

Scrutiny Committee

Date: **30 July 2019**

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 Keith Kiddie
Cllr Ed Connolly	Cllr Ed Maxfield
Cllr Emma Corlett	Cllr Joe Mooney
Cllr Phillip Duigan	Cllr Richard Price
Cllr Ron Hanton	Cllr Daniel Roper
Cllr Chris Jones	

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

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To confirm the minutes from the Meeting held on Tuesday 4 June 2019.

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 25 July 2019**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we->

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 25 July 2019**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 15 July 2019 is 4pm on Monday 22 July 2019

8. Norwich Western Link

To Follow

A report by the Executive Director of Community and Environmental Services

9 Strategic and Financial Planning Scrutiny

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A report by Executive Director of Finance and Commercial Services

10 Scrutiny Committee Forward Work Plan

Page 17

A report by Executive Director of Strategy and Governance

Chris Walton
Head of Democratic Services
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NR1 2DH

Date Agenda Published: 22 July 2019



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Scrutiny Committee

Minutes of the Meeting Held on 4 June 2019
10 am Edwards Room, County Hall, Norwich

Present:

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

Cllr Roy Brame
Cllr Emma Corlett
Cllr Phillip Duigan
Cllr Chris Jones
Cllr Keith Kiddie
Cllr Joe Mooney
Cllr Richard Price
Cllr Dan Roper

Church Representatives present:

Mr Paul Dunning

Substitute Members present:

Cllr Ed Connolly
Cllr Ed Maxfield

Cllr Fran Whymark

Also present:

Cllr David Harrison

The Chair welcomed everyone to the first Scrutiny Committee under the new governance arrangements.

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Ron Hanton (Cllr Ed Connolly substituted); Cllr Marie Strong (Cllr Ed Maxfield substituted) and Cllr Tony Adams (Cllr Fran Whymark substituted).

2 Declarations of Interest

2.1 There were no declarations of interest.

3 **Items of Urgent Business**

3.1 There were no items of urgent business.

4 **Public Question Time**

4.1 There were no public questions.

5 **Local Member Issues/Questions**

5.1 One local Member question was received from Cllr Mick Castle, a copy of the question and the response is attached at Appendix A to these minutes.

6 **Cabinet Items called in for consideration at this meeting**

6.1 There were no items called-in from the Cabinet meeting held on Monday 20 May 2019.

7 **Terms of Reference and Working Arrangements**

7.1 The Committee received a report by the Executive Director of Strategy and Governance that reviewed the terms of reference for Scrutiny Committee which were included within the constitution. Members considered the Constitution insofar as it related to the Committee that were relevant to their way of working.

7.2 In response to a question about ensuring there were sufficient dedicated officers supporting scrutiny, it was confirmed that a review of the scrutiny officers' role could be included in the review of the new governance arrangements when it took place.

7.3 The two Parent Governor Representatives would be appointed from LA maintained schools and it was expected that, once nominations had been received and a subsequent election held, appointments would be made in time for the two Parent Governor Representatives to attend the July Scrutiny Committee meeting.

7.4 **RESOLVED**

That the Scrutiny Committee **note** the terms of reference included within the Constitution that were relevant to its way of working.

8 **Briefing on Strategic and Financial Planning**

8.1 The Committee received a report by the Executive Director of Finance and Commercial Services that provided a briefing on the Council's current and future financial position. The purpose of the report was to ensure that the Committee understood the Council's strategic and financial planning process and could

- undertake an effective role in its scrutiny.
- 8.2 The Committee was asked to consider its role in scrutinising the County Council's current and future strategic and financial planning and to identify the next steps for future scrutiny.
- 8.3 The Cllr Andrew Jamieson, Cabinet Member for Finance and Simon George, Executive Director of Finance and Commercial Services attended for this item.
- 8.4 The Cabinet Member for Finance introduced the report, during which the following points were noted:
- 8.4.1 The revenue outturn position for 2018-19 had shown a small underspend of £0.087m on a net budget of £388.799m, increasing general balances to £19.623m at 31 March 2019, with reserves increased by £1m over the financial year.
- 8.4.2 The draft [Statement of Accounts for 2018-19](#) had recently been published on the Norfolk County Council website.
- 8.4.3 The Cabinet Member advised that, although the Children's Services department had overspent its budget, other departments had made additional savings which had led to a balanced budget being achieved overall. The overspend in Children's Services had largely been due to the high and increasing levels and complexity of need across the service, in particular children with special educational needs and children at risk of harm. These were long-term pressures and the Committee noted that strategies had been put in place to reduce the overspend. It was also noted that the budget for 2019-20 included £14.5m for known pressures, with special educational needs (SEN) being an area of continued pressure, which would need careful monitoring.
- 8.4.4 Significant areas of spend on strategic projects had also been made throughout the financial year, for example Better Broadband, county farms, completion of the Northern Distributor Route (NDR) and the Great Yarmouth Third River crossing.
- 8.4.5 The 2020-21 budget planning process was currently underway and the Committee noted that there were many uncertainties about government funding which had led to assumptions being made on the removal of the Revenue Support Grant (RSG), the loss of Adult Social Care Funding, the spending review, green paper, etc. Therefore, service department budgets would be set on a secure range of assumptions – a phased withdrawal of RSG; no Adult Social Care grant and an assumed council tax increase of 1.99%. If the Government decided to continue the Adult Social Care grant in 2020-21, the budget gap could reduce and if there was no reduction in RSG, the budget gap could fall to £23m. If both grants were received, the level of savings would vary significantly.
- 8.4.6 Any increase in council tax of more than 1.99% was unlikely at this stage in line with the expected referendum limit of 2% when the Government funding was announced.
- 8.4.7 The following allocation of the £20m savings targets for 2020-21 across the

departments was noted:

£9m	Adult Social Care
£4.5m	Children's Services
£5m	Community & Environmental Services
£0.5m	Strategy & Governance
£1m	Finance & Commercial Services

- 8.4.8 The Executive Directors had already started to develop savings proposals and these would be presented to Cabinet at its meeting in early October. In view of the lack of information about the funding allocation for 2021-22, approximately £35m of funding would be held centrally which would be allocated once more information was known about the RSG. It was expected that this would be no later than December 2019.
- 8.5 In response to questions from the Committee, the following points were noted:
- 8.5.1 As Executive Directors had been asked to develop savings proposals, it was unclear at the present time where expected savings would be set and where the knock-on savings in the next financial year would fall. The Cabinet Member for Finance agreed there was intense pressure to make savings.
- 8.5.2 Cabinet would receive a budget monitoring report at its meeting on 15 July 2019. The Executive Director of Finance & Commercial Services advised that the estimate of the pressures would not move, and departmental Executive Directors would need to find savings solutions in order to balance their departmental budgets.
- 8.5.3 Although service departments had been allocated £40m of savings, the actual requirement was £35m which left some room for Members to make budget choices. The allocations had been made on the basis of net budgets, after the withdrawal of the required statutory services and work was being undertaken to explore how costs could be removed without having an impact on front-line services.
- 8.5.4 The first budget proposal report would be presented to Cabinet at its meeting on 7 October 2019, after which it was expected Scrutiny Committee would consider it. The Cabinet Member said that he wanted the whole process to be as transparent as possible and he hoped ongoing, open dialogue could be maintained throughout the budget process.
- 8.5.5 In light of the fact that there was no information yet about the funding allocations for 2021-22, it was noted that the process to address the 2021-22 gap of £34.971m would need to be considered in late 2019, when it was hoped the outcome of the Spending and Fair Funding Reviews would be known. Therefore the £35m 2021-22 budget gap would be held centrally and be addressed later in the budget process.
- 8.5.6 It was not yet known when the Government would be announcing its funding allocations, but it was expected this would be before the end of 2019, although

with the change of Prime Minister and therefore other Cabinet Members, it was not yet known who would be making the decisions. It was hoped the settlement would be in line with previous years, however caution was needed until a decision was made.

- 8.5.7 The Executive Director of Finance & Commercial Services said that Rishi Sunak MP had been a strong advocate for local government and had received representations about local government funding from a number of bodies. He added that it was likely the Government would make a budget announcement in November, leading to it being December before the budget allocations were known. Therefore, it was likely there would be a rollover settlement.
- 8.5.8 It was confirmed that the best case scenario was a shortfall of £11m, and the worst case scenario was £60m gap. The Executive Director said that once the process of identifying savings had been carried out, a better view of the gap in out-turns would be known.
- 8.5.9 The £10m savings from Business Transformation would be made through a review of non-frontline expenditure across the authority and would focus on – smarter working; contract compliance and optimisation; buildings rationalisation; collaborative operating model; inward corporate funding; Digital Norfolk; Traded services and Local Service Strategy.

The Corporate Select Committee had discussed the capital investment for the transformation with regard to IT and the total spend of approximately £13.2m to upgrade Oracle or provide a new system to enable the project to proceed. The Executive Director of Strategy and Governance was leading the project to introduce a new Enterprise Resource Planning (ERP) system, although this would not take place until 2021 and therefore other savings would be needed in 2020.

- 8.5.10 The overall risk regarding the funding settlement and the likely change of politicians was being monitored, with regular lobbying of civil servants taking place. Civil servants had acknowledged the pressures faced with regard to the special educational needs profile and recognised the problem faced by many Councils.
- 8.5.11 The risks around Brexit had been included on the Corporate Risk Register, including the risks around employing sufficient staff within the care sector; and trends of foreign currencies. Therefore it was a case of waiting to see what happened once the new Government was in situ.
- 8.5.12 Regarding revenue raising measures, the Cabinet Member for Finance advised that both the Norse Group and Norse Care were confident in forecasting a steady increase in their dividends to Norfolk County Council. Repton Property Development Company had now been established which would lead to expected revenue in the future. Some work was being carried out to look at all the County Council's assets to ascertain if there were any further opportunities for enhancing revenue.
- 8.5.13 The importance of the Council continuing to lobby Government for a fair funding

- settlement was stressed, with the Cabinet Member stating that he would like all Norfolk District Councils to unite to lobby for Norfolk.
- 8.5.14 The Executive Director of Finance & Commercial Services advised of the measures to generate commercialisation within the Council, highlighting externally traded services and that it could take approximately 2-3 years before the County Council would receive any dividend from Repton Development Co.
- 8.5.15 Members questioned whether the key dates in the budget cycle would allow sufficient time for the public consultation into proposed savings to start and asked whether the dates could be changed. It was suggested that discussions could be held with Executive Directors of Service Departments, so members of the Committee were aware of departmental savings proposals.
- 8.5.16 The Executive Director of Finance & Commercial Services advised that Norfolk County Council was not in the same financial position as Northamptonshire County Council and Somerset County Council. Norfolk had been placed 140th in the Local Government Finance list and the Executive Director confirmed the financial position in Norfolk was sound and he had signed off the accounts for 2018-19. He added that, although the Council faced challenges he was confident the budget was deliverable and manageable for the next financial year.
- 8.5.17 It was unlikely that the County Council would be adding to its county farms portfolio in the future, although it was acknowledged as an excellent opportunity to give young people a start in the farming sector.
- 8.5.18 The monitoring of the £120m in the capital programme for SEND would sit with Cabinet, then be scrutinised by the Scrutiny Committee if required. The Chair formally invited Paul Dunning, as Church representative to be part of the investigative work.
- 8.5.19 Some work was being undertaken to identify County Council properties where leases and rents were being charged to consider if these could be increased and therefore provided additional income for the County Council.
- 8.6 The Chair thanked the Cabinet Member for Finance and the Executive Director of Finance & Commercial Services for attending the meeting.
- 8.7 The Chair proposed that the Committee invite Cabinet Members and departmental Executive Directors to a future meeting to discuss the underlying risks and activities of any firm budget savings proposals before they were presented to Cabinet.
- 8.8 Scrutiny Committee considered its role in scrutinising the County Council's current and future strategic and financial planning and **RESOLVED** to
- invite Cabinet Members and departmental Executive Directors to a future Scrutiny Committee meeting to discuss the underlying risks and activities of any firm budget savings proposals before they were presented to Cabinet.

9 Scrutiny Committee Forward Work Plan

9.1 Scrutiny Committee received the report by the Executive Director of Strategy & Governance, asking it to consider a forward work plan for future meetings.

9.2 The following items were proposed to be included on the forward work plan. The topics in all the forward work plans would be discussed by the Chair with the Select Committee Chairs to review and allocate topics where appropriate:

- 9.3
- **Educational issues, including:**
 - **Cumulative impact of cutting services for families with disabilities.**
 - **Invite the Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
 - **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
 - **Peer Review.** The Executive Director of Strategy & Governance advised that the Peer Review would still be taking place, most likely in the autumn 2019. The Chair would discuss the remit of the review with the Leader.
 - **Major Infrastructure Projects**, including:
 - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
 - **Third River Crossing.**
 - **Changes to the Child and Family Support service.**
 - **Revenue Generation**, particularly the wider implications of revenue generation, eg property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.
 - **Norwich Opportunity Area.**
 - **Norfolk's cycling strategy.** To develop more traffic free cycling routes in Norfolk, eg Thetford to Norwich, such as the current Wymondham to Norwich route. (The Chair advised that the Transforming Cities Fund report would be presented to Cabinet at its meeting on 10 June).

9.4 The Chair would meet with Officers to draw up a work programme which was feasible and coherent within the resources available.

9.5 The differences between select Committees and Scrutiny Committee was explained in that Select Committees supported policy development and the Scrutiny Committee being more selective in scrutiny as well as calling in decisions agreed by Cabinet.

9.6 RESOLVED

That the Scrutiny Committee note the Select Committee's work plans and consider adding the following topics to its forward plan:

- **Educational issues, including:**

- **Cumulative impact of cutting services for families with disabilities.**
- **Invite the Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
- **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
- **Peer Review.** The Executive Director of Strategy & Governance advised that the Peer Review would still be taking place, most likely in the autumn 2019. The Chair would discuss the remit of the review with the Leader.
- **Major Infrastructure Projects**, including:
 - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
 - **Third River Crossing.**
- **Changes to the Child and Family Support service.**
- **Revenue Generation**, particularly the wider implications of revenue generation, eg property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.
- **Norwich Opportunity Area.**
- **Norfolk's cycling strategy.** To develop more traffic free cycling routes in Norfolk, eg Thetford to Norwich, such as the current Wymondham to Norwich route. (The Chair advised that the Transforming Cities Fund report would be presented to Cabinet at its meeting on 10 June).

10 **Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel**

- 10.1 The Committee received the report by the Executive Director of Strategy & Governance setting out the role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel.
- 10.2 The Scrutiny Committee was asked to appoint three Members (politically balanced: 2 Conservative and 1 Labour) onto the Countywide Community Safety Partnership Scrutiny Sub Panel. The Scrutiny Committee had the power to scrutinise and make reports and recommendations, regarding decisions taken by the 'responsible authorities' in connection with the discharge of their crime and disorder functions.
- 10.3 The Committee noted that the County Council had a statutory duty to ensure that it had a Crime and Disorder Committee to review, scrutinise and make reports and recommendations regarding the functions of the responsible authorities, but felt that the Committee needed to be refreshed.
- 10.4 Group Leads would forward nominations for membership of the Panel to the Head of Democratic Services.
- 10.5 Scrutiny Committee considered the report and **RESOLVED:**
- To note the report

- Group Leads to forward their nominations for membership of the Panel to the Head of Democratic Services.

The meeting concluded at 11.25 am.

Chair

Scrutiny Committee – Tuesday 4 June 2019

Local Member Questions

Question from Cllr Mick Castle

Despite the financial pressures faced by this Council does the Chair agree that having a dedicated Scrutiny Officer - quite separate from the Officer Team servicing Cabinet decision-making - will be key to developing robust and meaningful scrutiny?

Reply by the Chair:

Each Council should decide on the appropriate model of staffing resource whilst recognising that to be effective, it will need to be resourced. The model we have adopted is an integrated one, where officers supporting scrutiny are drawn from the corporate centre and also serve the Executive – that is a model recognised by the Government as one with merit. This Committee's Lead Director is the Executive Director of Strategy and Governance who is assisted by the Council's Statutory Scrutiny Officer (the Head of Democratic Services) and the Committee and Scrutiny Support Manager, both of who have extensive experience in supporting Scrutiny as those Members who served in the previous Cabinet system will recall. The Chief Legal Officer will also be an important resource that the Committee can draw upon. As the guidance rightly states, regardless of the model employed, the key outcome is that this Committee receives impartial advice.

As this is an integrated model the Scrutiny Committee must be seen as part of the system, not separate from it, and supported appropriately. If that works as it should there ought to be no need for a scrutiny officer. The danger is it could be seen as the scrutiny officer's role to support the work of the committee rather than the responsibility of the whole of the council. As we are in the very early days of the new governance, I am sure this is one area the committee will wish to review at some stage.

Report to Scrutiny Committee

Item No. 9

Report title:	Strategic and Financial Planning
Date of meeting:	30 July 2019
Responsible Cabinet Member:	Cllr Andrew Jamieson, Cabinet member for Finance.
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services
Is this a key decision?	No
Executive Summary <p>The Scrutiny Committee has agreed that it needs to have an ongoing and effective role in the Council's budget setting cycle and to understand the Council's current and future financial position. At the meeting held on 4 June 2019 it was agreed to invite Cabinet members and Executive Directors to future Scrutiny Committee meetings to discuss any underlying risks and activities on any firm budget proposals before they are presented to Cabinet.</p> Action required <p>The Scrutiny Committee is asked to consider the County Council's current and future strategic and financial planning, focusing on:</p> <ul style="list-style-type: none">• The current budget position for the services within the Cabinet portfolios set out in paragraph 2.2• The current position regarding in year savings for the services• The emerging areas for savings and any pressures in the 2020/21 budget	

1. Background and Purpose

- 1.1. At the Scrutiny Committee on 4 June 2019 Members considered a report which highlighted the effective role that scrutiny could have in the Council's budget setting cycle. It was noted that financial scrutiny needed to be ongoing rather than happening late in the budget process.
- 1.2. In considering the role that Scrutiny Committee could have in scrutinising the County Council's current and future strategic and financial planning¹ it was agreed that Cabinet Members and Executive Directors would be invited to future Scrutiny meetings to discuss the underlying risks and activities of any firm budget proposals before they are presented to Cabinet.
- 1.3. At their meeting on 15 July 2019 Cabinet considered a report which outlined a summary of the forecast financial position for the 2019-20 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2020, together with related financial information. A copy of the Finance Monitoring Report 2019-20 P2: May 2019 can be viewed [here](#).

¹ [Strategic and Financial Planning – Business Planning and Budget 2020-21 – Cabinet report of 20 May 2019](#)

2. Proposals

2.1 For the Scrutiny Committee to maintain an overview of the financial position of the Council, and to continue to monitor progress, the Chair and Vice Chair have agreed to invite Cabinet Members to forthcoming meetings to discuss their own individual portfolio areas. It is proposed that 17th September 2019 meeting will focus on Adult Social Care, Public Health and Prevention and Children's Services. The Leader and Deputy Leader will be invited to a meeting in the Autumn to consider any issues arising from the budget proposals being taken to the Cabinet meeting on 7 October.

2.2 This meeting will focus on the following Cabinet portfolios:

- Communities and Partnerships (Cllr Margaret Dewsbury)
- Highways and Infrastructure (Cllr Martin Wilby)
- Environment and Waste (Cllr Andy Grant)
- Innovation, Transformation and Performance (Cllr Tom FitzPatrick)
- Commercial Services and Asset Management (Cllr Greg Peck)

In addition, the Cabinet Member for Finance, Cllr Andrew Jamieson, has been invited to give an overview of the current financial position of the Council.

2.3 Scrutiny Committee are mindful that at this stage in the budget setting cycle Cabinet members will not have firm budget savings proposals for the 2020/21 budget. Scrutiny will therefore be focused on the following areas in questioning Cabinet members and their views on:

- The current budget position for the services within their portfolio
- The current position regarding in year savings for the service
- The emerging areas for savings and any pressures in the 2020/21 budget

3. Impact of the Proposal

The proposal will ensure that non-Executive Members can play an ongoing and effective role in the Council's budget setting cycle and can understand the Council's current and future financial position.

4. Alternative Options

There are no alternative options for the Scrutiny Committee to consider.

5. Financial Implications

None

6. Resource Implications

Staff:

Refer to Cabinet report

Property:

Refer to Cabinet report

IT:

Refer to Cabinet report

7. Other Implications

Legal Implications:

Refer to Cabinet report

Human Rights implications

Refer to Cabinet report

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

Refer to Cabinet report

Health and Safety implications (where appropriate)

Refer to Cabinet report

Sustainability implications (where appropriate)

Refer to Cabinet report

Any other implications

8. Risk Implications/Assessment

Refer to Cabinet report

9. Select Committee comments

This report has not been considered by a Select Committee.

10. Action required

The Scrutiny Committee is asked to consider the County Council's current and future strategic and financial planning, focusing on:

- The current budget position for the services within the Cabinet portfolios set out in paragraph 2.2
- The current position regarding in year savings for the services
- The emerging areas for savings and any pressures in the 2020/21 budget

11. Background Papers

- [Strategic and Financial Planning – Business Planning and Budget 2020-21 – Cabinet report of 20 May 2019](#)
- [Finance Monitoring report 2019-20 P2: May 2019 - Cabinet report of 15th July 2019](#)
- [Minutes from the Scrutiny Committee held on 4th June 2019](#)
- [Cabinet minutes of meeting on 15th July 2019](#)

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

Item No. 10

Report title:	Forward Work Plan
Date of meeting:	30 July 2019
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A

Executive Summary

At the Scrutiny Committee meeting on 4 June 2019 Members considered future items that could be included on the forward work plan. Members are asked to consider any further issues that they wish to add at this stage taking into consideration any guidance from the scrutiny training being held on 29th July.

Actions required

The Scrutiny Committee is asked to consider the draft forward work plan and agree any future possible items for scrutiny, having considered any guidance raised at the scrutiny training on 29th July. The Chair and Vice Chair will then meet with Select Committee Chairs to ensure that issues are considered at the most appropriate Committee and to avoid duplication.

1. Background and Purpose

1.1. At the Scrutiny Committee meeting on 4 June 2019 Members considered a forward plan of scrutiny work. Several topics were raised for possible future consideration around the focusing on the following areas:

- **Educational issues, including:**
 - **Cumulative impact of cutting services for families with disabilities.**
 - **Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
 - **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
- **Peer Review**
- **Major Infrastructure Projects, including:**
 - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
 - **Third River Crossing.**
- **Changes to the Child and Family Support service.**

- **Revenue Generation**

Particularly the wider implications of revenue generation, e.g. property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.

- **Norwich Opportunity Area.**

- **Norfolk's cycling strategy:** To develop more traffic free cycling routes in Norfolk,

1.2. Following this meeting the Chair and Vice Chair have had initial discussions as to the most appropriate Committees and timings for these items to be considered. Following these discussions, a work plan has been drafted and is attached at Appendix A

1.3. At the request of the Committee training has been provided on 29 July. The training will be provided by the Centre for Public Scrutiny and will focus on:

- how non-executive Members can add value and impact on the performance of the Council
- developing effective questioning skills
- developing focused work plans

The Committee may wish to consider some of the issues raised in this session to formulate their work plans.

1.4. Consideration was also given to the Select Committee work plans at the last meeting and updated plans are attached at Appendix B. The Chair and Vice Chair have suggested that it would be useful to meet with Select Committee Chairs prior to finalising the work plan to ensure that issues are considered at the most appropriate Committee and to avoid duplication.

2. Proposals

2.1. It is suggested that the Committee consider the draft forward work plan and agree any future possible items for scrutiny, considering any guidance raised at the Scrutiny training on 29th July. These issues can then be discussed with Select Committee Chairs to avoid duplication.

2.2. The Committee may 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. 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?

3. Resource Implications

3.1. **Staff:**

Support for the Council's scrutiny function is provided by the Head of Democratic

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 the draft forward work plan and agree any future possible items for scrutiny, having considered any guidance raised at the scrutiny training on 29th July. The Chair and Vice Chair will then meet with Select Committee Chairs ensure that issues are considered at the most appropriate Committee and to avoid duplication.

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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Scrutiny Committee Forward Work Plan

Date of meeting	Scrutiny Topic	Areas for focus	Cabinet member	Executive Director
30 July	Budget Scrutiny	<p>Consideration of any issues from the Budget Monitoring Report going to Cabinet on 15 July/budget timeline.</p> <p>Focus on the following Cabinet portfolios:</p> <p>Communities and Partnerships Highways and Infrastructure Environment and Waste Innovation, Transformation and Performance Commercial Services and Asset Management</p> <p>Areas for consideration:</p> <ul style="list-style-type: none"> • The current budget position for the services within the Cabinet portfolios • The current position regarding in year savings for the services • The emerging areas for savings and any pressures in the 2020/21 budget 	<p>Margaret Dewsbury Martin Wilby Andy Grant Tom FitzPatrick Greg Peck Andrew Jamieson</p>	Simon George
20 August		Call ins only		
17 September	Budget Scrutiny	<p>Focus on the following Cabinet portfolios:</p> <p>Adult Social Care, Public Health and Prevention Children's Services</p> <p>Areas for consideration:</p> <ul style="list-style-type: none"> • The current budget position for the services within the Cabinet portfolios 	<p>Bill Borrett John Fisher Andrew Jamieson</p>	Simon George

		<ul style="list-style-type: none"> • The current position regarding in year savings for the services • The emerging areas for savings and any pressures in the 2020/21 budget 		
Autumn	Budget Scrutiny	Consideration of issues arising from the budget proposals in the Cabinet report of 7 October and discuss the underlying risks and activities of any firm budget savings proposals	Andrew Proctor, Leader Graham Plant, Deputy Leader Andrew Jamieson	Simon George

Potential future Scrutiny topic areas for discussion with Select Committee Chairs:

- **Educational issues, including:**
 - **Cumulative impact of cutting services for families with disabilities.**
 - **Invite the Regional Schools Commissioner** to attend to scrutinise the process on how schools moved from local authority maintained to an academy. Also asking the Commissioner to provide an update on exclusions and provisions for SEND.
 - **New Schools** – particularly funding, section 106 funding and how the funding to build new schools was managed.
- **Peer Review:**
To review the outcomes of the Peer Review
- **Major Infrastructure Projects**, including:
 - **Review of the NDR** process and the lessons learned and whether these were being applied to future projects in terms of process, planning and funding.
 - **Third River Crossing.**
- **Changes to the Child and Family Support service.**

- **Revenue Generation**

Particularly the wider implications of revenue generation, e.g. property portfolio and maximising the bottom line, as well as the social impact on users and buildings as well as on the property portfolio.

- **Norwich Opportunity Area.**

- **Norfolk's cycling strategy:**

To develop more traffic free cycling routes in Norfolk, e.g. Thetford to Norwich, such as the current Wymondham to Norwich route.

Select Committee workplans

CORPORATE SELECT COMMITTEE – WORKPLAN JULY TO DECEMBER 2019

	16 July 2019	9 September 2019	14 November 2019
Corporate	<ul style="list-style-type: none"> Continuing to develop the constitution and ways of working Employee Health, Safety and Wellbeing Annual Report Digital Offer and Responsive Customer Experience-presentation Committee forward plan 	<ul style="list-style-type: none"> Continuing to develop the constitution and ways of working HR & Finance system replacement – implementation planning Performance Management Reporting /Business Transformation Programme Update Committee forward plan 	<ul style="list-style-type: none"> Local Service Strategy IMT Update-presentation (Disaster Recovery & Home-Working) HR & Finance system replacement – implementation planning / Recruitment update Committee forward plan

Items in the pipeline:

- ≈ Training & development session for Select Committee members
- ≈ Potential for “Re-fit” proposals for Council building assets
- ≈ Gender pay gap—early 2020
- ≈ HR and OD Strategy and priorities

Infrastructure and Development Select Committee – Forward Work Programme

Report title	Reason for report
Meeting: Wednesday 11 September 2019	
Norfolk Fire and Rescue Service Integrated Risk Management Plan	To consider the draft IRMP (part of the Council's policy framework)
Environmental Policy for Norfolk	To take forward actions agreed at the May Select Committee meeting, to enable a response to Full Council in November.
Residual Waste Procurement Strategy	To get Member recommendation for residual waste procurement strategy for contracts after March 2021.
Street lighting	To receive an update on street lighting in Norfolk, in particular the implementation of new technology e.g. LEDs, trimming/dimming etc.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
Meeting: Wednesday 13 November 2019	
Transport Asset Management Plan (TAMP)	To consider suggested revisions/additions for the TAMP and agree recommendations to Cabinet.
King's Lynn Transport Strategy	To consider the Strategy, which is being jointly developed with West Norfolk Borough Council.
Norfolk Strategic Infrastructure Delivery Plan	To consider the findings of the review of the Plan, and agree recommendations to Cabinet
Adult Education Strategy	To review the new Strategy and agree recommendations Cabinet.
CES Enforcement Policy	To review the revised policy for the CES Department and agree recommendations to Cabinet.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
Meeting: Wednesday 29 January 2020	
Norfolk Rail Prospectus	To consider the revised prospectus and agree recommendations to Cabinet
Library and Information Service Strategy	To review the new Strategy and agree recommendations Cabinet.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
Meeting: Wednesday 11 March 2020	
Norfolk Parking Principles	To consider the updated principles, developed with district councils, and agree recommendations to Cabinet
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.

Regular reports

Regular items	Frequency	Requested committee action (if known)
Policy and Strategy Framework – annual report	Annually - May	To enable the Select Committee to understand the relevant Policies and Strategies for the relevant services.
Forward Work Programme	Every meeting	To review and agree the Forward Work Programme for the Select Committee.

PEOPLE AND COMMUNITIES SELECT COMMITTEE – WORKPLAN TO JANUARY 2020

At the first meeting of the People and Communities Select Committee, a number of suggestions for future consideration by the committee were put forward. These were wide-ranging, given the breadth of the committee's remit, and it was recognised that Executive Directors and senior officers would need to work with the Chairman to construct a workable, meaningful forward plan.

It is proposed that the Select Committee operates under 4 broad themes during 2019-2020 to help group issues or reports, and enable the Committee to develop policy or recommendations which span across services. These are;

- Prevention
- Integration
- Social Mobility & Achievement,
- Quality and Safety.

Meetings will not necessarily have a single theme but will work to ensure that there is sufficient balance across the year.

Set out below is the workplan up to January 2020. At the Chairman's direction, the number of items per meeting has been kept to a maximum of three to ensure that there is adequate time for a full discussion of what are some significant areas of policy development for the Council as a whole. As additional items are proposed, the workplan will be rolled forward, ensuring a good balance across the four themes.

	July 2019	September 2019	November	January
People and Communities	Prevention; <ul style="list-style-type: none"> • Tobacco control and smoking cessation Social Mobility & Ambition; <ul style="list-style-type: none"> • DFE: No Wrong Door 	Integration <ul style="list-style-type: none"> • Emotional Wellbeing & Mental Health Integration Model • Better Care over winter • Norfolk and Waveney Integrated Care Service (ICS) – Policy approaches 	Prevention; <ul style="list-style-type: none"> • Support for Carers & Disabled People; • Prevention Strategy (update) 	Quality & Safety <ul style="list-style-type: none"> • Care market quality