

Corporate Affairs Overview & Scrutiny Panel

Date: **Wednesday 17 March 2010**
Time: **10.00am**
Venue: **Edwards Room, County Hall, Norwich**

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

Membership

Mr C Jordan (Chairman)

Mr M Brindle
Mr S Clancy
Mrs D Clarke
Mr B Collins
Mr J Dobson
Mr S Dorrington
Mr R Hanton
Mr M Hemsley
Mr M Langwade
Ms J Mickleburgh
Mr A Proctor
Mr R Smith
Mrs J Toms
Mrs C Walker
Mr A White
Mr T Williams

Cabinet Members (Non-Voting)

Mr B Borrett Corporate Affairs & Efficiency
Mr I Mackie Finance and Performance

Deputy Cabinet Members (Non-Voting)

Mr J Herbert Corporate Affairs

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

Jo Martin on 01603 223814
or email jo.martin@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 Wednesday 20 January 2010

(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 5pm on Friday 12 March 2010. 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.

Questions submitted in advance of publication of this agenda are listed below:

1. Question from Mr John Martin

The entire shareholding in Norse Group Ltd (Norse) is held by Norfolk County Council (NCC). Norse is the parent company of nineteen subsidiaries, delivering a wide range of services throughout the UK to the private sector as well as the public sector. Some 5,300 people are employed. It has an annual turnover of more than £155m. Despite this, its most recent accounts show an operating loss of over £2.75m. What is NCC, essentially a provider of vital public services in Norfolk, doing owning and locking up assets in this unwieldy loss-making

conglomerate particularly at a time when all of NCC's energies and resources should be concentrated on the provision of those services?

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 5pm on Friday 12 March 2010. Please submit your question(s) to the person named on the front of this agenda.

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

Items for Scrutiny

8. **South Norfolk Alliance (Local Strategic Partnership)** (Page **7**)
Report by the Chief Fire Officer which provides Members with the results of the questionnaire completed for the South Norfolk Alliance. The Panel is asked scrutinise the County Council's involvement in this partnership.
9. **Scrutiny - Shared Services** (Page **26**)
Report by the Chairman of the Shared Services Working Group which provides an update on recommendations reported to the Panel in January and details of the future work programme.
10. **Scrutiny - Review of the Council's Constitution** (Page **32**)
Report by the Chairman of the Constitution Working Group which sets out initial findings and recommendations.
11. **Forward Work Programme: Scrutiny** (Page **41**)
Report by the Director of Corporate Resources which asks Members to review and develop the programme for scrutiny

Items for Overview

12. **Chief Executive's Department Service Planning 2010-13** (Page **46**)
Report by the Director of Corporate Resources which sets out the main proposed activities within the Chief Executive's Department Service Plans and seeks the Panel's view prior to finalisation.
13. **Corporate Affairs Integrated Performance and Finance Monitoring Report for 2009/10** (Page **63**)
Report by the Director of Corporate Resources which sets out performance and finance monitoring information for the third quarter of 2009/10. The Panel is asked to consider whether any aspects require further scrutiny.

Conservative
Green Party
Liberal Democrat

Group Meetings

9.00am
9.00am
9.00am

Colman Room
Room 532
Room 504

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich NR1 2DH

Date Agenda Published: 9 March 2010



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Corporate Affairs Overview & Scrutiny Panel

Minutes of the Meeting Held on 20 January 2010

Present:

Mr C Jordan (Chairman)
Mr M Brindle
Mr S Clancy
Mrs D Clarke
Mr B Collins
Mr J Dobson
Mr R Hanton
Mr M Hemsley
Mr M Langwade
Ms J Mickleburgh
Mr A Proctor
Mr R Smith
Ms J Toms
Mr A White
Mr T Williams

Substitute Members Present:

Mrs D Irving

Cabinet Members Present:

Mr B Borrett Corporate Affairs and Efficiency

Deputy Cabinet Members Present:

Mr J Herbert Corporate Affairs

1. Apologies

Apologies were received from Mr S Dorrington (Mrs D Irving substituted), Mrs C Walker and Mr I Mackie.

2. Minutes

The minutes of the meeting held on 18 November 2009 were agreed as a correct record and signed by the Chairman.

3. Declarations of Interest

There were no declarations of interest.

4. Matters of Urgent Business

There were no matters of urgent business.

5. Public Question Time

There were no public questions.

6. Local Member Issues/Member Questions

There were no local member issues or Member questions.

7. Cabinet Member Feedback on Previous Review Panel Comments

There was no Cabinet Member Feedback.

8. Shared Services

8.1 The Panel received the annexed report (8) from the Shared Services Working Group.

8.2 Mr Smith, Chairman of the Scrutiny Working Group, thanked officers for their support in preparing the report and advised Members that the timescale for reporting was set as being one committee cycle so as to contribute to the current programme of action outlined in the Organisational Framework 2009-12 Report by the Leader, September 2009. As such, the views of the Working Group were a result of a 'quick dive' into this subject area and should be read in that context.

8.3 The Director of Corporate Resources and Cultural Services advised that a further report could be brought back to the Panel and it would be up to Members to decide whether they wished to look at other areas.

Resolved:

8.4 That the Shared Services Working Group be asked to produce a report, including a programme of work, to be presented to the next meeting of the Corporate Affairs Overview and Scrutiny Panel meeting on 17 March.

9. Forward Work Programme: Scrutiny

9.1 Members considered the outline programme for scrutiny and were advised that both the Sickness Absence and Constitution Scrutiny Working Groups would report back to the Panel at a later date.

9.2 The Director of Corporate Resources and Cultural Services said that Breckland, Broadland and Great Yarmouth Local Strategic Partnerships (LSPs) had already been scrutinised by the Panel and further LSP Reviews would be programmed into future Panel meetings.

Resolved:

9.3 Members agreed the scrutiny topics listed and reporting dates.

10. Duty to Respond to Petitions

10.1 Members received and considered the annexed report (10) by the Head of Democratic Services which set out the legal requirement for the Council to respond to petitions and also provide a facility for our residents to create and submit on-line petitions.

- 10.2 The Head of Democratic Services advised Members that officers had been working to an implementation date of 1st April 2010 which was the date set out in the draft order issued by the Government. However, last week the minister announced that the duty to promote democracy was to be shelved and in the same announcement stated that the Government would, at the end of February this year announce a revised implementation date for the duties relating to petitions. The DCLG could not give any indication of when the new date would be but had confirmed the implementation would not be 1st April 2010. In addition, it appeared likely that the duty to have an on line petitions facility would be phased in some time after the duty to respond is enacted. This was due to the fact that the vast majority of Councils had not made provision for this facility - unlike the County Council which has arrangements in place.
- 10.3 The Head of Democratic Services put forward two suggestions:
- That the Council could continue to work toward implementing both the revised petitions scheme and the on-line facility to the original timescale of 1st April.
 - That consideration of a scheme is deferred until the Government has issued the final regulations and guidance.
- 10.4 Ms Toms, Mr Brindle and Mrs Clarke all expressed concern that 5000 signatures would be required for each petition as this could leave members of the public disenchanted. The Head of Democratic Services advised Members that Government guidance suggested that the number of signatories should not be greater than 5% of the population (which would equate to 40000 signatories for Norfolk).
- 10.5 Following discussion, Mr Dobson proposed that implementation of the scheme should be deferred and that this should also be referred to the Constitution Working Group to ensure that provision for this is included in the Constitution. Mr White seconded the proposal.

Resolved:

- 10.6 To defer the implementation of the scheme until the Government has issued the final regulations and guidance.
- 10.7 To refer the Duty to Respond Petitions scheme to the Constitution Working Group for inclusion in the Constitution.

11. 2010/11 Member Learning and Development Programme

- 11.1 Members received and considered the annexed report (11) by the Head of Democratic Services which set out a suggested Member Learning and Development Plan for 2010/11.
- 11.2 The Head of Democratic Services said that personal development planning (PDP) sessions had been made available to all Members and these would enable Members to identify what additional personal development they required. There would also be continued IT training for Members which would be available year on year.

- 11.3 Mrs Clarke expressed her thanks to all the Officers involved in the post-election training programme which had proved incredibly helpful, especially to new Members.

Resolved:

- 11.4 To agree the list of proposed areas for “other member development needs” as set out in paragraph 2.2 of the report.

12. Service and Financial Planning 2010-13

- 12.1 Members received and considered the annexed report (12) by the Director of Corporate Resources and Cultural Services which provided the latest information on the revenue budget proposals and capital funding bids.

- 12.2 In response to questions, the Head of Corporate Accounting and Exchequer Services advised:

- The Government would announce the Finance Settlement 2010/11 today and this would be debated in Parliament in early February.
- Future reports would include a glossary of terms such as ‘cost neutral changes’. He advised that this referred to funds being moved between services and this had no impact on the overall cost to the County Council or Council Tax.
- That the £0.590m funding shortfall for the Overview and Scrutiny Panel would be included in the Cabinet Budget Report which was due to be published today.
- If the Cabinet decided that they wished to proceed with the Carbon and Energy Reduction Fund then funding for this scheme would be found through increased borrowing.

Resolved:

- 12.3 To note the prioritised bids for capital funding, as set out in the report.

13. Corporate Affairs Integrated Performance and Finance Monitoring Report for 2009/10

- 13.1 Members received and considered the annexed report (13) by the Director of Corporate Resources and Cultural Services which provided details of the revenue budget 2008/09 update, reserves and provisions and the capital programme 2009/10 update.

- 13.2 In response to questions, the Head of Corporate Accounting and Exchequer Services advised:

- Performance information had not been included in the report because updated information had not been available in time to present to the meeting. However, this information would be included in the report being presented to the 17 March Panel meeting.
- County Council election costs would be met through the Organisational Change Reserve. This had been agreed by County Council as part of the approval of the 2009-10 budget.

- The 2010-11 Budget Report to be received by the Cabinet on 25 January would propose an increase to the Organisational Change Reserve to meet the estimated costs arising from the Organisational Review.

Resolved:

- 13.3 To note progress against the Organisational Objectives set out in the County Council Plan that are covered by the Corporate Affairs Overview & Scrutiny Panel.

14. Draft Interim Disability Equality Scheme 2009-12

- 14.1 Members received the annexed report (14) by the Director of Corporate Resources and Cultural Services which set out the proposed arrangements for the development of the Council's second Disability Equality Scheme, involvement of disabled people and action plan.
- 14.2 In response to questions, the Corporate Equalities & Diversity Manager advised Members that the Interim Disability Equality Scheme had been produced in response to what disabled people and community groups had requested and consideration would now be given to how the pilot group could influence service improvement. Full engagement has taken place with all partners across the County. It was likely that there would be national interest in the pilot as work of this kind was very innovative and the County Council would be one of the first authorities to work with its residents in this way to improve equality and access for disabled people.
- 14.3 Members noted that the Disability Discrimination Act (DDA) Works would require £0.130m capital funding for three years from 2010-13 and questioned whether this would enable the authority to achieve what it should be achieving. In response, the Director of Corporate Affairs and Cultural Services advised that this related to DDA work required on Council owned buildings and the authority was now reaching completion of DDA compliance.

Resolved:

- 14.4 To note the work undertaken to refresh the County Council's Disability Equality Scheme and pilot.
- 14.5 That a progress update report on implementation of the pilot be received, prior to the final evaluation report.

15. Efficiency Savings Programme

- 15.1 Members received and considered the annexed report (15) by the Director of Corporate Resources and Cultural Services which provided a review of the progress against the Council's 2009-2010 efficiency targets developed within the budgeting process.
- 15.2 The Interim Head of Efficiency advised Members that the figures shown were assessed as cashable efficiency savings. Further work was planned to identify the non cashable savings being made by services. Members agreed that there had clearly been some good work done so far and that this should be carried forward.

The meeting closed at 10.55am.

Chairman



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South Norfolk Alliance (LSP)

Report by the Chief Fire Officer

Summary

This report provides Members with the results of the questionnaire completed for the South Norfolk Alliance (District Local Strategic Partnership) to enable them to scrutinise the involvement of the County Council in this Partnership.

The Chairman of South Norfolk Alliance (also Deputy Leader of South Norfolk Council) and the Chief Executive of South Norfolk Council will be attending the Panel meeting.

Recommendation:

Members are asked to consider whether any further scrutiny of this partnership is needed.

1. Background

- 1.1 At the meeting on 10 September 2008, Overview and Scrutiny Panel agreed that all partnerships falling within the remit of this Panel should be reviewed on a two year rolling basis. The Breckland LSP was reviewed by the Panel at the January and March 2009 meetings, Broadland Community Partnership was reviewed at the September 2009 meeting and Great Yarmouth LSP was reviewed at November 2009 meeting.
- 1.2 The next partnership to be reviewed as part of the rolling programme is South Norfolk Alliance and this report provides Members with information on the partnership to enable them to scrutinise it.
- 1.3 For information, the NCC 'team of three' for the South Norfolk Alliance are Roger Smith (Member), Richard Elliott (Chief Fire Officer) and Caroline Money (Area LSP Officer).

2. South Norfolk Alliance

- 2.1 Attached is a partnership questionnaire that has been completed for the South Norfolk Alliance. This questionnaire was discussed at the South Norfolk Alliance Board meeting on 17th February 2010.
- 2.2 The Chairman of South Norfolk Alliance (also Deputy Leader of South Norfolk Council) and the Chief Executive of South Norfolk Council will be attending the Panel meeting to give the Panel the opportunity to explore the Partnership with them.

3. Equality Impact Assessment (EqIA)

- 3.1 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

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

5. **Action Required**

- 5.1 The Overview and Scrutiny Panel is asked to consider and comment on the partnership questionnaire (Appendix A) and decide whether any further scrutiny of this partnership is needed.

Officer Contact

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

Officer Name	Tel No;	Email
Caroline Money	01603 228961	Caroline.money@norfolk.gov.uk



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PARTNERSHIP QUESTIONNAIRE

Part 1: Summary

1. Name of Partnership:	South Norfolk Alliance
Contact name:	Caroline Money
Position/Title:	Area LSP Officer (South Norfolk Alliance)
Telephone:	01603 228961
Email:	caroline.money@norfolk.gov.uk

<p>2. Main purpose of the Partnership:</p> <p><i>Please outline:</i></p> <ul style="list-style-type: none"> • Focus and key functions • An indication of scale (eg size of membership, number of volunteers, stakeholders) • The geographical area it serves • The size of the public it serves (eg approximate number of members of the public, inc. visitors) 	<p><i>(Alternatively, If you have an existing summary then please attach a copy)</i></p> <p>South Norfolk Alliance aims to:</p> <ul style="list-style-type: none"> • Improve the quality of life for those who live, work and visit South Norfolk, with the Alliance providing added value, where more and better results are achieved through collaboration. <p>Key Functions Include:</p> <ul style="list-style-type: none"> • Provide a vision for South Norfolk by developing the Sustainable Community Strategy for South Norfolk. • Identify needs of communities and individuals in South Norfolk. • Increase joint working and co-operation between organisations. • Develop new strategies and initiatives, which help to deliver the shared vision. • Streamline local partnerships, initiatives and plans. • Monitor and evaluate progress in achieving the priorities set out in the Sustainable Community Strategy. • Promote good news about South Norfolk and raise the profile of the area. • Provide effective ways for the community to contribute to the development of policies and services. • Undertake (and take regard of) community consultations and engagement activities • Oversee and direct the work of the five Neighbourhood SNAP meetings
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- Hold an annual conference to inform people about the work of South Norfolk Alliance and to consult on future activities. From this year, South Norfolk Youth Action will become part of South Norfolk Alliance by participating in the annual conference to ensure that young people have a greater opportunity to shape decisions that affect them.
- **South Norfolk Alliance currently has a Board of 17 Members:**
 - Cllr Martin Wilby (South Norfolk Council) Chairman
 - Cllr Roger Smith (Norfolk County Council) Vice-Chairman
 - Mr Richard Elliott (Chief Fire Officer) Fire Service and Community Safety
 - Mrs Sandra Dinneen (South Norfolk Council)
 - Supt Malcolm Cooke/Supt Mike Fawcett (Norfolk Constabulary)
 - Dr Bryan Heap/Mr Edward Libbey (NHS Norfolk)
 - Cllr Hedley Smith (South Norfolk Council) Community Neighbourhoods
 - Mr Chris Starkie (Shaping Norfolk's Future) Business Sector
 - Mr Tom Savory (Norfolk County Council) Children's Services
 - Ms Jane Bayliss (Norfolk County Council) Adult Social Services
 - Mr Brian Horner (Voluntary Norfolk) Voluntary Sector
 - Mr Jon Clemo (Norfolk Rural Community Council) Community Sector
 - Mr Barry Duffin (Town and Parish Council Representative)
 - Mr Steve Burns (Saffron Housing Trust)
 - Mrs Lesley Jones (Norfolk police Authority)
 - Name to be confirmed (Norfolk Probation Service)

SNA covers South Norfolk Council area and serves South Norfolk residents. with a population of around 120,000 people in a district covering 350 square miles, South Norfolk is bordered in the North by Norwich and in the South by the River Waveney and is characterised by historic market towns and villages.

South Norfolk Alliance engages with local people at the regular South Norfolk Action Panel (SNAP) consultation meetings. These SNAP meetings run under the auspices of South Norfolk Alliance and are based on South Norfolk's five neighbourhood areas:

- Eastern River Valleys

- Northern River Valleys
- Tas Valley
- Wymondham and the West
- The Waveney Valley

Each South Norfolk Alliance Board meeting receives a “SNAP Shot” report about issues brought up at the neighbourhood meetings to inform Board members of hot topics raised in recent months.

Board meetings are designed around the eight Local Area Agreement themes:

1. Thriving Economy
2. Improving Skills and Aspirations
3. Improving Housing
4. Environmental Sustainability
5. Stronger Communities
6. Safer Communities
7. Supporting Independence
8. Improving Health and Well-being

An hour of each Board meeting is set aside to receive a report about one of the LAA themes and then break into workshop discussion groups the aim of which is to agree a specific action for that theme, delivered in the name of South Norfolk Alliance. This action must be something additional, i.e. something, which is not being delivered by anyone else and must demonstrate how it achieves a measurable outcome for at least one of the LAA National Indicators.

South Norfolk Alliance Fund has recently been reviewed and the criteria rewritten to better support the action plans and to ensure that funding is targeted towards delivery linked to the Sustainable Community Strategy. Funding applications are now being developed, which will support projects that deliver the actions identified at Board meetings. This emphasises the link between decisions at Board level, action planning workshops and project delivery and ties the strategic Board with grass-roots initiatives.

South Norfolk Alliance contributed £64,000 towards the South Norfolk Council managed

	<p>Neighbourhood Fund, which has allocated £73,418 to community-run projects so far this financial year (with a further grants round before the end of the year). The Neighbourhood Fund supports Sustainable Community Strategy (SCS) priorities, including several village halls, sporting/leisure/arts activities and youth orientated initiatives including SNYA Radio.</p> <p>The Alliance is particularly pleased to report that it is on-course to achieve its National Indicator 155 target to provide 701 affordable houses in South Norfolk between 2008 and 2011. 526 homes have been provided so far.</p>									
3. Category How would you best categorise the primary purpose of the partnership?		Yes	No		Yes	No		Yes	No	
	Strategic		✓		Advisory and/or promotional					
	Service Delivery				Co-ordinate and/or organise activity					
	Other (please state):									
4. Legal status Is the partnership required by statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No		Yes	No	
	Statutory				In line with Government guidance			✓		
	Voluntary		✓		Other (please state)					
5. Funding How is the partnership funded (on the basis of the last financial year)?	Source			Amount			Amount as % of total funding			
	South Norfolk Council			£8,500 (Administration Costs)						
	2 nd homes monies			£96,032			50% of 2 nd homes monies and pro rata			
6. What is the total Budget		Yes	No		Yes	No		Yes	No	
	Less than £50,000			Between £50,000 & £250,000	✓		Over £250,000			

7. What is the term of any grant?		Yes	No		Yes	No		Please state below	
	1 Year only	✓		Annual			Other		
8. Will this funding continue in the future?	Comments: The allocation of second homes Monies is dependent upon NCC policy decisions.								
9. NCC's Resource contribution a) What is NCC's annual time commitment?	Councillor representatives		No. of people: 1		Days: 6				
	Officer representatives		No. of people: 2		Days: 12				
	Other		No. of people: 11		Days: 7				
b) What is NCC's annual contribution?	Financial: see above re 2 nd homes monies		Other? (eg use of facilities):						
10. Development a) Where do you think the partnership currently is in terms of its stage of development?	1. Forming (Very early stages)		Yes	No	3. Performing (Clear roles & responsibilities and achieving its objectives)			Yes	No
	2. Developing (Developing working practices)		Yes	No	4. Evaluating (Objectives achieved, reviewing impact)			Yes	No
b) Does the partnership have a	Yes	No	Comments: South Norfolk Alliance produced a new three-year Sustainable						

development plan and, if yes, are you happy to share it with us/attach a copy?	✓		<p>Community Strategy (SCS) in 2008. This is currently undergoing a refresh, which will involve a whole year of consultation aimed at involving local people in the development of the new strategy, due to be published in the spring of 2011.</p> <p>Delivery of the SCS is through the eight themed action plans developed as part of the Board meetings. These will be reviewed on an annual basis and each meeting receives an update of activities and progress against each theme.</p> <p>The Sustainable Community strategy for South Norfolk (Important Issues – local Action) can be downloaded from South Norfolk Council’s website:</p> <p>http://www.south-norfolk.gov.uk/community/2554.asp</p> <p>http://www.south-norfolk.gov.uk/community/media/SCS_2008-2018.pdf</p> <p>For a hard copy of the document, please contact the Partnership manager, Mark Bishop:</p> <p>mbishop@s-norfolk.gov.uk</p> <p>Telephone - 01508 533934</p>
c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>
	✓		<p>South Norfolk Alliance covers the whole South Norfolk District Council area and involves several stakeholders with varying priorities and budgets. The Alliance brings together partners from a wide range of interests including businesses, statutory organisations and the voluntary and community sector.</p>

<p>d) Who was involved in setting up the partnership?</p> <p><i>(For example, internal specialists such as Head of Law, Risk Team, etc, or any external specialists)</i></p>	<p>Comments:</p> <p>South Norfolk Council led the establishment of the Partnership, involving other partners in the early days, particularly in the development of the terms of reference and governance documents.</p> <p>The operation of the Alliance was reviewed in Summer 2009 when a consultant was brought in to facilitate two Board meeting workshops, which resulted in the new way of working where the meetings focus on LAA themes.</p>
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Part 2: Questionnaire

A. Rationale for the partnership	Comments
<p>Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?</p>	<p>Yes, copy attached.</p> <p>The “Long Stratton Compact” contains the articles for government of South Norfolk Alliance.</p> <p>A new Governance Handbook is currently being produced, which will contain the terms of reference for the Alliance and will incorporate the new way of working.</p>
<p>Is there a stated reason why the partnership exists and, if so, what is it?</p>	<p>The Long Stratton Compact states that the principle objectives of the Alliance shall be:</p> <ul style="list-style-type: none"> • To prepare, approve, publish and promote such strategies, plans and programmes as may be entrusted to it whether as LSP or by express delegation by South Norfolk District Council or Norfolk County Council whether acting jointly or separately. • To develop, commission and supervise the delivery of all such projects and schemes as may be agreed to carry forward the strategies, plans or programmes so approved; and • To discharge such other functions as may be assigned by the Council and/or by the NCC
<p>Does the partnership have agreed aims, and if so, what are they? <i>(Please attach a copy)</i></p>	<p>Yes</p> <p>The Terms of Reference state that the Aims of the Local strategic Partnership – South Norfolk Alliance are to:</p>

A. Rationale for the partnership	Comments
	<p>Improve the quality of life for those who live, work and visit South Norfolk, with the Alliance providing added value, where more and better results are achieved through collaboration.</p>
<p>Have the aims of the partnership been published and, if so, where?</p>	<p>Yes, South Norfolk Council website contains a specific page dedicated to the LSP.</p> <p>http://www.south-norfolk.gov.uk/democracy/339.asp</p>
<p>How do the partnership aims link to the County Council's 8 main objectives? <i>(Please see list below)</i></p>	<p>South Norfolk Alliance is committed to contributing towards all eight of the County Council's main objectives:</p> <p>Objective 1 - Continue to improve educational attainment and aim to help all children reach their full potential</p> <p>Objective 4 – Protect children from harm, support families and keep them together wherever possible</p> <p>Objective 5 – Support older people and vulnerable adults to live independently and to lead fulfilling and safe lives</p> <p>Objective 8 - Strengthen our contribution to reducing crime and disorder, and take steps to make local communities safer</p> <p>Objective 9 – Strengthen our contribution to road safety in Norfolk and help to reduce death and injuries on our roads</p> <p>Objective 12 - Reduce waste and improve recycling</p>

A. Rationale for the partnership	Comments
	<p>Objective 14 – Lead a strategic and co-ordinated approach to the development of the Norfolk economy, including improving travel, transport and information and communications technology (ICT)</p> <p>Objective 15 – Reduce deprivation in both rural and urban areas</p>

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	<p>Decisions are made by the Alliance Board at its bi-monthly meetings</p> <p>The Long Stratton compact and the Terms of Reference include protocols for delegation and governance of the LSP.</p>
How are decisions recorded?	South Norfolk Alliance minutes, which are publicly available through South Norfolk Council's SNA website page.
Who makes sure they are acted upon and who scrutinises them?	South Norfolk Alliance support team, led by Partnership Manager, Mark Bishop.
Is there an agreement on how these decisions will be reported back and who are they reported to?	<p>Yes</p> <p>Actions are recorded / minuted and progress is reported back to future Board meetings.</p>
Do members of the partnership meet at the times set out in the agreement?	Yes – meetings are scheduled throughout the year and held bi-monthly.
How are conflicts of interest resolved?	<p>Discussion usually leads to consensus at Board meetings.</p> <p>The NOLAN principles dictate how members discuss issues and declare any conflicting interests at the</p>

B. Governance arrangements	Comments
	<p>start of the meetings.</p> <p>A new Governance Handbook is being developed, which will include details of how conflicts of interest should be resolved.</p>
C. Added value	Comments
How does this partnership add value?	Working together on jointly agreed priorities, particularly on task and finish projects which provide tangible outcomes against LAA National Indicator priorities. Also by ensuring that the South Norfolk Alliance Fund is properly allocated towards priorities identified at neighbourhood level.
How do you demonstrate this added value to the public?	<p>Project delivery is key to adding value and the new way of working ensures that actions are outcome specific and linked to the LAA National Indicators, which are measurable and monitored.</p> <p>The Alliance communicated to the public through Press releases, the annual Alliance Conference, South Norfolk Alliance web page on South Norfolk Council website.</p>
D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	<p>New eligibility criteria for allocating South Norfolk Alliance funding has been agreed by partners. This ensures that funding is directed towards projects which deliver the Sustainable Community Strategy.</p> <p>The Alliance ensures value for money in the delivery of the Neighbourhood Fund, which delivers Sustainable Community Strategy priorities. In</p>

D. Value for Money	Comments
	<p>2009/2010 the fund has supported 52 projects across the five neighbourhood areas. Project costs have totalled £426,000 with £73,400 being provided from Neighbourhood Funding. £64,000 of South Norfolk Alliance Funding is contributed to the Neighbourhood Fund for 2009/10, which is administrated by South Norfolk Council.</p> <p>South Norfolk Alliance has been particularly successful at delivering National Indicator 155 targets towards increasing the number of affordable homes delivered. The goal is to provide 701 affordable homes between 2008 and 2011. We are on course to achieve this target with 526 affordable homes being provided so far and other projects in the pipeline.</p>
How is the public made aware of how the partnership achieves value for money?	Press releases, South Norfolk Alliance conference, South Norfolk Alliance web page on South Norfolk Council website. Plus through the links with the Community Neighbourhood working (South Norfolk Council) e.g. SNAPs

E. Performance Management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	Yes, contributes to Norfolk LAA outcomes and have Alliance Programme of Action, developed throughout the year and agreed at Board level.
Who reviews and reports progress and how often does this take place?	<p>Each action plan has a named key partner and named lead officer.</p> <p>The Partnership Manager ensures that the SNA Board meetings receive updates on current action plans with a report about progress against milestones.</p>

E. Performance Management	Comments
Are targets reviewed from time to time and, if yes, who by?	<p>Targets are reviewed on an on-going basis as each Board meeting. Overall progress is reported to the annual conference.</p> <p>New monitoring and project completion form have been developed, which help the Funding Officer report on actual achievements against those stated at the time of the application being made. This new protocol will also enable the Board to receive reports about what action has been carried out in its name.</p>
How does the partnership agree action on targets that are not likely to be met?	At Board meetings, based on evidence of need from neighbourhood SNAP meetings. The new way of working helps to ensure that targets are met because projects are reasonable and each action has a named officer lead.

F. Financial management	Comments
Does the partnership agreement/constitution say who will provide the money?	No
Who can decide how to spend it?	<p>The Alliance Board retains overall responsibility for allocating its annual budget.</p> <p>The Board receives a budget statement at each Board meeting, produced by the Partnership Manager.</p> <p>Alliance monies are managed by the South Norfolk Council accounts team and is subject to the Councils procurement and audit regulation.</p> <p>Recently South Norfolk Council's Loans and Grants Panel has been charged with allocating two-thirds of</p>

F. Financial management	Comments
	<p>the LSP funding, which is transferred to the Council as a lump sum. This is because the Council's own Neighbourhood Fund has been established to allocate funding to projects, which deliver the Partnerships objectives as outlined in the Sustainable Community Strategy. The Council's Funding Officer works with the Grants Panel (which includes an Alliance representative) to ensure that funding goes to projects, which meet the necessary criteria. Allocation of up to £5000 of LSP funding per application can be allocated by this method. This mechanism means that South Norfolk Alliance has opportunities for delivering high-level priorities at al local level and that the Council's 5 neighbourhood officers are working to develop community projects which meet the criteria of the LSP</p> <p>Funding for projects of over £5000 is allocated by the Alliance Board itself and the applicant needs to demonstrate how the project delivers LAA outcomes at a strategic level in South Norfolk.</p> <p>The 'community' based neighbourhood Fund and the 'strategic' level South Norfolk Alliance Fund are managed by the Funding Officer and the Partnership manager, which helps to ensure that the two schemes dovetail with each other.</p> <p>Both schemes have been reviewed and the criteria rewritten within the last six months.</p> <p>Project developers are the accountable bodies for the projects as SNA does not take on any accountability</p>

F. Financial management	Comments
	for the delivery projects.
Can the money be reallocated and, if yes, who can authorise this?	Yes, the Alliance Board retains overall control of its funding.
What are the financial reporting arrangements?	Based on local government reporting arrangements, overseen by South Norfolk Council Officers.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership 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?	Yes, SNC's Health Questionnaire and Risk Assessment carried out in 2009.
How does the partnership know if things are going wrong?	Action Plan monitoring reports are presented to the Board meetings. Action plans are outcome focussed and include milestones, which help to highlight any problems.
Who can take corrective action if necessary?	The Alliance Board itself, relevant Alliance partners, project developers and South Norfolk Council Cabinet Scrutiny Panel. If there are reasonable extenuation circumstances, action plans can be amended by the Board to reflect changed priorities. Milestones can be re-set if they have been missed for reasons beyond the developers control.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	No, however the partnership is primarily about joint working and project development. There is no joint budget.
Are there arrangements in place if NCC decides to no longer to be	No

H. Termination arrangements	Comments
involved?	
Is there a system for reallocating resources back to partners and, if so, what is it?	No
I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	South Norfolk Council communication policy is used for Alliance
How effectively does the partnership communicate with the public? (For example, are meetings open to the public?)	South Norfolk Alliance Board meetings are open to the public and agenda papers are posted to the website page. The Alliance annual Conference is open to South Norfolk residents and advertised widely through the Parish Council and neighbourhood networks. South Norfolk's Neighbourhood working with SNAPs give members of the public opportunities to engage with the Alliance at a local level throughout the year.
Can the public and service users obtain redress when things go wrong and, if yes, how?	Yes via South Norfolk Council complaints procedure
Is there a complaints and suggestions process the public can use?	Yes, via South Norfolk Council There is also a planned consultation exercise through the summer 2010, which will enable people to learn about the work of the Alliance and shape the future direction of the Partnership during the refresh consultation for the Sustainable Community Strategy. This consultation will involve all 5 of the Neighbourhood SNAPs as well as a series of "market stall" style roadshow events and discussions with parish and Town Councils, community groups and other stakeholders.
Does the partnership have a website? (If yes, please give the address).	Yes, a dedicated section of South Norfolk Council's website:

I. Serving the public	Comments
	http://www.south-norfolk.gov.uk/democracy/339.asp
Does the partnership have a particular target group and, if yes, what is that group?	No – SNA serves all the residents of South Norfolk in line with the Local Area Agreement priorities.+

NCC's Main 8 Corporate Objectives

Objective 1 - Continue to improve educational attainment and aim to help all children reach their full potential

Objective 4 – Protect children from harm, support families and keep them together wherever possible

Objective 5 – Support older people and vulnerable adults to live independently and to lead fulfilling and safe lives

Objective 8 - Strengthen our contribution to reducing crime and disorder, and take steps to make local communities safer

Objective 9 – Strengthen our contribution to road safety in Norfolk and help to reduce death and injuries on our roads

Objective 12 - Reduce waste and improve recycling

Objective 14 – Lead a strategic and co-ordinated approach to the development of the Norfolk economy, including improving travel, transport and information and communications technology (ICT)

Objective 15 – Reduce deprivation in both rural and urban areas

Scrutiny – Shared Services

Report by the Chairman of Scrutiny Working Group

Summary

This report provides an update on the recommendations as reported to the Panel in the 'Scrutiny Shared Services' report of 20 January 2010.

In addition this report provides details of the working groups future work programme.

Recommendations

The working group's recommendations to the Panel are:

- Note the findings of the response to the recommendations and provide any further comment
- Agree the work programme and reporting timetable

1. Introduction

1.1 At its meeting on 20 January 2010 the Corporate Affairs Overview and Scrutiny Panel received a report on shared services from the scrutiny working group. This report was a first 'light touch' into the subject and provided commentary on the following areas:

- Shared Services Internal
- Shared Services External
- Commissioning

1.2 This report provides a response to the recommendations contained within the January 2010 report and provides details of the working group's future programme of work.

2. Shared Support Services (Internal)

2.1 A detailed report on the progress and pitfalls of the Support Services Review will be brought to the Panel in May 2010.

2.2 Since reporting to the Panel in January 2010 the Chief Executives report on the Organisational Review, including a report by PriceWaterhouseCoopers (PWC) has been reported to Cabinet. The Organisational Review forms part of the Organisational Framework 2009-12 (or the Norfolk Blueprint) which was reported to Cabinet in September 2009.

- 2.3 The Chief Executives report brings further attention to sharing support services and in particular:
- Proposes a strengthened Corporate Resources directorate to integrate corporate services in the areas of Finance and Human Resources and Organisational Development in new, shared strategic functions. The proposal builds on and accelerates work already underway to establish shared business functions. A shared ICT function across the Council will be fully operational from April 2010 and a shared Procurement function will also be established in 2010.
 - Proposes the integration of strategic activities relating to planning, performance and partnerships functions in another shared corporate service.
 - Takes forward and extends the concept of shared corporate business services and sees an enhanced focus on business transformation as an important enabler of further improvement and efficiency.
 - Proposes the role of Director of Corporate Resources which will provide a basis for securing the benefits from these initiatives, with a specific accountability on that post for developing highly efficient, shared services groups operating common business processes that are aligned with good practice.
- 2.4 The newly established role of the Head of Programme Office has been recruited to and Pippa Bestwick is in post.
- 2.5 The newly established role of Head of Procurement has been recruited to and Al Collier will start in post on April 14th.
- 2.6 The Director of Corporate Resources will establish the new arrangements and drive forward the transformation agenda. Progress on the organisational review will be reported to the Project Board (Chief Officers Group) to the Members Advisory Board which was established by the Leader (consisting of 10 County Council members to advise on the development of the Norfolk forward agenda) and to Cabinet.

3 **Shared Services External**

- 3.1 A next meeting of the Public Services Leaders Board, comprising NCC, District Councils, Police, Health & Broads Authority, is due to take place on 16 March 2010, and a verbal update on the progress will be given at the 17 March meeting of the Corporate Affairs Overview & Scrutiny Panel. Until then, there is no further update.

4 **Commissioning**

4.1 The PWC report recognises Norfolk County Councils steps to improving commissioning across the County. In particular in highlights:

- The work currently underway on determining and deciding the right approach to commissioning and a clear focus on ensuring that such an approach is applied consistently across the Council will be an essential part of the Norfolk Forward programme.
- The emerging approach is one which looks to consider the different elements of the commissioning cycle i.e. needs analysis, outcome specification, service design, market development, procurement, performance management and review and evaluation of commissioning strategies, and seeks to identify where best each of these elements can be performed within the council, both to reduce costs and to improve performance and outcomes.
- The work ongoing is likely to lead to an approach to commissioning which seeks to balance the need for efficiency and consistency through conducting some elements of the cycle on a corporate or council wide basis, with the need to ensure that specialist, detailed knowledge is retained and input into the process, which is more likely to take place in departments.
- Whilst there is no one right way approach to commissioning Norfolk's emerging approach fits more with the approach being pursued by many local councils.

4.2 The Working Group highlighted three areas within the January 2010 paper on which they requested updates:

- Whether commissioning at NCC is following the arrangements set out in the November 2009 paper to Cabinet
- Progress around learning and development to support commissioning
- Governance arrangements

The officer response is provided below.

4.3 **Commissioning Arrangements** - We have become more consistent and rigorous when assessing needs, achieving the outcomes, procuring the service, and evaluating and monitoring what has been delivered and achieved. Some recent examples include Children's Trust's approach to commissioning parenting and positive activities services from the voluntary sector; Fire and Rescue's Service's approach to personal protective equipment services; the review of the P&T strategic partnership.

4.4 There is clearly still more to do so that the cycle of commissioning – assessing needs, planning services that secure outcomes, procuring services and evaluating their effectiveness – is integral in how the county council works for its residents. In particular we need to get better at:

- Using evidence and intelligence to provide good information for Members and managers to make sound decisions about services.
- Specifying outcomes we want to achieve so they can be turned into more specific service frameworks. In some parts, this happens well; in other areas it is less developed.

- 4.5 **Learning and Development** - The Learning and Development Board considered how best to improve skills, knowledge and understanding around commissioning. It concluded that at this stage the subject did not lend itself to a formal training event or programme. Instead it was agreed to work with officers from across the organisation who are 'experts' in commissioning to provide leadership, set standards, approaches and processes. An initial discussion will be scheduled to take place once new senior management arrangements are in place.
- 4.6 **Governance** - Governance arrangements to manage external providers of services depend on the nature of the services, the nature of the provider and the nature of the risk to the authority.

In transactional cases of contracting for goods and services, the principal governance would be through **contract monitoring** and management. In some strategic partnering arrangements, governance is built into the partnership agreement

For passenger transport, governance takes place on three levels:

- contracts are routinely monitored, and some specific formal agreements are in place, for example, around punctuality improvement
- medium term planning and future requirements are influenced through an on-going dialogue between the council and providers
- strategic 'fit' with the council's ambitions and priorities is ensured through an internal monitoring board bringing together children's services, adult social services, planning and transportation, the East Anglian Ambulance Service and the voluntary sector

In respect of sharing services with other partners – for example – district councils, the NHS, there are a range of governance arrangements, to suit the particular circumstances.

For instance, we 'share' the delivery of mental health services with the NHS. This is governed by a Section 75 agreement (under NHS legislation) which delegates authority to the NHS to deliver social work services to adults of a working age on our behalf. As well as the formal statutory agreement, there is a partnership review group, chaired by Harold Bodmer which monitors arrangements.

In developing our own in-house shared services, we will develop and agree governance arrangements. To date, these have been most effective where there are clear expectations around the level and quality of service, but without unnecessary bureaucracy sometimes associated with overly-detailed service level agreements or complex re-charging arrangements.

5 **Work Programme**

- 5.1 The working group will meet again in March to hear evidence from the Head of the newly established Programme Office on the progress of the review of support services.
- 5.2 A report will be brought to the May meeting of this Panel to update on the position.

6. **Conclusions**

- 6.1 The working group continues to receive evidence on the subject of shared services and further updates will be reported to the Panel in May 2010.
- 6.2 Norfolk's approach to commissioning is developing and work is underway to ensure that the framework is fit for purpose and widely and consistently used across the council.
- 6.3 The outcome of the organisational review has strengthened the Corporate Resources Directorate and gives particular focus to the development of both shared support services and commissioning.

7. **Recommendations**

- 7.1 The working group's recommendations are as follows:
- Agree the work programme and timetable
 - Provide any further comment on:
 - The response to the January 2010 recommendations
 - The outcome of the organisational review in relation to this area of scrutiny

8. **Resource Implications**

- 8.1 Finance, Staff, Property & IT: Implications are reviewed as part of individual shared service arrangements

9. **Equality Impact Assessment:** This paper does not require a decision or recommendation on a strategy or policy and therefore an equality impact assessment is not considered necessary.

10. **Section 17 – Crime and Disorder Act:** No Implications

Action Required

The Corporate Affairs Overview and Scrutiny Panel:-

- (i) To consider and comment on the contents of this report and its recommendations as set out in section 7

Background Papers

[Shared Services – 20/01/10 – Corporate Affairs O&S Panel](#)

[Organisational Review – 25/01/10 - Cabinet](#)

[Norfolk County Council Organisational Framework 2009-2012 – 14/09/09 - Cabinet](#)

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Scrutiny – Review of the Council’s Constitution

Report by the Chairman of the Scrutiny Working Group

Summary

This report provides the initial findings and recommendations of the Scrutiny Working Group established by the Panel.

The working group was established to conduct a wide ranging review of the Council’s Constitution to make it effective and fit for purpose.

The first stage of the review has been to look at the Council’s decision-making processes, including:-

- The Council – including the Policy Framework
- The Executive
- Overview and Scrutiny
- Non-Executive Committees

After consideration of these areas, the working group has reached a number of conclusions as to changes to the Constitution it wishes to recommend. The working group has considerable work still to undertake, but has agreed that it would like to progress these initial recommendations rather than await the conclusion of the full review. These recommendations are therefore presented to Corporate Affairs Overview and Scrutiny Panel for agreement prior to submission to Cabinet. The recommendations will go to full Council for approval.

Recommendation

To consider the Working Group’s recommendations

1 Background

1.1 At its meeting in November 2008 the Corporate Affairs Overview and Scrutiny Panel set up a working group to review the Councils Constitution.

1.2 The working group carried out a survey of member views and results were reported to the group in April 2009. Because of the impending June 2009 elections, the working group decided to suspend the review until after that election.

1.3 The membership of the working group is:

Cliff Jordan (Chairman)	-	Conservative
John Dobson	-	Conservative
Andrew Proctor	-	Conservative

Paul Wells - Conservative
Diana Clarke - Liberal Democrat

1.4 The working group has so far met four times and evidence and input has been obtained from:

- Head and Assistant Head of Democratic Services
- Assistant Head of Democratic Services
- Head of Legal Services
- Group Leaders
- Current and past Chairman of the Council.
- All Members (via email correspondence)

1.5 The working group agreed that the Constitution would be reviewed thematically and that recommendations for amendments could be fast tracked to the Overview and Scrutiny Panel for agreement before being reported to Cabinet and on to Council.

The themes are as follows:

- The decision making processes
- Delegations
- Rules of Procedure
- Procedural Protocols and Standards Related Protocols

1.6 The working group has so far dealt only with the first theme – the decision making processes, although there remains further work to be done on this. The group now presents its initial findings and asks the Panel to consider them and to forward the recommendations to Cabinet for them to consider.

2. **Role of Full Council – Including the Policy Framework**

2.1 The first element of the review of decision making processes looked at the role of Council, including the Policy Framework. Article 4 of the Constitution sets out the roles of full Council and is based on the model that was included in the Government's Guidance to Local Authorities on New Council Constitutions, issued in 2000.

2.2 The division of responsibility for functions between the Executive (the Leader and Cabinet) and Full Council is governed by the Local Government Act 2000 and related Regulations. The default position under the Act is that all functions of an authority are the responsibility of the Executive unless there is express provision to the contrary.

2.3 The Local Authorities (Functions and Responsibilities) (England) Regulations, specify the exceptions, including that specific functions are not to be the sole responsibility of the Executive (budgets, plans and strategies) – “the budget and policy framework”. The approval, adoption and amendment of certain plans

and strategies must be the business of full Council. This is known as the Policy Framework. The Regulations specify certain plans and strategies that must be included in the Framework, but they also provide that it is open to the Council to consider adding other plans and strategies to the Framework. The effect of this would be to switch responsibility for approving such plans and strategies from the Executive to the full Council.

- 2.4 The Functions and Responsibilities Regulations also specify a list of functions that may be (but need not be) the responsibility of the Executive. These are known as 'local choice' functions and it is up to the full Council to determine the extent to which they will be the responsibility of the Council or the Executive.
- 2.5 Views obtained from Members and Group Leaders with regard to the decision making processes included:
- Too much is decided by Cabinet rather than Full Council
 - Concern that Council in some matters is not supreme. For example it appears not to deal routinely with policy outside of the Policy Framework
 - Need to look at the role of the Council and the relationship between it and the Cabinet
 - Would like to see all members getting an input and a more active role in decision making
- 2.6 The working group concluded that the balance of decision making between Cabinet and Council and the responsibility for decisions relating to policies and strategies were important areas of the Constitution that many Members felt strongly about.
- 2.7 The working group would have liked to see the Constitution include a general presumption that all policies, plans and strategies having significant implications for the County as a whole, would be reserved to the full Council for decisions. However, under the legislation and Regulations, it is not possible to include such a provision. This is because the legislation requires that all functions are the responsibility of the Executive unless specified to the contrary. The only way to increase the role of full Council in determining policy is to add specific items to the Policy Framework.
- 2.8 The group has reviewed the plans and strategies that under the present arrangements are subject to Cabinet approval. Some of these are operational plans and others have a more limited impact upon the County as a whole. The working group does not wish to unnecessarily slow down the business of the Authority or to create a need for additional meetings of the full Council. It has therefore tried to focus on matters with greater and wider significance. The group has identified various plans and strategies that it believes should be subject to full Council approval. The items are set out in Appendix 1. The working group **RECOMMENDS** the Panel to agree that the addition of these proposed items to the Policy Framework be forwarded to Cabinet for their opinion before going to full Council for determination. The working group also **RECOMMENDS** that the Policy Framework be subject to annual review by this O&S Panel to ensure the list of items remains appropriate.
- 2.9 The group has reviewed the existing Policy Framework and **RECOMMENDS** that two items within it for which the Council no longer has responsibility in terms of approval be deleted. These are the Adult Learning Plan and Shaping Norfolk's Future Strategy.

- 2.10 In considering local choice functions (see paragraph 2.4 above), the group **RECOMMENDS** that the Constitution include in the functions of full Council a clause that (in comparative terms) is in the Breckland Council Constitution as follows:-

“Except for Executive Functions, the following is reserved to full Council:-

The approval of any scheme or formal proposals affecting the county as a whole or any of the Council’s services and the substantial variation or the revocations of any such scheme or proposal”.

As stated, this power would only apply in respect of non-Executive functions.

3. **Role of the Executive**

- 3.1 The working group considered the role of the Executive as set out in Article 7 of the Constitution. Only one issue was raised in relation to this area. It concerned the restriction that prevents a Member serving on the County Council’s Cabinet if they are on the Executive of another local authority. A member expressed reservations about this provision and felt that Cabinet positions should be given on merit and ability to do the job, not the presumption of conflict between the two. The working group shared these concerns and **RECOMMENDS** that this restriction be removed from the Constitution.

4. **Overview and Scrutiny Committees**

- 4.1 The group has reviewed Article 6 – Overview and Scrutiny Committees, The group has also considered the implications for the scrutiny structure of the changes to the Chief Officer and Departmental structures approved by full Council on 15 February as a consequence of the Organisational Review.

- 4.2 The following changes to the Directorates affect the Overview and Scrutiny function:-

- Cultural Services to move to a new Community Services Directorate, which will include Adult Social Services
- Community Safety to move from Fire & Community Protection to the new Community Services Directorate
- Trading Standards and Emergency Planning to move from Fire & CP to the Environment, Transport and Development Directorate

- 4.3 The working group has identified a number of modifications that it believes would better reflect the above changes and streamline and improve the scrutiny process. The group **RECOMMENDS**:-

- A new Community Services O&S Panel be established covering Adult Social Services, Cultural Services and Community Safety
- A new Environment, Transport and Development (ETD) O&S Panel be established covering Environment, Transport, Waste, Economic Development, Trading Standards, Emergency Planning
- The Fire and Community Protection O&S Panel to have responsibility solely for scrutinising the Fire Service and to be renamed Fire & Rescue O&S Panel

- The Economic Development and Cultural Services O&S Panel be discontinued

4.4 It is also **RECOMMENDED** that changes to the frequency of meetings be made as follows to reflect the re-allocation of remits:-

- Community Services O&S Panel – increase to 7 meetings per year
- ETD O&S Panel – increase to 7 meetings
- Fire O&S Panel – reduce to 2 meetings but with provision to call additional meetings if necessary
- Corporate Affairs O&S Panel – Key additional responsibility for steering the corporate emphasis on Customer Focus, so increase to 7 meetings
- No changes to frequency of Children’s Services O&S Panel

4.5 These changes would lead to a net reduction of 7 meetings per year and consequential savings in officer time/member travelling.

4.6 Other changes to scrutiny arrangements that the group **RECOMMENDS** are:-

- The call-in procedure be amended so that all members (except Cabinet members) are eligible to call-in decisions provided they are supported by 2 other members;
- Article 6 be amended to allow for a member who has called in a decision but who is not a member of the Cabinet Scrutiny Committee, to participate in the item’s consideration at the relevant meeting;
- Article 6 be renamed Overview and Scrutiny Bodies to reflect the mixture of committees and panels;
- Guidance be established giving criteria under which decisions can be called in;
- Include within Article 6 a reference to there being a right for officers to arrange regular planning/briefing/co-ordinating meetings with the Chairmen and spokesmen of the Overview and Scrutiny bodies;
- Article 6 be amended to add to the remit of the proposed new Community Services Panel, that it will act as the Council’s designated crime and disorder committee for the purposes of the Police and Justice Act 2000. Also to extend Article 6.7 by a clause giving the Panel the power to scrutinise and make reports and recommendations regarding decisions made or other action taken by the responsible authorities in connection with the discharge of their crime and disorder functions;
- Add a new Appendix 12A to the Constitution, covering the County Council’s Guidance on Councillor Call for Action (CCfA) as agreed by Cabinet Scrutiny Committee in November 2009, subject to substituting the Community Services Panel for the Fire and CP Panel as the Council’s crime and disorder committee;
- That Article 6 be amended in section 6.7 (v) to include reference to working groups as well as task and finish groups;
- Include within Article 6 provision for all scrutiny working group meetings to be advertised so that all members are aware of upcoming meetings and may attend as observers

The group is also reviewing the way in which the Cabinet Scrutiny Committee operates but is not ready at this stage to present recommendations for changes. Further details will be reported to the Panel in due course.

5. **Non-Executive Committees**

- 5.1 The working group has reviewed Article 9 (Standards Committee) and Appendix 2 (Composition and Terms of Reference of Committees). The Committees considered were, Planning (Regulatory), General Purposes (Regulatory), Personnel, Pensions, Audit, Emergency and the Employment Appeals Panel.
- 5.2 The group **RECOMMENDS** two amendments to Article 9. The first is to include a reference to the Assessment and Review Sub-Committees established by the Standards Committee to deal with complaints against members. The second is to remove from the functions of the Standards Committee the current provision to make payments to provide other benefits in cases of maladministration. This is on the basis that the Committee has no role in relation to Ombudsman cases.
- 5.3 An issue raised by a member concerned the respective responsibilities of the Pensions and Audit Committees for the approval of the Pensions Fund Accounts. The member felt that the arrangements needed to be clarified. The group has considered this and has taken advice from the Head of Finance. Consequently the group **RECOMMENDS** that the terms of reference of these committees be amended to ensure that:
- The Pensions Committee receives and considers the draft Financial Statements for the Norfolk Pension Fund
 - The Pensions Committee makes any comment on the Statements and makes a recommendation to the Audit Committee that they be approved/not approved
 - The Audit Committee considers the Council's draft Financial Statements, including those of the Norfolk Pensions Fund and in accordance with its delegated powers, approves them prior to submission to the External Auditor for audit
- 5.4 An issue raised by a member concerned the restriction that prevents a member from being on the County Council's Planning (Regulatory) Committee if they are a member of the Planning Committee of another Planning Authority. The member felt that this rule limited the participation by elected district councillors in matters that they were elected for within their districts. He considered that the rules relating to declarations of interest ensured that there were safeguards in place. The working group agreed that the restriction was inappropriate and **RECOMMENDS** that it be removed from the Constitution.
- 5.5 The working group has also considered an issue referred to it by the PTEW O&S Panel. The Panel had considered a report concerning a review of revised guidance on "Probity in Planning" published by the Local Government Association. The Panel endorsed the report's recommendations, including that some changes to be made to Appendix 18A of the Constitution (Planning Procedures – Code of Best Practice". However, the Panel referred the recommendations to the working group prior to them going to Cabinet and asked the group to consider whether any other amendments to the Constitution might be appropriate in terms of providing greater transparency and clarity to the Council's processes.

5.6 The group supported the Panel's proposed changes to the Constitution and the other recommendations, but with regard to training in the planning process, considered that it should be mandatory that a member undertake the training before serving on the Planning (Regulatory) Committee. The group therefore **RECOMMENDS:-**

- That Appendix 18A be amended to include a specific requirement for members of the Planning (Regulatory) Committee and those on the Panel of Substitutes to receive training on the planning process before they are eligible to serve on the Committee;
- That Paragraph 9.1 of Appendix 18A be amended to cover all pre-application discussions and for information to be placed on the planning file only if it is not considered to be confidential

6. **Resource Implications**

6.1 The proposed reduction in the number of O&S Panels and the number of meetings will lead to some savings in terms of Members' travel costs but otherwise there are no significant resource implications arising from the recommendations in this report

7. **Other Implications**

7.1 **Legal Implications:**

The recommended changes to the Constitution do not conflict with the legislation and regulations relating to Council constitutions.

7.2 **Equality Impact**

There are no equalities implications arising from the recommendations.

8. **Section 17 – Crime and Disorder Act:**

The recommendations include the designation of the proposed new Community Services O&S Panel as the Council's designated crime and disorder committee for the purposes of the Police and Justice Act 2000

9. **Conclusions**

9.1 The working group has considered carefully the issues raised by members, as well as issues it has also identified, relating to the areas of the Constitution reviewed to date. The working group considers that the changes to the Constitution proposed in this report will lead to improvements in the way in which the Council conducts its decision making processes.

9.2 Recommendations agreed by the Panel will need to be reported to Cabinet. Then the recommendations will go to full Council for approval.

Action Required

To consider the recommendations, which are detailed at sections 2.8; 2.9; 2.10; 3.1; 4.3; 4.4; 4.6; 5.2; 5.3; 5.4 and 5.6 of this report and decide which should be taken forward to Cabinet and then full Council.

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**Items Proposed to be added to the Policy Framework and
for Adoption by the Full Council**

- Local Area Agreement
- Annual Investment and Treasury Management Strategy

- County Council Organisational Framework
- Norfolk Forward

- Commissioning Framework

- Customer Service Strategy
- ICT Strategy
- Equality Strategy

- Adoption Service Statement of Purpose and Function
- Fostering Service Statement of Purpose and Function
- Special Educational Needs Strategy
- Annual Statement of Purpose of the Council's Residential Children's Homes
- Academy Strategy

- Strategic Model of Care
- Health Improvement Strategy

- Fire and Rescue Authority Integrated Risk Management Plan
- Risk Management Strategy

- Municipal Waste Strategy
- Climate Change Strategy
- Carbon Management Programme Strategy and Implementation Plan
- Transport Asset Management Plan
- Norfolk Coast Areas of Outstanding Natural Beauty Management Plan

- Member Learning and Development Policy

Forward Work Programme: Scrutiny

Report by the Director of Corporate Resources

Summary

This report asks Members to review and develop the programme for scrutiny.

1. The Programme

1.1. The Outline Programme for Scrutiny (Appendix A) has been updated to show progress since the 20 January 2010 Overview and Scrutiny Panel.

1.2. Members of the Overview and Scrutiny Panel can add new topics to the scrutiny programme in line with the criteria below: -

(i) High **profile** – as identified by:

- Members (through constituents, surgeries, etc)
- Public (through surveys, Citizen's Panel, etc)
- Media
- External inspection (Audit Commission, Ombudsman, Internal Audit, Inspection Bodies)

(ii) Impact – this might be significant because of:

- The scale of the issue
- The budget that it has
- The impact that it has on members of the public (this could be either a small issue that affects a large number of people or a big issue that affects a small number of people)

(iii) Quality – for instance, is it:

- Significantly under performing
- An example of good practice
- Overspending

(iv) It is a Corporate Priority

2. Section 17 – Crime and Disorder Act

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

3 Equality Impact Assessment

3.1 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.

Action Required

- (1) The Overview and Scrutiny Panel is asked to consider the attached Outline Programme (Appendix A) and agree the scrutiny topics listed and reporting dates.
- (2) The Overview and Scrutiny Panel is invited to consider new topics for inclusion on the scrutiny programme in line with the criteria at paragraph 1.2.

Officer Contact

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

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Outline Programme for Scrutiny

Standing Item for Corporate Affairs O & S Panel: Update for 17 March 2010

This is only an outline programme and will be amended as issues arise or priorities change

Scrutiny is normally a two-stage process:

- Stage 1 of the process is the scoping stage. Draft terms of reference and intended outcomes will be developed as part of this stage.
- The Overview and Scrutiny (O&S) Panel or a Member Group will carry out the detailed scrutiny but other approaches can be considered, as appropriate (e.g. 'select committee' style by whole O&S Panel).
- On the basis that the detailed scrutiny is carried out by a Member Group, Stage 2 is reporting back to the O&S Panel by the Group.

This Panel welcomes the strategic ambitions for Norfolk. These are:

- A vibrant, strong and sustainable economy
- Aspirational people with high levels of achievement and skills
- An inspirational place with a clear sense of identity

These ambitions inform the NCC Objectives from which scrutiny topics for this Panel will develop, as well as using the outlined criteria at paragraph 1.2 above.

Changes to Programme from that previously submitted to the Panel on 20 January 2010

Added – None

Deleted – None

Topic	Outline Objective	Cabinet Portfolio Area	Stage 1 (scoping report)	Stage 2 (report back to Panel by Working Group)	Requested by	Comment
Scrutiny Items Outstanding/ Ongoing						
1. Partnership Reviews	To review all partnerships within the Corporate Affairs remit using the Partnership Questionnaire Tool	Corporate Services	N/A	1 st Partnership Report Jan 09	CAOS Sept 08	All partnership reviews added into forward programme. South Norfolk Alliance report due March 2010.
2. Review of Councils Constitution	A wide ranging review of the Councils Constitution to make it effective and fit for purpose.	Corporate Services		Jan 2010	CAOS Nov 08	Meetings scheduled for 2009/10. Initial report to CAOS in March 2010.
3. Sickness Absence	To consider a detailed analysis of sickness absences to establish whether any action could be taken to reduce the average numbers of days lost and improve the councils performance	Corporate Services		TBC	Cabinet Jun 09	Meetings scheduled for 2009/10.
4. Shared Services	To examine the framework that this Council uses to deliver Shared Services (both internally and with public, private and third sector bodies).	Corporate Services		January 2010	CAOS Sept 09	Work programme to be reported to March 2010 meeting. Update on Support Services Review May 2010.

5. 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	Corporate Services		Jan 2009	CAOS Jan 08	Following the report to CAOS in Jan 09 it was agreed that the template developed to look at the Councils estate in Kings Lynn could be used across the County. Overview & Scrutiny Strategy Group agreed in Oct 09 to suspend any further work on this group until the outcome of the organisational review is known.

Completed Scrutiny Items:

Pay and Grading - Equality Impact Assessment – Nov 2007

2nd Homes Council Tax Money – Nov 2007

Work Experience (Working Group) – Dec 2007

Risk Management Presentation – Mar 2008

Invest to Improve/Save Reserve – Jul 2008

Partnership Working (North Norfolk LSP) – Sept 2008

Strategic Ambitions Reserve – Jan 2009

Lone Working – Jan 2009

Breckland LSP – Mar 2009

Broadland Community Partnership – Sept 09

Great Yarmouth LSP – Nov 09

**Chief Executive's Department
Service Planning 2010-13**

Report by the Director of Corporate Resources

Summary

This report follows on from the Service and Budget Planning Reports in November 2009 and January 2010.

It sets out the main proposed activities within the Chief Executive's Department Service Plans 2010-13 and seeks panel members' views prior to finalisation.

The report covers how the Chief Executive's Department contributes to delivering the council's corporate and organisational objectives in the County Council Plan, through a range of service objectives. It provides the specific service actions proposed to deliver the service objectives and outlines the next steps in developing the final service plans.

Action Required:

Overview and Scrutiny Panel members are asked to consider and comment on the draft key actions in order to inform the development of final plans.

1. **Background**

- 1.1 In November 2009 and January 2010 the Panel considered detailed reports on proposals for service and financial planning for 2010/11 to 2012/13. Those reports gave an initial view of service planning for 2010-13 including key challenges and budgetary issues facing the service areas. This report covers the next stage with key actions for each service plan having been identified.
- 1.2 The County Council's service planning model provides for a consistent approach across service areas and ensures that all services are demonstrating how they are delivering corporate and organisational objectives. These Plans enable services to set out future service delivery intentions, quantify and plan for the resource implications, and provide a basis for performance management. The service planning guidance and template are based on national good practice and core elements include ensuring the service focuses on customers and delivers value for money

2. **Chief Executive's Department Service Plans**

- 2.1 There are eight service plans covering the Chief Executive's Department that relate to the Corporate Affairs Overview and Scrutiny Panel, as follows:
- Communications and Customer Services
 - Corporate Finance
 - Corporate Programme Office
 - Democratic Services
 - HR & Organisational Development
 - ICT Services
 - Legal Services
 - Policy & Performance Team
- 2.2 This report provides the service actions contained in these draft service plans. The draft plans will continue to be developed in detail and finalised by 31 March ready for publication on the intranet.
- 2.3 The council's nine corporate objectives and three organisational objectives cover all the key outcomes that the Council wants to achieve for Norfolk, either directly through provision of services or indirectly by working in partnership with others. The Chief Executive's Department contributes directly to the delivery of a number of these corporate and organisational objectives, as follows:
- Lead a strategic approach to the development of the Norfolk economy
 - Protect and sustain the environment
 - Build vibrant, confident and cohesive communities
 - Improve Customer focus
 - Deliver Value for money
 - Develop and support our workforce.
- 2.4 Appendix A sets out the service objectives in each of the eight draft Service Plans and lists the key actions planned for 2010-11.

3 **Next Steps**

- 3.1. We will continue to finalise the service plans including assessing the potential impact that the service may have on a range of cross cutting issues, such as equality and

diversity, accessibility, environmental sustainability, crime & disorder, safety and welfare, etc.

- 3.2. As with the current plan, we will monitor progress towards delivering the service objectives using a combination of key performance indicators as well as monitoring progress against the specific actions. Service planning includes consideration of risks associated with achieving the service objectives and, where appropriate, the plans will reflect key actions identified within the Chief Executive's Department risk register, which are required to mitigate and reduce risk.

4. Resource Implications

- 4.1 The resource implications were covered in the Service and Budget Planning Reports to the Panel in November and January. All service plans set out financial, people and other resource implications for the next year.

5. Equality Impact Assessment (EqIA)

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

6. Section 17 – Crime and Disorder Act

- 6.1 There are no direct implications of this report for Section 17 of the Crime and Disorder Act.

7. Risk Implications

- 7.1 Identifying and managing risks in the delivery of service outcomes is an integral part of the service planning process and all service plans set out the risk implications (see 3.2 above)

8 Any Other Implications

- 8.1 Officers have considered all the implications which Members should be aware of and, apart from those listed in the report, there are no other implications to take into account.

9. Action Required

- 9.1 Overview and Scrutiny Panel members are asked to consider and comment on draft key actions to inform the development of final plans

Background Papers

- Service and Financial Planning 2010-13 – Report to Overview and Scrutiny Panel in November 2009 and January 2010

Officer Contact

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

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

COMMUNICATIONS AND CUSTOMER SERVICE	
Service objective	Ensure Norfolk people are kept well informed
Service Actions	<ul style="list-style-type: none"> • Commission research with those groups in the county who currently feel least well informed and target their specific information needs • Research Norfolk residents' most preferred media outlets and drive take up in these areas • Produce A-Z with district and other public sector partners and distribute countywide
Service objective	Ensure Norfolk County Council is a good employer
Service actions	<ul style="list-style-type: none"> • Deliver co-ordinated internal communications around the Norfolk Forward programme, involving managers as first line communicators and informing and involving all staff in major organisational change. • Review all internal staff publications for effectiveness and efficiency, and explore possibility of a single staff and manager publication • Build a set of core internal communications tools to include templates and change communication training modules, plus 'how to guides' for innovative methods including teleconferencing, video and webinars.
Service objective	Develop the strong and positive profile and influence of Norfolk and the County Council locally, nationally and abroad
Service actions	<ul style="list-style-type: none"> • Deliver three major corporate campaigns which focus on key priorities - promoting Norfolk as a world class county, improving health and fitness of young people and reducing teenage pregnancy • Manage the reputation of the authority through strong media and public relation services through local,

	<p>regional and national media channels</p> <ul style="list-style-type: none"> • Develop a picture of the key bloggers and microbloggers in and about Norfolk and develop a plan to better engage them
Service objective	Listen to, involve and respond to all local people, including those who are less often heard - and - Increase the capacity of Norfolk people to be involved and engaged
Service actions	<ul style="list-style-type: none"> • Develop a Community Engagement Strategy for Norfolk County Council, which will implement the Statutory Duty to Involve and other requirements of community empowerment legislation, including NCC's contribution to meeting our NI4 LAA target. • Deliver a countywide campaign to increase awareness of the many ways residents can influence decision making • Review and evaluate Norfolk Citizens' Panel in line with Statutory Duty to Involve and future direction of empowerment and engagement in Norfolk
Service objective	Easy access to our information and services for all who need them, however they choose to get in touch
Service actions	<ul style="list-style-type: none"> • Encourage customers who prefer to do so to use self-serve channels such as our website leading to a reduction of 10,000 phone calls into the Customer Service Centre • Make improvements to www.norfolk.gov.uk to improve the proportion of website visitors who are satisfied overall with their visit to the website • Improve culture of customer focus at NCC leading to an increase in the % of staff who agree that NCC is customer focussed in the 2012 staff survey.

CORPORATE FINANCE

Service objective	Lead on strategic economic issues, including sustainable growth and regeneration
Service actions	<ul style="list-style-type: none"> • To hold supplier events, workshops and provide electronic information access to help build capacity among local organisations to compete for Norfolk’s public sector business in line with sustainable procurement policies • E-procurement – supplier portal/e-tendering • Implementation of an evaluation tool to guide purchases embedding sustainable procurement into normal procurement processes
Service objective	Embed sustainable development principles in the planning and delivery of all County Council services
Service actions	<ul style="list-style-type: none"> • Provide financial support for carbon reduction work including options to provide financial incentives for carbon reduction across the organisation • Completion of a high priority sustainability audit/review
Service objective	Safeguard and make the most economical use of all our financial resources and assets
Service actions	<ul style="list-style-type: none"> • Provide financial support to the Norfolk Forward programme • Support Organisational Review: realignment of budgets, insurance data • Lead process to deliver NCC budget • Close NCC accounts and produce statement of accounts – including joint committees

	<ul style="list-style-type: none"> • Coordinate organisation preparations to meet International Financial Reporting Standards • Develop support to Treasury Management Panel and Scrutiny • Monitor and participate in the administrative process of the Iceland banks to maximise recovery • Oversee evaluation of the Norfolk Pension Fund • Embed new financial arrangements for provision of finance support to Norfolk Fire and Rescue service • Promotion of anti fraud and corruption strategy and carry out one year review of approach • Undertake revaluation of claims and review risk financing approach • Develop new approaches to Financial Training (including consideration of bite size courses and e learning)
Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Monitoring savings arising from Norfolk Forward • Implement Oracle R12 developments and maximise usage • Support resource planning within Total Place programme of work • Further develop the pension service through the extension of workflow management and on-line functionality for employers and pensioners • Implementation of support services review of financial services • Implement procurement element of Support Services Review • Development of Figtree (On-line claim forms for schools)including implementing client management self services for schools and others • Develop and coordinate improvement arrangements for CAA Use of Resources

Corporate Programme Office

Service objective

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

Service actions

Define and implement the Corporate Programme Office

Corporate portfolio management

- Create a prioritised, managed portfolio of programmes and projects to achieve the Norfolk Forward change blueprint
- Create and establish an agreed prioritisation framework for all future programmes and projects to ensure ongoing alignment with strategic objectives
- Assess existing projects and programmes and align to Norfolk Forward priorities

Resource planning

- Optimise the utilisation of Corporate Programme Office resources, focused upon delivery of NCC priorities

Projects and programmes

- Identify and implement quality management systems and processes to improve performance across the entire portfolio, including risk management, costs, use of resources, progress reporting and benefits delivery
- Provide quality assurance and health checks

Change capability

- Build the reputation of the Corporate Programme Office as a centre of expertise and support
- Identify learning and development plans for Corporate Programme Office skills to match current and planned portfolio resource requirements

Business Process Re-engineering

- Identify new or improved processes to ensure continuous performance improvement across NCC
- Provide advice, challenge and support to identify further efficiencies and savings

DEMOCRATIC SERVICES

Service objective

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

Service actions

- Develop the agreed toolkit to ensure members are supported and equipped to fulfil their responsibilities to their communities
- Promote the role of the elected member in the community (particularly community leadership)
- Increase the number of “Bloggers”
- Review the member access channels in the light of Organisational Review
- Develop and deliver a Learning and Development Plan for members based on Council objectives and individual member needs
- Review and revise all publicly available information on scrutiny at NCC from the perspective of public involvement
- Examine alternative ways of obtaining feedback from hard to reach groups on the Council's complaints system and to make any resulting changes
- Undertake a citizenship campaign in partnership with schools

Service objective

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

Service actions

- Work with Parish and Town Councils on implementing any Unitary structures
- Work with the Voluntary Sector to ensure the changing needs of both the County Council and that sector are articulated, and in particular that the Compact and Action Plan are adhered to
- Develop a Corporate approach to working with the third sector

Human Resources/Organisational Development	
Service objective	Ensure Norfolk County Council is a good employer
Service actions	<ul style="list-style-type: none"> • Support the implementation of Norfolk Forward through a range of Organisational Development activities. • To continue to build employee engagement and resilience through a range of activities. • Lead work to ensure a work environment where diversity is valued and respected: preparing for achieving in the equality framework, and for any changes in the equality bill. • Continue to ensure Health and Safety is a key part of core management practice and monitoring across the organisation. • Improve productivity and efficiency through improved management of absence. • Evaluate the implementation of the Modern Reward Strategy and continue to develop pay and rewards practice, which will support the Council's medium and longer term aims.
Service objective	Be a learning organisation so that we continuously improve service delivery
Service actions	<ul style="list-style-type: none"> • To support and develop leaders/ managers, so that as management hierarchies are reduced they are equipped for changing roles in the future. • To continue to “live” NCCs behavioural values through integrating these into all our people management practices (including the Outstanding Contribution Awards). • Support the implementation of the Organisational framework through the development of employees' generic skills, professional skills and basic skills for life. • To support the implementation of Business Process Review and build capacity to improve customer service and achieve efficiency savings.

Human Resources/Organisational Development	
Service objective	Make use of effective workforce planning to equip us for the future
Service actions	<ul style="list-style-type: none"> • Ensure workforce development plans are developed and implemented as part of the service planning process. • Actively promote opportunities to underrepresented sectors of the community • Develop a plan to assist worklessness in the community • Continue to develop skills for life in the NCC workforce and the use of apprenticeships in NCC.
Service objective	Ensure that our services and overall council priorities are customer focussed, based on local needs and views and are fair to all
Service actions	<ul style="list-style-type: none"> • Support the delivery of the wider equality strategy. • Support the continuing development of customer focus and partnership working through learning and development activities.
Service objective	Deliver the right quality services – (internal facing)
Service actions	<ul style="list-style-type: none"> • Develop manager and employee self-service. • Improve access to consistent information, advice and support for managers through the implementation of HR shared services • Improve information systems for managers • Increase capacity to support organisational and job design activities, including the development of job families.

ICT Services

Service Objective

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

Service Actions

- 2011/12 ICT Plan approved by Cabinet
- Identify savings within the 2011/12 ICT Plan
- Refresh the Technical Architecture Strategy
- Ensure the creation of a Management Information Strategy and Information Architecture
- Ensure appropriate ICT security management and provision
- Introduce "Ideas Laboratory" to directly support business benefit
- Overall technical integration / architecture across ICT is achieved
- Co-ordinate ICT contribution to the councils reduction in carbon omissions including reporting progress
- Provide QA resource to critical projects
- Budget and savings identified in 2010/11 ICT Plan managed
- Audit Programme completed
- New ICT Performance Management regime in place
- New Resource Management regime in place
- Projects scoped to deliver efficiencies based on new Data & Voice Services
- Implement projects in Web & Oracle environments, specifically for Finance, HR & Social Care
- ICT support for department Business Continuity Plans agreed
- Complete refresh of the Oracle environments and expansion of the shared server environment
- ICT projects within the ICT Plan 2010/11 complete
- All SLAs within ICT Direct are met

LEGAL SERVICES	
Service objective	Meet and exceed service standards including those for customer care
Service actions	<ul style="list-style-type: none"> • Each team to hold regular meeting with clients to ensure their needs are understood and addressed, and that knowledge and expertise is shared • Each team to publish briefings and newsletters on the intranet • Business case for development of extranet agreed by Norfolk Legal Project Board and implemented • Development of seminar and training events schedule • Each team to hold seminars and training sessions, 1 of which may be a Legal Network Television session (LNTV) • Each team to extend invitations to seminars and training sessions to wider audiences • Each team to chase clients for the return of case completions survey forms
Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Increase scrutiny of monthly finance (income and expenditure) reports monitored through the Legal Services Management Team • Manage Norfolk Legal project – taking forward shared services in partnership or by providing services for other authorities • Improved charging and fee earner reports achieved through analysis and reconfiguration of 'Visualfiles' electronic reporting tools • Scrutiny of monthly fee earner target reports • Review of case management system and preparation of new 3 year action plan
Service objective	Ensure all services are delivered to meet required legal standards

Service actions	<ul style="list-style-type: none">• Prepare for Lexcel Full Assessment Visit to ensure there are no non-compliance issues• Working practices to be revised in accordance with Standard• Fee earners to meet the Continuing Professional Development requirements of the Law Society

POLICY AND PERFORMANCE TEAM

Service objective	Maximise our efficiency through a culture of value for money and continuous performance improvement
Service actions	<ul style="list-style-type: none"> • Leading corporate and service planning for 2010 -13 • Overseeing service and continuous performance improvement • Leading Comprehensive Area Assessment for Norfolk • Managing and co-ordinating NIS data collection, data quality, audit and national returns • Leading the organisational assessment, including Managing Our Performance, Use of Resources and Value for Money assessments • Managing the development of Prism to support the delivery of CAA and NCC's performance improvement agenda • Managing corporate performance reporting • Ensuring the effective use of information to support service transformation • Providing Member support and development
Service objective	Support development and implementation of the sustainable community strategy and Local Area Agreement for Norfolk through effective partnership working
Service actions	<ul style="list-style-type: none"> • Managing the performance of Norfolk Ambition and reporting to the Norfolk County Strategic Partnership and to GoEast • Managing, and leading the response to, the annual review of the LAA • Leading on the performance management of the LAA • Leading Norfolk's approach to Total Place • Leading a county-wide campaign to encourage the involvement of local people in decision-making • Supporting the development of joint scrutiny arrangements for the NCSP • Managing the interrelationships between the County and District LSPs

Service objective	Promote equality of access and opportunity
Service actions	<ul style="list-style-type: none"> • Delivery of a programme of actions to fulfil the new criteria for the Equality Framework, and continuation of activities to achieve the “Excellent” level • Leading the implementation of the Equality Strategy for Norfolk (comprising the Disability, Gender & Race Equality Schemes, plus two new sections relating to religion & belief and sexual orientation)
Service objective	Community cohesion - positive relationships between different communities and individuals in Norfolk
Service actions	<ul style="list-style-type: none"> • Lead NCC’s contribution and response to the Norfolk Community Cohesion Strategy • Development of a community tension monitoring contingency plan for Norfolk and implementation of a Hate Crime Protocol

**Corporate Affairs Integrated Performance and Finance Monitoring report
for 2009/10**

Report by Director of Corporate Resources

Executive Summary

This report provides performance and finance monitoring information for the 3rd Quarter 2009/10. The report monitors progress against the Organisational Objectives set out in the County Council Plan that are covered by the Corporate Affairs Overview and Scrutiny Panel. The first section covers key performance information and the second section covers financial performance.

- **Performance** – Up to date performance information is reported for those corporate health indicators where 3rd Quarter data is available and this is set out in Appendix A. An update is provided on progress towards the Council's three Organisational Objectives: Improve Customer Focus, Deliver Value for Money and Develop and Support our Workforce.
- **3rd Quarter performance data** - 11 out of the 13 performance indicators reported on are on target at this point in the year. One indicator is within 5% of target for the year 2009/10 – Forecast efficiency savings (NI 179). One indicator is off target by more than 5% - Percentage of employees with a disability.
- **Revenue Budget** – The overall revenue budget for this panel was £22.187m at the end of January 2010 and a net underspend of £3.641m was forecast in respect of Finance General. An update on the position regarding the Icelandic banks is also provided.
- **Reserves and Provisions** – The combined balances of £50.456m held at the end of 2008-09 are currently expected to decrease by -£8.266m to £42.190m at the end of March 2010.
- **Capital Budget** – The overall capital budget for this panel was £9.065m at the end of January 2010. Slippage of -£2.047m is currently forecast principally in respect of the ICT programme (IHRIS and Modern Social Care).

Action Required

Members are asked to note progress and consider whether any aspects should be identified for further scrutiny.

1. Performance update

1.1 Objective A - Improve customer focus

- 1.1.1 The results of the 2009 annual **customer satisfaction** tracker survey show that whilst there have been some fluctuations over time, satisfaction levels with most of NCC's services have improved since 2000 (or 2003) when they were first measured. In particular, satisfaction with local bus services and public transport information has improved significantly.
- 1.1.2 The result for satisfaction with the handling of complaints is 35%, which is a decrease from 37% in 2008, but remains an improvement on 27% when first measured in 2000.
- 1.1.3 The results also show that 42% of Norfolk residents are satisfied, overall, with the way their local council runs things. Although this represents a slight decrease from the 44% in the Place Survey 2008, it is line with the average figure for overall satisfaction for County Councils (42%) based on the Place Survey data 2008.
- 1.1.4 We continue work on embedding a culture of good practice in customer service and the Council's four core **customer care standards** (which cover response times to telephone calls, emails, letters and meeting visitors with appointments) are routinely monitored. 3rd Quarter data is included for the standards relating to telephone calls, emails and letters and it shows that we are meeting our targets and we are on course for meeting more challenging targets set for next year (see Appendix A). Given the above target performance and the work involved in the receptions survey, measurement of "meeting visitors with appointments" has been moved to a six-monthly measure and will be next reported in Quarter 4. The next measure will include visitors to Register Offices as well as receptions.

1.2 Objective B - Delivering Value for Money

- 1.2.1 Target efficiency savings for 2009-10 were £14m, which included revenue and capital budget efficiencies, plus efficiencies that will be reinvested in services. The current forecasted position is £13.3m which is slightly below this year's target. However, this forecast combined with last year's performance of £14.7 ensures that we are on track to meet the three-year cumulative target of £47.9m (NI 179).
- 1.2.2 This three year target has been increased from £42m as a result of the Chancellor's 2009 Budget statement, where an extra 1.5% was added to the three year target, in effect 3% per annum became 3.5% per annum, although the impact is entirely within 2010/11. Therefore our current target for 2010/11 is to deliver £19.9m efficiency savings.

1.3 Objective C - Developing and Supporting our Workforce

- 1.3.1 The 3rd Quarter data on **sickness absence** shows that 6.13 average working days were lost to sickness absence, which is an improvement on our target of 6.18 days. The position in earlier quarters compared to the same period last year is also improved - down by 0.36 days per fte. However, although we currently appear to be on track to achieve our end of year target of 8.50%, the inputting of sickness absence data in a timely manner has been impacted by the recent upgrade of the Oracle HR system and it is likely that the current position is under reported.
- 1.3.2 **Employee turnover** remains considerably lower than in previous years. It decreased during the course of 2008-09 from 13.20% to 12.19% and, at 8.85%, is lower (better) than target for the 3rd Quarter (9.36%). This is likely to be linked to the uncertain economic climate.
- 1.3.3 NCC continues to show a steady and sustained increase in the **number of ethnic minority employees** in the organisation. Data for the 3rd Quarter shows the proportion of employees from Black and minority ethnic (BME) communities is 1.47%, compared to 1.40% at the same time last year, and against our target of 1.45% for the end of 2009/10.
- 1.3.4 At 2.14%, the 3rd Quarter figure for the total number of **employees declaring a disability** has improved from 2.06% at quarter 2 and is an improvement on the end of year figure last year (2.13%). Whilst it is unlikely that we will meet our end of year target of 2.54% for 2009/10, there has been an increase in the number of disabled employees in real terms by 23 and performance in this area is now at its highest level since March 2009.

2. Revenue budget

- 2.1 The original overall approved revenue budget for this panel was £21.634m. The overall revenue budget at the end of January 2010 was £22.187m. The increase relates principally to the transfer of the excess pay award provision from service departments to Finance General.
- 2.2 Details of the overall budget and the projected outturn at the end of January 2010 are shown in the table below.

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/ Underspend £m	Forecast +Over/ Underspend as % of budget	Variance in forecast since last report £m
Chief Executives	33.935	33.935	0.000	0.0%	0.000

Property Services	3.421	3.421	0.000	0.0%	0.000
Finance General	-15.169	-18.810	-3.641	-24.0%	0.000
Total	22.187	18.546	-3.641	-16.4%	0.000

2.3 The overall projected net underspending of -£3.641m relates to the Finance General budget and details of the variances are shown in the table below.

Finance General -£3.641m forecast underspend (budget -£15.169m)				
Area of budget	Projected Variance		Variance as % of approved budget	Reasons for variance and movement since last report
	Total £m	Movement £m		
Interest payable/receivable	-0.800	0.000	-5.3%	Additional income is forecast to be received principally due to the repayment of debt and the difference between interest paid on external borrowings and interest earned on cash balances.
Debt repayment	-0.371	0.000	-2.4%	Saving on a revised debt repayment calculation due to slippage in the 2008-09 capital programme after the 2009-10 budget was approved.
Miscellaneous income	-0.273	0.000	-1.8%	Additional VAT recovery, including accrued interest, from previous years.
Local Authority Business Growth Incentive	-0.364	0.000	-2.4%	Local Authority Business Growth Incentive Scheme (LABGI) funding received in 2009-10.
Miscellaneous expenditure	+0.058	0.000	+0.4%	Cost of providing swine flu clinics for eligible staff (+£0.091m) offset by Department of Health grant (-£0.033m).
Pay Award	-1.891	0.000	-12.5%	Adjustment in respect of the 2009-10 NJC pay award.
Total	-3.641	0.000	-24.0%	

3. Icelandic Banks

- 3.1 At Cabinet on the 13 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 2008 by the Icelandic Government and their assets frozen.
- 3.2 The Local Government Association (LGA) continues to coordinate recovery action on behalf of local authorities, with legal support being provided by Bevan Brittan.
- 3.3 In December 2009, Glitnir's Winding Up Board (WUB) announced that local authorities were to be treated as "general unsecured" rather than "priority" creditors. This is on the basis that the WUB believes local authority claims are loans rather than deposits. Without priority status, recoveries from Glitnir are expected to be around 31% rather than 100%.
- 3.4 A formal objection to the Glitnir WUB decision has been filed on behalf of all local authority creditors by the LGA and Bevan Brittan. At the end of January 2010, the LGA, Bevan Brittan, Logos (Icelandic Lawyers) and Matthew Collings Q.C. attended a mediation meeting with the WUB. The purpose of the meeting was to discuss the objection filed in response to the WUB's decision to see if an agreement could be reached before the issue is referred on to the Icelandic District Court. While the meeting was constructive, the WUB was unwilling to reverse its decision and recognise local authority claims as deposits entitled to priority status.
- 3.5 The objection will now be referred to the Icelandic District Court. The referral to the District Court is expected to take two to three months. The District Court's decision can be subsequently challenged in the Icelandic Supreme Court. The LGA remains confident that there is a strong legal argument supporting the case for local authorities to be recognised as depositors entitled to priority status.
- 3.6 In contrast, the Landsbanki WUB has recognised local authorities' claims as having priority status under the Icelandic Bankruptcy Act. The forecast recovery level for Landsbanki remains unchanged at 88%. However, other creditors (notably bond holders, including various international banks) have filed objections to this decision. Similar processes of mediation and court hearings are now underway in relation to Landsbanki. A Landsbanki WUB mediation meeting will be held in February at which the LGA will discuss the bondholders' objections together with local authority objections to the WUB's decision not to accept claims for interest and costs.

- 3.7 The total recoverable forecast for Kaupthing Singer & Friedlander is also unchanged at between 60% and 75%. The next dividend payment is expected to be made in spring 2010. The latest projected cash recovery from all 3 banks is £23.545m. The total “impairment” value provided for in the 2010-11 budget is £10.223m.
- 3.8 The Budget report presented to Cabinet in January and to Council on the 15th February reported that application had been made for a Capitalisation Direction of £10.223m (being the impairment value). On the 29th January, Communities and Local Government (CLG) refused the application on the grounds that the circumstances of the application were not “sufficiently exceptional” to justify the issue of a Direction, the Council being unable to demonstrate sufficient financial hardship to meet the strict criteria set by CLG.
- 3.9 Of the 51 capitalisation applications made under the ‘exceptional financial difficulties’ criteria, only 19 requests were accepted. The LGA has sought a formal explanation from CLG as to how decisions on capitalisation were reached, requesting details of the decision-making process and the selection criteria applied. At the time of drafting this report no response has been received from CLG.
- 3.10 Failure to approve the Direction is disappointing and is compounded by the uncertainty around Glitnir which has had a significant impact on the level of impairment. A strategy for addressing this in 2010-11 was presented to Council on the 15th February as part of the 2010-11 Budget report.

4. Capital programme

- 4.1 The current overall capital budget for the services reported to this panel is £9.065m. This is a decrease in funding of £0.181m since the last report and relates to a decision by CCAMG to reprofile £0.181m of the Corporate Minor Works budget to 2010-11.

Scheme or programme of work	Approved 2009-10 capital budget £m	Forecast 2009-10 capital outturn £m	Slippage since the previous report	Reasons
Chief Executive's (ICT)	2.059	0.000	-2.059	Both the IHRIS and ISSIS-R (Modern Social Care) projects have funding for second phases but neither is expected to start in 2009-10.

Offices	5.943	5.955	+0.012	Minor overspends forecast including +0.009 re asbestos work at County Hall.
Property Management	0.291	0.291	0.000	
Corporate Minor Works	0.772	0.772	0.000	
Total	9.065	7.018	-2.047	

5. Reserves and Provisions

- 5.1 For Reserves and Provisions (as reported monthly to Cabinet in Annex A), the latest position is set out in the table below.
- 5.2 On the 15th February 2010, the County Council agreed to re-allocate the 25% of second homes funding retained by the County Council (as part of the 2010-11 budget to spend on affordable housing projects) into a newly formed "Norfolk Infrastructure Fund". This affects the monies currently held in the Affordable Housing allocation and it was agreed that any underspend from 2009-10 would be transferred into the Norfolk Infrastructure Fund in 2010-11. The County Strategic Partnership allocation has not been affected by this decision.

Reserve/ provision	Balance at 31-03-09 £m	Forecast balance at 31-03-10 £m	Variance £m	Reason for variance
Building Maintenance	0.550	0.000	-0.550	The balance of the funding will be spent in 2009-10.
Insurance Provision	6.173	6.173	0.000	
Insurance Reserve	0.000	0.000	0.000	
IT Earmarked Reserve	5.059	1.615	-3.444	Planned expenditure by e-services re ICT Medium Term Plan, Efficiency Programme and Customer Services Initiatives.
Repairs and Renewals Fund	0.252	0.059	-0.193	Funding held for Joint Strategic Needs assessment has been transferred to revenue.

Usable Capital Receipts	1.222	1.964	0.742	Level held is dependent on the level of receipts used in funding the Capital Programme.
Industrial Estate	0.044	0.027	-0.017	Spend due to expiration of North Walsham Estate lease.
Capital Funding Reserve	3.846	2.500	-1.346	Reflects funding of the 2009-10 Capital Programme.
Affordable Housing & County Strategic Partnership	1.283	1.509	0.226	Monies not yet spent in accordance with the agreement reached through the Norfolk LGA but see para 5.2 above.
Potential Pension Liability Provision	1.270	1.270	0.000	
Redundancy & Pension Reserve	0.984	0.984	0.000	
Modern Reward Strategy Reserve	6.210	6.210	0.000	
Strategic Ambitions Reserve	2.902	0.123	-2.779	Monies transferred to services for expenditure approved in accord with Strategic Ambitions.
Modern Reward Strategy Provision (for 2007/08 & 2008/09)	17.219	17.219	0.000	It is expected that compensation payments to staff resulting from the Modern Reward Strategy will now be made in May 2010.
Organisational Change Reserve	3.442	2.537	-0.905	£0.605M to fund June 2009 elections and up to £0.300m for organisational review.
Total	50.456	42.190	-8.266	

6. Equality Impact Assessment (EqIA)

6.1 This report 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. Conclusion

- 8.1 The overall revenue budget currently shows a forecast underspending of -£3.641m against a budget of £22.187m. The balances on reserves and provisions are forecast to decrease by -£8.266m during the current financial year to £42.190m. Slippage of -£2.047m is currently forecast within the overall capital budget of £9.065m.

9. Action Required

- 9.1 Members are asked to note progress and consider whether any aspects should be identified for further scrutiny.

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

Performance Indicators

Appendix A

*** Score Key**

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

Performance indicator	Description	Previous year-end result (financial year end unless otherwise stated)	Current performance (Dec 09)	Year-end target	Performance alert
Local	Customer Care Standards: Telephone enquiries - % answered within 15 seconds	96.00	96.75	90	★
Local	Customer Care Standards: Email enquiries - % answered within 3 working days	68.02	75.03	70	★
Local	Customer Care Standards: Letters and faxes - % answered within 10 working days	63.15	83.63	70	★
NI 179	Value for Money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£m)	£14.65m	£13.3m	£14m	●
Local	% invoices paid by authority within 30 days	96.50	99.30	90.0	★
Local	Value of orders processed through iProc (£)	£103m	£112m	£135m	★
Local	Forecast budget spend against Revenue budget (£)	-£0.459m (-0.09%)	-£0.222m (-0.04%)	(0 to -0.5%)	★

Performance indicator	Description	Previous year-end result (financial year end unless otherwise stated)	Current performance (Dec 09)	Year-end target	Performance alert
Local	Forecast budget spend against adjusted Capital budget (£)	-£34.485m (-18.3%)	-£8.199m (-4.4%)	(0 to -10%)	★
Local	Average number of days employee sickness	9.18	6.13	8.50	★
Local	% Employee turnover	12.19	8.85	12.00	★
Local	% Employees with a disability	2.13	2.14	2.54	▲
Local	% Employees from Black and minority ethnic communities	1.41	1.47	1.45	★

*** Score Key**

★ Performance is at or better than target

● Performance is within 5% of target

▲ Performance is more than 5% worse than target