

Scrutiny Committee

Date: **Tuesday 17 March 2020**

Time: **10am**

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

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

Membership:

Cllr Steve Morphew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Roy Brame
Cllr Emma Corlett
Cllr Phillip Duigan
Cllr Ron Hanton
Cllr Chris Jones

Cllr Ed Maxfield
Cllr Joe Mooney
Cllr Judy Oliver
Cllr Richard Price
Cllr Daniel Roper
Cllr Hayden Thirtle

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms Helen Bates
Mr Paul Dunning

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes from the Meeting held on 20 February 2020

3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

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

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 12 March 2020**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how->

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 12 March 2020**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 2 March 2020 was 4pm on Monday 9 March 2020

8 The Role of the Regional Schools Commissioner (Page 11)

9 Call In: Repton Property Developments Ltd Business Plan (Page 16)

10 The Peer Review (Page 44)

Note: This item will include a presentation by the Executive Director of Strategy and Governance

11 Children's Services agenda for Scrutiny (Page 61)

12 Scrutiny Committee Forward Work Plan (Page 65)

Tom McCabe
Head of Paid Service
Norfolk County Council

Date Agenda Published: 9 March 2020



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Scrutiny Committee

Minutes of the Meeting Held on 20 February 2020
at 10:00 am in the Edwards Room, County Hall, Norwich

Present:

Cllr Steve Morphew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Roy Brame
Cllr Phillip Duigan
Cllr Ron Hanton
Cllr Chris Jones

Cllr Ed Maxfield
Cllr Joe Mooney
Cllr Richard Price
Cllr Dan Roper
Cllr Hayden Thirtle

Substitute Members present:

Cllr Mark Kiddle-Morris for Cllr Judy Oliver
Cllr Brenda Jones for Cllr Emma Corlett

Also present:

Cllr Mike Sands	In support of the call-in at item 8 on the agenda
Cllr Mike Smith-Clare	In support of the call-in at item 8 on the agenda
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health and Prevention
Cllr Andrew Jamieson	Cabinet Member for Finance
James Bullion	Executive director of Adult Social Services
Amanda Dunn	Assistant Director Learning Disabilities and Autism Commissioning
Bernadette Pallister	Family Voice Norfolk
Tracey Sismey	Family Voice Norfolk
Judith Taylor	DNNG
Nick Taylor	DNNG
Fiona McDiarmid	Executive Director Strategy and Governance
Tom McCabe	Executive Director of Community & Environmental Services
Helen Edwards	Chief Legal officer (Monitoring Officer)
Phil Watson	Director of Children's Social Care
Karen Haywood	Democratic Support and Scrutiny Manager
Tim Shaw	Committee Officer

1 Apologies for Absence

1.1 Apologies were received from Cllr Emma Corlett, Cllr Judy Oliver and Mr Giles

Hankinson (Parent Governor Representative), Helen Bates (Church Representative) and Paul Dunning (Church Representative).

2 Minutes

- 2.1 The minutes of the meeting held on 28 January 2020 were declared as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Ed Maxfield declared an "Other Interest" for the call-in item because he worked for a charity that had applied to be on the provider framework for the original iteration of the service.
- 3.2 Cllr Hayden Thirtle declared an "Other Interest" for the call-in item because he was a Governor at James Paget University Hospital and a member of the Steering Committee for Centre 81 in Great Yarmouth. Both organisations had indicated a willingness to sign up to item 8, life opportunities.
- 3.3 Cllr Mike Sands (one of the Councillors who had called in item 8) declared an "Other Interest" in the item because he was a Trustee of Bowthorpe Community Workshops who were working in support of the issue.

4 Urgent Business

- 4.1 No urgent business was discussed

5. Public Question Time

- 5.1 No public questions were raised.

6. Local Member Issues/Questions

- 6.1 No local Member questions were received.

7. Call In

- 7.1 The Committee noted that there was one call in to be taken at item 8 of today's agenda.

8. Call In: Life Opportunities for Adults with Learning Disabilities and/or Autism

- 8.1 The annexed report (8) related to the call-in of item 11 of the Cabinet papers of 3 February 2020 entitled "Life Opportunities for Adults with Learning Disabilities and/or Autism".
- 8.2 The Chair explained the way in which he would handle this item to best ensure a fair and balanced scrutiny process and to decide what (if any) issues the Committee would refer to the Cabinet.
- 8.3 In addition to welcoming the Councillors who had called in the item, the Chair welcomed to the meeting Bill Borrett, the Cabinet Member for Adult Social Care, Public Health & Prevention, James Bullion, Executive Director of Adult Social Services and Amanda Dunn, Assistant Director Learning Disabilities and Autism

Commissioning, who were in attendance to assist the Committee in scrutiny of Life Opportunities for Adults with Learning Disabilities and/or Autism. Apologies for absence were received from Gary Heathcote, Director of Commissioning, Adult Social Services.

- 8.4 The Chair also welcomed to the meeting Bernadette Pallister and Tracey Sismey from Family Voice Norfolk and Nick and Judith Taylor from DNNG who had been invited to comment on the consultation process.
- 8.5 In reply to a question from a Councillor, the Chair said that he accepted the call-in process had meant that Family Voice Norfolk and DNNG had received very short notice of today's meeting. In addition, Opening Doors who had been invited were unable to organise consultation with their members in order to attend and represent them. The Chair also accepted that there were lessons to be learnt for future scrutiny consultation in terms of who should be consulted and how consultation responses were reported to the Scrutiny Committee.
- 8.6 The Councillors who had called in the Cabinet decision explained their reasons for having done so. They said that they were not challenging the reasons for the Cabinet decision but were concerned about how the decision should be implemented, monitored and reviewed.
- 8.7 Cllr Bill Borrett, the Cabinet Member for Adult Social Care, Public Health & Prevention, referred Councillors to the strategy co-produced by service users "My Life, My Ambition, My Future" which was completed in 2018 and had been laid on the Committee table at today's meeting. This outlined the aspirations of the service users to have a more normal life and become more integrated in society, and to have more variation in the pathways that were open to them to reflect different levels of disability. The document laid on the table (which had received all party support) had helped formulate the proposals contained in the report to Cabinet for three distinct pathways within the Life Opportunities Framework:
1. Promoting Independence Pathway – will support people to develop life skills, providing greater opportunities to access mainstream activities and take part in training or learning activities.
 2. Wellbeing Pathway – will support people with complex and challenging needs which often require specialist equipment and facilities as well as specially trained staff.
 3. Skills and Employment Pathway. Will support people into employment through a tailored employment and outcomes plan.
- 8.8 The Committee also received on the table a presentation from the Executive Director of Adult Social Services about the specific issues concerning the consultation process which was requested as part of the call-in process.
- 8.9 The Executive Director explained the consultation events that were held across the county to promote the strategy that were organised and facilitated by a service user led organisation (Opening Doors) that was unable to attend today's meeting at short notice. The Executive Director added that providers and partnership organisations (including the NHS) had shared the strategy with the people that they supported and via social media. The Learning Disabilities Partnership Board had also been kept informed of developments. The Department had held a

number of meetings with users, families and groups.

8.10 Bernadette Pallister and Tracey Sismey from Family Voice Norfolk and Nick and Judith Taylor from DNNG who were invited to comment on the consultation process gave evidence to the Committee that can be found at appendix A They also answered detailed questions from Councillors.

8.11 The issues that were considered by the Committee included the following:

- The Committee heard that the Council had a dedicated employment service that would support the Skills and Employment Pathway. One lesson from the pilot was that the pathway to paid work was considerably more than 12 months for many people.
- There would be opportunities for people to move between pathways as their circumstances changed.
- The Cabinet Member said that the strategy for providing Life Opportunities for Adults with Learning Disabilities and/or Autism was cost neutral.
- Officers said that a design group would be put in place to develop and run the pilots for pathways one and two.
- Councillors were concerned to ensure that proper infrastructure mechanisms were in place to support people to access services, that transport arrangements were effective, that employers were able to provide workforce adaptations for vulnerable people and that there were the right kind of links with the DWP, particularly around welfare benefits.
- It was recognised that engaging with small local groups and rural employers was important so that Adults with Learning Disabilities and/or Autism did not always have to travel long distances.
- In reply to questions, the Executive Director pointed out that there had been no statutory legal requirement to consult with service users. The Department had, however, put in place a mechanism to obtain an accurate picture of service user requirements and wanted to ensure that going forward co-production worked better.
- The Executive Director said that Family Voice and DNNG would be involved in consultation about the co-production going forward.
- It was accepted by Officers that co-production was important in terms of monitoring contracts and hearing directly from disabled people.
- Councillors were mindful of the need for there to be the social worker capacity to support the introduction of the pathways.
- It was pointed out that while not all service users had an annual review by a social worker of their individual circumstances (which was an issue of national concern) this did not impact on their ability to take part in the pathways. The service knew the needs of all its service users in receipt of support.
- The Cabinet Member said that excellence in social work was one of the key goals of the Council and why the Council had taken steps to employ an additional 50 social workers.
- Councillors said that those individuals who were subject to restrictions that had been placed on the minimum income guarantee could find themselves disadvantaged when seeking to obtain suitable employment.
- It was noted that the financial landscape had changed since 2018 but that this did not detract from the need for change in the way that the Council approached Life Opportunities for Adults with Learning Disabilities and/or

Autism.

- In reply to questions, the Cabinet Member said that the results of the pilots would be made widely available to all Councillors by way of a Member Briefing. The Briefing would suggest ways in which Councillors could approach voluntary organisations and commercial enterprises to support the Council's strategy.
- In reply to other questions, the Executive Director said that people in residential care who were getting 24 hr support from the County Council would not normally be eligible to receive support to take part in the pathway activities, but participation would always depend on individual circumstances.
- It was accepted that adults with learning disabilities should be registered with and seen by their GP on an annual basis for an annual health check. This was not always the case in Norfolk at present and this matter was taken up by the Norfolk Health Overview and Scrutiny Committee.
- It was also accepted that the culture of independence for people with learning disabilities should start at very early age.
- The monitoring of service provider performance was expected to take place on an exception basis; the amount of time spent monitoring performance dependant on the quality of service provider response. It was, however, intended to have an annual contract meeting with each provider, when resources became available.
- The pledge for adult social services support had been made available as part of the Making it Real Campaign and would be made available on the Committee pages website.

8.12 **RESOLVED**

That the Scrutiny Committee agree with the ambitions and the general direction of travel behind the Cabinet decision but would advise Cabinet (and service department) to consider the following issues when implementing the decision:

1. That there should be more co-production in areas such as the service specification, the monitoring arrangements and the reviews of the pilots. This will enable these issues to be better addressed when the implementation is planned and carried out and for the monitoring and review of pilots to be genuine co-productions.
2. That a way should be found to strengthen and improve the flow of information on learning disability issues to Councillors generally.
3. That a full briefing on the outcomes of the pilots should go to the People and Communities Select Committee so as to strengthen strategy development (perhaps through a Working Group of the Select Committee that is already looking into these issues).
4. That, because of concerns about the scale of change for service users, their carers and providers, the new services should be up and running before existing services and contracts are changed.

9. **Scrutiny Committee Forward Work Plan**

9.1 The Committee considered the forward work plan.

9.2 **RESOLVED**

That the Committee agree the forward work plan (as set out in the Appendix of a report received on this matter).

The meeting concluded at 13:10

Chair

Scrutiny Committee

Item 8

Decision making report title:	The Role of the Regional Schools Commissioner
Date of meeting:	17 March 2020
Responsible Cabinet Member:	Cllr John Fisher, Cabinet Member for Children's Services
Responsible Director:	Sara Tough, Executive Director Children's Services

Introduction

There had been a long-standing request, from some Members within the previous Children's Services Committee, for the Regional Schools Commissioner (RSC) to attend Committee. The purpose of the invitation, at that time, is to enable the regional DfE office to outline their responsibilities in relation to Academies.

Executive Summary

This paper seeks to give some background information to the role of the RSC to give committee members information they can use to hold an informed discussion with the RSC about how she discharges her responsibilities towards academies and schools in Norfolk.

Recommendations

1. For committee members to understand the role of the RSC
2. To consider the suggested lines of enquiry to enable a better understanding of how the RSC discharges her responsibilities in Norfolk.

1. Background and Purpose

- 1.1 To provide Scrutiny Committee with information regarding the responsibilities of the Regional Schools Commissioner (RSC).
- 1.2 There had been a long-standing request, from some Members within the previous Children's Services Committee, for the Regional Schools Commissioner to attend Committee. The purpose of the invitation, at that time, was to enable the regional DfE office to outline their responsibilities in relation to Academies. When deciding their forward work programme in May 2019 the Scrutiny Committee agreed that they would like to include this issue for future scrutiny. Sue Baldwin, the Regional Schools Commissioner for the east of England has agreed to attend this meeting to assist the Committee in their scrutiny.

- 1.2.1 Since the original request the role of the RSC has changed significantly.
- 1.3 The DfE removed the powers of the RSC to intervene on the basis of outcome measures and made it clear that Ofsted is responsible for inspecting and evaluating school performance. Academies who require intervention or support are now only identified through Ofsted inspection.
- 1.4 Below, is a summary of the key responsibilities that the RSC discharges on behalf of the DfE and the areas of education provision.

2. Proposals

2.1 Regional School Commissioner – summary of responsibilities

2.1.1 Below is an extract from the government website outlining regional schools commissioner context/responsibilities:

2.1.2 Regional schools commissioners (RSCs) act on behalf of the Secretary of State for Education and are accountable to the National Schools Commissioner.

2.1.3 Each RSC is supported by a headteacher board. Headteacher boards are made up of experienced academy headteachers and other sector leaders who advise and challenge RSCs on the decisions they make.

2.1.4 RSCs work with the Education and Skills Funding Agency (ESFA) to provide oversight and scrutiny of academy trusts' performance, in line with the established framework for academy trusts.

2.1.5 RSCs work closely with a number of partners, including leaders from the education sector, Ofsted, local authorities and local dioceses.

2.1.6 RSCs work with multi-academy trusts, designated system leaders, such as teaching schools, and with the Teaching Schools Council, or other school improvement providers to provide access to the optional school improvement support offer.

2.1.7 RSCs work closely with local authorities in a number of ways, including helping to facilitate school improvement support and working with them on academy conversions.

2.1.8 RSCs also work closely with local dioceses, including to help ensure strong multi-academy trust structures are in place that will support their schools if they become academies.

2.2 RSCs' main responsibilities include:

- 2.2.1 • intervening in academies that Ofsted has judged inadequate
- 2.2.2 • intervening in academies where governance is inadequate
- 2.2.3 • deciding on applications from local-authority-maintained schools to convert to academy status

- 2.2.4 • intervening in maintained schools judged to be inadequate by Ofsted by providing them with support from a strong sponsor
- 2.2.5 • encouraging and deciding on applications from sponsors to operate in a region
- 2.2.6 • taking action to improve poorly performing sponsors
- 2.2.7 • advising on proposals for new free schools
- 2.2.8 • advising on whether to cancel, defer or enter into funding agreements with free school projects
- 2.2.9 • deciding on applications to make significant changes to academies and free schools
- 2.2.10 • taking decisions on the creation and growth of multi-academy trusts
- 2.2.11 • offering support to maintained schools and academies judged to require improvement by Ofsted
- 2.2.12 • deciding on the transfer of an academy from one trust to another

3. Impact of the Proposal

- 3.1. To enable scrutiny committee to better understand the responsibilities of the local authority with regard to the RSC's responsibilities.

4. Evidence and Reasons for Decision

- 4.1. **N/A**

5. Financial Implications

- 5.1. **N/A**

6. Resource Implications

- 6.1. **Staff: N/A**

- 6.2. **Property:**

N/A

- 6.3. **IT:**

N/A

7. Other Implications

- 7.1. **Legal Implications**

N/A

- 7.2. **Human Rights implications**

N/A

7.3. **Equality Impact Assessment (EqIA) (this must be included)**

None

7.4. **Health and Safety implications** (where appropriate)

N/A

7.5. **Sustainability implications** (where appropriate)

7.6. **Any other implications**

8. Risk Implications/Assessment

8.1. **N/A**

9. Select Committee comments

9.1. **N/A**

10. Recommendations

10.1 **It is suggested that the Committee consider the following suggested areas for questioning with the Regional Schools Commissioner:**

- What support is available for academies and schools judged by Ofsted as requires improvement?
- What support is available for academies who are judged to be Good or Outstanding, but where outcomes have declined?
- How does the RSC identify if trusts are poorly performing?
- What actions can the RSC take to improve the performance of a trust?
- How are decisions made about the creation and growth of multi-academy trusts?

11. Background Papers

11.1. **Read more about RSCs' responsibilities in the [RSC decision making framework \(PDF, 271KB, 12 pages\)](#).**

Officer Contact

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

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Scrutiny Committee

Decision making report title:	Call in: Repton Property Developments Ltd Business Plan
Date of meeting:	17 March 2020
Responsible Cabinet Member:	Cllr Andrew Proctor (Leader and Cabinet Member for Strategy and Governance)
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services
Introduction This report relates to the call-in of item 9 of the Cabinet papers of 2 March 2020 entitled, ‘Repton Property Developments Ltd Business Plan’	

1. Background and Purpose

1.1. At the meeting on 2 March 2020 Cabinet considered a report entitled **‘Repton Property Developments Ltd Business Plan’¹** which recommended that they:

- Review and approve the Repton Property Developments Ltd Business Plan to 31st March 2021 to ensure it reflects the aspirations of the shareholder.

A copy of the report is attached at Appendix B.

1.2. The draft minute extract from the Cabinet meeting on 2 March is as follows:

1.3. **9 Repton Property Developments Ltd Business Plan.**

- 9.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the Business Plan for Repton Property Developments Ltd.
- 9.2 The Chairman highlighted that this was the first business plan from Repton Property Developments Ltd since its inception approximately two years ago, with its main objective being to build more homes as well as to make money for the County Council. The Chairman also stated that the company would ensure all developments would be completed strictly in accordance with the Local Planning Authority affordable housing policies, for example the Acle site (which now had planning permission) had 92 market developments out of 137, with 45, in addition to the 92, being affordable homes.
- 9.3 The Cabinet Member for Commercial Services and Asset Management endorsed the Business Plan adding that extensive work had been undertaken with the Repton Board to bring forward the development and that he looked forward to seeing work

¹ [Cabinet agenda 2 March 2020 – Item 9 Repton Property Developments Ltd Business Plan](#)

start at the Acle site soon. He also added that it was hoped to see more developments start more quickly, and highlighted the importance of carrying out the works in such a way as to protect the public purse.

- 9.4 The Cabinet Member for Finance corroborated the comments already made, endorsed the Business Plan and commended the speed in which the proposals had been carried out. The Cabinet Member added that the company would be a useful contributor to the finances of Norfolk County Council for the future.
- 9.5 The Cabinet Member for Innovation, Transformation & Performance also endorsed and commended the Business Plan which he considered was a good example of using Norfolk County Council owned land and assets to provide much needed housing and affordable housing for the benefit of the wider county.
- 9.6 The Cabinet Member for Growing the Economy commended the report, adding it was good to see housing provided across the county, with the company moving in the right direction and creating a market, which may help private developers commence their schemes, as there were a number of schemes planned across the county which had not yet commenced.
- 9.7 The Cabinet Member for Highways, Infrastructure & Transport supported the report which would provide homes for Norfolk people and also create jobs in the construction industry which would help the economy. He added that he looked forward to seeing the houses built.
- 9.8 The Chairman added that the plan was not just about big sites, smaller sites would also be utilised through other providers to ensure homes were built.

9.9 **Decision**

Cabinet reviewed the Business Plan to 31 March 2021 to ensure it reflected the aspirations of the shareholder and **RESOLVED** to

Approve the Repton Property Developments Ltd. Business Plan to 31 March 2021.

9.10 **Alternative Options**

Norfolk County Council, as Shareholder, could set alternative objectives for the wholly owned company and request a revised Business Plan.

9.11 **Evidence and Reasons for Decision**

Repton's Board has approved a Business Plan and is subsequently seeking Cabinet's consent to operate the company in accordance with the Business Plan.

2. Call in

- 2.1. Notification was received on 9 March 2020 that Cllr Steve Morphew, supported by Cllrs Emma Corlett, Terry Jermy and Colleen Walker wished to call in the decision of the Cabinet relating to item 9 – Repton Property Developments Ltd Business Plan. The reasons for call

in are attached at Appendix A. The Chief Legal and Monitoring Officer has confirmed that it is valid under the requirements of the Constitution.

- 2.2. The final list of witnesses to be invited to attend will be agreed by the Chair and those calling in this decision.

3. Background Papers

- 3.1. [Cabinet agenda from meeting held on 2 March 2020](#)

[Cabinet minutes from meeting held on 2 March 2020](#)

Officer Contact

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

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Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at committees@norfolk.gov.uk within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Head of Democratic Services on 01603 222620 or Democratic Support and Scrutiny Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person by the above people within the 5 working day deadline which will be specified in the decision letter. The form may be emailed or hand delivered.

Please note that the call-in procedure does not apply to urgent decisions.

Decision Title and minute number

Repton Homes Business plan

Decision taken by

(i.e. Cabinet, Cabinet Member, Chief Officer)

Cabinet

Date of Decision

2 March 2020

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	The decision is not compliant with Together For Norfolk Business plan that sets out as a success measure 'Enough homes are being built to meet people's needs, including affordable houses, and homes for our ageing population'. The Repton business plan makes it clear it has no intention of meeting the service provision objectives.

2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	
3.	There is evidence that the principles of decision-making (as set out in Article 12 of the Constitution) have not been complied with. These principles are:	
	a) Actions agreed will be in proportion with what the Council wants to achieve.	
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	The contradictions between the business plan and the policies of the council leave it unclear what the results will be for the council and council tax payers of Norfolk.

Detailed reasons for call in or any additional information in support of the call in that you wish to submit

Para 4.3 of the Repton Business Plan says
 '4.3. There is no intention to meet the shareholder's (Norfolk County Council) service provision objectives such as, for example, older persons accommodation or sufficiency strategies for young people leaving care, other than those directed by planning policy or imposed in a planning permission obtained for a site'

The 'Cabinet reviewed the Business Plan to 31 March 2021 to ensure it reflected the aspirations of the shareholder and RESOLVED to: • Approve the Repton Property Developments Ltd. Business Plan to 31 March 2021'

Cabinet has therefore approved a business plan that appears to expressly contradict the objectives of the council. The decision of cabinet is therefore

- a) unclear in what contribution will be made through Repton to achieving the service objectives of council
- b) unclear about the benefits that will accrue to the council

The vision for Norfolk's Future includes

'Build new homes to help young people get on the housing ladder'

The decision to commit only to the affordable housing levels set by planning authorities makes it unclear how that commitment will be achieved

Together For Norfolk says that a success measure is

'Enough homes are being built to meet people's needs, including affordable houses, and homes for our ageing population'

To agree a business plan for a wholly owned company that uses council land and finances without contributing to the success of the council's business plan cannot be compliant with the policy framework of the council.

Please use the space below to add any further comments. You may wish to consider:

- **The outcome you would like to see as a result of this decision being called in**
- **Any further information that the Scrutiny Committee might wish to consider when assessing this call in.***
- **Any Cabinet Members/Officers you would like to attend the meeting.***

* Please note this will be at the Chair of Scrutiny Committee's discretion

We would like the Leader of the Council, who is the chair of Repton to attend.

Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below

Call in initiated by Chair of Scrutiny

Name (please print)	Signature	Date
Steve Morphew	Steve Morphew	06.03.20

In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

Name (please print)	Signature	Date
Colleen Walker	C Walker	9/3/20

Terry Jermy	T Jermy	9/3/20
Emma Corlett	E Corlett	9/3/20

I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

In coming to this conclusion, I have consulted the Chair of the Scrutiny Committee.

Signed by the Chief Legal and Monitoring Officer Helen Edwards

Date 9 March 2020

Please return to Democratic Services at committees@norfolk.gov.uk

Report presented to Cabinet

Item 9

Decision making report title:	Repton Property Developments Ltd Business Plan
Date of meeting:	2 March 2020
Responsible Cabinet Member:	Cllr Andrew Proctor (Leader and Cabinet Member for Strategy and Governance)
Responsible Director:	Simon George (Executive Director of Finance and Commercial Services)
Is this a key decision?	No

Introduction from Cabinet Member

Repton Property Developments Limited has identified opportunities to develop existing Norfolk County Council owned assets with the potential to create in excess of 600 residential properties, plus affordable dwellings. The first site for 137 homes in Acle received planning permission just before Christmas and planning permission for a second site of 200 homes at Hopton on Sea was submitted to Great Yarmouth Borough Council in January 2020. During 2020/21 the company will also be progressing other sites as set out in the business plan.

This report and the attached annex provide details of the Business Plan for Repton Property Developments Limited to 31st March 2021.

Executive Summary

In order to aid good governance, Cabinet is tasked with reviewing and approving the business plan of the wholly owned company, Repton Property Developments Limited.

Recommendations

Cabinet is asked to:

Review and approve the Repton Property Developments Ltd Business Plan to 31st March 2021 to ensure it reflects the aspirations of the shareholder.

1. Background and Purpose

- 1.1. Repton Property Developments Ltd (Repton) was established in 2017, with the primary objective to undertake direct property development with the aim to maximise the financial returns for the Council to support service delivery.

- 1.2. A detailed Business Plan was approved by the Repton Board at its meeting on 21st January 2020 and the finances for 2020/21 are summarised in Appendix 3.
- 1.3. In accordance with the Financial Regulations, the Business Plan for the period to 31st March 2021 is presented to Cabinet for final approval.

2. Proposal

- 2.1. Cabinet is asked to review and approve the Repton Business Plan for the period to 31st March 2021.

3. Impact of the Proposal

- 3.1. Repton Directors are clear on the shareholder's requirements, and Cabinet is fulfilling its responsibilities to monitor and receive reports on the Business Plan of a Norfolk County Council (NCC) wholly owned company.

4. Evidence and Reasons for Decision

- 4.1. Repton's Board has approved a Business Plan and is subsequently seeking Cabinet's consent to operate the company in accordance with the Business Plan.

5. Alternative Options

- 5.1. NCC, as Shareholder, could set alternative objectives for the wholly owned company and request a revised Business Plan.

6. Financial Implications

- 6.1. These are set out within the attached Business Plan.

7. Resource Implications

- 7.1. **Staff:**
The Company utilise several NCC staff and reimburse NCC for the cost of their time.
- 7.2. **Property:**
None at present although the intention is for NCC to sell surplus land at market value to Repton. The sites will then be developed, and the new homes sold to the public.
- 7.3. **IT:**
None for NCC.

8. Other Implications

8.1. Legal Implications

None for NCC

8.2. Human Rights implications

Development Service Providers used by Repton have robust processes in place to cover bribery and modern slavery.

8.3. Health and Safety implications

The Directors are responsible for discharging the Health and Safety duties of the Company.

8.4. Sustainability implications

None

8.5. Any other implications

None

9. Risk Implications/Assessment

- 9.1. If Cabinet decide not to approve the business plan it runs the risk of causing operational delay and additional costs for the company. Repton has its own comprehensive risk register which is monitored and managed by the company directors.

10. Select Committee comments

- 10.1. None

11. Recommendations

- 11.1. Cabinet is asked to:

Review and approve the Repton Property Developments Limited Business Plan to 31st March 2021 to ensure it reflects the aspirations of the shareholder.

Officer Contact

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

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Business **Plan**

2020/21

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1. EXECUTIVE SUMMARY

- 1.1. This document sets out the Business Plan for Repton Property Developments Ltd for the immediate foreseeable future with an emphasis on the next five years and covers the four sites being managed by Lovells plus the three smaller sites managed by Torrington. It provides the company's vision and broad strategic objectives, as well as the financial forecasts that sit behind the Business Plan.
- 1.2. Broadly, the Business Plan sets out the context and background to the Company.
- 1.3. The Company has identified opportunities to develop existing Council owned assets with the potential to create in excess of 600 residential properties, plus affordable dwellings.
- 1.4. Finance will produce a timeline and cash flow of the sites to show profitability and timings. This will be built from site appraisals as we progress through the lifecycle of each site.

2. INTRODUCTION

- 2.1. Repton Property Developments Ltd was established in 2017 with the primary objective to undertake direct property development with the aim of maximising the financial returns (capital receipts and revenue income) for the Council to support service delivery.
- 2.2. In addition, the Council through its ownership of the company is seeking wider social, economic and environmental outcomes and the following secondary objectives were established:
 - Contributing to meeting Norfolk's growing housing demand.
 - Provision of quality homes to raise design and performance standards.
 - Provide economic stimulus by increasing overall capacity for property development and by taking control for developing specific sites preventing land banking.
 - Support creation of quality jobs and economic growth.
- 2.3. Initially the company will develop land that is surplus to Norfolk County Council use. This land is sold by the County Council to Repton at market value based on the status of the land i.e. whether it has/has not a suitable planning permission and following a viability assessment.
- 2.4. It is anticipated that the company will, in the future, acquire land on the open market to develop out.

3. MISSION

3.1. To create the homes where people can thrive and live.

3.2. Sites will be developed to be planning policy compliant.

4. PRODUCT

4.1. The main product will be residential dwellings for market sale. The site layout and home types will be designed to meet the requirement of maximising return from the developments subject to planning policy compliance.

4.2. The affordable housing elements to meet planning policy compliance will be built out by registered providers procured through tender. The affordable element will include social rent, affordable rent and shared equity offers – as informed by the Local Planning Authority.

4.3. There is no intention to meet the shareholder's (Norfolk County Council) service provision objectives such as, for example, older persons accommodation or sufficiency strategies for young people leaving care, other than those directed by planning policy or imposed in a planning permission obtained for a site.

4.4. The management and maintenance of the public realm elements will either be offered to the Parish Council or a management company will be established for each development.

4.5. Repton's homes will be developed to current building regulation standards. There will be a key focus on ensuring that home defects are eliminated at the point of sale.

4.6. All roads on development sites will be constructed to a standard to be adopted by the local highway authority.

5. FINANCIAL APPRAISAL PARAMETERS

5.1. To assess the viability of individual scheme the company will use the measure:

- Return on Capital Employed (ROCE)

This is a typically used housebuilding industry measures as a means of appraising schemes. ROCE is normally calculated before corporate overheads.

6. LAND ACQUISITION

6.1. Repton's current approach is to acquire bare land or brown field sites from Norfolk County Council with, as a minimum, an outline planning permission for residential development that has at least 2 years to run. The first three sites

listed below (plans in Appendix 1) have been appraised and at the appropriate point decisions will be made to proceed with the acquisition and development or the decision may include refusing an individual site.

- Acle, Land North of Norwich Road.
- Hopton on Sea, Land East of Lowestoft Road.
- Attleborough, Land South of New Road.

62. A second phase of sites listed below (plans in Appendix 2) are also being appraised to access viability, following receipt of planning permission for residential development and will seek appropriate acquisition and development decisions at key milestones.

- Caister on Sea, Land west of St Nicholas Drive
- Lingwood, Former Lingwood First School
- Cromer, Land at High Station
- Attleborough, Land East of Hargham Road

63. Norfolk County Council will continue to develop a “pipeline” of sites they wish to dispose of, and discussions will continue as to which sites will be offered to Repton.

64. Norfolk County Council also have sites available that have not yet been allocated for residential use in the local plan for the district they sit in. NCC are likely to offer Repton the opportunity to promote some of these opportunities but it is likely be at the company’s risk, however Repton anticipates this will be on the basis of a greater return for the company.

7. MODUS OPERANDI

7.1. A comprehensive procurement exercise was undertaken in 2018 which culminated in the appointment of Lovell Partnerships Ltd as a single supplier with the full range of development and construction services required to deliver new dwellings to the market and subsequently sell them, for the first three Repton sites. This arrangement with Lovell Partnerships Ltd has allowed Repton to acquire an off the shelf development structure without the need to appoint staff to carry out these roles. This will enable delivery to be brought forward quickly in the short to medium term. This arrangement will be regularly reviewed and is designed to cover the first three sites.

- 7.2. For each of the three sites Lovell provided fully costed viability proposals, with Acle the most mature of the 3 larger sites receiving full planning approval in December 2019 and a post planning appraisal seeking approval in January/February 2020. Hopton on Sea is scheduled to follow along the same process ~ 5/6 months behind Acle and Attleborough is still in the initial stages.
- 7.3. An overarching Development Services Agreement was negotiated and signed with Lovell in October 2019. Each development site will then be individually contracted using the PPC2000 partnering contract.
- 7.4. A further procurement exercise took place in October 2019 which resulted in the appointment of Torrington Properties Ltd as a Development Manager for the 3 smaller sites. Torrington Properties Ltd will lead and manage the full range of professional, technical, construction and support service to deliver each site design until after sales support.
- 7.5. All 3 of the smaller sites has outline planning permission but Caister followed by Lingwood, will be brought forward to secure full planning consents during 2020.
- 7.6. An interim agreement is in place with Torrington Property Ltd, while negotiations are finalising an Appointment of Development Manager contract, which will be signed per site.
- 7.7. Employers Agent services providing client-side cost and design oversight have also been contracted following a procurement exercise undertaken early in 2019. The supplier is Richard Utting Associates from Norwich.
- 7.8. Legal services advising on contracts and company governance is currently being provided by Mills and Reeve LLP based in Norwich.
- 7.9. For auditing and tax advice Larking Gowen have been appointed. Barclays Bank has been appointed as the company's banker and NHBC registration has been secured.

8. COMPANY STRUCTURE AND GOVERNANCE ARRANGEMENTS

- 8.1. Repton Property Developments Ltd (Repton) is a private company limited by shares wholly owned by Norfolk County Council (NCC) which has ultimate control of its business activities.
- 8.2. The Company has been established in accordance with the Companies Act 2006 including the appointment of a Board of Directors for the Company and the adoption of Articles of Association.
- 8.3. All board directors are approved by the shareholder (NCC) and comprise the following:

• Two Councillors	Representatives of the County Council's Cabinet	Cllr A Proctor Cllr G Peck
• Two Officers	Selected from with County Council teams as having the appropriate experience	Mr. H Bullen Mr. A Collier
• Two independent	Appointed following a competitive process	Mr. S Hardwick Mr. M Spry

84. The County Council's shareholder function is discharged through its Cabinet with the actual work delegated to the Executive Director of Finance and Commercial Services.

85. Numerous Norfolk County Council staff perform service for Repton and their time is recharged. These services including:

- Development Management services
- Supporting the Board and ensuring governance procedures are carried out.
- Providing insurance.
- Providing financial advice.
- Providing audit services.

9. FUNDING

9.1. The County Council as shareholder is the key funder for the company. The County Council has established, through its own governance arrangements the principle of providing loans to Repton.

10. MARKET ANALYSIS

10.1. The housebuilding market in Norfolk is dominated by national and larger regional housebuilders primarily developing along the A11 corridor and within the Greater Norwich sub-region.

10.2. Significant development has occurred over the last 5 years however the slowdown in the housing market over late 2018 and early 2019, as a result of both an uncertain economic climate together with a long sustained period of house price growth coming to an end has meant that the market in the short to medium term is unlikely to see the same growth of prices or delivery. The next 5-year period could see cost inflation out stripping sales price inflation with a consequent effect on margins.

10.3. Regular review of the current market conditions will be performed quarterly, utilising recent UK housing market updates published by Savills and the Building Cost Information Service (BCIS).

10.4. In terms of the competition in Norfolk, Persimmon and Taylor Wimpey are the national housebuilders with the largest programs, whilst Barratts, Kier, and

Lovells all have sites in the County. Hopkins Homes are the largest of the regional housebuilders and have seen a large expansion in their turnover. Smaller regionals in Norfolk, more on a scale with Repton's aspirations, are Norfolk Homes, Badger Homes and Able Homes. Housing Associations are recent entrants into the open market sale sector with Orbit Housing, Flagship Housing and Saffron all having significant developments in the region.

- 10.5. In respect of target market early research for the Land North of Norwich Road site has shown demand is likely to be from local people wishing to upsize and people from surrounding rural area wishing to move from their larger but older property to newer properties that are easier to look after. The research for the Land East of Lowestoft Road, Hopton site shows that demand is likely to be from incomers to Norfolk.

11. TAX

- 11.1. VAT and corporation tax have been registered with HMRC and monthly VAT returns are completed.

12. DIVIDENDS

- 12.1. It is envisaged that any surplus funds/profits will be paid to the shareholder using dividends.

13. SWOT ANALYSIS

- 13.1. The following is a summary of the key strengths, weaknesses, opportunities and threats to Repton Property Developments Ltd:

Strengths:

- Ability to secure funding at competitive rates.
- Council support.
- Initial funding available.
- Several Council owned sites available for redevelopment.

Weaknesses:

- Timescales for planning, development and construction before significant number of homes become available for sale.

Opportunities:

- Increase of affordable housing within the County.
- Income generation for the General Fund arising from profit.
- Support for local people to buy a home (or rent from the affordable housing provider).

Threats:

- Any future government change in the view of council companies/

prudential borrowing.

- Downturn in economy leading to a fall in house prices.
- Increase in interest rates.
- Legal challenge over 'state aid'.

14. TARGETS AND KEY PERFORMANCE INDICATORS

- 14.1. The company has agreed a detailed set of performance management indicators for each site, which are monitored by the Board throughout the year.
- 14.2. A suite of key performance indicators for health and safety will be identified for each development site. Identification will be undertaken in co-operation with Lovell Partnership Ltd & Torrington Properties Ltd immediately after each site is transferred to Repton and prior to commencement of site operations.
- 14.3. Moving forward additional targets could be considered as the business matures, but only if the return warrants it. For example:
- Increase in energy performance measured using the SAP (Standard Assessment Procedure) system comparing like for like dwellings.
 - Number of dwellings constructed on any one development to a "life time" standard (following adoption of a defined standard).

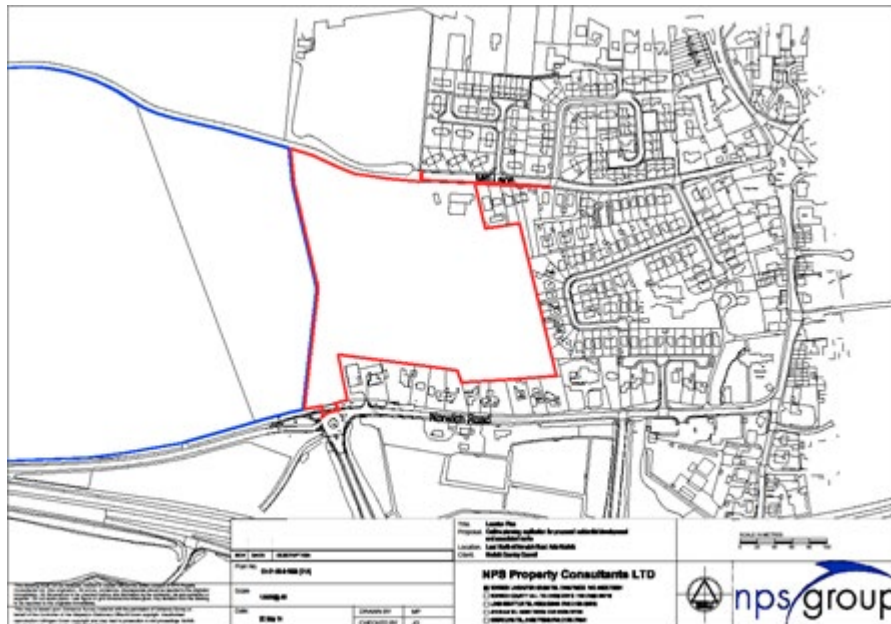
15. FINANCIAL BUSINESS PLAN – 2020 / 21

- 15.1. Appendix 3 includes the forecast Operating Statement for the year to 31st March 2021, being a loss before tax of £0.268m with revenues of £3.587m. It should be noted that sales are currently forecast at £22.598m for the year to 31st March 2022, enabling the company to return profits of £3.463m before tax.
- 15.2. The information is based upon the Acle and Hopton sites only at this stage pending receipt of financial assessments for the additional proposed sites. (An initial summary assessment for Lingwood indicates sales of £5.623m, and a net profit of £0.733m).
- 15.3. The plan based upon Acle and Hopton sites only estimates cumulative turnover to 2026 of £79.679m, a profit before tax of £12.080m, and after tax at £9.785m.
- 15.4. Borrowing peaks at £6.533m in 2020/2021.

Appendix 1

St Edmunds Acle - Land north of Norwich Road

(a) Site location plan

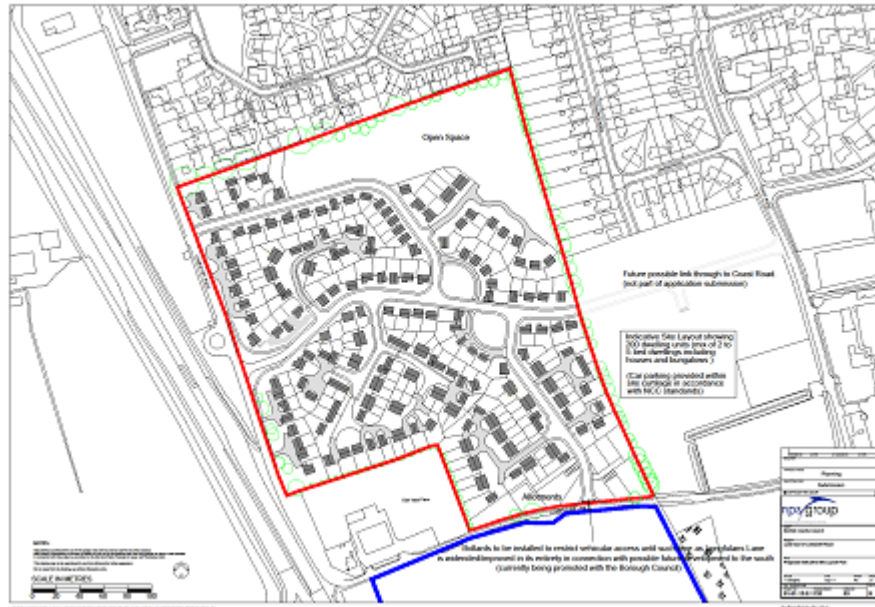


(b) Illustrative layout



Hopton on Sea - Land East of Lowestoft Road

(a) Site location plan

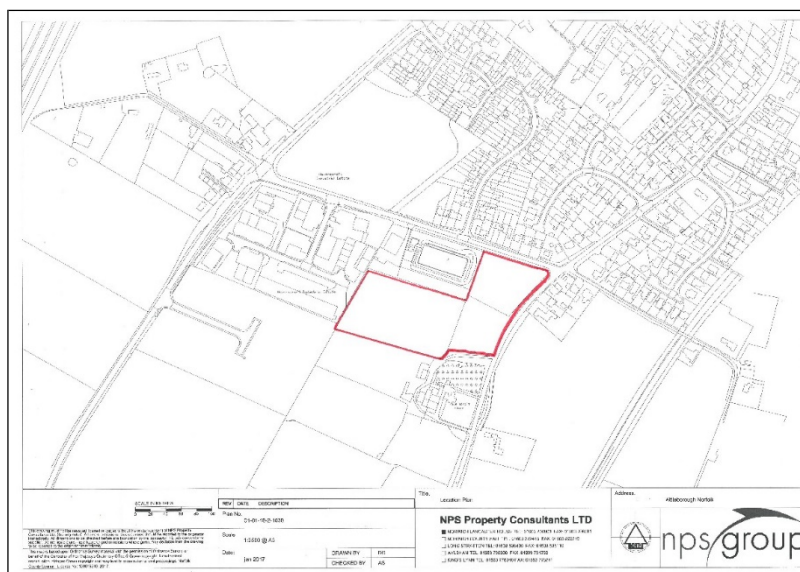


(b) Illustrative layout



Attleborough 1 - Land South of New Road

(a) Site location plan

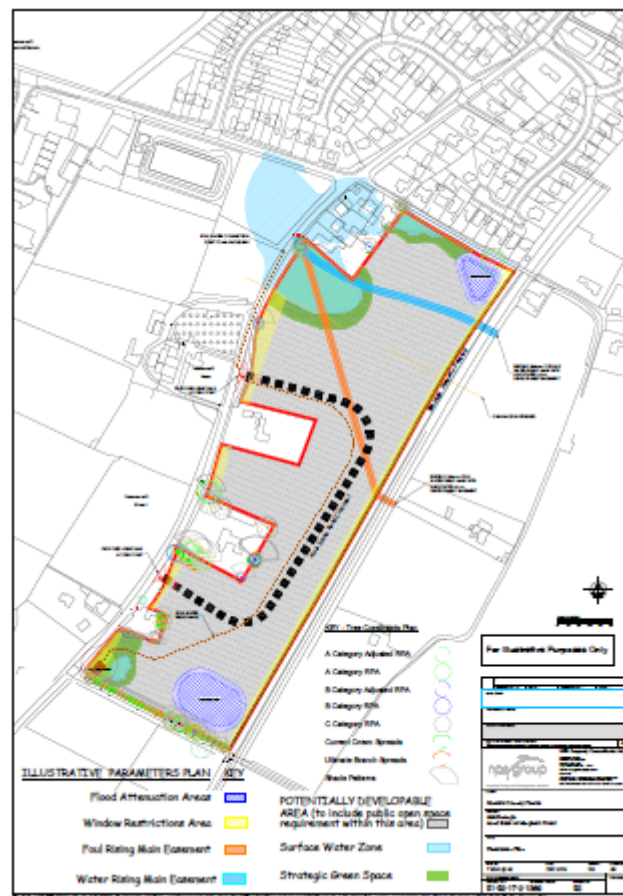


(b) Illustrative layout



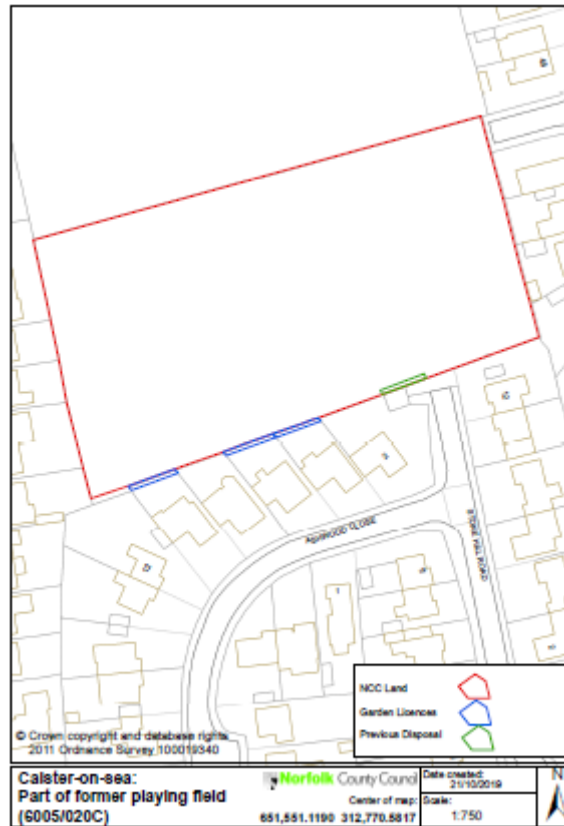
Appendix 2

Land East of Hargham Road, Attleborough 2 site: (a) Site location plan



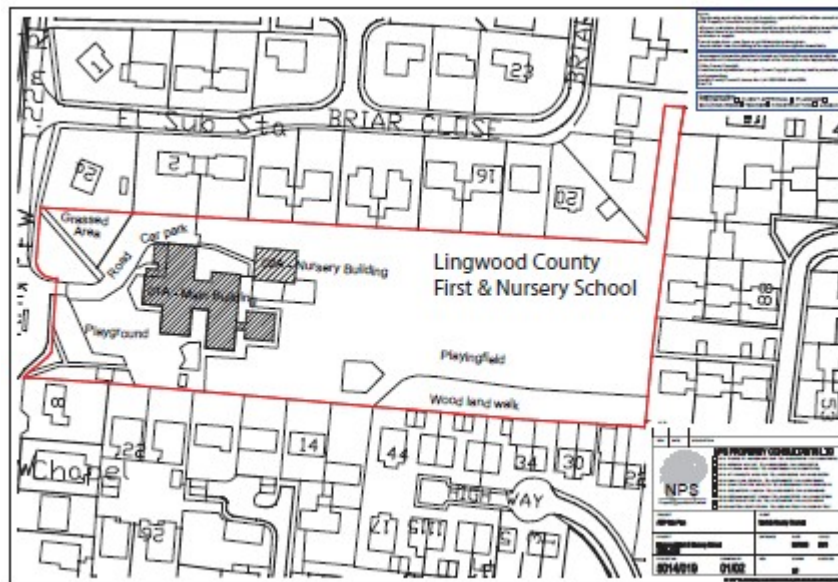
Land west of St Nicholas Drive, Caister on sea site:

(b) Site location plan



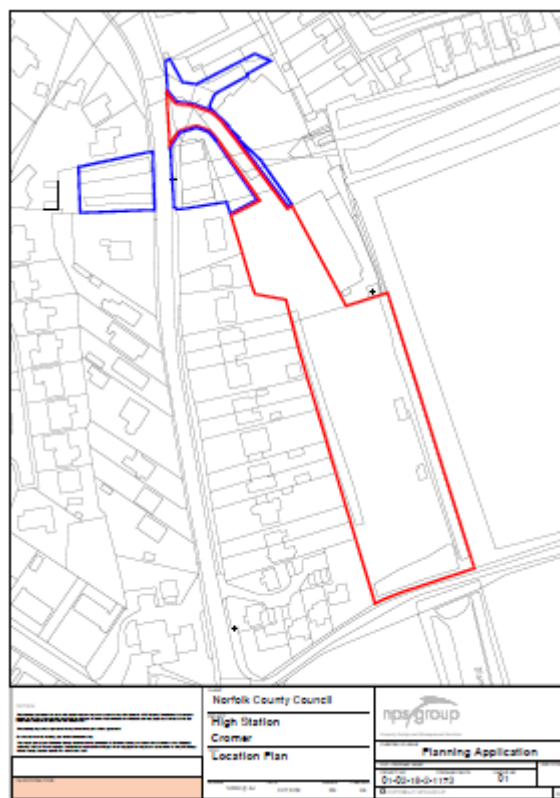
Former Lingwood First School, Lingwood site:

(a) Site location plan



Land at High Station, Cromer site:

(b) Site location plan



Appendix 3

Repton Property Developments Ltd

Operating Statement - 2020 / 21

	2020 / 21 Total £
REVENUE INCOME	
Acle and Hopton developments	
<i>Sales of Open market units</i>	4,246,125
<i>Less - Opening WIP - direct build costs</i>	-658,322
Total Revenue	3,587,803
REVENUE EXPENDITURE	
Acle and Hopton developments	
<i>Cost of Sales</i>	2,539,010
<i>Selling expenses</i>	439,895
<i>DSP fees</i>	105,026
	3,083,931
Gross margin - Acle and Hopton developments	503,872
<i>Operating expenses</i>	307,818
Total Overheads	307,818
Operating Profit	196,054
Financing Costs	
<i>Interest - on borrowing</i>	464,106
Net profit / (loss) before taxation	-268,052

Report to Scrutiny Committee

Report title:	Peer Review
Date of meeting:	17 March 2020
Responsible Cabinet Member:	Andrew Proctor, Leader of the Council
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
<p>On 17 December 2019 the Scrutiny Committee considered the findings from the Local Government Association (LGA) Peer Challenge team who had been invited to look at how the County Council could complement and add value to our performance and improvement thinking. The Committee agreed that they would like to consider the final action plan once it had been considered by Cabinet in March 2020.</p> <p>Actions required</p> <p>The Scrutiny Committee is asked to review the Action Plan agreed by Cabinet on 2 March 2020 and consider:</p> <ul style="list-style-type: none"> • what future role they would like to take in reviewing progress against the Plan • if there are any specific areas that they would like to focus scrutiny on based around the key themes identified. 	

1. Background and Purpose

- 1.1. On 17 December 2019 the Scrutiny Committee considered the findings from the Local Government Association (LGA) Peer Challenge team who had been invited to look at how the County Council could complement and add value to our performance and improvement thinking. The Committee agreed that they would like to consider the action plan once timing had been agreed for this report to be considered by Cabinet.
- 1.2. Cabinet received a report on 2 March 2020 outlining the proposed action plan in response to the recommendations from the LGA Peer Review. A copy of the report is attached at Appendix A¹. The action plan will be a living document, led by the Leader of the Council managed by the Executive Director of Strategy and Governance working across the whole Council with officers and members. The plan focuses on 6 key themes:
 - Reputation and relationship management
 - Budget and performance
 - Management practice
 - Organisational effectiveness and transformation
 - Governance
 - Inclusive Growth

¹ [Cabinet 2 March 2020 – Item 17 Peer Review Action Plan](#)

2. Proposals

- 2.1. As part of Scrutiny Committee's role in the governance structure Members are asked to consider the attached report and action plan agreed by Cabinet. Officers from Strategy and Governance will provide a presentation for the Committee to outline further detail on the key themes highlighted above.
- 2.2. It is suggested that the Scrutiny Committee considers what role they would like to take in reviewing the action plan and whether there are any specific issues that they would like to focus on in future meetings based on the themes outlined.

3. Resource Implications

3.1. Staff:

The action plan highlights the Council's strategic objective to strengthen governance arrangements for the Council, with the system supported and enabled by a democratic support & scrutiny function adapted to fit the new model. The Association of Democratic Services Officers (ADSO) will be conducting a review of the Democratic Support & Scrutiny function, including its ability and capacity to service the Council's new governance arrangements on 9th and 10th March and any actions arising from this will be brought to Council in May 2020.

3.2. Property:

None

3.3. IT:

None

4. Other Implications

4.1. Legal Implications:

There are no direct legal implications however the Committee may wish to have regard to the Government's Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities when considering any governance issues in the action plan. A copy can be found [here](#).

4.2. Human Rights implications

None

4.3. Equality Impact Assessment (EqIA) (this must be included)

None

4.4. Health and Safety implications (where appropriate)

None

4.5. Sustainability implications (where appropriate)

None

4.6. Any other implications

None

5. Risk Implications/Assessment

- 5.1. None

6. Select Committee comments

- 6.1. This report has not been considered by the Select Committee.

7. Recommendation

- 7.1. The Scrutiny Committee is asked to review the Action Plan agreed by Cabinet on 2 March 2020 and consider:

- what future role they would like to take in reviewing progress against the Plan
- if there are any specific areas that they would like to focus scrutiny on based around the key themes identified.

8. Background Papers

8.1. [Cabinet 2 March 2020 – Item 17 Peer Review Action Plan](#)

[Cabinet minutes 2 March 2020](#)

Officer Contact

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

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Email address: Karen.haywood@norfolk.gov.uk



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Item 10 A Report to Cabinet

Decision making report title:	Peer Review Action Plan
Date of meeting:	02 March 2020
Responsible Cabinet Member:	Cllr Andrew Proctor, Leader of the Council
Responsible Director:	Fiona McDiarmid, Executive Director, Strategy & Governance
Is this a key decision?	No

Introduction from Cabinet Member

The Corporate Peer Review came at an opportune time for Norfolk County Council - after the adoption of a new business plan and change of governance structure. The Peer Review team recognised the good work being done across the authority, how the changes were being bedded in and being more outward facing in working with partners and communities.

The Action Plan attached is our response to their recommendations that aims to meet their challenges and continue to “re-boot” the Council. The action plan will be a living document, Lead by the Leader of the Council managed by the Executive Director of Strategy & Governance working across the whole Council with officers and members

Executive Summary

The LGA Corporate Peer Review of Norfolk County Council (14-17 October 2019) produced a series of recommendations. This paper provides an action plan on how to respond to them

Recommendations

- 1. To agree the Peer Review Action Plan**

1. Background and Purpose

- 1.1 In October 2019, Norfolk County Council invited a Local Government Association Corporate Peer Challenge Team to complement and add value to our performance and improvement thinking. Peer Challenges act as part of sector-led improvement, in lieu of previous formalised inspections.
- 1.2 Overall the Team noted that the Council is changing, at pace, there is a growing feeling of stability and confidence amongst our partners and the Executive Leader is integral to this. There is a strong 're-booting' narrative, with growing understanding and commitment of the Council's impact upon the socio-economic challenges of Norfolk.
- 1.3 The specific recommendations were;

- A. The council needs to ensure it takes partners and staff with it if the 're-booting' of the council – as an organisation and a place leader – is to succeed**
- B. The council needs to address issues of comparative performance and spend – with increased corporate overview of performance and the opportunity for greater challenge**
- C. Pressure needs to be maintained to ensure anticipated benefits from the authority's investments materialise and the financial sustainability of the council is protected**
- D. The council needs to carefully manage the long-term budget commitments that result from significant new capital investment**
- E. There should be the establishment of an approach whereby greater consistency and clarity exists with the budget**
- F. Variability in the quality of middle management needs to be tackled**
- G. The council should undertake a sequencing of change and improvement activities in order to make the best use of limited resource and clarify expectations**
- H. The council should undertake the proposed review of the new governance arrangements and commission this externally**
- I. We would encourage the council to diversify the approach to elected member development, with an expectation that a greater proportion of elected members participate**
- J. The adult skills agenda in Norfolk is a theme that everybody should unite around and links strongly with the inclusive growth agenda**

- 1.4 The proposal for an action plan to respond to the recommendations was presented to the Corporate Board on the 13th November 2019 and Cabinet on the 2nd December 2019 and has been progressed by the Business Leads with support from Strategy & Governance.

2. Proposals

- 2.1 Since November Business Leads and small groups of officers have been working quickly to build effective responses and plans to the

recommendations, facilitated by the Lead Authors of this paper. The peer review has been a very useful focus on several critical areas for the organisation and Business Leads have bought rigour and pace to the work.

- 2.2 In the initial scoping in November it became apparent that the response to the recommendations will be varying in scale, timescale and complexity due to the recommendations covering a wide range of topics. This means that some of the plans to respond are quite simple and short-term and some will be long-term and complex.
- 2.3 The Action Plan that has been developed since November is in **Annex 1**, but a short paragraph on how each recommendation has been responded to follows below. For sensemaking and efficiency the individual recommendations were brigaded into themes and renamed where useful. Each theme described below also lists the recommendations it was made up of.
- 2.4 **Reputation and relationship management (Recommendation A: Led by James Dunne)**
The role of reputation management and relationship building must be accepted as the responsibility of all officers and should be reflected consistently across the council through their behaviours and decision making, delivered in a strategic way. The response strives to create meaningful conversations and calls to action with residents, staff, partners and stakeholders that lead to positive outcomes so Together for Norfolk is not only positioned as, but brings about, positive change for the county.
- 2.5 **Budget and Performance (Recommendations B, C, D, E: Led by Harvey Bullen and Andrew Stewart)**
We need to improve NCC's level of performance against spend, when compared to our statistical peer group and gain clear understanding, across the council where and why we differ with them. A more integrated performance system will be developed on the back of this recommendation to link performance and financial data.
- 2.6 **Management Practice (Recommendation F: Led by Sarah Shirtcliff)**
There will be a framework for leadership practice consistently advocated, applied and valued from Executive Director to front line manager. This will be underpinned by an Organisational Development strategy and internal communications strategy and further underpinned by a transformational change plan.
- 2.7 **Organisational Effectiveness & Transformation (Recommendation G: Led by Jason Knibbs)**
Through making organisation-wide transformation change sequencing, timing, resourcing and delivery decisions we will ensure that we can deliver them and land the changes in a successful and sustainable way.

- 2.8 **Governance (Recommendation H&I: Led by Helen Edwards)**
Strengthened governance arrangements for the Council, with the system supported and enabled by a democratic support & scrutiny function adapted to fit the new model, and refreshed arrangements for member development and training.
- 2.9 **Inclusive Growth (Recommendation J: Led by Andrew Staines, Ceri Sumner & Vince Muspratt)**
Inclusive Growth overall is vital to our County's ambitions around growth, skills, productivity and better outcomes for our people. We will focus on adult skills, how we use our procurement and how we start to embed inclusive growth in our decision making.
- 3. Impact of the Proposal**
- 3.1 The Action Plan will establish clear outcomes to enable transparent understanding of progress against the recommendations.
- 3.2 The Executive Director of Strategy & Governance will report progress to the Leader monthly and the programme will be tracked through existing management systems and processes.
- 4. Evidence and Reasons for Decision**
- 4.1. The Peer Challenge Report presented to Cabinet in December 2019 provides full details of the visit by the Peer team and their recommendations which will then be en-acted through the action plan.
- 5. Alternative Options**
- 5.1. This paper looks rolls out an action plan based on the Report's recommendations. It is proposed that a do-nothing option would not be suitable.
- 6. Financial Implications**
- 6.1. N/A
- 7. Resource Implications**
- 7.1. **Staff: existing resource**
- 7.2. **Property: none**
- 7.3. **IT: none**
- 8. Other Implications**

- 8.1. **Legal Implications**
n/a
- 8.2. **Human Rights implications**
n/a
- 8.3. **Equality Impact Assessment (EqIA) (this must be included)**
n/a
- 8.4. **Health and Safety implications** (where appropriate)
n/a
- 8.5. **Sustainability implications** (where appropriate)
n/a
- 8.6. **Any other implications**
- 9. Risk Implications/Assessment**
- 9.1. n/a
- 10. Select Committee comments**
- 10.1. n/a
- 11. Recommendations**
- 11.1 **1. To agree the Peer Review Action Plan and agree to the actions**
- 11.2
- 12. Background Papers**
- 12.1.

Officer Contact

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

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Annex 1: Peer Review Action Plan

Theme Action Plan	Executive Owner	SLT Owner										
<p>Reputation and Relationships Management Theme</p> <p>Recommendation A : The authority needs to ensure it takes partners and staff with it if the ‘re-booting’ of the council – as an organisation and a place leader – is to succeed.</p> <p>Strategic Objective : Using a variety of methods to create meaningful conversations and calls to action with residents, staff, partners and stakeholders that lead to positive outcomes so Together for Norfolk is not only positioned as, but brings about, positive change for the county.</p> <p>Strategic Action Plan :</p> <table><tr><th>What</th><th>When</th></tr><tr><td>Communications strategic approach and direction set and agreed</td><td>February 2020</td></tr><tr><td>Top down organisational buy in and support to strategic approach secured</td><td>March 2020</td></tr><tr><td>Communications plan on a page for each service developed</td><td>March 2020</td></tr><tr><td>Execution in line with service plans on a page</td><td>FY2020/2021</td></tr></table> <p>Outcome: We have a real shared ownership of Relationship Management, across the authority. Positive change is being effected for the county, made real through Together for Norfolk in action: meaningful conversations and calls to action with residents, staff, partners and stakeholders that lead to positive outcomes.</p>	What	When	Communications strategic approach and direction set and agreed	February 2020	Top down organisational buy in and support to strategic approach secured	March 2020	Communications plan on a page for each service developed	March 2020	Execution in line with service plans on a page	FY2020/2021	Leader, Cabinet and EDs	James Dunne
What	When											
Communications strategic approach and direction set and agreed	February 2020											
Top down organisational buy in and support to strategic approach secured	March 2020											
Communications plan on a page for each service developed	March 2020											
Execution in line with service plans on a page	FY2020/2021											
<p>Budget and Performance Theme</p> <p>Recommendation B: The council needs to address issues of comparative performance and spend – with increased corporate overview of performance and the opportunity for greater challenge being required.</p>	Fiona McDiarmid Simon George	Harvey Bullen Andrew Stewart										

Theme Action Plan	Executive Owner	SLT Owner														
<p>Strategic Objective : Improve NCC level of performance against spend, when compared to our statistical peer group. Address bottom half issues. Gain clear understanding across the council where and why we differ.</p> <p>Strategic Action Plan :</p> <table><tr><th>What</th><th>When</th></tr><tr><td>S&G Operating Model reviewed and realigned to provide increased focus on Operational Performance Management</td><td>January 2020</td></tr><tr><td>Comparator indicators and measures (LGA/CIPFA) determined</td><td>February 2020</td></tr><tr><td>NCC operational performance indicators and measures (service delivery, budget management, reputational, statutory) determined</td><td>February 2020</td></tr><tr><td>NCC operational performance and comparator indicators and measures mapped. To identify Corporately significant indicators (Vital Signs) and the supporting basket of measures. Reporting dashboard developed.</td><td>March 2020</td></tr><tr><td>Operational Performance Management Role in place and new Operational Performance Management System implemented. Built into Corporate Board operating rhythm.</td><td>April 2020</td></tr><tr><td>Review</td><td>September 2020</td></tr></table> <p>Outcome : Agreed set of relevant / applicable benchmarked indicators, comparative performance indications, understanding of performance and cost drivers. Built into Corporate Board Operating Rhythm (monthly).</p>	What	When	S&G Operating Model reviewed and realigned to provide increased focus on Operational Performance Management	January 2020	Comparator indicators and measures (LGA/CIPFA) determined	February 2020	NCC operational performance indicators and measures (service delivery, budget management, reputational, statutory) determined	February 2020	NCC operational performance and comparator indicators and measures mapped. To identify Corporately significant indicators (Vital Signs) and the supporting basket of measures. Reporting dashboard developed.	March 2020	Operational Performance Management Role in place and new Operational Performance Management System implemented. Built into Corporate Board operating rhythm.	April 2020	Review	September 2020		
What	When															
S&G Operating Model reviewed and realigned to provide increased focus on Operational Performance Management	January 2020															
Comparator indicators and measures (LGA/CIPFA) determined	February 2020															
NCC operational performance indicators and measures (service delivery, budget management, reputational, statutory) determined	February 2020															
NCC operational performance and comparator indicators and measures mapped. To identify Corporately significant indicators (Vital Signs) and the supporting basket of measures. Reporting dashboard developed.	March 2020															
Operational Performance Management Role in place and new Operational Performance Management System implemented. Built into Corporate Board operating rhythm.	April 2020															
Review	September 2020															
<p>Budget and Performance Theme</p> <p>Recommendation C: Pressure needs to be maintained in order to ensure anticipated benefits from the authority’s investments, aimed at reducing demand in social care, come to fruition and the financial sustainability of the council is protected.</p>	Fiona McDiarmid Simon George	Harvey Bullen Andrew Stewart														

Theme Action Plan	Executive Owner	SLT Owner										
<p>Strategic Objective : Realise fully the intended benefits of investments made, under the Norfolk Futures Programme (incl. those aimed at reducing demand in social care) and that the investments made ensure that the financial sustainability of the council is protected.</p> <p>Strategic Action Plan :</p> <table><tr><th>What</th><th>When</th></tr><tr><td>S&G Operating Model reviewed and realigned to provide increased focus on Transformation (Norfolk Futures) Performance Management</td><td>January 2020</td></tr><tr><td>Norfolk Futures Programme governance framework (reporting, structures, cadence) reviewed and strengthened; o For all Norfolk Futures Programmes (PI, SCARF, LSS, Smarter Working) o Stock take per programme, every 6 months, rolling basis [Programme Delivery Focus] o Full all programme deep dive, twice yearly (June, Nov) [Benefit Realisation, Operational Performance Priority Focus]</td><td>March 2020 (to commence FY20/21)</td></tr><tr><td>First new stock take</td><td>April 2020</td></tr><tr><td>First deep dive</td><td>June 2020</td></tr></table> <p>Outcome : Annual NFSG plan including full programme investment and benefit realisation review (all programmes, bi-annual basis), with supporting infrastructure (operating environment). Aligned with annual budget setting process.</p>	What	When	S&G Operating Model reviewed and realigned to provide increased focus on Transformation (Norfolk Futures) Performance Management	January 2020	Norfolk Futures Programme governance framework (reporting, structures, cadence) reviewed and strengthened; o For all Norfolk Futures Programmes (PI, SCARF, LSS, Smarter Working) o Stock take per programme, every 6 months, rolling basis [Programme Delivery Focus] o Full all programme deep dive, twice yearly (June, Nov) [Benefit Realisation, Operational Performance Priority Focus]	March 2020 (to commence FY20/21)	First new stock take	April 2020	First deep dive	June 2020		
What	When											
S&G Operating Model reviewed and realigned to provide increased focus on Transformation (Norfolk Futures) Performance Management	January 2020											
Norfolk Futures Programme governance framework (reporting, structures, cadence) reviewed and strengthened; o For all Norfolk Futures Programmes (PI, SCARF, LSS, Smarter Working) o Stock take per programme, every 6 months, rolling basis [Programme Delivery Focus] o Full all programme deep dive, twice yearly (June, Nov) [Benefit Realisation, Operational Performance Priority Focus]	March 2020 (to commence FY20/21)											
First new stock take	April 2020											
First deep dive	June 2020											
<p>Budget and Performance Theme</p> <p>Recommendation D: The council needs to carefully manage the long-term budget commitments that result from significant new capital investment.</p> <p>Strategic Objective : Ensure that long-term budget commitments resulting from new capital investment, are achieved.</p>	Simon George	Harvey Bullen										

Theme Action Plan		Executive Owner	SLT Owner
Strategic Action Plan :			
What	When		
As current state, via annual budget management process			
Outcome : Long-term budget commitments resulting from new capital investment, are achieved.			
Budget and Performance Theme		Simon George	Harvey Bullen
Recommendation E: There should be the establishment of an approach whereby greater consistency and clarity exists with the budget, in relation to Directorates spending in line with what is made available to them year on year and their delivery against their agreed savings targets.			
Strategic Objective : Departments and Directorates spend in line with the funds that are made available to them year on year and deliver on their agreed savings targets.			
Strategic Action Plan :			
What	When		
Department and Directorate level budget reporting developed, monthly cadence - spend vs budget made available year on year and delivery against agreed savings targets	March 2020		
Department and Directorate level budget reporting mapped against the Operational Performance reporting (Recommendation B) to show the financial slice of the performance reporting pyramid	March 2020		
Operational Performance Management Role in place and new Operational Performance Management System implemented. Build into Corporate Board operating rhythm.	April 2020		

Theme Action Plan		Executive Owner	SLT Owner
Review	September 2020		
Outcome : Monthly full financial performance, against budget, per department and directorate reporting. Built into Corporate Board operating rhythm.			
Organisational Effectiveness and Transformation Theme		Fiona McDiarmid	Sarah Shirtcliff
Recommendation F: A lack of consistency in middle management practices was highlighted as a significant issue and this needs to be tackled.			
Strategic Objective : Framework for leadership practice consistently advocated, applied and valued from Executive Director to front line manager. Underpinned by Organisational Development strategy and internal communications strategy. Underpinned by transformational change plan.			
Strategic Action Plan :			
What	When		
Internal Communications Strategy and Plan	April 2020		
Norfolk Development Academy Leadership & Management and Core Skills Suite Refreshed	April 2020		
People Vital Signs	April 2020		
Extended Senior Leadership Team Conference (Top 80 Leaders and Managers) – Certainty of Role and Expectations	May 2020		
Leadership & Management Career Families Defined	June 2020		
Performance Development Framework. Embedding.	FY2020/2021		
Outcome : Clarity around the leadership and management career family – job levels/titles and accountabilities “role of manager”. Clarity and expectation setting of the performance			

Theme Action Plan	Executive Owner	SLT Owner						
standards of a manager/leader. Preparing leaders and managers to enable them to lead change (requires clarity of transformation change agenda and priorities of NCC).								
Organisational Effectiveness and Transformation Theme Recommendation I: The council should undertake a sequencing of change and improvement activities in order to make the best use of limited resource and clarify expectations. Strategic Objective : Through making organisation-wide transformation change sequencing, timing, resourcing and delivery decisions we will ensure that we can deliver them and land the changes in a successful and sustainable way. Strategic Action Plan : <table><tr><th>What</th><th>When</th></tr><tr><td>All transformation programme map established</td><td>January 2020</td></tr><tr><td>Operating rhythm established to support organisation wide sequencing, timing, resourcing and delivery decision making, connected to Norfolk Futures governance framework</td><td>February 2020</td></tr></table> Outcome : Transformation change is being delivered in a successful and sustainable way, supported by organisation-wide transformation change sequencing, timing, resourcing and delivery decision making.	What	When	All transformation programme map established	January 2020	Operating rhythm established to support organisation wide sequencing, timing, resourcing and delivery decision making, connected to Norfolk Futures governance framework	February 2020	Fiona McDiarmid	Jason Knibbs
What	When							
All transformation programme map established	January 2020							
Operating rhythm established to support organisation wide sequencing, timing, resourcing and delivery decision making, connected to Norfolk Futures governance framework	February 2020							

Theme Action Plan	Executive Owner	SLT Owner						
<p>Governance Theme</p> <p>Recommendation G: The council should undertake the proposed review of the new governance arrangements and commission this externally.</p> <p>Recommendation H: We would encourage the council to diversify the approach to elected member development, with an expectation that a greater proportion of elected members participate.</p> <p>Strategic Objective: Strengthened governance arrangements for the Council, with the system supported and enabled by a democratic support & scrutiny function adapted to fit the new model, and refreshed arrangements for member development and training.</p> <p>Strategic Action Plan:</p> <table><tr><th>What</th><th>When</th></tr><tr><td>Invite the LGA back to conduct a review focused on the Council's governance, including member development;<ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council</td><td>January 2020 April 2020 May 2020</td></tr><tr><td>Association of Democratic Services Officers (ADSO) to conduct a review of the Democratic Support & Scrutiny function, including its ability and capacity to service the Council's new governance arrangements;<ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council</td><td>March 2020 April 2020 May 2020</td></tr></table> <p>Outcome : Strengthened Council's system of governance, refreshed member training and development. Adaption of the democratic support & scrutiny function to fit the new model.</p>	What	When	Invite the LGA back to conduct a review focused on the Council's governance, including member development; <ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council	January 2020 April 2020 May 2020	Association of Democratic Services Officers (ADSO) to conduct a review of the Democratic Support & Scrutiny function, including its ability and capacity to service the Council's new governance arrangements; <ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council	March 2020 April 2020 May 2020	Leader, Cabinet and Fiona McDiarmid	Helen Edwards
What	When							
Invite the LGA back to conduct a review focused on the Council's governance, including member development; <ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council	January 2020 April 2020 May 2020							
Association of Democratic Services Officers (ADSO) to conduct a review of the Democratic Support & Scrutiny function, including its ability and capacity to service the Council's new governance arrangements; <ul style="list-style-type: none">Complete reviewActions developed, shared and endorsedReport to Council	March 2020 April 2020 May 2020							

Theme Action Plan	Executive Owner	SLT Owner												
<p>Inclusive Growth Theme</p> <p>Recommendation J: The adult skills agenda in Norfolk is a theme that everybody should unite around and links strongly with the inclusive growth agenda.</p> <p>Strategic Objective : To define the most impactful way that NCC can make a difference to Inclusive Growth in the County, in line with our 6 year plan and to the benefit of our Services and our users.</p> <p>Strategic Action Plan :</p> <table><tr><th>What</th><th>When</th></tr><tr><td>Work with Breckland, South Norfolk and Broadland Councils to map Supply and Demand on Adults Skills provision with housing register data</td><td>Ongoing Now</td></tr><tr><td>Develop approach to help colleagues in the Council to understand the link between skills and other service demands</td><td>May 2020</td></tr><tr><td>With Norwich Council leading, commission CLES to review spend in the County by top 10 Anchor institutions</td><td>March 2020</td></tr><tr><td>Understand Apprenticeships across the County to see how to grow more level 2 &3</td><td>June 2020</td></tr><tr><td>Embed Inclusive Growth into Council decision making</td><td>April 2021</td></tr></table> <p>Outcome : Increased productivity through better skilled and supported residents</p>	What	When	Work with Breckland, South Norfolk and Broadland Councils to map Supply and Demand on Adults Skills provision with housing register data	Ongoing Now	Develop approach to help colleagues in the Council to understand the link between skills and other service demands	May 2020	With Norwich Council leading, commission CLES to review spend in the County by top 10 Anchor institutions	March 2020	Understand Apprenticeships across the County to see how to grow more level 2 &3	June 2020	Embed Inclusive Growth into Council decision making	April 2021	Tom McCabe	Ceri Sumner, Vince Muspratt, Andrew Staines
What	When													
Work with Breckland, South Norfolk and Broadland Councils to map Supply and Demand on Adults Skills provision with housing register data	Ongoing Now													
Develop approach to help colleagues in the Council to understand the link between skills and other service demands	May 2020													
With Norwich Council leading, commission CLES to review spend in the County by top 10 Anchor institutions	March 2020													
Understand Apprenticeships across the County to see how to grow more level 2 &3	June 2020													
Embed Inclusive Growth into Council decision making	April 2021													

Scrutiny Committee

Item 11

Decision making report title:	Children's Services agenda for Scrutiny
Date of meeting:	17 March 2020
Responsible Cabinet Member:	Cllr John Fisher, Cabinet Member for Children's Services
Responsible Director:	Sara Tough, Executive Director for Children's Services

Introduction

In January we presented to Scrutiny Committee a report which outlined the 5 strategic themes of the Children's Services Transformation programme. These areas have now been agreed and this report sets out the proposed forward plan for Scrutiny Committee to review them.

The Children's Services transformation programme aims to deliver an ambitious change and improvement for the department. It is a long-term plan and covers both the Council and the wider children's partnership. This is a major area of focus, risk and ambition for the County Council and so should be a core focus for the Scrutiny Committee.

Executive Summary

The agreed framework for Scrutiny of the Children's agenda is organised under the five strategic themes of the Children's Transformation programme, namely

1. Inclusion
2. Prevention and early intervention
3. Effective Practice
4. Edge of Care and Alternatives to Care
5. Re-shaping the Care Market and creating the capacity we need

The Committee will receive a report on each theme across the year, providing performance measures, data and other evidence under these strategic themes. The timing of these reports is important as it will need to align to when certain performance data is made available at a national level.

Consideration has also been given to organising a series of member workshops under the same theme to allow members to gain a greater understanding of each theme.

Recommendations

1. To agree the proposed sequence and timescales of the 5 themed areas.

1. Background and Purpose

1.1 Children's Services is delivering an ambitious change and improvement programme that is transformational, long term and which spans across both the Council and the wider children's partnership. We want to build a sustainable system for children's safety, well-being and success in Norfolk and to do that we need services which provide the right level of skilled response to different levels of family need, promptly, cost effectively, and which deliver positive outcomes.

1.2 The success, impact, quality and efficiency of this agenda in Children's Services is therefore clearly a key area of focus for the oversight of the Scrutiny Committee and members will want to test, support and assure themselves across the breath of this work.

2. Proposals

2.1 The approach of the sessions has already been shared and agreed by Scrutiny Committee and is detailed in the January report.

2.2 Before each theme is reported to Scrutiny Committee, a member workshop will take place which will allow members to spend some focussed time to get a greater understanding of topic, how it fits in with the overall programme, its rationale and intended impact as well as interrogate the evidence base.

2.3 Committee members will have a good understanding of the implementation of the transformation programme and each of the service areas and will be able to test its impact on outcomes for Norfolk's children and young people, in order to make recommendations based on its findings.

2.4 The sequence and timescales of the themes is as follows

1. *Workshop will be held on 'Inclusion' in May 2020 ahead of the theme coming to committee in June 2020*
2. *Workshop will be held on 'Early Help and Prevention' in August ahead of the theme coming to committee in September 2020*
3. *Workshop will be held on 'Practice Quality / Model' in October 2020 ahead of the theme coming to committee in November 2020*
4. *Workshop will be held on 'Edge of Care and Alternatives to Care' in December 2020 ahead of the theme coming to committee in January 2021*
5. *Workshop will be held on 'Reshaping the Care Market' in February 2021 ahead of the theme coming to committee in March 2021*

2.5 A suite of performance indicators, data and other evidence will be developed under the themes listed above. The Committee will receive a report highlighting the key issues, strengths and weaknesses from the data and an analysis of whether outcomes

and quality are improving in each area. The report will also highlight suggested discussion areas and proposed next steps to address areas of less strong performance.

3. Impact of the Proposal

- 3.1 The intention of this proposal is to give members a comprehensive and strategic framework within which to provide robust and supportive scrutiny of the Children's agenda. If successful, the framework will therefore guide the discussion at Committee and also for discussions at Committee meetings which identify key issues, provide good challenge and help steer the success of the programme to achieve better outcomes for children across the breadth of service areas.
- 3.2 The sequence and timing of the themes will ensure that Committee have an opportunity to review the themes with relevant and up to date information available to them and will allow recommendations to be made in a timely way which will influence the areas of change.

4. Evidence and Reasons for Decision

- 4.1 It is suggested that scrutiny of the data, evidence and information under these themes will provide the Committee with an ability to test the effectiveness of Children's Service over time – measuring the distance travelled and impact throughout the programme.
- 4.2 These themes will capture all of the key areas of service and all of the major areas of budget expenditure.
- 4.3 The themes are more cross-cutting and integrated than a traditional focus on different Directorate areas and should therefore pick up and help scrutinise how well the programme is joined up across Children's Services and its partners.

5. Financial Implications

There are no financial implications from this proposal. The themes identified for Scrutiny will cover all of the major areas of financial spend in Children's Services.

6. Resource Implications

- 6.1 **Staff:** None
- 6.2 **Property:** None
- 6.3 **IT:** None

7. Other Implications

- 7.1 **Legal Implications:**
None

- 7.2 **Human Rights implications:**
None
- 7.3 **Equality Impact Assessment (EqIA) (this must be included):**
None
- 7.4 **Health and Safety implications**
None
- 7.5 **Sustainability implications** (where appropriate)
None
- 7.6 **Any other implications**
None
8. **Risk Implications/Assessment**
None
9. **Select Committee comments**
n/a
10. **Recommendations**
To agree the proposed sequence and timescales of the 5 themed areas.
11. **Background Papers**
Scrutiny Committee report – Proposal for Scrutiny of the Children’s Agenda

Officer Contact

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

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Report to Scrutiny Committee

Report title:	Forward Work Plan
Date of meeting:	17 March 2020
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
Actions required The Scrutiny Committee is asked to consider and agree the draft forward work plan and any future items for scrutiny.	

1. Background and Purpose

- 1.1. At the last Scrutiny Committee meeting on 20 February 2020 Members considered a forward plan of scrutiny work. The proposed issues for future scrutiny have subsequently been considered by the Chair and Vice Chair of the Committee and are outlined at Appendix A.

2. Proposals

- 2.1. It is suggested that the Committee considers the draft forward work plan and agrees any future possible items for scrutiny. When considering items for scrutiny the Committee could consider:

- What the benefits are that scrutiny could bring to this issue?
- How the committee can best carry out work on this subject?
- What the best outcomes of this work would be?
- How this work could engage with the activity of the Cabinet and other decision makers, including partners?

Scrutiny should ideally also:

- Have a clear process and methodology
- Be aligned to Council priorities
- Reflect the priorities of the community
- Be Member led

- 2.2. The Committee may also wish to consider the Cabinet Forward Plan of key decisions and work plan in order that it can schedule any pre-scrutiny it wishes to undertake in advance of a Cabinet decision. A copy of the Cabinet Forward Plan is attached [here](#).
- 2.3. The current Select Committee forward work programmes are available at the following links to ensure any suggested areas for scrutiny are considered by the most appropriate body and to avoid duplication of topics.

- [Corporate Select Committee](#)
- [Infrastructure and Development Select Committee](#)
- [People and Communities Select Committee](#)

- 2.4. When considering issues for future consideration last year the Scrutiny Committee agreed to establish a small Task and Finish Group to look at the cumulative impact of cuts to families with disabilities. The Group held their first meeting on 3rd March and agreed areas for focus in their scrutiny. The terms of reference will be drafted and sent to the Chair and Vice Chair for initial consideration. It was agreed that the focus for the group would be slightly different to that initially agreed by the Committee with the overall aim of considering and understanding the needs and experiences of children and young people with disabilities and their families.

3. Resource Implications

3.1. Staff:

Support for the Council's scrutiny function is provided by the Head of Democratic Services and the Democratic Support and Scrutiny Manager as part of their wider roles. There is no dedicated additional support for task and finish groups.

3.2. Property:

None

3.3. IT:

None

4. Other Implications

4.1. Legal Implications:

In considering their forward work plan the Scrutiny Committee should have regard to the Government's Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. A copy can be found [here](#).

4.2. Human Rights implications

None

4.3. Equality Impact Assessment (EqIA) (this must be included)

None

4.4. Health and Safety implications (where appropriate)

None

4.5. Sustainability implications (where appropriate)

None

4.6. Any other implications

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

- 6.1. The Scrutiny Committee should take into consideration any comments raised by the Select Committees regarding their own forward work plans to avoid duplication.

7. Recommendation

7.1. The Scrutiny Committee is asked to:

- consider and agree the draft forward work plan and any future possible

items for scrutiny.

8. Background Papers

- 8.1. [Ministry of Housing, Communities and Local Government- Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#)

[Norfolk County Council's Constitutions – Appendix 10: Overview and Scrutiny Procedure Rules](#)

Officer Contact

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

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Appendix A

Date of meeting	Scrutiny Topic	Areas for focus	Cabinet member	Executive Director
17 Mar	Regional Schools Commissioner	To understand the role of the Regional Schools Commissioner and how this links with that of our Children's Services department regarding exclusions from schools and SEND provision. The RSC, Sue Baldwin, will be attending this meeting.	John Fisher	Sara Tough
	Peer Review	Consideration of action plan agreed at Cabinet on 2 March 2020.	Andrew Proctor	Fiona McDiarmid
22 April**	Changes to the Child and Family Support Service	Six-month review of changes	John Fisher	Sara Tough
27 May	New Anglia LEP	Update on LEP activities and issues raised on 17 December meeting in particular: <ul style="list-style-type: none"> • LEP Board action plan in climate change • LEP tourism strategy 	Andrew Proctor	Fiona McDiarmid
23 June	Budget 2020/21	Consideration of cycle for budget scrutiny for 2020/21	Andrew Jamieson	Simon George
22 July				
19 August				
23 Sept				

** Revised meeting date from Tuesday 21th April to Wednesday 22nd April 2020