

Corporate Affairs Overview & Scrutiny Panel

Date: **Wednesday 23 September 2009**

Time: **10.00am**

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

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

Membership

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

Cabinet Members (Non Voting)

Mr A Williams	Corporate and Commercial Services
Mrs J Chamberlin	Partnerships and Performance

Deputy Cabinet Members (Non Voting)

Mr J Herbert	Human Resources
Mr B Borrett	Efficiency

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

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

A g e n d a

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

2. **Minutes**

To confirm the minutes of the meeting held on Wednesday 22 July 2009

(Page **1**)

3. **Members to Declare any Interests**

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

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

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

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

5. **Public Question Time**

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

Please note that all questions must be received by 5pm on Friday 18 September 2009. Please submit your question(s) to the person named on the front of this agenda. For guidance on submitting public questions, please view the Council Constitution, Appendix 10, Council Procedure Rules at www.norfolk.gov.uk/reviewpanelquestions

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

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

Please note that all questions must be received by 5pm on Friday 18 September 2009. Please submit your question(s) to the person named on the front of this agenda.

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

Items for Scrutiny

8. **Broadland Community Partnership** (Page **10**)
Report by the Head of Policy and Performance which provides Members with the results of the questionnaire looking at the Broadland Community Partnership which is the local strategic partnership for the Broadland area
9. **Forward Work Programme: Scrutiny** (Page **24**)
Report by the Director of Corporate Resources and Cultural Services which asks Members to review and develop the programme for scrutiny

Items for Overview

10. **Performance and Resources Monitoring Report** (Page **29**)
Report by the Director of Corporate Resources and Cultural Services which includes an update on performance and financial monitoring information
11. **Efficiency Savings Programme** (Page **41**)
Report by the Director of Corporate Resources and Cultural Services which provides a review of progress against the Council's 2009-2010 efficiency targets developed within the budgeting process

Group Meetings		
Conservative	9.00am	Colman Room
Green Party	9.00am	Room 532
Liberal Democrats	9.00am	Room 504

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 15 September 2009



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Corporate Affairs Overview & Scrutiny Panel

Minutes of the Meeting Held on 22 July 2009

Present:

Mr M Brindle
Mr S Clancy
Mrs D Clarke
Mr B Collins
Mr J Dobson
Mr R Hanton
Mr C Jordan

Mr M Langwade
Ms J Mickleburgh
Mr A Proctor
Mr R Smith
Ms J Toms
Mrs C Walker
Mr A White

Substitute Members Present:

Mrs D Irving

Cabinet Members Present:

Mr A Williams Corporate & Commercial Services
Mrs J Chamberlin Partnerships and Performance

Deputy Cabinet Members Present:

Mr J Herbert Corporate Affairs and Human Resources

Please note: the following items appear in the order that they were discussed at the meeting and not in the order they are presented on the agenda.

1. Apologies

Apologies were received from Mr J Carswell (Mrs D Irving substituted) and Mr S Dorrington.

2. Election of Chairman

Mr C Jordan was elected as Chairman for the ensuing year.

3. Election of Vice Chairman

Mr A Proctor was elected as Vice Chairman for the ensuing year.

4. Minutes

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

5. Declarations of Interest

There were no declarations of interest.

6. Matters of Urgent Business

There were no matters of urgent business.

7. Public Question Time

There were no public questions.

8. Local Member Issues

There were no local member issues.

9. Cabinet Member Feedback on Previous Review Panel Comments

There was no Cabinet Member Feedback.

10. Norfolk People Feel They Can Influence Things

10.1 The Panel received and considered the annexed report (10) by the Director of Corporate Resources which provided Members with the proposed Terms of Reference for the new scrutiny topic.

10.2 Mr Adams, Director of Corporate Resources and Cultural Services, informed Members that the results of the Ipsos MORI 'Place Survey' were pertinent to this proposed scrutiny topic as they showed that 32% of the public who had responded to the poll felt that they could influence things; placing Norfolk top of all the counties. Members noted that this measurement was also included as part of the new indicator (NI 4) which Members would receive as part of the Performance and Resources Monitoring Report and therefore it was suggested that this scrutiny should be a low priority.

10.3 Mrs Chamberlin, Cabinet Member for Partnerships and Performance said that this she would be looking personally to ascertain where people were less assured and she would report further information to the 23 September meeting.

Resolved:

10.4 That this proposed new scrutiny topic 'Norfolk People Feel They Can Influence Things' be deleted from the Forward Work Programme.

11. Forward Work Programme: Scrutiny

11.1 Members considered the outline programme for scrutiny.

11.2 Members noted that previous members of the Corporate Affairs Overview & Scrutiny Panel had found the scrutiny of the Breckland LSP very useful. Both the Chief Executive and Leader of Breckland District Council (who was also the

Chairman of the Breckland LSP) had attended the scrutiny meeting to provide information.

11.3 Members agreed that the Review of the Council's Constitution would require detailed work which should be undertaken by a Working Group. The Chairman said that a Working Group should be established on the basis of 4:1 members.

11.4 Mr Williams, the Cabinet Member for Corporate & Commercial Services advised Members that the Cabinet had adopted the Corporate Asset Programme, which would look at buildings on a corporate basis, at their last meeting and this included a target to reduce floor space by 25% over the next three years. Members felt that it would be timely to undertake a review of the effective use of Council buildings and their adequacy and that a Working Group should be established with a composition of 4:1 members.

Resolved:

11.5 To continue with the following scrutiny topics:

- Partnership Reviews (of those partnerships that fall within the remit of this Committee)
- To establish a Working Group with a composition of 4:1 members to review the Council's Constitution
- To establish a Working Group with a composition of 4:1 members to review the effective use of the Council's buildings

12. Sickness Absence

12.1 Members received the annexed report (18) and noted that during discussions of the Integrated Performance and Finance Monitoring Report at Cabinet on 23 June 2009, Cabinet had agreed that the Corporate Affairs Overview and Scrutiny Panel should consider detailed analysis of sickness absence to establish whether any action could be taken to reduce the average number of working days lost.

Resolved:

12.2 To establish a Working Group with a composition of 4:1 members to consider sickness absence.

13. Corporate Procurement Unit Annual Report

13.1 Members received and considered the annexed report (12) which provided an overview of achievements and activities completed by the Corporate Procurement Unit (CPU).

13.2 During discussion the following points were noted:

- It was confirmed that this report covered revenue and not capital expenditure.
- In response to a question about whether costings included manufacture through to disposal and whether the carbon footprint was taken into consideration, the Head of Corporate Procurement said local councils

were struggling with whole life costings and must also consider the impact on society, for example, working conditions across the world.

- Mr Williams advised that a Project Board, set up under Peter Hawes, the Managing Director of Norse Commercial Services, had been tasked to install Category Management, which would provide economies.
- Members noted that the £1m of savings required this year were the savings from within the Corporate Procurement Unit. It was suggested that the authority needed to be a lot more ambitious in key achievements because this reflected only a 1% saving. The Head of Corporate Procurement said that the savings shown were real cash savings which would help to alleviate other pressures. Mr Williams said that the Regional Improvement and Efficiency Partnership had chosen procurement as a quick win and Category Management would also give some quick savings.
- To support local contractors and small businesses, NPS had run two 'Build Norfolk' campaigns and contractors and small business had been invited to attend to allow the authority to become familiar with what these contractors and small businesses could provide; contractors and small businesses are also encouraged to apply for contracts on-line. The Head of Corporate Procurement said that a lot of work was undertaken with small businesses to ensure our systems were easy to use. Whilst it must be recognised that the authority must be open and transparent and cannot favour local businesses, they can be enabled to compete for business.
- In terms of multi-agency working, the Head of Corporate Procurement advised that the authority works with district councils to share best practice and ideas and most district councils do link up with the Eastern Shires Purchasing Organisation (ESPO). Work was also ongoing with Improvement East to link in with the health sector, police and other bodies in the region.
- Members heard that the standard terms for paying invoices was 30 days and businesses which experience cash flow problems are able to receive earlier payment, upon request.
- It was suggested that the individual department improvement plans should reflect the Council's common themes and overall objectives, for example the sustainability of climate change.

Resolved:

- 13.3 To note the annual report and especially the efforts of the Corporate Procurement Unit and purchasing managers across the Council in support of the achievement of the 2008/09 objectives
- 13.4 To endorse the forward procurement programme and the Council-wide savings target for 2009/10.

14. Performance & Resources Monitoring Report

- 14.1 Members received and considered the annexed report (13) by the Director of Corporate Resources and Cultural Services which included integrated

performance and financial monitoring for the year-end 2008/09, end of year performance for 2008/09 for the performance indicators relating to the Panel, together with information on key areas for improvement.

14.2 During discussion the following points were noted:

- The Council's Use of Resources score for 2008 was Level 3 and a question was asked concerning the cost implications of the authority attempting to reach a Level 4 score or whether there had been a Member decision to stay at Level 3. The Director of Corporate Resources and Cultural Services said that there had not been a formal Member decision about whether to invest to achieve a Level 4 score. Mr Williams agreed to take this point back to the Cabinet but he said Members should be conscious that 'gold-plated' standards would carry cost implications.
- 22 staff were currently working towards the Institute of Customer Service (ICS) Professional Awards in Customer Services and Members were informed that this would build a good foundation for future training. The Head of Policy and Performance said that she would provide Mrs Clarke with details of the total number of staff who would receive this training.
- 77% of staff had received appraisals, an improvement of 18% since the last survey. However, it was recognised that more work needed to be done to improve on this figure. The Director of Corporate Resources and Cultural Services said that whilst the Council had an aspirational target of 100% for appraisals, a barrier to reaching this target was the diversity roles within the Council and consideration must be given to more appropriate ways of appraising some members of staff, particularly those who normally worked remotely from their managers, eg many library and home care staff.
- The slight increase in sickness absence with 9.18 average working days per full-time equivalent employee lost over the past year was noted and the question was asked whether the target for sickness was low enough as there appeared to be a growing gap between the private and public sectors with the Council's target being 8.5 working days. The Head of Human Resources (HR) and Organisational Development (OD) advised that there was data available in the Workforce Profile about comparisons between the public and private sector. She clarified that the CIPD figures were per employee and the Council's figures were for full-time equivalent employees.
- The end of year data showed that 96.5% of invoices paid by the authority in 2008/09 were within 30 days, which exceeded the target of 90%. Members heard that any business that experienced cash flow difficulties could request payment on immediate terms. However, it should be recognised that if immediate invoice payment was introduced as a matter of course then this would impact on the Council's cash flow and could lead to a higher level of council tax.
- Whilst the report outlined different strands of diversity in the workplace, it was suggested that it did not provide information on elderly people who have a wealth of experience.

- The Disability Working Group had been set up because the authority's Disability Equality Scheme needed to be reviewed. This was in the context that the required target of 2.54% for the number of employees declaring a disability under the DDA definition had not been met.
- The Council, as part of the 2009-10 budget, had agreed that the remaining balances on the LPSA Pump Priming and Interest Equalisation Reserves be placed in a new 'Organisational Change Reserve' to deal with the outcome of the Local Government Review and the current financial downturn.
- The Head of Corporate Accounting and Exchequer Services advised that the unprecedented financial events, including the Icelandic Banks issue, had led the Council to set up a Treasury Management Panel. The Council has not made any investment in the Icelandic Banks since April 2008 when it became aware that the credit ratings had fallen and the authority no longer makes any overseas investments. Guidance received from the Government and the Audit Commission had been reviewed and the authority was following best practice. The decision had also been made to use the Government's regulations to defer the Iceland Banks losses until the 2010-11 Council budget.

Resolved:

14.3 To note the report.

15. Efficiency Savings Programme

15.1 Members received and considered the annexed report (14) by the Director of Corporate Resources and Cultural Services which provided a review of progress against the Council's 2009-2010 efficiency targets.

15.2 During discussion the following points were noted:

- It was agreed that because most Members of this Panel were new to the Council that in future the report should show the programme of activity and savings generated in relation to each activity. Further, the link between cashable and non-cashable savings would be shown in future reports. It was suggested that there should also be a direct link between the budget and efficiency savings shown in the report to enable Members to see how savings were being achieved.
- As part of the Efficiency Projects and AES Savings noted in the report, the Head of Efficiency agreed to provide clarity on the composition of the 2008-09 chart and advice on how this translated to the 2009-10 chart.
- Members heard that the Human Resources department were currently working on the approach to be taken concerning organisational change.
- With reference to the Carbon Management Programme, it was suggested that the County Hall building be included in the buildings identified for support by the Carbon and Energy Reduction Fund (CERF) which had been launched to allow technical improvements to buildings to be funded.

The Head of Efficiency said that he would check whether County Hall had been included.

- With reference to the staff vacancies savings, this did not relate to particular posts remaining vacant for long period of time, instead it referred to departments managing vacancies for a short period of time to draw out savings.

Resolved:

15.3 To note the report.

16. Risk Management within Norfolk County Council and the Departments of Chief Executive and Corporate Finance

16.1 Members received and considered the annexed report (15) by the Chief Executive, Director of Corporate Resources and Cultural Services and the Head of Corporate Finance which provided an update on the approach being undertaken to formally manage risk within the services covered by this Panel, as well as corporately across the Council.

16.2 During discussion the following points were noted:

- The Audit Committee, which has responsibility for the adequacy of risk management arrangements, had identified that Members needed urgent training in risk management processes. The Senior Risk Officer advised that a risk management induction would be put in place for Members during August or September and advice would be sought from Democratic Services concerning the timing of this event.
- Members requested that the risk management information should, in future, be presented in a different format. The Senior Risk Officer commented that the issue of how the information was presented to Members would be covered as part of the Member training and then reflected in future reports.
- There were three climate change risks included within the P&T risk register and it was suggested that these should be included on the corporate risk register. The Director of Corporate Resources and Cultural Services would ask the Chief Officer Group to consider whether these risks should be considered at corporate level.

Resolved:

16.3 To defer commenting on the report until Members had received appropriate training.

17. Corporate Health & Safety Annual Report 2008/2009

17.1 Members received the annexed report (16) by the Corporate Health and Safety Manager which provided an overview of the activities of health and safety advisers during 2008/09, along with an overview of Norfolk County Council's health and safety performance.

- 17.2 Members noted that almost half the reasons for work related sickness absence related to stress; a very high proportion. In response the Corporate Health and Safety Manager advised Members that the total number of sickness absences showed what had been stated on the sickness absence forms. Members heard that the causes of stress were many and complex. However, data was available which showed that the majority of people (75%) contacting the Counselling helpline had indicated that their stress was due to personal rather than work related issues. However, it was acknowledged that there may be some elements of work which added to the stress. CTD offer a stress management training event for managers to help them manage stress and understand the causes/symptoms.
- 17.3 The Corporate Health and Safety Manager advised that there had been no enforcement actions at all during 2008/09 - the report included a narrative from the HSE inspection that had taken place in January 2009. Stress and lone working were recognised as two key priorities for the organisation.

Resolved:

- 17.4 To note the report and the draft key activities for 2009-12.

18. Norfolk County Council Workforce Profile

- 18.1 Members received the annexed report (17) by the Head of HR and OD and were advised that the outcomes of the employee survey conducted by Ipsos MORI showed that Norfolk County Council was in the top 10% of councils to work for nationally, if not the top 5%.
- 18.2 During discussion the following points were noted:
- The report showed that the Council had increased the number of staff employed over the last year and the question was asked, was this sensible given the current financial situation and given the fact that the Council would have to reduce the level of staffing by 18% as part of the next round of funding cuts. In response, the Head of HR and OD said that many of the staff increases were related to staff employed in schools. This was the biggest staff growth area and the authority had no control over the number of staff that schools chose to employ. All departments monitor recruitment very carefully.
 - The Council does have a policy of flexible working, where appropriate, but the needs of services and operational requirements must take precedence. Staff were able to take a limited number of hours as flex time but it would be very unusual for this to be transposed into a cash payment.
 - It was suggested that the age profile charts should relate to individual departments as this might help to show where departments had particular pressures. The Head of HR and OD advised that this information was available and was being considered carefully by management teams and the information could be included in future reports.
 - It was suggested that the number of work placements noted in the report did not show the quality and range of opportunities. In response, the Head of HR and OD said that work placements were a priority area and

temporary additional resources had been put in place through the Strategic Ambitions Reserve to provide support for this. Significant improvements had been achieved in both the number of placements offered and take up since the beginning of the year.

Resolved:

18.3 To note the report.

The meeting closed at 12.05pm

Chairman



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Broadland Community Partnership

Report by Head of Policy and Performance

Summary:

This report provides Members with the results of the questionnaire looking at the Broadland Community Partnership (BCP) which is the local strategic partnership for the Broadland area. The Leader and Chief Executive of Broadland District Council will be attending the Panel meeting. Following the Panel's consideration of this item, members are asked to decide whether any further scrutiny is needed.

1. Background

- 1.1 As a part of its review of all partnerships under its remit, the Corporate Affairs Overview and Scrutiny panel instituted a review of all Local Strategic Partnerships (LSPs).
- 1.2 The attached questionnaire was agreed by the Board of the Broadland Community Partnership at its meeting on 5 August 2009.

2. Contents of Report

- 2.1 The Leader and the Chief Executive of Broadland District Council will summarise their submission which includes a number of supporting papers listed below.

3. Section 17 – Crime and Disorder Act

- 3.1 There are no Crime and Disorder Act implications of this report but this is an important concern within the Broadland Community Partnership and a number of actions stemming from the Community Strategy and Action plan are aimed at reducing crime and disorder in Broadland.

4. Risk Implications/Assessment

- 4.1 There are no direct risk implications of this report but the risks implicit in the work of the partnership are dealt with in the questionnaire.

5. Action Required

- 5.1 The Overview & Scrutiny Panel is asked consider and comment on the presentation and the contents of the partnership questionnaire (Appendix A) and decide whether any further scrutiny is needed.
- 5.2 Following the presentation and any subsequent questions, the Overview & Scrutiny Panel is asked to confirm that scrutiny of the Broadland Alliance (LSP) is now complete and that the Great Yarmouth Local Strategic Partnership will be the next partnership to undergo the scrutiny process

6. Background Papers

- Broadland Community Partnership Constitution
- Update to the Broadland Community Strategy (adopted 2008)
- Executive Summary of the above
- BCP Action Plan 2008 – 2011 (adopted April 2008)

Officer Contact

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

Officer Name: Derry Kelleher

Tel No: 01603 222108

Email address: derry.kelleher@norfolk.gov.uk



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Partnership Questionnaire

Part 1: Summary

Date Completed: 1st draft 9.7.09 KdV

1. Name of Partnership:																																	
Contact name:	Kate de Vries																																
Position/title:	Co-ordinator																																
Telephone:	01603 430595																																
Email:	Kathryn.devries@broadland.gov.uk																																
2. Main purpose of the Partnership: <i>Please outline:</i>	<p><i>(Alternatively, If you have an existing summary then please attach a copy)</i></p> <p>The Broadland Community Partnership (BCP) is the Local Strategic Partnership (LSP) for the Broadland District Council administrative area. It has a core task of preparing and implementing the sustainable community strategy for the area. The BCP brings together the public, private, voluntary and community sectors in order to:-</p> <ul style="list-style-type: none"> • enable local quality of life improvement priorities to be identified and services to be aligned accordingly; • gather those who deliver or commission different services together with those for whom they are provided; • add value to service delivery through the efficient and effective collaboration of partner organisations • develop a sustainable community strategy for the local area, setting out a long term vision for the next ten years. <p>The LSP currently includes 18 organisations, who work together through a strategic board and an operational Multi Agency Support Team (MAST), as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Partner organisations - attending</th> <th style="text-align: center;">Board</th> <th style="text-align: center;">MAST</th> </tr> </thead> <tbody> <tr> <td>Broadland Crime & Disorder Reduction Partnership</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Broadland District Council</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Broads Authority</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Faith Communities</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Learning and Skills Council</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>MENTER</td> <td></td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Norfolk & Waveney Mental Health Trust</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Norfolk Biodiversity Partnership</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Norfolk Constabulary</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>			Partner organisations - attending	Board	MAST	Broadland Crime & Disorder Reduction Partnership	✓	✓	Broadland District Council	✓	✓	Broads Authority	✓		Faith Communities	✓		Learning and Skills Council	✓	✓	MENTER		✓	Norfolk & Waveney Mental Health Trust	✓	✓	Norfolk Biodiversity Partnership	✓		Norfolk Constabulary	✓	✓
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<ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (eg size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (eg approximate number of members of the public, inc. visitors)</i> 																																	

	Norfolk County Association of Parish & Town Councils	✓				
	Norfolk County Council	✓		✓		
	Norfolk Learning Partnership			✓		
	Norfolk Police Authority	✓				
	Norfolk Primary Care Trust	✓		✓		
	Norfolk Rural Community Council	✓		✓		
	Northern Area Partnership (C&YPP)			✓		
	Voluntary Norfolk	✓		✓		
	Wherry Housing Association	✓		✓		
	Organisations Supporting					
	Audit Commission					
	Environment Agency					
	Government Office for the East of England					
	Norfolk County Council – Community Safety Team					
	<p>The BCP does not, at present, have members of the public sitting on either the Board or MAST.</p> <p>As with other LSPs, we had a fairly large public engagement process at the time of our refresh in the autumn of 2007. MAST receives regular updates from our Safer Neighbourhood Teams in terms of community views. We support Broadland District Council with engagement activities in relation to the growth agenda, and have regular input into school councils and support the annual youth conference as ways in which to keep in touch with our public.</p>					
3. Category		Yes	No		Yes	No
How would you best categorise the <i>primary</i> purpose of the partnership?	Strategic			Advisory and/or promotional		
	Service delivery			Co-ordinate and/or organise activity		
	<p>Other (please state):</p> <p>to encourage partners to work in partnership – partnership working is neither a natural or easy work practice. We feel if we can encourage good partnership commitment, we have the best chance to address all of the above issues – and all the above are key to delivery on the ground.</p>					
4. Legal status		Yes	No		Yes	No
Is the partnership requirement of	Statutory			In line with Government guidance	✓	

statute, recommended by Government guidance or voluntary?	Voluntary			Other (please state):
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5. Funding How is the partnership funded (on the basis of the last financial year)?	Source		Amount		Amount as % of total funding				
	Second Homes Tax Income		82,896		39				
	Broadland District Council		13,300		6				
	c/f income unspent		113,909		55				
	Total income		210,105		100%				
6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000			Between £50,000 & £249,000	✓		£250,000 or over		
7. What is the term of any grant	Not applicable	Yes	No		Yes	No		Please state below	
	1 year only			Annual			Other		
8. Will this funding continue in the future?	Comments: Second Homes Funding can be switched, and there is no guarantee that this form of funding will continue from one year to the next. BDC have not allocated any additional funding for 2009/2010. So there is no regular funding commitment to the LSP.								
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:	1	Days:	2			
	Officer representatives:		No of people:	1	Days:	6			
	Other		No of people:	1	Days:	6			
(b) What is NCC's annual contribution?	Financial	£	Other (e.g. use of facilities):						
10. Develop ment (a) Where do you think the partnership currently is in term of its stage of development?		Yes	No			Yes	No		
	1. Forming (very early stages)			3. Performing (clear roles and responsibilities and achieving its objectives)					
	2. Developing (developing working practices)	✓		4. Evaluating (objectives achieved, reviewing impact)		✓			

(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	<p>Comments: The BCP has a 10 year strategy, which was refreshed and adopted in April 2008. As part of the associated Action Plan there are a variety of Partnership Improvement activities. The unitary debate has had an adverse impact on partnership development activities, in that some key changes were made in April 2008 to improve partnership working, and to instigate a whole partnership performance monitoring system. However, update and improvements to the new systems have been delayed as colleagues await a unitary decision – there was little appetite amongst partners for engaging in detailed improvement plans in autumn 08 / spring 09 when it appeared that the LSP in it's current form might not exist after April 2010.</p> <p>With the deferral of unitary decision making, MAST have raised the issue of continuing to improve the performance management framework and reporting system, and this debate is scheduled to reopen at the September MAST meeting.</p>

(c) Is the partnership large or complex?	Yes	No	<p><i>(If yes, please give your reasons for saying so)</i></p> <p>The range of members, and their diverse core business leads me to conclude that the Partnership IS complex. Success in its continuing development will make it a formidable tool for quality improvement in the local area.</p>
	✓		
(d) Who was involved in setting up the Partnership? <i>(For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)</i>	<p>Comments:</p> <p>The Government White paper of 2000 recommended the creation of LSPs and devolved the duty to do so to local authorities. Broadland District Council officers and elected members provided the initial input into the LSP development. As part of the drafting and ratification of its 9 vision themes and the wider strategy and original action plan, the partnership developed a Board, and included an alliance of over 100 agencies, businesses, voluntary and community sector groups operating within the Broadland area to help formulate and review the above documents. A large public consultation exercise, including the use of public meetings, questions to the Citizen's Panel, etc, were used within the consultation process.</p>		

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	We have a constitution, and it will be attached to this document.
Is there a stated reason why the partnership exists and, if so, what is it?	The Government White Paper, 2000, "Stronger and Prosperous Communities"

	<p>recommended the creation of LSPs, and made them mandatory for areas in receipt of Neighbourhood Renewal Funding. Further legislation required of other statutory bodies “a duty to co-operate” in LSPs, and strengthened the role of LSPs themselves: for example to create a sustainable community strategy. Other government initiatives Comprehensive Area Assessment, for example, make the need for partnership working even more important.</p>
<p>Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i></p>	<p>Our original strategy “the Community Plan” of 2004, plus the Strategy update of April 2008 and the current action plan (2008 – 2011), are attached.</p>
<p>Have the aims of the partnership been published and, if so, where?</p>	<p>The BCP has its own web page on the Broadland District Council website, which includes the above documents. Individual partners have paper copies of the key documents.</p>
<p>How do the partnership aims link to the County Council’s corporate objectives? <i>(Please see list at end of form)</i></p>	<p>The Broadland LSP would not see its aims as linking to Norfolk County Council’s corporate objectives.</p> <p>Rather, we’d look to see how all the BCP partner members individually (including Norfolk County Council (NCC)), and our LSP corporately, can support delivery of local, and county objectives.</p> <p>Our county objectives are those set out in the Norfolk County Strategic Partnership’s (NCSP) strategy (Norfolk Ambition) and its Action Plan (Norfolk Action).</p> <p>Quite rightly, there is much overlap. But we’d see our county vision as being that of the NCSP, rather than of the NCC itself, ie:</p> <p>Norfolk, by 2023 will be:</p> <ul style="list-style-type: none"> • a place that inspires individuals and businesses to create, thrive and achieve • communities that prosper, welcome

	<p>and support</p> <ul style="list-style-type: none"> on England's frontline in tackling climate change and environment sustainability. <p>We attach a chart which shows out the 9 vision themes under which the BCP action plan is formulated, link to the 8 outcomes under which the NCSP delivery plan is structured.</p>
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B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	The constitution shows voting rights for partners and is attached.
How are decisions recorded?	Minutes are taken of all meetings and circulated to partners and supporting agencies
Who makes sure they are acted upon and who scrutinises them?	<p>The co-ordinator is tasked to support Board and MAST to act on decisions made.</p> <p>The BCP has no formal scrutiny procedure. Broadland District Council's overview and scrutiny committee have set up a Task and Finish Panel to review partnerships, and the BCP will be reviewed during this financial year.</p>
Is there an agreement on how these decisions will be reported back and who are they reported to?	There is no formal mechanism in place, but briefing papers circulate between Board and MAST to make sure all parties are aware of decisions taken at strategic and operational levels.
How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	The BCP has two district council elected members sitting on the Partnership's Board, the Chair of the BCP is the Leader of BDC. Additionally we have elected member support from Norfolk County Council on the BCP Board.
Which Cabinet portfolio is the partnership linked to?	Cllr Simon Woodbridge, Leader of the Council, is chair of the BCP. Cllr Mrs Kim Davis-Claydon holds the Partnerships & Change Management portfolio.
How are conflicts of interest resolved?	The BCP aims to reach decisions by

	consensus. However, where this is not possible, a vote is taken, with the chair carrying the casting vote, where required.
Do members of the partnership meet at the times set out in the agreement?	Yes.

C. Added Value	Comments
How does this partnership add value?	I believe it does. I believe MAST in particular are committed to partnership working: are excellent at exploring options for joint delivery and mutual support to improve quality of life around the district, and at sharing best practice.
How do you demonstrate this added value to the public?	We look to commission projects and engage in joint working which achieves more than might be achieved by individual partners working in isolation.

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	<p>For work we commission as an LSP we gather quotations in line with district council practice.</p> <p>When considering projects we use a two part process, making use of early expressions of interest, and fully worked up business cases, which the Council's grants panel score, before taking projects to MAST or the Board with recommendations for funding.</p> <p>All potential ideas are passed by the relevant thematic champions at the expression of interest stage, so that community groups and statutory bodies don't waste time working up projects which will not meet our core aims and objectives.</p>
How is the public made aware of how the partnership achieves value for money?	In 2006 and 2008 community partnership review documents were circulated within Broadland via the district council publication which goes to every household. There are periodic reports (especially in relation to our popular small

	grants scheme) which go out via press release, Broadland News or Broadland Business Focus.
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E. Performance management	Comments
<p>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?</p>	<p>The BCP aims to deliver activity which supports the NCSP in meeting the strategic vision set out in Norfolk Ambition, and in supporting its delivery plan, ie the Local Area Agreement (LAA). The LAA has set 35 National Indicators which represent the “Norfolk” key strategic areas for improvement. The LAA also include some local indicators. As a district LSP, the projects we commission tend to achieve “steps towards” delivery of National Indicators – level one learning, for example as opposed to the level three learning recorded in the National Indicator.</p> <p>The BCP has a large action plan, and each action within that plan has its own milestones and timelines. Each action has an action owner who is charged, not with delivery, but with moving the project along, and achieving their organisation’s part of the delivery process. Approximately 80% of BCP actions will support LAA outcomes. We have a small number of local indicators which do not appear in the LAA but support local issues.</p> <p>We run quarterly reports on progress on this action plan.</p>
<p>Who reviews and reports progress and how often does this take place?</p>	<p>Quarterly reports are run on actions / projects and reported to the Board, along with thematic champions reports at year end. Individual partnership representatives and named personnel act as action owners. They produce the quarterly reports from which the Board report is based.</p>
<p>Are targets reviewed from time to time</p>	<p>An annual review has been carried out</p>

and, if yes, who by?	in 2007 and 2008. We expect to form a Task and Finish Panel in September to undertake a review of the Performance Management Framework during the final quarter of this year and report to the Board.
How does the partnership agree action on targets that are not likely to be met?	Thematic champions support district council officers and the leading LSP partner in reviewing areas of poor performance.

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	No. The Partnership's income comes, in 2009, solely from Second Homes income tax receipts.
Who can decide how to spend it?	The Board have decided that it should decide on spending decisions on amounts over £5,000, and MAST on lesser amounts.
Can the money be reallocated and, if yes, who can authorise this?	<p>The co-ordinator and the BDC Partnership and Funding Officer carry out an on-going and informal review, and take recommendations to MAST and/or the Board as required.</p> <p>In 2009 the Board agreed that allocations of money to priority areas should be reviewed by MAST if monies haven't been allocated by September 2009. The October 2009 MAST has this as a formal agenda item and can reallocate to other priority areas, if required.</p>
What are the financial reporting arrangements?	Quarterly budget updates go to each Board meeting.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	<p>A risk assessment on NCC's engagement has not been undertaken. The statutory duty to co-operate addresses NCC as well as other statutory bodies.</p> <p>Broadland District Council's Risk Management Strategy and Guidelines are available to BCP action owners.</p>

	The BCP are in the process of adopting the BDC project management methodology (based on an NCC product). The BCP are likely to use this protocol when developing new projects during this financial year.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	The 2007 / 08 review of the partnership did not include a risk assessment. This would be included in any future development plan (post unitary decisions)
How does the partnership know if things are going wrong?	Key indicators of partnership health can be gathered through attendance and participation at meetings, and for project and actions, the project report activity reported on quarterly. The BDC Partnership and Funding Officer also undertakes a six monthly review of projects for which BCP funding has been allocated, and provides a more in-depth report to the Board during February and August each year.
Who can take corrective action if necessary?	Activity is usually supported by the BCP co-ordinator and/or the BDC Partnership and Funding Officer and actioned by the lead partner.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	<p>No arrangements have been made. The Partnership's philosophy is that the need for the LSP will not go away. At a time at which a change in structure will be required, this will be debated so that a smooth transition can be achieved.</p> <p>The co-ordinator has been tasked with preparing a project plan for a proposed merging of LSP's (unitary decision)</p>
Are there arrangements in place if NCC decides to no longer to be involved?	The BCP would continue if any individual partner decided to withdraw. Because of the statutory duty of the NCC to engage with the district LSPs, the scenario mentioned would only occur if all LSP activities were halted, in which case we would need to look at a structured close down or transfer of

	activity to whichever body best supported delivery of the LSP quality of life aims.
Is there a system for reallocating resources back to partners and, if so, what is it?	At the current time, the only core funding is from second homes money allocated to the Partnership as a whole. In the event of dissolution the Partnership members would have to decide how the allocated but unspent monies should be disbursed across projects which will continue after the lifetime of the BCP. It is likely – but not formally debated – that this task would devolve to the District Council partner who currently hosts the BCP banking duties.

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?	The BCP does not have a comprehensive communications policy. The information dissemination protocol exists to ensure key messages are understood and disseminated by all partners, and this is attached alongside this questionnaire.
How effectively does the partnership communicate with the public?	Historically, we have not communicated well with our public. A common comment at the time of our refresh in autumn 07 was “why didn’t we know you were around and doing all these things?” We therefore produced a summary leaflet at the time of launching our refreshed strategy and action plan, and aim to have an article in every issue of Broadland News (the Broadland District Council publication), and frequent items in the Broadland Business Focus and press releases for projects etc that we are funding.

NCC's nine Corporate Objectives

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

NCC's three organisational Objectives

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

Appendix One – NCC Corporate Affairs Overview & Scrutiny Panel, Minutes of 18 March 2009 follow overleaf.

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 22 July 2009 Overview and Scrutiny Panel. The Forward Programme (Appendix B) shows which items are due to be reported at upcoming Overview and Scrutiny Panels.

1.2 Members of the Overview and Scrutiny Panel are asked to 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

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

Officer Contact

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

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



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

Outline Programme for Scrutiny

Update for 23 September 2009

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

Changes to Programme from that submitted to Overview and Scrutiny Panel on 22 July 2009

Added – None

Completed / Removed from Programme - Norfolk People Feel They Can Influence Things

Topic	Outline Objective	Working Group/Report	Stage 1 (scoping/ initial report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
1. Effective use of County Buildings	Review existing policies and processes in relation to properties occupied by the County Council to ensure that the Corporate Property Portfolio is being managed in the most effective way	Working Group		January 2009	CAOS Jan 08	OSSG Group agreed to join this group with the ASSD Group looking at County Care Homes, item referred back to OSSG to agree membership and terms of reference.
2. Partnership Reviews	To review all partnerships within the CARP remit using the Partnership Questionnaire Tool	Report		1 st Partnership Report Jan 09	CARP Sept 08	All partnership reviews added into forward programme. Panel will look at one per meeting for the coming year.

Topic	Outline Objective	Working Group/Report	Stage 1 (scoping/ initial report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
3. Review of Councils Constitution	To review the Councils Constitution	Working Group	TBC		CARP Nov 08	Group has been reformed and will meet in October 2009
4. Sickness Absence	To consider a detailed analysis of sickness absences to establish whether any action could be taken to reduce the average numbers of working days lost and improve the council's performance.	Working Group	TBC		Cabinet Jun 09	Group has been formed and will meet in October 2009

Completed Scrutiny Items:

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

CORPORATE AFFAIRS OVERVIEW AND SCRUTINY PANEL

SCRUTINY FORWARD WORK PROGRAMME

23 September 2009	18 November 2009	20 January 2010
Broadland Alliance LSP	Great Yarmouth LSP	Norwich LSP

Performance and Resources Monitoring Report

Report by the Director of Corporate Resources

Executive Summary

This report includes an update on performance and financial monitoring information. Up to date performance information is reported for those corporate health indicators where 1st Quarter data is available together with information on key areas improvement or for sustained good progress.

Ten out of the thirteen performance indicators reported on are on target at this point in the year. Two indicators are within 5% of target – Percentage of employees from Black and minority ethnic communities and Forecast budget spend against adjusted Capital budget. One indicator is off target by more than 5% - Percentage of employees with a disability.

Revenue budget 2009/10 update, reserves and provisions, and the capital programme 2009/10 update are also reported.

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

1. Introduction

1.1 Integrated monitoring reports are made to each Overview and Scrutiny Panel meeting. The monitoring reports to this Overview and Scrutiny Panel focus primarily on how we are performing against the Council's three Organisational Objectives:

- Improve Customer Focus
- Deliver Value for Money
- Develop and Support our Workforce

1.2 This report provides the data available for the 1st Quarter together with information on key areas for improvement or for sustained good progress. Performance data for the 1st Quarter is set out in Appendix A and in some cases discussed in more detail below.

2. Performance update

Objective A – Improve Customer focus

2.1 Ensure that services meet the needs of diverse communities

- 2.1.1 We reported in July that, as part of the Council's ongoing work on the new Equality Framework (which has now replaced the Equality Standard), a comprehensive action planning and consultation process was underway with religious and belief groups and lesbian, gay and bisexual people in Norfolk.
- 2.1.2 There has been a very good response to these two initiatives with over 300 responses to the two surveys. The findings will be reported in detail to the Council's Strategic Equality Group later in the year and will be key to helping the Council better understand the views and experiences of residents and taxpayers from these diverse groups and inform development of the Equality Strategy for Norfolk.
- 2.1.2 The County Council's Disability Equality Scheme (DES) is due for review and work is now underway to develop a new three-year scheme, which will review what is in place locally and what needs to be changed to promote equality for disabled people and improve life for disabled people locally. Further details of this work are included in this Overview & Scrutiny Panel's Member Briefing for September.

2.2 Culture of good practice in customer service

- 2.2.1 Our Customer Services Strategy sets out our approach to improving customer focus and including embedding a culture of good practice in customer service where staff provide consistently good standards of care. In 2004 the County Council introduced customer care standards demonstrating its commitment to making it quick and easy for customers to contact NCC. These standards are communicated to all staff through their induction training when they start working at the Council and all services are asked to include information about how well they are meeting these standards in their service plans.
- 2.2.2 The Council has four core customer care standards which cover response times to telephone calls, emails, letters and meeting visitors with appointments. During 2008/09, systems were put in place for monitoring customer care standards across the organisation. Collection and monitoring systems have been trialled and went 'live' in April 2009:
- Telephone response times are taken directly from the telephone system for calls to locations on the County hall campus, and more locations will be included over time
 - Response times for visitors with appointments are collected by a quarterly survey in receptions where customers routinely have timed appointments
 - Email response times are measured for emails received in the customer service centre and then handed over to services to respond to
 - Services use their own systems for reporting on response times for mail and faxes
- 2.2.3 Corporate targets have been set based on current performance (from the trial period) and our aspiration is to achieve targets of at least 90% in all standards within three years.

2.2.4 We are now able to start reporting performance information against these customer care standards and the 1st quarter performance for 2009-10 is given in Appendix A. Performance information on these four core customer care standards will be reported to this Panel each quarter.

Objective B – Deliver value for money

2.6 Meet efficiency targets

2.6.1 Delivering value for money and efficiency continues to be the focus of sustained action. One of our corporate improvement priorities is to meet our efficiency targets and we use the value for money indicator in the National Indicator Set (NIS) to measure performance (NI 179 – efficiency savings).

2.6.2 At the 1st quarter, our year-end efficiency savings figure is on track for achieving our target of £14m for 2009-10. NCC is realising efficiencies through projects in the Efficiency Programme and information about this is reported elsewhere on this agenda.

2.7 Improve efficiency of financial processes

2.7.1 Improving financial processes is another corporate improvement priority and we measure this through our key processes. One measure is the percentage of invoices paid by authority within 30 days. Our quarter 1 figure is 95.4%, compared to 94.6% at the same time last year, and exceeds our target of 90%.

2.7.2 Another key measure is the total value of orders raised through i-procurement and the target for 2009-10 is £135m. The figure for the end of the 1st quarter of 2009-10 is £57m – which represents an increase of 32% on the same time last year (£43.4m) - and is an early indication that we are on track to achieve that target. The number of orders raised has not particularly changed but departments are now using the system to raise higher value orders and not just to process low value transactions.

2.8 General progress on delivering value for money objective

Use of Resources update

2.8.1 The new Comprehensive Area Assessment (CAA) framework came into force on 1 April 2009. One of the key components is the Organisational Assessment, which includes a new Use of Resources (UoR) assessment. The new UoR assessment includes an assessment of how effectively the organisation manages its finances to deliver value for money.

2.8.2 We submitted a self-assessment to the Audit Commission earlier this year and they have completed their fieldwork. The outcome of NCC's Organisational Assessment, including our UoR score, will be known in the Autumn and the Audit Commission plan to publish all organisational assessment results on a new 'oneplace' website on 10 December.

Good Governance update

- 2.8.3 The Annual Governance Statement (AGS) was introduced last year to provide assurance that the organisation's governance framework, including the system of internal control, is adequate and effective. In June 2009, the Audit Committee approved the proposed AGS for the period 2008-09 and there were no corporately significant issues to report. The AGS has now been submitted to the Audit Commission, as part of the Annual Statement of Accounts, and we currently await the outcome.

Objective C – Develop and Support our Workforce

2.9 Improve employee health and well being

- 2.9.1 The 1st quarter data on sickness absence shows 1.85 average working days lost to sickness absence, which is an improvement on the 2.32 average working days lost for the same period last year. However, it should be noted that this figure is subject to potential change since absence returns are still being received for this quarter. Sickness absence remains a major issue for employers and, at 9.18 days, we did not meet our year-end target of 8.5 average working days lost to sickness absence for 2008-09.
- 2.9.2 At its meeting on 23 June, Cabinet decided to ask Corporate Affairs Overview and Scrutiny Panel to consider detailed analysis of sickness absence to establish whether any action could be taken to reduce the average number of working days lost. The Panel met on 23 July and decided to set up a working group to look at sickness absence.
- 2.9.3 Employee turnover decreased during the course of 2008-09 from 13.20% to 12.19% and, at 1.88%, is lower (better) than target for the 1st quarter of 2009-10. This is likely to be linked to the uncertain economic climate. The Local Government turnover rate remained unchanged in 2008 from the previous year at 13.7%. NCC remains below the average for the sector.

2.10 Increase diversity in the workforce

- 2.10.1 Data for the 1st quarter shows the proportion of employees from Black and minority ethnic (BME) communities is 1.41%, compared to 1.26% for the same time last year, and against a target of 1.45% for the end of 2009-10.
- 2.10.2 The 1st quarter figure for the total number of employees declaring a disability under the DDA definition is 2.09%, which is a decrease from the figure of 2.13% at the end of 2008-09. Data from the staff survey conducted in June 2009 indicates that the actual proportion of disabled employees is more likely to be around 6%, as returns across all Departments were consistently at this level. This remains a key area for improvement over the coming year.
- 2.10.3 A range of activity is underway to help NCC retain and attract a diverse workforce. For example, NCC is working with Access to Work and Indigo (a local dyslexia charity) to pilot a mentoring scheme for dyslexic employees to provide targeted support to remove barriers in the workplace. NCC is also working with Rethink - a leading, national mental health charity – to pilot a toolkit, which has been

commissioned by the department of health as a practical guide specifically for local authority line managers about providing reasonable adjustments for employees with mental illness.

3 Revenue Budget 2009/10 update

3.1 The overall Revenue Budget for this panel for 2009/10 is a net expenditure budget of £20.050M. The overall budget comprises of spending on a number of service departments amounting to £36.936M. This is offset by the Finance General net income budget of (£16.886M). Details are set out in the table below which shows the current adjusted budget, as at the end of July 2009, and the projected outturn for the year for each department.

3.2 Revenue Budget Outturn 2009-2010

	Adjusted Budget £M	Outturn £M	Variation From Adjusted Budget (Under)/Over £M
Chief Executive's	34.312	34.312	0.000
Property Services	2.624	2.624	0.000
Total excluding Fin.Gen.	36.936	36.936	0.000
Finance General (net income)	(16.886)	(18.014)	(1.128)
Total	<u>20.050</u>	<u>18.922</u>	<u>(1.128)</u>

3.3 Chief Executives – £0.000M

3.3.1 The Chief Executive's total budget includes £5.771M net expenditure budget for Corporate Finance and £1.694M net expenditure budget that relates to Coroners, Elections and Registrars.

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

3.4 Property Services – £0.000M

3.4.1 A breakeven position is currently forecast for Property Services.

3.5 Finance General– (£1.128M)

3.5.1 The Finance General budget shows a net overall underspending of (£1.128M). This comprises of the following main variations:

3.5.2 Interest rates are monitored continually to determine advantageous borrowing and investment opportunities. Additional income of £0.800M 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. It is early in the financial year and there is currently the potential for interest rate changes and the opportunity to take advantage of further debt restructuring. Any further variations will be reported to future Panel meetings.

3.5.3 Slippage in the 2008/09 capital programme has resulted in a revenue saving of (£0.328M) due to a revised debt repayment calculation after the 2009/10 budget was approved.

3.6 Icelandic Banks

3.6.1 **Background:** At Cabinet on the 13th October 2008, Members were informed of the Council's exposure to Icelandic banks. £32.5M of the Council's investments (then around £300M) had been invested with 3 Icelandic banks; Landsbanki (£15M), Kaupthing (£10M) and Glitnir (£7.5M). The banks were taken into administration in early October by the Icelandic Government and their assets frozen.

3.6.2 The Local Government Association (LGA) continues to coordinate recovery action on behalf of local authorities, with legal support being provided by Bevan Brittan.

3.6.3 **Progress to date:** Having consulted with the LGA and the Audit Commission, the Chartered Institute of Public Finance and Accountancy (CIPFA) published specific guidance in May 2009 on how local authorities should account for Icelandic deposits in their 2008/09 Statement of Accounts. The guidance was based on detailed information available at that time and allows all authorities to take a consistent approach to accounting for their Icelandic deposits.

3.6.4 In accordance with this accounting guidance, the County Council has made an appropriate level of impairment for each bank within its 2008/09 Statement of Accounts. The Audit Committee approved the Statement of Accounts on 29th June. A summary of the accounting treatment for each bank and progress to date is provided below.

3.6.5 **Kaupthing Singer and Friedlander:** The creditor progress report issued by the Administrators Ernst & Young on the 17th April 2009, outlined that the return was projected to be a minimum of 50p in the £. The Administrator went on to indicate that the estimate could be higher dependent upon market conditions when undertaking the sale of the bank's assets. The first dividend payment of 10p in the £ was expected sometime during the summer.

3.6.6 In early July, the Administrators announced that they would make the first payment to creditors by the end of July. The payment of £2.081M or 20p in the £, double the 10p payment predicted in the report to creditors in April, was received on 24th July. The increase is due to better than expected 'realisations' since the original report. It is possible that a further distribution will be declared in September/October. A further 6-monthly report will provide a full update in October.

- 3.6.7 In its 2008/09 Statement of Accounts, the County Council has recognised the recovery of 50p in the £ spread over a period to October 2012 (the permitted period of the administration process). Based on a 50p in the £ dividend, the total projected recovery, including accrued interest to the 7th October 2008, is £5.202M.
- 3.6.8 **Landsbanki:** Landsbanki is an Icelandic entity. Following steps taken by the Icelandic Government in early October 2008, its domestic assets and liabilities were transferred to a new bank (New Landsbanki), with the management of the affairs of Old Landsbanki being placed in the hands of a resolution committee. A 'bond' was put in place to represent the value of assets transferred from the old to the new bank. Old Landsbanki's affairs are being administered under Icelandic law.
- 3.6.9 Accounting guidance lead the County Council to assume a recovery of 95% or 95p in the £, by 2012 in its 2008/09 Statement of Accounts.
- 3.6.10 At the end of June, a further update on expected recovery rates from Landsbanki was published, reducing the expected recovery rate to 83p in the £. This revised level of recovery reflecting sensitivities around the valuation of the bond. This reduces the projected total sum recoverable from £14.890M to £13.009M.
- 3.6.11 **Glitnir:** Glitnir Bank is also an Icelandic entity. It too has been divided into a 'New' and 'Old' entity and a resolution committee established to oversee the administration of Old Glitnir under Icelandic law.
- 3.6.12 Latest available creditor information indicates that a full recovery of the principal and accrued interest to 14th November 2008 (or the maturity date if earlier) will be achieved. This equates to £7.806M.
- 3.6.13 No information has been provided by the resolution committee about the timing of any payments to depositors but since the value of deposits is small compared to total asset value of the Bank, the assumption is that repayment of deposits could be as early as March 2010.
- 3.6.14 **Summary:** "Winding-up Committees" have now been established for both Landsbanki and Glitnir. The committees will be responsible for collating claims from creditors through a claims filling process, which is expected to take at least six months. Bevan Brittan is coordinating this process on behalf of local authorities.
- 3.6.15 Total recovery from all 3 banks, based on latest information available, is calculated to be £26.017M. However, it should be noted that both Landsbanki and Glitnir recoveries are subject to confirmation that local authority deposits enjoy preferential creditor status, which is likely to have to be tested through Icelandic courts. The calculated level of recovery is subject to variation in the light of the final outcome of the administration process of each bank.
- 3.6.16 The estimated recoverable amount in paragraph 3.6.15 above is different from the amount reported to the Audit Committee on 29 June as part of the 2008/09 Statement of Accounts report. It is intended to adjust the 2008/09 Statement of Accounts to reflect the latest position prior to them being considered by the Audit Committee in September and certified by the Audit Commission.

4. Reserves and Provisions

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

<u>Reserve / Provision</u>	Balance 31.03.09 £M	Projected Balance 31.03.10 £M	Movement £M
Building Maintenance	0.550	0.000	(0.550)
Insurance Provision	6.173	6.173	0.000
Insurance Reserve	0.000	0.000	0.000
IT Earmarked Reserve	5.059	1.616	(3.443)
Repairs and Renewals Fund	0.252	0.267	0.015
Usable Capital Receipts	1.222	1.752	0.530
Industrial Estate	0.044	0.000	(0.044)
Capital Funding Reserve	3.846	2.500	(1.346)
Affordable Housing & County Strategic Partnership	1.283	1.509	0.226
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	1.207	(1.695)
Modern Reward Strategy Provision (for 2007/08 & 2008/09)	17.219	17.219	0.000
Organisational Change Reserve	3.442	2.537	(0.905)
Total	<u>50.456</u>	<u>43.244</u>	<u>(7.212)</u>

4.2 Building Maintenance Fund

During 2008/09, £0.300M of the County Hall rates refund and £0.280M of LABGI funding was transferred into the Fund for additional building maintenance works; the balance of this funding will be spent in 2009/10.

4.3 Information Technology Reserve

£4.444M of the balance is held in respect of e-services and relates to the delivery of the ICT Medium Term Plan, the Efficiency Programme and Customer Services initiatives in 2009/10 and beyond. The projected movement relates to this planned expenditure.

4.4 Usable Capital Receipts

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

4.5 Industrial Estate

The movement reflects the anticipated restoration costs that will be met from the reserve due to the expiration of the North Walsham industrial estate lease in 2009.

4.6 **Capital Funding Reserve**

The reduction reflects funding of the 2009/10 Capital Programme and the balance will be used to fund future Capital Programmes.

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

This represents monies not yet spent in accordance with the agreement reached through the Norfolk Local Government Association.

4.8 **Potential Pension Liability Provision**

This represents monies set aside for the potential pension liability arising from the transfer of staff to the Norfolk & Waveney Mental Health NHS Foundation Trust.

4.9 **Redundancy & Pension Reserve**

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

4.10 **Modern Reward Strategy Reserve**

The reserve is to assist with the implementation of the Single Status Agreement and includes funds set aside for additional Modern Reward Strategy project team costs, which may arise in 2009/10.

4.11 **Strategic Ambitions Reserve**

Formerly the "Invest to Save/ Invest to Improve Reserve", this was renamed the Strategic Ambitions Reserve during 2008/09 to reflect that the reserve is to be used to promote and progress the Council's strategic ambitions. Consideration will also be given to drawing down funds from the reserve on an invest to save basis where such investment supports delivery of the strategic ambitions.

4.12 **Modern Reward Strategy Provision**

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

4.13 **Organisational Change Reserve**

At its meeting on the 16th February 2009, County Council approved the use of the remaining balances on the LPSA Pump Priming and Interest Equalisation Reserves for other purposes. The combined balances were placed in a new "Organisational Change Reserve" and it was agreed that £0.605M would be used to fund the one-off cost of the June 2009 elections. The remaining balance will be used to provide one-off funding to support and invest in the transformational change e.g. shared services, which the Council faces from 2010 onwards. Such change will be necessary to meet the expected very tight squeeze on our finances irrespective of whether or not Local Government Review happens. At its meeting on the 14th September 2009, Cabinet approved the use of up to £0.300M to meet the costs of the forthcoming review of management structures across the County Council.

5. **Capital Budget 2009/10 update**

5.1 The forecast 2009/10 capital out-turn is summarised in the table below.

Capital Budget Outturn 2009/10

Department	Budget 2009/10	Forecast	Movement to future
	Out-turn	years/	underspend
	£M	£M	£M
Chief Executive's (ICT)	2.059	2.059	0.000
Offices	5.549	5.549	0.000
Property Management	0.291	0.291	0.000
Corporate Minor Works	0.953	0.953	0.000
Total	<u>8.852</u>	<u>8.852</u>	<u>0.000</u>

5.2 The budget for 2009/10 is the approved budget adjusted for 2008/09 slippage.

5.3 **Corporate Minor Works:** the budget represents the total Corporate Minor Works budget which is allocated out to specific projects in departments during the course of the year.

6. Equality Impact Assessment (EqIA)

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

7. Section 17 Crime and Disorder Act

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

8. Action required

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

Officer Contacts:

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

Harvey Bullen 01603 223330

Linda Bainton 01603 223024



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*** Score Key (Prism)**

★ Performance is at or better than target

● Performance is within 5% of target

▲ Performance is more than 5% worse than target

Data reported quarterly					
	Actual 08/09	Target 09/10	1 st Quarter	Score *	Comment
Customer care standards: Telephone enquiries - % answered within 15 seconds	-	90%	96.7%	★	See paragraph 2.2
Customer care standards: Email enquiries - % answered within 3 working days	-	70%	75.5%	★	See paragraph 2.2
Customer care standards: Visitors - % seen within 5 mins	-	95%	98.1%	★	See paragraph 2.2
Customer care standards: Letters & faxes - % answered within 10 working days	-	70%	84.9%	★	Not yet including data from Adult Social Services or Cultural Services
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) (NI179)	£14,65m	£14.00m	£14.00m (year-end projection)	★	See paragraph 2.6.2
% invoices paid by authority within 30 days	96.50	90	95.4%,	★	See paragraph 2.7.1
Value of orders processed through iProc (£)	103m	£135m	£57m	★	See paragraph 2.7.2
Forecast budget spend against Revenue budget (£)	-£0.459m (-0.09%)	0 to -0.5%	-£1.128m (-0.20%)	★	-
Forecast budget spend against adjusted Capital budget (£)	-£34.485m (-18.3%)	0 to -10%	+£0.492m (+0.24%)	●	-
Average number of days employee sickness	9.18	8.5	1.85	★	Cumulative figure/ Qtr 1 profile is 2.03% See paragraph 2.9.1
% Employee turnover	12.19	12.00	1.88	★	Cumulative figure/ Qtr 1 profile is 2.04% See paragraph 2.9.3

% Employees with a disability	2.13	2.54	2.09	▲	See paragraph 2.10.2
% Employees from black and minority ethnic communities	1.41	1.45	1.41	●	See paragraph 2.10.1

*** Score Key (Prism)**

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

Efficiency Savings Programme

Report by the Director of Corporate Resources

Executive Summary

This report provides a review of progress against the Council's 2009-2010 efficiency targets developed within the budgeting process.

Budgeted Efficiency savings for 2009-2010 were £10,109,000. The current forecasted position is £13,317,000 - slightly under this year's target of £14,000,000. However this forecast combined with last year's performance ensures we are on track to meet the three-year cumulative target of £42m.

Potential additional savings have been identified within Capital and Procurement. Work is currently underway on quantifying these. It is expected that these will be sufficient to meet the in-year shortfall and therefore put us ahead of target cumulatively.

The £1,500,000 saving to be achieved by Modern Social care (MSC) and the Assessment and Care Management Review (ACMR) in ASSD is unlikely to be achieved. The current forecast is that £300,000 will be saved in 2009-10. The projected saving reflects a whole year, however the implementation of the ACMR restructuring delivers at the end of October 2009, so only a part year saving will be achieved this year.

Analysis within the Carbon Management Programme indicates that the carbon footprint of the estate as a whole has risen. Buildings energy costs have risen by £6m over the previous financial year. Whilst street lighting has shown a reduction in consumption there has however, been an increase in energy costs (circa £900K for the year). The volatility of the energy market makes achieving efficiencies a challenge and indicates the complex nature of this activity. A sub-group to address the issues around the Carbon Reduction Commitment and the threat to the target has been created. It should be noted that this does not affect the 2009/10 budget or Annual Efficiency Statement as these savings were not included in either target

The Efficiency Team is running Value for Money (VFM) training courses during the year and is actively promoting them with senior managers and service leads. VFM is also the theme for the 2010-2011 service planning conference and the team are actively supporting the conference.

Members are asked to consider and comment on the progress of the Council against its efficiency targets as set out in this report.

1 Introduction

- 1.1 Norfolk County Council (NCC) is realising efficiencies through projects in an Efficiency Programme and other initiatives / projects, in order to balance its budget without the need for cuts to frontline services.
- 1.2 Efficiencies in addition to those planned through the efficiency programme need to be realised. A target of £14m per annum in capital and revenue efficiencies has been set in 2009-2010
- 1.3 The current economic climate and potential future threats to funding mean that greater efficiencies and improvements are required. Members and Chief Officers are currently reviewing options to extend the efficiency agenda to meet these challenges.
- 1.4 Details of current progress against the annual target 2009-2010 are shown in the Annual Efficiency Statement (AES) at Appendix A.
- 1.5 The previous central government requirement to produce and submit an annual efficiency statement (AES) detailing individual budgeted efficiency activities, was substituted by a requirement (NI 179) for a single headline. However, in order to ensure adequate information was being provided to members, the AES continued to be used as a method of reporting efficiency activity.
- 1.6 As requested by panel members at the previous CAOSP in July, the AES has been amended to include progress of projects within the efficiency programme.
- 1.7 The efficiency team is also undertaking actions to identify 'opportunity' efficiencies that services are making as part of their normal business. This will contribute to providing an overall view of efficiency within the organisation.

2 The Efficiency Programme

- 2.1 The current Efficiency Programme includes the following projects:-

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

3 Efficiency Programme Projects – Progress Update

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

3.2 Assessment & Care Management Review (ACMR)

Summary

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

Progress

3.2.2 Recruitment to the new Target Operating Model (TOM) structure commenced at the beginning of June. Heads of service, locality managers and practice consultant levels have been appointed. The overall process of this phase is due to complete at the end of September.

3.2.3 The Efficiency Team is supporting the creation of a benefits realisation plan to ensure that efficiencies delivered from the restructure are tracked and understood. It is anticipated that efficiencies in the region of £300k will be achieved this year, however further work on the full year outturn and the potential for further phases is underway.

3.2.4 Total efficiency figures are monitored by the workstream leaders. The sponsor reports results to the Adult Social Services transformation board.

3.3 Capital Programme Efficiencies

Summary

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

Progress

3.3.2 The current capital programme will not have many projects on site this year and hence the opportunity to deliver significant efficiencies is limited.

3.3.3 However the existence of a framework of constructors based on partnership does enhance the ability for identifying partnering benefits that provide 'added value' or efficiencies in construction approaches and methods.

3.4 Carbon Management Programme

Summary

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

Progress

- 3.4.2 The carbon reduction commitment (CRC) is an escalating agenda and actions are currently underway to position the organisation to meet the challenges and maximise efficiency opportunities.
- 3.4.3 Four key areas (initially) have been identified - Buildings, Schools, Communications and Street lighting for support by the Carbon and Energy Reduction Fund (CERF) which has been launched to allow technical improvements to buildings to be funded. These improvements will contribute to the yielding of future cost savings over various timescales.
- 3.4.4 The target set in conjunction with the carbon trust of 25% reduction in CO2 emissions from County Council operations by 2013 is likely to be revisited following the data analysis currently being undertaken to support NI 185 (organisational carbon footprint performance framework) and increasing energy costs.
- 3.4.5 Analysis of NI 185 returns indicates that the carbon footprint of the estate as a whole has risen since the work commenced with the Carbon Trust on a like for like basis. Buildings energy costs have risen by £6m over the previous financial year. Other than County Hall, many of the larger buildings are consuming more. Street lighting has shown a reduction in consumption against a backdrop of increased energy cost (circa £900K for the year).
- 3.4.6 A sub-group to address the issues around the Carbon Reduction Commitment and the threat to the £3m target has been created. To provide a greater level of understanding and risk management, quarterly monitoring reports are now being undertaken rather than annually as previously.

3.5 Modern Social Care (MSC)

Summary

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

Progress

- 3.5.2 The mobile and flexible working pilot commenced on 1 April 2009 for 32 staff in the Northern Locality. Social workers are utilising mobile technology to allow access to systems from home, a GP's surgery, their office and a library. The trial was due to end in August with a review report being prepared in September. However the pilot has been extended until the end of September 2009 so that wireless access can be tested more thoroughly and a better understanding can be gained of the benefits of remote access working.
- 3.5.3 The testing of Care First Versions 6.7 and 6.8 for the implementation of the transformational change associated with the Assessment and Care Management Review project in Adult Social Services, is nearing completion. The proposed live date is 15 September 2009 for updating to this version. The system is currently being updated with new processes, forms and outputs to underpin the ACMR project and these will go live in late October 2009.
- 3.5.4 MSC phase 2 has been launched, the first package 'go live' date is planned for April 2010. Subsequent packages will be delivered thereafter to an agreed timetable. The requirements of the finance and interfaces element of the project are currently being defined for the implementation of the residential care modules in Care First.
- 3.5.5 The Electronic Document Management Records System (EDMRS) project is progressing under a recently appointed project manager. Tenders for the system are due in on 28 August with tender evaluation commencing 1 September.

3.6 Passenger Transport Network Planning

Summary

- 3.6.1 The Passenger Transport Network Planning project aims to deliver transport efficiencies by improved utilisation of vehicle resources whilst meeting client needs.
- 3.6.2 The project has four work-streams:
- Integration of transport with Health and the voluntary sector.
 - Norfolk County Services (NCS) Fleet – to ensure efficient use of the fleet including school journeys.
 - Small vehicles – improvements to the planning and tendering of small vehicle services.
 - Procurement of transport, both spot and long term contracts.

Progress

- 3.6.3 Investigations continue into unavailable school routes / walking routes and the opportunities of saving transport costs through the implementation of infrastructure improvements. The savings target of £140,000 set for 09/10 should be achieved.

- 3.6.4 There has been some non-financial benefits realisation in that staff time is being saved through procurement changes and customer service is being improved through an integrated adult care team.

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

Summary

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

Progress

- 3.7.2 Despite the difficult economic climate, there is confidence in achieving the financial benefits of the project at this stage. There are good foundations in place from work that was conducted last year, which should deliver financial benefits this year.
- 3.7.3 The Capital programme is going to be lower than in previous years which restricts the opportunity for financial benefits from target costed works. Work is underway to generate savings to compensate for this. Benefits are expected to be accrued in 2009/10 from work started last year. This should help to compensate the continued downturn in the Capital construction programme.
- 3.7.4 A number of improvements through the programme have not necessarily generated 'cashable' savings, but have contributed to a more effective use of available budgets.
- 3.7.5 P&T is being supported by the Efficiency Team in undertaking internal process reviews, investigation of procurement and supply chain processes across the partnership, further simplification of the initiative process, improved communication and cross partnership learning.
- 3.7.6 The County Council and May Gurney have together given the surface dressing programme a £380,000 boost after negotiations with suppliers achieved savings. These savings have been reinvested into extending surface dressing work programmes.

3.8 Procurement

Summary

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

Progress

- 3.8.2 The procurement project of the Support Services Review programme constitutes a major element of work, together with improvements in sustainable procurement and the further embedding of e-procurement technology
- 3.8.3 The procurement workplan is making progress and savings to date for 09/10 are £268,830.
- 3.8.4 The take-up of i-procurement continues to increase sharply and further developments are under way. The i-procurement target of £135m throughput this year is supported by an improvement action plan with departments and throughput to date is £74.69m - an increase of £23.35m on this time last year.
- 3.8.5 The development of an e-tendering solution to deliver process improvements is progressing to plan. The invitation to tender for the platform has been completed and tender evaluation is underway.

3.9 Support Services Review (SSR)

Summary

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

Progress

- 3.9.2 Individual Project Boards for the ICT and Procurement projects have now been established to provide tighter governance of the implementations. Work is commencing with Finance to scope the next phase of development and set up the project governance.
- 3.9.3 A dedicated communications resource has been recruited to support the implementation and a change management strategy is currently being developed to assist the implementation of all SSR projects.

3.9.4 SSR - ICT

- 3.9.4.1 The ICT Project aims to bring together the currently separate, departmental ICT teams and the central ICT service ("Charles House Services") into a single function to provide ICT services to the whole of the authority.
- 3.9.4.2 The benefits of this are improved alignment of the ICT service to emerging business needs, improved management of existing resource and reduced need for external support as well as some reduction in staff costs.

- 3.9.4.3 There are currently two key streams of activity; the first is the development of the detailed structure for the new ICT service including job profiles for new/changed posts and an overall structure in line with the Target Operating Model. This proposed new structure has been accepted by the Modern Reward Strategy (MRS) moderation panel.
- 3.9.4.4 The second stream of activity is agreeing with departments which staff are in scope for the new ICT services. The majority of staff have now been identified and this activity will be complete shortly
- 3.9.4.5 The next stage in the project is to bring the two streams together and undertake a selection and assessment process to fill the roles in the new structure. It is planned that this will be complete by the end of the calendar year with the new service launching April 2010.

3.9.5 SSR - Procurement

- 3.9.5.1 The procurement project aims to bring together the currently separate, departmental procurement teams and the central procurement unit (CPU) into a single function to provide procurement services for the whole of the authority. Category management is a key feature of these proposals
- 3.9.5.2 The SSR procurement project board endorsed option 3 of the business case detailing the implementation of a new approach to procurement. The business case was approved at the SSR programme Board on 13 July as it represents the highest level of benefits and a balanced risk profile.
- 3.9.5.3 The business case suggests significant indicative savings of over £3m by 2011/12 with rising cashable benefits thereafter. There is potential for the Authority to achieve considerable benefits following the implementation of the new approach.
- 3.9.5.4 A project manager has been allocated to manage the next step - to create a detailed design of new processes and controls, including the implementation of a category management approach to procurement.

3.9.6 SSR - HR

- 3.9.6.1 The HR project aims to bring operational efficiencies in terms of saving managers' time, HR professionals' time and opportunities to focus professional HR resource onto higher value work.
- 3.9.6.2 The automated process for the Teachers' Annual Service Return that reduces the risk of error and releases employees in the Employee Services Centre to focus on other tasks has been completed.
- 3.9.6.3 Comprehensive and accurate organisation structure details held in a single repository (Org plus) enabling high levels of data accuracy in personnel records and effective vacancy management has been completed and data cleansing is currently underway for the final phase.

- 3.9.6.4 The new HR@Norfolk (PeopleNet) web-based information facility was launched in July and reduces the need to consult HR advisors over day to day matters. Initial feedback from users is very positive.
- 3.9.6.5 Work has commenced on scoping the next phase of the development of a self-service facility for employees which builds on PeopleNet.
- 3.9.6.6 A project has been mobilised to implement a vetting and barring project which forms part of the safeguarding agenda.
- 3.9.6.7 The project will build a compliant vetting and barring service that is capable of being used by specified local government and voluntary sector partners. This will enable NCC and specified partners to meet the new vetting and barring legislative requirements as well as supporting improved two-tier working. It will also contribute to a wide range of national indicators relating to safeguarding and have a positive impact on Ofsted and CAA inspections.
- 3.9.6.8 From an efficiency perspective, a single shared service approach will deliver economies of scale both within NCC and across partner organisations. Existing processes will also be simplified and standardised and reporting arrangements will be enhanced.

3.10 Other Areas of Efficiency

- 3.10.1 Efficiencies continue to be identified and realised in addition to those targeted within the efficiency programme. For example, joint working with health partners locally has achieved an improvement in delayed transfers of care performance despite evidence of a 30% increase in referrals at the Norfolk and Norwich Hospital in June. This result represents a non cashable efficiency.
- 3.10.2 This improvement can be attributed to a combination of better data and a real drop in delays patients are experiencing. Work will continue on joint capacity planning with partners to try and maintain this good performance through the winter when there is typically a large increase in pressure at the local hospitals.
- 3.10.3 The Efficiency Team is undertaking Value for Money (VFM) training courses during the year and is actively promoting them with senior managers and service leads. These courses provide access to the efficiency (VFM) 'toolkit' and ongoing support and development through action learning sets.
- 3.10.4 Project managers within the Efficiency Team are delivering corporate project management training and development courses. This is providing a strong link between operationally based project managers and their peers in the Efficiency Team and is leading to greater opportunities for skills transfer and to implement the efficiency agenda by improving project mobilisation and benefits delivery.

4 Financial savings

- 4.1 The provisional capital and revenue savings targets for the three years are as follows.

Norfolk County Council AES Provisional targets				
Total '000	2008/09	2009/10	2010/11	Total
CLG Target 2008/09	13,770			13,770
CLG Target 2009/10		14,229		14,229
CLG Target 2010/11			14,688	14,688
CLG Target Total	13,770	14,229	14,688	42,687
AES Target	14,000	14,000	14,000	42,000
Projected 2008/09	14,651			14,651
Projected 2009/10		13,317		13,317
Projected 2010/11			0	0
Achieved Total	14,651	13,317	0	27,968

5 Risk Management

- 5.1 Governance and reporting arrangements remain in place. A key element of this is the monthly review meeting of Chief Officers (COG) when they, as project sponsors, lead the discussion using efficiency programme project status reports and the change programme status reports detailing progress by activity and outcome.

6 Financial Implications

- 6.1 Failure to meet the 2009/2010 targets may require the Council to find alternative efficiencies or make reductions in services.

7 Section 17 Crime and Disorder Implications

- 7.1 There are no direct implications arising from this report.

8 Equality Impact Assessment

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

9 Action Required

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

Adrian Blakey
Interim Head of Efficiency
e-mail: Adrian.blakey@norfolk.gov.uk



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Appendix A - Progress to date 2009-2010

Efficiency Projects & AES Savings 09/10

Detail	Within 09/10 Budget	Latest Forecast	Annual Budget	Latest Forecast as Percent of Budget
	£	£	£	%
CHILDRENS SERVICES				
Home to School Transport Efficiency Savings*	780,000	780,000		0.47
CAMHS Savings	30,000	30,000		0.02
Childrens Fund non-filling of vacant posts	120,000	120,000		0.07
Reduce LAC adolescent numbers	935,000	935,000		0.56
2008/09 Slippage for LAC		923,000		0.55
Staff Savings - 20 FTEs	305,000	305,000		0.18
Other Budget Savings	100,000	100,000		0.06
SEN Transport Expenditure	340,000	340,000		0.20
MSC Scanning Cost savings	150,000	150,000		0.09
Primary School Computing	70,000	70,000		0.04
TOTAL	2,830,000	3,753,000	166,452,000	2.25
ADULT SOCIAL SERVICES				
MSC and Care Management Review*	1,500,000	300,000		0.14
LD Savings from Priority Based Budgeting	940,000	940,000		0.44
Externalisation of home support services	821,000	821,000		0.39
Day Opportunities savings	500,000	125,000		0.06
TOTAL	3,761,000	2,186,000	212,735,000	1.03
PLANNING & TRANSPORTATION				
Economic Development savings	4,000	4,000		0.004
Street Lighting PFI	-	-		
Partnership savings*	-	500,000		0.48
TOTAL	4,000	504,000	103,367,000	0.49
TRADING STANDARDS				
Other Consumer Services Vacancy Management	20,000	20,000		0.60
TOTAL	20,000	20,000	3,349,490	0.60
CULTURE				
Library Admin efficiencies - Electronic Processing	100,000	100,000		0.50
Library delivery vehicle savings	30,000	30,000		0.15
Library Lease Funding no longer required	20,000	20,000		0.10
Museum Efficiencies	10,000	10,000		0.05
Gressenhall Rates Reduction	35,000	35,000		0.18
Castle Security Savings	10,000	10,000		0.05
Leasing Great Yarmouth Museums	11,000	11,000		0.06
Adult Education Service Efficiency Programme	83,000	83,000		0.42
TOTAL	299,000	299,000	19,805,330	1.51

Detail	Within 09/10 Budget £	Latest Forecast £	Annual Budget £	Latest Forecast as Percent of Budget %
OTHER				
Review of IT Contracts	225,000	225,000	N/A	N/A
Various Chief Executives post savings	51,000	51,000	N/A	N/A
Various Chief Executives service savings	23,000	23,000	N/A	N/A
Corporate Finance Insurance Premium savings	400,000	400,000	N/A	N/A
Corporate Finance Restructuring savings	100,000	100,000	N/A	N/A
IT Strategy Savings	-	2,360,000	N/A	N/A
Procurement Savings*	-	1,000,000	N/A	N/A
Capital Savings from NPS*	-	TBC	N/A	N/A
Rates Savings	150,000	150,000	N/A	N/A
Finance General Review of Income	86,000	86,000	N/A	N/A
Contribution to General Balances no longer required	2,160,000	2,160,000	N/A	N/A
TOTAL	3,195,000	6,555,000	-	-
* Either An Efficiency Programme Project or contributed to by one				
GRAND TOTAL	10,109,000	13,317,000	505,708,820	2.63%
EFFICIENCY PROGRAMME PROJECTS SHOWN IN REPORT		Target	Latest Forecast	
			£	
Adult Social Services Assessment & Care Management Review included above				
Capital Programme Efficiencies included above				
Carbon Management Programme	3,000,000	being revised		
Modern Social Care included above				
Passenger Transport Planning included above				
Strategic Planning and Transportation (P&T) included above				
Procurement - included above				
Support Services Review	3,000,000	3,000,000		
	6,000,000	3,000,000		