the outcome of the Local Government Review is known, together with any relevant implications for property ownership, the panel may like to commission a further piece of work to be undertaken to identify options for addressing the issues the Scrutiny group has identified.

## **10.0 Background Papers**

None

## **11.0 Officer Contact**

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

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## **Effective Use of County Buildings**

Report by the Director of Corporate Resources

### **Summary**

This report provides Members with the Terms of Reference for the Effective Use of Buildings scrutiny.

### **1. Background**

- 1.1. At the January meeting of the Corporate Affairs Review Panel, it was agreed that Scrutiny Leads should consider the scope of scrutiny for Corporate Buildings and Office Accommodation.
- 1.2 The Scrutiny Group met on 20<sup>th</sup> February 2008 and agreed a Terms of Reference for a scrutiny of the Effective Use of County Buildings; the Terms of Reference are attached at Appendix A.

### **2. Section 17 – Crime and Disorder Act**

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

### **Action Required**

- (i) The Review Panel is asked to consider and agree the attached Terms of Reference for the Effective Use of Buildings scrutiny and offer any amendments to the scope.
- (ii) The Review Panel is asked to consider and agree membership of the Working Group.

## Officer Contact

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

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
Paul Adams	01603 222609	<u><a href="mailto:Paul.adams@norfolk.gov.uk">Paul.adams@norfolk.gov.uk</a></u>
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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**

<b>Norfolk County Council</b>
<b>Corporate Affairs Review Panel</b>
<b>Terms of Reference for scrutiny of:</b> Effective Use of County Buildings
<b>Scrutiny by:</b> Working Group
<b>Membership of Working Group:</b> Members: Officers in support: Jane Lowrie* (NPS) Keith Jones (NPS) Jessica Reeve
<b>Purpose and Objectives of Scrutiny:</b> To 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.
<b>Issues and Questions to be addressed:</b>  <ul style="list-style-type: none"> <li>➤ What policies does Norfolk County Council have in relation to property?</li> <li>➤ What management approaches are in place to ensure a corporate and coordinated approach across the County Council?</li> <li>➤ What benchmark information is available to review our performance on property issues, internally and compared with other authorities?</li> <li>➤ What arrangements are in place to implement flexible working practices, including support for change management?</li> </ul>

\* Mark Albanie has taken over Jane's post and responsibilities within the working group since July 2008

- To select the area of Kings Lynn as an illustrative geographical area, challenge questions to consider:
- is the property portfolio fit for purpose for current service delivery?
  - Is it in the right location?
  - Is it accessible?
  - Cost effectiveness and utilisation levels?
  - Are there opportunities for more partnership working?
  - Is it sustainable?

(N.B. The review does not include County Farms as Cabinet Scrutiny are reviewing this)

**Planned Outcomes:**

- Increased Member understanding of the corporate management of property
- A report to Corporate Affairs Review Panel on the facts of the matter and recommendations for action/improvement

**Deadlines and timetable:**

Report to Corporate Affairs Review Panel 12 November 2008

**Terms of Reference agreed by:**

**Date:**

## **Corporate Affairs Review Panel**

### **Inspection of Norfolk County Council Properties 30 October 2008**

#### **Introduction**

This briefing note sets out details of site visits undertaken by members of the Corporate Affairs Review Panel considering the remit of 'effective use of buildings'.

The inspections were undertaken by Councillors Ingrid Floering Blackman, Fran Pitt-Pladdy and Cliff Jordan. NPS Property Asset Manager Mark Albanie, NPS Strategic Review and Client Support Manager Keith Jones and NPS Strategic Review Officer David Russell accompanied the Councillors.

A total of 8 properties were inspected in the King's Lynn and West Norfolk area (of which 7 were inspected internally and one was viewed externally).

A number of themes arose during the course of the day which were common to all of the properties inspected and these are set out below.

Issues relating to individual properties are then further set out on a property by property basis.

#### **Common Themes**

A common theme, which arose during the course of the inspections and through discussion with individual Premises Managers, was that the nature of service provided from the buildings was seldom that for which the building was originally designed.

The most striking example of this was the Learning Difficulty Day Services at Bryggen Way where large workshop areas (within industrial specification accommodation), originally used for assembly / light industrial type uses by the people who use the service, are now in use for different activities.

It was also the case that changing 'back office' work practices (as well as different methods of service delivery) in effect made premises outdated and incapable of supporting a modern efficient work environment.

This was particularly in evidence at St Margaret's House in King's Lynn where the cellular nature of the accommodation provided, combined with the many changes in floor level, non DDA compliance and listed status of the building combine to mitigate against the creation of an effective office base environment for the staff operating from the building.

In addition to a number of the buildings not being 'fit for purpose' it was noted that there was very little double glazing. With rising energy costs, the group

were concerned to establish the running costs for these premises and whether there were opportunities to enhance insulation etc to bring down such running costs. (See Appendix 2-A re running costs and Appendix 2-B re programme of works to insulate Norfolk County Council buildings).

The group were interested in the issue of asbestos within Norfolk County Council buildings and requested additional information on this subject (see Appendix 2-B).

The group were also concerned that, as an Authority, Norfolk County Council should maintain contact with EEDA.

Finally, although properties were selected in the King's Lynn area the intention of the group is that any findings or processes arising from this scrutiny process could be used as a template for other areas within the County.

## Crossroads Day Centre, King's Lynn



This property is of varying age construction with original buildings dating from the late 1950s/ early 1960s with subsequent extensions in 1967 (a main hall). The main hall is a low pitch felt roof 'A frame' building.

There is a significant underground area of accommodation at this facility which is a former nuclear bunker which now provides an ongoing management and maintenance liability for the main home.

Within the grounds of Crossroads is a separate bungalow style dementia care unit built in the mid 1980s.

The group were shown round the facility by the Manager who explained the linkage through to other Adult Social Services in King's Lynn.

All clients attending the facility live at home and each will come to the facility at least one day per week. This can often provide important respite care and the home can be the way in which an elderly person can continue to live independently (i.e. so as not to have to move into full-time care).

The Day Centre is on a site adjacent to Woodlands Home for the Elderly and there is a good level of cooperation between the two sites. Whist competitions, and joint fund raising have been organised in the past.

Building specific issues identified by the Premises Manager were as follows:

- The bathroom needs to be upgraded and shower provided
- Double glazing would assist heat retention
- The Manager's office is too small
- The large day room is relatively inflexible (a number of smaller rooms could accommodate different types of use for activities more easily).

The group felt that the Centre was running well but that the premises were not fit for purpose. For instance the lobby area could be significantly larger.

Location was key for this facility with a well organised and far reaching transport infrastructure in evidence to bring clients from the surrounding areas.

Keith Jones provided the group with an update as to potential redevelopment options at this site in light of the current HFE Review and these are set out below.

*The 'Strategic Model of Care' setting out the NCC strategy for future care of the elderly was approved by Cabinet on the 13<sup>th</sup> November. The document highlights a shortfall of 2500 care places by 2020 and the need to increase the choice of future care by redressing the shortfall of housing with care developments.*

*Whilst detailed feasibilities will be required on a site by site basis the initial thoughts are that the Crossroads Day Centre and the adjacent Woodlands Care Home combined could be re-developed to housing with care development with a day care facility. This would resolve the obsolescence issues and create a much improved site utilisation.*

## King's Lynn Day Services, Bryggen Road, King's Lynn



This building comprises an early 1970s facility comprising workshops, offices and care rooms of cavity wall construction with extensive flat roof areas and some low pitch felted roofs.

A number of the windows are original Crittall metal windows (single glazed) and heating to the (former) workshop areas is by roof mounted hot air blowers.

The building is not fit for purpose in that there have been significant changes to the nature of service provision by the Learning Difficulty Service from the date of the original construction and the building was generally in a poor condition.

Some 60 to 70 clients use the Centre with travel times of up to one and half hours for some.

The original workshop users have gone into work placements.

The group felt that a greater understanding of the Norfolk Learning Difficulty Services Service (NLDS) model was required to provide a greater understanding as to the disparity between the original design and purpose of the premises and that required for a modern service (*note: Debbie Olley is the point of contact within the Adult Social Services department for more information about this service*).

## Faro Lodge, Galleon Road, King's Lynn



This property comprised a 1998 built large bungalow style building comprising pantile roof, brick cavity wall and timber double glazed windows located on the edge of North Lynn housing estates.

In general terms the unit provides respite care for up to 8 people.

Despite its relatively recent construction, the Premises Manager Robyne Carman was able to identify a number of issues arising from the physical configuration of the building and the impact upon service delivery:

- The increased use of wheelchairs and hoists for the manual handling of clients meant that manoeuvring space within the Centre was generally inadequate. This is particularly the case in the bedrooms and bathing / wash areas.
- The lack of a 'wet room' necessitated the use of the hoisted bath (which in effect acted as a barrier to independence).

There was some general discussion about the nature of the use of the building as there had been a move towards clients with more complex needs with reduced mobility. This is having an impact on the suitability of the building layout for the service being provided.

Although the facility complied with registration standards on completion, CSCI (Commission for Social Care Inspection) standards have now increased room sizes and specifications to the extent that a significant programme of work would be required should there be any works or adaptation within the building (which would necessitate re-registration).

There have been discussions with Saffron Housing who had looked at buying out the facility (along the lines of a similar exercise which has been undertaken at Long Stratton).



## West Norfolk Professional Development Centre, King's Lynn



This property comprises a 1950s brick built former wing of St Edmunds School. Construction is flat roof with parapets and original Critall metal windows. The building has a long linear layout and includes the former school assembly / sports hall, which is a low pitched felt roof building.

Former classrooms have been converted to use as the training rooms and there is a central refreshment area and kitchens together with a (relatively new) computer training suite.

The group were advised by the Centre Manager that the primary training use was for schools related services and adult education, although the training rooms and hall are also hired out to bodies such as the Local Health Trust, Borough Council and other local companies.

The group were interested to note that guidelines appeared to exist encouraging the Centre to break even (in terms of income generated from the hire of rooms) but that any excess would be returned centrally to Children's Services.

The group challenged whether this was a disincentive to local management and whether it would be better for any surplus to be reinvested in the building to provide a sense of local ownership.

Within the PDC the main hall can accommodate some 200 to 220 with the individual training rooms varying in size with the capacity from 20 through to 35.

## Marsh House, Marsh Lane, King's Lynn



This property comprises a series of 1970s style linked single storey flat and pitched roof buildings originally developed as a residential facility for children with learning difficulties, subsequently converted to a mix of nursery and office space.

There are a number of users within this building including one to one counselling service (linked to the Adult Social Services department), the looked after children team, a nursery (the Tom Thumb Nursery) and a supervised contact area (for children in crisis).

There are some development proposals, which will affect this site involving the Alderman Jackson Special School. This will involve the transfer of the existing school from the Alderman Jackson site by the summer of 2010, with the consolidation of special needs facilities within Kings Lynn within a new development at the Churchill Park School, on the site of the existing Ethel Tipple School in Fairstead. The future use of the site will be subject to future feasibility and consultation work, but could potentially be for residential development or a Housing with Care scheme.

## St Margaret's House, South Quay, King's Lynn



A substantial period property dating back to the 17<sup>th</sup> Century with later additions in the 18<sup>th</sup> Century set around a large oblong central open courtyard. Accommodation is arranged over three levels with frequent changes in floor level. Construction is of brick and timber with brick / render facades, clay pin tile roofing and a variety of windows including traditional sash windows to street elevations.

The property accommodates staff from a number of Norfolk County Council departments, including Trading Standards, Children's Services, Planning & Transportation, Adult Education and NCS.

There is a significant maintenance backlog at this property and a particular problem of the roof with a large amount of vegetation growing out of gutters etc. The building also suffers from significant damp issues.

There is no prospect of DDA compliance given the age and listed status of the building and the multiple changes in floor level.

The building is of considerable interest historically (and is most attractive) and would potentially be suitable for conversion to residential use (for example to flats).

It is, however, completely unsuitable for office use.

There are proposals under consideration to relocate staff currently accommodated at St Margaret's House, together with those currently accommodated at Greyfriars (another facility that was inspected externally by the group) within open plan office accommodation in a building known as Priory House on Austen Street in King's Lynn.

The use of open plan working areas will enable the Council to adopt 7:10 ratio of workstation to staff numbers, thus enabling more efficient use of office space by Council staff and deriving the maximum benefit from new ways of working and current available technology.

## Central Library, King's Lynn



This property comprises a 1906 listed ornate brick and carrstone building with multi pitched roofs and decorative turrets. Windows are original single glazed small pane leaded windows.

Internally the accommodation is mostly open plan with a large high ceilinged central main library section. There is a timber portacabin immediately to the west of the main building and a small car park.

The group wondered whether there might be scope to remove the portacabin to improve access to the building.

There is also a concern that the building was effectively in the wrong location and had become surrounded (over the passage of years) by a high volume traffic circulation system, which meant that the building was effectively quite inaccessible.

Although certain maintenance problems were noted (for example damp) the building was recognised as having a particular character. Alternative uses might include a Study Centre or Gallery in the event of the library relocating.

Discussions with the Borough about an alternative potential location for a new library are at an early stage.

## Ferry Road Resource Centre, 50 – 52 Ferry Road, West Lynn



This property was inspected externally and comprises a former residential care unit of brick and tile construction on a large site which is currently partly used by Children's Services as an Area Office, but a significant proportion of the building is vacant.

The site has been identified as a possible short-term care home redevelopment in the initial Strategic Model of Care option appraisals. Such a scheme could help facilitate the redevelopment of other homes close by, such as Woodlands Kings Lynn and Rebecca Court Heacham by allowing residents to be accommodated on a temporary basis. Should the site not prove suitable for this type of facility it will be considered for community use or disposed of at the highest possible value.

## Conclusions / Next Action

The group identified the following action points:

- 1 In each of the properties inspected there appeared to be a real mismatch between the original design and purpose of the building and the service currently being delivered there.

Service delivery models can and have changed quickly and significantly but the buildings have not 'kept up'.

In undertaking reviews of property an assessment of suitability must be made to prioritise those properties where this mismatch is greatest so that alternative options for re-provision might be considered.

It may be the case that services no longer need to be provided from Norfolk County Council owned premises and that alternative contractual arrangements with external service providers may achieve the required service outcomes without Norfolk County Council having to provide a building facility itself.

- 2 The environmental performance of the buildings gave the group cause for concern and further information was requested concerning running costs so that options such as double glazing, additional insulation etc might be considered.
- 3 There was some discussion about the optimum location for 'back office' functions with proximity to the roundabout and road infrastructure being seen as important.
- 4 The existing office stock is scattered across too many buildings which are unsuitable and opportunities to reduce the number of sites and move to open plan working environments are being pursued.

## Appendix 2-A – Performance Information

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# Crossroads Day Centre

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centre: SE3701.

Dept.: Adult Social Services

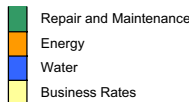
FIMS Description: ELD DC - CROSSROADS.

Premises Revenue Data					
FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 2,286.91	£ 2,394.74	£ 2,182.76	£ 2,681.93
ELECTRICITY	24340	£ 2,291.69	£ 3,179.46	£ 3,621.10	£ 4,612.35
GAS	24360	£ 2,760.68	£ 914.35	£ 1,362.88	£ 457.52
WATER SERV	24820	£ 1,516.33	£ 1,464.48	£ 2,334.66	£ 1,498.97
PURCHS OF FIXTS & FITTGS	24980	£ 3,908.29	£ 1,625.60	£ 758.58	£ 7.63
CLEANING MATS - GEN	25100	£ 6,388.27	£ 4,367.35	£ 1,368.10	£ 1,788.08
BLDGS & CONTENTS-FIRE INS	25500	£ 601.82	£ 585.82	£ 845.68	£ 720.50
CONT. TO BLDG MTCE FUND	25600	£ 8,027.98	£ -	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 19,753.99</b>	<b>£ 14,531.80</b>	<b>£ 12,473.76</b>	<b>£ 11,766.98</b>

BMF Revenue Data				04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description							
INTNL REDEC	A1030	BMF (Planned Works) - Building		£ 1,284.00	£ 5,115.30	£ -	£ -
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance		£ 3,571.27	£ 9,189.30	£ 3,046.58	£ 137.04
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance		£ 563.86	£ 2,297.32	£ 1,415.35	£ 843.00
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance		£ 145.03	£ 1,114.52	£ 1,170.52	£ 1,013.07
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing		£ 906.03	£ 442.00	£ 736.00	£ 220.00
GAS PRESSURE TESTING	A1640	BMF (Preventative Works) - M&S Servicing		£ -	£ 240.00	£ -	£ -
GAS APPLIANCES&REPS TEST	A1650	BMF (Preventative Works) - M&S Servicing		£ 85.30	£ 105.00	£ 110.21	£ 115.06
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing		£ 938.95	£ 533.85	£ 560.33	£ 585.00
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing		£ 533.54	£ 480.00	£ 503.81	£ 675.98
ELEC INSTALLAT TESTING	A1700	BMF (Preventative Works) - M&S Servicing					£ 1,443.74

Planned - Building:	£ 1,284.00	£ 5,115.30			
Preventative - M&S Servicing:	£ 2,463.82	£ 1,800.85	£ 1,910.35	£ 3,039.78	
Reactive - Day to Day Maintenance:	£ 4,280.16	£ 12,601.14	£ 5,632.45	£ 1,993.11	

<b>Total BMF Expenditure:</b>	<b>£ 8,027.98</b>	<b>£ 19,517.29</b>	<b>£ 7,542.80</b>	<b>£ 5,032.89</b>
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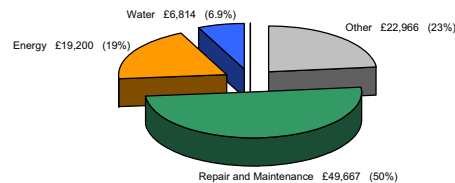


04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£27,781.97</b>	<b>£34,049.09</b>	<b>£20,016.56</b>	<b>£16,799.87</b>

Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08

**£24,661.87**

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.





# Crossroads Day Centre

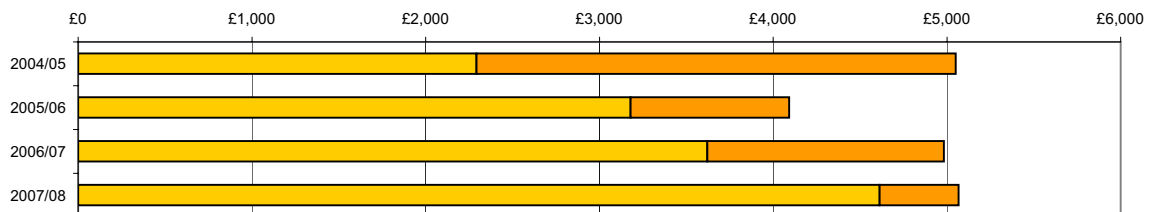
## 2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown

FIMS Cost Centre: **SE3701**.

FIMS Description: **ELD DC - CROSSROADS**.

### Energy Expenditure Breakdown

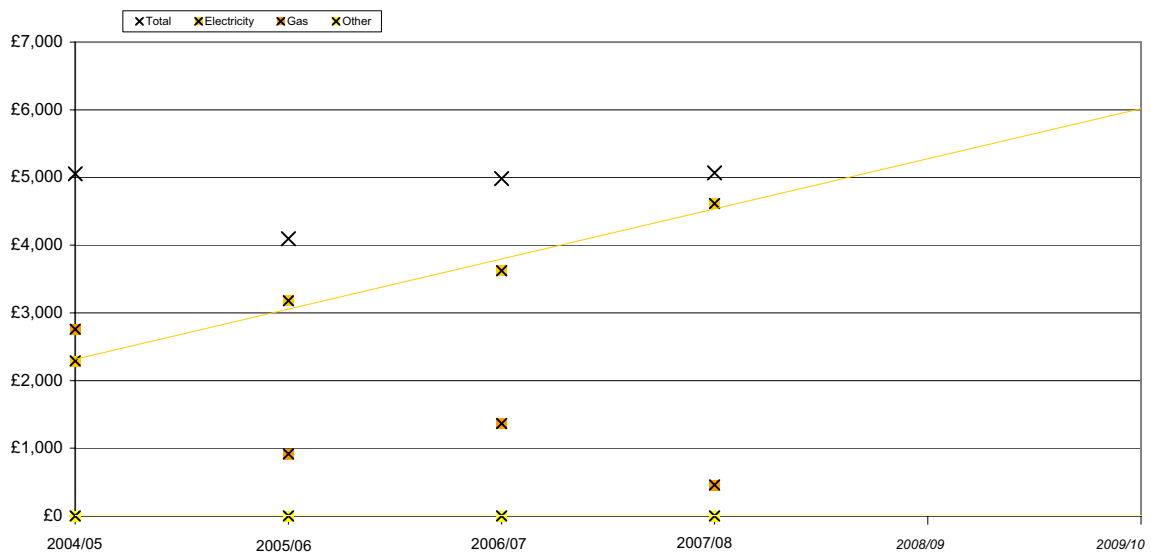
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£2,292	45 %	£2,761	55 %		£5,052
2005/06	£3,179	78 %	£914	22 %		£4,094
2006/07	£3,621	73 %	£1,363	27 %		£4,984
2007/08	£4,612	91 %	£458	9.0 %		£5,070
All Years*	£13,705	71 %	£5,495	29 %		£19,200



Annual Average for All Years*	Electricity		Gas		Other	Total
	£3,426	71 %	£1,374	29 %		£4,800

### Changes in Expenditure and Possible Trends...

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	up by £888 (+ 39 %)	down by £1,846 (- 67 %)	no change	down by £959 (- 19 %)
2005/06 to 2006/07	up by £442 (+ 14 %)	up by £449 (+ 49 %)	no change	up by £890 (+ 22 %)
2006/07 to 2007/08	up by £991 (+ 27 %)	down by £905 (- 66 %)	no change	up by £86 (+ 1.7 %)
All Years	up by £2,321 (+ 101 %)	down by £2,303 (- 83 %)	no change	up by £0,018 (+ 0.35 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# Crossroads Day Centre

## 2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown

FIMS Cost Centre: **SE3701**.

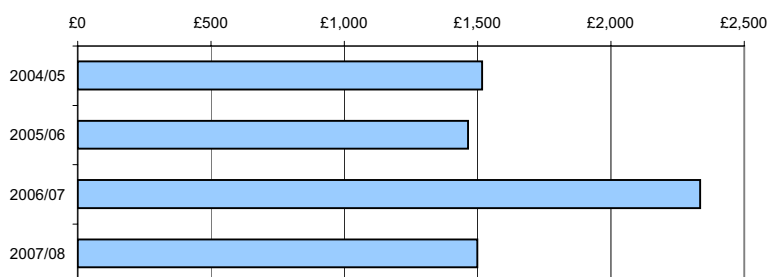
FIMS Description: **ELD DC - CROSSROADS**.

### Water Expenditure Breakdown

Fiscal Year	Water
2004/05	£1,516
2005/06	£1,464
2006/07	£2,335
2007/08	£1,499
All Years*	£6,814

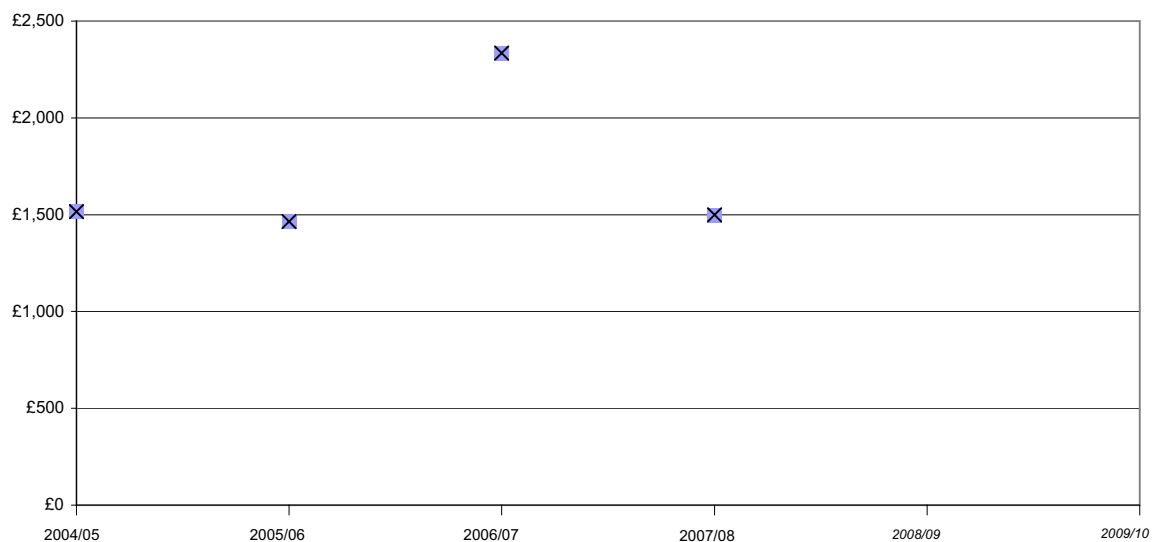
  

Water	
Annual Average for All Years*	£1,704



### Changes in Expenditure and Possible Trends...

Expenditure Change	Water
2004/05 to 2005/06	down by £52 (- 3.4 %)
2005/06 to 2006/07	up by £870 (+ 59 %)
2006/07 to 2007/08	down by £836 (- 36 %)
All Years	down by £17 (- 1.1 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# Crossroads Day Centre

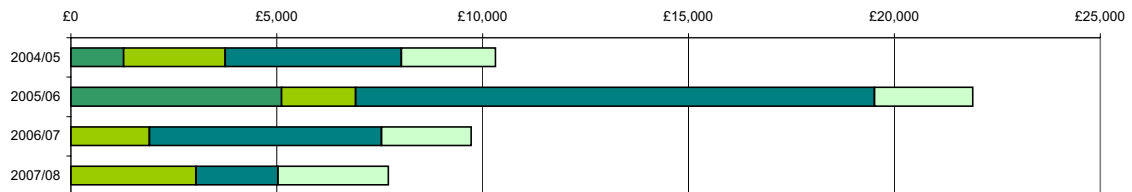
## 2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centre: SE3701.

FIMS Description: ELD DC - CROSSROADS.

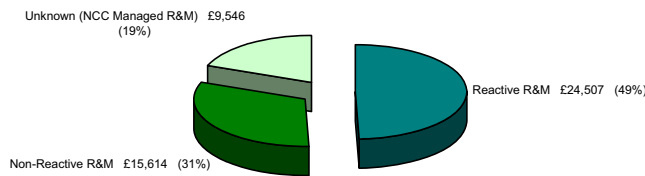
### Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05	£1,284 12 %	£2,464 24 %	£4,280 41 %	£2,287 22 %	£10,315
2005/06	£5,115 23 %	£1,801 8.2 %	£12,601 58 %	£2,395 11 %	£21,912
2006/07		£1,910 20 %	£5,632 58 %	£2,183 22 %	£9,726
2007/08		£ 3,039.78 39 %	£1,993 26 %	£2,682 35 %	£7,715
All Years*	£6,399 13 %	£9,215 19 %	£24,507 49 %	£9,546 19 %	£49,667



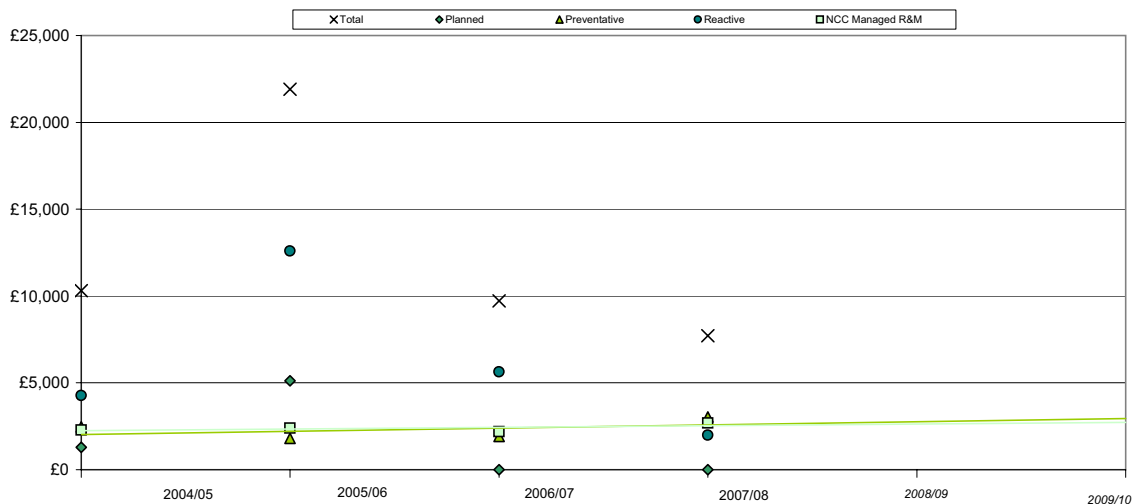
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£1,600 13 %	£2,304 19 %	£6,127 49 %	£2,387 19 %	£12,417

### Overall Reactive to Non-Reactive Spending for All Years\*



### Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	up by £3,831 (+ 298 %)	down by £663 (- 27 %)	up by £8,321 (+ 194 %)	up by £108 (+ 4.7 %)	up by £11,597 (+ 112 %)
2005/06 to 2006/07	down by £5,115 (- 100 %)	up by £110 (+ 6.1 %)	down by £6,969 (- 55 %)	down by £212 (- 8.9 %)	down by £12,186 (- 56 %)
2006/07 to 2007/08	no change	up by £1,129 (+ 59 %)	down by £3,639 (- 65 %)	up by £499 (+ 23 %)	down by £2,011 (- 21 %)
All Years	down by £1,284 (- 100 %)	up by £576 (+ 23 %)	down by £2,287 (- 53 %)	up by £395 (+ 17 %)	down by £2,600 (- 25 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centre: SL3501.

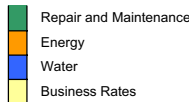
Dept.: Adult Social Services

FIMS Description: L/DIS DAY SERVS-KINGS LY.

FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 48.12	£ 214.61	£ 447.20	£ 64.96
TREES	22560				£ 7,250.00
ELECTRICITY	24340	£ 3,412.16	£ 2,355.23	£ 4,581.79	£ 4,184.70
GAS	24360	£ 6,630.26	£ 6,768.75	£ 7,330.86	£ 7,562.38
WATER SERVS	24820	£ 3,932.07	£ 4,865.03	£ 4,710.80	£ 4,415.52
PURCHS OF FIXTS & FITTGS	24980	£ 33.17	£ 61.42	£ 240.03	£ 5.20
CLEANING MATS - GEN	25100	£ 1,667.27	£ 1,641.61	£ 1,264.24	£ 1,700.32
CNTRCT CLEANING	25300	£ 9,169.98	£ 10,797.11	£ 11,434.15	£ 11,891.57
BLDGS & CONTENTS-FIRE INS	25500	£ -	£ 1,588.59	£ 2,293.26	£ 1,948.29
CONT. TO BLDG MTCE FUND	25600	£ 16,462.56	£ -	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 24,893.03</b>	<b>£ 28,292.35</b>	<b>£ 32,302.33</b>	<b>£ 39,022.94</b>

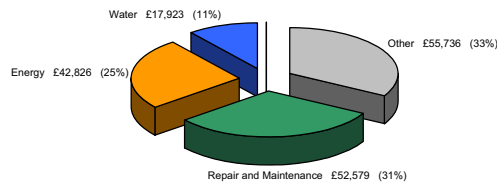
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description			04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
REROOFING	A1000	BMF (Planned Works) - Building	£ 10,023.67	£ -	£ -	£ -
STRUCTURAL WORK	A1010	BMF (Planned Works) - Building			£ 2,197.69	£ -
EXTRNL REDEC	A1020	BMF (Planned Works) - Building			£ 6,399.41	£ -
INTNL REDEC	A1030	BMF (Planned Works) - Building			£ -	£ 2,070.00
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance	£ 1,393.02	£ 621.33	£ 2,217.25	£ 1,393.16
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance	£ 176.00	£ 317.48	£ -	£ -
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance	£ 1,207.74	£ 1,803.40	£ 3,068.90	£ 1,913.03
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing	£ 1,005.00	£ 442.00	£ 267.00	£ 453.00
GAS APPLIANCES&REPS TEST	A1650	BMF (Preventative Works) - M&S Servicing	£ 85.29	£ 75.00	£ 78.72	£ 82.18
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing	£ 1,491.22	£ 1,183.59	£ 928.89	£ 969.76
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing	£ 440.62	£ 480.00	£ 503.81	£ 525.98
ELEC INSTALLAT TESTING	A1700	BMF (Preventative Works) - M&S Servicing	£ 640.00	£ -	£ -	£ 100.00
<i>Planned - Building:</i>			£ 10,023.67	£ -	£ 8,597.10	£ 2,070.00
<i>Preventative - M&amp;S Servicing:</i>			£ 3,662.13	£ 2,180.59	£ 1,778.42	£ 2,130.92
<i>Reactive - Day to Day Maintenance:</i>			£ 2,776.76	£ 2,742.21	£ 5,286.15	£ 3,306.19

<b>Total BMF Expenditure:</b>	<b>£ 16,462.56</b>	<b>£ 4,922.80</b>	<b>£ 15,661.67</b>	<b>£ 7,507.11</b>
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04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£41,355.59</b>	<b>£33,215.15</b>	<b>£47,964.00</b>	<b>£46,530.05</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£42,266.20</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.



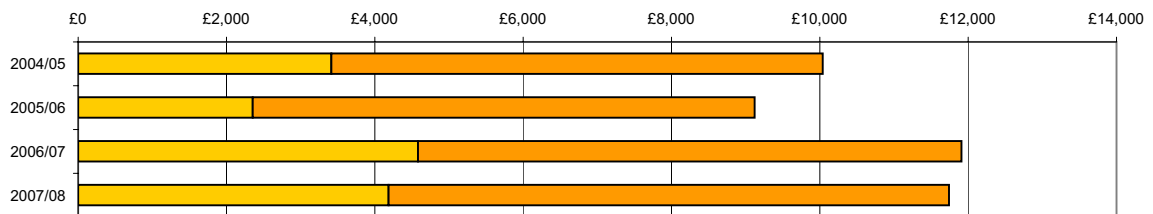
**2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown**

FIMS Cost Centre: **SL3501**.

FIMS Description: **L/DIS DAY SERV-S-KINGS LY**.

**Energy Expenditure Breakdown**

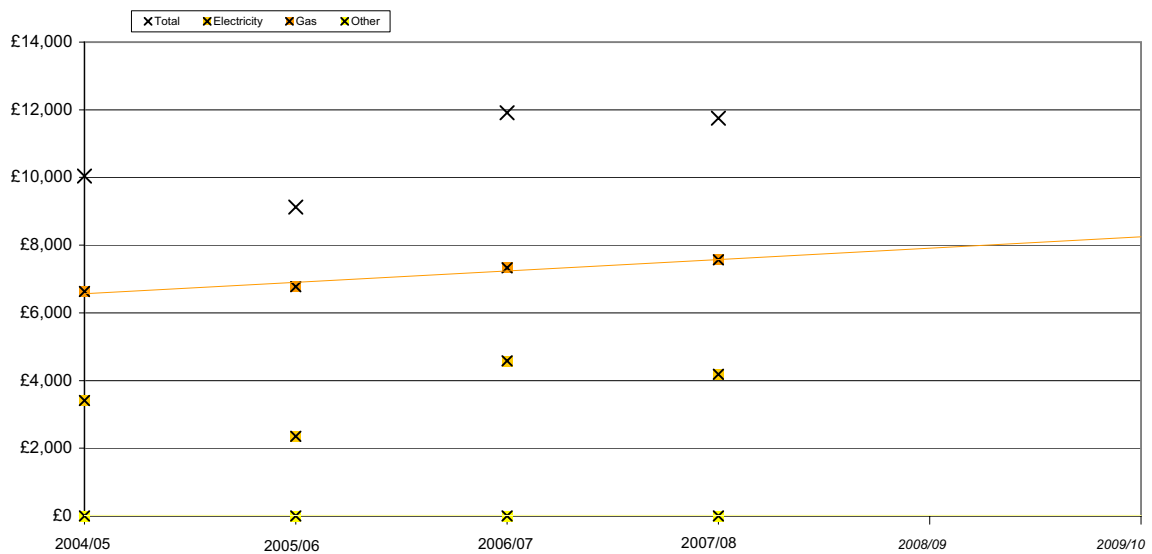
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£3,412	34 %	£6,630	66 %		£10,042
2005/06	£2,355	26 %	£6,769	74 %		£9,124
2006/07	£4,582	38 %	£7,331	62 %		£11,913
2007/08	£4,185	36 %	£7,562	64 %		£11,747
All Years*	£14,534	34 %	£28,292	66 %		£42,826



Annual Average for All Years*	Electricity		Gas		Other	Total
	£3,633	34 %	£7,073	66 %		£10,707

*Changes in Expenditure and Possible Trends...*

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	down by £1,057 (- 31 %)	up by £138 (+ 2.1 %)	no change	down by £918 (- 9.1 %)
2005/06 to 2006/07	up by £2,227 (+ 95 %)	up by £562 (+ 8.3 %)	no change	up by £2,789 (+ 31 %)
2006/07 to 2007/08	down by £397 (- 8.7 %)	up by £232 (+ 3.2 %)	no change	down by £166 (- 1.4 %)
All Years	up by £0,773 (+ 23 %)	up by £932 (+ 14 %)	no change	up by £1,705 (+ 17 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centre: **SL3501.**

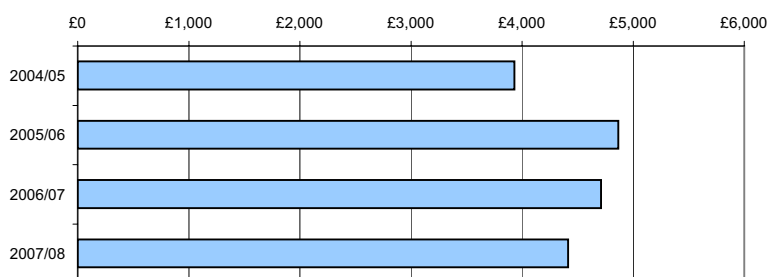
FIMS Description: **L/DIS DAY SERVS-KINGS LY.**

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	£3,932
2005/06	£4,865
2006/07	£4,711
2007/08	£4,416
All Years*	£17,923

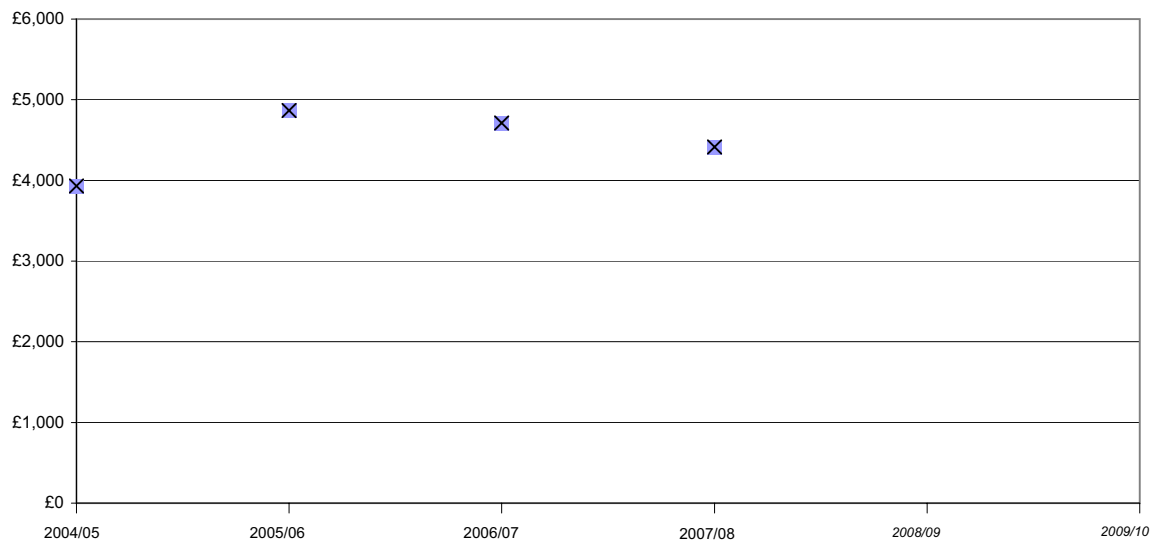
  

Water	
Annual Average for All Years*	£4,481



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	up by £933 (+ 24 %)
2005/06 to 2006/07	down by £154 (- 3.2 %)
2006/07 to 2007/08	down by £295 (- 6.3 %)
All Years	up by £483 (+ 12 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

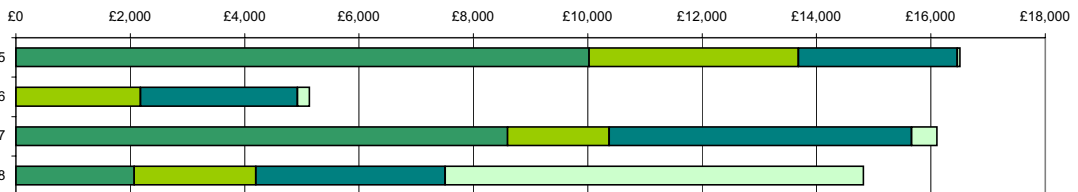
2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centre: SL3501.

FIMS Description: L/DIS DAY SERVS-KINGS LY.

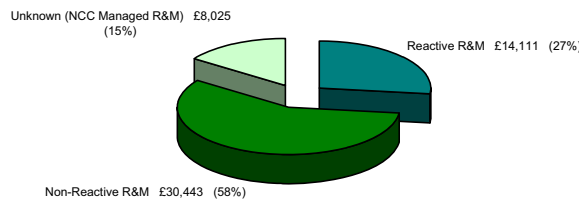
**Repair & Maintenance (R&M) Expenditure Breakdown**

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05	£10,024 61 %	£3,662 22 %	£2,777 17 %	£48 0.29 %	£16,511
2005/06		£2,181 42 %	£2,742 53 %	£215 4.2 %	£5,137
2006/07	£8,597 53 %	£1,778 11 %	£5,286 33 %	£447 2.8 %	£16,109
2007/08	£ 2,070.00 14 %	£ 2,130.92 14 %	£3,306 22 %	£7,315 49 %	£14,822
All Years*	£20,691 39 %	£9,752 19 %	£14,111 27 %	£8,025 15 %	£52,579



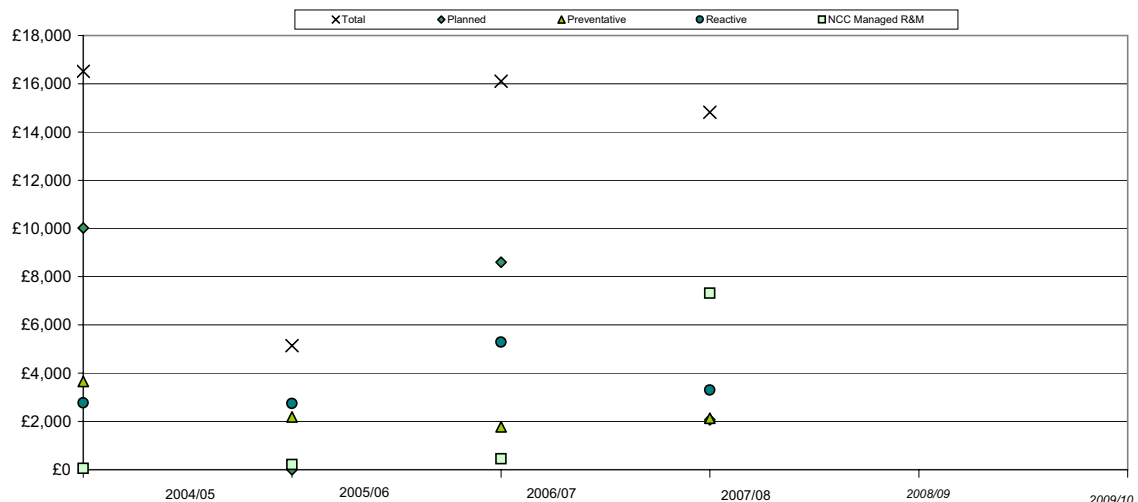
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£5,173 39 %	£2,438 19 %	£3,528 27 %	£2,006 15 %	£13,145

Overall Reactive to Non-Reactive Spending for All Years\*



Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	down by £10,024 (- 100 %)	down by £1,482 (- 40 %)	down by £35 (- 1.2 %)	up by £166 (+ 346 %)	down by £11,373 (- 69 %)
2005/06 to 2006/07	up by £8,597 ( ∞ )	down by £402 (- 18 %)	up by £2,544 (+ 93 %)	up by £233 (+ 108 %)	up by £10,971 (+ 214 %)
2006/07 to 2007/08	down by £6,527 (- 76 %)	up by £353 (+ 20 %)	down by £1,980 (- 37 %)	up by £6,868 (+ 1536 %)	down by £1,287 (- 8.0 %)
All Years	down by £7,954 (- 79 %)	down by £1,531 (- 42 %)	up by £529 (+ 19 %)	up by £7,267 (+ 15101 %)	down by £1,689 (- 10 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# Faro Lodge, Galleon Road

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centre: **SL3001.**

Dept.: **Adult Social Services**

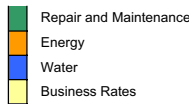
FIMS Description: **FARO LDGE RES CARE UNIT.**

Premises Revenue Data					
FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 1,477.40	£ 2,025.46	£ 1,334.14	£ 1,892.00
ELECTRICITY	24340	£ 1,191.13	£ 914.73	£ 5,339.46	£ 4,687.33
GAS	24360	£ 2,242.03	£ 2,168.87	£ 902.03	£ 722.81
WATER SERV	24820	£ 692.62	£ 1,089.40	£ 1,271.07	£ 1,411.39
PURCHS OF FIXTS & FITTGS	24980	£ 248.71	£ -	£ -	£ 1,787.86
CLEANING MATS - GEN	25100	£ 1,075.29	£ 1,876.12	£ 2,034.02	£ 2,438.30
CNTRCT CLEANING	25300	£ -	£ -	£ 58.96	£ -
APPORT OF OPRNL BLDG EXPS	25400	£ 340.36	£ -	£ -	£ -
BLDGS & CONTENTS-FIRE INS	25500	£ 391.19	£ 403.92	£ 583.09	£ 495.37
CONT. TO BLDG MTCE FUND	25600	£ 6,495.82	£ -	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 7,318.37</b>	<b>£ 8,478.50</b>	<b>£ 11,522.77</b>	<b>£ 13,435.06</b>

BMF Revenue Data				04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description							
INTNL REDEC	A1030	BMF (Planned Works) - Building		£ 1,946.36	£ -	£ -	£ -
PLANT REPLS	A1720	BMF (Planned Works) - Engineering					£ 4,764.00
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance		£ 222.18	£ 229.95	£ 1,446.08	£ 838.95
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance		£ 984.74	£ 705.23	£ 162.27	£ 1,512.00
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance		£ 1,674.26	£ 3,095.15	£ 2,964.52	£ 1,394.49
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing		£ 113.00	£ 407.00	£ 583.40	£ 508.00
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing		£ 590.63	£ 375.02	£ 393.62	£ 410.94
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing		£ 964.65	£ 947.88	£ 873.96	£ 901.67

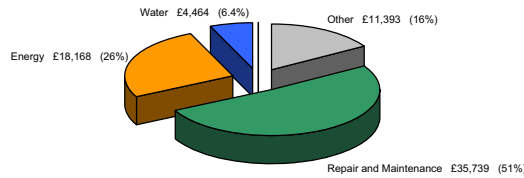
<i>Planned - Building:</i>	£ 1,946.36				
<i>Engineering:</i>					£ 4,764.00
<i>Preventative - M&amp;S Servicing:</i>	£ 1,668.28	£ 1,729.90	£ 1,850.98	£ 1,820.67	
<i>Reactive - Day to Day Maintenance:</i>	£ 2,881.18	£ 4,030.33	£ 4,572.87	£ 3,745.44	

<b>Total BMF Expenditure:</b>	<b>£ 6,495.82</b>	<b>£ 5,760.23</b>	<b>£ 6,423.85</b>	<b>£ 10,330.05</b>
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04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£13,814.19</b>	<b>£14,238.73</b>	<b>£17,946.62</b>	<b>£23,765.11</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£17,441.16</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.





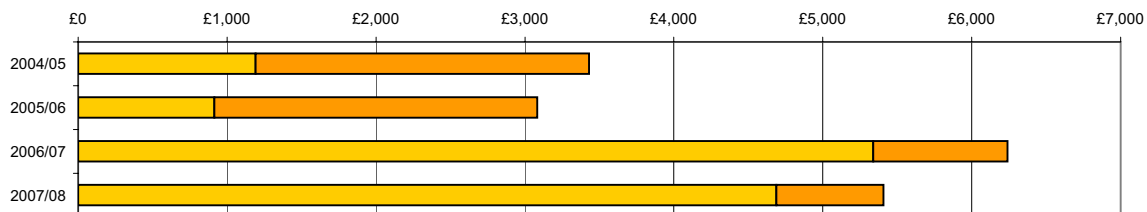
**2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown**

FIMS Cost Centre: **SL3001.**

FIMS Description: **FARO LDGE RES CARE UNIT.**

**Energy Expenditure Breakdown**

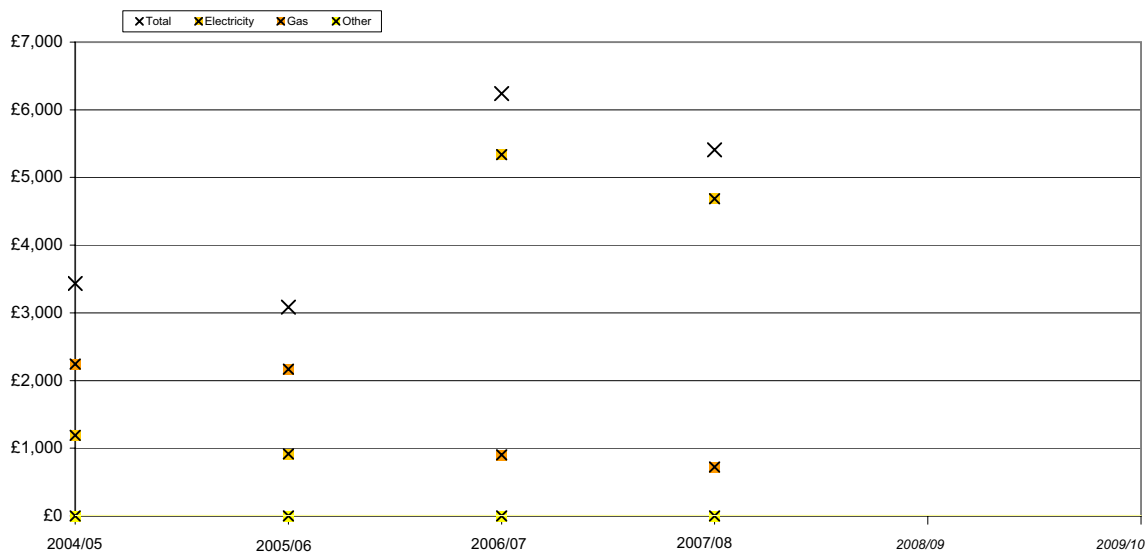
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£1,191	35 %	£2,242	65 %		£3,433
2005/06	£915	30 %	£2,169	70 %		£3,084
2006/07	£5,339	86 %	£902	14 %		£6,241
2007/08	£4,687	87 %	£723	13 %		£5,410
All Years*	£12,133	67 %	£6,036	33 %		£18,168



Annual Average for All Years*	Electricity		Gas		Other	Total
	£3,033	67 %	£1,509	33 %		£4,542

*Changes in Expenditure and Possible Trends...*

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	down by £276 (- 23 %)	down by £73 (- 3.3 %)	no change	down by £350 (- 10 %)
2005/06 to 2006/07	up by £4,425 (+ 484 %)	down by £1,267 (- 58 %)	no change	up by £3,158 (+ 102 %)
2006/07 to 2007/08	down by £652 (- 12 %)	down by £179 (- 20 %)	no change	down by £831 (- 13 %)
All Years	up by £3,496 (+ 294 %)	down by £1,519 (- 68 %)	no change	up by £1,977 (+ 58 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centre: **SL3001.**

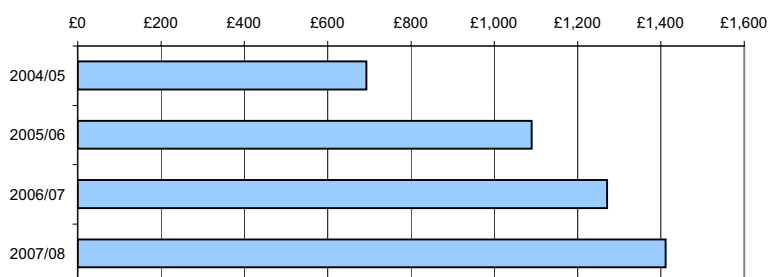
FIMS Description: **FARO LDGE RES CARE UNIT.**

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	£693
2005/06	£1,089
2006/07	£1,271
2007/08	£1,411
All Years*	£4,464

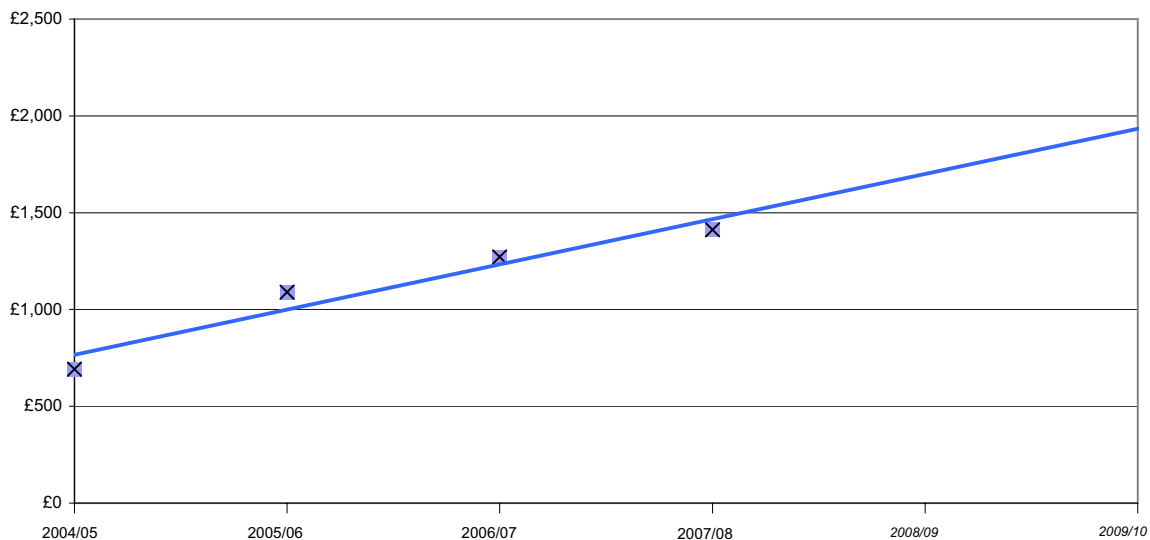
  

Water	
Annual Average for All Years*	£1,116



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	up by £397 (+ 57 %)
2005/06 to 2006/07	up by £182 (+ 17 %)
2006/07 to 2007/08	up by £140 (+ 11 %)
All Years	up by £719 (+ 104 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

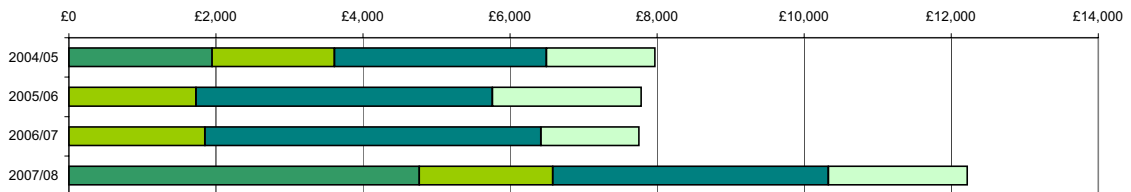
2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centre: SL3001.

FIMS Description: FARO LDGE RES CARE UNIT.

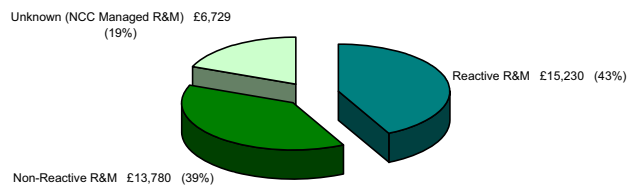
Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05	£1,946 24 %	£1,668 21 %	£2,881 36 %	£1,477 19 %	£7,973
2005/06		£1,730 22 %	£4,030 52 %	£2,025 26 %	£7,786
2006/07		£1,851 24 %	£4,573 59 %	£1,334 17 %	£7,758
2007/08	£ 4,764.00 39 %	£ 1,820.61 15 %	£3,745 31 %	£1,892 15 %	£12,222
All Years*	£6,710 19 %	£7,070 20 %	£15,230 43 %	£6,729 19 %	£35,739



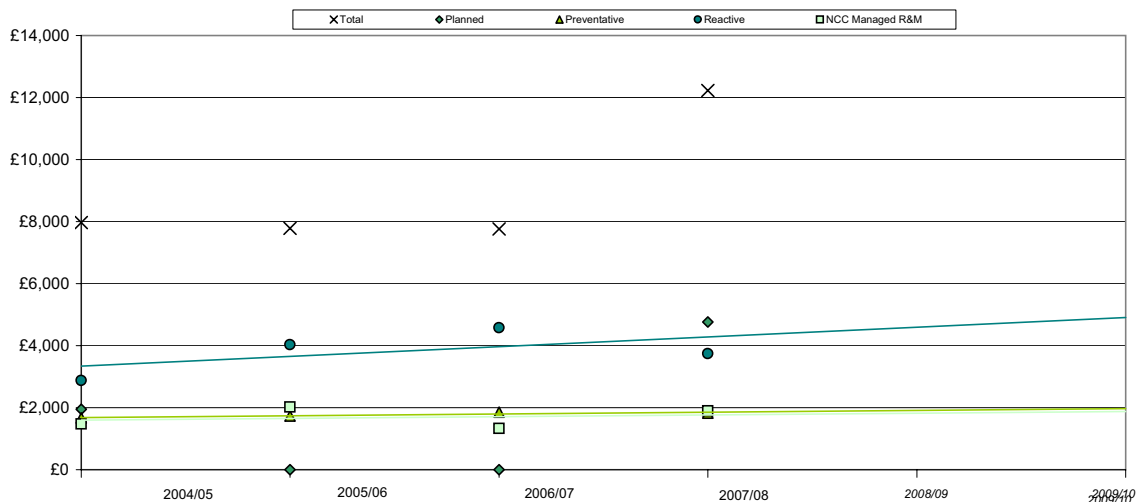
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£1,678 19 %	£1,767 20 %	£3,807 43 %	£1,682 19 %	£8,935

Overall Reactive to Non-Reactive Spending for All Years\*



Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	down by £1,946 (- 100 %)	up by £62 (+ 3.7 %)	up by £1,149 (+ 40 %)	up by £548 (+ 37 %)	down by £188 (- 2.4 %)
2005/06 to 2006/07	no change	up by £121 (+ 7.0 %)	up by £543 (+ 13 %)	down by £691 (- 34 %)	down by £28 (- 0.36 %)
2006/07 to 2007/08	up by £4,764 (∞)	down by £30 (- 1.6 %)	down by £827 (- 18 %)	up by £558 (+ 42 %)	up by £4,464 (+ 58 %)
All Years	up by £2,818 (+ 145 %)	up by £152 (+ 9.1 %)	up by £864 (+ 30 %)	up by £415 (+ 28 %)	up by £4,249 (+ 53 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# West Norfolk Professional Development Centre

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centre: **EZ9202.**

Dept.: **Children's Services**

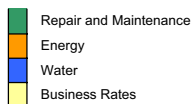
FIMS Description: **W NORFOLK PROF DEV CNTR.**

Premises Revenue Data		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure / Income Type), Description & Code					
UPKEEP OF GRDS/PLYNG FLDS	22500				£ 322.50
CNTRCT GRDS MTCE	22520	£ 2,336.59	£ 1,586.80	£ 2,050.20	£ 1,751.90
INTNL REDEC < £500	23030	£ 1,601.60	£ 728.00	£ 162.22	£ 25.15
GEN REPS > £500	23300	£ 259.21	£ 38.00	£ -	£ 7,681.79
SECURITY SYS	23710	£ -	£ 879.54	£ -	£ -
ELECTRICITY	24340	£ 2,884.88	£ 3,867.46	£ 3,030.37	£ 3,495.79
GAS	24360	£ 3,830.61	£ 4,303.27	£ 3,550.52	£ 6,212.95
HIRE OF PREMISES	24540	£ -	£ -	£ 100.00	£ 535.00
WATER CHGS UNMETERED	24800	£ 2,577.78	£ 1,511.93	£ 1,774.98	£ -
WATER CHGS METERED	24810	£ 1,482.42	£ -	£ 1,268.43	£ 5,382.21
SEWERAGE & ENV SERVC	24880	£ 1,095.12	£ -	£ -	£ 1,210.20
GEN FIXTURES & FITTGS	24950	£ 4,277.10	£ 1,123.89	£ 238.34	£ 314.52
REMOVAL OF OFFICE FURN	25000	£ -	£ 180.00	£ -	£ -
FIRE FTNG EQUIP-REP/REPL	25030	£ 66.27	£ 223.90	£ 916.73	£ 45.47
CLEANING MATS - GEN	25100	£ 766.16	£ 412.41	£ 448.63	£ 869.79
TOILET ROLLS/REQUISITES	25160	£ 389.44	£ 407.50	£ 26.45	£ -
WINDOW CLEANING	25220	£ 694.00	£ 452.00	£ -	£ -
REFUSE COLLECTION	25270	£ 422.13	£ 1,216.00	£ -	£ 552.20
CNTRCT CLEANING	25300	£ 550.52	£ 756.32	£ 40.56	£ 345.00
CNTRCT CLEANING - EX WRK	25310	£ 466.00	£ -	£ -	£ -
BLDGS & CONTENTS-FIRE INS	25500	£ -	£ -	£ 1,257.95	£ 61.89
FIXED FURN & FITTGS	25610	£ -	£ 1,491.59	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 20,734.99</b>	<b>£ 19,178.61</b>	<b>£ 14,665.38</b>	<b>£ 28,806.36</b>

BMF Revenue Data			04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description						
EXTRNL REDEC	A1020	BMF (Planned Works) - Building				£ 6,609.80
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance	£ 2,398.56	£ 3,679.20	£ 461.54	£ 1,507.12
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance			£ 878.00	£ 102.57
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance	£ 1,237.65	£ 1,269.68	£ 2,040.17	£ 962.42
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing	£ 196.00	£ -	£ 458.00	£ 130.00
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing	£ 161.79	£ 168.60	£ 176.96	£ 184.75
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing	£ 411.02	£ 360.00	£ 583.14	£ 394.48
SECURITY SYS	A1710	BMF (Preventative Works) - M&S Servicing	£ 113.60	£ 119.28	£ 73.00	£ 76.21

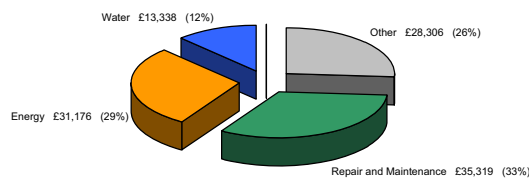
<i>Planned - Building:</i>					£ 6,609.80
<i>Preventative - M&amp;S Servicing:</i>	£ 882.41	£ 647.88	£ 1,291.10	£ 785.44	
<i>Reactive - Day to Day Maintenance:</i>	£ 3,636.21	£ 4,948.88	£ 3,379.71	£ 2,572.11	

<b>Total BMF Expenditure:</b>	<b>£ 4,518.62</b>	<b>£ 5,596.76</b>	<b>£ 4,670.81</b>	<b>£ 9,967.35</b>
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04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£25,253.61</b>	<b>£24,775.37</b>	<b>£19,336.19</b>	<b>£38,773.71</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£27,034.72</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.



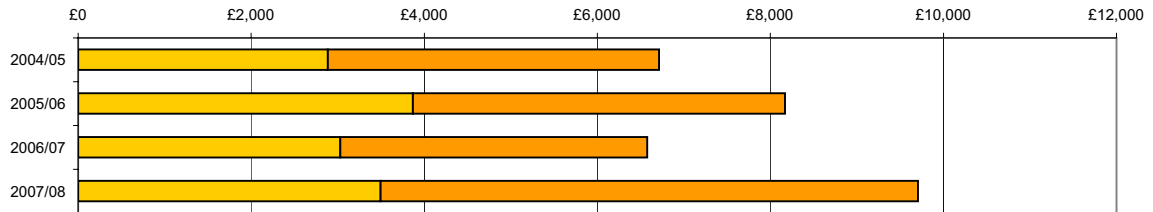
2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown

FIMS Cost Centre: **EZ9202.**

FIMS Description: **W NORFOLK PROF DEV CNTR.**

**Energy Expenditure Breakdown**

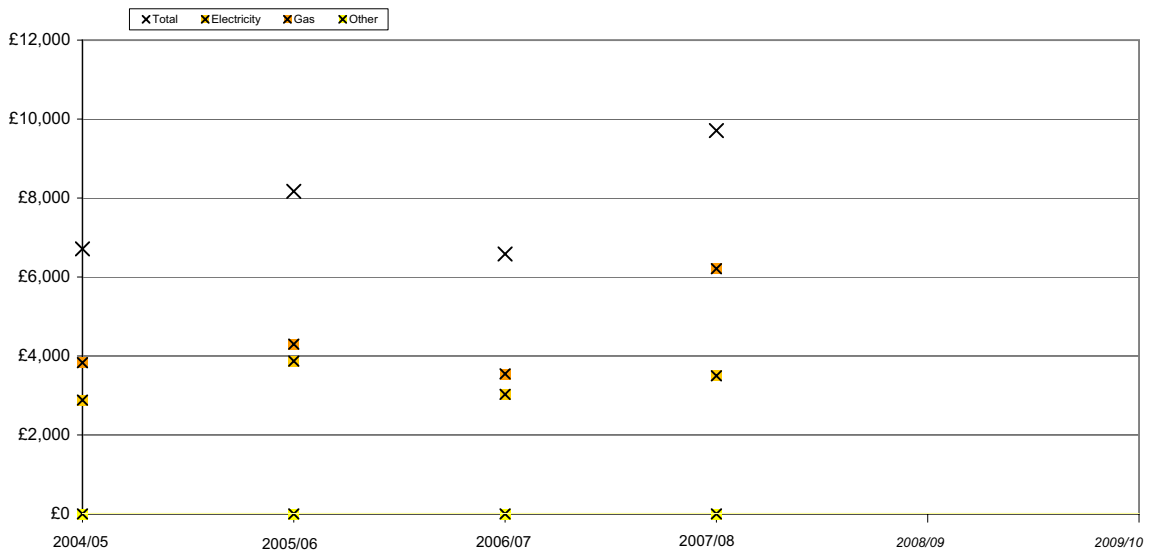
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£2,885	43 %	£3,831	57 %		£6,715
2005/06	£3,867	47 %	£4,303	53 %		£8,171
2006/07	£3,030	46 %	£3,551	54 %		£6,581
2007/08	£3,496	36 %	£6,213	64 %		£9,709
All Years*	£13,279	43 %	£17,897	57 %		£31,176



Annual Average for All Years*	Electricity		Gas		Other	Total
	£3,320	43 %	£4,474	57 %		£7,794

*Changes in Expenditure and Possible Trends...*

Expenditure Change	Electricity		Gas		Other	Total
2004/05 to 2005/06	up by £983 (+ 34 %)		up by £473 (+ 12 %)		no change	up by £1,455 (+ 22 %)
2005/06 to 2006/07	down by £837 (- 22 %)		down by £753 (- 17 %)		no change	down by £1,590 (- 19 %)
2006/07 to 2007/08	up by £465 (+ 15 %)		up by £2,662 (+ 75 %)		no change	up by £3,128 (+ 48 %)
All Years	up by £0,611 (+ 21 %)		up by £2,382 (+ 62 %)		no change	up by £2,993 (+ 45 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centre: **EZ9202.**

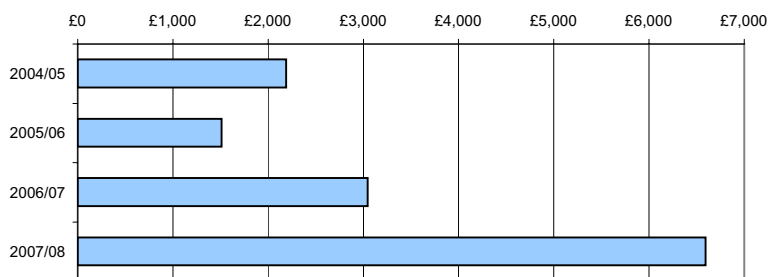
FIMS Description: **W NORFOLK PROF DEV CNTR.**

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	£2,190
2005/06	£1,512
2006/07	£3,043
2007/08	£6,592
All Years*	£13,338

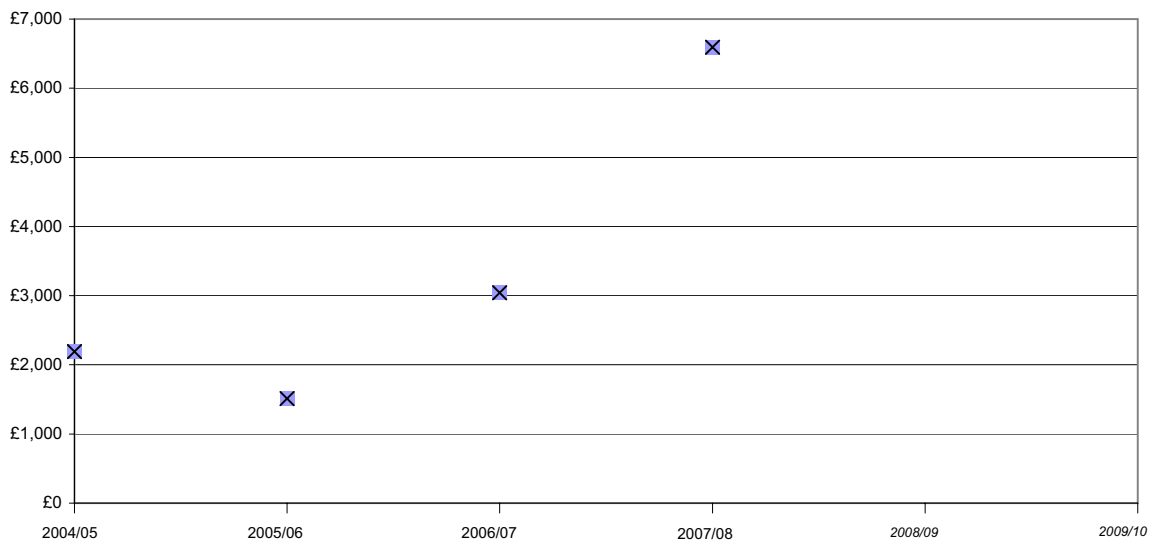
  

Annual Average for All Years*	Water
	£3,335



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	down by £679 (- 31 %)
2005/06 to 2006/07	up by £1,531 (+ 101 %)
2006/07 to 2007/08	up by £3,549 (+ 117 %)
All Years	up by £4,402 (+ 201 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# West Norfolk Professional Development Centre

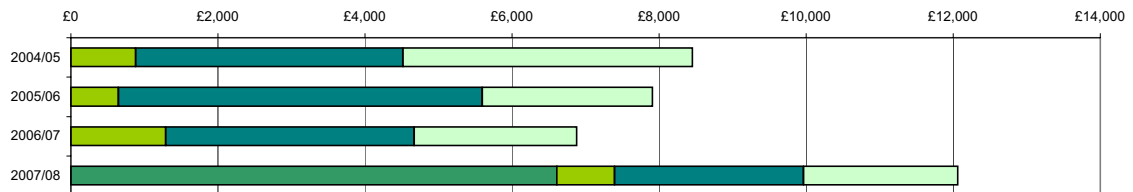
## 2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centre: **EZ9202.**

FIMS Description: **W NORFOLK PROF DEV CNTR.**

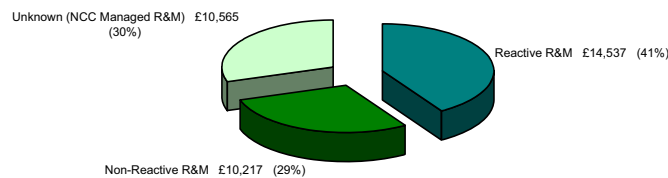
### Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05		£882 10 %	£3,636 43 %	£3,938 47 %	£8,457
2005/06		£648 8.2 %	£4,949 63 %	£2,315 29 %	£7,912
2006/07		£1,291 19 %	£3,380 49 %	£2,212 32 %	£6,883
2007/08	£ 6,609.80 55 %	£ 785.44 6.5 %	£2,572 21 %	£2,100 17 %	£12,067
All Years*	£6,610 19 %	£3,607 10 %	£14,537 41 %	£10,565 30 %	£35,319



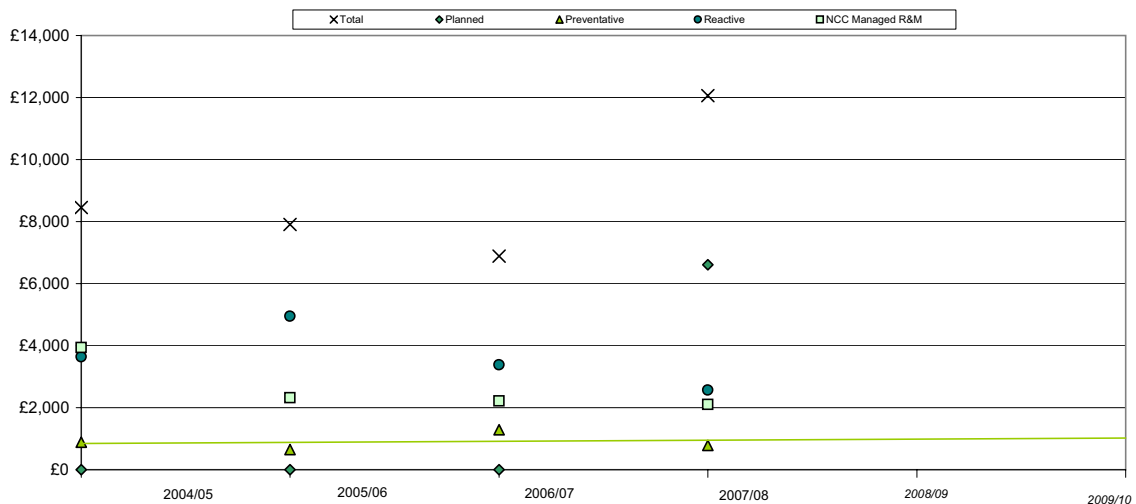
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£1,652 19 %	£902 10 %	£3,634 41 %	£2,641 30 %	£8,830

### Overall Reactive to Non-Reactive Spending for All Years\*



### Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	no change	down by £235 (-27 %)	up by £1,313 (+36 %)	down by £1,623 (-41 %)	down by £545 (-6.4 %)
2005/06 to 2006/07	no change	up by £643 (+99 %)	down by £1,569 (-32 %)	down by £102 (-4.4 %)	down by £1,028 (-13 %)
2006/07 to 2007/08	up by £6,610 (∞)	down by £506 (-39 %)	down by £808 (-24 %)	down by £113 (-5.1 %)	up by £5,184 (+75 %)
All Years	up by £6,610 (∞)	down by £97 (-11 %)	down by £1,064 (-29 %)	down by £1,839 (-47 %)	up by £3,610 (+43 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# Marsh House, Marsh Lane

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centres: SA6721; EP6400.

Dept.: Children's Services

FIMS Descriptions: MARSH LANE; MARSH LANE KING'S LYNN.

Premises Revenue Data					
FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
MTCE OF BLDGS	22120				£ 100.00
UPKEEP OF GRDS/PLYNG FLDS	22500				£ 479.00
CNTRCT GRDS MTCE	22520				£ 2,647.78
GEN REPS > £500	23300				£ 227.95
SECURITY SYS	23710				£ 910.65
ELECTRICITY	24340	£ -	£ -	£ -	£ 1,461.88
GAS	24360				£ 3,282.07
WATER CHGS METERED	24810				£ 216.80
SEWERAGE & ENV SERVC	24880				£ 177.08
FIRE FTNG EQUIP-REP/REPL	25030				£ 124.05
REFUSE COLLECTION	25270				£ 503.22
CNTRCT CLEANING	25300				£ 641.25
CNTRCT CLEANING - EX WRK	25310				£ 237.48
<b>CONT. TO BLDG MTCE FUND</b>	<b>25600</b>	<b>£ 175.88</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>
<b>Applicable Premises Costs:</b>					<b>£ 11,009.21</b>

BMF Revenue Data			04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description						
EXTRNL REDEC	A1020	BMF (Planned Works) - Building				£ 3,210.00
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance			£ 108.67	£ 2,314.71
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance			£ 3,289.72	£ 97.83
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance	£ 79.00	£ 139.26	£ 102.60	£ 797.72
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing	£ -	£ 477.00	£ 712.00	£ -
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing	£ 75.88	£ -	£ -	£ -
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing	£ 21.00	£ -	£ -	£ -
SECURITY SYS	A1710	BMF (Preventative Works) - M&S Servicing				£ 68.98

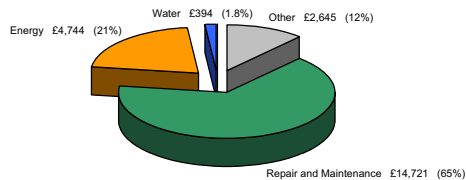
Planned - Building:					£ 3,210.00
Preventative - M&S Servicing:	£ 96.88	£ 477.00	£ 712.00	£ 68.98	
Reactive - Day to Day Maintenance:	£ 79.00	£ 139.26	£ 3,500.99	£ 3,210.26	

<b>Total BMF Expenditure:</b>	<b>£ 175.88</b>	<b>£ 616.26</b>	<b>£ 4,212.99</b>	<b>£ 6,489.24</b>
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<span style="color: green;">■</span> Repair and Maintenance
<span style="color: orange;">■</span> Energy
<span style="color: blue;">■</span> Water
<span style="color: yellow;">■</span> Business Rates

04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£175.88</b>	<b>£616.26</b>	<b>£4,212.99</b>	<b>£17,498.45</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£5,625.90</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.





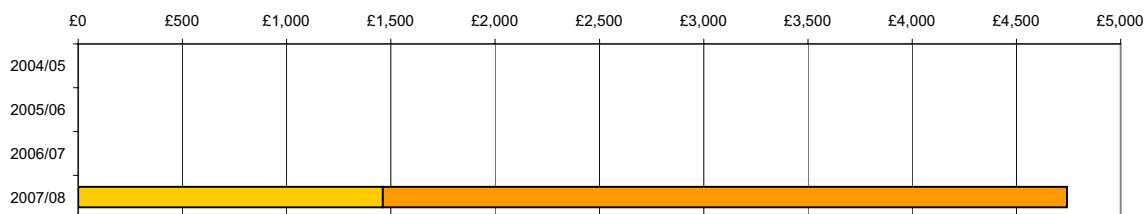
**2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown**

FIMS Cost Centres: SA6721; EP6400.

FIMS Descriptions: MARSH LANE; MARSH LANE KING'S LYNN.

**Energy Expenditure Breakdown**

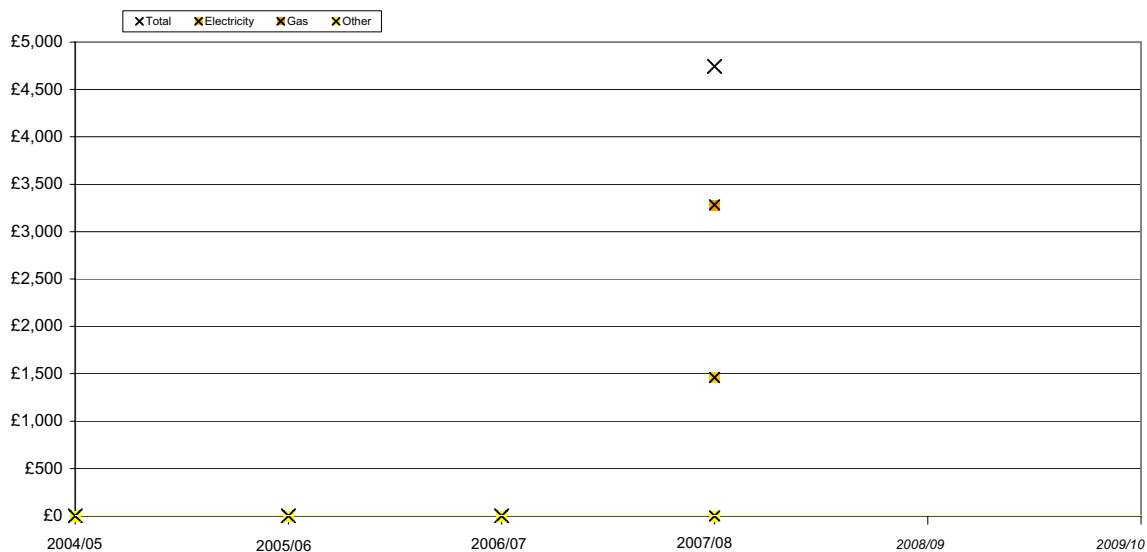
Fiscal Year	Electricity		Gas		Other	Total
2004/05						
2005/06						
2006/07						
2007/08	£1,462	31 %	£3,282	69 %		£4,744
All Years*	£1,462	31 %	£3,282	69 %		£4,744



Annual Average for All Years*	Electricity		Gas		Other	Total
	£365	31 %	£821	69 %		£1,186

*Changes in Expenditure and Possible Trends...*

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	no change	no change	no change	no change
2005/06 to 2006/07	no change	no change	no change	no change
2006/07 to 2007/08	up by £1,462 (∞)	up by £3,282 (∞)	no change	up by £4,744 (∞)
All Years	up by £1,462 (∞)	up by £3,282 (∞)	no change	up by £4,744 (∞)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centres: **SA6721; EP6400.**

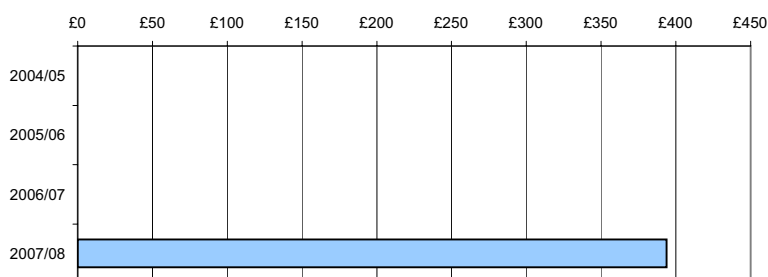
FIMS Descriptions: **MARSH LANE; MARSH LANE KING'S LYNN.**

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	
2005/06	
2006/07	
2007/08	£394
All Years*	£394

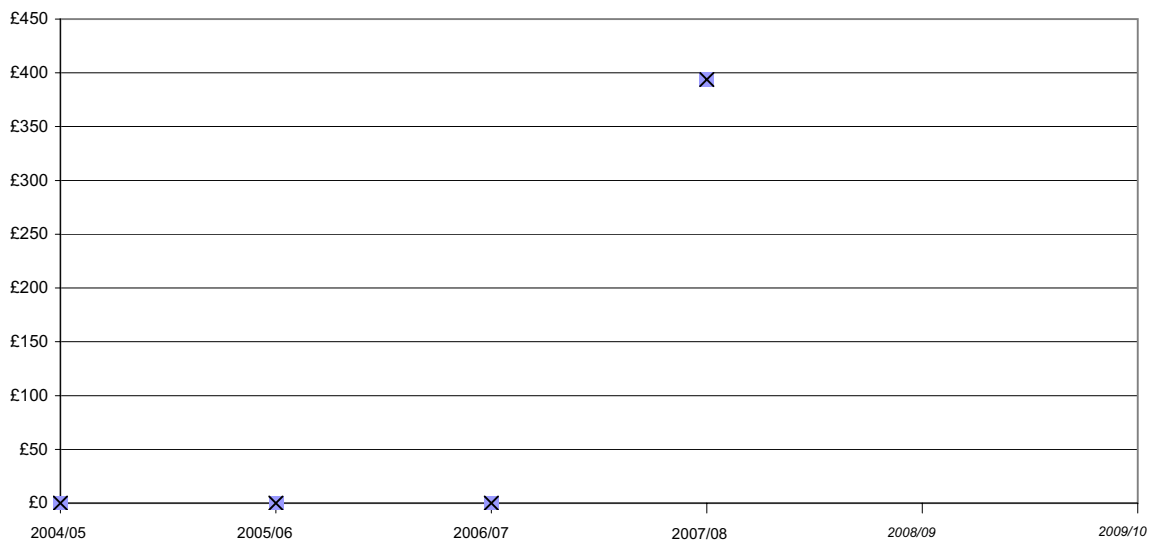
  

Annual Average for All Years*	Water
	£98



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	no change
2005/06 to 2006/07	no change
2006/07 to 2007/08	up by £394 (∞)
All Years	up by £394 (∞)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

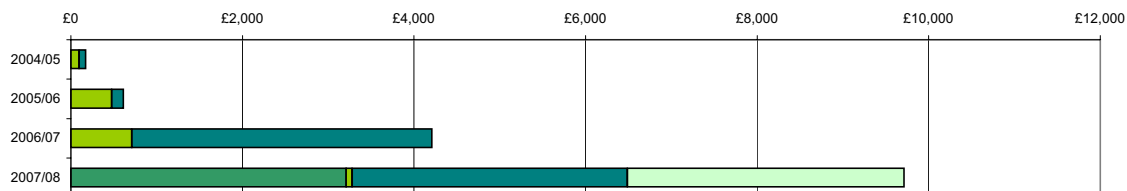
2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centres: SA6721; EP6400.

FIMS Descriptions: MARSH LANE; MARSH LANE KING'S LYNN.

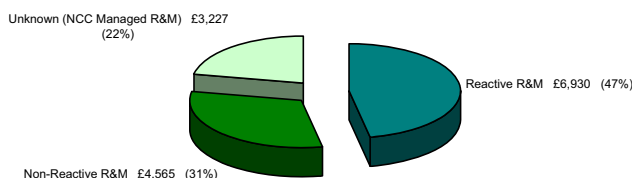
Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05		£97 55 %	£79 45 %		£176
2005/06		£477 77 %	£139 23 %		£616
2006/07		£712 17 %	£3,501 83 %		£4,213
2007/08	£ 3,210.00 33 %	£ 68.98 0.71 %	£3,210 33 %	£3,227 33 %	£9,716
All Years*	£3,210 22 %	£1,355 9.2 %	£6,930 47 %	£3,227 22 %	£14,721



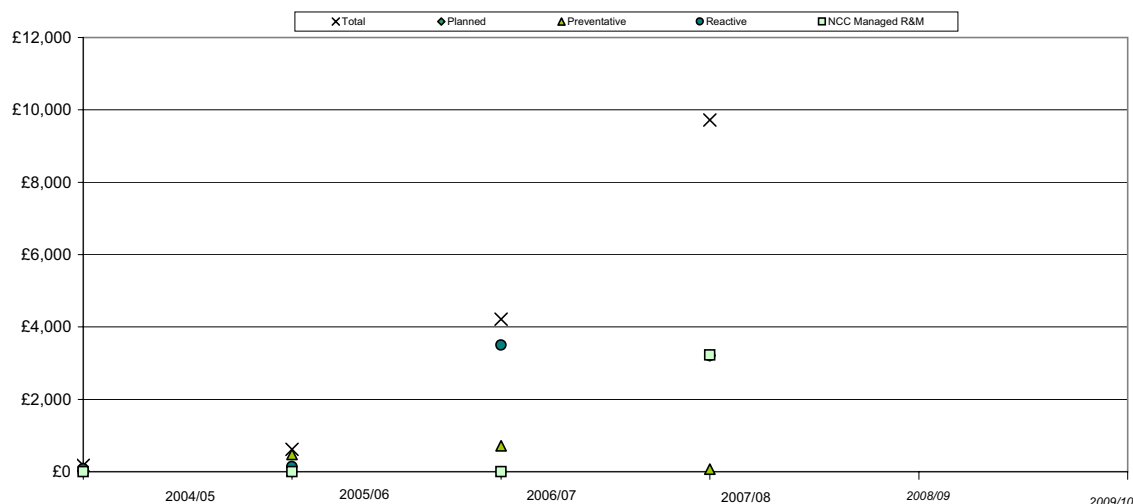
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£803 22 %	£339 9.2 %	£1,732 47 %	£807 22 %	£3,680

Overall Reactive to Non-Reactive Spending for All Years\*



Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	no change	up by £380 (+ 392 %)	up by £60 (+ 76 %)	no change	up by £440 (+ 250 %)
2005/06 to 2006/07	no change	up by £235 (+ 49 %)	up by £3,362 (+ 2414 %)	no change	up by £3,597 (+ 584 %)
2006/07 to 2007/08	up by £3,210 (∞)	down by £643 (- 90 %)	down by £291 (- 8.3 %)	up by £3,227 (∞)	up by £5,503 (+ 131 %)
All Years	up by £3,210 (∞)	down by £28 (- 29 %)	up by £3,131 (+ 3964 %)	up by £3,227 (∞)	up by £9,540 (+ 5424 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# St. Margaret's House

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centres: **KD0510; LA6020; AA0300.**

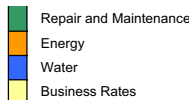
Dept: **Multiple**

FIMS Descriptions: **ST. MARGARETS HSE GEN; ST MARGARETS HOUSE; ST MARGARET'S HSE, K.LYNN.**

FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 214.16	£ 264.51	£ 235.41	£ 293.88
GEN MTCE	23900	£ -	£ -	£ 38.98	£ -
ELECTRICITY	24340	£ 3,711.80	£ 1,830.19	£ 2,522.63	£ 8,862.12
GAS	24360	£ 4,701.88	£ 3,344.46	£ 6,993.57	£ 6,482.27
CNCL TAX/BUSINESS RATE	24710	£ 14,136.00	£ 16,728.49	£ 20,098.69	£ 21,090.00
WATER CHGS METERED	24810	£ 2,738.11	£ 1,330.82	£ 757.70	£ 889.47
SEWERAGE & ENV SERVC	24880	£ 4,324.27	£ 1,145.80	£ 930.52	£ 1,073.27
REPS OF FIXTURES & FITTGS	24990	£ 1,035.00	£ 1,000.00	£ -	£ -
FIRE FIGHTING EQUIP- INSP	25020	£ 49.50	£ 58.00	£ 55.41	£ 82.13
FIRE FTNG EQUIP-REP/REPL	25030	£ -	£ 76.10	£ 119.01	£ -
CLEANING MATS - GEN	25100	£ 4.65	£ 7.26	£ 12.00	£ -
TOILET ROLLS/REQUISITES	25160	£ 165.60	£ 372.30	£ 347.80	£ 392.60
WINDOW CLEANING	25220	£ 171.00	£ 228.00	£ 171.00	£ 228.00
REFUSE COLLECTION	25270	£ 947.93	£ 855.18	£ 985.86	£ 1,016.99
CNTRCT CLEANING	25300	£ 12,821.80	£ 8,754.44	£ 9,463.85	£ 11,597.58
CNTRCT CLEANING - EX WRK	25310	£ -	£ -	£ 33.75	£ -
APPORT OF OPRNL BLDG EXPS	25400	£ -	£ 16,515.00	£ -	£ -
BLDGS & CONTENTS-FIRE INS	25500	£ -	£ 2,193.90	£ 2,863.30	£ 2,746.63
CONT. TO BLDG MTCE FUND	25600	£ 13,270.00	£ -	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 45,021.70</b>	<b>£ 31,236.21</b>	<b>£ 45,629.48</b>	<b>£ 54,754.94</b>

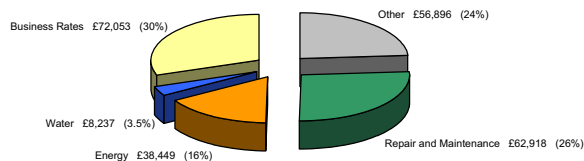
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description			04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
EXTRNL REDEC	A1020	BMF (Planned Works) - Building			£ 1,554.00	£ 8,986.60
INTNL REDEC	A1030	BMF (Planned Works) - Building			£ -	£ -
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance	£ 5,599.39	£ 2,885.69	£ 5,581.35	£ 10,683.33
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance	£ 10,308.89	£ 2,075.53	£ 2,299.77	£ 2,970.23
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance			£ 31.50	£ 64.20
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing	£ 400.00	£ 308.00	£ -	£ 515.99
GAS PRESSURE TESTING	A1640	BMF (Preventative Works) - M&S Servicing	£ -	£ 220.00	£ -	£ -
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing	£ 586.50	£ 472.71	£ 496.16	£ 517.99
LIFTS	A1680	BMF (Preventative Works) - M&S Servicing	£ 366.00	£ 380.64	£ 1,129.77	£ 409.50
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing	£ 155.08	£ 160.00	£ 167.94	£ 175.33
ELEC INSTALLAT TESTING	A1700	BMF (Preventative Works) - M&S Servicing	£ -	£ 1,028.00	£ -	£ -
SECURITY SYS	A1710	BMF (Preventative Works) - M&S Servicing	£ 120.00	£ 126.00	£ 1,134.18	£ -
<i>Planned - Building:</i>					£ 1,554.00	£ 8,986.60
<i>Preventative - M&amp;S Servicing:</i>			£ 1,627.58	£ 2,695.35	£ 2,928.05	£ 1,618.81
<i>Reactive - Day to Day Maintenance:</i>			£ 15,908.28	£ 4,961.22	£ 7,912.62	£ 13,717.76

<b>Total BMF Expenditure:</b>	<b>£ 17,535.86</b>	<b>£ 7,656.57</b>	<b>£ 12,394.67</b>	<b>£ 24,323.17</b>
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04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£62,557.56</b>	<b>£38,892.78</b>	<b>£58,024.15</b>	<b>£79,078.11</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£59,638.15</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.



# St. Margaret's House

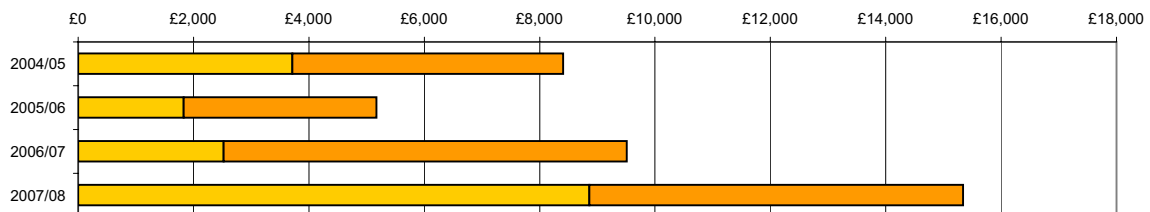
## 2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown

FIMS Cost Centres: **KD0510; LA6020; AA0300.**

FIMS Descriptions: **ST. MARGARETS HSE GEN; ST MARGARETS HOUSE; ST MARGARET'S HSE, K.LYNN.**

### Energy Expenditure Breakdown

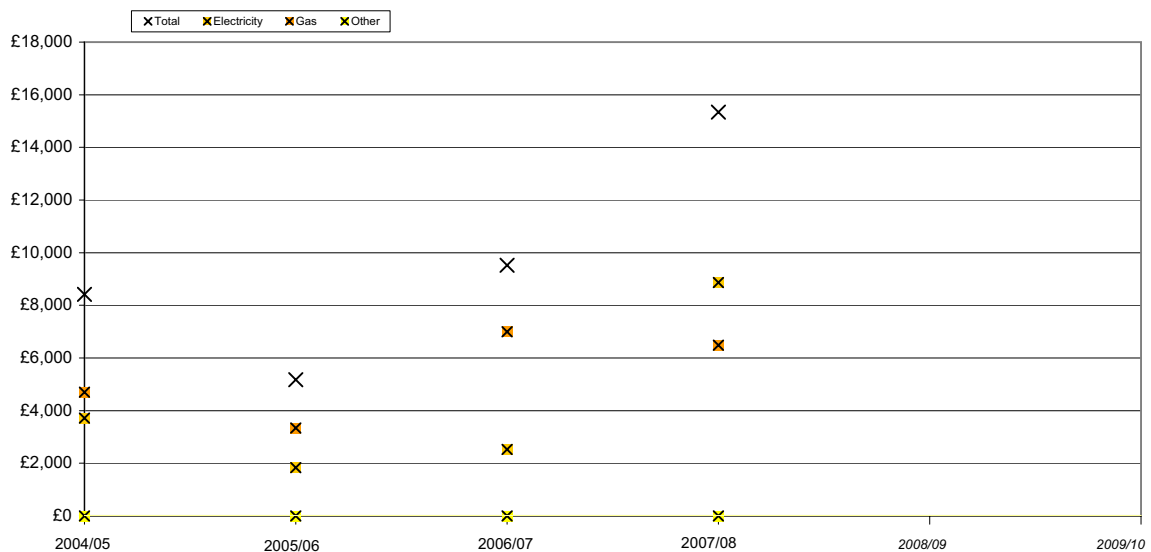
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£3,712	44 %	£4,702	56 %		£8,414
2005/06	£1,830	35 %	£3,344	65 %		£5,175
2006/07	£2,523	27 %	£6,994	73 %		£9,516
2007/08	£8,862	58 %	£6,482	42 %		£15,344
All Years*	£16,927	44 %	£21,522	56 %		£38,449



Annual Average for All Years*	Electricity		Gas		Other	Total
	£4,232	44 %	£5,381	56 %		£9,612

### Changes in Expenditure and Possible Trends...

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	down by £1,882 (- 51 %)	down by £1,357 (- 29 %)	no change	down by £3,239 (- 38 %)
2005/06 to 2006/07	up by £692 (+ 38 %)	up by £3,649 (+ 109 %)	no change	up by £4,342 (+ 84 %)
2006/07 to 2007/08	up by £6,339 (+ 251 %)	down by £511 (- 7.3 %)	no change	up by £5,828 (+ 61 %)
All Years	up by £5,150 (+ 139 %)	up by £1,780 (+ 38 %)	no change	up by £6,931 (+ 82 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centres: **KD0510; LA6020; AA0300.**

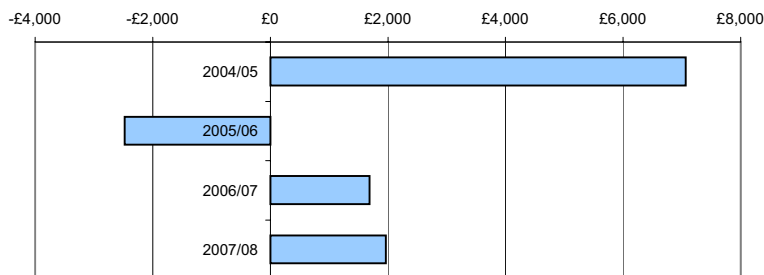
FIMS Descriptions: **ST. MARGARETS HSE GEN; ST MARGARETS HOUSE; ST MARGARET'S HSE, K.LYNN.**

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	£7,062
2005/06	-£2,477
2006/07	£1,688
2007/08	£1,963
All Years*	£8,237

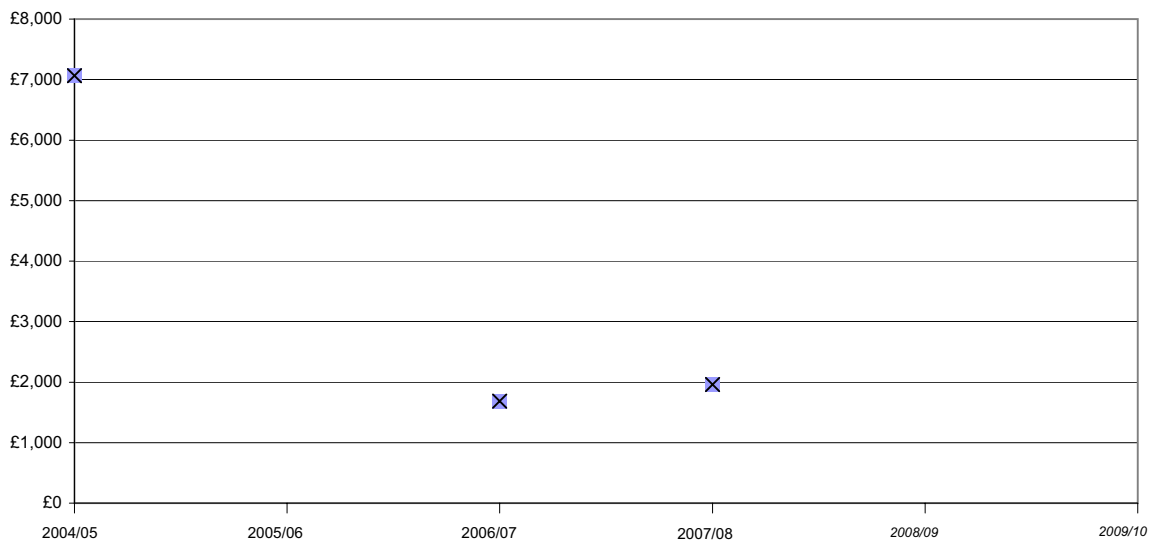
  

Water	
Annual Average for All Years*	£2,059



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	down by £9,539 (- 140 %)
2005/06 to 2006/07	up by £4,165 (- 170 %)
2006/07 to 2007/08	up by £275 (+ 16 %)
All Years	down by £5,100 (- 72 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# St. Margaret's House

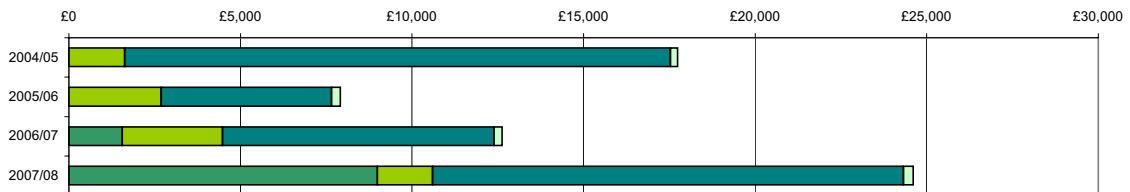
## 2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centres: KD0510; LA6020; AA0300.

FIMS Descriptions: ST. MARGARETS HSE GEN; ST MARGARETS HOUSE; ST MARGARET'S HSE, K.LYNN.

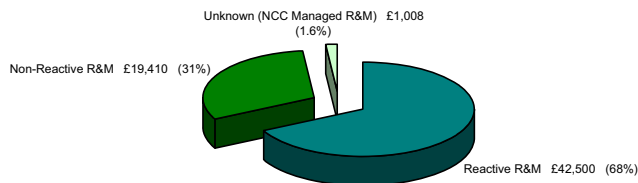
### Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05		£1,628 9.2 %	£15,908 90 %	£214 1.2 %	£17,750
2005/06		£2,695 34 %	£4,961 63 %	£265 3.3 %	£7,921
2006/07	£1,554 12 %	£2,928 23 %	£7,913 63 %	£235 1.9 %	£12,630
2007/08	£ 8,986.60 37 %	£ 1,618.81 6.6 %	£13,718 56 %	£294 1.2 %	£24,617
All Years*	£10,541 17 %	£8,870 14 %	£42,500 68 %	£1,008 1.6 %	£62,918



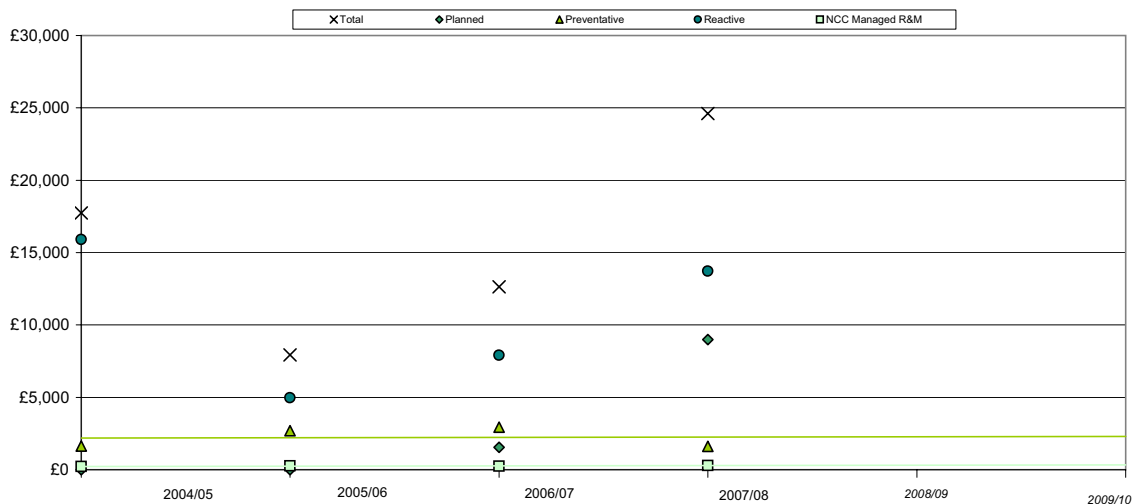
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£2,635 17 %	£2,217 14 %	£10,625 68 %	£252 1.6 %	£15,730

### Overall Reactive to Non-Reactive Spending for All Years\*



### Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	no change	up by £1,068 (+ 66 %)	down by £10,947 (- 69 %)	up by £50 (+ 24 %)	down by £9,829 (- 55 %)
2005/06 to 2006/07	up by £1,554 (∞)	up by £233 (+ 8.6 %)	up by £2,951 (+ 59 %)	down by £29 (- 11 %)	up by £4,709 (+ 59 %)
2006/07 to 2007/08	up by £7,433 (+ 478 %)	down by £1,309 (- 45 %)	up by £5,805 (+ 73 %)	up by £58 (+ 25 %)	up by £11,987 (+ 95 %)
All Years	up by £8,987 (∞)	down by £9 (- 0.54 %)	down by £2,191 (- 14 %)	up by £80 (+ 37 %)	up by £6,867 (+ 39 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# King's Lynn Central Library

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centres: **4304; 4416.**

Dept.: **Cultural Services**

FIMS Descriptions: **KING'S LYNN LIBRARY; KING'S LYNN LIBRARY.**

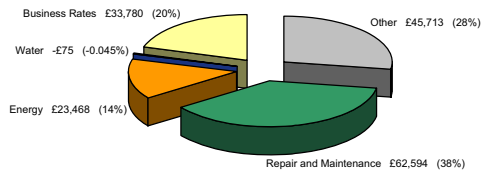
Premises Revenue Data		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure / Income Type), Description & Code					
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 1,437.54	£ -	£ -	£ -
CNTRCT GRDS MTCE	22520	£ 277.54	£ 1,063.40	£ 1,033.38	£ 1,048.54
GEN REPS > £500	23300	£ 19.00	£ -	£ -	£ -
SECURITY SYS	23710	£ 72.17	£ -	£ -	£ 50.00
GEN MTCE	23900	£ 197.00	£ 332.16	£ 439.05	£ 275.70
ELECTRICITY	24340	£ 2,336.15	£ 7,498.58	£ 74.28	£ 5,924.31
GAS	24360	£ 1,024.46	£ 2,020.13	£ 2,199.37	£ 2,539.72
RENTS - GEN	24500	£ 350.00	£ 350.00	£ 350.00	£ 1,800.00
CNCL TAX/BUSINESS RATE	24710	£ 6,840.00	£ 8,084.04	£ 9,309.50	£ 9,546.00
WATER CHGS METERED	24810	£ 650.00	£ 680.00	£ 680.00	£ 855.00
SEWERAGE & ENV SERVC	24880	£ 950.00	£ 990.00	£ 990.00	£ 670.00
FIRE FTNG EQUIP-REP/REPL	25030	£ 29.25	£ 32.21	£ 109.48	£ 90.73
CLEANING MATS - GEN	25100	£ 109.63	£ 92.58	£ 84.89	£ 28.81
WINDOW CLEANING	25220	£ 94.00	£ 188.00	£ 282.00	£ 474.00
REFUSE COLLECTION	25270	£ 25.95	£ -	£ 363.58	£ 422.16
CNTRCT CLEANING	25300	£ 8,773.01	£ 9,801.08	£ 10,478.26	£ 9,838.12
CNTRCT CLEANING - EX WRK	25310	£ -	£ -	£ -	£ 60.00
SECURITY COSTS	26210	£ -	£ -	£ -	£ 100.00
<b>Applicable Premises Costs:</b>		<b>£ 19,985.70</b>	<b>£ 31,132.18</b>	<b>£ 22,905.23</b>	<b>£ 33,723.09</b>

BMF Revenue Data				04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description							
INTNL REDEC	A1030	BMF (Planned Works) - Building		£ -	£ 1,694.60	£ 9,988.00	£ -
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance		£ 2,885.45	£ 2,638.11	£ 1,150.10	£ 1,330.41
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance		£ 902.00	£ 2,989.39	£ 849.92	£ 595.65
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance		£ 1,130.31	£ 2,613.13	£ 1,430.18	£ 2,208.48
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing		£ -	£ 408.00	£ -	£ 371.00
GAS PRESSURE TESTING	A1640	BMF (Preventative Works) - M&S Servicing		£ -	£ 53.71	£ 8,257.00	£ 3,570.00
GAS APPLIANCES&REPS TEST	A1650	BMF (Preventative Works) - M&S Servicing		£ 170.62	£ 122.00	£ 198.15	£ 133.69
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing		£ 409.75	£ 222.34	£ 609.77	£ 443.64
LIFTS	A1680	BMF (Preventative Works) - M&S Servicing		£ -	£ 640.56	£ -	£ -
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing		£ 942.79	£ 1,143.02	£ 1,564.38	£ 2,246.09
ELEC INSTALLAT TESTING	A1700	BMF (Preventative Works) - M&S Servicing		£ -	£ -	£ -	£ 921.64
SECURITY SYS	A1710	BMF (Preventative Works) - M&S Servicing		£ 854.00	£ 579.15	£ 832.11	£ 634.87
<b>Planned - Building:</b>				<b>£ -</b>	<b>£ 1,694.60</b>	<b>£ 9,988.00</b>	<b>£ -</b>
<b>Preventative - M&amp;S Servicing:</b>				<b>£ 2,377.16</b>	<b>£ 3,168.78</b>	<b>£ 11,461.41</b>	<b>£ 8,320.93</b>
<b>Reactive - Day to Day Maintenance:</b>				<b>£ 4,917.76</b>	<b>£ 8,240.63</b>	<b>£ 3,430.20</b>	<b>£ 4,134.54</b>
<b>Total BMF Expenditure:</b>				<b>£ 7,294.92</b>	<b>£ 13,104.01</b>	<b>£ 24,879.61</b>	<b>£ 12,455.47</b>

- Repair and Maintenance
- Energy
- Water
- Business Rates

04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£27,280.62</b>	<b>£44,236.19</b>	<b>£47,784.84</b>	<b>£46,178.56</b>
Average p.a. Cost for 04/05, 05/06, 06/07 & 07/08			
<b>£41,370.05</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.





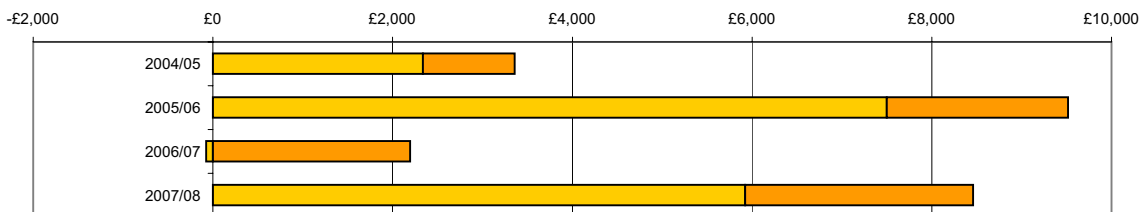
2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown

FIMS Cost Centres: 4304; 4416.

FIMS Descriptions: KING'S LYNN LIBRARY; KING'S LYNN LIBRARY.

Energy Expenditure Breakdown

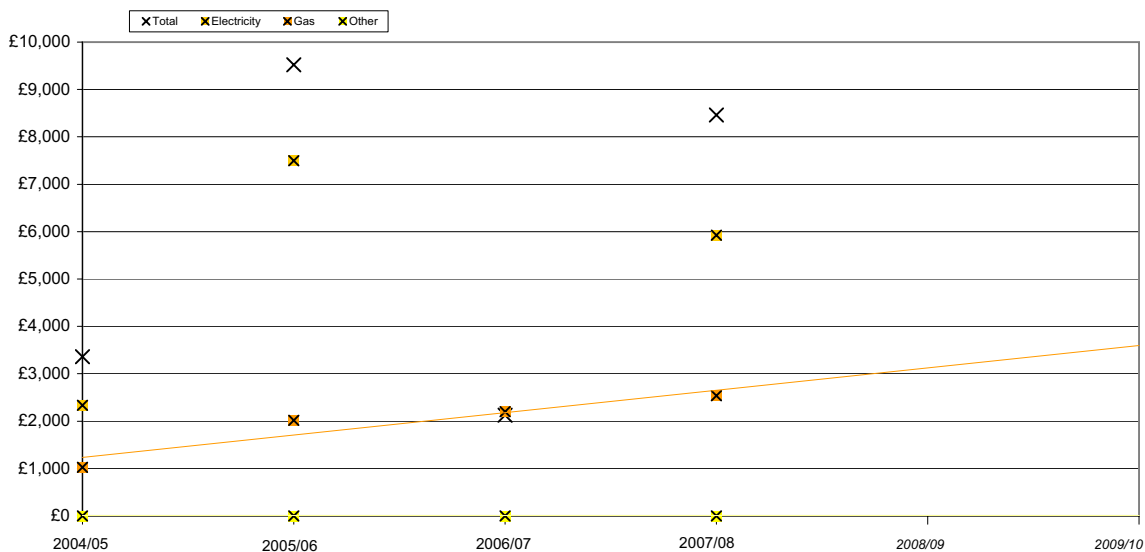
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£2,336	70 %	£1,024	30 %		£3,361
2005/06	£7,499	79 %	£2,020	21 %		£9,519
2006/07	£-74	-3.5 %	£2,199	100 %		£2,125
2007/08	£5,924	70 %	£2,540	30 %		£8,464
All Years*	£15,685	67 %	£7,784	33 %		£23,468



Annual Average for All Years*	Electricity		Gas		Other	Total
	£3,921	67 %	£1,946	33 %		£5,867

Changes in Expenditure and Possible Trends...

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	up by £5,162 (+ 221 %)	up by £996 (+ 97 %)	no change	up by £6,158 (+ 183 %)
2005/06 to 2006/07	down by £7,573 (- 100 %)	up by £179 (+ 8.9 %)	no change	down by £7,394 (- 78 %)
2006/07 to 2007/08	up by £5,999 (+ 8100 %)	up by £340 (+ 15 %)	no change	up by £6,339 (+ 298 %)
All Years	up by £3,588 (+ 154 %)	up by £1,515 (+ 148 %)	no change	up by £5,103 (+ 152 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

**2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown**

FIMS Cost Centres: 4304; 4416.

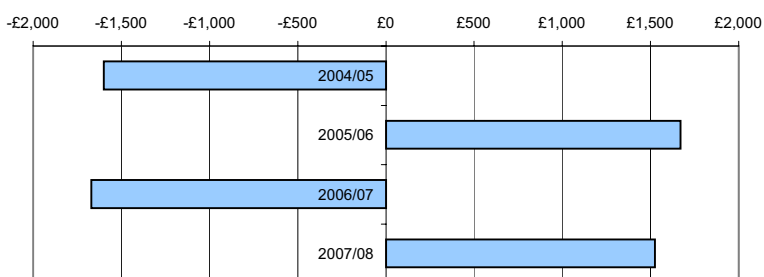
FIMS Descriptions: KING'S LYNN LIBRARY; KING'S LYNN LIBRARY.

**Water Expenditure Breakdown**

Fiscal Year	Water
2004/05	-£1,600
2005/06	£1,670
2006/07	-£1,670
2007/08	£1,525
All Years*	-£75

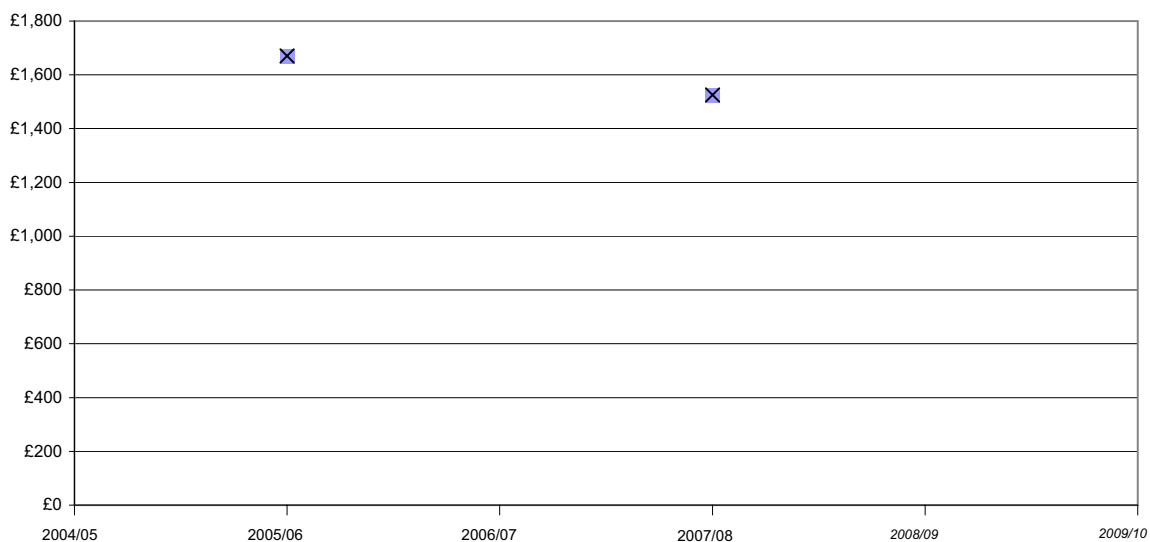
  

Water	
Annual Average for All Years*	-£19



*Changes in Expenditure and Possible Trends...*

Expenditure Change	Water
2004/05 to 2005/06	up by £3,270 (- 200 %)
2005/06 to 2006/07	down by £3,340 (- 200 %)
2006/07 to 2007/08	up by £3,195 (- 190 %)
All Years	up by £3,125 (- 200 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# King's Lynn Central Library

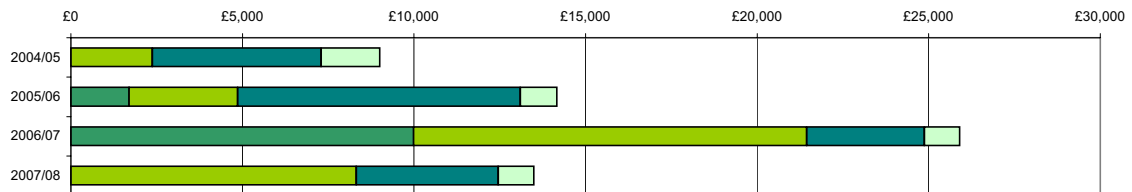
## 2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centres: **1304**; **1416**.

FIMS Descriptions: **11G'S LYNN LIBRARY**; **11G'S LYNN LIBRARY**.

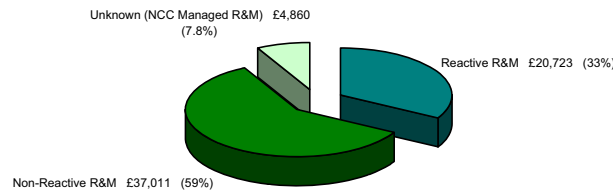
### Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05		£2,377 26 %	£4,918 55 %	£1,715 19 %	£9,010
2005/06	£1,695 12 %	£3,169 22 %	£8,241 58 %	£1,063 7.5 %	£14,167
2006/07	£9,988 39 %	£11,461 44 %	£3,430 13 %	£1,033 4.0 %	£25,913
2007/08		£ 8,320.93 62 %	£4,135 31 %	£1,049 7.8 %	£13,504
All Years*	£11,683 19 %	£25,328 40 %	£20,723 33 %	£4,860 7.8 %	£62,594



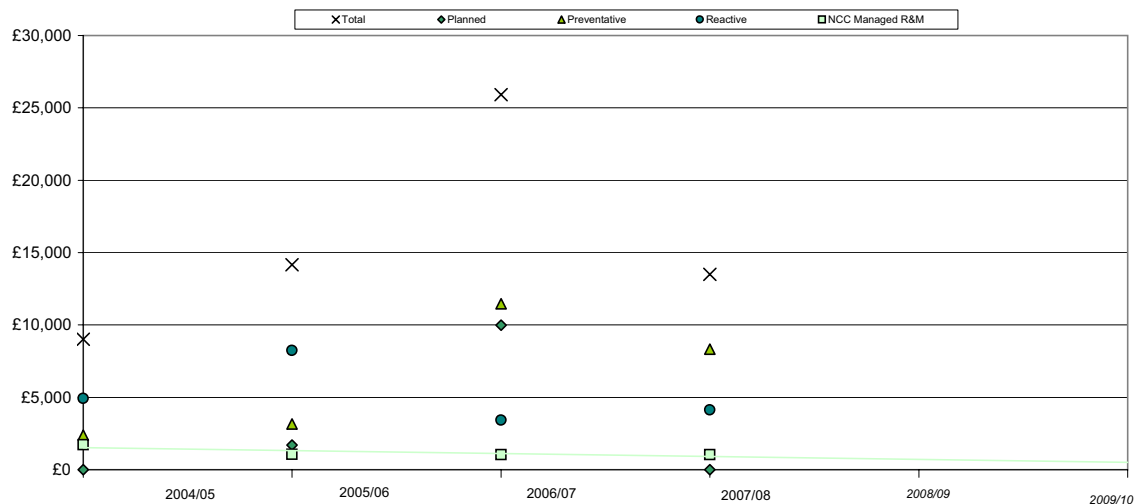
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£2,921 19 %	£6,332 40 %	£5,181 33 %	£1,215 7.8 %	£15,649

### Overall Reactive to Non-Reactive Spending for All Years\*



### Changes in Expenditure and Possible Trends...

Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	up by £1,695 (+ ∞ %)	up by £792 (+ 33 %)	up by £3,323 (+ 68 %)	down by £652 (- 38 %)	up by £5,157 (+ 57 %)
2005/06 to 2006/07	up by £8,293 (+ 489 %)	up by £8,293 (+ 262 %)	down by £4,810 (- 58 %)	down by £30 (- 2.8 %)	up by £11,746 (+ 83 %)
2006/07 to 2007/08	down by £9,988 (- 100 %)	down by £3,140 (- 27 %)	up by £704 (+ 21 %)	up by £15 (+ 1.5 %)	down by £12,409 (- 48 %)
All Years	no change	up by £5,944 (+ 250 %)	down by £783 (- 16 %)	down by £667 (- 39 %)	up by £4,494 (+ 50 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

# Ferry Road Resource Centre

## 2004/05, 2005/06, 2006/07 and 2007/08 Premises Costs

FIMS Cost Centres: SA6701; SA0311.

Dept.: Children's Services

FIMS Descriptions: RES UNIT FERRY ROAD; C&F SUPPORT FERRY ROAD.

FIMS Subjective (Expenditure / Income Type), Description & Code		04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
UPKEEP OF GRDS/PLYNG FLDS	22500	£ 2,229.04	£ 397.12	£ -	£ -
ELECTRICITY	24340	£ 3,169.70	£ 1,945.50	£ 4,423.14	£ -
GAS	24360	£ 5,351.58	£ 5,628.61	£ 5,997.83	£ -
CNCL TAX/BUSINESS RATE	24710	£ 3,009.60	£ 3,331.54	£ 3,666.96	£ -
WATER SERV	24820	£ 1,410.31	£ 689.17	£ 939.51	£ -
GEN FIXTURES & FITTGS	24950	£ -	£ -	£ 0.45	£ -
PURCHS OF FIXTS & FITTGS	24980	£ 2,732.34	£ 327.00	£ -	£ -
CLEANING MATS - GEN	25100	£ 2,576.70	£ 348.09	£ -	£ -
BLDGS & CONTENTS-FIRE INS	25500	£ 786.97	£ 835.29	£ -	£ -
CONT. TO BLDG MTCE FUND	25600	£ 14,393.53	£ -	£ -	£ -
<b>Applicable Premises Costs:</b>		<b>£ 21,266.24</b>	<b>£ 13,502.32</b>	<b>£ 15,027.89</b>	

FIMS Subjective (Expenditure Type), Description, Code and Subjective Range Description			04/05 Expenditure / Income (-)	05/06 Expenditure / Income (-)	06/07 Expenditure / Income (-)	07/08 Expenditure / Income (-)
REROOFING	A1000	BMF (Planned Works) - Building	£ 5,516.00	£ -	£ -	£ -
INTNL REDEC	A1030	BMF (Planned Works) - Building	£ 289.54	£ -	£ -	£ -
BLDG REPS	A1780	BMF (Reactive Works) - Day to Day Maintenance	£ 533.70	£ 633.04	£ 1,893.72	£ 542.25
ELEC & MECH. MTCE.	A1790	BMF (Reactive Works) - Day to Day Maintenance	£ 84.85	£ 2,027.26	£ -	£ 2,461.85
MINOR REPS	A1800	BMF (Reactive Works) - Day to Day Maintenance	£ 3,010.85	£ 1,207.07	£ 2,474.17	£ 762.83
TANK CLEAN/WATER SYS DIS	A1630	BMF (Preventative Works) - M&S Servicing	£ 164.50	£ 4,107.77	£ 710.00	£ 293.94
GAS PRESSURE TESTING	A1640	BMF (Preventative Works) - M&S Servicing	£ -	£ 180.00	£ 270.00	£ 177.00
BOILER SERVICING	A1660	BMF (Preventative Works) - M&S Servicing	£ 998.14	£ 195.94	£ 205.66	£ 214.71
FIRE ALARMS	A1690	BMF (Preventative Works) - M&S Servicing	£ 1,784.82	£ 480.00	£ 503.81	£ 525.98
ELEC INSTALLAT TESTING	A1700	BMF (Preventative Works) - M&S Servicing	£ 2,011.13	£ -	£ -	£ -
SECURITY SYS	A1710	BMF (Preventative Works) - M&S Servicing	£ -	£ -	£ -	£ 121.38
<b>Planned - Building:</b>			<b>£ 5,805.54</b>			
<b>Preventative - M&amp;S Servicing:</b>			<b>£ 4,958.59</b>	<b>£ 4,963.71</b>	<b>£ 1,689.47</b>	<b>£ 1,333.07</b>
<b>Reactive - Day to Day Maintenance:</b>			<b>£ 3,629.40</b>	<b>£ 3,867.37</b>	<b>£ 4,367.89</b>	<b>£ 3,766.93</b>

<b>Total BMF Expenditure:</b>		<b>£ 14,393.53</b>	<b>£ 8,831.08</b>	<b>£ 6,057.36</b>	<b>£ 5,099.94</b>
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Repair and Maintenance	Energy	Water	Business Rates
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04/05 Total Costs	05/06 Total Costs	06/07 Total Costs	07/08 Total Costs
<b>£35,659.77</b>	<b>£22,333.40</b>	<b>£21,085.25</b>	<b>£5,099.94</b>
Average p.a. Cost for 04/05, 05/06 & 06/07			
<b>£26,359.47</b>			

Overall Expenditure by Category over 2004/05, 2005/06, 2006/07 and 2007/08.



# Ferry Road Resource Centre

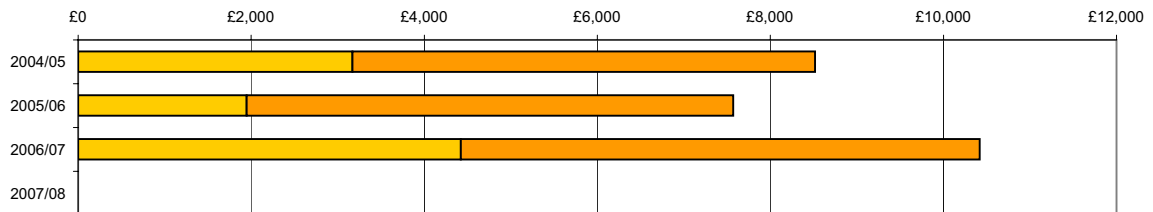
## 2004/05, 2005/06, 2006/07 and 2007/08 Energy Cost Breakdown

FIMS Cost Centres: SA6701; SA0311.

FIMS Descriptions: RES UNIT FERRY ROAD; C&F SUPPORT FERRY ROAD.

### Energy Expenditure Breakdown

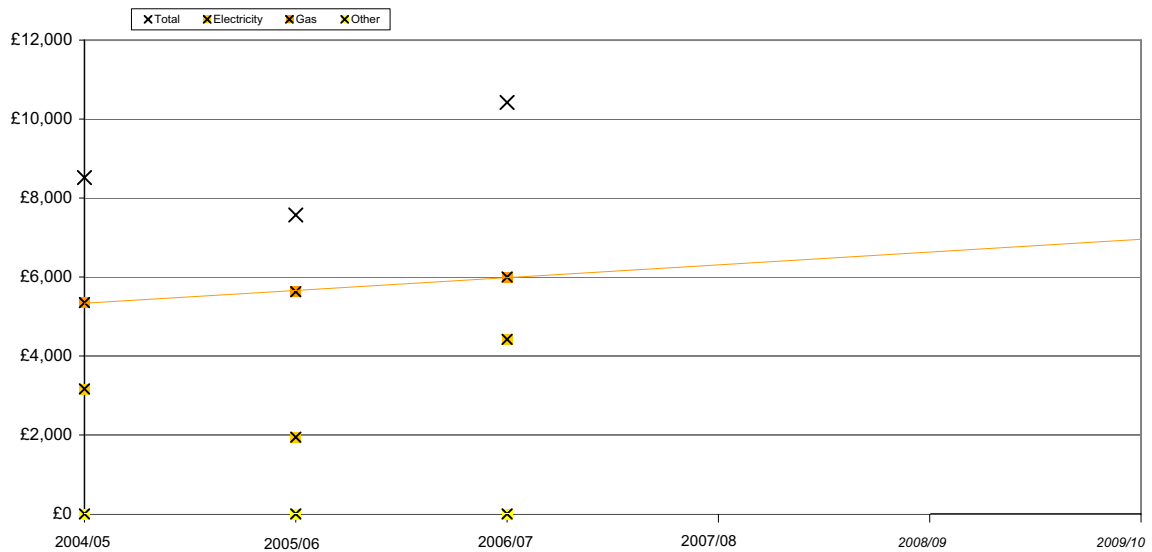
Fiscal Year	Electricity		Gas		Other	Total
2004/05	£3,170	37 %	£5,352	63 %		£8,521
2005/06	£1,946	26 %	£5,629	74 %		£7,574
2006/07	£4,423	42 %	£5,998	58 %		£10,421
2007/08						
All Years*	£9,538	36 %	£16,978	64 %		£26,516



Annual Average for All Years*	Electricity		Gas		Other	Total
	£2,385	36 %	£4,245	64 %		£6,629

### Changes in Expenditure and Possible Trends...

Expenditure Change	Electricity	Gas	Other	Total
2004/05 to 2005/06	down by £1,224 (- 39 %)	up by £277 (+ 5.2 %)	no change	down by £947 (- 11 %)
2005/06 to 2006/07	up by £2,478 (+ 127 %)	up by £369 (+ 6.6 %)	no change	up by £2,847 (+ 38 %)
2006/07 to 2007/08	down by £4,423 (- 100 %)	down by £5,998 (- 100 %)	no change	down by £10,421 (- 100 %)
All Years	down by £3,170 (- 100 %)	down by £5,352 (- 100 %)	no change	down by £8,521 (- 100 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# Ferry Road Resource Centre

## 2004/05, 2005/06, 2006/07 and 2007/08 Water Cost Breakdown

FIMS Cost Centres: SA6701; SA0311.

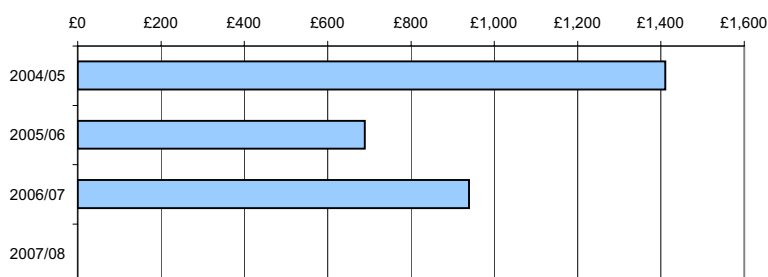
FIMS Descriptions: RES UNIT FERRY ROAD; C&F SUPPORT FERRY ROAD.

### Water Expenditure Breakdown

Fiscal Year	Water
2004/05	£1,410
2005/06	£689
2006/07	£940
2007/08	
All Years*	£3,039

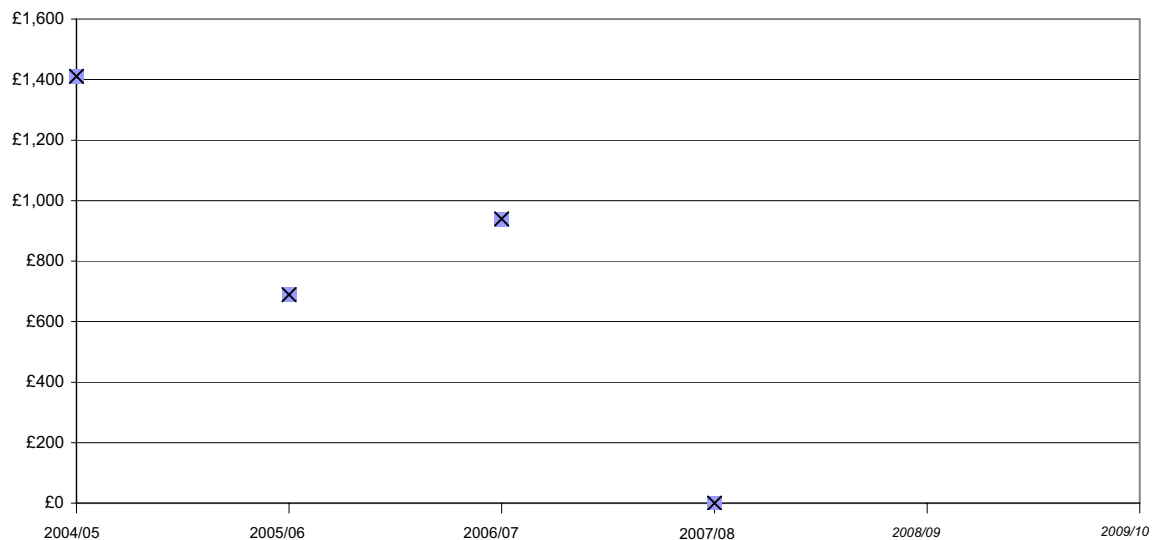
  

Annual Average for All Years*	Water
	£760



### Changes in Expenditure and Possible Trends...

Expenditure Change	Water
2004/05 to 2005/06	down by £721 (- 51 %)
2005/06 to 2006/07	up by £250 (+ 36 %)
2006/07 to 2007/08	down by £940 (- 100 %)
All Years	down by £1,410 (- 100 %)



\* Please note that All Years refers to all those stated; no information is being presented for years preceding 2004/05.

# Ferry Road Resource Centre

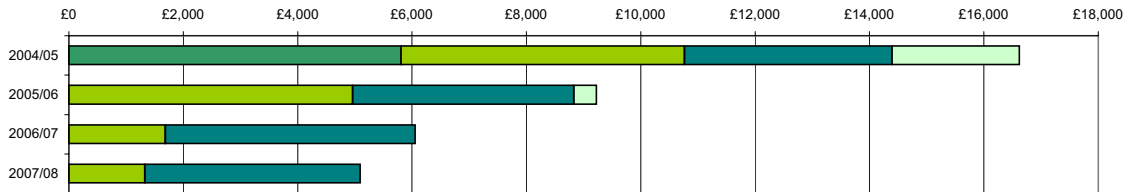
## 2004/05, 2005/06, 2006/07 and 2007/08 Repair and Maintenance Cost Breakdown

FIMS Cost Centres: SA6701; SA0311.

FIMS Descriptions: RES UNIT FERRY ROAD; C&F SUPPORT FERRY ROAD.

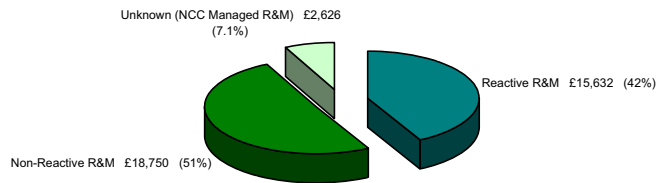
### Repair & Maintenance (R&M) Expenditure Breakdown

Fiscal Year	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05	£5,806 35 %	£4,959 30 %	£3,629 22 %	£2,229 13 %	£16,623
2005/06		£4,964 54 %	£3,867 42 %	£397 4.3 %	£9,228
2006/07		£1,689 28 %	£4,368 72 %		£6,057
2007/08		£ 1,333.01 26 %	£3,767 74 %		£5,100
All Years*	£5,806 16 %	£12,945 35 %	£15,632 42 %	£2,626 7.1 %	£37,008



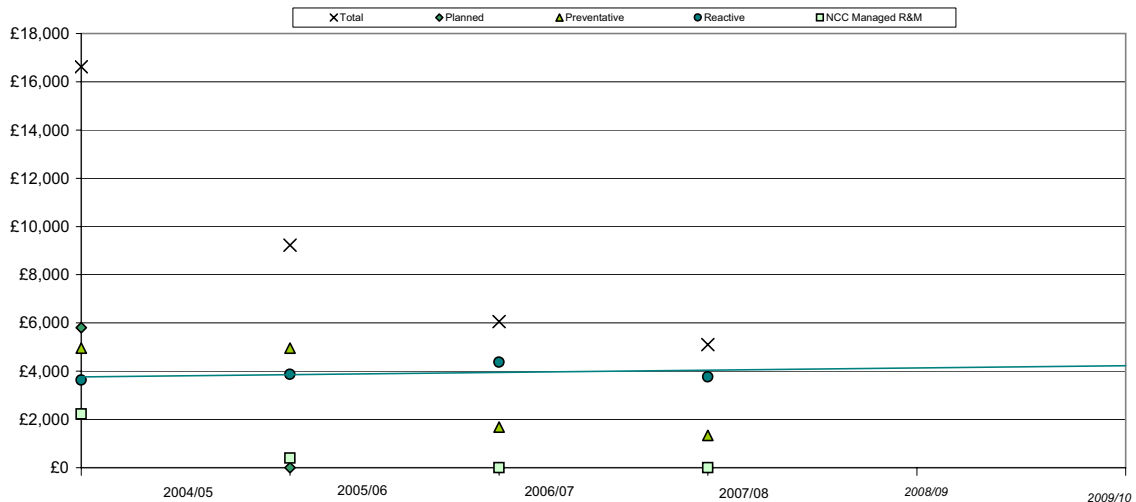
Annual Average for All Years*	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
	£1,451 16 %	£3,236 35 %	£3,908 42 %	£657 7.1 %	£9,252

### Overall Reactive to Non-Reactive Spending for All Years\*



### Changes in Expenditure and Possible Trends...

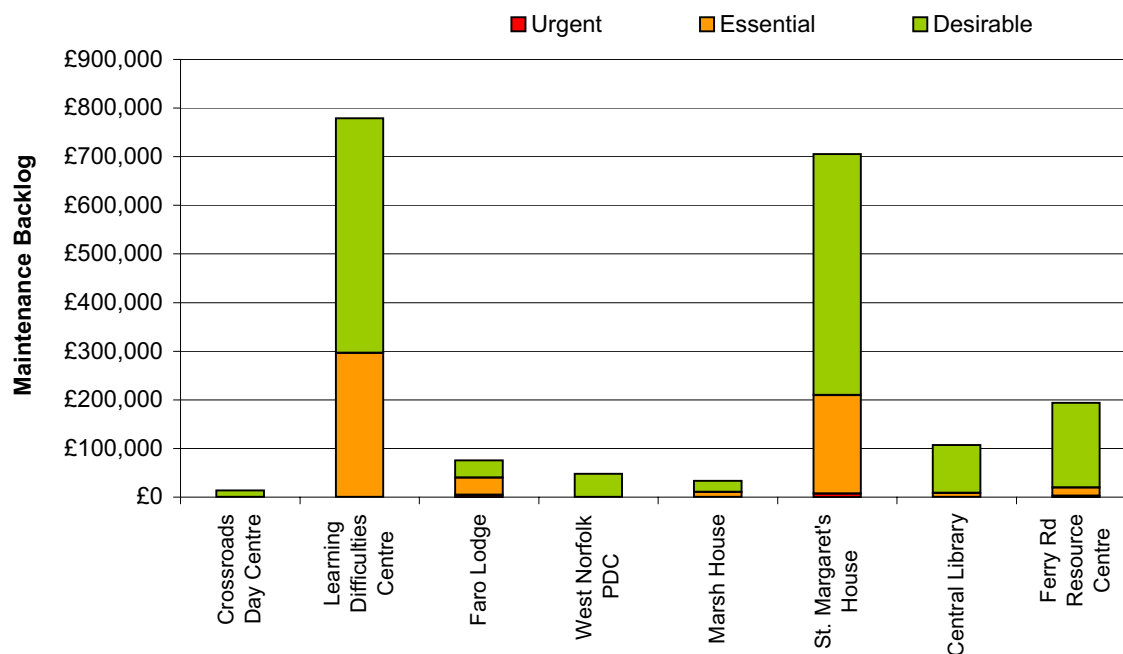
Expenditure Change	Building Maintenance Fund (BMF) or Building Maintenance Partnership Pool (BMPP) R&M			NCC Managed R&M	Total
	Planned	Preventative	Reactive		
2004/05 to 2005/06	down by £5,806 (- 100 %)	up by £5 (+ 0.10 %)	up by £238 (+ 6.6 %)	down by £1,832 (- 82 %)	down by £7,394 (- 44 %)
2005/06 to 2006/07	no change	down by £3,274 (- 66 %)	up by £501 (+ 13 %)	down by £397 (- 100 %)	down by £3,171 (- 34 %)
2006/07 to 2007/08	no change	down by £356 (- 21 %)	down by £601 (- 14 %)	no change	down by £957 (- 16 %)
All Years	down by £5,806 (- 100 %)	down by £3,626 (- 73 %)	up by £138 (+ 3.8 %)	down by £2,229 (- 100 %)	down by £11,523 (- 69 %)



\* Please note that All Years refers to all those stated: no information is being presented for years preceding 2004/05.

## Maintenance Backlog from Condition Surveys

Site Name	Urgent	Essential	Desirable	Total Backlog
Crossroads Day Centre		£63 0%	£13,655 100%	£13,718
Learning Difficulties Centre, Bryggen Road		£296,625 38%	£482,454 62%	£779,079
Faro Lodge, Galleon Road	£4,723 6%	£35,174 46%	£35,800 47%	£75,697
West Norfolk Professional Development Centre			£48,250 100%	£48,250
Marsh House, Marsh Lane		£10,506 31%	£22,852 69%	£33,358
St. Margaret's House, South Quay	£7,500 1%	£202,164 29%	£495,569 70%	£705,233
King's Lynn Central Library		£8,224 8%	£98,840 92%	£107,064
Ferry Road Resource Centre	£2,500 1%	£17,117 9%	£174,475 90%	£194,092



\*data current at 12 November 2008



## **ASBESTOS MANAGEMENT**

The authority has at all times followed the relevant and up to date legislation and HSE guidance regarding asbestos management.

Asbestos registers are kept at every premise that asbestos is known to be present in. Building and engineering contractors carrying out works at all NCC premises are required to inspect and sign these registers prior to commencing works. Any person working in or using a premise can request to see a copy of the register.

NCC sites are revisited every 12 to 18 months to reassess the condition of asbestos containing material and up date the risk assessments. In between times the premises are responsible for undertaking regular checks to make sure the condition remains the same. The asbestos registers and risk assessments are maintained by NPS.

All NCC premises managers and employees have access to guidance on asbestos management. The corporate Health and Safety unit provide asbestos awareness training to all those with responsibility for asbestos management and client departments are expected to ensure that the relevant people attend these courses.

## **ENERGY PERFORMANCE**

The authority has a carbon management strategy in place and is committed to a target of reducing CO<sub>2</sub> emissions by 25% by 2013. Furthermore the authority has secured the Carbon Trust's mentoring support to achieve this.

The main impact areas where the greatest benefits can be achieved are buildings, schools, transport, street lighting and waste disposal and projects are being identified that will contribute to meeting the reduction target in these areas of operation.

School buildings represent 52% of the County Council's overall direct carbon footprint and NPS are currently conducting energy audits in school buildings as part of the awareness raising Energy Busters and Energy Futures schemes.

NPS are also planning a number of invest to save technical improvements in buildings.

# **Report to Corporate Affairs and Cultural Services Review Panel**

**January 2009  
Item No 9**

## **Progress Report on the Review of Lone Worker Management Systems**

Report by the Corporate Health & Safety Manager

### **Summary**

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

### **1.0 Background**

- 1.1 The Corporate Lone Working Policy has been in place since 2005. Since this time a programme of risk assessment and where appropriate issuing lone worker tracker systems has been rolled out across the Authority.
- 1.2 Lone working continues to be a corporate health and safety priority, with an objective to review the systems in place forming part of the Corporate Health and Safety Objectives for 2008/09.
- 1.3 In order to establish employee perceptions of the lone worker control systems and to target improvements in the management systems a personal safety survey has recently been undertaken amongst staff.

### **2.0 The Survey**

- 2.1 The survey was undertaken through the use of 'survey monkey' an on-line questionnaire. The questionnaire was advertised on the front page of the intranet, through health and safety adviser information routes, and an email to senior managers.
- 2.2 Departments were also required to identify groups of staff that do not have access to electronic systems so that paper copies of the survey could be distributed.

- 2.3 The questions asked on the survey were designed to identify situations in which people were lone working, and establish if lone workers:
- Have the appropriate systems in use
  - That they have received information and training
  - Are comfortable with the systems in place in their teams.
- 2.4 Overall there were 1167 responses received. 289 were completed anonymously and are not identifiable by department. A general analysis of the answers is provided below.
- 2.5 The Corporate Health & Safety Manager is in the process of discussing in detail the results of the survey with all departments, looking in more detail at their individual outcomes in order to inform improvement planning both corporately and departmentally.

### **3.0 Results and Commentary**

- 3.1 The first question on the survey was designed to establish if the work staff undertook when alone would place them in a lone worker category as defined by the Norfolk County Council Lone Working Policy.
- 3.2 This policy identifies 3 categories of lone worker where personal safety may be at risk. Category 1 being the lowest risk and category 3 being the highest. A description of each category is appended to this report.
- 3.3 From the questions asked 138 staff identified themselves as category 1 lone workers, 285 as category 2, 459 as category 3 and 285 as not being a lone worker at all (no descriptions were ticked).
- 3.4 However the number of category 3 workers identified was significantly higher than expected (up to 1/3 in some departments). Further analysis by departmental safety advisers suggests that in some cases where persons have described themselves as category 3 workers, this is not in fact the case.
- 3.5 Where team or job titles have been given by respondents departmental safety advisers have reviewed answers in detail, and established that some staff may have misinterpreted the questions for example in relation to:

"In premises where there are other people working but where you have no means of summoning assistance if needed"

"Working in any other circumstances where there may be the potential for violence (for example, carrying out enforcement duties, cash handling)"

- 3.6 Examples include staff that are not in a public access area of a building but are working in an office on their own, and staff that do handle money but not while they are alone.
- 3.7 Departmental safety advisers are reviewing this information further with team managers to ensure that such lone working practices are not unnecessarily taking place, and that appropriate control measures are in place where staff are working alone.
- 3.8 Question 2 relates to the control measures that may be in place for lone workers. A number of these control measures are specifically required in the policy for some categories of lone working staff.
- 3.9 The question gave a list of control measures that may be utilised and allowed the respondent to identify any other systems not listed. All of the variety of control measures listed in the survey are in use by lone workers that is:

- Tracker equipment
- Buddy systems
- Personal safety alarms
- Two way radio's
- Security staff
- Authorised access only
- CCTV

The most used of these are authorised access only (233) and buddy systems (216).

- 3.10 The question was designed to enable detailed analysis of the different categories of worker and whether they were using the appropriate systems for the risks they faced.
- 3.11 The results suggest that the lower risk workers (Category 1 and 2) do have appropriate control systems in place.
- 3.12 Of the staff that consider themselves to be category 3 workers, a number have indicated that they do not believe there are systems in place as required by the lone worker policy, or that they are not aware of any systems at all:
- 3.11 It must be remembered that the feedback from service health and safety advisers has suggested that some of the staff identifying themselves as Category 3 workers are not in reality.
- 3.12 However, the survey has identified some teams that advisers have indicated do need to have lone worker tracker or buddy systems, that respondents do not feel are in place. Where this is the case advisers will be investigating further to secure improvements with managers.

These improvements will be reflected in departmental safety plans as appropriate.

- 3.13 These results have also identified Youth Offending Team and Trading Standards as managing personal safety issues very effectively. These two teams have different approaches to lone working, 1 mainly using a buddy system and the other using tracker equipment. However what they both have in common is that the systems have been in place for a number of years, and team managers have continued to reinforce the use of the systems and its importance.
- 3.14 Other teams have had systems in place for a much shorter period of time, some as little as one year. As the importance of safe systems of work for lone working is reinforced within these teams and becomes more embedded, it is envisaged that their results will improve.
- 3.14 The results indicate that where tracker equipment is used 65% of staff find them easy to use, and 67% are confident that they use the device in all situations it is needed. Of those that don't 58% feel that additional training would help.
- 3.15 74% of respondents are familiar with the lone working practices within their team.
- 3.16 Only 44% of people indicated that they have received lone worker or personal safety training. This response correlates with the request for additional training above.
- 3.17 Where training has been received this is usually in the form of formal training (48%) or through team briefings (38%).

#### **4.0 Next Steps and Summary**

- 4.1 There are some discrepancies between knowledge on groups of category 3 lone workers and respondents that have identified themselves as such workers. Departmental health and safety advisers are looking at this data further with team managers to identify if further controls are needed for these groups.
- 4.2 A significant number of respondents felt that additional training would help them in the use of lone worker systems. The company issuing the devices initially provided training in their use. There is now a training DVD available on the intranet for one of the systems, however no other refresher training has been available to date. It has therefore been agreed that the corporately provided personal safety training will now also include refresher information on the use of tracker systems. Where lone workers are assessed as undertaking duties described in category 3, they are required to undertake annual personal safety training.

- 4.3 The information provided by this survey will inform focussed improvement activities across departments, which will be identified in departmental safety plans as appropriate.
- 4.4 Lone worker safety continues to be a significant corporate priority, and will therefore remain an improvement objective within the Corporate Safety Plan in the future. The Corporate Health and Safety Manager will also continue to feedback progress in this area through the annual health and safety report.
- 4.5 As part of the continuous improvement process further surveys will take place in the future as management systems continue to become embedded across teams.

## **5.0 Section 17 – Crime and Disorder Act**

- 5.1 There are potential Crime and Disorder implications where staff may be at risk of harm from others when working alone. The Council has a duty to consider what action it can take to prevent crime that may occur through lone working situations.

## **6.0 Risk Implications/Assessment**

- 6.1 The work undertaken on lone working was born out of an identified risk. Significant measures are now in place to manage the risk.

## **7.0 Equality Impact Assessment**

- 7.1 An EqIA is undertaken when developing all new and updated health and safety strategies and policies.

## **8.0 Recommendations**

- 8.1 Members are asked to consider and comment on the findings of this report.

## **Officer Contact**

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Derryth Wright 01603 222912 or minicom 01603 223833 and we will do our best to help.

**NCC Lone Worker Policy Risk Category**

Risk Category	Control Measures
<p><b>Category 1:</b> Staff working in offices or other secure locations outside of normal working hours or who routinely work in these locations on their own. Work of a low risk office type nature.</p> <p>Examples would include: Teachers, office based staff, travelling to meetings.</p>	<p><b>MANDATORY</b></p> <p>a. <b>Staff must be briefed on the measures required to ensure their workplace is secure if they are lone working.</b></p> <hr/> <p>FOR GUIDANCE AND CONSIDERATION</p> <p>a. In offices where out of hours working is routine, consideration should be given to the security of staff parking areas and external lighting.</p> <p>b. Office / premises security should be reviewed at least twice a year to ensure that unauthorised access can be prevented whilst staff are on site.</p>



**Category 2:** Staff working in locations where security is inadequate or where shared premises would allow non-authorized access to their work area. Staff working in unfamiliar locations but not meeting members of the public. Staff visiting established clients who have been assessed as presenting no risk to staff. Staff responding to intruder alarm calls for NCC property out of hours. Firefighters conducting home fire risk assessments or similar activities.

Examples would include: Groundsmen / school caretakers, staff whose duties including responding to out of hours intruder alarm calls, NCC staff working in shared offices with poor security arrangements, some home care staff, firefighters fitting smoke detectors in residents properties by appointment.

## **MANDATORY**

- a. For out of hours alarm calls each team must have clear instructions for staff.**
- b. Staff who are expected to respond to alarm call-outs must have access to a personally issued work mobile with appropriate reception or have indicated that they are willing to use their personal mobile in such circumstances and that it has appropriate network coverage for the area in question.**
- c. Where dealing with violence and aggression training is not provided, the line manager should give clear guidelines to staff who are lone working to include:**
  - i) What work can and cannot be done alone**
  - ii) When to withdraw or stop work and seek advice from a supervisor**
  - iii) Any communication and check-in procedures.**
- d. Where the problem relates to poor security allowing un-authorized access to work areas, the security of the building should be reviewed, if necessary with the other occupiers or landlord and appropriate measures introduced.**
- e. Staff who are working remotely or visiting clients should file an itinerary for their day in a location that is accessible to their colleagues and manager.**

	<p>FOR GUIDANCE AND CONSIDERATION</p> <p>a. Consideration should be given to ensuring that staff receive appropriate training in dealing with confrontational situations such as the Suzy Lamplugh trust's dealing with Violence and Aggression 1 day course.</p>
<p><b>Category 3:</b> Staff who visit unknown clients or clients who are known to present challenging or aggressive behaviour in their own homes in order to provide a service. Staff who routinely work alone in remote locations.</p> <p>Examples would include: Youth Offending team staff, Assessment and family support workers, Mobile Library staff, EDT out of hours team.</p>	<p><b>MANDATORY</b></p> <p>a. <b>Staff dealing with clients must receive training on dealing with confrontational situations such as the Suzy Lamplugh trust's dealing with violence and aggression 1 day course. This training should be repeated annually.</b></p> <p>b. <b>A form of staff tracking system must be introduced and its use enforced. This could either be a buddy system or an automated system. Your health and safety adviser will be able to advise on which system would be most suitable.</b></p> <p>c. <b>Staff must be briefed on the procedures for lone working before they start such work for the first time and at least 6 monthly thereafter. Records of these briefings should be maintained.</b></p> <p>d. <b>Where a client presents a known risk of violence, then the visit should be re-arranged for a venue where appropriate levels of security or assistance are available. If there are particular reasons for the visit to take place at the clients home then at least 2 people should attend.</b></p>

**Planning, Performance and Resources  
Monitoring Report**

**Report by the Director of Corporate Resources**

**Summary**

This monitoring report includes a brief update on planning and performance issues. Information at this point in the year is limited; 3<sup>rd</sup> Quarter data on performance indicators is not yet available and we await information on some new performance indicators, for example, those relating to the new Place Survey which will be available in the Spring. Revenue budget 2008/09 update, reserves and provisions, and the capital programme 2008/09 update are 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.

**2. Planning and Performance update**

- 2.1 Corporate planning for the coming year is progressing to timetable. The end of January is the deadline set for draft 2009-10 Service Plans, including those relevant to this Review Panel. A report on these will be brought to CAOSP in March 2009.
- 2.2 The annual budget cycle is also progressing to timetable, with a report to Cabinet in January and there is a Corporate Affairs Revenue Budget and Capital Programme Report 2009/10 on the agenda for this meeting.
- 2.3 Performance information at this point in the year is limited. Performance data for the 3<sup>rd</sup> Quarter is not yet available but will be reported to CAOSP in March. Information on some new performance indicators, for example, those relating to the new Place Survey which will be available in the Spring and will be available for the March meeting. This will include information on indicators such as the 'percentage of residents who feel they can influence decisions' and the 'percentage of residents that feel that NCC takes notice of its resident's views'. The outcome of the 2008 Customer Satisfaction Tracker Survey will be known in the New Year and key information from this will also be reported to CAOSP in March.

### 3 Revenue Budget 2008/09 update

3.1 The overall Revenue Budget for this panel for 2008/09 is a net expenditure budget of £9.912M. The overall budget comprises of spending on a number of service departments amounting to £35.981M. This is offset by the Finance General net income budget of (£26.069M). Details are set out in the table below which shows the current adjusted budget, as at the end of November 2008, 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	33.388	33.388	0.000
Property Services	2.593	2.593	0.000
Total excluding Fin.Gen.	35.981	35.981	0.000
Finance General (net income)	(26.069)	(26.199)	(0.130)
Total	<u>9.912</u>	<u>9.782</u>	<u>(0.130)</u>

#### 3.3 Chief Executives – £0.000M

3.3.1 The Chief Executive's total budget includes £5.736M 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 10<sup>th</sup> November, it was agreed that £0.196M of the County Hall rates refund could be utilised to offset these overspends.

#### 3.5 **Finance General**– (£0.130M)

3.5.1 The Finance General budget shows a net overall underspending of £0.130M. 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 1.0% 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 (see paragraph 3.6.6).

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 14<sup>th</sup> 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 11<sup>th</sup> 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 11<sup>th</sup> 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 13<sup>th</sup> 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) is now expected in respect of County Hall. It is proposed that £0.300M of this will be used 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.

### 3.6 Icelandic Banks

- 3.6.1 At Cabinet on the 13<sup>th</sup> October, Members were informed of the Council's exposure to Icelandic banks. £32.5M of the Council's investments (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 During November, the Local Government Association (LGA) facilitated a number of meetings for local government creditors, which has seen the formation of creditor committees to coordinate recovery action on behalf of local authorities.
- 3.6.3 A local authority representative was also successfully voted on to the "statutory" creditors committee of the UK registered Kaupthing Singer & Friedlander bank. The Administrator's proposals for the sale of assets relating to Kaupthing have been formally adopted and implementation has begun. The first progress report from the Administrator will be in April 2009.
- 3.6.4 In the case of the Icelandic-registered banks (Landsbanki and Glitnir) progress has been slower mainly due to Icelandic law. There have been two "non-statutory" meetings with the banks in Reykjavik. Local authority creditor representatives from Kent County Council and the London Borough of Barnet attended to raise questions and to be briefed on progress to date.
- 3.6.5 The LGA continues to lobby Government on specific matters arising from the creditor meetings and, more generally, on the issue of support for local authorities. At the end of November, the Government announced that it would allow local authorities with funds invested in Icelandic banks to postpone the impact of "impairments", required by accounting practice, until 2010/11.
- 3.6.6 The benefit of this is that local authorities will not need to make provision in their 2008/09 accounts or 2009/10 budgets for any possible loss on the principal invested. However, in order to utilise this benefit, local authorities are required to write off any unpaid interest due on their Icelandic investments in the relevant financial year. For 2008/09, the forecast in paragraph 3.5.2 has been calculated on this basis and the 2009/10 interest receivable budget will be prepared on the same basis. Whether the County Council eventually recovers any of the interest due will depend upon the outcome of the administration process.

3.6.7 Operationally, the County Council continues to work with its external treasury management advisors to monitor investment counterparties. On 1<sup>st</sup> December, Cabinet agreed to enhance Member involvement and reporting in relation to the County Council's treasury management investment process. An all party Treasury Management Panel is expected to meet in January.

#### 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	2.890	1.750
Industrial Estate	0.076	0.103	0.027
Interest Equalisation	3.072	3.071	(0.001)
Capital Funding Reserve	4.363	3.363	(1.000)
Affordable Housing & County Strategic Partnership	1.790	1.097	(0.693)
LPSA Pump Priming Reserve	0.332	0.424	0.092
Redundancy & Pension Reserve	1.559	1.212	(0.347)
Modern Reward Strategy Reserve	6.588	6.210	(0.378)
Strategic Ambitions Reserve	3.905	2.158	(1.747)
Modern Reward Strategy Provision (for 2007/08 & 2008/09)	7.708	17.098	9.390
<b>Total</b>	<b><u>43.125</u></b>	<b><u>46.525</u></b>	<b><u>3.400</u></b>

#### 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 **Capital Funding Reserve**

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

#### 4.7 **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.

#### 4.8 **LPSA Pump Priming Reserve**

The movement reflects reward grant repayments expected in 2008/09.

#### 4.9 **Redundancy & Pension Reserve**

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

#### 4.10 **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.

#### 4.11 **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.

An additional commitment from the Strategic Ambitions Reserve since the report to Corporate Affairs Review Panel in November is:

Contribution to "The Green Quay – Wash Discovery Centre" (£0.015M in 2008/09 and £0.015M in 2009/10).

#### 4.12 **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.



## 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	Forecast Out-turn	Movement to future years/ underspend
	£M	£M	£M
Chief Executive's (ICT)	2.089	2.089	0.000
Chief Executive's (Corporate HR)	0.005	0.003	(0.002)
Corporate Finance	3.268	3.268	0.000
Offices	1.881	1.631	(0.250)
Property Management	2.038	2.038	0.000
Corporate Minor Works	0.906	0.906	0.000
Total	<u>10.187</u>	<u>9.935</u>	<u>(0.252)</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 (£0.002M) 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 **Offices:** the (£0.250M) movement to future years relates to alterations to offices to comply with the Disability Discrimination Act. Due to the ad-hoc nature of works funded from this budget, it is not anticipated that the full budget will be spent in 2008/09 although work is scheduled at various properties.

5.5 **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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**Report to Corporate Affairs Overview and Scrutiny Panel**  
**21 January 2009**  
**Item No: 11**

**2008-09 Finance Monitoring Report**

Director of Corporate Resources

<p>This report attaches the report to Cabinet detailing the latest projected outturn for the 2008-09 Revenue Budget, the 2008-09 Capital Programme, General Balances forecast at 31<sup>st</sup> March 2009 and forecasts for the Council's Provisions and Reserves at 31<sup>st</sup> March 2009.</p>
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**1 Background**

- 1.1 At the meeting on 15 September 2008 Cabinet agreed to accept the recommendations of the Cabinet Scrutiny Working Group.
- 1.2 Recommendation 10 of the Working Group was that the Corporate Affairs Overview and Scrutiny Panel should receive all reports on the Council's budget that are destined for Cabinet.
- 1.3 In accordance with this recommendation, attached is the report to 26 January Cabinet, which details the latest projected outturn for the Revenue Budget, the 2008-09 Capital Programme, General Balances and Reserves and Provisions.

**2 Equality Impact Assessment**

- 2.1 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.

**3 Section 17 Crime and Disorder Act**

- 3.1 There are no specific implications for crime and disorder reduction.

**4 Alternative Options**

- 4.1 There are no alternative options that the Corporate Affairs Overview and Scrutiny Panel need to consider.

## 5 Conclusion

- 5.1 The attached report to Cabinet provides the latest financial monitoring information on the 2008-09 Revenue Budget, 2008-09 Capital Programme, General Balances forecast at 31<sup>st</sup> March 2009, forecasts for the Councils Provisions and Reserves at 31<sup>st</sup> March 2009. The Corporate Affairs Overview and Scrutiny Panel is invited to consider and comment on the contents.

### Director of Corporate Resources

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## **2008-09 Finance Monitoring Report**

Director of Corporate Resources

This report details the latest projected outturn for the 2008-09 Revenue Budget, the 2008-09 Capital Programme, General Balances forecast at 31<sup>st</sup> March 2009 and forecasts for the Council's Provisions and Reserves at 31<sup>st</sup> March 2009.

### **1 Background**

- 1.1 This reports provides an overview of the 2008-09 Revenue Budget and Capital Programme.

### **2 Revenue Budget and Capital Programme**

- 2.1 Based on the position at the end of December the latest forecasts are:

- Revenue expenditure is forecast to underspend by £0.535m (0.10%) on a net budget of £537.148m.
- Capital expenditure net underspending of £14.845m (8.24% of the revised capital programme of £180.105m).
- General Balances at 31<sup>st</sup> March 2009 of £14.956m. The Council has Provisions and Reserves that are forecast at 31<sup>st</sup> March 2009 to be £69.083m. The Council also holds Provisions and Reserves in respect of Schools, which are forecast at 31<sup>st</sup> March 2009 to be £29.936m.

- 2.2 The Prudential Code requires regular monitoring to be undertaken in-year against key indicators. Monitoring of the 2008-09 approved Prudential Indicators has highlighted no significant deviation from expectations

### **3 Further Detailed Information**

- 3.1 Further information on the 2008-09 monitoring position is shown in the following Appendices and Annexes:

- Revenue Expenditure Monitoring by Service - Appendix 1
- Capital expenditure - Appendix 2

- General Balances, Provisions and Reserves - Appendix 3
- Provisions and Reserves year end projections - Annex A
- Analysis of Outstanding Debt - Appendix 4
- Request for approval to write-off debts - Annex B
- Partnership Accounts and Companies - Appendix 5
- Payment Performance over a 12 month rolling period – Appendix 6

#### **4 Equality Impact Assessment**

- 4.1 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.

#### **5 Section 17 Crime and Disorder Act**

- 5.1 There are no specific implications for crime and disorder reduction. However, many of the indicators included in this report have indirect implications for crime and disorder reduction.

#### **6 Alternative Options**

- 6.1 There are no alternative options that Cabinet need to consider.

#### **7 Conclusion**

- 7.1 This report provides the latest financial monitoring information on the 2008-09 Revenue Budget, 2008-09 Capital Programme, General Balances forecast at 31<sup>st</sup> March 2009, forecasts for the Councils Provisions and Reserves at 31<sup>st</sup> March 2009 and invites Cabinet to consider the financial position of the Council.

#### **8 Recommendations**

- 8.1 It is recommended that the Cabinet:
- review the latest 2008-09 monitoring information and advise on any instructions
  - approve the creation of a Road Safety Reserve as recommended by the Planning, Transportation, Environment and Waste Overview and Scrutiny Panel (Appendix 3, Paragraph 2.6)
  - approve the write-off of one debt totalling £7,230.30 (Annex B)

**Director of Corporate Resources**

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## Revenue Expenditure Monitoring by Service

### 1 Revenue Expenditure Monitoring

- 1.1 Chief Officers monitor their cash limited budgets throughout the year and report the position to the Head of Finance. Chief Officers also monitor performance information for their service, which is reported to Chief Officer Group on a monthly basis and Cabinet on a quarterly basis.
- 1.2 This report provides an overview of the 2008-09 Revenue Budget and Capital Programme. It reports against progress and updates Members on the current forecasts for the year end position as at month six in the financial cycle. The current financial climate generally is very volatile but the Council's robust financial monitoring processes continue to see management action focused on delivering high quality services and a requirement to bring budgets in at the cash levels agreed.

### 2 Latest Revenue Projections (Net underspend of £0.535m or 0.10%)

- 2.1 Based on the position at the end of December, the latest projection for the 2008-09 revenue budget shows a net projected underspend of £0.535m.
- 2.2 The projection for services is summarised in the table below with details for each service set out in subsequent paragraphs.

	Approved Budget £m	Latest Projections £m	%
Children's Services	160.734	0.000	0.00
Adult Social Services	208.198	+0.521	+0.25
Planning and Transportation	63.982	0.000	0.00
Waste and Environment	32.148	-0.341	-1.06
Economic Development	2.277	0.000	0.00
Fire and Community Protection	35.066	0.000	0.00
Cultural Services	21.522	0.000	0.00
Chief Executive	33.259	0.000	0.00
Property Services	3.490	0.000	0.00
Finance General	-23.528	-0.715	-
	537.148	-0.535	-0.10



- 2.2 The main reasons for the changes in projections since the last Cabinet report are set out in the table below:

	£m
<u>Forecast Outturn reported to Cabinet on 5 January</u>	-0.471
<u>Adult Social Services</u>	
Purchase of Care for Older People (+£0.054m), People with Physical Disabilities (+£0.163m) and Mental Health (+£0.148m).	+0.365
Learning Difficulties	+0.188
Overspend on Care and Assessment staff costs	+0.227
HR, Training and Organisational Development – vacancies, reduction in spending on staff recruitment and advertising and training.	-0.303
Other changes	+0.044
	<u>+0.521</u>
<u>Fire and Community Protection</u>	
Underspend on protective clothing	-0.012
Reduction in savings to be identified to fund cost pressures	+0.012
	<u>0.000</u>
<u>Finance General</u>	
Saving on second homes budget due to reduced second homes collection fund surplus	-0.585
	<u>-0.585</u>
<u>Forecast Outturn</u>	<u>-0.535</u>

3. **Performance and Cumulative causes of Projected Overspends/Underspends for each service**

- 3.1 The following section shows by department the cumulative spending projections for the period. For each department, the projected variance from the approved budget is shown as a cash sum, with the change in the projections since the last report.

4. **Projected Overspends/Underspends for Children’s Services**

	Total £m	Change £m
4.1 <u>Children’s Services +£0.000m</u>		
4.1.1 Additional cost of Service Level Agreements for Looked After Children over the basic 2% inflation uplift built into the budget.	+0.090	

4.1.2	Additional cost arising from introduction of full recovery of Public Law Family Fees and the new Public Law Outline framework for timetabling and running public law cases.	+1.000
4.1.3	Virement from Finance General to fund costs arising from the Public Law Family Fee increases and cost of implementing the new Public Law Outline.	-1.000
4.1.4	Looked After Children The projection is based on the number of placements and existing costs as at the end of November projected to the year end. Work is underway to review each placement and to take action to reduce costs.	+1.958
4.1.5	Delay in achieving Modern Social Care administrative staff savings reflecting the additional demands and complexities of the Integrated Children's System (ICS) and a longer transitional period than originally planned.	+0.290
4.1.6	Reduced Modern Social Care electronic scanning costs and reduced system support costs.	-0.130
4.1.7	Reduced Home to School Transport costs relating to the costs of the extended rights to free travel being lower than the additional funding allocation.	-0.500
4.1.8	School support Reduced spending on hiring school sports facilities (£0.040m), one-off reduction in the central ICT schools contract (£0.238m and reduced costs of school energy efficiency savings (£0.030m).	-0.308
4.1.9	Savings on staff costs in the Children and Adolescent Mental Health Services as a result of service management decisions	-0.030
4.1.10	Grant funding Maximising the use of several grant funded activities	-0.490
4.1.11	Savings on Children's Fund staffing costs	-0.200

4.1.12	Reduced running costs of Children's Homes.	-0.150
4.1.13	Savings on Information and Research staff costs	-0.032
4.1.14	Saving on CAMHS running costs	-0.070
4.1.15	Connexions LPSA reward grant on achieving NEET targets – now to be paid in 2009-10.	-0.000
4.1.16	Additional income for services provided to schools	-0.100
4.1.17	School Crossing Patrol vacancies	-0.033
4.1.18	Prior year additional Asylum Seekers Special Circumstances grant	-0.150
4.1.19	Maximising use of grant re extended schools activities	-0.070
4.1.20	Savings on Social Care legal costs	-0.075
	<u>Dedicated Schools Grant</u>	
4.1.21	Pupil Specific Special Education Needs Reflecting level of additional in year funding provided to schools over and above schools approved budgets. This additional funding is provided for the special education needs of pupils as identified in statements of Special Educational Needs.	+1.000
4.1.22	3 and 4 year old Early Years Places Reduced number of 3 and 4 year old claims for early learning funding from Early Years providers, based on actual claims during the summer term	-0.072
4.1.23	Out of County Placements Increased cost of educating Norfolk pupils out of County. Comparing autumn 2007 to autumn 2008 the number of placements has increased by 26% and the unit cost of each placement has increased by 24% due to above inflation fee increases and more expensive placements.	+2.500
4.1.24	Pupil Referral Units	+0.720

	Additional running costs		
4.1.25	Use of Schools Contingency Fund to fund the above schools items.	-4.148	
	Net Forecast	<u>0.000</u>	<u>0.000</u>

## 5. Projected Overspends/Underspends for Adult Social Services

		Total £m	Change £m
5.1	<u>Adult Social Services +£0.521m</u>		
5.1.1	Adult Social Services is forecasting an outturn position of + £0.521m overspend for 2008-9 at the end of period nine (December). Recovery plans are in place to reduce the main pressures but at this stage a small overspend is expected.  Cabinet agreed on 11 August to fund from Finance General Norfolk County Council's share of the remaining gap in 2008-9 for the Learning Difficulties Pooled Fund, £1.229m.		
5.1.2	Finance Underspend due to provision to offset pressures elsewhere within the department.	-0.884	-0.011
5.1.3	Commissioning and Transformation There are underspends in the Performance and Information Team, the Business Support Service and the ICT team due to vacancies - appointments to some of these posts have now been made. These are partially offset by an overspend on Logistics Building and Supplies.	-0.095	-0.011
5.1.4	Human Resources, Training and Organisational Development The underspend is due to: a reduction in spend on recruitment and advertising; vacancies earlier in the year; and slightly less spend than expected on training.	-0.434	-0.303
5.1.5	Locality Managed Community Care Overspend forecast of +£0.827m on in-house homes for older people due to staffing and increased service costs. new agreement for	+1.949	+0.471

agency staff is now in place, alongside sickness absence measures, and the anticipated savings from these have been included in the forecast.

There is an overspend forecast on Purchase of Care for Older People of +£0.459m . There are pressures on this budget of +£1.000m but it is expected that a large proportion of this will be managed down as Norfolk First Support (the home support assessment and reablement service implemented in January 2008) has now been rolled out to all people needing home support. Over 50% of people using Norfolk First Support do not need long term care after the initial period.

There is a forecast overspend on hired transport of +£0.300m and an overspend of +£0.227m on Care and Assessment staff costs.

The overspend on the meals service of +£0.188m is due to the delayed introduction of the efficiency project that is designed to make this service cost neutral. The recruitment of a project manager is complete and initial consultation has been undertaken via Age Concern with service users.

There is a small overspend of +£0.018m on Purchase of Care for People with Physical Disabilities, an increase of +£0.163m from period eight.

Within the forecast for Purchase of Care for Older People and Physical Disabilities an allowance has been made for the recent home care block contract retendering exercise.

5.1.6	Service Development Forecast slippage on projects in the financial year.	-0.537	+0.038
5.1.7	Mental Health, Drugs and Alcohol There is now an overspend of +£0.148m forecast on Purchase of Care. The forecast for Purchase of Care packages was adjusted in period seven to reflect additional cases currently being paid by Health as continuing care that may become Adult	+0.209	+0.148

Social Services funded during the financial year. As it is not known at this stage how many of these cases will eventually be Health or Adult Social Services funded it is very much an estimate.

The forecast also includes the overhead payable to the Norfolk and Waveney Mental Health Foundation Trust following the transfer of the staff.

5.1.8	<p>Learning Difficulties Provider</p> <p>There are pressures within the Learning Difficulties Service with overspends on Care and Assessment (+£0.065m), Homes for People with Learning Difficulties (+£0.311m) and the Community Support Team (+£0.304m). However the service has actions in hand to bring this down by the year-end. It is estimated that:-£0.050m can be saved by using vacant Supported Living places; -£0.050m can be made by reviewing expensive transport packages; £-0.100m of savings will be achieved through staff vacancies in the Community Teams; -£0.120m can be saved on Purchase of Care; and further savings can be made by successful applications for Independent Living Funds. There is also an underspend of -£0.087m on Hired Transport.</p>	+0.313	+0.188
5.1.9	<p>Learning Difficulties NCC Commissioner Contribution</p> <p>Despite the partners increasing their contributions into the Pooled Fund by 5.3% in 2008-9 and savings targets being agreed to try and balance the fund, there remained a gap of £2.251m in the Pooled Fund for 2008-9.</p> <p>Norfolk County Council's share of the 2008-9 gap will be made via an increased recurring additional contribution of £1.229m. However there were no available funds in ASSD in 2008-9 and Cabinet agreed on 11 August that this should be funded from Finance General. The need to make this a recurring contribution is included in Adult Social Services budget planning for 2009-10 and future years.</p>	0.000	+0.001

NHS Norfolk's (previously Norfolk PCT)

contribution towards the funding gap will be £1.023m.

Adult Social Services is currently engaged in a Priority Based Budgeting (PBB) exercise on its Learning Difficulties budget, in conjunction with NHS Norfolk and supported by external consultants. The purpose is to ensure that the pooled budget for Learning Difficulty services is used to maximum effect to support priorities. This will help to inform the budget setting process for 2009-10.

The Learning Difficulty Pooled Fund Commissioners have agreed a Medium Term Plan to ensure that annual growth for Learning Difficulties is managed within an affordable maximum 5% partner contribution uplift, including inflation, for 2009-10 and 2010-11.

Net Forecast	+0.521	+0.521
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## 6. Projected Overspends/Underspends for Planning and Transportation

	Total £m	Change £m
6.1 <u>Planning and Transportation +£0.000m</u>		
6.1.1 Additional passenger transport costs	-0.004	
6.1.2 Increased use of trading surpluses/initiatives to fund future commitments	-0.236	
6.1.3 Anticipated cost in respect of planning appeal	+0.120	
6.1.4 Additional costs in respect of Local Development Framework (partly due to increased consultation costs)	+0.266	
6.1.5 Provision for assessment of NDR planning application	+0.100	
6.1.6 Additional income from planning applications fees	-0.063	
6.1.7 Saving on staff salaries	-0.032	

6.1.8	Additional temporary staffing costs	+0.087	
6.1.9	Programme Management Group deficit due to inflationary pressures offset by surplus due to additional uptake of speed awareness courses, extra network management and underspends due to staff vacancies	+0.059	
6.1.10	Forecast car lease scheme and highways properties surpluses offset by minor overspends on departmental support costs	-0.093	
6.1.11	Additional one-off costs to support Kings Lynn Community Infrastructure bid.	+0.250	
6.1.12	Virement from Finance General to fund one-off costs to support King's Lynn Community Infrastructure bid (approved by Cabinet 13 October).	-0.250	
6.1.13	Utilisation of underspend on Waste and Environment to fund above net cost pressures.	-0.204	
	Net Forecast		<u>0.000</u> <u>0.000</u>

## 7. Projected Overspends/Underspends for Waste and Environment

		Total £m	Change £m
7.1	<u>Waste and Environment -£0.341m</u>		
7.1.1	Additional waste and environment costs due to staffing costs and reduced income, being managed down by Management Team	+0.049	
7.1.2	Forecast underspend on waste disposal contracts	-0.594	
7.1.3	Utilisation of part of the forecast underspend to fund cost pressures within the P&T budget.	+0.204	
	Net Forecast	<u>-0.341</u>	<u>0.000</u>



## 8. Projected Overspends/Underspends for Fire and Community Protection

	Total £m	Change £m
8.1 <u>Fire and Community Protection +£0.000m</u>		
8.1.1 Staffing budget variations	-0.361	
8.1.2 Additional gas, water and electricity costs	+0.160	
8.1.3 Additional Derv costs	+0.040	
8.1.4 Additional legal costs	+0.015	
8.1.5 Additional recruitment advertising costs	+0.015	
8.1.6 Additional cleaning and related contract costs	+0.030	
8.1.7 Additional audit and consultancy costs	+0.037	
8.1.8 Additional costs of light vehicle fleet	+0.040	
8.1.9 Larger hydrant repair backlog	+0.020	
8.1.10 Lower uptake of scheduled training courses	-0.020	
8.1.11 Forecast underspend on protective clothing	-0.012	-0.012
8.1.12 Other net costs	+0.036	
8.1.13 At this stage, the Chief Fire Officer and Director of Community Protection is confident that savings will be identified during the remainder of the year that will fund the cost pressures.	-0.000	+0.012
Net Forecast	<u>0.000</u>	<u>0.000</u>

## 9 Projected Overspends/Underspends for Cultural Services

	Total £m	Change £m
9.1 <u>Cultural Services +£0.000m</u>		
9.1.1 Forecast budgetary pressures on utilities services in Libraries (+£0.128m), Museum Service (+£0.079m), Record Office (+£0.050m) and Adult Education (+£0.015m).	+0.272	

9.1.2	Shortfall in Records Office income	+0.047	
9.1.3	Savings within Libraries (-£0.128m), Museum Service (-£0.079m), Record Office (-£0.047m), Adult Education (-£0.015m) and Support Services (-£0.050m).	-0.319	
	Net Forecast	<u>0.000</u>	<u>0.000</u>

## 10 Projected Overspends/Underspends for Corporate Resources

		Total £m	Change £m
10.1	<u>Chief Executives +£0.000m</u>		
10.1.1	To date, the expenditure on <u>Local Government Review</u> , some £0.425m, has been contained within existing departmental budgets. Though the Council allocated an additional £0.250m for LGR work in last year's budget we managed activity so that we had no need to draw on this sum, and it contributed to the overall Council underspend in 2007-08.		
10.1.2	We have maintained a focus on important council priorities such as performance improvement by utilising some extra capacity and specialist expertise, for example in helping to produce the seven affordability workbooks.		
10.1.3	Unavoidable expenditure to date has supported activity including responding to the Committee's invitation to develop unitary concepts, responding to concepts submitted by West Norfolk, North Norfolk, Great Yarmouth, Breckland, South Norfolk and Norwich councils, 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, we responded to additional questions from the Boundary Committee, undertook extensive consultation with stakeholders and prepared seven affordability workbooks for the various potential alternative authorities.		
10.1.4	Expenditure also includes preliminary planning		

for the change should it occur. This is necessary due to the limited implementation period should unitary government be established.

10.1.5	At this stage it is hoped that any further necessary spending this year can also be contained within existing budgets.		
10.2	<u>Property +£0.000m</u>		
10.2.1	Additional costs to remove asbestos and demolish former MOD building.	+0.126	
10.2.2	Additional Energy costs on office accommodation	+0.070	
10.2.3	Utilisation of County Hall rates refund agreed by Cabinet 10 November	-0.196	
	Net Forecast	0.000	0.000
10.3	<u>Finance General -£0.715m</u>		
10.3.1	Interest rates are continually monitored to determine advantageous borrowing and investment opportunities. Additional income is forecast to be received due to interest rate increases being higher than those assumed in the budget for the early part of the year, the level of cash balances is higher than that assumed in the budget (mostly due to slippage on the capital programme) and the draw down of borrowing has been different to that assumed when the budget was set and has generated a saving.	-1.700	
	The forecast reflects the recent 0.5% reduction in the base rate and that the outstanding 2008/09 interest due on the Icelandic banks investments will not be paid and will need to be written off (See paragraph 12.4.6).		
10.3.2	Saving on a revised debt repayment calculation due to slippage in the 2007-08 capital programme after the 2008-09 budget was approved	-0.473	
10.3.3	As approved by Cabinet on 14 <sup>th</sup> April, recovery of 2007-08 building maintenance overspend of	-0.332	

	£0.332m from the additional £0.5m allowed for building maintenance in the 2008-09 budget.		
10.3.4	Virement, approved by Cabinet on 11 <sup>th</sup> August 2008, to Children's Services to fund implementation of full cost recovery approach to Public Law Family Fees which was not included in the 2008-09 budget.	+1.000	
10.3.5	Virement, approved by Cabinet on 11 <sup>th</sup> August 2008, to Adult Social Services to fund shortfall on Learning Difficulties Pooled Fund which was not known when the 2008-09 budget was approved.	+1.229	
10.3.6	Virement approved by Cabinet on 13 <sup>th</sup> October 2008, to Planning and Transportation fund one-off costs to support King's Lynn Community Infrastructure bid	+0.250	
10.3.7	Refund of rates in respect of County Hall.	-0.600	
10.3.8	Proposed utilisation of rates refund for; Building Maintenance (£0.300m), additional energy costs on office accommodation (£0.070m) and asbestos removal and demolition costs at Hurricane Way (£0.126m). Agreed by Cabinet 10 November	+0.496	
10.3.9	Saving on second homes budget due to reduced second homes collection fund surplus	-0.585	-0.585
	Net Forecast	<u>-0.715</u>	<u>-0.585</u>

## 11 New Grant Funding

- 11.1 New grant monies received since the preparation of the 2008-09 budget are being monitored on a regular basis. Details are provided for those in excess of £0.100m. The County Council has received a grant of £0.140m from the Department of Health to help support the implementation of the National Stroke Strategy. This sets out 20 quality markers needed for raising the quality of treatment and care, including social care, for stroke survivors and their carers over the next decade.

## **12. Treasury Management Performance Monitoring**

### **12.1 Cash Flow Management**

- 12.1.1 The County Council operates an effective cash flow forecasting and monitoring system to ensure ongoing liquidity and to facilitate the investment of surplus cash balances.
- 12.1.2 Investment decisions are largely driven by the timing of projected cash in-flows and out-flows and the relative value of interest rates compared to the performance benchmark.
- 12.1.3 There can be significant timing differences between the receipt and payment of monies, which together with the Council's reserves and balances, results in cash balances available for investment.
- 12.1.4 A key objective of cash flow management is to minimise balances held in the Council's 700 plus bank accounts to within plus/minus £0.050m, thereby maximising cash balances for investment. For the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> December 2008 the average daily balance after adjustments was £0.007m in-hand.
- 12.1.5 Year to date, income received amounts to £1,205m, while payments total £1,186m, resulting in an overall increase in cash balances of £19m. Cash balances available for investment have therefore increased from £289m at 1<sup>st</sup> April 2008 to £308m at the 31<sup>st</sup> December 2008.

### **12.2 Interest Earned on Cash Balances**

- 12.2.1 All monies invested by the County Council in the money markets are placed with institutions on the Council's Authorised Lending List. Gross interest earned for the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> December 2008 was £12.930m.
- 12.2.2 The average interest rate earned for the year to date is 5.45% compared with the average 7 day London Interbank Bid Rate (LIBID) of 4.54%.

### **12.3 Long Term Borrowing**

- 12.3.1 This is all borrowing for periods in excess of 12 months, based on prudential borrowing, maturing debt and expenditure profiles.
- 12.3.2 Year to date, the Council has borrowed £20.858m to support the 2008-09 capital programme. Long-term interest rates will be monitored to determine the most opportune time to borrow further funding from the Public Works Loans Board.

## 12.4 Icelandic Banks

- 12.4.1 At Cabinet on the 13<sup>th</sup> October 2008, 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.
- 12.4.2 During December, the Local Government Association (LGA) continued to coordinate recovery action on behalf of local authorities and confirmed the appointment of legal support (to be provided by Bevan Brittan and an Icelandic law firm, Logas). The cost of legal representation is to be apportioned between local authority creditors based on the size of the deposit (estimated to be £5k for Norfolk).
- 12.4.3 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. The first progress report from the Administrator will be in April 2009.
- 12.4.4 In the case of the Icelandic-registered banks (Landsbanki and Glitnir), progress has been slower mainly due to Icelandic law. The financial information presented at a Glitnir 'non-statutory' creditors meeting in December provided no further clarity on the financial position of the 'old' Glitnir and the prospects of recovery. A Landsbanki meeting included some speculative asset realisation figures, although no details were provided of the assumptions on which these forecasts were based. We are consequently little further forward in understanding the likely percentage of any payout to Landsbanki and Glitnir creditors overall.
- 12.4.5 Both Landsbanki and Glitnir have been granted 'moratorium' status by the Icelandic courts for an initial period of 12 weeks. This is to prevent 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.
- 12.4.6 Meetings of the Landsbanki and Glitnir local government creditor committees were held in early January to discuss the moratorium and representation at 'open' creditor meetings of Landsbanki and Glitnir to be held in Iceland in February.

**Capital expenditure**

**1. Monitoring**

1.1 Chief Officers monitor their cash limited budgets throughout the year and their projected spending is reported monthly. In accordance with the instruction by Cabinet in July 2001 a financial monitoring report is produced for each Cabinet meeting.

1.2 The capital programme, unlike the revenue budget, is monitored over the life of the schemes rather than a single year. This reflects the life of the projects and their funding; the financial consequences of the programme; and is consistent with the approach required for medium term planning and the prudential code.

**2. Capital Programme**

2.1 The 2008-09 Capital Programme was approved by the County Council on 18<sup>th</sup> February 2008 and is published in the Council Plan 2008-2011. It was agreed that the programme would be revised if additional external funding became available during the year.

2.2 The revised programme, based on the latest available projections for each service, is £550.413m (this includes spend to 31<sup>st</sup> March 2008 on on-going schemes), of which £180.105m is planned to be spent in 2008-09.

2.3 The following tables summarise the revised programme:

**Table 1 - Revised Programme**

Department	Spend to 31/03/08	Programme 2008-09	Programme 2009-10 +	Total Programme
	£m	£m	£m	£m
Children's Services	100.194	90.210	149.058	339.462
Adult Education	0.103	0.086	0.000	0.189
Adult Social Services	3.206	9.640	2.349	15.195
Social Services	0.157	0.467	0.000	0.624
Corporate Minor works				
Highways	4.120	51.569	80.744	136.433
Planning & Transportation – other services	0.063	4.260	0.540	4.863
Fire Service	0.261	2.280	3.529	6.070
Library Service	1.691	2.443	0.000	4.134
Museums Service	1.197	1.286	1.388	3.871
ICT	6.833	2.089	0.000	8.922
Economic Development	0.000	3.803	3.265	7.068
Corporate Finance	1.363	3.268	0.000	4.631
Office Accommodation	3.527	1.881	0.483	5.891
Property Management	4.108	2.038	0.000	6.146
LPSAs	0.000	4.264	0.000	4.264
LPSAs DAAT	0.080	0.103	0.000	0.183
Chief Exec – HR	0.047	0.005	0.000	0.052
Corporate Minor Works	0.000	0.324	2.002	2.326
Leases	0.000	0.089	0.000	0.089
<b>Revised Programme</b>	<b>126.950</b>	<b>180.105</b>	<b>243.358</b>	<b>550.413</b>



**Table 2 – Changes since last Cabinet**

	Spend to 31/3/08	Programme 2008-09	Programme 2009-10 +	Total Programme
	£m	£m	£m	£m
Revised Capital Programme reported to Cabinet on 5 <sup>th</sup> January 2009	126.950	179.870	239.648	546.468
Children's Services – reprofiling of expenditure	0.000	0.235	-0.235	0.000
Children's Services – increase in external funding.	0.000	0.000	3.945	3.945
<b>Revised Programme</b>	<b>126.950</b>	<b>180.105</b>	<b>243.358</b>	<b>550.413</b>

2.4 Funding of the revised capital programme is as follows:

**Table 3 - Funding of Revised Programme**

Funding Source	Programme 2008-09	Programme 2009-10 +
	£m	£m
Borrowing	77.379	97.128
Capital Receipts	7.558	11.644
External Funding (e.g. Grants)	83.513	128.759
Specific Internal Funding (e.g. Reserves and the revenue budget)	6.050	5.827
Balance to be funded	5.605	
<b>Revised Programme</b>	<b>180.105</b>	<b>243.358</b>

### 3. Latest Projections

- 3.1 Capital payments for schemes within the revised programme are currently estimated to be £551.526m (£1.113m more than the programme). A total of £165.260m is forecast to be spent in 2008-09 (£14.845m less than the programme).
- 3.2 Forecast payments for Children's Services exceed the programme by £1.119m due to increased costs on the Norfolk Schools project (Hamonds High School).

3.3 This expenditure will be funded from adjustments elsewhere in the current capital programme, additional capital receipts, subject to the approval of Financial Packages, and if any residual shortfall, in future years from supported borrowing which is currently unallocated.

3.4 The latest projections are summarised in the following table:

**Table 4 - Latest Projections**

Department	Spend to 31/3/08	Projection 2008-09	Projection 2009-10 +	Total Projection
	£m	£m	£m	£m
Children's Services	100.194	80.829	159.558	340.581
Adult Education	0.103	0.086	0.000	0.189
Adult Social Services	3.206	5.581	6.407	15.194
Social Services	0.157	0.467	0.000	0.624
Corporate Minor Works				
Highways**	4.120	52.462	79.851	136.433
Planning & Transportation – other services	0.063	2.528	2.272	4.863
Fire Service	0.261	2.277	3.529	6.067
Library Service	1.691	2.443	0.000	4.134
Museums Service	1.197	1.280	1.394	3.871
ICT	6.833	2.089	0.000	8.922
Economic Development	0.000	3.498	3.570	7.068
Corporate Finance	1.363	3.268	0.000	4.631
Office Accommodation	3.527	1.631	0.733	5.891
Property Management	4.108	2.038	0.000	6.146
LPSAs	0.000	4.264	0.000	4.264
LPSAs DAAT	0.080	0.103	0.000	0.183
Chief Exec - HR	0.047	0.003	0.000	0.050
Corporate Minor Works	0.000	0.324	2.002	2.326
Leases	0.000	0.089	0.000	0.089
<b>Revised projections</b>	<b>126.950</b>	<b>165.260</b>	<b>259.316</b>	<b>551.526</b>

\*\* Highways – The forecast spend for Highways is currently a £0.893m overspend in 2008-09. However, this will be managed to spend to budget by a combination of reducing expenditure on certain schemes and changing the mix of actual schemes.

#### 4. Funding of Latest Projections

4.1 Funding of the latest forecast, taking into account the latest payment projections, is detailed in the following table:

**Table 5 - Funding of Projected Expenditure**

Funding Source	Projection 2008-09	Projection 2009-10+
	£m	£m
Borrowing	73.137	108.304
Capital Receipts	7.492	11.644
External Funding (e.g. Grants)	80.224	131.898
Specific Internal Funding (e.g. Reserves and the revenue budget)	4.407	7.470
<b>Revised Forecast</b>	<b>165.260</b>	<b>259.316</b>

4.2 When the final level of capital payments is known, decisions regarding the funding of the programme from borrowing, capital receipts and external sources will be made to ensure the programme is funded in the most appropriate manner.

4.3 After allowing for capital receipts that will be earmarked for “in and out” schemes, latest monitoring indicates that £3.798m will be available to support the capital programme, as reported to the last meeting. The capital receipts figure in Table 5 is higher due to receipts brought forward from previous years.

## General Balances, Reserves and Provisions

### 1. General Balances

- 1.1 Projected General Balance levels at 31<sup>st</sup> March 2009 are estimated at £14.956m as follows:

	£m
Actual General Balances at 31 <sup>st</sup> March 2008	14.112
Forecast contribution from 2007-08 underspend as approved by Cabinet on 28 January and County Council on 18 <sup>th</sup> February	2.160
On the 18 <sup>th</sup> February 2008, County Council approved the use of £0.046m, from the forecast net 2007-08 revenue underspend, to be allocated to the Museums Service to enable free entry for Norfolk schools to Norfolk Museums. This sum has been transferred to the Museums Service in 2008-09	(0.046)
On the 14 <sup>th</sup> July 2008, Cabinet approved the creation of a provision to meet the potential pensions liability arising from the transfer of staff to the Norfolk and Waveney Mental Health NHS Foundation Trust.	(1.270)
Forecast General Balances at 31 <sup>st</sup> March 2009	14.956

- 1.2 The forecast does not take into account any projected overspends or underspends in 2008-09.

### 2. Provisions and Reserves

- 2.1 The Council's provisions and reserves are forecast to total £99.019m at 31<sup>st</sup> March 2009 and are shown in Annex A. The level of the provisions and reserves will be monitored continually during the year and reported to the Cabinet.

- 2.2 The main changes between 31<sup>st</sup> March 2008 and the estimated position at 31<sup>st</sup> March 2009 are: -

- Reduction in the Capital Funding Reserve, which reflects funding of the 2008-09 Capital Programme.
- Reduction in the Highways Maintenance Fund to fund capitalised maintenance.
- Reduction in LMS Balances based on latest forecasts from schools.
- Reduction in the Information Technology Reserve reflecting the projected use of monies to deliver the ICT Medium Term Plan

- Reduction in Strategic Ambitions Reserve (formerly Invest to Save/Invest to Improve Reserve) to meet approved commitments.
  - Use of Children's Equalisation Reserve to fund the increased cost due to the increase in number of transport days.
  - Reduction in the Schools Contingency Reserve to meet pupil specific special education needs, out of County placements and pupil referral unit pressures.
  - Increase in Modern Reward Strategy Provision (see 2.5 below) because implementation of the proposals will not now take place until early 2009-10.
- 2.3 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 funding from the reserve on an invest to save basis where such investment supports delivery of the strategic ambitions.
- 2.4 Additional commitments from the Strategic Ambitions Reserve (formerly Invest to Save/Improve Reserve) since the report to Corporate Affairs Review Panel on 23rd July are:
- Contribution to the UEA and Norwich Swimming Club (£0.025m in 2008-09 and £0.025m in 2009-10)
  - Contribution of £0.030m towards the development of the business plan for the bid for Seachange funding for St George's.
  - Earmarking £0.050m for the post office support scheme.
  - Contribution of £0.050m for the campaign to dual the A11.
  - Contribution to 'The Green Quay – Wash Discovery Centre' (£0.015m in 2008-09 and £0.015m in 2009-10).
- 2.5 The projected balance at 31 March 2009 on the Modern Reward Strategy Provision has increased to £24.243m, from the £12.174m reported to Cabinet on 5<sup>th</sup> January. The reason for this is that the proposals relating to MRS are not now due to be implemented until 2009-10 and the forecast cost relating to 2008-09 needs to be carried forward in addition to the forecast for 2007-08. The figure of £24.243m covers the costs for both 2007-08 and 2008-09.
- 2.6 Planning, Transportation, Environment and Waste Overview and Scrutiny Panel has recommended that Cabinet approve the creation of a Road Safety Reserve. This will enable any surpluses resulting from the running of National Speed Awareness and Driver Improvement Courses, which are run under contract on behalf of the Police, to be reinvested in road safety, as declared in the tender for the contract.

**PROVISIONS & RESERVES**

	Balances at 31.3.08	Forecast Balances At 31.3.09 reported 5.01.09	Forecast Balances At 31.3.09
	£m	£m	£m
<u>Provisions</u>			
Adult Social Services Doubtful Debts	0.864	0.000	0.000
Children's Services Doubtful Debts	0.030	0.030	0.030
Insurance	6.360	6.360	6.360
Modern Reward Strategy Provision	12.174	12.174	24.243
Potential pension liability arising from the transfer of staff to the Norfolk & Waveney Mental Health NHS Foundation Trust	0.000	1.270	1.270
P & T Provision for Debt Write-off	0.207	0.000	0.000
P & T Operations Pay and Conditions	0.200	0.200	0.200
<u>Reserves</u>			
Adult Education Income Reserve	0.300	0.300	0.300
Adult Social Services Residential Review	0.150	0.000	0.000
Affordable Housing and County Strategic Partnership	1.790	1.097	1.097
Archive Centre Sinking Fund	0.057	0.057	0.057
Building Maintenance	0.587	0.200	0.200
Capital Funding Reserve	4.363	3.363	3.363
Car Lease Scheme surplus	0.393	0.503	0.503
Economic Development and Tourism	0.308	0.000	0.000
European Reserve	0.141	0.138	0.138
Fire Operational Equipment Reserve	0.180	0.180	0.180
Fire Pensions Reserve	0.380	0.380	0.380
Fire Retained Turnout Payments	0.500	0.500	0.500
Highways Maintenance	5.784	3.830	3.830
Historic Buildings	0.120	0.120	0.120
Industrial Estate Dilapidations	0.076	0.103	0.103
Information Technology Reserve	8.313	4.233	4.221
Insurance	0.013	0.013	0.013
Interest Equalisation Reserve	3.072	3.072	3.072
Learning Difficulties Change Fund	0.130	0.130	0.130
Local Public Services Agreement Pump Priming	0.332	0.424	0.424
Manuscript Reserve	0.038	0.038	0.038
Modern Reward Strategy Reserve	6.588	6.210	6.210
Museums Income Reserve	0.075	0.104	0.104
Norfolk Guidance Service Income Reserve	0.060	0.060	0.060
P & T Bus De-registration	0.020	0.020	0.020

P & T Demand Responsive Transport	0.250	0.250	0.250
P & T Depot Decommissioning	0.017	0.017	0.017
P & T Operations Appropriation	0.260	0.260	0.260
P & T Park & Ride	0.115	0.115	0.115
P & T Street Lighting Sinking Fund	0.795	0.795	0.795
Public Transport Commuted Sums	0.112	0.102	0.102
Redundancy and Pension	1.559	1.212	1.212
Repairs and Renewals Fund	4.681	3.197	3.197
Residual Insurance and Lottery Bids	0.316	0.296	0.296
Strategic Ambitions Reserve	3.905	2.158	2.158
Usable Capital Receipts	1.140	2.916	2.890
Waste Management Partnership Fund	0.423	0.625	0.625
<u>Schools Provisions</u>			
Children's Services Provision for Holiday Pay	0.042	0.040	0.040
<u>Schools Reserves</u>			
Building Maintenance Non-Partnership Pool	0.740	0.750	0.750
Building Maintenance Partnership Pool	2.255	0.750	0.750
Children's Services Equalisation	1.447	0.000	0.000
Early Years Loan Fund Reserve	0.100	0.100	0.100
LMS Balances	18.739	15.710	15.710
Norwich Schools PFI Sinking Fund	9.295	9.295	9.295
Schools Contingency	5.790	1.636	1.636
Schools non-teaching activities	0.102	0.100	0.100
Schools Playing Field Surface Sinking Fund	0.046	0.055	0.055
Schools Sickness Insurance Reserve	1.572	1.500	1.500
TOTAL	107.306	86.988	99.019

**Analysis of Outstanding Debt**

1. The value of outstanding debt is continuously monitored and recovery procedures are in place to ensure that action is taken to recover money due to the Council. In the 12 months to the end of March 2008, the Council raised 145,930 invoices. Most of these were for social services clients.
2. The table below shows an analysis of the Authority's outstanding debt as at 31<sup>st</sup> December 2008 compared with the outstanding debt at 30<sup>th</sup> November 2008.

	<b>Adult Social Services Clients 31.12.08</b>	<b>All other debts 31.12.08</b>	<b>Total 31.12.08</b>	<b>Total 30.11.08</b>
	£m	£m	£m	£m
Referred to Head of Law	0.955	1.149	2.104	1.848
Awaiting estate finalisation	0.998		0.998	0.932
Secured debts	4.362		4.362	4.406
Being paid by instalment	0.733	0.226	0.959	0.943
On hold/in dispute	0.541	1.464	2.005	1.472
Awaiting referral	0.090	0.016	0.106	0.029
Awaiting write off	0.025	0.017	0.042	0.017
Aged Debts (days): -				
1-30	2.658	11.307	13.965	13.241
31-60	0.635	1.588	2.223	2.592
61-90	0.505	0.863	1.368	1.066
91-120	0.378	0.492	0.870	0.424
121-150	0.178	0.151	0.329	0.453
151-180	0.158	0.079	0.237	0.877
Over 180	0.106	0.338	0.444	0.763
<b>Total</b>	<b>12.322</b>	<b>17.690</b>	<b>30.012</b>	<b>29.063</b>

3. Adult Social Services clients have certain rights when it comes to paying for residential care. If they declare an interest in a property they can elect to defer payment (all or part) until the property is sold. If the client defers payment, the debt is secured by a deferred payment agreement and it may be some time before the debt can be collected. Secured debts amount to £4.362m at 31<sup>st</sup> December 2008. There is also a category of estate finalisation where the client has died and the Council is in the hand of the Executors. At the 31<sup>st</sup> December 2008, these total £0.998m.



4. A test used by the Audit Commission to indicate the effectiveness of income collection is “debtor days”. Norfolk’s debtor days at the 31<sup>st</sup> December 2008 and 30<sup>th</sup> November 2008 are shown in the table below:

	Debtor days	
	31 December	30 November
Unadjusted	29.43	26.74
Excluding secured and estate finalisation debts	24.18	21.83
Excluding current month debt	15.74	14.56
Excluding current month, secured and estate finalisation debts	10.48	9.65

5. When comparing Norfolk against other local authorities, it is evident that there are differences in the way that figures are compiled. The majority tend to exclude current month debt from the figures. However, what is included or excluded varies from authority to authority. The 2008 CIPFA benchmarking exercise compared total debt (excluding current month) and produced the following results for County Councils:

Type of Debt	Debtor days	
	Norfolk	County Average
General debt	14	18
Rents	4	23
Residential care	66	99
Home care	30	45
Overall	24	42

6. In accordance with Financial Regulation and Financial Procedures, Cabinet is required to approve the write-off of debts over £5,000. The Head of Finance approves the write off of all debts under £5,000. This value is annually inflated.
7. Before writing off any debt, all appropriate legal procedures are followed. Wherever possible, the Council’s legal position has been protected by court proceedings being issued and judgment being entered. On occasions it is not possible to commence court proceedings due to being unable to locate the debtor or other difficulties.

8. For the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> December 2008, 587 debts totalling £152,737.45 each individually below £5,000, have been written off following the approval of the Head of Finance. Cabinet has also approved the write-off of fourteen debts over £5,000 totalling £193,553.31.
9. Cabinet is requested to approve the write-off of one debt over £5,000 totalling £7,230.30 so that it can be removed from the accounts, as it is an amount that the Council cannot reasonably expect to recover. The debt is detailed in Annex B together with the reason for the write-off request.
10. Writing off this debt will reduce the debts referred to as 'Awaiting write off' by £7,230.30 shown in the table in paragraph 2 above.
11. Given the above factors the level of outstanding debt is considered reasonable.

**Request for approval to write-off one debt**

Date of invoice	Oracle Number	Amount of Debt	Reason for Write-off
11/05/2008	88047	£7,230.30	In liquidation

A legal action is “statute barred” if the time allowed for action, as set out by legislation (most commonly the Limitation Act 1980), has expired.

For a simple contract the time allowed is six years. However, items governed by the National Assistance Act 1948 and the Chronically Sick and Disabled Act 1970 are limited to three years. For the County Council, this covers both residential care and homecare.

## **Partnership Accounts and Companies**

### **Partnerships**

The County Council is involved in partnerships with various bodies and organisations in providing a range of services and schemes. These partnerships are subject to agreement between the parties as to the level of financial and other support each provides.

The accounts for partnerships, where the Council acts as “host” or “banker” are held outside of departmental budgets and, other than the agreed level of financial and other support input to the partnerships, will have no affect on the net revenue account of the County Council. Any partnership account balances at the end of each financial year are included in the County Council’s Statement of Accounts.

This appendix reports on the main partnership arrangements for which the authority plays ‘host’ and other significant partnerships. The criteria for inclusion are a level of budget for the partnership of over £0.5m.

#### 1. Adult Social Services

- Norfolk Learning Difficulties Pooled Fund

This is an agreement between the County Council, NHS Norfolk and NHS Great Yarmouth and Waveney to provide a learning difficulties service in Norfolk. The original agreement came into effect on 1<sup>st</sup> April 2002 and was with West Norfolk Primary Care Trust and Norfolk Health Authority. It has since been updated to reflect the abolition of the Health Authority and the reorganisation of the Primary Care Trusts.

The County Council and the Primary Care Trusts have agreed a budget for 2008-09 of £89.812m.

- Other Pooled Funds

The County Council has entered into two other Pooled Funds. These are the Pharmaceutical and Medicines Management Pooled Fund with NHS Norfolk and NHS Great Yarmouth and Waveney and an Occupational Therapy Pooled Fund with NHS Great Yarmouth and Waveney. The County Council hosts the Pharmaceutical and Medicines Management Pooled Fund. NHS Great Yarmouth and Waveney host the Occupational Therapy Pooled Fund. Both of these Pooled Funds are below the £0.5m threshold but are reported following previous interest in the Pooled Funds.

- Free Nursing

Since October 2001, the Government introduced Free Nursing Care for self-funding and full cost residents in Care Homes with Nursing. From 1<sup>st</sup> April 2003, this was extended to cover all local authority supported residents currently in care homes with nursing and those subsequently placed. The responsibility for the cost of the nursing element was transferred to the Primary Care Trusts and funding was transferred by the Department of Health from Adult Social Services to the Primary Care Trusts.

The County Council has entered into an arrangement with the Primary Care Trusts that enable Adult Social Services to continue to pay the full cost of the care including the nursing care element to care providers and the nursing care element is then recovered from the Primary Care Trusts. For 2008-09 the anticipated expenditure and amount recovered from the Primary Care Trusts is £7.385m.

- Mental Health Partnership

Adult Social Services has integrated its mental health services for adults of a working age with Norfolk and Waveney Mental Health NHS Foundation Trust. The trust is the lead authority for the integration and social services staff have been seconded to the trust. The objective of the partnership arrangements is to improve the services for users through the closer working of health and local government. The health and social services budgets have not been merged into a pooled fund and the Adult Social Services budgets remain part of the overall departmental budget. Cabinet on 14 July 2008 agreed to transfer the employment of mental health social care staff to the Norfolk and Waveney Mental Health NHS Foundation Trust on 3 November 2008.

- Supporting People

Supporting People is a government programme to provide good quality housing support to help people live as independently as possible. Housing support helps people set up or maintain their own homes. This can include activities and services such as: sheltered housing warden support; help to claim benefits or manage debts; help to move into accommodation with less support; refuge accommodation; help to identify and use other services.

In Norfolk, Norfolk County Council manages the programme in partnership with seven District Councils, health, the Probation Service, housing support organisations and people who use these services. Norfolk County Council receives two grants for Supporting People: a Programme Grant, to pay for the services, of £16.337m and an Administration Grant of £0.522m to pay for the management of the programme. In addition to this, £3.346m of underspend from previous years was brought forward into 2007-08, to

supplement the Programme Grant. Supporting People are forecasting a cumulative underspend of £3.346m at the end of 2008-09 on the Programme Grant. This money is ring-fenced by the Department for Communities and Local Government and therefore any underspend will be carried forward to 2009-10.

- Partnership for Older People

Adult Social Services with its partners (NHS Norfolk, NHS Great Yarmouth and Waveney, 3 Acute Hospital Trusts, Ambulance Trust, Norfolk and Waveney Mental Health NHS Foundation Trust, community alarm providers and voluntary agencies) were awarded £3.641m from the Department of Health over 2 years to develop preventative services for older people.

After this, the expectation is that money will move within the health and social care economy from acute services to fund the new preventative services. Preventative services range from low level services for people not normally eligible for health or social care services, through to intensive services diverting people from hospital.

The grant value for 2007-08 was £2.383m. Slippage of 35% of the 2007-08 grant has been brought forward into 2008-09 and is being used to fund on-going initiatives.

## 2. Planning & Transportation

- Norfolk Waste Partnership

The cost of landfill disposal in Norfolk has increased significantly. The County Council has, as one of its eight main objectives, the aim of reducing the amount of waste produced. Working with partners, through the Norfolk Waste Partnership (comprising all eight Norfolk Authorities) a number of waste minimisation and education initiatives are aimed at first reducing the amount of waste produced and secondly increasing the recycling percentage of that which remains. The forecast expenditure in 2008-09 is £1.061m. The balance of this partnership is shown in the Waste Management Partnership Fund Reserve. Whilst the expenditure will support the objectives of the waste management partnership, it also supports a number of wider County Council projects, such as the residual waste treatment contract, and therefore the fund is wholly County Council funding.

- P & T Partnership

The P & T Partnership (P&T, May Gurney and Mott MacDonald) is the main vehicle through which Planning and Transportation deliver services to the community. Following a procurement exercise separate contracts have

been let between the County Council and each of the other partners. Although the other two partners do not have a contract with each other in respect of the P & T Partnership their contracts with the County Council requires a degree of interaction between them. This does not in a legal sense form a partnership but it is operated as one in order to maximise the benefit to the County Council and following the principles of 'Rethinking Construction.' In terms of risk the Partners seek to integrate activities to mutual financial advantage whilst retaining the capability to operate independently. This is recognised by a number of mechanisms that reward cost reduction initiatives by sharing those benefits between the partners. Partners are also paid for direct services provided e.g. design and maintenance work.

Actual expenditure for the partnership is expected to be £42m and this has been contained within the Planning and Transportation capital and revenue budgets.

- Norwich City Agency Agreement

The Norwich City Agency Agreement is an arrangement by which Norwich City Council has, since 1 April 1974, acted as agent of the County Council for various highways and traffic functions relating to Highways matters within the City boundary. A joint committee oversees the operation of the agency and certain other functions of the County Council and advises the County Council on various matters relating to highways and traffic in the City of Norwich. For 2008-09 the forecast revenue and capital expenditure is £6.724m. Budgetary provision for this amount is included within the Planning and Transportation revenue and capital budgets.

### 3. Economic Development

- Investing in Communities

This is a programme, funded by grant from EEDA that seeks to tackle deprivation by maximising existing and mainstream funding. Its aim is to improve economic performance and enterprise in disadvantaged areas, improve employment rates and increase aspirations. The revenue and capital grants for 2008-09 are £1.397m and £1.954m. The current forecast is that expenditure will be contained within the available grant.

- Leader + Rivers and Broads

This is a programme to improve the economic performance of the Broads and Rivers through best use of environmental and cultural resources. This is the final year of the programme; it is partly funded by a European Union grant of £0.260m, the County is providing funding of £0.013m and other partners are funding £0.370m. The current forecast is that expenditure will be contained within the available funding.

#### 4. Chief Executive

- Norfolk Youth Offending Team

The Norfolk Youth Offending Team (NYOT) is a multi-agency team made up of the Police, Health, Adult Social Services, Children's Services and Probation who started working together in 2000. The main aim of the NYOT is to stop children and young people committing crime and to work with their victims to help repair some of the damage. For 2007-08 the budget was £2.480m and an underspend of £0.166m occurred which the Board have agreed can be carried forward. The budget for 2008-09 is £2.542m.

In addition, in 2008-09 NYOT received additional resourcing from the Youth Justice Board totaling £1.214m and £0.161m from Norfolk Drug and Alcohol Action Team. Youth Inclusion and Support Panels are managed and led by NYOT. £0.304m is contributed from the Area Based Grant to the Youth and Inclusion Support Panel budget. Three Connexions Personal Advisors have been recruited to work in NYOT Units and the £0.137m funding will be met by that organisation. Ring fenced funding to achieve specific aims has also been received for 2008-09 from Local Area Agreement – Crime and Disorder Partnership of £0.064m, from Offenders Learning and Skills Service of £0.055m and from Local Public Service Agreement – “reward money” of £0.104m.

It is currently estimated an overspend of £0.009m will occur in 2008-09, which the Board have previously agreed can be met from Contingency Funding. All other budgets are expected to balance.

- Norfolk Drug and Alcohol Partnership

The Adult Pooled Treatment budget for 2008-09 is £4.340m, less than 1% uplift on last year's allocation. Indicative figures for the next two years show only 1% uplift. The Drug Intervention Programme is £0.578m, 1.5% above the level received in 2007-08; the Home Office state that this will help absorb some inflationary costs, but no additional increases are planned for future years. Drug Intervention Programme 2009-10 budgets will not be set until later in 2008-09. Both the Drug Intervention Programme and Young People's allocation have been supplemented by Norfolk Drug and Alcohol Partnership funds to allow a 2.3% uplift on last year's funding. This is to enable Norfolk Drug and Alcohol Partnership to review the whole substance misuse system in Norfolk, as was planned last year.

The review of Norfolk's substance misuse treatment system is on target and to date all 2008-09 grants are planned to be spent by the year-end.

- Second Homes Council Tax

The Local Government Act 2003 required that additional monies from reducing the Council Tax discount on second homes should be shared



between the precepting Councils i.e. the County Council, District Council and the Police Authority. A review of this policy was undertaken in 2004 and following discussion by the Norfolk LGA, a revised approach for 2005-06 was implemented with:

- 50% of the additional monies being made available to Local Strategic Partnerships (pro rata to district collection), to be spent on LSP priorities, including affordable housing where appropriate.
- 50% retained at County level,
  - half ring-fenced for the County Council to spend on affordable housing projects (pro rata to number of second homes in a district), in consultation with the relevant District Council, half committed to strategic initiatives identified by the County Strategic Partnership.

In setting the 2008-09 budget, it was estimated that the County Council would receive £2.969m from the reduction in the Second Homes Council Tax discount. In accordance with the Norfolk LGA agreement, 50% of the monies received (£1.484m) will be passed to the District Councils for them to manage on behalf of the Local Strategic Partnerships.

In addition to the £1.485m retained by the County Council in 2008-09 for affordable housing projects and the County Strategic Partnership, £1.790m was brought forward from 2007-08. It is estimated that expenditure in 2008-09 will total £2.178m and the remaining balance of £1.097m is held in a reserve pending future decisions on the use of these monies.

## Companies

The County Council has interests in a number of different companies, which have their own boards and governance arrangements. The main companies are:

1. Norse Group

This company is 100% owned by the County Council and owns 100% of three further companies NCS Ltd, NPS Property Consultants Ltd and NEWS Ltd. NCS Ltd principal activities are catering services, cleaning services, grounds maintenance, printing and transport services. NPS Property Consultants Ltd principal activities are professional property consultants, providing services in the areas of architectural design, building surveying, CDM and project management and estate management. NEWS Ltd principal activity is the disposal and transport of waste.

2. Norwich Airport Legislator Companies

During 2003-04, the County Council and Norwich City Council sold 80.1% of their airport holding to Omniport Limited. As part of the sale agreement, two new legislator companies were created and incorporated on 3<sup>rd</sup> November 2003, owned jointly by the two councils. The legislator companies have a 4.9% share in the Airport. As a result, the County Council has a 60% share in two legislator companies, which also gives the Council a share of 3% in the Airport company. This is in addition to the Council's direct share holding in the airport (9%).

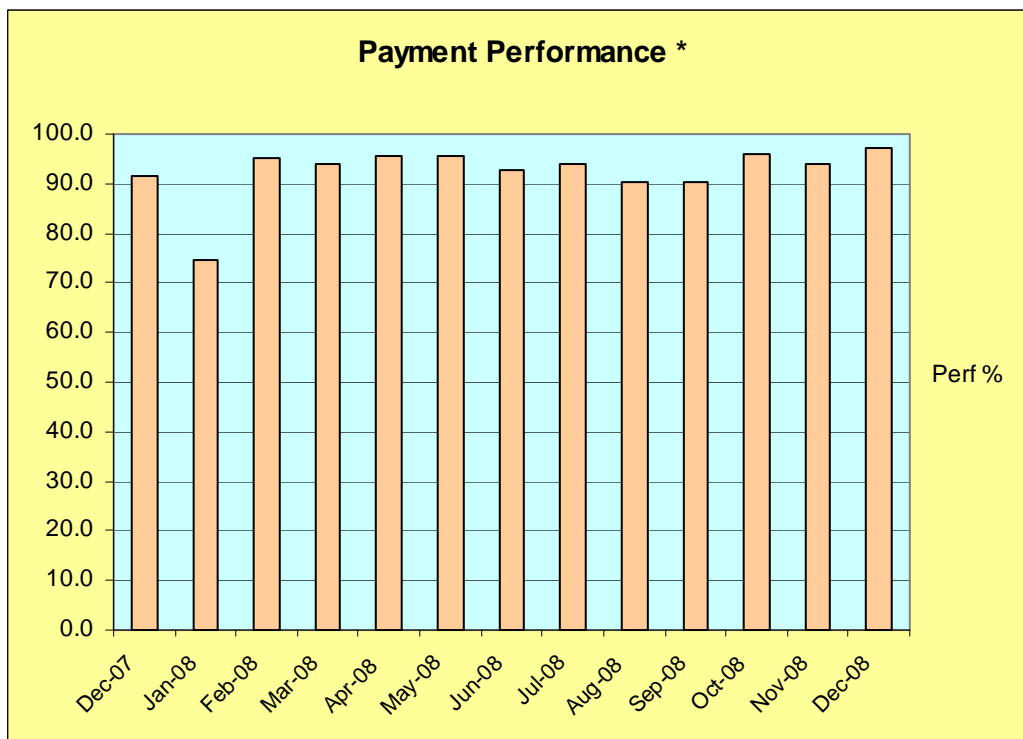
3. Norfolk Historic Buildings Trust

The Trust undertakes renovations of historic buildings. The Council has a 26% interest in the Trust.

Payment Performance

This is a measure of our timely payment of invoices – specifically, the percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority. The target is 90%. Some 450,000 invoices are paid annually.

The average for the year January – December 2008 is 92.5%, with the December figure reaching an all time high of 97.3%.



- The figures include an allowance for disputes/exclusions and are provisional at this stage. The overall figure for 2008-09 will be refined to take into account the results of our data sampling exercises on disputes and exclusions.

## **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. Members are asked to review the questionnaire, and if necessary develop a programme for scrutiny.

### **1. Background**

- 1.1. At the Review Panel meeting held on 10<sup>th</sup> 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.

### **2 Partnership Questionnaires**

- 2.1 Attached at [Appendix A](#) is the first of the partnership reviews for Breckland Local Strategic Partnership. The review is in the form of a partnership questionnaire.

### **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 to consider the attached questionnaire (Appendix A).

(ii) The Overview & Scrutiny Panel is asked to decide whether any further scrutiny of this partnership is required.

[Click here to see Appendix A](#)  
[Click here to see Appendix B](#)

## Officer Contact

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

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
Paul Elliot	01603 222210	<a href="mailto:paul.elliott@norfolk.gov.uk">paul.elliott@norfolk.gov.uk</a>
Debbie Bartlett	01603 222475	<a href="mailto:debbie.bartlett@norfolk.gov.uk">debbie.bartlett@norfolk.gov.uk</a>



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

<b>1. Name of Partnership:</b>						
Contact name:	Paul Elliott					
Position/title:	Transport Programme Manager					
Telephone:	01603 222210					
Email:	paul.elliott@norfolk.gov.uk					
<b>2. Main purpose of the Partnership:</b> <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>					
<b>3. Category</b> How would you best categorise the <i>primary</i> purpose of the partnership?		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>
	Strategic	X		Advisory and/or promotional	X	
	Service delivery			Co-ordinate and/or organise activity	X	
	Other (please state):					
<b>4. Legal status</b> Is the partnership requirement of statute, recommended by Government guidance or voluntary?		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>
	Statutory			In line with Government guidance	X	
	Voluntary			Other (please state):		

<b>5. Funding</b> How is the partnership funded (on the basis of the last financial year)?	<b>Source</b>		<b>Amount</b>				<b>Amount as % of total funding</b>		
	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						
<b>6. What is the total budget?</b>		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>Please specify</b>
	Less than £50,000			Between £50,000 & £249,000	X		£250,000 or over		
<b>7. What is the term of any grant</b>		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>		<b>Please state below</b>	
	1 year only			Annual			Other	N/A	
<b>8. Will this funding continue in the future?</b>	<b>Comments:</b> Second homes funding expected to continue but amount may vary. ABG funding for 3 year fixed term. Breckland funding expected to continue.								
<b>9. NCC's resource contribution</b> (a) What is NCC's annual time commitment?	<b>Councillor representatives</b>		No of people:	1	<b>Days:</b>	6 half days plus preparation			
	<b>Officer representatives:</b>		No of people:	2	<b>Days:</b>	Board member approx 6 days, Support Officer approx 18 days			
	<b>Other</b>		No of people:	Variable support needs from other key staff 10no		<b>Days:</b>	20 days total		
(b) What is NCC's annual contribution?	<b>Financial</b>	£15-20,000		<b>Other (e.g. use of facilities):</b>					
<b>10. Development</b>		<b>Yes</b>	<b>No</b>				<b>Yes</b>	<b>No</b>	

partnership currently is in term of its stage of development?	<b>1. Forming</b> <i>(very early stages)</i>				<b>3. Performing</b> <i>(clear roles and responsibilities and achieving its objectives)</i>	<b>X</b>	
	<b>2. Developing</b> <i>(developing working practices)</i>		<b>X</b>		<b>4. Evaluating</b> <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?	<b>Yes</b>	<b>No</b>	<b>Comments:</b>				
	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?	<b>Yes</b>	<b>No</b>	<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>	<b>Comments:</b> 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

<b>C. Added Value</b>	<b>Comments</b>
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.

<b>D. Value for Money</b>	<b>Comments</b>
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

<b>E. Performance management</b>	<b>Comments</b>
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.

<b>F. Financial Management</b>	<b>Comments</b>
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.

<b>G. Risk management</b>	<b>Comments</b>
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.

<b>H. Termination arrangements</b>	<b>Comments</b>
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

<b>I. Serving the public</b>	<b>Comments</b>
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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## Local Strategic Partnership

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 [Back to home page](#)

 [Sustainable Communities](#)

 [Local strategic partnership](#)

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

Ensure the accessibility of all services

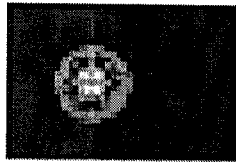
So that all Breckland's communities can access a level of service, which they choose or their needs require.

Achieve environmental sustainability

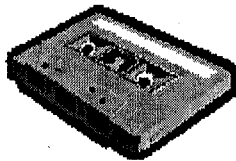
So that Breckland's outstanding rural environment is respected and that action is taken to enhance and sustainably manage the local environment.

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.



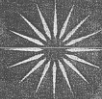
English.

**INTRAN** translation service available for other languages other than

For more information please contact:

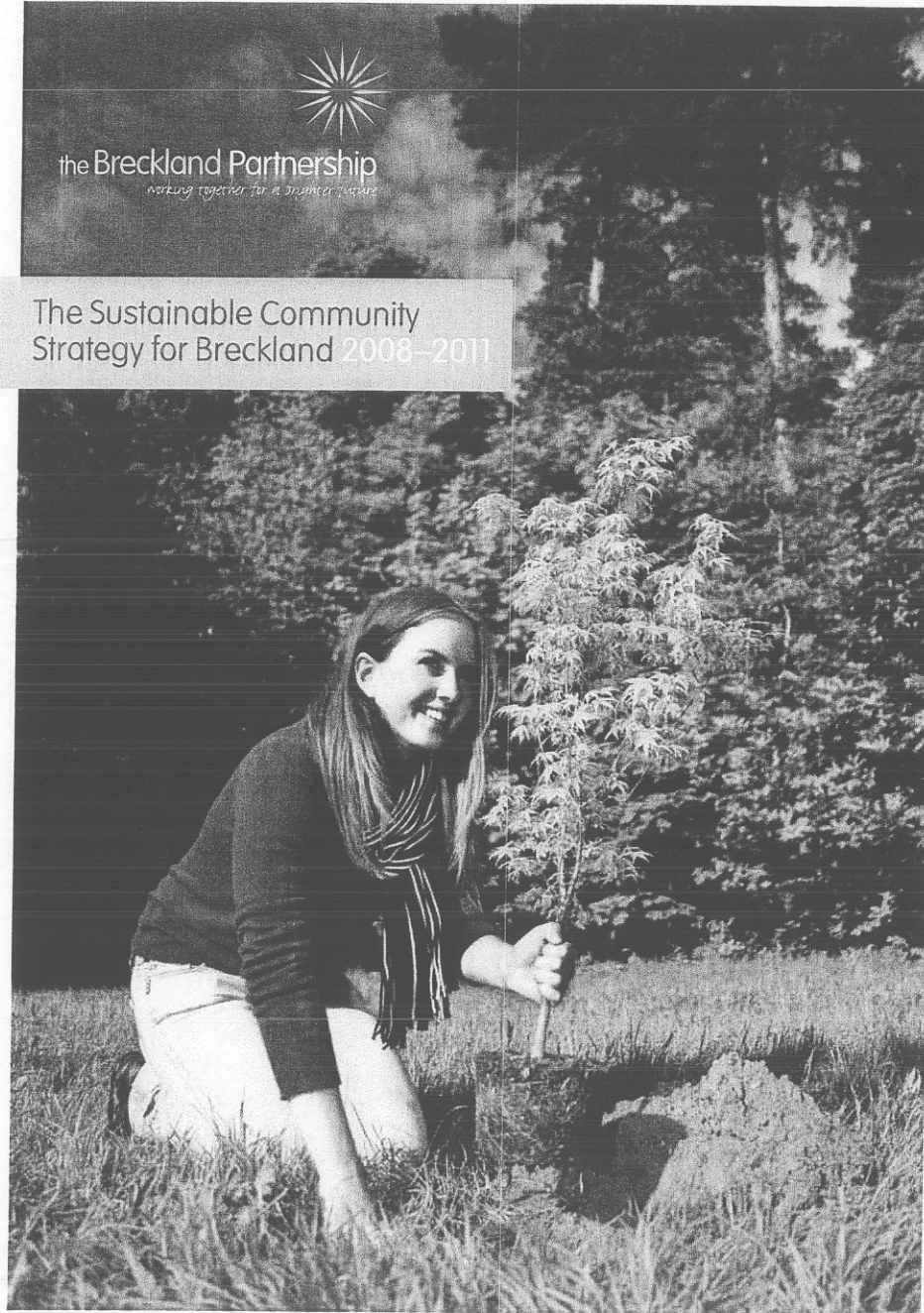
**Local Strategic Partnership Officer**  
Breckland Council  
Elizabeth House  
Walpole Loke  
Dereham  
NR19 1EE

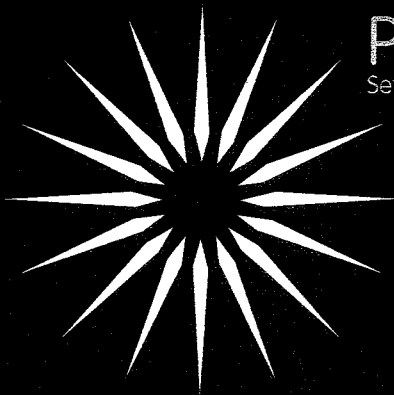
Tel: 01362 656870



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.

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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](mailto: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.

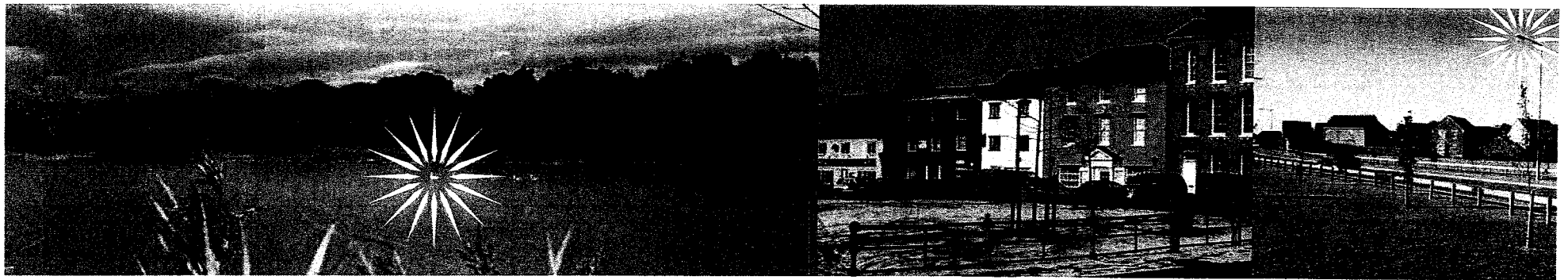
Recently, migrant workers from the European Union have become established as a significant new community with numbers estimated between 6,000 and 15,000.

### 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.

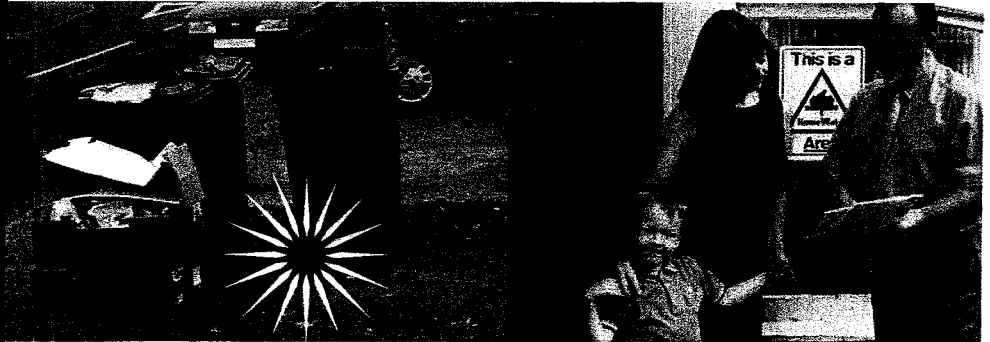
### Accessibility

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 Theford 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.

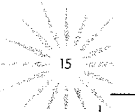
The challenge for the Sustainable Community Strategy and the Partnership will be to ensure that all new communities have the services and facilities they need to make them sustainable, this includes investment in health services, youth services and community facilities.

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

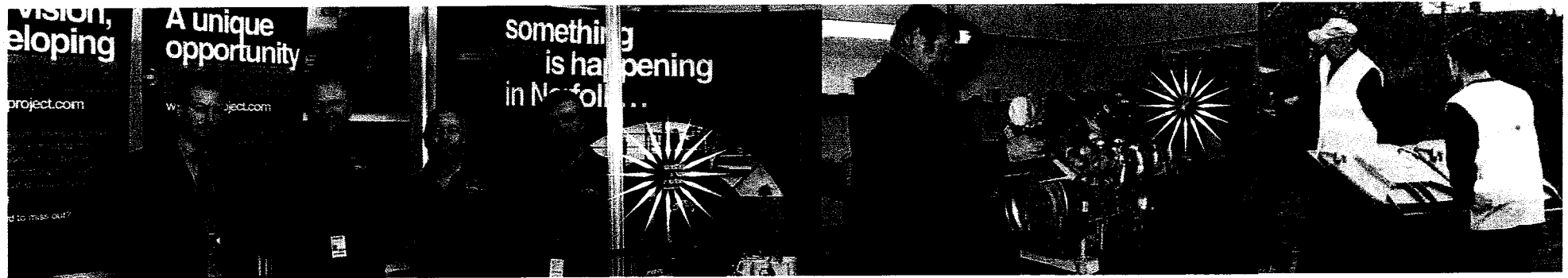
- > Number of vulnerable people achieving independent living

### 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

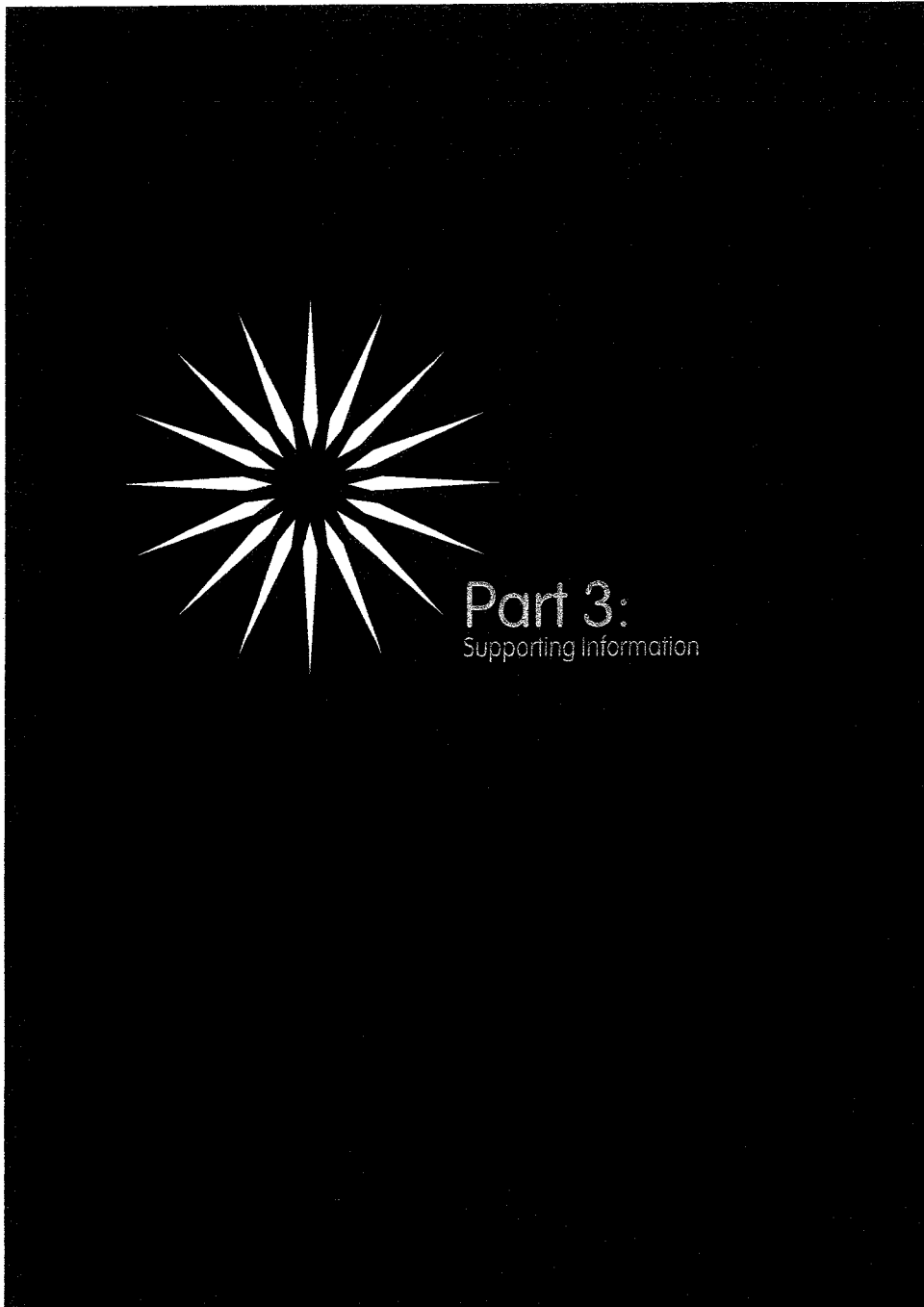
### Key Strategies

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 young people; the long term unemployed; isolated older people; people with long term health problems or disabilities; migrant workers (particularly from Portugal and the A8 countries); and, gypsies and travellers.

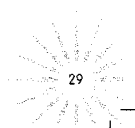
Disadvantage in Breckland has a particular character when compared with the region as a whole. This includes:

- > 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

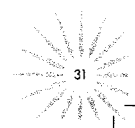
The Breckland Partnership is committed to an evidence based approach to managing and driving improved performance so that we achieve our agreed outcomes.

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](http://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.

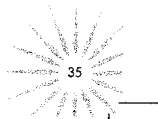
## Contact details

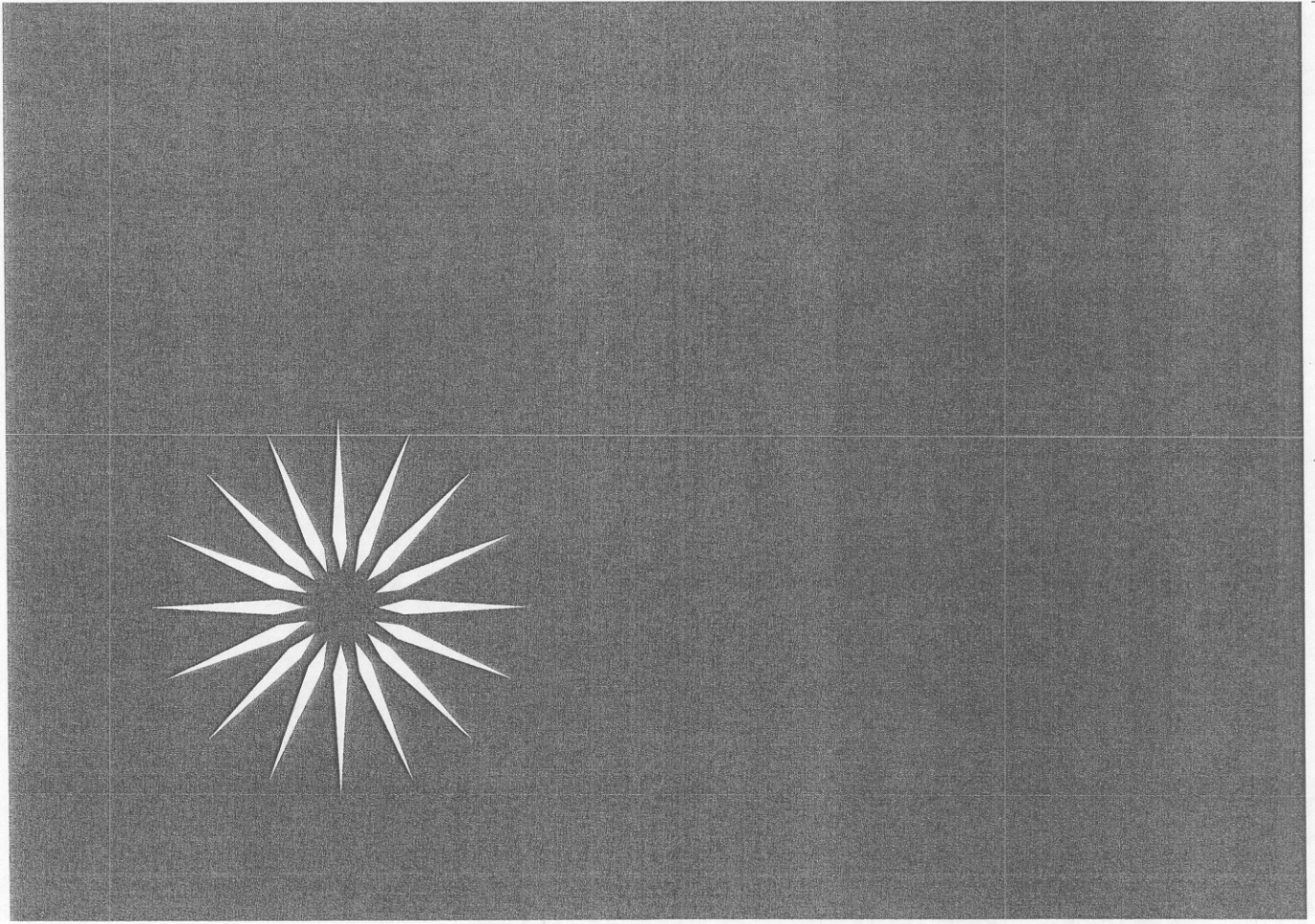
Telephone: 01362 656870

Email: [partnership@breckland.gov.uk](mailto:partnership@breckland.gov.uk)

Website: [www.brecklandlsp.org.uk](http://www.brecklandlsp.org.uk)

Breckland Partnership  
c/o Breckland Council  
Elizabeth House  
Walpole Lake  
Dereham  
Norfolk NR19 1EE





**Outline Programme for Scrutiny**

Item 13

Update for 21 January 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 12 November 2008**

- Added –
- Review of Councils Constitution
  - Norfolk People feel they can Influence Things
  - Strategic Ambitions Reserve

Completed / Removed from Programme - None

<b>Topic</b>	<b>Outline Objective</b>	<b>Working Group/Report</b>	<b>Stage 1</b> (scoping/ initial report	<b>Stage 2</b> (report back to Review Panel)	<b>Initiated by</b>	<b>Comment</b>
1. Lone Working	To examine measures currently in place and planned to address lone working as a risk to staff and members	Report	Jan 2007  Review Panel		Nov 06 Review Panel	General update due Jan 2009.
2. 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	Terms of Reference for Working Group agreed by CARP in Mar 08. Report due to come back to CARP in Jan 09.

<b>Topic</b>	<b>Outline Objective</b>	<b>Working Group/Report</b>	<b>Stage 1</b> (scoping/ initial report)	<b>Stage 2</b> (report back to Review Panel)	<b>Initiated by</b>	<b>Comment</b>
3. Planning, Performance and Resources Monitoring Report	Provides details of the revenue budgets of the Chief Executive and of the Director of Corporate Resources, the property budgets managed by NPS, the 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

<b>Topic</b>	<b>Outline Objective</b>	<b>Working Group/Report</b>	<b>Stage 1</b> (scoping/ initial report)	<b>Stage 2</b> (report back to Review Panel)	<b>Initiated by</b>	<b>Comment</b>
6. Partnership Reviews	To review all partnerships within the CARP remit using the Partnership Questionnaire Tool	Report		1 <sup>st</sup> 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			CARP Nov 08	Scrutiny subject agreed at Nov 08 CARP, first meeting being arranged to agree Terms of Reference.
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 drafted.
9. Strategic Ambition Reserve	To look at the criteria for applications to the Strategic Ambition Reserve and how decisions are made concerning the allocation of this fund.	Report			CAOSP	To report at Jan 09 meeting.



Completed Scrutiny Items:

Pay and Grading - Equality Impact Assessment – November 2007

2<sup>nd</sup> 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

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**CORPORATE AFFAIRS OVERVIEW AND SCRUTINY PANEL**

**SCRUTINY FORWARD WORK PROGRAMME**

<b>18 March 2009</b>	<b>23 June 2009</b>	<b>22 July 2009</b>
Planning, Performance & Resources  Harvey Bullen/Rachel Gillis	Planning, Performance & Resources  Harvey Bullen/Rachel Gillis	Planning, Performance & Resources  Harvey Bullen/Rachel Gillis
Broadland Alliance (LSP) Partnership Review	Risk Management  John Baldwin	Norwich LSP Partnership Review
Efficiency Savings Update  Adrian Blakey	Great Yarmouth LSP Partnership Review	Efficiency Savings Update  Adrian Blakey

## **Service and Financial Planning 2009-12**

Report by the Director of Corporate Resources and the Managing Director of NPS  
Property Consultants Limited

This report updates the Panel on proposals for service planning for 2009/10-2011/12. It includes updated information on the Provisional Grant Settlement, revenue budget proposals and capital funding bids. The Panel is asked to consider the contents of the report and to feed back comments to inform Cabinet discussion at its meeting on 26<sup>th</sup> January 2009

### **1. Background**

- 1.1 Budget planning is part of an integrated approach to overall service planning, including reviewing and up-dating the County Council Plan. The proposals in this paper are part of that overall approach.
- 1.2 Review Panels received service and budget planning reports in November 2008 identifying key contextual issues and service challenges together with Chief Officer proposals towards delivering the County Council's Objectives within the agreed financial planning framework. Planning carried out during the year and prior to the announcement of the Provisional Grant Settlement has been based on financial planning assumptions, which included a 3% uplift for Children's Services, Adult Social Services, Planning and Transportation, Waste and Environment and Fire and 2.5% for all other services. Decisions on the final allocation of resources will reflect the delivery of the County Council's Objectives and improvement priorities. At the Panel meetings in November, Members were asked to consider and comment on the revenue and capital proposals in light of the information then provided on corporate issues, performance, value for money, risk management and funding to help inform Cabinet members' discussions.
- 1.3 This paper updates Members on the Government's financial settlement for Norfolk. It also reports further work to prioritise bids for capital funding. Review Panels are again asked to consider the implications in relation to their own service areas for report back to and consideration by Cabinet in January 2009.

### **2. Council Objectives and Service Planning Preparation**

- 2.1 The Panel regularly receives performance information against the current corporate objectives, relevant to this Panel. In addition, progress against actions in the County Council Plan 2008-11 and service plans was reported in November.
- 2.2 Corporate planning for the coming year is progressing to timetable. The end of January is the deadline set for draft 2009-10 Service Plans, including those

relevant to this Review Panel, and a report on these will be brought to CARP in March 2009.

### **3. Provisional Local Government Finance Settlement 2009/10**

3.1 The Provisional Settlement was announced on 26<sup>th</sup> November 2008 covering the two years 2009/10 to 2010/11. It has been issued for consultation with responses due back to Communities and Local Government by 7<sup>th</sup> January 2009. The final Settlement is usually announced towards the end of January/early February.

3.2 For Norfolk, the position is set out in the table below:

	2009/10	2010/11	2009/10	2010/11
	%	%	£M	£M
Shire Counties	4.2	4.0	+154.9	+152.9
Shire Districts	1.4	1.3	+22.1	+22.3
Unitaries	3.4	3.0	+141.9	+131.2
England	2.8	2.6	+780.1	+747.5
Norfolk	5.9	5.3	+12.7	+12.0

3.3 This confirms the position for Norfolk County Council announced in the three-year settlement in January 2008 and previously reported to this Review Panel. The only change relates to some redistribution of the funding totals for shire counties and districts reflecting local government restructuring decisions. This has not affected the Norfolk total.

### **4. Update on Financial Planning Position for 2009/10**

#### **4.1 Icelandic Investments**

As has been reported previously, we currently have £32.5M of assets frozen in the accounts of three Icelandic banks. The banks have now been put into administration and we are working with the administrators, and all other local authorities with exposure to Icelandic banks, to recover in full the investments at risk. The position regarding the timing and the extent that the investment will be returned remains unclear. The Minister for Local Government, John Healey, announced in his statement to the House of Commons on 26<sup>th</sup> November that a new Regulation is to be made, which will mean that we, and other Councils, will not need to make provision in our 2009/10 budget for any loss on these investments. This will provide additional time to obtain a clearer view on reaching a resolution and subsequently, to assess a more accurate view of any requirements within our medium term financial plan.

#### **4.2 Inflation 2008/09**

Due to the increase in inflation experienced mid way through the current financial year, it was reported to November Review Panels that the situation would be reviewed and an assessment made as to how this could be managed and the likely impact on future years. All services have identified some increased

costs during the year due to inflation, primarily affecting fuel costs and utilities including gas, oil, electricity and oil related costs affecting highways maintenance materials. These additional costs have been managed by Chief Officers during the year within their respective cash limited budgets. For 2009/10, commentators are projecting a significant reduction to the levels of inflation experienced in 2008/09. This is evidenced already by the reduction in the price of oil over recent months. It is recognised that whilst this change to inflation may not impact immediately in all areas, for example, fixed contracts and contracts for supplies where there is normally a delay in price reductions, such as gas, it is considered that inflation should be containable within the cash limited budget.

## **5. Review Panel Comments**

- 5.1 On the basis of the agreed financial planning uplift, proposals and issues of particular significance for this Panel including risks and key efficiencies were considered in November. At that meeting, members requested oversight of all budget proposals reported to Review Panels in order to gain an overview of the budget position. The proposals as reported to all November Review Panels were circulated to members of this Panel during November.

## **6. Revenue Budget Proposals**

- 6.1 The attached proposals set out the proposed cash limited budget and individual budget proposals for the key service budgets for this Review Panel, which are:
- Chief Executive's
  - Finance General
  - Property Services
- 6.2 The corporate procurement savings of (£0.400M) previously listed under Chief Executive's have been moved to Finance General. At present, there are no other changes to the budget proposals from those reported in November.
- 6.3 Appendices A1-A3 show:
- Cost pressures which impact on the Council Tax
  - Budget Savings
  - Transfer of specific grants to Area Based Grant
  - Transfers of responsibility from Local to Central Government
  - Cost neutral changes i.e. budget changes which across the Council do not impact on the overall Council Tax
- 6.4 All budget planning proposals have been considered in the light of impact on corporate objectives, performance, risk, value for money, equalities and community cohesion and sustainability. This has included a high-level single impact assessment. Key implications for consideration are identified against each item within the tables in Appendices B1-B3, which provide a summary of the information for each service department.

## **7. Capital Programme**

- 7.1 In accordance with the Capital Strategy, departments have submitted bids for capital funding to the Corporate Capital and Asset Management Group (CCAMG). Review Panels considered these bids at their November meeting and comments were passed to CCAMG.
- 7.2 CCAMG has prioritised these bids using the Council's Capital Prioritisation Model. The prioritised list is shown in Appendix C, including the scores achieved by each bid. Following the Government's announcement of capital grant for 2009-11, all sources of funding for capital schemes are being assessed to ensure the most cost effective use of capital funding. Any changes to the submitted bids may affect the current scores and prioritisation. Cabinet will consider the prioritised list on 26 January 2009, where the prioritisation will be reviewed (and may be amended). Cabinet will also consider, alongside revenue requirements, the level of funding that can be made available to fund the bids, and recommend to Council which bids are included in the capital programme.

## **8. Recommendations**

- 8.1 Members are asked to consider and comment on the proposals contained within this paper and to consider the prioritised bids for capital funding, in order to inform Cabinet discussion at its meeting on 26 January.

## Appendix A1

## Corporate Affairs Overview &amp; Scrutiny Panel - Chief Executive's

<b>2009-12 Revenue Budget Estimates</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>2008-09 Original Budget</b>	<b>33,259</b>	<b>33,902</b>	<b>34,567</b>
<b>Adjustments to Base</b>			
<i>(including)</i>			
Additional Cost Pressures (see Appendix B)	1,650	811	817
Budget Savings (see Appendix B)	-1,042	-146	0
Sub-total	33,867	34,567	35,384
<b>Budgetary Planning Uplift</b> (difference between sub-total above and 2008-09 Original Budget)	608	665	817
<b>Service Transfers</b>			
Transfer of specific grants to Area Based Grant	344	0	0
<b>Cost Neutral Changes incl Budget Transfers</b>			
Changes in Depreciation Charges	-379	0	0
Changes in Debt Management Expenses	1	0	0
Budget Transfers re Finance Leases	96	0	0
Budget Transfers re Office Accommodation	-27	0	0
<b>Cash Limited Budget</b>	<b>33,902</b>	<b>34,567</b>	<b>35,384</b>

## Appendix A2

## Corporate Affairs Overview &amp; Scrutiny Panel - Finance General

<b>2009-12 Revenue Budget Estimates</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>2008-09 Original Budget</b>	<b>-23,528</b>	<b>-14,193</b>	<b>-10,944</b>
<b>Adjustments to Base</b>			
<i>(including)</i>			
Additional Cost Pressures (see Appendix B)	6,834	3,305	157
Budget Savings (see Appendix B)	-486	-56	0
Sub-total	-17,180	-10,944	-10,787
<b>Budgetary Planning Uplift</b> (difference between sub-total above and 2008-09 Original Budget)	6,348	3,249	157
<b>Service Transfers</b>			
Transfer of specific grants to Area Based Grant	-2,302	0	0
<b>Cost Neutral Changes incl Budget Transfers</b>			
Changes in Depreciation Charges	2,381	0	0
Changes in Deferred Charges	9,390	0	0
Changes in Grant on Deferred Charges	-7,439	0	0
Changes in Debt Management Expenses	-22	0	0
Changes in Grant and Contributions Deferred	1,573	0	0
Budget Transfers re Finance Leases	-84	0	0
Budget Transfers re Office Accommodation	-510	0	0
<b>Cash Limited Budget</b>	<b>-14,193</b>	<b>-10,944</b>	<b>-10,787</b>



## Appendix A3

## Corporate Affairs Overview &amp; Scrutiny Panel - Property Services

<b>2009-12 Revenue Budget Estimates</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>2008-09 Original Budget</b>	<b>3,490</b>	<b>3,419</b>	<b>3,497</b>
<b>Adjustments to Base</b>			
<i>(including)</i>			
Additional Cost Pressures (see Appendix B)	216	78	81
Budget Savings (see Appendix B)	-150	0	0
Sub-total	3,556	3,497	3,578
<b>Budgetary Planning Uplift</b> (difference between sub-total above and 2008-09 Original Budget)	66	78	81
<b>Cost Neutral Changes incl Budget Transfers</b>			
Changes in Depreciation Charges	-342	0	0
Changes in Grant and Contributions Deferred	-22	0	0
Budget Transfers re Office Accommodation	227	0	0
<b>Cash Limited Budget</b>	<b>3,419</b>	<b>3,497</b>	<b>3,578</b>

## Revenue Budget Planning - Spending Pressures and Savings 2009-12

## Corporate Affairs Overview &amp; Scrutiny Panel - Chief Executive's

Ref	Description of cost pressures or service improvement - shown against the key driver	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
<b>COST PRESSURES AND SERVICE IMPROVEMENTS</b>					
	<b>Basic Inflation - Pay</b>	401	408	410	
	<b>Basic Inflation - Prices</b>	249	249	251	
	<b>Additional Inflation - Pay</b>				
	Local Government Pension Scheme	153	154	156	
	Coroners Pay	35	0	0	
	<b>Additional Inflation - Prices</b>				
	<b>Sub Total Inflation</b>	<b>838</b>	<b>811</b>	<b>817</b>	
	<b>Government/Legislative requirements</b>				
	Elections (one-off)	605	0	0	
	<b>Sub Total Legislative</b>	<b>605</b>	<b>0</b>	<b>0</b>	
	<b>Demand/Demographic</b>				
	Coroners: increase in caseload (14%)	127	0	0	
	Coroners: relocation of Greater Norwich Office	25	0	0	
	Chief Executive: Kings Lynn Registration Office	25	0	0	
	<b>Sub Total Demographics</b>	<b>177</b>	<b>0</b>	<b>0</b>	
	<b>Costs specific to meeting service strategies and improvements</b>				
	Equality and Cohesion	30	0	0	
	<b>Sub Total Service Improvement</b>	<b>30</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL COST PRESSURES AND SERVICE IMPROVEMENT</b>	<b>1,650</b>	<b>811</b>	<b>817</b>	
Ref	Proposed action	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
<b>Savings that do not impact on current policy</b>					
	Chief Executive: withhold price inflation	-225	-63	0	Over time may be some reduction in capacity to meet service demands
	Chief Executive: holding vacant posts in Chief Executive's	-51	-52	0	Marginal reduction in capacity but should not adversely effect performance
	Chief Executive: increased Registrars fee income	-8	-8	0	Should not impact on NCC objectives or performance
	Chief Executive: efficiency savings across service	-23	-23	0	Should spread the impetus across services and minimise impact on performance
	Chief Executive: Corporate Finance efficiencies from restructuring	-100	0	0	Marginal reduction in capacity but should not adversely effect performance
	Chief Executive: Customer Service Centre additional income	-30	0	0	Should not impact on NCC objectives or performance
	Use of Reserve for Election costs (one-off)	-605	0	0	Should not impact on NCC objectives or performance
	<b>TOTAL SAVINGS</b>	<b>-1,042</b>	<b>-146</b>	<b>0</b>	

## Revenue Budget Planning - Spending Pressures and Savings 2009-12

## Corporate Affairs Overview &amp; Scrutiny Panel - Finance General

Ref	Description of cost pressures or service improvement - shown against the key driver	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	<b>COST PRESSURES AND SERVICE IMPROVEMENTS</b>				
	Basic Inflation - Pay	83	84	86	
	Basic Inflation - Prices	-46	-47	-48	
	Additional Inflation - Pay				
	Local Government Pension Scheme	19	19	19	
	Additional Inflation - Prices				
	Additional insurance costs	600	100	100	
	<b>Sub Total Inflation</b>	<b>656</b>	<b>156</b>	<b>157</b>	
	<b>Costs specific to meeting service strategies and improvements</b>				
	Net interest payable / receivable	6,178	3,149	0	
	<b>Sub Total Service Improvement</b>	<b>6,178</b>	<b>3,149</b>	<b>0</b>	
	<b>TOTAL COST PRESSURES AND SERVICE IMPROVEMENT</b>	<b>6,834</b>	<b>3,305</b>	<b>157</b>	
Ref	Proposed action	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	<b>Savings that do not impact on current policy</b>				
	Corporate Procurement savings (previously listed under Chief Executive's)	-400	0	0	No impact on NCC objectives or performance expected
	Efficiencies - review of income budgets	-86	-56	0	Neutral impact on NCC objectives: should not impact on performance
	<b>TOTAL SAVINGS</b>	<b>-486</b>	<b>-56</b>	<b>0</b>	

## Revenue Budget Planning - Spending Pressures and Savings 2009-12

## Corporate Affairs Overview &amp; Scrutiny Panel - Property Services

Ref	Description of cost pressures or service improvement - shown against the key driver	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	<b>COST PRESSURES AND SERVICE IMPROVEMENTS</b>				
	Basic Inflation - Prices	76	78	81	
	<b>Sub Total Inflation</b>	<b>76</b>	<b>78</b>	<b>81</b>	
	<b>Costs specific to meeting service strategies and improvements</b>				
	Property Management: loss of incomes through sale of interest in Easton Quarry	140	0	0	
	<b>Sub Total Service Improvement</b>	<b>140</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL COST PRESSURES AND SERVICE IMPROVEMENT</b>	<b>216</b>	<b>78</b>	<b>81</b>	
Ref	Proposed action	2009-10 £k	2010-11 £k	2011-12 £k	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	<b>Savings that do not impact on current policy</b>				
	Property Management: rates saving on County Hall to meet property pressures	-150	0	0	Should not impact on NCC objectives or performance
	<b>TOTAL SAVINGS</b>	<b>-150</b>	<b>0</b>	<b>0</b>	

## Capital Priorities for Funding from Corporate Capital

### Corporate Affairs Overview & Scrutiny Panel

Capital Bid	Score	Profile of Capital Requirements £M		
		2009-10	2010-11	2011-12
Property Management: Corporate Minor Works 2011/12	38	-	-	1.220
Planning & Transportation: Recycling Centre Legal Compliance - Environmental Damage	37	0.277	2.688	-
Adult Social Services: Essential Improvements at HFEs 2009/10	37	0.417	-	-
Adult Social Services: Essential Improvements at HFEs 2010/11+	37	-	2.420	2.420
Property Management: Improvements to Office Accommodation, Priory House, King's Lynn	36	0.500	-	-
Cultural Services: Libraries Refurbishments 2009/10	36	0.196	-	-
Cultural Services: Libraries Refurbishments 2010/11+	36	-	0.196	0.196
Adult Social Services: Replacement Call Systems at HFEs	36	0.075	0.075	0.075
Cultural Services (NMAS): Gressenhall Farm & Workhouse - Eco-Buildings	34	0.048	0.095	-
Fire Service: New Norwich Fire Station - boat store & enhanced ICT	32	0.200	-	-
Chief Executive's: Asbestos Survey & Removal Programme	31	0.722	0.722	0.722
Fire Service: Four New Training Buildings - replacing existing drill towers	31	0.200	0.200	0.200
Office Accommodation: County Hall, Norwich - Office Accommodation Strategy - sixth floor	31	0.674	-	-
Planning & Transportation: Genome Analysis Centre	29	0.500	0.500	-
Cultural Services: St. George's Arts Centre, Great Yarmouth	28	0.500	0.100	0.150
Office Accommodation: County Hall, Norwich - refurbishment of the WC & kitchen facilities	25	0.210	-	-
Office Accommodation: Customer Access Enhancements, County Hall, Norwich	25	0.177	0.038	0.061
Property Management: Land Acquisition from Police in Aylsham	21	0.175	-	-
Planning & Transportation: Norwich Mile Cross Travellers' Site refurbishment	20	0.080	-	-
<b>Total:</b>		<b>4.951</b>	<b>7.034</b>	<b>5.044</b>

## **Summary of Service and Financial Planning 2009-12**

Report by the Director of Corporate Resources

This report provides Members with a summary of the budget proposals considered by all of the Overview and Scrutiny Review Panels at their January meetings. The Panel is asked to consider the contents of the report and feedback comments to inform Cabinet discussion at its meeting on 26<sup>th</sup> January 2009.

### **1. Background**

- 1.1 As part of setting the 2009-10 budget, all Overview and Scrutiny Panels Budget are considering Service and Financial Reports at their January meetings.

### **2. Budget Proposals**

- 2.1 This paper in Appendix A provides a summary of the budget proposals considered at Overview and Scrutiny Panels and details the budget proposals for each service in Appendix B.

### **3. Section 17 – Crime and Disorder Act**

- 3.1 There are no crime and disorder implications from this report.

### **4. Equality Impact Assessment**

- 4.1 There are no issues arising from this report.

### **Action Required**

- (i) The Overview and Scrutiny Panel is asked to consider the summary of the budget proposals in Appendix A and the detailed budget proposals in Appendix B
- (ii) The Overview and Scrutiny Panel is asked to feedback any comments to inform Cabinet at its meeting on 26<sup>th</sup> January 2009

SUMMARY OF JANUARY OVERVIEW AND  
SCRUTINY PANELS BUDGET PROPOSALS

<b>2009/10 Revenue Budget</b>	2009/10 Base Budget £m	Additional Costs £m	Savings £m	Base Adjustments £m	Cost Neutral Changes £m	2009/10 Budget £m
Children's Services	160.734	9.279	-5.135	-0.370	1.039	165.547
Adult Social Services	208.198	25.387	-19.228		-2.107	212.250
Planning and Transportation	64.358	3.974	-2.499		1.137	66.970
Environment and Waste Management	32.210	2.786			-0.374	34.622
Economic Development	1.840	0.035	-0.004		-0.151	1.720
Fire Service	30.864	1.084	-0.457		-0.206	31.285
Trading Standards	3.204	0.100	-0.020		0.065	3.349
Other Consumer Services	0.998	0.025			-0.001	1.022
Libraries and Information	13.409	0.484	-0.187		-0.772	12.934
Recreation and Grants	0.725	0.028	-0.010		-0.010	0.733
Norfolk Joint Museums	5.416	0.293	-0.190		-1.266	4.253
Norfolk Records Service	1.596	0.129	-0.061		-0.131	1.533
Adult Education	0.375	0.089	-0.083		-0.111	0.270
Chief Executive	33.259	1.650	-1.042		0.035	33.902
Property Services	2.859	0.067				2.926
Office Accommodation	0.198				-0.171	0.027
County Farms	0.019	0.006			0.112	0.137
Property Management	0.414	0.143	-0.150		-0.075	0.332
Finance General	-23.528	6.834	-0.486		2.987	-14.193
<b>TOTAL</b>	<b>£537.148m</b>	<b>£52.393m</b>	<b>-£29.552m</b>	<b>-£0.370m</b>	<b>£0.000m</b>	<b>£559.619m</b>

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

	2009/10	2010/11	2011/12
<b>CHILDREN'S SERVICES</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices, 6% School Transport)	£4.699	£4.841	£4.948
Increase in Local Government Employers Pension Contribution	£0.408	£0.412	£0.422
Service Level Agreements/Agency Agreements	£0.575	£0.383	£0.383
Public Law Outline	£0.661		
14-19 Machinery of Government changes transfer of responsibilities and reduction in LSC funding	£0.250	£0.266	£0.086
Developing capacity to manage Primary Capital Programme and Building Schools for the Future	£0.440	£0.274	-£0.210
Looked After Children – increased residential agency and foster care agency	£1.940		
Education Psychologists – national training subscription	£0.040		
Modern Social Care – shortfall on administrative realignment savings	£0.140		
Increased Office Accommodation costs	£0.126		
<b>Sub Total Additional Costs</b>	<b>£9.279</b>	<b>£6.176</b>	<b>£5.629</b>
<b><u>Budget Savings</u></b>			
Reduced Special Education Needs transport expenditure	-£0.340	-£0.320	
Efficiency savings on Home to School transport	-£0.780		
Efficiency savings in respect of extended rights to free travel	-£0.300		
Reduce Looked After Children costs	-£0.935		
Staff savings	-£0.305		
Children and Adolescent Mental Health Services restructuring	-£0.030		
Extended schools start up – additional grant funding available	-£0.400		
Maintain current level of carer grant and do not increase in line with funding increase	-£0.055		
Primary Schools Computing – efficiency savings	-£0.070		
Maximising use of Surestart grant funding	-£0.800		
Children's Fund – non-filing of vacant posts	-£0.120		



JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

Removal of Modern Social Care scanning costs	-£0.150		
Inflation saving relating to Area Based Grant	-£0.350		
Reduced legal costs due to reduction in activity	-£0.100		
Other budget savings	-£0.100		
Use of NEET related LPSA reward grant	-£0.200		£0.200
Removal of provision for early years revolving loans fund	-£0.100	£0.100	
Savings yet to be found		-£1.688	-£1.433
Sub Total Budget Savings	-£5.135	-£1.908	-£1.233
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.677		
* Deferred Charges	-£7.085		
* Grant on Deferred Charges	£7.546		
* Grant and Contributions Deferred	-£0.948		
Debt Management Expenses	£0.012		
Increase in Area Based Grant	£1.966		
Further budget disaggregation transfer from Adult Social Services mainly relating to premises	£0.188		
Budget Transfer regarding Office Accommodation Charges	£0.037		
Sub Total Cost Neutral Changes	£1.039		
<b><u>Base Adjustments</u></b>			
Student Finance	-£0.370	-£0.105	
Sub Total Base Adjustments	-£0.370		
<b>Total</b>	<b>£4.813</b>	<b>£4.163</b>	<b>£4.396</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

	2009/10	2010/11	2011/12
<b>ADULT SOCIAL SERVICES</b>	£m	£m	£m

<b>Additional Costs</b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£7.458	£7.636	
Increase in Local Government Employers Pension Contribution	£0.787	£0.795	
Potential increase in mileage rates paid to volunteer drivers	£0.020		
Estimated increase in utilities – gas, oil, electricity and water	£1.018		
Increase in costs of home care purchased from external providers following re-tendering exercise	£0.069		
Reduction in Preserved Rights Grant	£0.240	£0.201	
Demographic growth – Older People	£2.000	£2.000	
Increased cost packages – Older People	£0.749	£0.756	
Demographic growth – Physical Disability	£0.039	£0.036	
Increased cost packages – Physical Disability	£0.117	£0.118	
Demographic growth – Mental Health	£0.028	£0.026	
Learning Difficulties recurrent overspend from 2008-09, due to packages of care	£0.500		
Learning Difficulties make 2008-09 one off contribution recurring	£1.228		
Increase in NCC contribution to the Learning Difficulties Pooled Fund	£1.481		
Inflation on Learning Difficulties above the 2% general allowance	£0.885		
Transition of people with Learning Difficulties from Children's Services to Adult Social Services	£2.600		
Learning Difficulties Panel Decisions, new services less people leaving the service	£2.720		
Full year effect of previous years Learning Difficulties Panel decision	£2.430		
Full year effect of re-provision of Burlingham Hose – Learning Difficulties	£0.750		
Aspergers Service – Learning Difficulties	£0.100		
Transition of people with physical disabilities from Children's Services to Adult Social Services – increase between years	£0.168		
<b>Sub Total Additional Costs</b>	<b>£25.387</b>	<b>£11.568</b>	

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

<b><u>Budget Savings</u></b>			
Increased in income to Norfolk Learning Difficulties Services from the Learning Difficulties Pooled Fund	-£3.129		
Modern Social Care/Assessment and Care Management Review Savings	-£1.500		
Priority Based Budgeting exercise in Learning Difficulties	-£6.856		
Recalculation of overall inflation required	-£2.000	-£2.000	
Savings from continued externalisation of home support services	-£0.821	-£0.719	
Savings from Day Opportunities project	-£0.500		
Demand management (non-Learning Difficulties) – ie reduction in Purchase of Care budgets	-£4.422	-£2.481	
Sub Total Budget Savings	-£19.228	-£5.200	
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.357		
* Deferred Charges	-£3.272		
* Grant on Deferred Charges	£1.770		
* Grant and Contributions Deferred	-£0.048		
Increase in Area Based Grant	£0.261		
Budget Transfer regarding Local Involvement Networks to Chief Executives	-£0.344		
Budget Transfer regarding Norfolk Home Call function to Trading Standards	-£0.070		
Further budget disaggregation transfer to Children's Services mainly relating to premises	-£0.188		
Budget Transfer regarding Office Accommodation Charges	£0.141		
Sub Total Cost Neutral Changes	-£2.107		
<b>Total</b>	<b>£4.052</b>	<b>£6.368</b>	

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

	2009/10	2010/11	2011/12
<b>PLANNING AND TRANSPORTATION</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.978	£0.990	£1.002
Increase in Local Government Employers Pension Contribution	£0.143	£0.143	£0.143
Additional Highways Maintenance Inflation	£0.600	£0.600	£0.600
Highways Maintenance inflation – fuel increase	£0.150		
Passenger Transport inflation	£0.240	£0.080	
Street Lighting energy costs	£0.200	£0.600	
Traffic Lights energy costs	£0.120		
Public Transport cost pressures			£1.035
Section 38	£0.145		
Section 106	£0.101		
Increase Highways Assets by Adoption	£0.050	£0.050	£0.051
NDR examinations in public – expert witnesses	£0.050		
Minerals and Waste LDF	£0.250		
Site inspection fees reduction	£0.027		
EERA income ceasing	£0.020		
Great Yarmouth 3 <sup>rd</sup> River Crossing fees	£0.050	-£0.350	
Feasibility studies	£0.500		
Rangers/Street Scene improvements		£0.350	£0.350
Civil Parking enforcement	£0.350		
Sub Total Additional Costs	£3.974	£2.463	£3.181
<b><u>Budget Savings</u></b>			
A change of Park & Ride fare structure to align with NATS strategy	-£0.140		
Accept concessionary bus passes at Park and Ride sites	-£0.016		
Eliminate Park & Ride deficit by 2011 – contingent on contract re let			-£1.635
Reduction in subsidy for local bus services	-£0.316		
Passenger Transport Group – LPSA reward grant	-£0.300		
Road Safety – LPSA reward grant	-£0.330		

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

Reduction in Highways Maintenance	-£1.397		
Savings to be identified		-£0.952	
Sub Total Budget Savings	-£2.499	-£0.952	-£1.635
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	£1.458		
* Grant and Contributions Deferred	-£0.378		
Debt Management Expenses	£0.011		
Increase in Area Based Grant	£0.075		
Budget Transfer regarding Office Accommodation Charges	-£0.029		
Sub Total Cost Neutral Changes	£1.137		
<b>Total</b>	<b>£2.612</b>	<b>£1.511</b>	<b>£1.546</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>ENVIRONMENT AND WASTE MANAGEMENT</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.477	£0.483	£0.489
Increase in Local Government Employers Pension Contribution	£0.069	£0.069	£0.069
Landfill Directive New Treatment Contract (Contract A)		£1.960	
Contract A – per business caser		£4.116	£0.546
Waste Disposal Landfill Tax HMG budget increase	£1.200	£1.200	
Waste Treatment and Disposal	£1.040	£1.040	
Waste Disposal Landfill Tax HMG budget increase – included in Contract A		-£1.200	
Waste Treatment and Disposal – included in Contract A		-£1.040	
Dereham HWRC		£0.400	
Sub Total Additional Costs	£2.786	£7.028	£1.104

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	£0.137		
* Deferred Charges	-£1.035		
* Grant on Deferred Charges	£0.500		
* Grant and Contributions Deferred	£0.024		
Sub Total Cost Neutral Changes	-£0.374		
<b>Total</b>	<b>£2.412</b>	<b>£7.028</b>	<b>£1.104</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>ECONOMIC DEVELOPMENT</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.034	£0.034	£0.034
Increase in Local Government Employers Pension Contribution	£0.001	£0.001	£0.001
Sub Total Additional Costs	£0.035	£0.035	£0.035
<b><u>Budget Savings</u></b>			
Reduction in Operating Plan	-£0.004	-£0.004	-£0.004
Sub Total Budget Savings	-£0.004	-£0.004	-£0.004
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	£0.321		
* Deferred Charges	£1.418		
* Grant on Deferred Charges	-£1.758		
* Grant and Contributions Deferred	-£0.133		

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

Debt Management Expenses	£0.001		
Sub Total Cost Neutral Changes	-£0.151		
<b>Total</b>	<b>-£0.120</b>	<b>£0.031</b>	<b>£0.031</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>FIRE SERVICE</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.628	£0.642	£0.656
Contract Charges	£0.072	£0.075	£0.075
Increase in Local Government Employers Pension Contribution	£0.031	£0.032	£0.032
Legacy of 2003 pay agreement – uniformed staff	£0.030		
Exceptional inflation – Derv	£0.063		
Exceptional inflation – Gas and Electricity	£0.202		
National FRS Diversity Strategy	£0.033		
Community fire protection – special premises audit	£0.025		
Leasing – Fire Appliances and ICT Structure renewals		£0.152	£0.164
Domestic Violence and Anti-social Behaviour Co-ordinators – Loss of Grants		£0.160	
Sub Total Additional Costs	£1.084	£1.061	£0.927
<b><u>Budget Savings</u></b>			
Training Course reductions – suspend some non safety critical training	-£0.018		
Training equipment savings – defer purchase of some equipment	-£0.017		
National competition fees – cease participation in national competitions	-£0.005		
ICT – Radio licence and maintenance – transition to Airwave national scheme	-£0.043		

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

Staff saving – uniformed trainer – full time to part time	-£0.035		
Reduced recruitment costs	-£0.024		
Staff saving – commercial training – full time to casual	-£0.027		
Efficiency savings	-£0.031		
Staff saving through self service scheme re travel bookings	-£0.009		
Removal of one-off set up costs in 2008-09 for water rescue service	-£0.248		
Savings to be identified		-£0.186	-£0.052
Sub Total Budget Savings	-£0.457	-£0.186	-£0.052
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.267		
* Deferred Charges	£0.250		
* Grant on Deferred Charges	-£0.250		
Budget Transfer regarding Office Accommodation Charges	£0.061		
Sub Total Cost Neutral Changes	-£0.206		
<b>Total</b>	<b>£0.421</b>	<b>£0.875</b>	<b>£0.875</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>TRADING STANDARDS</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.071	£0.073	£0.076
Increase in Local Government Employers Pension Contribution	£0.029	£0.030	£0.031
Sub Total Additional Costs	£0.100	£0.103	£0.107
<b><u>Budget Savings</u></b>			
Vacancy management	-£0.020	-£0.023	-£0.027
Sub Total Budget Savings	-£0.020	-£0.023	-£0.027



JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
Budget Transfer regarding Norfolk Homecall Scheme from Adult Social Services	£0.070		
Budget Transfer regarding Office Accommodation Charges	-£0.005		
Sub Total Cost Neutral Changes	£0.065		
<b><u>Base Adjustments</u></b>			
Transfer of DEFRA grant funding to RSG in 2011-12			£0.138
Sub Total Base Adjustments			£0.138
<b>Total</b>	<b>£0.145</b>	<b>£0.080</b>	<b>£0.218</b>

	2009/10	2010/10	2011/12
<b>OTHER CONSUMER SERVICES</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.022	£0.022	£0.022
Increase in Local Government Employers Pension Contribution	£0.003	£0.003	£0.003
Sub Total Additional Costs	£0.025	£0.025	£0.025
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
Budget Transfer regarding Office Accommodation Charges	-£0.001		
Sub Total Cost Neutral Changes	-£0.001		
<b>Total</b>	<b>£0.024</b>	<b>£0.025</b>	<b>£0.025</b>

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

	2009/10	2010/11	2011/12
<b>LIBRARIES AND INFORMATION</b>	£m	£m	£m
<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.257	£0.257	£0.257
Increase in Local Government Employers Pension Contribution	£0.061	£0.061	£0.061
Additional premises running costs (utilities)	£0.155	£0.073	£0.073
New Wymondham Library revenue consequences	£0.011		
Sub Total Additional Costs	£0.484	£0.391	£0.391
<b><u>Budget Savings</u></b>			
Service efficiencies including increased electronic processing	-£0.100	-£0.050	
Efficiencies from delivery vehicle rationalisation	-£0.030		
Withhold inflation to stock fund	-£0.025		
Withhold inflation for ICT budgets	-£0.012		
Transport lease funding no longer required	-£0.020		
Savings yet to be found		-£0.044	-£0.094
Sub Total Budget Savings	-£0.187	-£0.094	-£0.094
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.801		
* Grant and Contributions Deferred	-£0.001		
Debt Management Expenses	-£0.001		
Budget Transfer of Finance Leases to Finance General	-£0.012		
Budget Transfer regarding Office Accommodation Charges	£0.043		
Sub Total Cost Neutral Changes	-£0.772		
<b>Total</b>	<b>-£0.475</b>	<b>£0.297</b>	<b>£0.297</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

JANUARY OVERVIEW AND SCRUTINY  
PANELS BUDGET PROPOSALS

	2009/10	2010/11	2011/12
<b>RECREATION &amp; GRANTS</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.016	£0.016	£0.016
Increase in Local Government Employers Pension Contribution	£0.002	£0.002	£0.002
Transfer budget to Record Office	£0.010		
<b>Sub total service strategies</b>	<b>£0.028</b>	<b>£0.018</b>	<b>£0.018</b>
<b><u>Budget Savings</u></b>			
Withhold inflation allowance to arts and cultural grants	-£0.010		
Sub Total Budget Savings	-£0.010		
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
Budget Transfer of Arts and Cultural Grants budget saving to the Record Office	-£0.010		
Sub Total Cost Neutral Changes	-£0.010		
<b>Total</b>	<b>£0.008</b>	<b>£0.018</b>	<b>£0.018</b>

	2009/10	2010/11	2011/12
<b>MUSEUMS</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.091	£0.091	£0.091
Increase in Local Government Employers Pension Contribution	£0.028	£0.028	£0.028
Additional premises running costs (utilities)	£0.113	£0.030	£0.030
Continue free school admissions to Museums	£0.046		

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Replacements and estates management at Gressenhall Farm and Workhouse	£0.015		
Committed costs met from reserves in prior years		£0.029	
Sub Total Additional Costs	£0.293	£0.178	£0.149
<b><u>Budget Savings</u></b>			
Catering efficiencies	-£0.010		
Charge of overhead to Renaissance in Regions	-£0.040		
Withhold inflation to budgets	-£0.009		
Gressenhall rates provision no longer required	-£0.035		
Increased income from leasing GY museums	-£0.011		
Security savings at Norwich Castle	-£0.010		
Transfer from reserves	-£0.029		
Savings yet to be found re School's Admissions	-£0.046		
Savings yet to be found – future years		-£0.075	-£0.046
Sub Total Budget Savings	-£0.190	-£0.075	-£0.046
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£1.282		
* Deferred Charges	£0.369		
* Grant on Deferred Charges	-£0.369		
* Grant and Contributions Deferred	-£0.036		
Debt Management Expenses	-£0.002		
Office Accommodation	£0.054		
Sub Total Cost Neutral Changes	-£1.266		
<b>Total</b>	<b>-£1.163</b>	<b>£0.103</b>	<b>£0.103</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

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	2009/10	2010/11	2011/12
<b>RECORDS</b>	£m	£m	£m
<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.033	£0.033	£0.033
Increase in Local Government Employers Pension Contribution	£0.010	£0.010	£0.010
Additional premises running costs (utilities)	£0.086	£0.014	£0.014
Committed costs met from reserves in prior years		£0.051	
Sub Total Additional Costs	£0.129	£0.108	£0.057
<b><u>Budget Savings</u></b>			
Transfer from reserves	-£0.051		
Saving from transfer of Arts and Cultural Grants budget saving	-£0.010		
Savings yet to be found		-£0.071	-£0.020
Sub Total Budget Savings	-£0.061	-£0.071	-£0.020
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.144		
* Grant and Contributions Deferred	£0.003		
Budget Transfer of Arts and Cultural Grants budget saving to the Record Office	£0.010		
Sub Total Cost Neutral Changes	-£0.131		
<b>Total</b>	<b>-£0.063</b>	<b>£0.037</b>	<b>£0.037</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

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	2009/10	2010/11	2011/12
<b>ADULT EDUCATION</b>	£m	£m	£m
<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.022	£0.022	£0.022
Increase in Local Government Employers Pension Contribution	£0.048	£0.048	£0.048
Additional premises running costs (utilities)	£0.019	£0.005	£0.005
Sub Total Additional Costs	£0.089	£0.075	£0.075
<b><u>Budget Savings</u></b>			
Service efficiency programme	-£0.083	-£0.069	-£0.069
Sub Total Budget Savings	-£0.083	-£0.069	-£0.069
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.048		
* Deferred Charges	-£0.035		
* Grant and Contributions Deferred	-£0.034		
Budget Transfer regarding Office Accommodation Charges	£0.006		
Sub Total Cost Neutral Changes	-£0.111		
<b>Total</b>	<b>-£0.105</b>	<b>£0.006</b>	<b>£0.006</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

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	2009/10	2010/11	2011/12
<b>NORFOLK GUIDANCE SERVICE</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.001	£0.001	£0.001
Increase in Local Government Employers Pension Contribution	£0.003	£0.003	£0.003
Sub Total Additional Costs	£0.004	£0.004	£0.004
<b><u>Budget Savings</u></b>			
Service efficiencies	-£0.004	-£0.004	-£0.004
Sub Total Budget Savings	-£0.004	-£0.004	-£0.004
<b>Total</b>	<b>£0.000</b>	<b>£0.000</b>	<b>£0.000</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>CHIEF EXECUTIVE (including Finance, E-Service &amp; Efficiency, Customer Access)</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.650	£0.657	£0.661
Increase in Local Government Employers Pension Contribution	£0.153	£0.154	£0.156
Coroners pay	£0.035		
Elections (one-off)	£0.605		
Coroners: increase in caseload	£0.127		
Coroners: relocation of Greater Norwich office	£0.025		
Chief executive: King's Lynn Registration Office	£0.025		
Equality and Cohesion	£0.030		
Sub Total Additional Costs	£1.650	£0.811	£0.817

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<b><u>Budget Savings</u></b>			
Withhold price inflation (mainly be reviewing IT contracts)	-£0.225	-£0.063	
Holding vacant posts – Chief Executive’s	-£0.051	-£0.052	
Increased registrars fee income	-£0.008	-£0.008	
Chief Executive: efficiency savings across services	-£0.023	-£0.023	
Chief Executive: Corporate Finance efficiencies from restructuring	-£0.100		
Chief Executive: Customer Service Centre additional income	-£0.030		
Use of Reserve for Election costs (one-off)	-£0.605		
Sub Total Budget Savings	-£1.042	-£0.146	
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.379		
Debt Management Expenses	£0.001		
Budget Transfer of Finance Leases to Finance General	£0.096		
Budget Transfer regarding Local Involvement Networks to Chief Executives	£0.344		
Budget Transfer regarding Office Accommodation Charges	-£0.027		
Sub Total Cost Neutral Changes	£0.035		
<b>Total</b>	<b>£0.643</b>	<b>£0.665</b>	<b>£0.817</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2009/10	2010/11	2011/12
<b>PROPERTY SERVICES</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.067	£0.069	£0.072
Sub Total Additional Costs	£0.067	£0.069	£0.072
<b>Total</b>	<b>£0.067</b>	<b>£0.069</b>	<b>£0.072</b>



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	2009/10	2010/11	2011/12
<b>OFFICE ACCOMMODATION</b>	£m	£m	£m

<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.186		
* Grant and Contributions Deferred	-£0.001		
Budget Transfer regarding Services Office Accommodation	£0.016		
Sub Total Cost Neutral Changes	-£0.171		
<b>Total</b>	<b>-£0.171</b>		

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	2009/10	2010/11	2011/12
<b>COUNTY FARMS</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.006	£0.006	£0.006
Sub Total Additional Costs	£0.006	£0.006	£0.006
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	£0.066		
Budget Transfer regarding Office Accommodation Charges	£0.046		
Sub Total Cost Neutral Changes	£0.112		
<b>Total</b>	<b>£0.118</b>	<b>£0.006</b>	<b>£0.006</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

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	2009/10	2010/11	2011/12
<b>PROPERTY MANAGEMENT</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.003	£0.003	£0.003
Loss of income through sale of interest in Easton Quarry	£0.140		
Sub Total Additional Costs	£0.143	£0.003	£0.003
<b><u>Budget Savings</u></b>			
Rates saving on County Hall to meet property pressures	-£0.150		
Sub Total Budget Savings	-£0.150		
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	-£0.222		
* Grant and Contributions Deferred	-£0.021		
Budget Transfer regarding Office Accommodation Charges	£0.168		
Sub Total Cost Neutral Changes	-£0.075		
<b>Total</b>	<b>-£0.082</b>	<b>£0.003</b>	<b>£0.003</b>

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	2009/10	2010/11	2011/12
<b>FINANCE GENERAL</b>	£m	£m	£m

<b><u>Additional Costs</u></b>			
Pay and Price Increases (2.25% Pay, 2% Prices)	£0.037	£0.037	£0.038
Increase in Local Government Employers Pension Contribution	£0.019	£0.019	£0.019
Additional insurance costs	£0.600	£0.100	£0.100

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Net interest payable/receivable	£6.178	£3.149	
Sub Total Additional Costs	£6.834	£3.305	£0.157
<b><u>Budget Savings</u></b>			
Corporate procurement savings	-£0.400		
Finance General efficiencies – review of income	-£0.086	-£0.056	
Sub Total Budget Savings	-£0.486	-£0.056	
<b><u>Cost Neutral Changes, i.e. which do not impact on the overall Council Tax</u></b>			
* Capital Accounting Charges	£2.381		
* Deferred Charges	£9.390		
* Grant on Deferred Charges	-£7.439		
* Grant and Contributions Deferred	£1.573		
Debt Management Expenses	-£0.022		
Budget Transfer of Finance Leases from Departments	-£0.084		
Budget Transfer re Increase in Area Based Grant	-£2.302		
Budget Transfer regarding Office Accommodation Charges	-£0.510		
Sub Total Cost Neutral Changes	£2.987		
<b>Total</b>	<b>£9.335</b>	<b>£3.249</b>	<b>£0.157</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

## **Strategic Ambitions Reserve – Update Report**

Report by the Director of Corporate Resources and Head of Finance

**This paper reports on the latest position on the use of the Strategic Ambitions Reserve (previously called Invest to Improve/Save Reserve) and sets out the criteria for approving funding from the Reserve**

### **1. Background**

- 1.1. At the meeting of 12<sup>th</sup> November 2008, Members of the Corporate Affairs Review Panel asked that a report on the criteria for approving funding from the Reserve and current position of the Strategic Ambitions Reserve be presented to the January meeting.
- 1.2. This report sets out the latest position, details of the individual projects and schemes supported through use of the Reserve and the criteria and process for approving new allocations.

### **2. Principles for use of the Strategic Ambitions Reserve**

- 2.1. The creation of the Strategic Ambitions Reserves was approved by Cabinet on 5<sup>th</sup> March 2007, and was previously called the Invest to Improve/Save Reserve. The aim of the Reserve has been to utilise the fund to deliver the Council's aspirations for Norfolk and therefore, in line with this objective has recently been renamed the Strategic Ambitions Reserve. The initial funding for the Reserve and context for its creation was set out in a report to Corporate Affairs Review Panel on 23<sup>rd</sup> July 2008. Alongside this overriding objective the criteria for its use is that funding is largely one-off (This can be over more than one financial year) and that the schemes must deliver one of the following:
  - Save money
  - Meet improvement targets
  - Improve the chances of additional development funding

### **3. How are decisions made?**

- 3.1. Proposals for accessing funds from the Strategic Ambitions Reserve can come from Chief Officers or from external organisations.
- 3.2. With regard to proposals from Chief Officers, these must be accompanied by a business case, which details the benefits, costs and why the funding should come from the Strategic Ambitions Reserve.

- 3.3. The County Council also receives funding requests from external organisations and, where appropriate, these will be considered against the criteria in paragraph 2.1 above.
- 3.4. Cabinet on 9<sup>th</sup> July 2007 delegated responsibility to the Leader of the Council to take decisions on future allocations from the Reserve, although in some cases the Leader will consult with other Group Leaders before making a decision. Decisions taken by the Leader are subsequently reported to this Panel and Cabinet.

#### **4. Use of Strategic Ambitions Reserve**

- 4.1. Details of agreed funding of specific improvement was provided to this Panel at its meeting of 23<sup>rd</sup> July 2008. The latest position is shown below.

<b><u>Strategic Ambitions Reserve</u></b>	<b>£m</b>
<u>Funding</u>	
Local Authority Business Growth Initiative (LABGI) Grant received in 2006/07	2.050
LABGI Grant received in 2007/08	0.658
Additional LABGI Grant for 2005-08	<u>1.619</u>
	<b>4.327</b>
 <u>Expenditure in 2007/08</u>	
Children's Services Family Group Conferencing	0.137
Adult Social Services Capacity for Project Management for efficiency/change	0.150
Chief Executive – improving diversity and equality	<u>0.135</u>
	<b>0.422</b>
 Balance at 31 <sup>st</sup> March 2008	<hr/> <b>3.905</b> <hr/>
 <u>Expenditure in 2008/09</u>	
Support Services Review	0.392
Carbon Management Programme	0.200
Heritage Economic and Regeneration Trust (HEART) Contribution	0.025
Economic Development	0.400
UEA and Norwich Swimming Club	0.025
St Georges Business Plan	0.030
Campaign to dual the A11	0.050
Post Office support scheme	0.025
Green Quay – The Wash Discovery Centre	<u>0.015</u>
	<b>1.162</b>
 Balance at 31 <sup>st</sup> December 2008	<hr/> <b>2.743</b> <hr/>

Existing commitments not yet drawn down from the Reserve

PC Refresh Programme	0.600
UEA and Norwich Swimming Club in 2009/10	0.025
Green Quay – Wash Discovery Centre in 2009/10	0.015
Support Services Review – earmarked	0.608
HEART Contribution in 2009/10	0.025
Post Office support scheme – earmarked	0.025
	<hr/> <b>1.298</b>
Available balance to be reviewed by Cabinet on 26 <sup>th</sup> January 2009	<hr/> <b>1.445</b>

- 4.2. The ongoing position of the reserve and any variations is reported in the regular finance monitoring reports to this Panel and Cabinet. Although not directly linked to the budget setting process, Cabinet may consider how to use some of the available balance of £1.445m as part of the 2009/10 budget on 26<sup>th</sup> January 2009.

## 5. Resource Implications

- 5.1 **Finance:** The Strategic Ambitions Reserve has been funded from additional Local Area Business Growth Initiatives grant. It is intended that the contribution from the fund towards the PC Refresh will be repaid in future years. The position of the reserve is monitored and reported to this Panel and Cabinet in line with the budget monitoring timetable.

## 6. Other Implications

- 6.1 **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.

## 7. Section 17 – Crime and Disorder Act

- 7.1 There are no specific implications for crime and disorder reduction.

## 8. Conclusion

- 8.1 The Invest to Save/Invest to Improve Reserve was renamed the Strategic Ambitions Reserve to reflect that the fund is used to promote and progress the Council's strategic ambitions. Invest to save schemes continue to be supported through the Reserve where investments support delivery of the strategic ambitions or service objectives.

- 8.2 There have been five new schemes approved for funding from the Reserve since the overall position was reported to this Panel in July 2008. These total £0.145m in 2008/09 and, after taking into account existing commitments, there is an unearmarked balance of £1.445m available for future use.
- 8.3 Projects must meet the original criteria agreed by Cabinet on 9<sup>th</sup> July 2007. Cabinet delegated responsibility to the Leader of the Council to agree to further improvement themes and to agree some specific approvals for funding from the Reserve.
9. **Action Required**
- 9.1 Overview and Scrutiny Panel members are asked to consider the content of this report.

## **Background Papers**

Corporate Improvement Agenda and Invest to Improve/Save Proposals – Cabinet 9<sup>th</sup> July 2007  
Integrated Performance and Finance Report – Cabinet 16<sup>th</sup> June 2008  
Invest to Improve/Save – Discussion Paper – Corporate Affairs Review Panel – 23<sup>rd</sup> July 2008

## **Officer Contact**

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## **Post-Election Induction Programme 2009**

Report from the Member Support and Development Advisory Group

### **Summary**

This report outlines the areas to be covered, along with a timetable for events for an induction programme post 2009 local elections.

If approved, further details of events will follow and a steering group will oversee the development of the programme.

### **1. Background**

- 1.1 The Member Support and Development Group (MSDAG) has agreed an induction strategy. This was drawn up in the context of the need to review and update the induction processes as identified in the action plan arising from the work on the Charter for Member Development.
- 1.2 The introduction of the strategy meant that it was possible to draw up a draft induction programme for consideration. Notwithstanding decisions still to be made regarding the local government review, the present position is that the next County Council elections will now take place on Thursday 4 June 2006, the same day as the EU elections.

### **2. Draft Programme**

- 2.1 The terms of reference of MSDAG require it to present a draft induction programme to this Overview & Scrutiny Panel for approval. The induction programme consists of a variety of approaches, including seminars and presentations, workshops, tours and visits, e-learning and written briefings. Events will be scheduled to take into account that members will have different circumstances in terms of their availability.
- 2.2 MSDAG considers that the following areas need to be covered at an early stage after the election:-
  - Code of Conduct and Standards issues
  - The role of Members and the Council's decision-making structures
  - Overview and Scrutiny general processes and arrangements
  - Practical issues – IT, Allowances, Member Support, Learning and Development, Personal Development Plans (PDPs), etc
  - Training in planning procedures
- 2.3 The draft programme drawn up by MSDAG is as follows:-

Tuesday 9 June (evening) – The Role of Members and the Council's Decision-Making Structures



Wednesday 10 June (morning)– Repeat of The Role of Members and the Council's Decision-Making Structures

Weds 10 June – (afternoon) Code of Conduct and Standards Issues

Friday 12 June (a.m)– Overview and Scrutiny general processes and arrangements

Friday 12 June (p.m)– repeat of Code of Conduct and Standards

Monday 15 June (a.m) - Welcome by the Chief Executive and introductory briefing on strategic priorities, following the first meeting of the new Council.

Monday 15 June (p.m) repeat of 12 June Overview & Scrutiny session

Tuesday 16 June (a.m)- Fire & Community Protection Induction

Wednesday 17 June – (p.m) Children's Services Induction

Thursday 18 June (a.m) – Economic Development & Cultural Services Induction

Friday 19 June (a.m)– IT introductory Briefing for new members

Monday 22 June (a.m) -Adult Social Services Induction

Tuesday 23 June (p.m) - Corporate Affairs Induction

Wednesday 24 June (a.m) – Planning, Transportation, the Environment and Waste Induction

Friday 26 June - Planning Regulatory Training Day for Members of the Committee and Panel of Substitutes

Monday 29 June (a.m) – Repeat IT Introductory Briefing

Monday 29 June (evening) -Repeat of Code of Conduct and Standards

Tuesday 30 June (evening) – Practical Issues – Allowances, Member Support and Development, E. Learning, PDPs

Weds 1 July (evening) – Repeat IT Introductory Briefing

Friday 3 July (p.m) - Repeat IT Introductory Briefing

Tuesday 7 July (a.m) – Role of Cabinet Scrutiny Committee (prior to the Committee meeting)

Friday 10 July (a.m) – Repeat Practical Issues session

Friday 17 July – Joint Museums Committee Briefing (prior to meeting)

Friday 17 July - (a.m) – Introduction to Corporate Parenting

Monday 20 July (p.m) – Introduction to Local Government Finance

Friday 24 July (a.m) – Records Committee Briefing (prior to meeting)

Monday 27 July (a.m) - Partnership working/ County Strategic Partnership/LSPS/Local Area Agreement

2.4 It is suggested that during mid to late July and August a programme of tours and visits to key sites and facilities be arranged. This would include:-

- Archive Centre
- Museums
- Fire Stations and Training Centre
- Libraries
- Customer Information Centres
- Key planning/transport/development sites
- Adult Social Services district offices
- Children's Services sites
- Youth Offending Team area offices

2.5 During September, October and November, we would look to meet any specific IT development needs that have been identified for individual members, such as Word, Internet, File Management, etc. It is also suggested that some of the briefings held in June/July be repeated and that further, more targeted briefings be organised in areas such as:-

- Community leadership/the local member role
- Safeguarding Children
- Equality/Diversity/Community Cohesion
- Interface with the NHS
- Economic Development
- Trading Standards
- Risk and Performance Management
- Property and Commercial – (Norse Group)
- Customer Focus

2.6 In accordance with the Learning and Development Strategy, Personal Development Plan interviews will be offered to all Members during December, January and February. In addition, during the first 6 months in office, new members will be allocated an officer adviser to provide advice and guidance and to answer questions relating to how the Council operates. Finally, it is hoped that enough continuing members will have taken up the option of training to be mentors so that a mentoring service will be available to new members.

### 3. **Conclusion**

- 3.1 There are some key areas that need to be covered at an early stage in the new Council but experience has shown that there is a danger of overloading members with too much information in a short time period. The draft programme is an effort to try to achieve an appropriate balance. Whilst the early programme may appear to be quite intensive, it is worth noting that many of the events are repeat sessions (enabling a choice to be made), others will be repeated in the autumn and not all members are likely to need or wish to attend every event. The programme has also tried to offer a range of times for events, including some evening sessions, in order to better accommodate members' different circumstances. In addition, all candidates standing at the election will receive notification of the programme timetable.
- 3.2 If the programme is approved, further work will be done to flesh out the areas that are at present only given in outline, such as tours and visits. An inter-departmental officer steering group will be convened to carry out that work.

### 4. **Recommendation**

- 4.1 To approve the draft induction programme as proposed by MSDAG and as set out in this report.

5. **Human Rights:** There are no Human Rights implications.

### 6. **Equality Impact Assessment (EqIA):**

These proposals will have no 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.

### 8. **Risk Implications/Assessment**

- 8.1 There are no Risk Implications

### **Officer Contact**

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