

Norfolk County Council

Date: **Monday 25 November 2019**

Time: **10.00 a.m**

Venue: **Council Chamber, County Hall, Norwich**

Supplementary Agenda

8. Committee Reports

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Date Agenda Published: 22 November 2019

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Report of the Scrutiny Committee meeting held on 22 October 2019 and 19 November 2019

Items from the meeting of 22 October 2019

1 Call in: Strategic and Financial Planning- Budget 2020-21

- 1.1 The Committee received a report that related to the call-in of the Cabinet papers of 7 October 2019 entitled "Strategy and Financial Planning budget 2020-21".
- 1.2 The purpose of the call-in was to obtain more detailed information about the proposals on which the County Council was going out to public consultation and to better understand the consequences for services.
- 1.3 In summing up the debate the Chair referred to the wording of the Cabinet resolution which implied public consultation would be undertaken on the 2020-21 budget and saving proposals, and the level of Council Tax and Adult Social Care precept for 2020-21. He said that anyone reading the Cabinet resolution would reasonably expect that this applied to all areas of Council activity and to be sufficiently detailed to allow the people to make informed choices about proposed changes in public services. He said that in the circumstances to comply with the resolution, the Cabinet should carefully reconsider its decision and not limit the consultation to the level of Council Tax and the Adult Social Care precept for 2020-21.
- 1.4 On being put to the vote, the call-in was rejected. The majority of Scrutiny Committee Members were of the opinion that there was never any intention by the Cabinet to go out to public consultation on the whole budget.
- 1.5 In his summing up the Cabinet Member for Finance accepted that more carefully chosen words should have been used in the Cabinet report to describe the limited focus of public consultation and to draw a distinction between statutory and non-statutory public services. He assured the Committee that if it became legally necessary to provide detailed information about any specific proposals that represented significant service change or reduction then service users, the public, stakeholders and staff would be invited to comment further. Additionally, extra steps would be taken at the earliest possible opportunity to ensure that the Council reached out to the representatives of groups or communities that might be particularly affected by any proposal. County Councillors would be informed of the results of the consultation in a summary form, so they could take account of public feedback during the lead up to the Council setting its budget.

2 Call in: Norfolk Fire and Rescue Service Draft Integrated Risk Management Plan

- 2.1 The Committee received a report that related to the call-in of the Cabinet papers of 7 October 2019 entitled "Norfolk Fire and Rescue Service Draft Integrated Risk Management Plan 2020-23".

- 2.2 One of the Councillors who had called-in this item, said that the draft Integrated Risk Management Plan 2020-23 (IRMP) lacked the detail that was needed for the public to know what the Council were consulting on, therefore the consultation as it stood could not be meaningful and the Cabinet needed to reconsider this matter.
- 2.3 After discussion, and a vote being taken on this matter, the call-in was rejected by the majority of Members of the Committee.
- 2.4 In summing up comments made during the meeting, the Chair said that the existence of a draft consultation document during the meeting had come as a complete surprise to him. As Chair of the Scrutiny Committee it was reasonable to expect that a copy of the consultation document would be shared openly, and he hoped that such a situation would not arise again in the future.

3 Scrutiny Committee Forward Work Plan

- 3.1 The Committee agreed its forward work plan and to establish a task and finish group to scrutinise the “cumulative impact of cutting services for families with disabilities.” The task and finish group will be asked to develop terms of reference for this scrutiny for final agreement by the Chair and Vice Chair.

Items from the meeting of 19 November 2019

4 Call Ins

- 4.1 There were no call-ins from the 19 November 2019 meeting of the Committee.

5 Broadland Northway - Lessons Learnt and One Year Monitoring reports

- 5.1 The Committee received a report setting out the lessons learnt from the Broadland Northway project, following its full opening to the public in April 2018. Included with the Committee report were two separate reports for the Cabinet Member for Highways and Infrastructure about the lessons learnt from the project and the results of project monitoring one year after its opening.
- 5.2 The Chair welcomed the invitation that the EDP had given to its readers to raise questions about the contract for the Broadland Northway and the lessons that were learnt for road safety and the environment from such issues as the number of reported accidents, the design of roundabouts and the loss of trees on the route. Questions regarding these and other matters were raised by the Chair and other Councillors throughout the Committee’s consideration of this item.
- 5.3 In reply to questions from Members of the Committee, the Cabinet Member for Highways, Infrastructure and Transport said that the Broadland Northway project had been concluded within the revised budget of £205 million and, although there were still some costs relating to land acquisitions to be finalised, it was expected that allowances made in the budget would cover these costs. The reasons why the capital costs were higher than originally anticipated were well understood and despite some delays at points in the construction process due to bad weather, the road was delivered on time. The lessons learnt from the delivery of the project were being applied to the Great Yarmouth Third River Crossing project and would be utilised for future schemes. Traffic impacts with the Broadland Northway were in-line with expectations and the various wildlife species monitored and recorded

along the route of the Broadland Northway appeared to have adjusted to the road's presence and with the help of mitigation measures no significant detrimental effect was observed. However the report acknowledged that it was too early to draw conclusions and further monitoring was to be undertaken in future years, as set out in the report.

5.4 Fundamental learning points taken from the Broadland Northway project were that early project investment was essential, as was the importance of mitigating risks by, for example, giving the contractor ownership and responsibility for the fully integrated design and delivery of the works and engaging with industry specialists, through a dedicated specialist commercial manager, to ensure adherence to the contract and to support the contract development and procurement processes.

5.5 The other lessons learnt included the importance of early third-party interface with Network Rail and Utility Company related works, which were sources of considerable cost increase and delay on the Broadland Northway project. Early investment in a project during the development stages, and well ahead of the start of the main construction works, are expected to reduce project risks through the establishment of early third party agreements.

5.6 The Committee heard that there were also lessons learnt for the GY3RC project from the regular cross-party Member Group meetings which had advised Councillors about project delivery issues, including project risks and cost increases. An audit, to assess the governance of the GY3RC project, had been completed to ensure that lessons learnt from the Broadland Northway project were applied.

5.7 **RESOLVED to recommend to Cabinet**

1. **That the Council write to the Government to suggest that they find a new mechanism for dealing with utility issues in advance of major infrastructure projects.**

By 8 votes in favour and 3 votes against:

2. **That the Committee is supportive of the building of the Western Link Road.**

By 5 votes in favour and 5 votes against and then on the casting vote of the Chair:

3. **That the reports presented to the Committee are referred to the External Auditors for investigation of a possible overspend.**

6 **Overview of Key Education Performance Information**

6.1 The Committee received a report that gave an overview of key performance measures that Councillors could use to evaluate the effectiveness of the education system in providing an inclusive, good education for all pupils.

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

- The percentage of schools judged to be good or outstanding
- Achieving A Good Level of Development in the Early Years Foundation Stage (GLD)

- Achieving the Expected Standards in Reading, Writing and Mathematics at Key Stage 2
- At age 16, achieving a standard pass in English and Mathematics (grade 4 - 9).
- Post 16 Participation
- Children subject to Permanent Exclusion
- Number of children receiving education at home
- Number of children missing education
- Children and Young People with Special Educational Needs (SEN)
- Looked After Children

6.3 **RESOLVED**

That the Committee:

1. **Note the range of educational indicators included in the report.**
2. **AGREE to hold a Member Workshop that can be used as a business development session for Councillors to understand, define and explore when in the year key education performance information should be presented to the Committee.**

7 **Scrutiny Committee Forward Work Plan**

7.1 **RESOLVED**

That the Committee:

1. **Agree the forward work plan (as set out in the Appendix of a report received on this matter).**
2. **Authorise the Chair and Vice Chair to decide on the terms of reference that will determine the size and political balance of a task and finish group to scrutinise the ‘cumulative impact of cutting services for families with disabilities’.**

**Steve Morphew
Chair**

Report of the Corporate Select Committee meeting held on 14 November 2019

- 1 NCC Performance Management Framework: Proposal to develop a new set of corporately significant vital signs**
- 1.1** The Committee received a report by the Executive Director of Strategy and Governance that proposed the County Council's corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.
- 1.2** The Committee agreed that a Member Workshop (that was open to all County Councillors) should be held to help refresh, define and develop measures that Councillors would like to see included in the new dashboard.
- 1.3** It was suggested that the workshop could usefully consider the following areas of Council activity:
 - Staff recruitment and skills management, looking at issues from the prospective of "Norfolk plc" (with options for new joint recruitment initiatives with the NHS, other Local Authorities and the Police; staff training and the taking on of apprentices)
 - County Council assets (dividend yields, acquisition and disposal policy, property valuation methodology)
 - The timeframe and the procedures used for payment of goods and services
 - Those performance measures that the Council previously reported to the Government that might still be relevant
 - Environmental issues, including Co2 emissions.
- 1.4** It was agreed that as there was a close link between corporate risks and vital signs that the refresh should take place at the same time as a review of the corporate risks.
- 1.5** It was noted that corporately significant signs would be reported to Cabinet on a quarterly basis, with the expectation that some vital signs were likely to only be measurable or meaningful on a biannual or annual basis.
- 1.6 The Committee considered the report and RESOLVED to**
 - **AGREE that the corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.**
 - **AGREE to hold a Member Workshop to define the areas of Council activity that should be the subject of the new reporting dashboard.**

2 Customer Service Strategy (2020-25) – Interim progress report

2.1 The Committee received a report by the Executive Director of Community and Environmental Services that outlined the approach that was being taken to the customer service strategy review that was due to be brought to Cabinet in Spring 2020. While the new approach was driven by the Customer Service Department in CES, it defined the principles for service delivery across the whole organisation.

2.2 The Committee received a slide presentation which showed that the underlying objectives of the review were to improve the services that were delivered, whilst simultaneously reducing the cost of delivery, which could be achieved by focusing on the added value for the customer, the removal of waste and inefficiency, and making the best use of technology. The data indicated that the Council continued to see a rise in the use of online services, so the push to channel shift and to providing a good online experience remained the right direction of travel.

2.3 It was noted that while there was still a long way to go considerable success had been achieved in the take up of the Council's online services. The Council site was now 4 Star rated by SoclTM which placed it firmly in the top quartile of local government sites.

2.4 **The Committee considered the Workplan and RESOLVED to:**

- **AGREE the direction of travel and emerging themes for the Customer Service Strategy 2020-25 that were set out in the report.**

3 Human Resources and Finance System Transformation Project – Update

3.1 The Committee considered a report by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services that provided an update on the move of the Human Resources (HR) and Finance System Transformation Project into the procurement phase.

3.2 Councillors discussed the Committee's role in overseeing the implementation programme of the project and noted that they would be able to monitor the following areas of service delivery as the implementation plan was developed after the completion of the tender process early in the new year:

- Project Plan
- Risk Assessment
- Benefits Realisation
- Equalities Impact

3.3 It was noted that a very useful member workshop had been held in October 2019 about the objectives of the project, its current status, the technologies that would be made available through the new system e.g. chatbots, robotic process automation, exploitation of the Internet of Things, and the contribution these technologies would make to realising the strategic benefits. The Committee agreed that this workshop should be run again and places again offered to all County Councillors. It was hoped that the workshop would be

better attended that it had been previously.

- 3.4 Because Councillors are users of the new system, for example in order to access payslips or claim expenses, it will be extremely useful to gain the insight of Members in terms of what constitutes a good user experience. It will also be valuable to understand what steps need to be taken between now and the system go-live in October 2021 (subject to a satisfactory procurement) to support Members to make confident use of the new system, for example any digital skills training and redesign of business processes.

3.5 **RESOLVED**

That a further member workshop about the Human Resources and Finance System Transformation Project be offered to all Councillors.

4 **Business Transformation (Smarter Working) Programme**

- 4.1 The Committee considered a report and a presentation by the Executive Director of Strategy and Governance that provided an update on the approach taken to develop the Business Transformation (Smarter Working) Programme and scope the initiatives involved in the project.

- 4.2 The Committee was informed that the Business Transformation (Smarter Working) programme consisted of 6 streams of initiatives. The programme drove smarter working through incremental change, the realignment of parts of our operating model and organisational structure, new ways of working, rationalisation, digital leverage, process improvement, increased collaboration, process automation and commercial review.

4.3 **RESOLVED**

That the Select Committee:

1. **Note the approach taken to the development of the Business Transformation Programme scope and initiatives.**
2. **Agreed with the indicators being looked to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and to ensure that we have not overlooked any further opportunities.**
3. **Agree that a further report be made to Select Committee on programme progress in March 2020.**

5 **Corporate Select Committee Forward Work Plan**

5.1 **RESOLVED**

That the Select Committee:

1. **Endorse the areas of focus for the Corporate Select Committee set out in the report.**
2. **Agree the work programme and subsequent agendas for the Corporate Select Committee in Appendix 1 to the report subject to the addition of an update on the Business Transformation (Smarter**

Working) Programme at the March 2020 meeting.

- 3. That the work programme is restructured so that it is based on a thematic approach.**

**Karen Vincent
Chairman**

Report of the Infrastructure and Development Select Committee Meeting held on 13 November 2019

1. Transport Asset Management Plan 2020/21 – 2024/25

- 1.1 The Select Committee considered the report by the Executive Director of Community & Environmental Services setting out the details of the annual update to Norfolk County Council's Transport Asset Management Policy. The Select Committee was asked to review and comment on the latest revision to the Transport Asset Management Plan.
- 1.2 The Select Committee **reviewed** the latest revision to the Transport Asset Management Plan 2020/21-24/25 as set out in Appendix A of the report; and unanimously **RESOLVED** to:
- **Note** the appended briefing notes on the following topics:
 - Repairing Potholes in Norfolk;
 - Road and Street Works;
 - Highway Rangers;
 - Street-lighting.

2. Norfolk Strategic Infrastructure Plan (NSIDP) refreshed for 2019.

- 2.1 The Select Committee considered the report by the Executive Director of Community & Environmental Services setting out the details of the draft 2019 NSIDP plan. The NSIDP was a shared plan that contained Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver economic growth in Norfolk.
- 2.2 The Select Committee considered the report on the 2019 NSIDP and
- **Endorsed** the strategic and inclusive approach to infrastructure planning in Norfolk; and
 - **Supported** the continued production of the NSIDP, together with the annual review.
 - **Agreed** to retain the inclusion of the Broadland Business Park Rail Station project in the Plan.

3. Adult Education Strategy

- 3.1 The Select Committee considered the report by the Executive Director of Community & Environmental Services asking it to consider a proposed Adult Learning Strategy and the impact measures that the service proposed to use.
- 3.2 The Select Committee:
- **Reviewed** the proposed Adult Learning Strategy; and

- **Noted** the service's performance outcomes and ongoing improvement journey.

4. Community & Environmental Services Enforcement Policy

4.1 The Select Committee considered the report by the Executive Director of Community & Environmental Services setting out how the Policy had been reviewed and updated to reflect recent changes to legislation and guidance.

4.2 The Select Committee:

- **Reviewed** the revised CES Enforcement Policy and its annex documents prior to consideration by Cabinet; and
- **Noted** the 2018/19 enforcement performance data provided at Appendix B of the report and the summary of stakeholder engagement at Appendix C of the report.

5. Environmental Policy for Norfolk County Council

5.1 The Select Committee received the report by the Executive Director of Community & Environmental Services setting out the key findings of the Task and Finish Group set up to develop further policy and measures for the Council to implement and combat climate change following a motion at full Council. The report also included the proposed new Environmental Policy for Norfolk County Council which, after it had been considered by the Select Committee, would be presented to full Council for consideration on 25 November 2019.

5.2 The Select Committee unanimously **agreed** to:

1. **Recommend** to Full Council that they approve a new Environmental Policy for Norfolk County Council, as set out in Appendix A of the report.
2. **Recommend** to Full Council that they approve implementation of the following actions associated with the delivery of the new Policy:
 - (a) To establish a Member Oversight Group chaired by the Cabinet Member for Environment and Waste to develop and oversee the obligations contained in the Environmental Policy (including actions (b) to (e) below). The Terms of Reference for this group, including reporting processes, to be agreed.
 - (b) To task officers to audit the NCC carbon footprint, using appropriate Greenhouse Gas Reporting protocols). In addition, identify processes to engage with partners and neighbours to address the collective footprint of the area.
 - (c) To task officers to develop a number of early action demonstrator projects that showcase environmental excellence - such as developing 'rewilding' and carbon sequestration projects (including strategic tree-planting), subject to available funding.
 - (d) To task officers to take steps to actively bid for external resources through the emerging funding streams supporting the wider environmental agenda.
 - (e) Identify revenue funding to enable dedicated resource to be put in place to progress actions associated with the Policy and to support the Member oversight group to ensure synergy across the whole of the Council.

6. Forward Work Programme

- 6.1 The Select Committee received the report by the Executive Director of Community & Environmental Services which set out the Forward Work Programme for the Committee.
- 6.2 The Committee **Reviewed** and **agreed** the Forward Work Programme for the Infrastructure & Development Select Committee.

**Cllr Barry Stone, Chairman
Infrastructure and Development Select Committee**

Report of the People and Communities Select Committee meeting held on 15 November 2019

1. Update and next steps on Norfolk County Council Carers' Charter

- 1.1 The Committee received the report providing an update on the work to promote Norfolk County Council's Carers Charter and outlining actions and improvements underway for adults and children
- 1.2 The Committee:
 - a) **DISCUSSED** and **CONTRIBUTED** ways of further promoting sign-up for the Carers Charter
 - b) **NOTED** and **DISCUSSED** the work underway in departments to strengthen support for carers

2. CWD (Children with Disabilities) Transformation

- 2.1 The Committee received the report introducing the programme of transformation work related to support for children with disabilities
- 2.2 The Committee **COMMENTED** on the emerging transformation proposals within the Children with Disabilities Transformation Programme, providing a steer to inform the further development of the detailed proposals for each element

3. Education Strategy and Infrastructure – Developing Norfolk's Education Landscape

- 3.1 The Committee received the report building on previous reports to Norfolk County Council's Children's Services Committee in November 2017 setting out Norfolk's approach in advocating for the development of a self-improving school system
- 3.2 The Committee:
 - 1. **ENDORSED** the review of the education provision and school organisation for each District taking account of demographic changes and quality (and sustainability) of education over time.
 - 2. **ENDORSED** the amendment of the process for capital prioritisation taking account of changes to Cabinet system and recent government guidance.
 - 3. **SUPPORTED** building a stronger school system by encouraging schools to work in collaboration with 1500 pupils or more

4. Norfolk County Council Joint Prevention Strategy

- 4.1 The Committee received the report providing information to bring the Committee up to date with progress developing the Joint Prevention Strategy since the last meeting.
- 4.2 The Committee
 - 1. **CONSIDERED** the presentation delivered at the Committee and provide feedback on the content and overall direction.

2. **AGREED** to receive a final report, including the full proposed Strategy at the May 2020 meeting

**Cllr Shelagh Gurney, Chairman
People and Communities Select Committee**