

# Corporate Affairs Overview & Scrutiny Panel

Date: **Wednesday 20 January 2010**  
Time: **10.00am**  
Venue: **Edwards Room, County Hall, Norwich**

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

## **Membership**

Mr C Jordan (Chairman)

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

## **Cabinet Members (Non-Voting)**

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

## **Deputy Cabinet Members (Non-Voting)**

Mr J Herbert Corporate Affairs

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

Vanessa Dobson on 01603 223029  
or email [vanessa.dobson@norfolk.gov.uk](mailto:vanessa.dobson@norfolk.gov.uk)

## **A g e n d a**

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

2. **Minutes**

To confirm the minutes of the meeting held on Wednesday 18 November 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 15 January 2010. Please submit your question(s) to the person named on the front of this agenda. For guidance on submitting public questions, please view the Council Constitution, Appendix 10, Council Procedure Rules at [www.norfolk.gov.uk/reviewpanelquestions](http://www.norfolk.gov.uk/reviewpanelquestions).

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

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

Please note that all questions must be received by 5pm on Friday 15 January 2010. Please submit your question(s) to the person named on the front of this agenda.

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

**Items for Scrutiny**

8. **Shared Services** (Page **17**)  
Report from the Shared Services Working Group.
9. **Forward Work Programme: Scrutiny** (Page **37**)  
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. **Duty to Respond to Petitions** (Page **44**)  
Report by the Head of Democratic Services which sets out the legal requirement for the Council to respond to petitions and also provide a facility for our residents to create and submit on line petitions.
11. **2010/11 Member Learning and Development Programme** (Page **53**)  
Report by the Head of Democratic Services which sets out a suggested Member Learning and Development Plan for 2010/11.
12. **Service and Financial Planning 2010-13** (Page **57**)  
Report by the Director of Corporate Resources and Cultural Services which provides the latest information on the revenue budget proposals and capital funding bids.
13. **Corporate Affairs Integrated Performance and Finance Monitoring Report for 2009/10** (Page **71**)  
Report by the Director of Corporate Resources and Cultural Services which provides an update on performance and finance monitoring information for the period to 30 November 2009.
14. **Draft Interim Disability Equality Scheme 2009-12** (Page **79**)  
Report by the Director of Corporate Resources and Cultural Services which provides an update on work to refresh the County Council's Disability Equality Scheme.
15. **Efficiency Savings Programme** (Page **100**)  
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.

**Following the Panel meeting there will be an opportunity for all Panel members to attend a short introduction to Prism, the County Council's performance management system. Members can find how to access the system and how to interpret the information held on it. The briefing will take place in the Members IT suite and officers will be available to answer questions and demonstrate the system online**

	<b>Group Meetings</b>	
<b>Conservative</b>	<b>9.00am</b>	<b>Colman Room</b>
<b>Green Party</b>	<b>9.00am</b>	<b>Room 532</b>
<b>Liberal Democrat</b>	<b>9.00am</b>	<b>Room 504</b>

**Chris Walton**  
**Head of Democratic Services**

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Date Agenda Published: 12 January 2010



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## **Scrutiny – Shared Services**

Report by the Chairman of Scrutiny Working Group

### **Summary**

This report provides the findings and recommendations of the Scrutiny Working Group established by the Scrutiny Review Panel on 18 November 2009.

The working group was established to scrutinise the authority's frameworks for shared services and whether these frameworks were robust to build on in the future.

Three areas for inquiry were identified:

- Shared Support Services (Internal)
- Shared Services in Norfolk (External)
- Commissioning (External providers of the authority's services).

The timescale for reporting was set as being one committee cycle so as to contribute to the current programme of action outlined in the Organisational Framework 2009-2012 report by the Leader, September 2009. As such our views are the result of a quick dive into this subject area, and should be read in that context.

### **Recommendations**

The working group's recommendations to the Panel are:

- Request a report from officers in three month's time as to progress and pitfalls in implementing the support services programme generally and for ICT, Procurement, Human Resources and Finance in particular.
- Monitor and evaluate progress on shared services (external).
- In regards to commissioning, the working group recommends that confirmation is sought that:
  - Commissioning arrangements are following the Councils 2009 Commissioning Framework
  - The Councils Learning and Development Board have considered the learning and development requirements for the implementation of the commissioning model
  - There are governance arrangements in place to manage the relationship with the service provider

## 1. Introduction

- 1.1 At its meeting on 18 November 2009 the Corporate Affairs Overview and Scrutiny Panel set up a working group to scrutinise Shared Services.

Membership of the Group:-

Roger Smith (Chairman)	-	Conservative
William Nunn	-	Conservative
John Dobson	-	Conservative
Alex Byrne	-	Conservative
Mike Brindle	-	Liberal Democrat

Terms of reference for the scrutiny were agreed by the Overview & Scrutiny Panel on 18 November 2009.

- 1.2 Members of the Working Group met on two occasions for discussions with the Director of Corporate Resources, Interim Head of Efficiency and Head of Corporate ICT. Written reports, attached as Appendices to this Report, by Planning & Transportation **Appendix B** and Adult Social Services **Appendix C** were also reviewed. Minutes of the meetings are available on request.

## 2. Background

- 2.1 Following the Gershon Public Sector Efficiency Review 2004, Local Government throughout the UK was tasked in 2004 by the Office of the Deputy Prime Minister (now Communities and Local Government (CLG)) with making 7.5% efficiency savings totalling £6.45 billion over three years.
- 2.2 Announcements about efficiency under the 2007 Comprehensive Spending Review (CSR07) included a new 3% per annum target for the years 2008/09 - 2010/11. The position from 2011/12 is uncertain but the economic downturn and the state of the public finances suggest that the financial environment for local government will be very tough.
- 2.3 The recent government Pre Budget report (Dec 2009) stated that a further £550m efficiency savings were needed from local government which would come from more efficient waste collection and disposal, reducing the burden of inspections and assessment and reductions in duplications and inefficiency between different tiers of local government.
- 2.4 The Leader of the Council in his "Organisational Framework 2009-2010" report to Cabinet in September 2009 set out his vision for Norfolk County Council over the coming years. The challenges noted by the Leader within the report include a potential cash freeze from 2011/12 onwards which would have significant implications for services. Taking the three years 2010/11 to 2012/13 together, the Council could be faced with a funding gap of around £140m. The Leader's Advisory Board on the Organisational Framework includes within its work programme items for Shared Services (February 2010) and Shared Support Services (Early April 2010).
- 2.5 There were a number of areas of response to the financial challenges stated within the Leaders report, two of which are relevant to the subject of this working group:

- Drive out waste and duplication through streamlining processes and sharing functions where it makes sense to do so.
- Sharing of services with other public sector agencies

2.6 The Chief Executive's "Norfolk Forward" report of September 2009 on a programme of change also referred to support services and other shared services. Against this background the purpose of the working group's inquiry was to determine whether existing frameworks for shared services are sufficiently robust to build on in the future.

2.7 In addition the work of the group is set against the background of existing internal programmes of work including the Support Services Review March 2008 and the current Organisation Review (which is currently the subject of a consultancy review), and external programmes such as the Boundary Committee's proposals for Unitary Local Government for Norfolk. The latter, in particular, given recent developments, makes future planning extremely uncertain.

Three areas for inquiry by the working group were highlighted:

- Shared Support Services (Internal)
- Shared Services in Norfolk (External)
- Commissioning – External providers

### 3. **Shared Support Services (Internal)**

3.1 The Support Services Review (SSR) began in 2007 as a three year efficiency programme that works across all County Council departments. The starting point for the review was the principle that by sharing services across departments we will be able to make better use of limited resources.

3.2 Unfortunately the onset of the Boundary Committee's Local Government Review (LGR) disrupted the timescales for 2007 SSR, and meanwhile a 'Foundations Programme' was drawn up in March 2008. This Foundations Programme was approved to enable implementation of some areas of the Target Operating Models in order to improve service quality, release scarce capacity and realise some cost savings. As the outcome of LGR became much delayed and uncertain, the focus on Support Services was stepped up in 2009 to the full model.

3.3 The SSR will affect 800 staff across 4 services:

- |               |           |
|---------------|-----------|
| • ICT         | • HR      |
| • Procurement | • Finance |

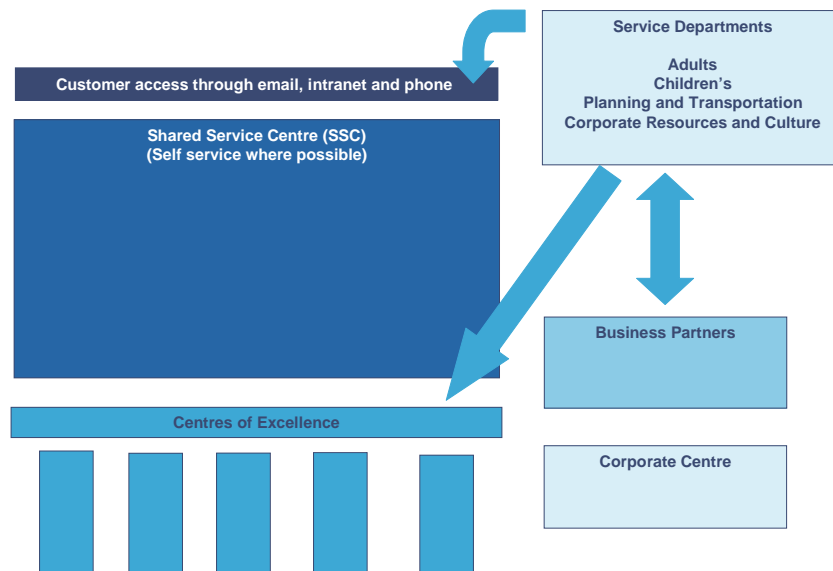
3.4 The delivery of support services is based on a Target Operating Model (TOM) agreed by Chief Officers and Cabinet. The TOM describes what the functions will look like in the future so they are in the best possible shape for efficient service delivery.

The TOM is based on best practice and centres on 4 tiers:

1. Self Service

2. Service Centre
3. Business Partners
4. Centres of Expertise

### Target Operating Model for a support service



- 3.5 The generic Target Operating Model provides a standard business model in line with the SSR vision of common processes, a focus on self service and improved efficiency. It delivers value for money as customers can be helped quickly and expertly from their initial contact without need for referral.
- 3.6 The current status of projects within the SSR programme are as follows:
- ICT – This is the most advanced area of the programme. It follows the ICT Support Services Review 2009/10, produced in November 2009. The TOM has been agreed and appointments are in the process of being made to the new structure. Full implementation of the model is planned for April 2010, and officers are of the view that it looks like being delivered on time. The project was expected to realise between 5% - 10% savings.
  - Procurement – Supported by the Business Case on a new approach to procurement June 2009, the TOM has been agreed and the programme is in the detailed structure design stage. Efficiencies in this project are expected to be realised by the review of procurement processes and better procurement. New procurement arrangements are expected to come into effect on 1<sup>st</sup> April 2010. They include a new Head of Procurement, procurement teams and category management. Savings are being assessed as substantial from April 2011.
  - HR – Work here has concentrated on delivery of PeopleNet (Web based product simplifying information and providing self-service), installing a system to automate the completion of the Teachers Annual Pension Service return and a new software package has been introduced to allow organisation charts to be produced automatically. The next stage of the



project will concentrate on introducing more self-service for HR activities. Early planning assumptions for this project are that 5% savings can be achieved.

- Finance – This project is in the scoping and commissioning phase. Early planning assumptions for this project are that 5% savings can be achieved.

3.7 Further internal support services already follow a shared services model, this is a mixed model which has developed over time and includes Legal Services, Norfolk Audit Services, Risk & Insurance, Accounts Payable (Purchase to Pay) and Accounts Receivable (Order to Income). The focus of the SSR is to bring together both models.

3.8 In addition, the 2009 Organisational Review has identified further suggested support service areas such as Policy & Performance, Complaints Services and Communications & Marketing.

#### 4 **Experience of Implementing Target Operating Model for ICT**

4.1 Part of the working group's scrutiny exercise involved discussions with the Head of Corporate ICT on the experiences of implementing the target operating model within the ICT service. The project is now at the end of the design stage, prior to full implementation in April 2010. Particular areas for the Panel to note following these discussions are as follows:

- ICT has an annual spend of £20m, £6m is spent on staffing costs and the remaining on the ICT infrastructure
- There were a number of ICT job roles across the authority, both within the corporate centre and within departments
- Two areas of efficiencies were identified:
  1. Concentration on contract renewals (e.g. data and voice services), identified for £5.6m efficiencies over 5 years, actual estimates are now at £7m.
  2. Fixing things quicker (e.g. accessing PC's remotely so that an ICT expert can fix problems remotely rather than having to travel to the user)
- The experience of using the TOM was positive and the model is straightforward and based on best practice
- The four tiers of the TOM were used to design the new ICT service and examples of each tier can be seen below:

##### **Self Service:**

Ability to re-set own passwords (currently 11,000 contacts a year are made to request a password to be reset)

##### **Service Centre:**

Ability of ICT staff to fix problems remotely. Rapid response

### **Centre of Excellence:**

ICT specialists – e.g. ICT architecture, a team that concentrates on the authorities ICT requirements both now and in the future

### **Business Partners:**

Provide the 'glue' between departments and ICT Services defining business needs, overseeing deployment of services and projects within departments and contributing to NCC ICT Strategy and Policy.

- Implementation of the project required strong leadership and staff consultation
- The project has reduced ICT FTEs by 9.98 and thereby reducing ICT staff costs by over £200,000 pa
- The project transferred a further 4 FTEs to the Corporate Programme Office with an associated budget of £220,000 pa. Additionally also remove two further posts and transfer a further £135,000 pa budget to the Corporate Programme Office
- Total ICT FTE post reduction 15.98 FTEs from a current total of 165.24 FTEs, 9.5%
- Total ICT staff cost reduction of approximately £550,000 pa against a £6 million staff budget, 9%
- Risks to delivery of the project were managed through the use of a risk register, an example of the key risks faced by the project team and some of the mitigating actions are attached at **Appendix A**
- Performance of the new service will be regularly reviewed and reported to the Cabinet member
- The TOM is being followed for other services in the SSR and lessons learned are being fed into each review

## **5 Shared Services in Norfolk (External)**

5.1 The Public Service Leaders' Board is comprised of Leaders and Chief Executives of all Councils in Norfolk, together with NHS Norfolk, The Broads Authority and the Police. The Board has taken a lead in developing shared services within Norfolk

5.2 Initially three areas have been prioritised by the Board:

- Waste collection and disposal
- Regulatory and enforcement services
- Asset management – fleet initially

5.3 The Board currently has a funding bid to draw down funds to enable them to move forward with the above priorities. The conclusion appears to be that

little progress has been made in developing external shared services.

5.4 In addition to the above, bilateral developments between the County Council and one or more Districts are under discussion, particularly in the areas of ICT and legal services.

5.5 A number of general potential barriers were identified by members of the scrutiny working group in delivering a shared services model with other external bodies. It is not apparent whether these barriers are specifically relevant to the case in Norfolk. That would require further inquiry. Examples of barriers are:

- Lack of benchmark information
- Loss of flexibility
- Loss of control
- Fear of failure
- Job losses
- Loss of reputation
- Loss of security

## 6 **Commissioning (External Partners/Providers)**

6.1 Guidance about implementing the Local Government and Public Involvement in Health Act 2007 says that local authorities will generally be better able to meet their best value duty by adopting a commissioning role, and defines this as “one in which the authority seeks to secure the best outcomes for their local communities by making use of all available resources – without regard for whether services are provided in-house, externally or through various forms of partnership.”

6.2 Norfolk County Council’s approach to commissioning is set out within the Commissioning Framework which was agreed by Cabinet in June 2009.

6.3 The commissioning approach is set in five stages:

- Assessing the needs of our population
- Setting clear ambitions and outcomes for Norfolk people
- Designing effective services to improve outcomes for those with identified needs – including those at risk of disadvantage
- Decide how best to efficiently secure those services – in-house; partnership; or external
- Review how effective we are in achieving our priorities

6.4 This approach is replicated at different levels across the organisation, for example at a whole-authority level for the County Council Plan, down to individual service or thematic strategies, such as the Special Educational Needs strategy.

6.5 It was further noted that Norfolk County Council has aspirations for further partnership working, and in particular closer integrated working with the National Health Service.

- 6.6 Examples of Norfolk County Council commissioning include the strategic transportation partnership with the private sector (Mott MacDonald and May Gurney), joint commissioning and pooled budgets with the NHS, PFI projects for waste, schools and street lighting, in-house provision for specialist intensive home-care reablement and external provision for more general ongoing home care.
- 6.7 Further details of the Planning & Transportation Dept's Partnership can be found at **Appendix B** which details the commissioning framework, the savings made, the review process and the risk management arrangements. These partnership arrangements were last reviewed in 2008 by the PTEWO&SP and appear to be working well judged by the partnership's track record. A review of the partnership will start in Spring 2010 when the Council's 2009 Commissioning Framework will be considered.
- 6.8 Of relevance to commissioning arrangements with the private sector, there is anecdotal evidence to suggest that where Council staff deal with the private sector, it is important for them to have training and experience in conducting those arrangements in a commercial environment.

## 7. **Experience of Commissioning a Service**

7.1 Part of the working group's scrutiny exercise also involved reviewing a report from Adult Social Services on their experiences of applying the Council's commissioning framework for the delivery of Home Support. The following areas were addressed:

- Assessing the needs of the population
- Defining the outcome to be achieved
- Designing the service to achieve desired outcomes
- Testing the options for service delivery
- Determining the procurement route
- Implementing the changes
- Managing the transitional phase and risk

7.2 The Panel noted the following from a review of the report:

- Adult Social Services is moving towards becoming a commissioning organisation and is using the Council's commissioning framework to ensure that appropriate services are available.
- In the case of the home support programme, development of the service is ongoing and is likely to take almost two years to complete.
- Progress in regard to the home support programme is subject to ongoing review for effectiveness and its ability to meet its original aims.

## 8. **Conclusions**

- 8.1 For some while there have been numerous external and internal drivers for sharing services both internally amongst departments and externally with other public, private and third sector bodies (i.e. Shared Services), as well as arrangements for third party providers to deliver County Council services (i.e. Commissioning). Since 2007 this has been particularly the case for Norfolk County Council in respect of shared services. However since then, Local Government Review has clouded the issue. In particular committing to major change in this environment was seen as difficult. Other factors giving rise to slow progress might also be present. At this stage we have been unable to identify these, if any.
- 8.2 The scrutiny working group was provided with detail on the frameworks this Council uses to deliver shared services and examples of where these frameworks have been utilised in practice. This has been instructive for Members of the Working Group. Understanding these has been the main benefit of its work, and has also led us to possibly suggest further inquiry.
- 8.3 Whether the frameworks for shared services, other than commissioning, are sufficiently robust to be built on in the future cannot yet be proven as further progress needs to be made in implementing the shared services concept. However the evidence given in the case of ICT at the end of the design stage is encouraging, but more examples are needed to form a full assessment.
- 8.4 In regard to the commissioning of services, these generally seem well developed by the Council, and appear to be used widely. It is too early to say that these arrangements all follow the Council's 2009 commissioning framework. Further work may be needed to establish this.
- 8.5 The Council's 2009 commissioning framework states that the framework is designed to provide some high level strategic cohesion to the concept. However it noted that implementation of the framework needed to be supported by awareness raising and some specific learning and development arrangements, which it is assumed that the Council's learning and development board have considered.
- 8.6 It is not entirely clear, at this stage, from the Council's 2009 commissioning framework what governance arrangements exist for managing the relationship with the service provider.

## 9. **Recommendations**

9.1 The working group's recommendations are as follows:

- The framework for the Support Services Review gives some cause to believe that there is a robust framework for developing shared services and that the ICT model may be a good example of this in practice. However lack of progress in other areas of the Council's services and lack of other examples inhibit a more definite view. It is also to be noted that the ICT project has not yet been implemented into a working service and so there can be no post-implementation review at this stage. Consequently the working group recommends a report from officers in

three month's time as to progress and pitfalls in implementing the shared services programme generally and for ICT, Procurement, Human Resources and Finance in particular.

- The shared services in Norfolk (External) model has shown slow progress in development at this stage with no specific framework in place. However we recognise that implementing shared services across organisations is more complex and difficult than within a single organisation, that there may be barriers as identified above, and that it will require continued commitment from all potential partners to deliver them. Consequently the working group recommends that progress on this is monitored and evaluated.
- As noted above, the commissioning of services generally seem well developed by the Council and used widely. However is too early to say that these arrangements all follow the Council's 2009 commissioning framework. The working group recommends that further work will be needed to establish this.
- The Council's 2009 commissioning framework states that the framework is designed to provide some high level strategic cohesion to the concept. However it noted that implementation of the framework needed to be supported by awareness raising and some specific learning and development arrangements, which it is assumed that the Council's learning and development board have considered. The working group recommends that this should be confirmed.
- It is not entirely clear, at this stage, from the Council's 2009 commissioning framework what governance arrangements exist for managing the relationship with the service provider. The working group recommends this be further clarified

## 10. **Resource Implications**

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

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

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

## **Action Required**

The Corporate Affairs Overview and Scrutiny Panel:-

- (i) To consider and comment on the contents of this report and its recommendations as set out in section 9

## Background Papers

List of background papers

Shared Services - Corporate Affairs Overview & Scrutiny Panel 18/11/09

Norfolk County Council Organisational Framework 2009-2012 – Cabinet 14/09/09

Support Services Review – Foundations Programme – Cabinet 10/03/08

Support Services Review – Corporate Affairs Review Panel 21/03/07

Support Services Review Option Appraisal – Cabinet 04/06/07

Norfolk County Council's Commissioning Framework – Cabinet 23/06/09

## Officer Contact

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

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**ICT Support Services Review – Example of risks and risk mitigations**

Risk	Mitigation
<ul style="list-style-type: none"> <li>• Continuing with the current situation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the SSR ICT Project in line with the proposed Target Operating Model.</li> <li>• Early identification (and quantification) of project benefits.</li> <li>• Staff and ICT professional consultation workshops (Aug/Sept 08) to identify business requirements.</li> </ul>
<ul style="list-style-type: none"> <li>• Lowering staff morale because of uncertainty staff may feel when involved in such a review.</li> </ul>	<ul style="list-style-type: none"> <li>• Early communication of proposals to staff.</li> <li>• Consultation with staff on new structure.</li> <li>• Clear milestones/plan communicated to staff – to manage expectations</li> <li>• Good staff communication (see mitigation below)</li> </ul>
<ul style="list-style-type: none"> <li>• Poor communication with the unions and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Early meetings with union to highlight expected impact of changes and ongoing union meetings at key decision points.</li> <li>• Acting on the advice of Unions for consulting/communicating with staff.</li> <li>• Weekly meetings arranged with the Unions for Selection and Assessment phase.</li> <li>• Early meetings with all departmental ICT teams by Head of ICT and Project Manager to answer questions.</li> <li>• “Anonymous” email inbox set-up for staff questions.</li> <li>• Regular updates of online FAQs.</li> <li>• Meetings with departmental teams and CHS at key milestones.</li> <li>• Once in scope staff identified, “All Staff” event held with open Q&amp;A session and anonymous post boxes – all questions and replies published on intranet site.</li> <li>• Standing item at ICT Board to provide update to senior professionals within each department.</li> <li>• Key documents made available to staff once approved, (e.g. new structure) published on intranet.</li> </ul>



**Corporate Affairs Overview & Scrutiny Panel**  
**20 January 2010**  
**Appendix A**

<ul style="list-style-type: none"><li>• Insufficient research relating to the delivery options</li></ul>	<ul style="list-style-type: none"><li>• Options for delivery within the TOM structure identified and articulated in the Business Case.</li><li>• Delivery options tested with staff (users), ICT professionals, SSR User Group, unions, HR and external consultants (PwC), with changes made to reflect feedback.</li><li>• Structure based on external best practice (ITIL)</li></ul>
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## **Planning and Transportation Partnership with Mott MacDonald and May Gurney**

### **Information for Corporate Affairs Overview and Scrutiny Panel Member Working Group – January 2010**

#### **Background**

The Partnership is a contractual arrangement between Norfolk County Council and our two partners. Separate contracts have been let between the County Council and each of the partners. Although the other two partners do not have a contract with each other in respect of the P&T Partnership, their contracts with NCC require a degree of interaction between them. This does not in a legal sense form a partnership but it is operated as one in order to maximise the benefit to NCC.

The County Council entered into public/private partnerships with locally-based construction firm, May Gurney and Mott MacDonald in 1999. These contracts were renewed in 2004, through a competitive tendering process.

The P&T Partnership was one of the strategic partnering arrangements reviewed by a Cabinet Scrutiny Committee working Group in 2008. The PTEW Overview and Scrutiny Panel reviewed the scrutiny questionnaire on the Partnership, completed as part of this work, at their meeting in March 2008.

#### **Corporate commissioning framework**

The Partnership is the main vehicle through which P&T delivers services. This is operated under an integrated organisational structure which helps us to deliver effective integration with our Partners. This includes some teams within the Council and partner offices which include staff from partner organisations.

Maintaining a close contractual relationship with our Partners enable us to maintain control of all of our services whilst benefiting from input into the strategic leadership and direction for the service, for example through our integrated Executive Management Team (which includes senior representatives from May Gurney and Mott MacDonald). In planning and delivering services, we do this with our Partners utilising the existing Departmental and Corporate procedures.

Performance across the Partnership is monitored against a number of National and local performance indicators, and progress is regularly reported to PTEW Overview and Scrutiny Panel. The Partnership has an excellent track record of success, including a Local Transport Plan rated 2<sup>nd</sup> best in the country which attracted significant reward grant and Centre of Excellence status, Beacon Council status and a 3 star rating for the service as a whole.

### **Savings from adopting a Partnership approach**

The previous partnerships with Mott MacDonald and May Gurney (prior to 2004) enabled the County Council to save £1.8m in works costs and £2.9m of initiative savings, over the five years of the Partnership. This was reported to Members when considering the procurement options for the current partnership (PTEWED Review Panel in January 2003, and Cabinet in February 2003).

The current contracts were tendered utilising the principles of the Mixed Economy Toolkit. In addition, benchmarking was carried out as part of the Review of the Partnership in advance of the 5 year break point. The conclusion of this work was that the rates of both partners are below the benchmark market rate.

The Partnership approach also enables the County to access a number of less tangible benefits, including:-

- Easy access to private industry and national experience.
- Access to a pool of skilled staff resources to help deal with peaks and troughs.
- Ability to delivery key projects in tighter timeframes – including by setting up integrated teams.
- Opportunities for early contractor involvement, to get better and more effective solutions to problems.

### **Review of Partnership**

The period of the contracts with May Gurney and Mott MacDonald is 10 years, with provision for break points at 5 and 8 years (2009 and 2012). A decision on whether or not to terminate the contracts at these break points needs to be made around two years in advance. This is to allow sufficient time for any new procurement process to be completed, and new contractual arrangements to be set up, before the contracts expire. Contractually, we have to give 6 months notice to our partners prior to these break points if we wished to terminate the arrangements.

In advance of the 5 year break point, a review of the Partnership was carried out. This included value for money and performance benchmarking. The outcomes of this were reported to PTEW Review Panel (September 2007) and Cabinet (October 2007), and Members agreed that the contracts should not be terminated, but a programme of improvement should be developed. Further information on these improvements was reported to PTEW Review Panel in March 2008 and July 2008, and to Cabinet in July 2008.

A further review will start in Spring 2010, in advance of the 8 year break point. The Council's Commissioning Framework, and Norfolk Forward more generally, will be picked up in the Terms of Reference for the review.

In addition to these reviews, there are also a number of interview review processes in place. This includes a partnership audit regime, and a specific process to ensure that the pricing of schemes over £150k receives additional scrutiny.

### **Risk management arrangements**

Maintaining a close contractual relationship with our Partners enables us to maintain control of all of our services whilst benefiting from input into the strategic leadership and direction for the service, for example through our integrated Executive Management Team (which includes senior representatives from May Gurney and Mott MacDonald). We also have a dedicated Contract Manager in the Department who manages the contracts with the partners on a day to day basis.

In terms of delivery of services, the Partnership is part of the risk management process that exists within the Department, including maintaining a risk register for P&T. The risks are monitored regularly, and the corporate level risks are reported regularly to PTEW Overview and Scrutiny Panel. Individual projects also have specific risk registers, managed as part of the project.

In terms of integration, we seek to integrate activities to our mutual financial advantage whilst retaining the capability to reward cost reduction initiatives by sharing those benefits between the partners. Partners are also paid for direct services provided e.g. design and maintenance work.

## **Report for Shared Services Scrutiny Working Group**

### **Experience of using the commissioning framework: Adult Social Services home support programme**

Adult Social Services is currently involved in a wide ranging “Transformation Programme” and as part of this and the move towards becoming a commissioning organisation Adult Social Services is using the commissioning framework to ensure that appropriate services are available to meet the needs and wishes of the population of Norfolk.

Some examples of major pieces of work that are being undertaken in this way include; the development of a new model of home support; the “Making Your Day” review of day opportunities for older people and people with a physical and / or sensory impairment; and the “Strategic Model of Care” review of care home provision.

This report gives a brief description of Adult Social Services’ experience of working within a commissioning framework in one of these areas - the development of the current model of home support services.

### **The Development of a New Model of Home Support**

#### **Assessing the needs of the population**

The first step was to assess the needs of the population. The major users of home care is the older population and predicted population figures indicate that there will be a significant increase in this age group in the next few years and so demand for these services are also likely to significantly increase (a report to Cabinet in April 2007 indicated that those aged 85 and over is forecast to rise by 12% by 2012 and 45% by 2022).

Another factor that will increase demand is that more people are wanting to stay in their own homes longer and this is reflected by the strategic decision within the Older Peoples Strategy “Living Longer, Living Well” to meet increased demand through support to people at home rather than through increasing recourse to Care Home provision.

Alongside this the number of people in the age band that has traditionally been employed in the care market is predicted to reduce, increasing the pressure on recruitment and retention and so action was needed to ensure that appropriate services will continue to be available for people who need them.

Defining the Outcome to be achieved

Having identified the predicted need Adult Social Services had to agree some clear outcomes for the people who might need to use the service. As previously mentioned one of these was already included in the Older Peoples Strategy "Living Longer, Living Well" which is to support people at home rather than through increasing Care Home provision. One of the ways of helping people to remain at home for as long as possible is to try and help maximise their own skills / independence by the provision of some reablement services. This meant remodelling the service.

Designing the service to achieve the desired outcomes

Evidence gathered from another local authority indicated that 20% of people receiving short term intensive input regain independence and do not require long term support. A proposal was developed and put to Adult Social services Review Panel in November 2006 to re-model the Home Support Service. The proposed model specified 2 distinct services:

- Assessment and Reablement Service – Intensive input for a maximum of six weeks
- Continuing Support Service – Longer term support.

Testing the options for service delivery

Having agreed to adopt this model further consideration was given to the best way of achieving this and four possible options were considered:

- In-house and the independent sector both providing both services
- In-house providing all of the Assessment and Reablement service and a third of the continuing support service; the independent sector providing two-thirds of the continuing support service
- In-house providing all the Assessment and Reablement service and the independent sector providing all the Continuing Support Service
- The independent sector providing both services and the county council withdrawing from the market.

Each of these options was considered from the point of view of

- Impact on cost and human resources
- Impact on service quality and care management
- Impact on service users

It was concluded that the 3<sup>rd</sup> option i.e. in house providing the Assessment and Reablement service with the independent sector providing the continuing support service provided the greatest advantages and least disadvantages.

### Determining the Procurement Route

Having decided that the independent sector is to provide the Continuing Support service Adult Social Services had to decide how it wished to procure this service.

Adult Social Services already had a series of block contracts in place with the independent sector across the county which had been established in order to ensure stability of supply and value for money. In order to achieve the move to the new model of provision a number of changes were required to the contractual arrangements with providers including the production of a new service specification to describe the nature and parameters of the new service.

Although there were a range of procurement options for securing home care services it was considered that using the tendering approach for block contracts would offer best value for money and give the greatest chance to increase capacity.

### Implementing the changes

The next stage was the implementation phase. Changes had to be made to the in house service with a new management structure, recruitment and training of care staff etc.

In respect of the continuing support model new arrangements including revising the service specification and going out to tender for the service had to be implemented. As a result the county is now covered by a range of block contracts with a range of providers all working to the revised specification.

### Managing the Transitional Phase

In order to achieve the split between an in house Assessment and Reablement Service and an independent sector continuing support service the in house long term service had to be reduced and will eventually cease to exist. It was agreed that this would be phased in over a number of years. This meant that systems had to be developed to predict and monitor the reduction in the long term service and to ensure that the capacity in the independent sector grows sufficiently to be able to absorb this reduction.

A number of initiatives have been put in place to ensure this happens including: county monitoring meetings; individual meetings with providers to discuss specific transfer issues; meetings between the Purchasing Section of Adult Social Services, Commissioning Officers and Locality Managers. The transfer of long term cases from in house services to the independent sector is progressing positively.

One of the other aims of this scheme was to reduce the overall number of hours people require in the long term by helping them regain / maintain their independence. In order to monitor this regular reports are produced showing how the new in house reablement service (Norfolk First Support) is having a positive impact on the ongoing support required and reducing the future demand from individuals who have been through this service.

#### Managing the transitional risks

As with any new development there are a number of potential risks with these new services and the Council has to anticipate these and take action to reduce the risk. The following are just 2 examples of this that are relevant to this development:

- Possible mismatch between rate of reduction in the in house service and the growth in capacity in the independent sector leading to insufficient capacity to meet demand. As previously mentioned a range of initiatives are in place to minimise this risk. Where this has been an issue it has been resolved either by increasing use of spot contracts or being temporarily covered by the Norfolk First Support Service until such time as the independent sector could increase its capacity.
- The Norfolk First Support service becomes blocked and so the benefits of reablement and reduced amount of care required are not achieved. This is being monitored and adjustments to the staffing levels will be made as and when required

#### Ongoing work

This development is ongoing and is likely to take another 18 months to 2 years to be complete and work is ongoing to review progress and to ensure that it is meeting its original aims and if not to take appropriate action.

This gives a very brief overview of one example of the way Adult Social Services works within a Commissioning Framework in order to ensure that appropriate services are available to the people of Norfolk.

Catherine Underwood  
Assistant Director Adult Social Services

21<sup>st</sup> December 2009

Geoff Empson  
Commissioning Manager Adult Social Services



## 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 18 November 2009 Overview and Scrutiny Panel.

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

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

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

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

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

(iii) Quality – for instance, is it:

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

(iv) It is a Corporate Priority

1.3. Appendix B attached enables all Overview & Scrutiny Panel members to put forward considered proposals at the meeting with supporting information for a future scrutiny review. This then assists the Scrutiny Planning Group in applying the scoring system and seeking further information where necessary. The Group can then report back to the Panel recommending approval to add items to the scrutiny forward programme on the basis of their relative priorities.

## 2. Section 17 – Crime and Disorder Act

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

## 3 Equality Impact Assessment

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

### Action Required

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

### Officer Contact

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

Name	Telephone Number	Email address
Jessica Reeve	01603 224424	<a href="mailto:Jessica.reeve@norfolk.gov.uk">Jessica.reeve@norfolk.gov.uk</a>



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

## Outline Programme for Scrutiny

Standing Item for Corporate Affairs O & S Panel: Update for 20 January 2009

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

Scrutiny is normally a two-stage process:

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

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

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

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

#### Changes to Programme from that previously submitted to the Panel on 18<sup>th</sup> November 2009

Added – None

Deleted – None

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

5. Effective use of County Buildings	Review existing policies and processes in relation to properties occupied by the County Council to ensure that the corporate property portfolio is being managed in the most effective way	Corporate Services		Jan 2009	CAOS Jan 08	Following the report to CAOS in Jan 09 it was agreed that the template developed to look at the Councils estate in Kings Lynn could be used across the County. Overview & Scrutiny Strategy Group agreed in Oct 09 to suspend any further work on this group until the outcome of the organisational review is known.
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**Completed Scrutiny Items:**

Pay and Grading - Equality Impact Assessment – Nov 2007  
 2<sup>nd</sup> Homes Council Tax Money – Nov 2007  
 Work Experience (Working Group) – Dec 2007  
 Risk Management Presentation – Mar 2008  
 Invest to Improve/Save Reserve – Jul 2008  
 Partnership Working (North Norfolk LSP) – Sept 2008  
 Strategic Ambitions Reserve – Jan 2009  
 Lone Working – Jan 2009  
 Breckland LSP – Mar 2009  
 Broadland Community Partnership – Sept 09  
 Great Yarmouth LSP – Nov 09

Assessment scheme for prioritizing scrutiny topics

**Rules:**

1. No item should be added to the Forward Work Programme before being scored/ assessed.
2. The member proposing the item should score/assess the topic before submitting it to their Group Spokesperson on the relevant committee, providing as much supporting information as possible.
3. If the committee agrees that the topic should be pursued, the scrutiny planning meeting should consider the scoring/assessment and decide what priority the topic should take.
4. The Overview and Scrutiny Strategy Group should ensure that the right committee is doing the work and make connections with scrutiny activity previously done or already underway.

**Total Score needed: 50 or over for priority  
45 or over for consideration  
35 or over for future consideration  
Under 35 - reject**

**Proposed Topic:**

**Proposed by:**

Objective/Outcomes:

<b>Criteria</b>	<b>Score</b>	<b>Supporting information/evidence</b>
		*Use separate sheet if necessary
<b>a) Score 0-10</b>		
Corporate Priorities/Objectives – Will the review contribute to the Council's objectives and priorities?		
Weak/Poor Performance – Are there issues of weak or poor performance?		
Public importance – Is the issue ranked as important by the people of Norfolk?		
Public dissatisfaction – Is there evidence of general dissatisfaction?		
Will scrutiny be of benefit to citizens (service delivery and improvement)?		
Member concern – Has the matter been widely identified by Members as a 'local Member' issue?		
<b>b) Score 0-5</b>		
Will the outcomes be measurable and of value (i.e., will the scrutiny 'make a difference'?)		
<b>c) Score 0-2</b>		
Legislation – Is there new Government guidance or legislation?		
Other Inspections – Have inspections been completed/are they expected?		
Audit – Has the issue been raised by the internal or external auditor?		
Will scrutiny be of benefit to the Council (Corporate governance)?		
Are there issues of financial control?		
<b>TOTAL SCORE</b>		

**(Scoring: 0 shows you strongly disagree with the question raised under 'criteria' and 10 that you strongly agree)**

**Duty to Respond to Petitions  
Report by the Head of Democratic Services**

**Summary**

This report sets out the legal requirement for the Council to respond to petitions and also provide a facility for our residents to create and submit on line petitions. It sets out the main areas that must be included and seeks comments from the Panel on a draft Norfolk County Council Petitions Scheme which is attached as Appendix A.

**1. Background**

- 1.1 The Local Democracy, Economic Development and Construction Act requires principal authorities to establish a scheme for handling petitions made to us. Petition schemes:
- a. must be approved by a meeting of the full Council before it comes into force
  - b. must be published on our website and by any other appropriate method
  - c. can be revised at any time
- 1.2 The 2009 Act requires petition schemes to meet the following **minimum** standards leaving a lot of scope for local determination.
- anyone who lives, works or studies in the local authority area, including under 18's, can sign or organise a petition and trigger a response
  - a facility for making online petitions is provided by the local authority
  - petitions must be acknowledged within a time period specified by the local authority
  - among the many possible steps that the principal local authority may choose to take in response to a petition, the following steps must be included in the scheme:
    - taking the action requested in the petition
    - considering the petition at a meeting of the authority
    - holding an inquiry
    - holding a public meeting
    - commissioning research
    - a written response to the petition organiser setting out the authority's views on the request in the petition
    - referring the petition to an overview and scrutiny committee
  - petitions with a significant level of support trigger a debate of the full Council. Councils will determine this threshold locally but it must be no higher than 5 per cent of the local population
  - petitions with a requisite level of support, set by the local authority, trigger a senior local government officer giving evidence at a meeting of one of the authority's Overview and Scrutiny Committees
  - petition organisers can trigger a review of the local authority's response if the response is felt to be inadequate



## **2. Responding to petitions**

As a minimum, our petition scheme must apply if a petition

- Calls for us to take action
- is signed by the requisite number of people who live, work or study in the local area
- is made under another enactment but does not qualify under that enactment
- If made online, is made through our online petition facility

We must notify the petition organiser of the steps we intend to take and publish this notification on the authority's website.

## **3. What issues can people petition on?**

3.1 We have to respond to petitions which relate to an improvement in the economic, social or environmental well-being of the County to which any of our partner authorities could contribute. This means that we must deal with petitions which relate to the functions of partner authorities as well as petitions which relate to our own functions. In practice, this may mean acting as an advocate for the local community, working with partners to resolve the issue, lobbying a partner organisation on behalf of the community or instigating an overview and scrutiny review of the issue.

3.2 Should a petition of this sort call for something which goes against council policy, we may choose to say 'no' to the request.

## **4. What can't people petition on?**

4.1 Apart from vexatious or otherwise inappropriate petitions, the following are excluded:

- i. any matter relating to a planning decision;
- ii. any matter relating to a licensing decision;
- iii. any matter where there is a right of recourse to a review or right of appeal conferred by or under any enactment

4.2 However, a matter which consists of an allegation of systematic failure of an authority to discharge a function for which the authority is responsible may be the subject of a petition, notwithstanding the fact that the allegation specifies matters which are outlined above.

## **5. On Line Petitions**

5.1 The 2009 Act applies the same requirements to online petitions as to paper petitions, except for the following:

- We are only required to respond to online petitions made through our online petition facility, however we are suggesting that we extend that requirement to a petition submitted through any on-line facility;
- We must decide, when a request to host an online petition is received, whether the petition is appropriate for publishing on our facility;
- We will decide what equates to a signature on an online petition.

- 5.2 We must provide a facility for people to submit petitions online and our petition scheme must ensure that our online petition facility allows citizens to create a petition which can be published online and made available to others for electronic signature.
- 5.3 The Council has been accepted as a UK cluster member into an EU funded project to promote cross border petitions. This means that we have free use of an online petitions system provided by Public-i for 18 months, with an option to continue under this platform or move to our own. In return for this we will need to report on our experiences of the use of this platform. Other Councils who are already using this system are Birmingham and Bristol City Councils, North Lincolnshire Council and the Royal Borough of Kingston upon Thames.

## **6. Issues for Member's Consideration**

- 6.1 We need to set a threshold for triggering a full council debate and to include this information in their petition scheme. This figure may not be higher than 5 per cent of the local population. We are recommending setting this threshold at 5000. Whilst this may appear to be a high figure, triggering a full Council debate is a serious consequence and should not be achieved lightly. We must also allow for petitions to trigger a senior member of council staff to attend a meeting of one of our Overview and Scrutiny Committees and answer questions about their work. Government guidance suggests this should be half of the number required to trigger a Council debate, therefore we are recommending a threshold of 2500.
- 6.2. We will need to determine which of our officers are able to be called to account in this way and include these details in our petition scheme. We are suggesting Chief and Deputy Chief Officers (this includes all Heads of Service).

## **7. Petition Reviews**

If a petition organiser is not satisfied with the way an authority has dealt with a petition, the organiser has the power to ask the appropriate Overview and Scrutiny Committee to review the authority's response to the petition. The Overview and Scrutiny Committee will decide whether the steps taken by the authority in response to the petition were adequate.

## **8. Triggering a meeting of the full Council**

If the Overview and Scrutiny Committee is very concerned – for instance, if the Committee thinks that the authority is seriously neglecting its responsibility to listen to local people, the Committee can arrange for the full Council to carry out the review function. That is to say, the Overview and Scrutiny Committee can arrange for the authority's response to the petition to be discussed at a meeting of the Full Council

## **9. Comments from the Overview and Scrutiny Strategy Group**

The Group considered the draft petitions scheme on 10 December due to the implications of a petitions scheme for the scrutiny process. The Group endorsed the draft scheme, subject to adding in the following to paragraph 1.2 (possible steps that we may choose to take in response to a petition):

- Norfolk Public Service Leaders Board
- Norfolk County Strategic Partnership Board
- The Cabinet

## 10. Next Steps

- 10.1 A petitions scheme (draft attached) must be to be approved by the Cabinet and Council. Sitting below this will be a number of documents to support it:
- Guidance notes to the public on our petitions scheme
  - Guidance for staff on dealing with petitions
  - “Terms and Conditions” for people using our on line petitions scheme
- 10.2. External consultation on our 'draft scheme' will to be undertaken before consideration by Cabinet.

## 11. Section 17 Crime and Disorder Act 1998

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

## 12. Equality Impact Assessment

There are no implications for equalities.

## 13. Resource Implications

This will be implemented within existing resources. At the end of the pilot of the free e-petitions software, there may be a small charge for continuing to use the system. The value for money of that system and others will be assessed at the time, but it is considered any costs will not be significant.

## 14. Conclusion

The draft scheme will allow the Council to fulfil its statutory obligations and allow our residents a clear avenue to convey their views to the Council

## 15. Recommendation

That the Panel considers the attached draft Norfolk Petitions Scheme and makes comment for consideration by Cabinet

Background Papers: None

### Officer Contact:

If you have any questions about matters contained in this report please contact: Chris Walton, Head of Democratic Services - 01603 222620

[chris.walton@norfolk.gov.uk](mailto:chris.walton@norfolk.gov.uk)



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

## **Norfolk County Council Petition Scheme**

Norfolk County Council welcomes petitions and we recognise that petitions are one way in which people can let us know their concerns.

### **What petitions can we accept?**

We can be petitioned about things that the County Council is directly responsible for or that we can have some influence over. A petition can ask us to either take action or to stop doing something. We can be petitioned about our services, our policies or a decision made by either a County Councillor or council officer. You can find information on the services that we are responsible for here.

Norfolk County Council works with a large number of local partners to improve the economic, social and environmental well-being of Norfolk. If a petition is about how any of these partners can make improvements, we will work with them where possible to respond to it.

For some issues, such as planning and licensing decisions or council tax banding and non-domestic rates, there is already an established way for communities to have their say, so these are not included in our petition scheme. However, if we are failing to deliver these services properly then you can submit a petition. For example, we cannot accept a petition about an individual planning application but you can petition us about failing to deliver an effective service for planning applications. If a petition organiser is unsure whether their issue is something they can petition us about, we will be happy to advise them.

We will not accept petitions which we consider to be vexatious, abusive or otherwise inappropriate. Please read our terms and conditions before submitting a petition.

If a petition does not follow the guidelines set out above, we may decide not to do anything further with it. In that case, we will write to the petition organiser to explain our reasons for this.

### **Petitions submitted to the Council must:**

- Include a clear and concise statement saying what the petition is about. It should state what action it wishes the council to take.
- Contain the name and address and signature of any person who lives, works or studies in the local area supporting the petition.
- Have at least one person sign the petition. This could be the petition organiser.

Petitions should include the contact details, including an address, of the petition organiser. This is the person we will contact to explain how we will respond to the petition. We will not put the contact details of the petition organiser on the website. If the petition does not say who the petition organiser is, we will contact people who have signed the petition to agree who should act as the petition organiser.

We can receive either paper or online petitions, or a combination of the two. In the case of an online petition using the County Council's online petition facility, the petition organiser will need to submit the wording of the petition to the council before it goes 'live' to collect signatures. Although paper petitions do not have to be submitted to us before the petition organiser starts collecting signatures, it may be helpful to take this step. This is because it could help the petition organiser and the council to find an alternative way of resolving the issue at an early stage.

## **How to submit a petition**

We can accept paper petitions sent to us or presented to us. If a petition organiser wants to present their petition to us in person, they can contact our Democratic Information Officer to arrange this.

We also accept online petitions submitted using our petition tool on our website (see below for more information). We can accept petitions emailed to us, or petitions created using other petition software, but only if the names, addresses and postcodes of people who have signed the petition are attached.

## **What we will do when we receive a petition**

We will send an acknowledgement to the petition organiser within 10 working days of receiving the petition. This will let them know what we plan to do with the petition and when they can expect to hear from us again. It will also be published on our website.

If we can do what the petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed. If the petition has enough signatures to trigger a debate by full Council, or a senior officer giving evidence to an Overview and Scrutiny Panel, then the acknowledgment will confirm this and say when and where the meeting will take place. If the petition needs more investigation, we will outline the steps we plan to take.

If the petition applies to a planning or licensing decision or a matter where there is already an existing right of appeal, such as council tax banding and non-domestic rates, other procedures apply. However, a petition relating to the council's systematic or total failure to discharge its responsibilities in any of these functions would be considered as valid.

To make sure that people know what we are doing in response to the petitions we receive, we will publish the details of all the valid petitions submitted to us on our website. We recommend that people check our website before starting a petition to see if anybody has already sent us a petition on the same subject.

## **How will we respond to petitions?**

Our response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

- taking the action requested in the petition
- considering the petition at a full Council meeting

- holding an inquiry
- researching the issue
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- referring the petition for consideration by:
  - one of our Overview and Scrutiny Panels\*
  - our Cabinet
  - the County Strategic Partnership Board
  - the Norfolk Public Services Leader's Board
- calling a referendum
- writing to the petition organiser setting out our views about the request in the petition

\*Overview and Scrutiny Panels are committees of councillors who are responsible for scrutinising the work of the authority - in other words, an Overview and Scrutiny Panel has the power to hold the authority's decision makers to account.

If the petition is about something that has nothing to do with the county council, we will explain this to the petition organiser and, where possible, offer advice on where it should be directed.

## **Full Council debates**

If a petition contains more than 5000 signatures it will be debated by the full Council. This means that the issue raised in the petition will be discussed at a meeting which all councillors can attend. The petition organiser will be given five minutes to present the petition at the meeting and the petition will then be discussed by councillors for a maximum of 15 minutes. We will decide how to respond to the petition at this meeting. We may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to further investigate the matter, for example by asking a relevant committee to look into it. We will write to the petition organiser to confirm our decision. We will also publish our decision on our website.

## **Officer evidence**

The petition may ask for a senior council officer to give evidence at an Overview and Scrutiny Panel meeting about something which the officer is responsible for as part of their job. For example, a petition may ask a senior council officer to explain progress on an issue, or to explain the advice given to elected members to enable them to make a particular decision.

If a petition contains at least 2500 signatures, the relevant senior officer will give evidence at one of the council's Overview and Scrutiny Panel's meetings. These meetings are held in public. You can find a list of the senior staff that you can call to give evidence [here](#). Be aware that the Overview and Scrutiny Panel may decide that it would be more appropriate for another officer to give evidence instead of any officer named in the petition – for instance if the named officer has changed jobs. Where the petition relates to a policy, budget or other decision by members of the

county council, it will be expected that the relevant Cabinet member will also attend such a meeting to assist with answering questions. Panel members will ask the questions at this meeting, but you will be able to suggest questions to the Chairman of the Panel by contacting the Overview and Scrutiny Panel Administrator at least two working days before the meeting.

## **Online Petitions**

We welcome online petitions, either on our own petitions webpage or created using other petition tools. Online petitions must follow the same guidelines as paper petitions. The petition organiser will need to provide us with their name, postal address and email address. They will also need to decide how long they would like their petition to be open for signatures.

When someone creates an online petition on our website, it may take up to ten working days before we publish it online. This is because we have to check that the content of the petition is suitable before people can sign it. If we feel we cannot publish the petition for some reason, we will contact the petition organiser within this time to explain. The petition organiser can change and resubmit their petition if they wish. If they do not do this within 14 days, we will assume that the petition organiser no longer wishes to proceed with their petition.

When an online petition has reached the date set by the petition organiser for it to close, we will let them know. At this stage the petition organiser can choose whether to submit the petition, print the petition and combine it with paper signatures, arrange with us to present the petition or withdraw the petition.

If the petition organiser wants to combine an online petition with a paper one, they will need to print off the signatures on the online petition and either send it to us or arrange to present it. It is the responsibility of the petition organiser to check the petition to make sure there are no duplicate signatures.

If we do not hear from the petition organiser, we will automatically submit their online petition within ten working days of it closing.

We will then treat online and combination petitions in the same way as a paper only petition. We will send the petition organiser an acknowledgement within ten working days to let them know what we intend to do in response.

We will email a petition acknowledgement and response to everyone who has signed the online petition and asked to receive this information. We will also publish our response to online petitions on our website.

You can withdraw an online petition at any time.

## **How do people 'sign' an online petition?**

All the current online petitions are listed here.

When people sign an online petition we will ask them to provide their name, their address and email address. When they have submitted this information we will

## ***Draft v4***

send them an email to the email address they have provided. This email will include a link which they must click on to confirm their email address is valid. Once this step is complete we will add their 'signature' to the petition.

People visiting the online petition will be able to see the names of people who have signed it but they will not be able to see their contact details.

### **What can I do if I feel my petition has not been dealt with properly?**

If a petition organiser feels that we have not dealt with their petition properly, they have the right to request that the appropriate county council Overview and Scrutiny Panel reviews the steps that we have taken in response to their petition.

The Panel will consider the request at its next available meeting. If the Panel decides that we have not dealt with your petition adequately, it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to the county council's Cabinet or arranging for the matter to be considered at a meeting of the full Council.

Once the appeal has been considered, we will inform the petition organiser of the results within five working days. We will also publish the results of the review on our website.

If the petition organiser is still unhappy they can use our complaints process or contact the local government ombudsman.



## **2010/11 Member Learning and Development Programme**

Report by the Head of Democratic Services

### **Summary**

This report sets out a suggested Member Learning and Development Plan for 2010/11. It builds on the successful member induction plan and reports the suggestions of the Member Support and Development Advisory Group for areas to be covered in the new plan. It also suggests that the new plan be timetabled to allow members flexibility in attending sessions and also to develop the plan into a scheduled programme to allow members to plan their attendance. The report recommends members to agree the list of proposed areas for member development needs and to suggest any additional areas for inclusion in the Plan.

### **1. Background**

- 1.1 Since the election on 4 June 2009, we have provided a comprehensive and well received programme of member induction, learning and development. In order to build on this, we are working on a member learning and development programme for 2010. This is an annual programme which supports both the individual needs of members and those training needs which will assist members to deliver the Council's Corporate Objectives.
- 1.2 In accordance with the Member Development Strategy, all Councillors have been invited to take part in the next Personal Development Planning (PDP) exercise, being offered the opportunity to have 1:1 interviews with HR officers based in CTD to identify their learning and development needs. Last year, 38 members went through this process with excellent feedback.
- 1.3 This report asks Members to consider the element of the Member Learning and Development Plan that concentrates on "other development needs" – i.e. those identified outside of the PDP process.

### **2.0 Other Development Needs**

- 2.1 As well as taking account of individual needs, the programme will also need to reflect:
  - Development activities to reflect the Council's agreed corporate objectives
  - Development needs arising from external factors such as legislative or other changes affecting local government.

2.2 Members of the Member Support and Development Advisory Group have had an initial look at the priority areas for next year and supported the following a number of development areas. These are set out below with a link to the relevant corporate objective (where appropriate).

- Events and presentations by LSP officers and representatives of other agencies (*Build vibrant, confident and cohesive communities*)
- Community Leadership/Empowerment/Public Involvement (*Build vibrant, confident and cohesive communities*)
- Councillor Call for Action (*Build vibrant, confident and cohesive communities*)
- Comprehensive Area Assessment (*Build vibrant, confident and cohesive communities*)
- Equality, Diversity and Community Cohesion (*Build vibrant, confident and cohesive communities*)
- The Member's representative role (including the use of divisional profiles) (*Build vibrant, confident and cohesive communities*)
- Corporate Parenting (*Improve educational attainment and help children and young people achieve their ambitions*)
- The Role of School Governors (*Improve educational attainment and help children and young people achieve their ambitions*)
- Safeguarding Children (*Improve educational attainment and help children and young people achieve their ambitions*)
- The personalisation agenda (*Improve the Health and wellbeing of Norfolk's Residents*)
- Local Government and its work with the Health Sector (*Improve the Health and wellbeing of Norfolk's Residents*)
- Economic Development and Regeneration (*Lead a strategic approach to the development of the Norfolk economy*)
- Climate Change and the implications for Norfolk County Council (*Protect and sustain the environment*)
- Local Government Finance (*Deliver excellence and ensure good value for money*)
- Customer Focus (*Improve customer focus*)
- Protecting Norfolk's Heritage (*Improve and develop Norfolk's cultural heritage and resources*)
- Scrutiny (*Deliver Excellence and ensure good value for money*)
- "How to Learn" Techniques
- Data Protection
- Planning Regulatory (*Protect and sustain the environment*)

- 2.3 In addition to the above suggestions, Chief Officers have confirmed that they will invite members to officer training events where appropriate.

### **3. Next Steps**

- 3.1 Following consideration by the Panel, officers will then identify the most appropriate way of providing development in the priority areas identified. Some will be through briefings/workshops but we will seek to take advantage of other techniques such as e-learning. Members may be interested to know that "Learning Hub" (an e-learning tool) is currently in development for members similar to that already in place for officers.
- 3.2 In previous years, this plan has been translated into a list of agreed areas which have been allocated to departments to organise. One of the successes of the member induction plan was that members were able to see the whole programme and plan their participation. This year we are suggesting moving away from an ad-hoc way of arranging learning and towards a calendar of member training arising from these agreed development needs so members can see it "at a glance".
- 3.3 We also propose to offer a menu of timings for development sessions as part of the 2010/2011 Learning & Development programme. We intend to make sessions available both in the day and early evening to comply with one of the recommendations from the action plan arising from the award of Elected Member Charter status by IDeA earlier this year and this will be a key action in making development more accessible to members.

### **4. Resource Implications**

- 4.1 The Plan will be delivered within the resources allocated.

### **5. Human Rights:**

- 5.1 There are no Human Rights implications.

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

- 6.1 These proposals will have no direct impact on equality of access or outcomes for diverse groups.

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

- 7.1 There are no direct implications.

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

- 8.1 There are no Risk Implications.

## 9. Conclusions

- 9.1 Feedback from the member induction programme has been very positive and the proposed areas for learning and development will enhance Councillor's the skills in fulfilling their multiple roles as elected members.

## 10. Recommendation

- 10.1 To agree the list of proposed areas for "other member development needs" set out in para 2.2 above and to suggest any additional areas for inclusion in the Plan.

Background papers: None

### Officer Contact

If you have any questions about matters contained in this paper please get in touch with: Chris Walton, Head of Democratic Services

01603 222949

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

## **Service and Financial Planning 2010-13**

Report by Director of Corporate Resources

### **Executive Summary**

At its November meeting, the Panel considered a detailed report on proposals for service and financial planning for 2010/11-2012/13. This report updates the Panel on further information and changes affecting proposals. It includes confirmation of the Provisional Grant Settlement, information from the recent Pre-Budget Report 2009, updated information on revenue budget proposals and capital funding bids and the latest information on the cash limited budget for services relevant to this Panel.

### **The main issues and areas for consideration affecting the services covered by this panel include:**

- The budget proposals put forward have identified total costs pressures of £5.431m and total savings of £0.527m in 2010/11. This compares to a budget uplift for planning purposes of £4.314m and therefore there is an unfunded shortfall across all Corporate Resources' budgets of £0.590m. This is mainly due to costs arising from the manner in which the Council manages its County Farm estate following a scrutiny working group exercise by the Cabinet Scrutiny Committee.
- The unfunded shortfall of £0.590m will be considered by Cabinet at its meeting on 25 January 2010 together with the overall issues affecting the Council's financial strategy and level of Council Tax.
- Four projects have been put forward for funding within the capital programme, totalling £16.195m over the life of the projects.

### **Overview and Scrutiny Panel members are asked to consider and comment on:**

- the proposals contained within this paper and to consider the prioritised bids for capital funding, in order to inform Cabinet discussion at its meeting on 25 January.

## **1. Background**

- 1.1 Budget planning is part of an integrated approach to overall service planning, including reviewing and up-dating the County Council Plan. The proposals in this paper are part of that overall approach.
- 1.2 Overview and Scrutiny Panels received service and budget planning reports in November 2009 identifying key contextual issues and service challenges together with Cabinet Member and Chief Officer proposals towards delivering the County Council's Objectives within the agreed financial planning framework. Planning carried out during the year and prior to the announcement of the Provisional Grant Settlement has been based on financial planning assumptions, which included:
  - Cash uplift for services 2.5% (adjusted for pay assumptions)
  - Price inflation - 2% general prices and 4% transport prices
  - No uplift for independent and voluntary sector care providers
  - Pay freeze for 2010/11
- 1.3 Decisions on the final allocation of resources will reflect the delivery of the County Council's Objectives and improvement priorities. At the Panel meetings in November, Members were asked to consider and comment on the revenue and capital programme proposals in light of the information then provided, in order to help inform Cabinet Members' discussions.
- 1.4 This paper updates Members on the Government's financial settlement for Norfolk. It also reports further work to prioritise bids for capital funding. Overview and Scrutiny Panels are asked to consider the implications in relation to their own service areas for report back to and consideration by Cabinet at its meeting on 25 January 2010.

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

- 2.1 The Panel regularly receives performance information against the County Council's three organisational objectives together with information on progress towards meeting them.
- 2.2 Corporate planning for the coming year is progressing to timetable. The end of January is the deadline set for draft 2010-11 Service Plans, including those relevant to this Overview & Scrutiny Panel, and a report on these will be brought to this Panel in March 2010.

### **3. Provisional Local Government Finance Settlement 2010/11 and the Pre-Budget Report 2009**

- 3.1 The Provisional Settlement was announced on 26<sup>th</sup> November 2009 covering the single year 2010/11. It has been issued for consultation with responses due back to Communities and Local Government by 6<sup>th</sup> January 2010. The final Settlement is usually announced towards the end of January/early February.
- 3.2 This confirms the position for Norfolk County Council announced in the three-year settlement in January 2008 and previously reported to this Panel. The only change relates to some redistribution of the funding totals for shire counties and districts reflecting local government restructuring decisions. This has not affected the Norfolk total, which for 2010/11 is £238.25m – an increase of £12m (5.3%).
- 3.3 The settlement confirmed funding for Area Based Grant and specific government grants. Changes in specific grant to Area Based Grant are shown in Appendix A.
- 3.4 One matter within the Settlement is drawn to Member's attention. A new grant formula was introduced in 2006/07 for education and social services authorities, which produced both winners and losers under the revised set of indicators. Norfolk gains under the new formula allocation. However, because there were some councils which would have suffered significant loss of grant and because of the implications on council tax levels in those 'losing' councils, the Government introduced a transitional 'damping' mechanism to phase in the impact of the new formula. The damping adjustment is self funding, with gaining Councils having their grant abated to support the 'losing' Councils.
- 3.5 In practice, the damping mechanism has not been phased out and Norfolk's grant has been abated by a total of £96.8m over the four years 2006/07 to 2009/10. The reduction in grant for 2010/11 is £21.973m. In other words, but for damping, we would receive close to £22m more grant, with that higher level of grant properly reflecting the Government's own calculation of what Norfolk should be receiving. To put this sum into context, £22m equates to over 6% on Council Tax.
- 3.6 The Chancellor's Pre-Budget Report 2009 was announced 9 December. In the report the Chancellor set a cap on public sector pay of 1% from 2011. In addition he plans to increase National Insurance contributions by a further 0.5% from April 2011. This is in addition to the 0.5% increase previously announced. Our budget plans for future years are therefore amended to reflect these changes and the total additional cost pressures shown within in Appendix A are based upon a 1% increase in pay inflation in 2011/12 and 2012/13 and a 1% increase in national insurance contributions in 2011/12.
- 3.7 The Pre-Budget Report does not provide local authority level detail of our future grant settlements. However, the prospects for public spending set out in the Report endorse the assumed grant freeze on which the Council is planning for 2011/12 onwards.

### **4. Overview and Scrutiny Panel Comments**

- 4.1 On the basis of the planning context and budget planning assumptions, Panels in November considered planning proposals and issues of particular significance. At that meeting, members noted the proposed spending pressures and savings and discussed the current management of the County Farms estate. It was noted that Norfolk Property Services (NPS) provide the management for the County Farms estate and that more could be leveraged out of the estate but that NPS were currently following the revised policy. No additional issues were identified as having particular impact on service delivery and achievement of the Council's priorities.
- 4.2 There are no significant risks or adverse impact from delivery of any of the proposed savings.
- 4.3 Earlier comments and any arising from this meeting will be reflected in the budget report to Cabinet on 25 January.

## **5. Revenue Budget Proposals**

5.1 The attached proposals set out the proposed cash limited budget. This is based on the cost pressures and budget savings reported to this Panel in November. There are some adjustments to the proposals previously reported, which are:

- A reduction in pay inflation for 2011/12 and 2012/13 totalling £250,000 across all Corporate Resources' budgets.
- A further increase in the employers contribution for National Insurance in 2011/12, totalling £87,000.
- The removal of £100,000 of cost pressures for insurance costs. We undertook a review of the fund position in December to assess the most up to date position and are forecasting a break even position for 2010-11. The main reason for the improved position is through risk management developments in schools, which has led to a reduction in claims, and this is benefiting the overall fund position.
- A reduction in member's expenses in 2010/11 totalling £27,000.

Appendix A shows:

- Total Cost pressures which impact on the Council Tax
- Total Budget Savings
- Transfer of specific grants to Area Based Grant
- Transfers of responsibility from Central to Local Government
- Cost neutral changes i.e. budget changes which across the Council do not impact on the overall Council Tax, but which need to be reflected as part of each service's cash limited budget. Examples are depreciation charges, changes to area based grant and changes to office accommodation charges.

- 5.2 All budget planning proposals have been considered in light of their impact on corporate objectives, performance, risk, value for money, equalities and community cohesion and sustainability. This has included a high-level single impact assessment. Key implications for consideration were reported to this Panel in November.
- 5.3 As previously reported, there remains an overall shortfall between allocated budget uplift and identified budget pressures. Together with the overall issues



affecting the financial strategy, the shortfall position will be considered by Cabinet at its meeting on 25 January 2010 and addressed within the Cabinet recommendations to County Council on 15 February 2010.

## 6. Capital Programme

- 6.1 In accordance with the Capital Strategy, departments have submitted bids for capital funding to the Corporate Capital and Asset Management Group (CCAMG). Overview and Scrutiny Panels considered these bids at their November meeting and comments were passed to CCAMG.
- 6.2 CCAMG has prioritised these bids using the Council's Capital Prioritisation Model. The prioritised list is shown in Appendix B, including the scores achieved by each bid. Following the Government's announcement of capital grant for 2010-11 all sources of funding for capital schemes are being assessed to ensure the most cost effective use of capital funding. Any changes to the submitted bids may affect the current scores and prioritisation. Cabinet will consider the prioritised list on 25 January 2010, where the prioritisation will be reviewed (and may be amended). Cabinet will also consider, alongside revenue requirements, the level of funding that can be made available to fund the bids, and will recommend to Council which bids are included in the capital programme.
- 6.3 The bids for corporate capital funding include four schemes of work for services covered by this Panel. These are:  
Corporate Minor Works scheduled for 2012/13 - £1.230m  
Disability Discrimination Act (DDA) Works 2010-13 - £0.130m for each of the three years  
Carbon and Energy Reduction Fund – Four year programme - £13.925m in total  
Primary school development projects – funding to deliver improvements to meet BREEAM Specification – 2010/11 (£0.400m) and 2011/12 (£0.250m)

## 7. Resource Implications

- 7.1 The implications for resources including, financial, staff, property and IT are set out in Sections 5 and 6 of this report and within the Appendices.

## 8. Other Implications

- 8.1 **Equality Impact Assessment (EqIA):** Equality impact assessments have been carried out for all Corporate Resources services. These are completed and reviewed as part of our service planning. No inequalities in access or service provision for diverse groups have been identified as a consequence of the planning proposals.

## 9. Section 17 – Crime and Disorder Act

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

## 10. Action Required

10.1 Members are asked to consider and comment on the proposals contained within this paper and to consider the prioritised bids for capital funding, in order to inform Cabinet discussion at its meeting on 25 January.

## **Background Papers**

### Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Susanne Baldwin 01603 224427 or Textphone 0844 8008011 and we will do our best to help.

Appendix A

Corporate Resources Summary

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>21,635</b>	<b>4,351</b>	<b>4,349</b>
<b>Adjustments to Base</b>			
<b>Total Cost Pressures</b>	<b>5,431</b>	<b>1,360</b>	<b>1,095</b>
<b>Total Budget Savings</b>	<b>-527</b>	<b>-1,362</b>	<b>-1,097</b>
<b>Sub-total</b>	<b>4,904</b>	<b>-2</b>	<b>-2</b>
<b>Service Transfers</b>			
Transfer of specific grants to Area Based Grant	<b>-15,346</b>		
<b>Total Cost Neutral Changes including Budget transfers</b>	<b>-6,842</b>		
<b>Cash Limited Budget</b>	<b>4,351</b>	<b>4,349</b>	<b>4,347</b>
Budget Uplift for Planning Purposes	<b>4,314</b>	<b>0</b>	<b>0</b>

Appendix A1

Chief Executives

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>34,252</b>	<b>35,451</b>	<b>35,451</b>
<b>Adjustments to Base</b>			
<b>Additional Cost Pressures reported to November Panel</b>	<b>581</b>	<b>1,140</b>	<b>884</b>
<b>Changes to cost pressures</b>			
New pay inflation assumption		<b>-248</b>	<b>-253</b>
Additional 0.5% for employers NI Contributions		<b>87</b>	
<b>Total Cost Pressures</b>	<b>581</b>	<b>979</b>	<b>631</b>
Budget Savings reported to November Panel	<b>-444</b>	<b>-159</b>	<b>0</b>
<b>Changes to Savings</b>			
- Savings yet to be identified	<b>0</b>	<b>-820</b>	<b>-631</b>
<b>Total Budget Savings</b>	<b>-444</b>	<b>-979</b>	<b>-631</b>
<b>Sub-total</b>	<b>137</b>	<b>0</b>	<b>0</b>
<b>Service Transfers</b>			
Transfer of specific grants to Area Based Grant	<b>16</b>		
<b>Cost Neutral Changes including Budget transfers</b>			
PC Desktop Refresh	<b>354</b>		
New Data/Voice contract charges	<b>317</b>		
Employee Service Centre services to Schools	<b>325</b>		
Adult Social Services to Chief Executives	<b>10</b>		
Accountancy post transfer from Fire to Corporate Finance	<b>56</b>		
Depreciation Charges	<b>-190</b>		
Debt Management Expenses	<b>-1</b>		
Grant and Contributions Deferred	<b>171</b>		
Office Accommodation	<b>6</b>		
0.1fte transfer to Adult Social Services from Corporate Finance Re: Residents Property	<b>-2</b>		
<b>Total Cost Neutral Changes</b>	<b>1,046</b>		
<b>Cash Limited Budget</b>	<b>35,451</b>	<b>35,451</b>	<b>35,451</b>
Budget Uplift for Planning Purposes	<b>507</b>	<b>0</b>	<b>0</b>

Appendix A2

Property Services

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>2,926</b>	<b>2,958</b>	<b>2,958</b>
<b>Adjustments to Base</b>			
Additional Cost Pressures reported to November Panel	32	33	34
Budget Savings reported to November Panel	0	0	0
Savings yet to be identified	0	-33	-34
<b>Total Budget Savings</b>	<b>0</b>	<b>-33</b>	<b>-34</b>
<b>Sub-total</b>	<b>32</b>	<b>0</b>	<b>0</b>
<b>Service Transfers</b>	<b>0</b>		
<b>Cost Neutral Changes including Budget Transfers</b>	<b>0</b>		
<b>Cash Limited Budget</b>	<b>2,958</b>	<b>2,958</b>	<b>2,958</b>
Budget Uplift for Planning Purposes	73	0	0

## Appendix A3

## Property Management

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>332</b>	<b>401</b>	<b>401</b>
<b>Adjustments to Base</b>			
Additional Cost Pressures reported to November Panel	<b>8</b>	<b>8</b>	<b>8</b>
Budget Savings reported to November Panel	<b>0</b>	<b>0</b>	<b>0</b>
Savings yet to be identified	<b>0</b>	<b>-8</b>	<b>-8</b>
<b>Total Budget Savings</b>	<b>0</b>	<b>-8</b>	<b>-8</b>
<b>Sub-total</b>	<b>8</b>	<b>0</b>	<b>0</b>
<b>Service Transfers</b>	<b>0</b>		
<b>Cost Neutral Changes including Budget Transfers</b>			
Depreciation Charges	<b>40</b>		
Grant and Contributions Deferred	<b>21</b>		
<b>Total Cost Neutral Changes</b>	<b>61</b>		
<b>Cash Limited Budget</b>	<b>401</b>	<b>401</b>	<b>401</b>
Budget Uplift for Planning Purposes	<b>7</b>	<b>0</b>	<b>0</b>

Appendix A4

Office Accommodation

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	27	4	2
<b>Adjustments to Base</b>			
Additional Cost Pressures reported to November Panel	-2	-2	-2
Budget Savings reported to November Panel	0	0	0
<b>Sub-total</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>
<b>Service Transfers</b>	<b>0</b>		
<b>Cost Neutral Changes including Budget Transfers</b>			
Depreciation Charges	-21		
Grant and Contributions Deferred	1		
Office Accommodation	-1		
<b>Total Cost Neutral Changes</b>	<b>-21</b>		
<b>Cash Limited Budget</b>	<b>4</b>	<b>2</b>	<b>0</b>
Budget Uplift for Planning Purposes	0	0	0

## Appendix A5

## County Farms

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>137</b>	<b>1,061</b>	<b>1,061</b>
<b>Adjustments to Base</b>			
Additional Cost Pressures reported to November Panel	<b>1,013</b>	<b>258</b>	<b>333</b>
Budget Savings reported to November Panel	<b>0</b>	<b>0</b>	<b>0</b>
Savings yet to be identified	<b>0</b>	<b>-258</b>	<b>-333</b>
<b>Total Budget Savings</b>	<b>0</b>	<b>-258</b>	<b>-333</b>
<b>Sub-total</b>	<b>1,013</b>	<b>0</b>	<b>0</b>
<b>Service Transfers</b>	<b>0</b>		
<b>Cost Neutral Changes including budget transfers</b>			
Depreciation Charges	<b>-89</b>		
<b>Cash Limited Budget</b>	<b>1,061</b>	<b>1,061</b>	<b>1,061</b>
Budget Uplift for Planning Purposes	<b>0</b>	<b>0</b>	<b>0</b>



## Appendix A6

## Finance General

<b>2010-13 Revenue Budget Estimates</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2009/10 Original Budget</b>	<b>-16,039</b>	<b>-35,524</b>	<b>-35,524</b>
<b>Adjustments to Base</b>			
Additional Cost Pressures reported to November Panel	3,899	186	93
Changes to Cost Pressures			
Removal of additional insurance costs	-100	-100	0
New pay inflation assumption (1%)	0	-2	-2
<b>Total Cost Pressures</b>	<b>3,799</b>	<b>84</b>	<b>91</b>
Budget Savings reported to November Panel	-56	0	0
Changes to savings: Reduction in Members' Expenses	-27	0	0
Savings yet to be identified	0	-84	-91
<b>Total Budget Savings</b>	<b>-83</b>	<b>-84</b>	<b>-91</b>
<b>Sub-total</b>	<b>3,716</b>	<b>0</b>	<b>0</b>
<b>Service Transfers</b>			
Transfer of specific grants to Area Based Grant	-15,362		
<b>Cost Neutral Changes including Budget Transfers</b>			
Mobile library finance lease	11		
Fire JCB finance lease	148		
Transfer of Eastern Sea Fisheries from Other Consumer Services to Finance General	499		
Depreciation charges	1,531		
Revenue expenditure funded from Capital under statute (REFCUS)	-15,780		
Grant on REFCUS charges	19,390		
Debt Management Expenses	29		
Grant and Contributions Deferred	-13,386		
Finance Leases	-281		
<b>Total Cost Neutral Changes</b>	<b>-7,839</b>		
<b>Cash Limited Budget</b>	<b>-35,524</b>	<b>-35,524</b>	<b>-35,524</b>
Budget Uplift for Planning Purposes	3,727	0	0

**Corporate Bids considered by Corporate Capital asset management group**

Dept	Capital Bids	CCAMG moderated score	Profile of Requirements for NCC Capital (£M)				Total All years £'000
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14+ £'000	
Corporate Property	Corporate Minor Works 2012/13	400	-	-	1.230	-	1.230
Corporate Property	Carbon & Energy Reduction Fund (CERF)	367	2.900	3.125	3.350	4.550	13.925
Corporate Property	Disability Discrimination Act (DDA) Works	364	0.130	0.130	0.130	-	0.390
Children's Services	Norwich Professional Development Centre - Accessibility Improvements	361	0.175	-	-	-	0.175
Planning & Transportation	Hethel Engineering Centre - Extensions	294	0.950	-	-	-	0.950
Planning & Transportation	North Norfolk Centre for Enterprise	275	0.250	0.250	-	-	0.500
Corporate Property	Seven Primary School Development Projects - Supplementary Improvements in BREEAM Specification	227	0.400	0.250	-	-	0.650
Adult Social Services	Church Green & Faro Lodge Respite Care Development	210	1.000	-	-	-	1.000
Planning & Transportation	Great Yarmouth Railway Sidings	186	0.035	-	-	-	0.035
			5.840	3.755	4.710	4.550	18.855

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

Report by Director of Corporate Resources

**Executive Summary**

This report provides performance and finance monitoring information for the period to 30 November 2009. The report monitors progress against the Organisational Objectives set out in the County Council Plan that are covered by the Corporate Affairs Overview and Scrutiny Panel. The first section covers key performance information and the second financial performance.

- **Performance** – Performance information for the 2<sup>nd</sup> Quarter was reported to the last meeting and there are no changes. Performance information for the 3<sup>rd</sup> Quarter is not yet available and will be reported to this Panel in March.
- **Revenue Budget** – The overall revenue budget for this panel was £21.260m at the end of November 2009 and a net underspend of -£3.641m was forecast in respect of Finance General. An update on the position regarding the Icelandic banks is also provided.
- **Reserves and Provisions** – The combined balances of £50.456m held at the end of 2008-09 are currently expected to decrease by -£25.505m to £24.951m at the end of March 2010.
- **Capital Budget** – The overall capital budget for this panel was £9.228m at the end of November 2009. Slippage of -£2.047m is currently forecast principally in respect of the ICT programme (IHRIS and Modern Social Care).

**Recommendation**

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

## 1. Performance update

- 1.1 Performance information for the 2<sup>nd</sup> Quarter was reported to the last meeting and there are no changes. Performance information for the 3<sup>rd</sup> Quarter is not yet available and will be reported to this Panel in March. The outcome of the recent Customer Satisfaction Tracker Survey will be known in the spring and key information from this will also be reported to this Panel in March.

## 2. Revenue budget

- 2.1 The original overall approved revenue budget for this panel was £21.634m. The overall revenue budget at the end of November 2009 was £21.260m. The decrease relates to the pay award adjustment and the transfer of budget to services from Finance General in respect of Strategic Ambitions.
- 2.2 Details of the overall budget and the projected outturn at the end of November 2009 are shown in the table below.

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/Underspend as % of budget	Variance in forecast since last report £m
Chief Executives	34.088	34.088	0.000	0.0%	0.000
Property Services	3.421	3.421	0.000	0.0%	0.000
Finance General	-16.249	-19.890	-3.641	-22.4%	-1.833
Total	21.260	17.619	-3.641	-17.1%	-1.833

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

<b>Finance General -£3.641m forecast underspend (budget -£16.249m)</b>				
Area of budget	Projected Variance		Variance as % of approved budget	Reasons for variance and movement since last report
	Total £m	Movement £m		
Interest payable/receivable	-0.800	0.000	-4.9%	Additional income is forecast to be received principally due to the repayment of debt and the difference between interest paid on external borrowings and interest earned on cash balances.
Debt repayment	-0.371	0.000	-2.3%	Saving on a revised debt repayment calculation due to slippage in the 2008-09 capital programme after the 2009-10 budget was approved.
Miscellaneous income	-0.273	0.000	-1.7%	Additional VAT recovery, including accrued interest, from previous years.
Local Authority Business Growth Incentive	-0.364	0.000	-2.2%	Local Authority Business Growth Incentive Scheme (LABGI) funding received in 2009-10.
Miscellaneous expenditure	+0.058	+0.058	+0.3%	Cost of providing swine flu clinics for eligible staff (+£0.091m) offset by Department of Health grant (-£0.033m).
Pay Award	-1.891	-1.891	-11.6%	Adjustment in respect of the 2009-10 NJC pay award.
<b>Total</b>	<b>-3.641</b>	<b>-1.833</b>	<b>-22.4%</b>	

### **3. Icelandic Banks**

- 3.1 At Cabinet on the 13 October 2008, Members were informed of the Council's exposure to Icelandic banks. £32.5m of the Council's investments (then around £300m) had been invested with 3 Icelandic banks; Landsbanki (£15m), Kaupthing (£10m) and Glitnir (£7.5m). The banks were taken into administration in early October 2008 by the Icelandic Government and their assets frozen.
- 3.2 The Local Government Association (LGA) continues to coordinate recovery action on behalf of local authorities, with legal support being provided by Bevan Brittan.

- 3.3 In December, Glitnir's Winding Up Board (WUB) announced that local authorities were to be treated as "general unsecured" rather than "priority" creditors. Without priority status, recoveries from Glitnir are expected to be around 31% rather than 100%. The decision is inconsistent with that of Landsbanki's WUB, which in November announced that local authority deposits would be treated as priority claims.
- 3.4 At an open creditors meeting on the 17th December, the reasons for the Glitnir WUB's decision was given as: "in the opinion of the WUB, these investments (wholesale and money market funding) have all the characteristics of credit facilities or securities and not those of deposits. No deposit account existed and there was no right of withdrawal prior to the maturity of the loan".
- 3.5 The LGA remains confident in the legal argument that local authorities are depositor creditors and do therefore have priority status. A formal objection to the Glitnir WUB decision has been filed on behalf of all local authority creditors by the LGA.
- 3.6 The challenge to the decision made by the Glitnir WUB will follow a 3 stage Icelandic legal process, involving in the first instance a process of mediation to see whether the dispute can be resolved by agreement. If no agreement is reached, the case will then be heard by the Icelandic District Court. If the party that is unsuccessful wishes to appeal the decision, that appeal will be heard in the Icelandic Supreme Court. The LGA's Icelandic lawyers Logos will be representing local authorities in this process.
- 3.7 The decision by Landsbanki's WUB, to recognise local authorities as priority creditors, is now also subject to the same 3 stage Icelandic legal process of mediation and court hearings. However, in terms of Landsbanki, the key challenge from a local authority perspective is the objection filed by a number of non-priority creditors in relation to the priority status that has been given to local authorities. This is in contrast to Glitnir, where local authorities will be the party that submits an objection to the priority status. The forecast recovery level for Landsbanki remains unchanged at 88%.
- 3.8 The total recoverable forecast for Kaupthing Singer & Friedlander is also unchanged at between 60% and 75%.
- 3.9 The latest projected cash recovery from all 3 banks is £23.6m.

## 4. Capital programme

- 4.1 The current overall capital budget for the services reported to this panel is £9.228m. This is an increase in funding of £0.398m since the last report and relates to increases in the budget for Offices; this relates primarily to additional capital receipts of £0.400m to improve office accommodation at Priory House in King's Lynn.

<b>Scheme or programme of work</b>	<b>Approved 2009-10 capital budget £m</b>	<b>Forecast 2009-10 capital outturn £m</b>	<b>Slippage since the previous report</b>	<b>Reasons</b>
Chief Executive's (ICT)	2.059	0.000	-2.059	Both the IHRIS and ISSIS-R (Modern Social Care) projects have funding for second phases but neither is expected to start in 2009-10.
Offices	5.925	5.937	+0.012	Minor overspends forecast including +0.009 re asbestos work at County Hall.
Property Management	0.291	0.291	0.000	
Corporate Minor Works	0.953	0.953	0.000	
<b>Total</b>	<b>9.228</b>	<b>7.181</b>	<b>-2.047</b>	

## 5. Reserves and Provisions

- 5.1 For Reserves and Provisions (as reported monthly to Cabinet in Annex A), the latest position is set out in the table below.
- 5.2 In a report to Cabinet on the 4<sup>th</sup> January 2010, it was proposed to re-allocate the 25% of second homes funding retained by the County Council as part of the 2010-11 budget to spend on affordable housing projects, into a newly formed "Norfolk Infrastructure Fund". This would affect some of the monies currently held in the Affordable Housing and County Strategic Partnership Fund.

<b>Reserve/ provision</b>	<b>Balance at 31-03-09 £m</b>	<b>Forecast balance at 31-03-10 £m</b>	<b>Variance £m</b>	<b>Reason for variance</b>
Building Maintenance	0.550	0.000	-0.550	The balance of the funding will be spent in 2009-10.
Insurance Provision	6.173	6.173	0.000	
Insurance Reserve	0.000	0.000	0.000	
IT Earmarked Reserve	5.059	1.615	-3.444	Planned expenditure by e-services re ICT Medium Term Plan, Efficiency Programme and Customer Services Initiatives.
Repairs and Renewals Fund	0.252	0.059	-0.193	Funding held for Joint Strategic Needs assessment has been transferred to revenue.
Usable Capital Receipts	1.222	1.944	0.722	Level held is dependent on the level of receipts used in funding the Capital Programme.
Industrial Estate	0.044	0.027	0.017	Spend due to expiration of North Walsham Estate lease.
Capital Funding Reserve	3.846	2.500	-1.346	Reflects funding of the 2009-10 Capital Programme.
Affordable Housing & County Strategic Partnership	1.283	1.509	0.226	Monies not yet spent in accordance with the agreement reached through the Norfolk LGA but see para 5.2 above.
Potential Pension Liability Provision	1.270	1.270	0.000	
Redundancy & Pension Reserve	0.984	0.984	0.000	
Modern Reward Strategy Reserve	6.210	6.210	0.000	
Strategic Ambitions Reserve	2.902	0.123	-2.779	Monies transferred to services for expenditure approved in accord with Strategic Ambitions.



Modern Reward Strategy Provision (for 2007/08 & 2008/09)	17.219	0.000	-17.219	For planning purposes, it is assumed that compensation payments will be made in March 2010 but this could slip to early 2010-11.
Organisational Change Reserve	3.442	2.537	-0.905	£0.605M to fund June 2009 elections and up to £0.300m for organisational review.
Total	50.456	24.951	-25.505	

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

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

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

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

## **8. Conclusion**

- 8.1 The overall revenue budget currently shows a forecast underspending of -£3.641m against a budget of £21.260m. The balances on reserves and provisions are forecast to decrease by -£25.505m during the current financial year to £24.951m. Slippage of -£2.047m is currently forecast within the overall capital budget of £9.228m.

## **9. Action Required**

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

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**Draft Interim Disability Equality Scheme 2010-13**

Report by the Director of Corporate Resources & Cultural Services

**Summary**

This report updates the Corporate Affairs Overview and Scrutiny Panel on work to refresh the County Council's Disability Equality Scheme, which has to be reviewed and re-published every three years with the active involvement of disabled people.

Recent clarification sought from the Equalities and Human Rights Commission has given December 2009 as the publication date, and in order to publish as closely as possible to this date, it is proposed to publish an interim scheme, which is attached at Appendix 1. This will be considered by Cabinet on January 25<sup>th</sup> 2010.

The report explains that publishing so soon will not have given adequate time to engage and work with disabled people – something which is at the heart of the legislation. Recent discussions with Norfolk Coalition of Disabled People about involving disabled people in developing the scheme have identified an opportunity to pilot an innovative approach regarding the establishment of an 'expert group' of disabled people. This would be in partnership with all other district councils in Norfolk, thereby reducing duplication, and identifying future opportunities for achieving efficiencies across public agencies in relation to engagement with disabled people.

The expectation is that the expert group would carry out additional in-depth analysis of the County Council's – and other schemes - and offer advice and recommendations. A final, updated scheme for the County Council would then be published, incorporating any agreed changes.

The draft Interim Scheme and associated action plan are attached at Appendix 1.

**Action required:**

Members are asked to consider and comment on:

the draft Interim Disability Equality Scheme before it is presented to Cabinet  
the pilot for engaging with disabled people.

**1. Background**

- 1.1 Since 2006, public authorities have had a legal duty (known as the Disability Equality Duty) to publish a Disability Equality Scheme (DES), which sets out how they will eliminate discrimination and promote equality for disabled residents and staff. The scheme must be reviewed and republished every three years with the active involvement of disabled people.
- 1.2 At the heart of the Disability Equality Duty is a requirement to involve disabled people in producing the DES. The legislation is clear that involvement should not be

confused with consultation – a much more active engagement of disabled stakeholders at all stages of the scheme’s development is required.

- 1.3 Officers have recently sought clarification about the publication date for refreshed schemes from the Equalities and Human Rights Commission – the statutory body which oversees these issues – since this was not clear from their guidance. This has given December 4<sup>th</sup> 2009 as the date by which they would expect publication of reviewed schemes.

## **2 The draft Interim Disability Equality Scheme**

- 2.1 Work to review the County Council’s existing Disability Equality Scheme started in July 2009. This included discussions with the Norfolk Coalition of Disabled People, and concluded that whilst the Council’s first scheme had been delivered, there were still major issues to be tackled to achieve equality for disabled people in Norfolk. In addition, disabled people wanted to be much more involved in developing schemes
- 2.2 In response to the findings of this review, the County Council, the Norfolk Coalition of Disabled People and strategic partners propose to pilot an innovative new approach to producing disability equality schemes in Norfolk. (See section 3) This approach should achieve a longer-term, more sustainable process of engagement which ultimately will be more meaningful and effective.
- 2.3 Given the need to meet – as closely as possible - the publication date from the Equality and Human Rights Commission it is proposed to publish an interim three-year disability equality scheme which ensures that the Council fulfils its legal duty to set out and publish a range of statutory information on disability in Norfolk.
- 2.4 The draft Interim Scheme and associated action plan are attached for Members’ consideration at Appendix 1. It sets out how the County Council is meeting its statutory responsibilities, and indicates what we think the priorities for improving disability equality are likely to be, based on current evidence and existing engagement.
- 2.5 It includes three-year actions on workforce equality identified following involvement with disabled staff and UNISON representatives, and arrangements for gathering evidence on disability across service delivery and employment.
- 2.6 In addition to responding to the findings of the review, it is also intended that the pilot will identify opportunities for achieving efficiencies across public agencies in relation to engagement with disabled people, and maximise existing resources.

## **3 Overview of the pilot for engagement**

- 3.1 The pilot – which will be carried out jointly with partners represented in the Community Cohesion Network, aligned with the Norfolk county Strategic Partnership - will entail the establishment of a new ‘expert group’ of disabled people, drawn from across Norfolk. The group will be tasked with undertaking in-depth and ongoing analysis of disability schemes in the county, ultimately to agree a new ‘look’ and process for developing and monitoring schemes. It will also independently assess the effectiveness of local action on disability equality. The pilot will run for one year with a review of its effectiveness at the end of the year.

- 3.2 The partnership approach with other agencies will reduce duplication, and identify future opportunities for achieving efficiencies across public agencies in relation to engagement with disabled people.
- 3.3 Whilst the pilot is focused externally on disabled residents, disabled staff have also expressed an interest in exploring ways to become more closely involved in implementing and monitoring workforce priorities on disability. Work will take place over the next 12 months to explore opportunities for taking this forward.

## 4 Next steps

- 4.1 Following consideration by this Panel, the draft Interim Disability Equality Scheme will be submitted to Cabinet on 25 January 2010. Work will then take place to address any issues highlighted by Members, and implement the pilot and Interim Scheme.
- 4.2 Implementation of the pilot and Interim Scheme will be monitored by the County Council's Strategic Equality Group on a quarterly basis. CAOS may also wish to be kept updated on progress on the pilot.
- 4.3 Following completion of the pilot, a final report will be brought to CAOS to evaluate its success and consider implications for the long-term, which will include what the final disability equality scheme should look like, how disabled people should be involved in its production and monitoring.

**5 Resource Implications** all activity proposed can be met within existing budgets. It is also intended that the pilot will identify opportunities for achieving efficiencies across public agencies in relation to engagement with disabled people, and ensure resources are maximised.

**6 Legal Implications:** Public authorities have a statutory duty to publish a disability equality scheme.

**7 Human Rights:** Production of a disability equality scheme supports compliance with the Human Rights Act 1998.

**8 Equality Impact Assessment (EqIA)** Equality impact assessment identified a need to find new ways to involve disabled residents in producing and monitoring disability equality schemes. In addition, it also highlighted the need to involve disabled people from a wide range of backgrounds and circumstances, in relation to age, ethnicity, sexual orientation etc, including both rural and urban areas. This will be addressed by the new pilot.

**9 Communications:** An extensive range of communications and engagement activity is either completed or underway to inform the Interim Scheme and pilot. This includes:

- A joint survey with local partners asking disabled people working, living and studying locally about their experience of disability in Norfolk today (ending 26 February 2010)
- Consultation with key stakeholders, including disabled service users, local disability interest groups, parish councils, residents groups and relevant professionals who regularly work with disabled people (ending 26 February 2010)

- Evaluation of a recent workforce survey disaggregated to show how employees who have declared themselves to be disabled feel about the County Council as an employer
- A focus group meeting held on 30 November 2009 of disabled employees to highlight areas where the County Council is doing well, and not so well, in promoting equality for disabled staff
- A short survey of other disabled employees unable to attend the focus group meeting of 30 November 2009
- Consultation and ongoing discussion with unions about what work might be needed at Norfolk County Council in from 2010-13.

**10 Health and Safety Implications:** None identified though current Interim Scheme.

**11 Section 17 – Crime and Disorder Act** Implementation of the Interim Scheme will promote community cohesion and support a reduction in hate crime.

## **12 Action required**

12.1 Corporate Affairs Overview and Scrutiny Panel is requested to:

12.2 Consider and comment on the draft Interim Scheme and pilot;

12.3 Agree whether they wish to be brought further updates on the implementation of the pilot, prior to receiving the final evaluation report.

## **Background Papers**

- Disability Equality Duty 2006
- Disability Equality Duty Code of Practice
- Norfolk Coalition of Disabled People independent DES review
- Notes of DES review 2009
- Notes of consultation with disabled residents and staff 2009
- Equality Strategy for Norfolk 2008-2011
- Joint Commissioning Strategy for People with Physical & Sensory Impairment in Norfolk 2008-2013
- Norfolk Older People's Strategy 2009 -2011

## **Officer Contact**

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at your service



# Interim Disability Equality Scheme

## Action Plan

2010 - 2013

For further information or to request an alternative format such as large print, British Sign Language, Braille, audio tape or Easy to Read, please contact: Jo Richardson, Corporate Equality & Diversity Manager:

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# 1. Introduction

## Why an interim disability equality scheme?

Disabled people in Norfolk want to try a new approach to producing disability equality schemes. The aim is to design and pilot an innovative model for developing and monitoring schemes that puts disabled people more firmly in control and better placed to influence development.

Public agencies in Norfolk have agreed to work together with the Norfolk Coalition of Disabled People (NCODP) to pilot this approach over the next year<sup>1</sup>. This interim scheme sets out a proposed framework and action plan for taking this forward. It also sets out statutory information required by the Disability Equality Duty, such as three-year actions on workforce equality, and arrangements for gathering information on disability across service delivery and employment.

## What is the Disability Equality Duty?

Since 2006, public authorities have had an important legal duty (known as the Disability Equality Duty) to publish a Disability Equality Scheme (DES), which sets out how they will meet the general duty and a range of specific duties to eliminate discrimination and promote equality for disabled residents and staff. The scheme must be reviewed and republished every three years. The purpose of reviewing the scheme is to refocus priorities on the issues disabled people consider most important.

## How we reviewed the scheme

In order to review the scheme we engaged with the NCODP, one of the UK's strongest disabled people's organisations. We listened to the views of disabled residents and staff, and key stakeholders such as UNISON equality leads. We also looked closely at a range of specially commissioned research, including staff surveys, and other evidence such as past reviews of services, information from inspections and key performance measurements<sup>2</sup>.

Alongside this activity, the NCODP commissioned a detailed independent review of individual authorities' disability equality schemes<sup>3</sup>. The review identified a range of opportunities for strengthening our next scheme.

## What did the review tell us?

The review told us that whilst the actions in our first disability equality scheme had been successfully delivered, there were still major issues to be tackled to achieve equality for disabled people in Norfolk. This was a national issue not unique to Norfolk, and supported by extensive research<sup>4</sup>. It was evident that finding long-lasting solutions to these inequalities would require a different level of engagement and information exchange with disabled people - engagement that could not realistically be achieved through one-off focus groups or mainstream consultation.

Discussions with the Norfolk Coalition of Disabled People, disabled residents and staff showed that there was an interest in exploring this further.

The purpose of this three-year interim scheme is to act on the findings of the review, and allow sufficient time - one year - for disabled people and partners to develop, implement and evaluate a new model for producing and monitoring disability equality schemes in Norfolk. The expectation is that following completion, a final, updated scheme for the County Council will be published, incorporating any agreed changes.

## **Overview of the pilot**

The pilot – which will be carried out jointly with partners represented in the Norfolk Community Cohesion Network - will entail the establishment of a new ‘expert group’ of disabled people, drawn from across Norfolk. The group will be tasked with undertaking in-depth and ongoing analysis of disability schemes in the county, ultimately to agree a new ‘look’ and process for developing and monitoring schemes. It will also independently assess the effectiveness of local action on disability equality. The pilot will run for one year with a review of its effectiveness at the end of the year.

The partnership approach with other agencies will reduce duplication, and identify future opportunities for achieving efficiencies across public agencies in relation to engagement with disabled people.

Whilst the pilot is focused externally on disabled residents, disabled staff have also expressed an interest in exploring ways to become more closely involved in implementing and monitoring workforce priorities on disability. Work will take place over the next 12 months to take this forward.

## **Monitoring and evaluating the Interim Scheme and pilot**

A robust performance management framework is in place for monitoring priorities on disability equality across both service delivery and the workforce, which includes this Interim Scheme and pilot. Cabinet receives six monthly performance reports on progress against targets contained in the County Council Plan and Norfolk Action, through the Integrated Performance & Finance Report. The Corporate Affairs Overview and Scrutiny Panel and the Strategic Equality Group receive quarterly performance reports on planning and improvement areas. All Cabinet and Panel papers are published on the internet: [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

Production of a disability equality scheme is a key action within the County Council Plan (under Objective 8).

The Norfolk Community Cohesion Steering Group will monitor progress on the pilot across agencies on a quarterly basis.

A final report to evaluate the pilot’s success will be prepared with disabled people and the Norfolk Coalition of Disabled People and reported to Members following completion of the pilot.

# 2. Disability in Norfolk today

## Life in the county

Disabled people make up a significant proportion of the Norfolk population, higher than the regional or national average. 19 per cent (around 158,000) of Norfolk residents reported a disability or limiting long-term illness in the 2001 Census, compared to 16.2 per cent for the East of England, and 18.2 per cent for England and Wales<sup>1</sup>. British Sign Language is the fifth most requested language by users of INTRAN, Norfolk's nationally recognised interpretation and translation service<sup>5</sup>.

Disability in Norfolk is predicted to increase significantly over the next 25 years<sup>6</sup>, which will mean continued increases in demand for services for disabled people, including mental health services and services for people with learning difficulties. Details of this are set out in the Joint Commissioning Strategy for People with Physical and Sensory Impairment in Norfolk 2008 – 2013, the Norfolk Older People's Strategy 2009 -2011, and other documents, such as the draft Joint Dementia Commissioning Strategy, which is currently under development.

## The aspirations of disabled people in Norfolk

In 2008 a major Social Action Research Project was commissioned by key partners in Norfolk and disabled people as part of a new joint commissioning strategy for physical and sensory impairment<sup>7</sup>. The aim of the project was to find out the priorities and aspirations of disabled residents and the services they considered most important. Unsurprisingly, one of the main findings of the research was that disabled residents wanted the same things out of their lives as non-disabled people - e.g. family, work, leisure and friendship.

Other evidence and engagement with disabled residents over the last three years supports these findings, and provides detail about the main challenges and barriers disabled people face in achieving their aspirations<sup>8</sup>. These issues include (but are not limited to) transport and travel, access to housing, services and information, education and employment, hate crime, negative images and stereotyping of disability and social isolation.

## An evidence base on disability in Norfolk, and how disabled people have been involved

A range of activity has been taken forward to involve disabled people in refreshing, planning, mapping and analysing information about disability in Norfolk today and the main barriers experienced. It is intended that this will be reported to the first meeting of the new pilot 'expert' group so that disabled residents themselves can identify the main themes to emerge, agree priorities for action and decisions about what future work is yet to be done and how this should influence the production of disability equality schemes in Norfolk in the long term.

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<sup>1</sup> Census 2001

The activity undertaken so far to support this activity includes:

- A major survey launched across public agencies asking disabled people working, living and studying in Norfolk about their experience of disability in the county today.
- Consultation with key stakeholders launched, including local disability interest groups, parish councils, residents groups and relevant professionals who regularly work with disabled people.
- A new library of evidence on disability, drawing together all research, consultation and reports on disability produced in Norfolk over the last 10 years<sup>9</sup>.
- A new section has been added to Norfolk Insight, the county's online demographic database, to provide instant access to this information and ensure it is all in one place.
- A meeting of disabled residents to assemble the initial evidence base and report to the expert focus group.

# 3. Employment and workforce

As Norfolk's largest employer of over 27,000 people, the County Council is an accredited Investor in People. "Supporting and Developing the Workforce" is one of three Organisational Objectives.

The Equality Strategy for Norfolk 2008-2011 identifies the Council's main ambitions for the workforce and set out key improvement areas, which include improving staff awareness of equality issues, enhancing the confidence of staff in working with people from diverse backgrounds and increasing the number of disabled people in employment to better reflect the working age population.

## Disability within the workforce

Currently, 2.09% of the workforce has declared a disability, which has remained relatively constant over the last 3 years and is a priority improvement area. However, 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. The number of declared disabled employees within the Council's top 5% of earners in the organisation has increased by 50% over the last 3 years to 3.42%<sup>10</sup>.

Under-reporting of disability by employees is a major challenge faced by the Council. Consultation with staff shows that many do not consider that their disability is relevant to their job, and so do not wish to declare it. It is also likely that some employees may not be aware that they are disabled under the terms of the Disability Discrimination Act (for example, staff who have asthma, epilepsy or diabetes). On average, around 15% of employees do not disclose whether they consider they have a disability or not.

In response to this, a range of activity is underway which is reported to Overview and Scrutiny Panel every six months and published on the internet: [www.norfolk.gov.uk](http://www.norfolk.gov.uk). This includes partnership with Access to Work and Indigo, to pilot a mentoring scheme for dyslexic employees to remove barriers in the workplace. The Council 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 for local authority managers on making reasonable adjustments for employees with mental illness. Following discussions with disabled staff and union leads, a next step will be to set up a permanent disabled staff action group to advise the Council on specific workforce issues.

## Involving disabled staff in the Interim Scheme

A range of engagement activity has taken place with disabled staff to identify issues and priorities for improvement over the next three years<sup>11</sup>. This includes:

- Evaluation of a recent major workforce survey to consider the responses of disabled staff, the issues raised and how they differ from non-disabled employees.

- An independently facilitated focus group of disabled employees to consider the findings in more detail, and explore priorities for improvement.
- Discussions with unions about high level issues and potential improvement areas.

## **Key findings and priorities for improvement**

The key priorities for improvement identified by disabled staff and union equality leads includes:

- Establishment of a Staff Disability Action Group, to assist with continuous improvement and explore opportunities for becoming more involved with developing, implementing and monitoring disability equality schemes over the next three years.
- The development of support mechanisms to support disabled staff to gain and retain senior level management positions.
- Processes for meeting ongoing information technology requirements of disabled staff and making reasonable adjustments.
- Continued issues regarding the built environment, and the barriers this presents to disabled staff in effectively doing their job.
- Greater awareness of managers of disability equality issues, and access to disability equality learning and development across the Council – including mental health awareness.
- A continuing need for senior management to act as visible champions for issues of disability equality.
- Greater clarity about who disabled staff should talk to within the workforce about disability equality issues.
- A more consistent approach to the provision of accessible formats for published documents.

The Disability Workforce Action Plan on Page 13 shows how these issues will be addressed. It is anticipated that the proposed new Disabled Staff Group (which will include involvement with union equality leads), will play a key role in steering and monitoring actions on disability equality over the next three years.



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# **Disability Action Plan (Service delivery)**

## **2010 - 2013**

	<b>Action</b>	<b>Performance measure/outcome</b>	<b>Deadline</b>	<b>Lead</b>	<b>Done</b>
1.	Engage with the Norfolk Coalition of Disabled People (NCODP) and stakeholders representing disabled people in Norfolk to identify proposals for reviewing, developing and monitoring disability equality schemes. Develop proposals for a final/interim scheme based on the outcome of this engagement.	Action achieved in accordance with specified timescales - a robust decision taken about whether an interim or full three year scheme should be developed.	August 2009	Corporate Equality & Diversity Manager	✓
2.	Engage with Chief Executives of public agencies in Norfolk to consider piloting a new approach to producing disability equality schemes in Norfolk, which puts disabled people more firmly in control and better placed to influence every stage of development.	Action achieved in accordance with specified timescales - a robust decision taken about whether there is multi-agency sign-up to developing a pilot for engaging with disabled people and producing disability equality schemes.	October 2009	Chief Executive	✓
3.	<p>Invite expressions of interest from disabled residents from a range of backgrounds, ethnicities, ages, geographical locations etc to participate in an expert focus group on disability.</p> <p><i>This should include adverts placed in the County Council's Your Norfolk magazine, which goes to every household in the county in alternative formats where required, and local press to ensure wide as possible coverage.</i></p>	<p>A potential pool of disabled people willing to participate in the expert focus group available.</p> <p>Interest expressed from disabled residents who haven't previously engaged with the Council.</p>	December 2009	Corporate Equality & Diversity Manager	✓



	<b>Action</b>	<b>Performance measure/outcome</b>	<b>Deadline</b>	<b>Lead</b>	<b>Done</b>
4.	Work with the Norfolk Coalition of Disabled People and strategic partners represented in the Community Cohesion Network (aligned with the Norfolk County Strategic Partnership) to agree a specification for the expert focus group pilot.	Action achieved in accordance with specified timescales – terms of reference agreed by partners and within existing budgets.	End March 2010	Corporate Equality & Diversity Manager/Community Cohesion Steering Group	
5.	Establish a new evidence base for disability in Norfolk on Norfolk Insight.  <i>Ultimately, the new pilot expert group to identify the main themes and priorities to emerge, to refine understanding of the main challenges disabled people face and action planning over the next 10 years on disability equality schemes.</i>	New disability database launched on Norfolk Insight- a one-stop-shop for disability information, to inform annual priority setting across Norfolk.  More robust data to support public agencies' work to 'close the gap' on inequality for disabled residents.	March 2010	Corporate Equality & Diversity Manager/Community Cohesion Steering Group	
6.	Launch the new pilot expert focus group on disability in Norfolk, and support consecutive meetings for the duration of the pilot.	Action achieved in accordance with specified timescales.	April 2010	Corporate Equality & Diversity Manager/NCODP	
7.	In consultation with the new pilot expert focus group, agree a framework for producing disability equality schemes in Norfolk, what they should look like and performance monitoring arrangements.	Action achieved in accordance with specified timescales.  Sustainable proposals developed with disabled people for the long term.	March 2011	Corporate Equality & Diversity Manager/NCODP	

	<b>Action</b>	<b>Performance measure/outcome</b>	<b>Deadline</b>	<b>Lead</b>	<b>Done</b>
8.	Produce a final report on outcomes of the pilot, and implications for producing disability equality schemes in Norfolk – to be submitted to the Strategic Equality Group, Corporate Affairs Overview and Scrutiny Panel and Cabinet.	Action achieved in accordance with specified timescales	April 2011	Corporate Equality & Diversity Manager/ NCODP	
9.	A final, updated disability equality scheme for the County Council produced, incorporating any agreed changes.	Action achieved in accordance with specified timescales.	April 2011	Corporate Equality & Diversity Manager/ NCODP/expert focus group of disabled people.	
10	Implement revised Norfolk Multi-Agency Protocol on Hate Crime specifically in relation to disability, to improve disabled people's access to hate crime reporting in Norfolk, victim's confidence in making reports and satisfaction with how reports are responded to.	7% increase in the number of reports of hate incidents from baseline over three years (to address nationally recognised issue of under-reporting).  User satisfaction evaluated by user satisfaction surveys.	November 2012	Corporate Equality & Diversity Manager/ Community Cohesion Steering Group	



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# **Disability Action Plan (Workforce) 2010 - 2013**

	<b>Action</b>	<b>Performance measure/outcome</b>	<b>Deadline</b>	<b>Lead</b>	<b>Done</b>
1.	Establish a disabled staff group for disabled employees of Norfolk County Council -with a strategic link to senior management - <i>to include exploring a framework for producing disability equality schemes, what they should look like and performance monitoring arrangements.</i>	Establishment of a new staff group of disabled employees, drawn from different departments – first meeting held and terms of reference agreed.	April 2010	Head of HR & OD	
2.	Actively engage with the disabled staff group to identify relevant disability actions to support the achievement of overall employment equality objectives.	Evaluation undertaken with staff group 12 months after establishment.	December 2010	Head of HR & OD	
3.	Develop and deliver mental health awareness training to managers.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	June 2010	Head of HR & OD	
4.	Improve council-wide awareness of national Access to Work scheme and undertake a campaign to increase knowledge amongst staff and managers of support available for reasonable adjustments.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	December 2010	Head of HR & OD	
5.	Undertake a mystery shopping exercise to test equality for disabled people in recruitment and redeployment processes. Agree actions with disabled staff group for any necessary improvements that are identified.	Action achieved in accordance with specified timescales, and proposal for improvement developed as a result.	April 2010	Head of HR & OD	

	<b>Action</b>	<b>Performance measure/outcome</b>	<b>Deadline</b>	<b>Lead</b>	<b>Done</b>
6.	Develop and embed arrangements to ensure that all Norfolk County Council information and computer technology platforms and software are usable by people using access technology.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	December 2010	Head of HR & OD & Corporate Equality Diversity Manager	
7.	Review how the Council currently identifies and prioritises improvements to its premises to enable disabled staff to work in an accessible and inclusive environment. Develop procedures to ensure that the accessibility of all newly purchased/leased properties is maximised for disabled employees.	Action achieved in accordance with specified timescales - evaluation feedback from disability staff group.	December 2010	Head of HR & OD & Corporate Equality Diversity Manager	
8.	Introduce equality training for all staff that includes a section on disability equality.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	December 2010	Head of HR & OD	
9.	Develop career development and talent management arrangements within the Council and monitor their implementation to ensure that they are accessible for disabled employees.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	December 2012	Head of HR & OD	
10.	Review the role of the Council's Equality Lead Officers and how this group could help raise awareness of disability equality issues across the Council.	Action achieved in accordance with specified timescales – evaluation feedback from disability staff group.	April 2010	Corporate Equality & Diversity Manager	

# Appendices

## 1. Definition of ‘disability’

The Disability Discrimination Act 1995 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities’<sup>2</sup>. However, many disabled people are unhappy with this definition, and prefer a definition of disability called the ‘Social Model of Disability’. The Social Model suggests that disability occurs because of the way society is organised, and that it presents barriers which prevent disabled people from being able to participate in every-day and community life. This includes discriminatory attitudes, inaccessible services and information, and physical barriers, such as the design of buildings and public transport.

## 2. Equality impact assessments

An equality impact assessment is a simple tool to help assess the impact of existing or new strategies, policies, projects, contracts or decisions on disabled residents and staff. It helps deliver excellent services, by making sure that new and existing activities reflect the needs of all members of the community and workforce.

The Council’s methodology for equality impact assessments has been commended by the Audit Commission and the IDeA. Between 2007 and 2008 the Council completed a major process of equality impact assessments of its strategies, policies, procedures and practices. A key part of this process included the gathering and analysis of information about the impact of policies, practices, services and functions on disabled adults, children and staff, across service delivery, employment and education. As a result of this activity a number of improvement areas were identified, which will inform continuous improvement over the long term. We are taking forward a rolling programme of engagement with different groups to reality check the findings of equality impact assessments, to identify improvements and consider action planning. This has taken place with disabled men and women and will continue to be rolled out over the course of the year.

It is a corporate requirement that all strategies, policies, projects and decisions relevant to equality must be equality impact assessed before being reported to Cabinet or review panel. This is a mandatory section of our Cabinet and review panel reports.

We are currently developing a new database for equality impact assessments, which will enable searches by topic and key word. This will be made available online shortly on the Council’s website [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

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<sup>2</sup> It covers a wide range of physical, sensory and mental disabilities and long-term health conditions, and includes, for instance, chronic mental ill-health, learning difficulties, HIV, cancer, multiple sclerosis and asthma.

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- 1 See: Notes of Chief Executive meeting September 2009
  - 2 For further information see: NCC Notes of DES review 2009
  - 3 See: Norfolk Coalition of Disabled People independent DES review 2009
  - 4 National Equalities Review Final Report 2007
  - 5 INTRAN Annual Report 2008/2009
  - 6 For further details see: Joint Commissioning Strategy for People with Physical and Sensory Impairment in Norfolk 2008 – 2013, and the Norfolk Older People’s Strategy 2009 -2011.
  - 7 To go in a hot air balloon. - The Aspirations of Disabled People in Norfolk 2008/09. A social action research project carried out by the Norfolk Coalition of Disabled People
  - 8 For example in preparation relating to the Council’s first Disability Equality Scheme and subsequent service user forums and focus groups – see notes of DES review 2009
  - 9 For further information see: NCC Notes of DES review 2009
  - 10 It should be noted that this is from a small base size.
  - 11 For full details and findings see the notes of consultation 30 November 2009

## **Efficiency Savings Programme**

Report by the Director of Corporate Resources

### **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 £10.109m. The current forecasted position is £13.3m, - slightly below this year's target of £14m. However this forecast combined with last year's performance, of £14.7m, ensures that we are on track to meet the three-year cumulative target of £47.9m.

This three year target has been increased from £42m as a result of the 2009 Budget statement, where an extra 1.5% was added to the three year target, in effect 3% per annum became 3.5% per annum, although the impact is entirely within 2010/11.

The Audit Commission have reviewed the Council's achievement of efficiencies and have reported positively on the achievements of the Council in this area.

A corporate Programme Management Office (PMO) is being created to manage the delivery of the Norfolk Forward programme. The resources and funding currently supporting the Efficiency team will be combined with other resources and funding to create the PMO from mid February 2010.

The PMO project team and corporate finance are agreeing the way in which progress of the current Efficiency Programme will in future be included by the PMO in their monitoring and reporting of all NCC programmes and projects. The new reporting will be ready for the launch of the PMO at the end of Q1 2010

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

## **1. Background**

- 1.1 Norfolk County Council (NCC) is realising efficiencies through projects in an Efficiency Programme, through budget savings and other initiatives and projects, A target of £14m capital and revenue efficiencies has been set for 2009 - 2010 to support the three year (08/09 - 10/11) cumulative target of £47.9m.



- 1.2 The Audit Commission have presented the findings of their audit of Norfolk County Council in their Annual Audit Letter, which was reported to Cabinet on 4 January 2010. This included a comment on the Council's achievement of efficiencies, which stated that the Council:
- Had a good understanding of its costs, which was built into the service planning process.
  - Used a range of benchmarking information on costs to support decision making
  - Commissions reviews to understand whether a service is delivering value for money.
  - Achieves planned outcomes across its services while maintaining relatively low costs.
  - Has an innovative approach to delivering service efficiencies
  - Consistently over-achieves its savings targets
- 1.3 A corporate Programme Management Office (PMO) is being created to manage the delivery of the Norfolk Forward programme. The resources and funding currently supporting the Efficiency team will be combined with other resources and funding to support the PMO from mid February 2010. The PMO will take on some of the activities currently undertaken by the Efficiency Team
- 1.4 The PMO project team and corporate finance are agreeing the way in which progress of the current Efficiency Programme will in future be included by the PMO in their monitoring and reporting of all NCC programmes and projects. The new reporting format will be ready for the launch of the PMO.

## **2. Contents of Report**

- 2.1 The current achievement against the annual target of £14m currently (16th December) stands at £13.3m leaving a balance of £0.7m to be achieved in the final four months.
- 2.2 Following the review of progress to date and an assessment of future activities, there is confidence that the annual target for 09 -10 will be achieved and combined with last year's performance ensures we are on track to meet the three-year cumulative target of £47.9m.
- 2.3 The table at appendix A provides a summary of progress in achieving savings against each target section.
- 2.4 The Efficiency Team and Corporate Finance have started to work with directorates to ensure that all results related to efficiencies coming from 2010 – 20111 budget savings are better understood and show what actions are underway to ensure the targets are achieved. This work will be further developed by the PMO reporting and analysis function prior to the PMO going live.

### **3. Resource Implications**

- 3.1 The creation of the PMO, conclusion of the Efficiency team and subsequent re shaping of the Support Services Review (SSR) Programme will require some adjustments to resources.
- 3.2 Directorates will now provide project support directly to their SSR projects rather than being provided for within the efficiency team SSR programme as they are currently.
- 3.3 The PMO has a Reporting and Information Analyst role that will be primarily involved in efficiencies and benefits reporting.

### **4. Other Implications**

#### **4.1 Legal Implications**

- 4.1.1 There are no direct legal implications arising from this report.

#### **4.2 Human Rights**

- 4.2.1 There are no direct human rights implications arising from this report.

#### **4.3 Equality Impact Assessment (EqIA)**

- 4.3.1 The efficiency programme does not require an EqIA. Any impacts on equality by individual efficiency projects will be included within their project EqIA.

#### **4.4 Communications**

- 4.4.1 There are no direct communications implications arising from this report.

#### **4.5 Health and Safety Implications:**

- 4.5.1 There are no direct health and safety implications arising from this report.

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

- 5.1 There are no direct Crime and Disorder implications arising from this report.

### **6. Risk Implications/Assessment**

- 6.1 There are no direct risk implications arising from this report.

## **7. Alternative Options**

7.1 There are no alternative options proposed in this report.

## **8. Conclusion**

8.1 Whilst there is confidence that the annual target for 09 -10 will be achieved it is important that the focus on budgeted savings is maintained during the transition of the Efficiency Team and the creation of the PMO. This focus is being maintained by close cooperation between the PMO project team, Finance and the Efficiency Team.

8.2 Work is also underway to ensure the reports on efficiency progress provide greater detail and consistency across all projects and programmes undertaken in support of the Norfolk Forward initiative.

## **9. Recommendation or Action Required**

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

### **Officer Contact**

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

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

## Appendix A - Progress to date 2009-2010

Efficiency Projects & AES Savings 09/10							
Detail	Within 09/10 Budget	Latest Forecast	Total Department Budget	Latest Forecast as Percent of Budget	Annual Budget	Latest Forecast as Percent of Budget	Progress update - Issues - Next steps
	£	£	£	%	£	%	
<b>CHILDRENS SERVICES</b>							
Home to School Transport Efficiency Savings	780,000	780,000					£240,000 achieved through reduced 1% inflation costs £250,000 by re-introduction of fixed school dates £290,000 by reviewing and changing transport routes
CAMHS Savings	30,000	30,000					Re-structured service resulting in unfilled vacancy this year
Childrens Fund non-filling of vacant posts	120,000	120,000					Vacant post not filled
Reduce LAC adolescent numbers	935,000	-					This will not be achieved. Originally 12 high cost residents became 18 years old and were going to be transferred to Adult Social Services however placements have not yet been found and so they remain residents - Placements are still being sought
2008/09 Slippage for LAC		-					This will not be achieved however work is underway to address the situation
Transport Savings in Recovery Plan		585,000					Withholding of inflation achieved by route reviews etc
Staff Savings - 20 FTEs	305,000	305,000					Delays in filling posts achieved these savings
Other Budget Savings	100,000	100,000					Rationalisation of a number of budgets
SEN Transport Expenditure	340,000	340,000					Stricter application of the eligibility criteria has generated these savings
MSC Scanning Cost savings	150,000	150,000					Lower volumes of data have been processed than expected
Primary School Computing	70,000	70,000					Lower costs of maintenance of IT support than expected
<b>TOTAL</b>	<b>2,830,000</b>	<b>2,480,000</b>	<b>160,734,000</b>	<b>1.54</b>	<b>166,452,000</b>	<b>1.49</b>	
<b>ADULT SOCIAL SERVICES</b>							
MSC and Care Management Review	1,500,000	300,000					The Care Management Review efficiencies will not be achieved in the original timescale. A detailed set of project implementations for phase 2 together with benefits planning and phasing are currently being worked up.
LD Savings from Priority Based Budgeting	940,000	805,296					Work is underway to improve the way services are being attained in a more cost effective way. However it is likely that the target may not be fully met
Commissioning and Transformation in Recovery Plan		181,000					
Targeted reduction in Staff Travel in Recovery plan		200,000					
Vacancy Management		427,000					
Purchasing Transitional Beds		500,000					
Externalisation of home support services	821,000	821,000					On Target
Day Opportunities savings	500,000	125,000					A review of the Older People Day Services has taken place making £125,000 savings this year. The real impact of the review is expected to be reflected next year
<b>TOTAL</b>	<b>3,761,000</b>	<b>3,359,296</b>	<b>208,198,000</b>	<b>1.61</b>	<b>212,735,000</b>	<b>1.58</b>	

Detail	Within 09/10 Budget £	Latest Forecast £	Total Department Budget £	Latest Forecast as Percent of Budget %	Annual Budget £	Latest Forecast as Percent of Budget %	Progress update - Issues - Next steps
<b>PLANNING &amp; TRANSPORTATION</b>							
Economic Development savings	4,000	4,000					Target will be met
Street Lighting PFI	-	-					There is a strong possibility that there will be efficiencies from the PFI Street Lighting contract . Further detailed work will be undertaken over the coming weeks to confirm the scale
Partnership savings	-	500,000					£150,000 from increased allocation of existing savings £200,000 shared allocation from savings from 'new partnerships' £150,000 from the engagement of services from third party developers
<b>TOTAL</b>	<b>4,000</b>	<b>504,000</b>	<b>98,408,000</b>	<b>0.51</b>	<b>103,367,000</b>	<b>0.49</b>	
<b>TRADING STANDARDS</b>							
Other Consumer Services Vacancy Management	20,000	20,000					This is a vacant post that is unlikely to be filled
<b>TOTAL</b>	<b>20,000</b>	<b>20,000</b>	<b>3,204,000</b>	<b>0.62</b>	<b>3,349,490</b>	<b>0.60</b>	
<b>CULTURE</b>							
Library Admin efficiencies - Electronic Processing	100,000	100,000					Savings from temporary staff on short - term contracts due to libraries increasing the self service facility
Library delivery vehicle savings	30,000	30,000					Reducing by two mobile units has resulted in the reduction of two posts
Library Lease Funding no longer required	20,000	20,000					Savings from the costs of two mobile units
Museum Efficiencies	10,000	10,000					Savings from NCC taking over the running of Castle Cafes and Gressenhall from NCS
Gressenhall Rates Reduction	35,000	35,000					Reduction in rates that were originally predicted
Castle Security Savings	10,000	-					It was planned that CCTV would be installed therefore reducing the need for security guards. This is not a possibility for 2009/10. Consideration is being given to installation in the future
Leasing Great Yarmouth Museums	11,000	-					The leasing of the rooms at Great Yarmouth Museum is yet to go ahead
Adult Education Service Efficiency Programme	83,000	83,000					
<b>TOTAL</b>	<b>299,000</b>	<b>278,000</b>	<b>21,521,000</b>	<b>1.29</b>	<b>19,805,330</b>	<b>1.40</b>	

Detail	Within 09/10 Budget £	Latest Forecast £	Total Department Budget £	Latest Forecast as Percent of Budget %	Annual Budget £	Latest Forecast as Percent of Budget %	Progress update - Issues - Next steps
<b>OTHER</b>							
Review of IT Contracts	225,000	225,000					Provision of inflation from Chief Execs Department . This was not required and has been returned
Various Chief Executives post savings	51,000	51,000					This saving has come from a post for a Chief Exec Assistant that is no longer required
Various Chief Executives service savings	23,000	23,000					These savings have come from the following areas; Secondments Budget, Members printing and stationery, Scrutiny, Reduction in pensions policy, Savings on general training and Reductions in expenditure within the Customer Service
Corporate Finance Insurance Premium savings	400,000	400,000					Renegotiation of Insurance Provider.
Corporate Finance Restructuring savings	100,000	100,000					This has been attained by the deletion of the post for Financial Director
IT Strategy Savings	-	2,234,000					These savings have been made from the following areas; Recurring Mainframe Savings, Printing Rationalisation, Telephone Call Costs and Data and Voice re-let. Options to achieve the remaining £126,000 are currently being explored
Procurement Savings*	-	1,200,000					The Procurement Savings have come from the following areas; Renegotiation of the Anti Virus contract at Charles House, Change of lease for the Credit Card terminals, a new Courier contract, Re-negotiation of mobile phone contracts, Savings on copier paper, a new strategy implemented on Supporting People, a revised contract with Staff Call and £376,000 in OGC Savings
Capital Savings from NPS*	-	250,000					
Rates Savings	150,000	150,000					Reduction of rates for County Hall
Finance General Review of Income	86,000	86,000					This is additional income from the Airport Industrial Estate
Downward negotiation of Pay Award	-	1,891,000					Pay award secured by entering into a joint negotiation process
Contribution to General Balances no longer required	2,160,000						This has been achieved by putting additional work into Risk Management and Contingency
<b>TOTAL</b>	<b>3,195,000</b>	<b>6,610,000</b>	<b>15,059,000</b>	<b>43.89</b>	<b>-</b>	<b>-</b>	
<b>GRAND TOTAL</b>	<b>10,109,000</b>	<b>13,251,296</b>	<b>507,124,000</b>	<b>2.61</b>	<b>505,708,820</b>	<b>2.62%</b>	