

Overview & Scrutiny Committee

Agenda

Date

Tuesday 16 January 2018

Members of the Overview & Scrutiny Committee

Mr D G Harrison
(Chairman)

Mr J J Emsell
(Vice Chairman)

Mr A D Adams
Mrs C H Bannock
Mr D Buck
Mrs J K Coplestone
Mr G Everett
Mr R F Grady
Mrs L H Hemsall

Mr G K Nurden
Mr G Peck
Mr V Ray-Mortlock
Mr V B Tapp
Mrs K A Vincent
Mr D C Ward

Substitutes **Conservative**

Any Members not
appointed to the
Committee or to Cabinet

Substitute **Liberal Democrat**

Any Members not
appointed to the
Committee

Time

10.00 am

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

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If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Head of Service.

The Openness of Local Government Bodies Regulations 2014

Under the above Regulations, any person may take photographs, film and audio-record the proceedings and report on all public meetings. If you do not wish to be filmed / recorded, please notify an officer prior to the start of the meeting. The Council has a protocol, a copy of which will be displayed outside of each meeting room and is available on request.

**The Chairman will ask if anyone wishes to
film / record this meeting**

A G E N D A

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| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 4 January 2018</u> | 4 – 11 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Chairman's Announcements | |
| 6 | Public Speaking | |
| | <p>To consider representation from the members of the public who have expressed the wish to convey their views on items on this agenda.</p> <p>In accordance with the Constitution a period of 3 minutes is allowed per member of the public.</p> | |
| 7 | <u>Broadland Economy Update</u> | 12 – 15 |
| | <p>To receive an update on the local economy from the Head of Economic Development.</p> | |
| 8 | <u>Joint Venture Arrangements</u> | 16 – 21 |
| | <p>To receive a briefing paper from the Head of Democratic Services and Monitoring Officer.</p> | |
| 9 | <u>Review of Overview and Scrutiny Performance</u> | 22 – 32 |
| | <p>To receive a report outlining how the Committee has evolved and developed since its inception.</p> | |
| 10 | <u>Norfolk Health Overview and Scrutiny Committee Update</u> | 33 – 39 |
| | <p>To receive an update from the Committee's Member representative.</p> | |
| 11 | Corporate Equalities Group | |
| | <p>To receive an update from the Committee's Member representative.</p> | |
| 12 | <u>Overview and Scrutiny Committee Work Programme</u> | 40 – 43 |
| | <p>To consider the Committee's Work Programme.</p> | |

13 Exclusion of Press and Public

The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

14 [Exempt Minutes of meeting held on 4 January 2018](#)

45 – 46

P C Kirby
Chief Executive

Minutes of a meeting of the **Overview & Scrutiny Committee – Review of Cabinet Agenda** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 4 January 2018** at **10.00 am** when there were present:

	Mr D G Harrison – Chairman	
Mr A D Adams	Mr J J Emsell	Mr G K Nurden
Mrs C H Bannock	Mr G Everett	Mr V B Tapp
Mr D Buck	Mr R F Grady	
Mrs J K Copplestone	Mrs L H Hemsall	

Mr Leggett also attended the meeting for its duration.

Also in attendance were the Chief Executive, Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Head of Planning, Head of Economic Development, Head of Corporate Resources, Corporate Finance Manager, Environmental Protection Manager, Overview and Scrutiny Research Officer and the Committee Officer (JO).

117 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Peck, Mr Ray-Mortlock and Mrs Vincent.

118 MINUTES

The Minutes of the meeting held on 28 November 2017 were confirmed as a correct record and signed by the Chairman.

119 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised Members that they had been invited to an informal gathering with Members of South Norfolk Council together with senior officers from both authorities on Monday 29 January 2018 to discuss the shared services Feasibility Study in an informal setting.

Members were also invited to a Prevention Matters Workshop on Thursday 1 February 2018.

CABINET REPORTS

120 BUDGET AND MEDIUM TERM FINANCIAL PLAN 2018-2021

The report presented a summary of Broadland's 2018/19 Budget for net

revenue and capital expenditure as well as the schedule of proposed fees and charges for the year.

The Head of Finance and Revenue Services emphasised that the figures might be subject to change prior to the February Council, but they were currently consistent with the forecasts for future years' funding.

The predicted level of New Homes Bonus reflected a prudent estimate and no amounts had been included after October 2018, as the scheme was likely to be reformed.

The budget also took account of a rise in inflation to three percent to reflect contractual costs, income and supplier price inflation.

The report proposed the following Council Tax options for consideration:

- (1) Option 1 showed a rise in Band D Council Tax of £5.00 each year from 2018/19.
- (2) Option 2 showed no rise in Band D Council Tax for the year 2019/20 only, but allowed for an increase in Special Expenses of £5.00 in that year.
- (3) Option 3 showed no rise in Band D Council Tax in 2018/19 and 2019/20 but allowed for an increase in Special Expenses of £5.00 in 2018/19.

A public consultation had taken place via the Council's website and from the 27 responses it had been found that the majority were in favour of a rise in Council Tax in order to protect the key services provided by the Council.

Members were asked to note the pressures on services throughout the Council and in particular those relating to Universal Credit and Housing Benefit changes.

The key assumptions made in drawing up budget estimates were that inflation would follow predictions made by the Bank of England and that Broadland would continue to provide the same level of services as at present with funding set at the lowest predicted amount.

The draw on the Council General Reserves was approx. £2m for Council Tax option 1, rising to £3.1m for option 2.

The Medium Term Financial Plan included provision for an average uplift of 2 percent on salary costs in respect of inflation and Performance Related Pay (PRP) rises each year.

A remuneration consultancy would provide the Council with recommended cost of living increases each year and should their recommendation for 2018 be close to the Local Government Employers offer of 2 percent this would be considered. This did not include a decision on the PRP award. An additional 1 percent salary increase for the Council's staff equated to approximately £76,500, (including pensions and National Insurance contributions). This was not reflected in the draft budget.

During 2017/18, Broadland would receive a grant of £752,000 in relation to Business Rates reliefs. This sum would be earmarked for the Business Rates reserve to address any loss of income through appeals.

There was a Bridge Maintenance Reserve, but this was not sufficient to cover the costs of the required maintenance works (see Minute 121). Cabinet would be asked to approve a proposal to provide £120,000 per annum each year from 2018/19 to 2020/21 for bridge maintenance.

In response to a query regarding the maintenance of Reedham Quay, the Head of Finance and Revenue Services confirmed that if major work was required the Council would seek external funds or partners to assist it.

Members also noted that the prospect of Internal Drainage Boards taking over management of stretches of river from the Environment Agency and increasing the levy to do so could have a detrimental effect on the finances of the Council and residents across the district as a whole. In the event this happened then any additional costs would need to be met from reserves in the first year and then budgeted for in subsequent years.

The Vice-Chairman noted that the Council had maintained substantial reserves for a long period through efficiencies and savings and was likely to continue to do so in the future.

In answer to a query about the propose increase in the Special Expenses in Council Tax options 2 and 3, it was confirmed that the increase would be for one year only.

RECOMMENDED TO CABINET

Options (1, 2, 3, 4 and 5)

- (1) amendments to be included in the Budget for 2018/19 (Appendix C);
- (2) proposed changes in discretionary fees and charges (Appendix D);
- (3) the capital programme for 2018/19 to 2020/21 (Appendix E);

- (4) to select option 1 for the provisional Band D Council Tax level for 2018/19;
- (5) General Reserves draw for 2017 to 2021 (Paragraph 5.3 of the report).

121 COUNCIL OWNED BRIDGES ON THE BURE VALLEY AND MARRIOTT'S WAY ROUTES

The Council owned sections of two former railway lines: the Bure Valley Railway and a section of Marriott's Way, which was used as a long distance permissive footpath, bridleway and cycle route.

The Council owned 24 bridges and five culverts along these routes and a number of the bridges were in need of major repair. The report sought an increase in the capital budget for bridge repairs for this purpose.

Legal advice had been taken and it had been confirmed that the Council had a contractual liability to maintain the bridges.

There was an annual budget of £7,900 to carry out inspections and £10,000 to carry out minor repairs. In addition there was an annual budget of £20,000 for major repairs which was automatically carried forward to fund larger schemes. Funds currently set aside for this purpose totalled £40,000.

Inspection reports received within the last few years had reported serious defects and major repairs had been identified in order to safeguard the bridges into the future.

It was therefore proposed to increase the budget for major bridge works to £120,000 pa from April 2018 for a period of five years. After this period the budget would be reappraised.

It was noted that one of the bridges was in North Norfolk, but had been built by Broadland, so there was unlikely to be any money forthcoming from North Norfolk to maintain it.

Concerns were expressed that the Council was maintaining bridges mainly for the benefit of the Bure Valley Railway. Members were also advised that any money from the eventual sale of the railway by the Council could be used to offset the cost for the maintenance of the bridges.

A Member observed that maintenance costs required from the Council on the Bure Valley Railway bridges would far exceed the proceeds of the railway sale, which suggested that the Bure Valley Railway had obtained a very good deal from the Council.

A Member also commented that tourism was important for the district and the Bure Valley Railway was a major tourist attraction to Broadland.

RECOMMENDED TO CABINET

Option (1)

to increase the budget for major bridge repairs to £120,000 pa for a period of 5 years from April 2018.

122 BROADLAND AND SOUTH NORFOLK – COLLABORATIVE WORKING OPPORTUNITIES

Broadland and South Norfolk Councils had agreed to develop a Feasibility Study to explore sharing services. The paper outlined the opportunity for the early adoption of a shared Planning Management Team to support the delivery of a planning service at both councils.

The rationale for undertaking the Feasibility Study was to drive forward economic growth in Broadland and South Norfolk and strengthen the profile of Greater Norwich as a place in which to invest; to provide the capacity and resilience within the organisations and to address the challenges around financial sustainability given the uncertainty around local government funding.

Whilst the Feasibility Study was being developed it had been agreed to explore any potential shared arrangements as they presented themselves. South Norfolk would shortly have a vacancy in a senior planning post, which presented an opportunity for a shared Planning Management Team.

The two councils already had similar structures for the planning service and a collaborative history around strategic planning, a 'shared planning service' would therefore appear to present a natural 'fit' to the rationale for undertaking the collaborative working project and provide an early indicator as to the potential success of the wider project.

It was proposed to combine the planning teams from Broadland and South Norfolk together, under a joint management team comprising the following three posts: Head of Planning; Development Manager and Spatial Planning Manager.

It was suggested that the proposal be an interim arrangement lasting initially for up to 12 months.

The next stage would be for the Head of Planning and the managers to review team structures and identify if there were any opportunities for expanding service delivery, driving efficiencies and delivering further savings.

The service would continue to be delivered from the respective council offices. The autonomy of the respective Planning Committees would remain as at present.

South Norfolk Council's Scrutiny Committee had looked at the report yesterday and endorsed all four recommendations subject to the following amendments:

Recommendation 3 should include reference to a six month review by the Scrutiny Committee and in recommendation 4 that the delegation to officers should be limited to opportunities regarding shared posts where vacancies occur and other contract opportunities.

It was confirmed that the reviews of the interim arrangement could be fed into Broadland's Overview and Scrutiny Committee as well.

Concerns were expressed over a possible dilution of the planning service due to these arrangements as well as additional costs to Broadland's Council Tax Payers. However the Head of Planning reassured Members that there would be a planned transition period as the new arrangements were put in place and no reduction in the level of service would be accepted.

It was also confirmed that the proposed planning collaboration tied in well with the overall focus of the Feasibility Study for a strategic emphasis on housing and economic growth in both districts.

The Chief Executive emphasised that there was only one vacancy being filled at South Norfolk by the proposal as the Planning Director had left recently. Also that the increased costs set out in the report would cease in March 2018.

In response to a suggestion that no changes should be made until the Feasibility Study was concluded it was confirmed that the proposal was an inherent part of the study from which valuable learning could be taken. It was also confirmed that even if wider collaborative opportunities did not develop from the Feasibility Study it was still possible for a permanent shared Planning Service to be approved independently.

RECOMMENDED TO CABINET

Options (1, 2, 3 and 4)

- (1) agree the introduction of an interim shared planning management team between Broadland District Council and South Norfolk Council on the basis set out in the report;

- (2) agree that the new structure and post holders be in place by 22 January 2018; and
- (3) review the impact of the interim arrangements 3, 6, 9 and 12 months after being established. Reviews will be taken back to the informal joint member groups at each reviewing stage *and to the Overview and Scrutiny Committee at the 6 month stage*. After 9 months, both Councils to consider whether as a result of the wider Feasibility Study outcomes the arrangement is made permanent and a formal recruitment process is undertaken;
- (4) agree that officers be delegated authority to pursue other early opportunities *regarding shared posts where vacancies arise and other contract opportunities* without the need to go through the formal Member governance process;
- (5) *that the Head of Planning provide Members with a clear plan of the arrangements for the respective Planning Departments over the next 12 months.*

123 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

124 UPDATE REPORT ON NEWS JOINT VENTURE COMPANY

The report provided information on the financial performance of the NEWS Joint Venture Company.

Following discussion; (as detailed in the exempt Minutes).

RECOMMENDED TO CABINET

Options (1, 2 and 3)

- (1) to note the contents of the report; and
- (2) to endorse the continuing progress made by NEWS to provide a cost effective way for this Council to process recycling it collects;

- (3) *to consider options for providing a more constructive challenge through the District Council Board Member and the Officer Liaison Board.*

125 OVERVIEW AND SCRUTINY COMMITTEE – EXEMPT MINUTES

A letter from the Managing Director of NORSE in response to the two main issues raised by the NEWS Time and Task Limited Panel was received.

Following discussion; (as detailed in the exempt Minutes).

RECOMMENDED TO CABINET

to note the response.

The meeting closed at 12.10 pm

DRAFT

BROADLAND ECONOMY UPDATE

1 LOCAL BUSINESSES

- 1.1 The Job Seekers Allowance claimant's rate in Broadland at the end of November 2017 was 485 people – this has reduced from 600 people that was reported in May 2017. The reason for the reduction may be attributed to seasonal factors and the potential for some claimants to have found work in the tourism or agriculture sectors over the summer months. We will continue to monitor these statistics and periodically report them back to the Council.
- 1.2 Two Broadland Business Forum meetings have been held since the last update. On 12 July 2017 at Sprowston Manor Hotel the event was attended by 60+ businesses with the key theme being tourism in the local area. The event on 11 October 2017 was held at The Cottage in Thorpe St Andrew, again attended by 60+ businesses with the keynote speaker coming from Archant.
- 1.3 In March 2017 the 'Buy in Broadland' voucher booklet was sent out to over 58,000 homes with Council Tax invoices. The scheme has been extremely well received with many more businesses now coming forward and wishing to take part. The most recently updated offers were printed in the latest edition of *Broadland News* which was published and circulated in December 2017.
- 1.4 The department continues to assist the Town Teams in Reepham and Aylsham and, more recently have been assisting the residents of Reedham to put together a Village Team to look at a number of local issues, including the potential for improvements to the Reedham Quay and toilets that are owned by the Council.
- 1.5 The Choices Group has continued to meet regularly at Carrowbreck and continues to tackle long term unemployment and barriers to work, often relating to low level Maths and English skills, lack of confidence and poor self-esteem. After building trust we are able to suggest a range of potential volunteering and work experience options (through our contacts with local businesses) that can gradually ease residents back into work.
- 1.6 In mid-October 2017, the Council played its part in promoting Broadland at MIPIIM (Marché International des Professionnels d'Immobilier – international real estate professionals market) at Olympia in London. This event showcases potential development and growth areas to investors from the UK and abroad.
- 1.7 The Greater Norwich Manufacturing Group (GNMG), which is supported and co-ordinated by the Economic Development Manager (Partnerships & Growth) continues to grow, both in membership and reputation. Their most

recent event was held at KLM's facility at the airport in December 2017 and was attended by 30+ business and education representatives from across the area.

- 1.8 The Financial Industry Group (FIG) held its second annual conference in November 2017 at the UEA. Speakers were drawn from a range of industry experts and were extremely well received. FIG have expressed a desire to engage more closely with Local Government and the LEP and this initiative is currently being enabled by the Economic Development Manager (Partnerships & Growth) as part of his role in supporting and facilitating this important sector for Broadland and the area as a whole.
- 1.9 November 2017 also saw the Norfolk launch of the Better Business for All (BBfA) initiative at the Abbey Conference Centre. Broadland's Economic Development Officers have played a key part in supporting and promoting this initiative which seeks to bring 'regulators' from across Norfolk and Suffolk, together to offer businesses a cohesive, consistent and supportive service to enable them to prosper with the minimum of 'red tape'. Broadland's Chief Executive gave the key note speech at the launch and has been approached to act as the Local Authority Lead in respect of the implementation of the initiative in Norfolk.
- 1.10 In December 2017 the Vice Chairman, Leader and Cabinet Members joined members of the Economic Development Department to celebrate Small Business Saturday 2017. The group visited a number of small Broadland businesses over the course of the day and listened to their experiences of operating in Broadland.

2 SPORT, LEISURE & CULTURE

2.1 Tots2Teens:

- Summer 2017 – 1,452 places taken
- October half term – 199 places taken
- Winter – 195 places taken

This continues to be a hugely popular and valuable service to our local communities which receives excellent feedback. As ever we continue to cater for all our residents and are seeing a rise in those attending who have Special Educational Needs (SEN).

- 2.2 Broadly Active: In the third quarter of 2017/18, Broadly Active received another 117 referrals taking the total for this year to over 400. Completion rates are around 30 percent with all completed clients demonstrating an increase in physical activity levels and an improvement of at least one health indicator. Broadly Active has continued to work with condition specific groups

within the NHS such as the National Diabetes Prevention Programme, Cardiac Rehabilitation, Tier 3 Weight Management Services and Pulmonary rehabilitation.

- 2.3 **Marriott's Way:** This 'blue riband' running event, held in October, organised by the Economic Development Department and now in its ninth year, attracted 450 runners. For the first time this year a 1 mile 'junior' run took place with 39 young people participating.
- 2.4 **Parkrun:** There are now three very active Parkruns operating in Broadland in Old Catton, Brundall and Blickling with an average of 700 people across the three runs. Approximately 9,000 Broadland residents are registered with Parkrun.
- 2.5 **Why Weight:** This continues to deliver successful programmes across the District with schemes in Drayton, Blofield and Spixworth and Thorpe St Andrew.
- 2.6 **Repton 200:** Aylsham will host the official launch of Repton 200 – a year of nationwide celebrations coordinated by the Gardens Trust marking the bicentenary of the death of Humphry Repton, who succeeded Capability Brown as Britain's greatest landscape gardener.

Broadland is where Repton first worked as a landscape gardener at Catton Park, and he was buried at St Michael and All Angels Church in Aylsham in March 1818. To mark the bicentenary of his death, a programme of events celebrating his life and work have been planned in Norfolk and around the country. Our Tourism Officer, Chloe Griffin, has been instrumental in coordinating local events and promoting these celebrations within Broadland and beyond.

3 CAR PARKING

- 3.1 A verbal response to the car parking questions raised by Members (3.2 to 3.7 below) will be provided by the Head of Economic Development and the Economic Development Manager.
- 3.2 Explanation of existing/current parking enforcement arrangements that also highlights whether the practice pays for itself.
- 3.3 Discusses whether parking enforcement fines could it be used for local income generation for localised services/projects.
- 3.4 Outlines how much income was generated by the previous parking enforcement service.

- 3.5 Explain the jurisdiction of a parking enforcement officer (particularly explaining whether it includes yellow lines or restricted to car parks/parking bays).
- 3.6 Explain whether any research has been undertaken as to whether free parking attracts visitors to market town and how it has been used.
- 3.7 Clarify whether there are any areas in Broadland not providing free car parking arrangements.

Hamish Melville
Head of Economic Development

Background Papers

None

For further information on this report contact Hamish Melville on 01603 430613, email: hamish.melville@broadland.gov.uk

JOINT VENTURE ARRANGEMENTS

As previously requested by the Committee a briefing paper on joint venture arrangements is set out below:

1 BACKGROUND

- 1.1 Joint ventures are increasingly used by local authorities working with housing associations or property developers now that the Localism Act permits local authorities to use their general powers for commercial purposes – provided the activity was permitted in any event and they act through a company.
- 1.2 The right joint venture allows an authority to draw on the expertise and resources of a joint venture partner, enabling the more effective use of limited financial resources and/or property assets while accessing essential expertise without upfront costs.
- 1.3 Often local authorities have land or tired housing stock, a housing association has access to funds and a need for housing, and a developer has expertise and a skilled workforce. A permissive legislative framework, political appetite for private sector engagement in traditionally public sector activities, the acute need for cheaper housing and the reality of financial pressures in the public sector combined to put joint ventures in a positive light.
- 1.4 But is a joint venture always a coming together of these parties to pool resources and share risks, and is it too good to be true? Setting up a joint venture and getting it right can be a costly exercise. By definition it also involves sharing out the benefits generated by a project so each party gets a smaller slice of the pie.

2 RISKS

- 2.1 A search of the law reports for cases involving joint ventures quickly reveals they can result in costly litigation too. Most joint ventures involve parties with partially overlapping interests – when their other interests come to the fore, difficulties often arise. Difficulties also arise where projects have to be changed or are aborted after expenditure is incurred.
- 2.2 The use of limited liability companies or LLPs as a joint venture vehicle can give the protection of limited liability to third parties, which is very attractive. However, there are still areas of potential concern.
- 2.3 Who holds any property or capital – whether provided or raised by any of the joint venture partners – becomes a crucial issue if third party claims arise, and any assets passed to the joint venture vehicle are potentially vulnerable to

those claims. If the structure adopted means the joint venture vehicle has no assets, third parties may well require guarantees from the joint venture partners. Guarantees undermine the limited liability protection and so the partners must consider how any guarantor liability will be shared, even if only one partner is pursued. If risks are to be genuinely shared, consideration must also be given to the claims between joint venture partners since disputes often arise about matters such as the fees a partner can charge for the project.

- 2.4 Another concern is the distinction between a contract with the individual or with their corporate vehicle. If an individual's input is crucial, a contract with their company may be insufficient. A contract with the company to procure the involvement of the individual or with the individual themselves will not guarantee their engagement; contracts for personal services are rarely enforced by the courts.
- 2.5 However, providing for the individual's engagement and a financial consequence of non-engagement in the joint venture agreement will usually have the desired result and if not, result in compensation.

3 PLANNING FOR A SUCCESSFUL JOINT VENTURE

- 3.1 A local authority entering a joint venture agreement should be clear about (and ensure their documentation reflects):
- Who the necessary partners are.
 - Whose participation is required and the consequences of any failure to participate for the partners and the project.
 - What liability (if any) the local authority has to third parties directly.
 - What liability (if any) to third parties the joint venture is taking on indirectly through guarantees or otherwise.
 - What assets or resources pass to any joint venture vehicle, how they are held and whether they are available to satisfy the joint venture vehicles' liabilities.
 - What liabilities directly or otherwise, its partner has to third parties.
 - What contribution either partner is entitled to against the other in the event it incurs a liability to third parties.
 - What liability either partner has to the other for contributions incurred in

the event the project is aborted.

- What anticipated activities are actually legal obligations to do anything (with a consequent liability for breach) are.
- What legal obligations its joint venture partner is taking on (with a consequent liability to the authority for failing to perform).
- What power either joint venture partner has to change the nature of the project and what any necessary adjustments to the arrangements between them will be or how they will be decided upon.

4 THE BROADLAND EXPERIENCE

- 4.1 The Council has two Joint Venture Company (JVC) arrangements – NEWS delivering the Council's waste collection service and Broadland Growth delivering housing development. Each JVC arrangement is negotiated on a case by case basis. The terms of charges, risks and profit are unique to each contract depending on what service will be provided.
- 4.2 The process adopted thus far have been negotiations led by the Head of Service and relevant Portfolio Holder, the contract is drafted with assistance from legal services; where NPLaw may not be appropriate (for example in the negotiation with Norfolk County NORSE an alternative legal advisor service is procured). Once terms are provisionally agreed they are clearly outlined in a Cabinet report which is subjected to scrutiny and ultimately approved by full Council.
- 4.3 To date Members have not seen the final version of the JV Agreement before it is signed by the relevant parties. In making a decision to enter into a JV Agreement this detail has been left to the officers/Portfolio Holder to approve in accordance with the Cabinet / Council decision.

5 THE COUNCIL'S PROCUREMENT PRINCIPLES

- 5.1 The Council's Procurement Strategy is available on the Council's website. The Strategy aims to meet the vision to continually strive to improve the quality of life for all in Broadland. Guiding principles for procurement are well established and as follows:
- base all procurement activities upon the principles of Best Value and will therefore continue with mixed service provision in the interests of efficiency, effectiveness and value for money on the understanding that a bidder's ability to meet equality requirements will be a key part of any procurement process. (Best Value and Openness and Transparency)

- take a long term strategic view of procurement, in order to promote innovation in funding and provision. (Strategic View)
- use aggregated / consortium approaches to procurement where appropriate. (Consortium Approaches)
- seek to rationalise its existing supplier base in order to promote economies of scale, subject to the need to meet customer requirements, balance risk and maintain competitiveness. (Rationalise Supplier Base)
- promote procurement based upon a partnering approach, in order to gain maximum mutual advantage in continuous improvement in service provision. (Partnering)
- where appropriate, seek advice from the market concerning funding, capacity, method and innovation and, where possible, use its position to influence the development of markets. (Consult the Market)
- develop and encourage a philosophy of openness and transparency in relation to procurement, in order to raise awareness, develop skills and promote consultation between employees, stakeholders, partners and suppliers. (Openness / Transparency)
- include sustainability (particularly the use of local suppliers) as an important criterion in procurement, providing that the cost or availability does not prejudice service delivery. (Sustainability / Local Suppliers)
- operate a package of e-procurement solutions, to optimise efficiency of processes. (E-procurement)
- make arrangements to ensure that all contracts are adequately managed and monitored with a view to achieving completion of service delivery on time, within budget, and in accordance with the specification. (Contract Management)
- ensure that all major procurement recognises the impact on the social, economic and environmental wellbeing of the District. (Well Being)

5.2 The Council's Procurement Strategy is driven by procurement principles which underpin the Strategy and which relate directly to the Business Plan and the Council's vision, aim, values and ambitions.

6 CHARGES FOR SERVICES

- 6.1 Members have questioned the arrangements made for charges for services and how they are identified and arranged within a JVC agreement?
- 6.2 Each JV Agreement is different and at the time of drafting this issue would be discussed between the respective parties and an agreement reached.
- 6.3 The Council does not charge for its officer time within the NEWS contract. It is presumed that this matter was discussed when the Agreement was drafted but in the absence of any clause in the Agreement it is assumed that charging for officer time was not approved. However the Council does charge for Officer Time and expertise contributed to Broadland Growth JVC. This was invoiced in the last financial year and this financial year based on time worked on company business. A Service Level Agreement will be presented to the next Board meeting for approval.

7 FURTHER BACKGROUND INFORMATION

- 7.1 Grant Thornton has produced a report on the use of Joint Ventures by local authorities which includes some useful guidance councils might wish to take into account when setting up their own JVs. A copy of the report can be found at <https://www.grantthornton.co.uk/news-centre/local-authorities-increasingly-look-to-joint-ventures-but-their-success-relies-on-shared-objectives-and-good-governance/>
- 7.2 Their research indicated that the number of JVs will continue to rise, in particular public-public partnerships as proven models are replicated. JVs offer great opportunities for savings and income generation and can make more sense in some cases than a LATC if the Council feels it cannot operate alone.
- 7.3 If procured with enough innovation, creativity and collaboration in mind, they may also be capable of delivering more than just profit, such as wider community benefits. This will be important as more councils seek to identify social as well as financial returns.
- 7.4 Treading the line between contract management and partnership working may be a challenge, but the selection of partner and building of trust will be key. The research found that in many cases councils believe that they work better in a commercial setting when working in partnership rather than operating alone.

8 RECOMMENDATION

- 8.1 The Committee is asked to note the content of the briefing note and determine any further action is required.

Martin Thrower
Head of Democratic Services and Monitoring Officer

Background Papers

None

For further information on this report call Martin Thrower on (01603) 430546 or e-mail martin.thrower@broadland.gov.uk

REVIEW OF OVERVIEW AND SCRUTINY PERFORMANCE

Portfolio Holders: All
Wards Affected: All

1 SUMMARY

- 1.1 The Overview and Scrutiny Research Officer, in consultation with the Head of Democratic Services and Monitoring Officer, has undertaken an appraisal of the Overview and Scrutiny Committee. This exercise aims to fulfil the purpose of comparing the current Committee with the previous Committee operated between May 2011 and April 2015. The purpose is to appraise how the Committee is moving forward and growing over the years, particularly in terms of its achievements and impact on Council services.
- 1.2 It will also take into consideration the national changes to overview and scrutiny practices communicated by the Centre for Public Scrutiny and Communities and Local Government, who recently conducted a review of scrutiny practices in order to improve the model.

2 NATIONAL PRINCIPLES

- 2.1 Directly proving the impact of scrutiny work on local people is challenging. National work to explore this challenge has been carried out by the Centre for Public Scrutiny, whose annual surveys since 2003 have trialled a number of different mechanisms to draw a direct link between scrutiny work and impact on the ground.
- 2.2 In 2016, CfPS said, 'Good scrutiny must be shown to have value, and to make a real difference to people's lives. But given that scrutineers are by definition not decision-makers, tracking the impact of their work can be difficult, and this is a challenge that has frequently left us stumped.'
- 2.3 CfPS's 'Scrutiny self-evaluation framework' (2017) sets out some principles by which scrutiny's effectiveness might be judged. This highlighted the importance of a range of factors; in particular the commitment of the executive and senior officers, on whose support scrutiny must rely in order to have any impact. Those on the executive side are responsible for taking on and implementing scrutiny's recommendations; this means that the executive/scrutiny relationship is one of the more important aspects of ensuring success.
- 2.4 A large number of councils have carried out work which has resulted in sustained and significant positive impacts on local people. Invariably such work takes the form of 'task and finish' work, where small groups of Members have been given the time, space and opportunity to investigate an issue of

local control in more detail. Successful work (highlighted in part by CfPS's series of Good Scrutiny Awards between 2008 and 2015) has tended to be on subjects of direct importance to local people and often focuses on cross-cutting issues where multiple organisations are involved.

2.5 CfPS research has also highlighted the following principles as markers in assuring scrutiny's impact. The list is not exhaustive and is underpinned by the need for corporate cultural support for scrutiny.

- Effective systems for information to be shared by the executive and the council's partners, with scrutiny;
- Effective work programming, informed by scrutiny councillors who have the confidence and skill to prioritise and focus their work;
- Effective resourcing (from dedicated officers and also officers working in service departments), in order to deliver the above.

3 COMMITTEE PERFORMANCE 2011-2015

Achievements and impact

3.1 Between 2011 and 2015 scrutiny in Broadland investigated a range of issues important to local people and made recommendations leading to impact on many issues. These included:

- Business related forms were simplified which made it easier for businesses to apply for grants and support from the Council.
- Equality monitoring forms were merged to ensure a consistent format and it was revised where equality monitoring forms were necessary. This made it a meaningful process rather than 'tick boxing' to ensure equalities were covered.
- New Homes Bonus principles laid the foundation for the Community Infrastructure Levy arrangements and attempted to encourage developers to bring forward projects.
- Supporting parishes to sustain manageable waste collection arrangements for residents while working towards long term savings on an under-utilised service.
- Working with officers developing a benefit model that responded to changes in legislation leading up to the implementation of Universal Credit.

- Understanding the Police and Crime Commissioner role and objectives of Police and Crime Panels. Utilising the information when the Community Safety Strategy was developed.
- Identifying deprivation pockets across the District and liaising with officers to spearhead and direct community projects that could address those types of deprivation being experienced.
- Met with service users of youth homelessness schemes to understand their experience. Meeting young people led the Committee to lobby funding to be directed to a housing scheme that would tackle youth homelessness further in the District.
- After developing a partnership toolkit and register to monitor working arrangements, the Committee was able to challenge ineffective partnerships, bringing partners in to resolve issues; the result was improved working relationships with those partners and a functioning partnership.
- Undertook an assessment of obesity across the District, questioning representatives from Clinical Commissioning Groups delivering services in Broadland to ensure measures were being put in place to tackle obesity. The review influenced the Health and Wellbeing Strategy developed by the County Council by ensuring obesity was a priority.
- Streamlined public consultation processes, bring to officers' attention the necessity of engaging with the Council's Communications Team before engaging communities. This reduced consultation fatigue with residents and improved the quality of engagement experienced by officers.

Reviews

- 3.2 **Cutting Red Tape:** The Committee conducted a review across all service areas to understand the forms and applications used and how they could be reduced or combined. Several forms in Revenues were statutory, set by other authorities (such as the Department for Work and Pensions), whereas other services were able to streamline forms to most important information and adopt a standardised equality monitoring form.
- 3.3 **New Homes Bonus:** working with the Finance Portfolio Holder, Members designed a set of principles of how a proportion of funding would be returned to communities who had delivered new homes (a precursor to CIL).
- 3.4 **Waste Management Contract:** Called in a Cabinet decision to remove skip collection services given the use by a number of parish councils. The Committee were able to establish a phasing out agreement and lobbied an advertising project for households encouraging them to use recycling centres

in place of the skip service.

- 3.5 **Briefing Papers:** The Committee set up a briefing paper series using the Forward Plan to identify upcoming Cabinet reports they wanted more information about before receiving the report. These were not very effective and stalled the decision making process.
- 3.6 **Localisation of Council Tax:** The Committee worked with Revenue and Benefit officers to test different models redesigning the benefit system. The Committee's role was testing to ensure the proposed model was fair, justified and within Government legislation. After implementation of the model the Committee requested progress reports on a quarterly, then six monthly frequency until it was superseded by Universal Credit.
- 3.7 **Community Safety Strategy:** The Committee was consulted on the draft Strategy and made a number of suggestions in order to strengthen the relationship and communication between the Police and local communities. This was continually monitored through regular community safety updates among other safety related issues.
- 3.8 **Deprivation:** Committee took an appraisal of how the Council was tackling deprivation across the District. The report was presented to Council and a series of recommendations agreed to ensure future projects specifically targeting deprivation were delivered.
- 3.9 **Youth Homelessness:** Working with representatives who had experienced the Council's Youth Housing Scheme, the Committee were able to better understand the specific aspect of the Housing Service and lobby funding allocated for housing young people as the Government homelessness grant was being ceased.
- 3.10 **Partnership Monitoring:** The register had been in place since the first full scale partnership review in 2008; during 2011 the Committee resolved tensions between the Rackheath Community Trust and Parish Council and between the Council and New Anglia. The Committee later reviewed the toolkit developed by their predecessors which had proved ineffective and implemented basis monitoring of the partnership register.
- 3.11 **Neighbourhood Plan request for funding:** Called in the Cabinet's decision to not fund a Plan and not consider any future applications for NDP funding. The Committee felt this hindered communities wishing to develop their areas in a conducive manner and used the Localism Act 2011 as evidence of the Council's obligations. During the call-in discussion it became clear that the proposed bid for funding was unreasonable and the Cabinet's decision was upheld.
- 3.12 **New Homes Bonus (NHB) Allocations:** Called in a Cabinet decision to

award less NHB to parishes and instead increase NHB funding towards the Housing Initiative Fund (designed to incentivise developers to build once applications approved). The decision was referred back and Cabinet agreed to not adjust the funding split and instead promote the Housing Initiative Fund more vigorously.

- 3.13 **Grant Policy Review:** Committee worked with officers within Economic Development to revise the Policy and bring funding within the Council's budget, while ensuring community groups could continue to be supported.
- 3.14 **Welfare Reform implementation:** Committee received regular updates from the Head of Finance and Revenues to ensure the implementation of Universal Credit was successful. The Committee was also consulted on proposals for a Hardship Fund. Furthermore the Committee influenced the marketing of the fund to residents.
- 3.15 **Obesity in Broadland:** A review took place establishing the rate of obesity in Broadland. Several MPs were lobbied and recommendations for promoting relevant Council services were endorsed by Council.
- 3.16 **Consultation Approaches:** Consideration was given to the multiple ways Council services were engaging residents. Committee devised a corporate approach and encouraged all services to liaise with the Communications Team before and during consultations so that similar events/projects could be promoted in a more cohesive way and reduce consultation fatigue among residents.
- 3.17 **Cease provision of cesspool and septic tank emptying services:** Called in a Portfolio Holder decision to remove an emptying service. The Committee was able to present representations from residents using the service and the cost of private company collections; this resulted in the decision being reversed.
- 3.18 **Enforcement Practices:** A review Panel assessed what enforcement practices were in place within Planning, Housing, Environmental Health and Conservation. The Committee learnt more about how legislation guided Council practices and agreed multiple recommendations for how certain practices could be invested in further.
- 3.19 **Dementia Briefings:** A briefing provided insight as to how the District Council worked with the County Council services and local health services. Local projects were promoted alongside emphasising how local services could be signposted to customers and communities that would assist access to services delivered by the County Council.

4 COMMITTEE PERFORMANCE 2015 TO CURRENT

- 4.1 Due to the high number of newly elected Members, it was important to lay the foundation of what is good overview and scrutiny by training new Members in the principles and techniques to help them become effective scrutineers. The first term was dedicated to this training alongside the continued scrutiny of Cabinet reports.
- 4.2 From the second term the Committee developed an ambitious Work Programme, taking a more practical approach to undertake reviews that would benefit communities. The Committee has developed a forward thinking approach when considering what to scrutinise; it is clearly important to them to look into services and projects that impact residents both in a service user and Council Tax payer context.

Achievements and impact

- 4.3 Their achievements/recommendations reflect that moral principle:
- Testing nomination fee models for housing allocations. The evidence obtained from reviewing various scheme options enabled a swift Cabinet decision to adopt a fee model suitable to the Council's requirements.
 - Reviewing enforcement practices across the Council promoting simple summaries for Members to use when engaging with residents. Through better understanding of what practices are in place has helped signpost residents to appropriate officers better.
 - Taking an appraisal of Internal Drainage Boards (IDB) operating in the District led to encouraging better officer engagement with the IDB Financial Committee. Members also agreed representatives should report after meetings more routinely; this remains encouraged.
 - Creating a central database of Council Policies. The exercise not only formulated a central list for monitoring purposes, it also enabled all Members to better understand what policies exist and where to source more information about them.
 - Challenged the Norfolk Waste Joint Venture Company contract scrutinising profit margins and contractual payments. Highlighting contract discrepancies and lobbying for more robust monitoring of the contractual arrangement.
 - Conducting positive scrutiny, collating evidence of how effective the Early Help Hub partnership working model is. Committee could demonstrate how the Broadland Hub was exemplary and compared favourably to other Norfolk Help Hubs.

Reviews

- 4.4 **Nomination Fees:** While the Council was attempting to obtain payment from a housing provider since implementing a new tenant allocation process; Committee reviewed the new practice, comparing to other schemes across the country. Satisfied that it reflected a positive working arrangement and built better relationships with providers and customers the review aided the decision making process when the revised allocation process was presented for endorsement.
- 4.5 **Early Help Hub:** Recognising that strategic partnership working styles had evolved in recent years, a review of the Hub working arrangement intended to ascertain whether it could be applied in other service areas. The review took an alternative approach of comparing the performance of the Hub and working practices to other Norfolk Hubs to ensure it fulfilled the framework designed by Norfolk County Council and was delivering an efficient and effective service to customers.
- 4.6 **Norfolk Waste Joint Venture Company (JVC):** Concerns were raised by Members when a Cabinet report addressed the renewal or procurement exercise for waste services across the District. The Committee took the opportunity to challenge the effectiveness of a JVC arrangement. The Committee learnt a great deal about the purpose and value of JVC arrangements and had subsequently scrutinised the former Committee's performance.
- 4.7 **Overviewing activities:** The Committee has continued to monitor through regular written update reports against Resilience Plans; Community Safety; Partnership Working; Policy Register; Public Health and Corporate Equalities Group. Furthermore, the Committee has streamlined the monitoring of performance reports by inviting Heads of Service to attend when the report is presented which positively impacted work allocated to the Performance Management Sub Committee to ensure its meaningful investigations.

5 PROPOSED ACTION

- 5.1 Since Overview and Scrutiny was introduced in the Local Government Act 2000, its ambition and purpose has evolved nationally. Rather than critiquing Cabinet decisions and performance, scrutiny moves towards collaborating with the Cabinet and Senior Management to test ideas and assist service and policy development.
- 5.2 Scrutiny should complement not hinder decision making, but in providing this complementarity it also brings proportionate challenge. Good scrutiny is about bringing a different perspective to bear in supporting the policy-making and decision-making process. This is not something that happens naturally – evidence suggests it requires a long-term commitment and a build-up of trust,

between scrutiny and the executive to work well.

- 5.3 To that end, shifting the culture of scrutiny would be a promising start. Moving away from retrospective reviews to see how the Council is doing, to more robustly getting involved undertaking projects to support the Cabinet, would make scrutiny more focused on things of direct importance to local people, as well as more able to exert influence on their behalf. Utilising the Forward Plan and Work Programmes from Cabinet-led Panels to develop a streamlined Committee Work Programme that pulls the work together would provide a strong basis on which Cabinet and scrutiny can build in order to plan out this future relationship.

Future focus of Committee

- 5.4 As Committee meetings have reduced to every other month, collating monitoring reports to annual instead of quarterly or six monthly would free up the agenda. For example:
- Recommendations are monitored by the Scrutiny Officer informally and reported as part of the Annual Report. Any recommendations failing to be implemented are addressed with the Committee Chairman to resolve.
 - Partnership Register, Policy Register, Economic Portfolio Holder, Public Health, and Resilience updates are reduced to annual reports summarising key achievements and projects to be championed by Members. This would not prevent more regular updates from being shared informally during the year.
 - Actions and Outcome summaries from Norfolk Health Overview and Scrutiny Committee, Health and Wellbeing Board, Corporate Equalities Group and Police and Crime Panel are circulated as papers for information outside of the standard committee cycle. Any areas of concern are noted and relevant representatives invited to respond under matters arising at the next meeting.
- 5.5 If the principle of reducing the work above is agreed to, a more detailed exercise will be carried out to explore exactly what formal information can be shared in a more informal (and less resource-intensive) way and where information still needs to be brought to Committee for the purposes of democratic accountability.
- 5.6 Remaining time could then be assigned to delivering a Work Programme focused on service performance, delivering projects assisting Cabinet (for example exploring potential options for a service change or strategy); investigation could take place outside of meetings working closer with officers and reporting progress and/or outcomes at meetings.

- 5.7 This approach would streamline resourcing the Committee without the need for additional Time and Task Limited Panels, which can be resource intensive. Building a practice for Members of the Committee to outline their core questions at meetings that officers can respond to would develop a more efficient use of Officer and Member time.
- 5.8 Council working practices are shifting to become much more partnership led. The Performance Management Sub-Committee could be redesigned and positioned to appraise partnership working more efficiently by identifying through their research, areas of tension and divergence in the way that priorities are identified, working to improve relationships; furthermore considering how successful working models can be applied in other service areas.
- 5.9 Members may need to sit down, review and agree a more targeted focus for their work; refining the role of scrutiny is likely to be challenging to Members and is only possible if they have regular access to timely and proportionate information about Council services, performance etc. With this they can have the confidence that they are choosing topics wisely and that issues are not 'falling between the cracks'. Service departments have to think carefully about how they share information with Members inside and outside Committee.

Better links with Cabinet panels

- 5.10 Economic Success Panel, Place Shaping Panel, Environmental Excellence Panel and Wellbeing Panel all consider the early stages of policy development. In legislation this is precisely a key purpose of an Overview and Scrutiny Committee, therefore it would be advantageous of Members who sit on both these Panels and the Committee to consider whether a short piece of scrutiny is worthwhile when attending Panel meetings.
- 5.11 Scrutiny working alongside these Panels would deliver the Committee's objective of influencing Policy development, enable early education of the Policy among Committee Members so that when the Cabinet report is presented all aspects are understood and the decision making process is more transparent. It also enables better accountability between the Cabinet's Panels and the scrutiny process.

6 RESOURCE IMPLICATIONS

- 6.1 The Overview and Scrutiny Committee will continue to be supported by staff within Democratic Services. Resource arrangements for scrutiny reviews will continue to be considered and allocated on a review by review basis, explained within appropriate reports.

7 LEGAL IMPLICATIONS

- 7.1 While the Council operates a Cabinet system, an Overview and Scrutiny Committee is required. Its purpose and function is described initially within the Local Government Act 2000 and amendment 2010. Other legislation also factors the role of Overview and Scrutiny Committee within governance arrangements and as such, explained within the Council's Constitution.

8 EQUALITY IMPLICATIONS

- 8.1 The Overview and Scrutiny Committee is required to take into consideration equality implications when conducting its reviews. This ensures community participation is encouraged and welcomed.
- 8.2 There are no implications arising from this report.

9 CONCLUSION

- 9.1 This report has aimed to describe the efforts and achievements made by the Overview and Scrutiny Committee over the past two terms (2011-2015 and 2015 to date). Explaining how overview and scrutiny has evolved since its inception and explored ways of shaping scrutiny for the future.
- 9.2 It is hoped that by collating this information and explaining some options for the Committee, a dialogue will ensue to agree next steps for the Committee ahead of their next Work Programme setting in April 2018.

Martin Thrower
Head of Democratic Services and Monitoring Officer

Background Papers

- Overview and Scrutiny Annual Reports
- Tipping the Scales: Centre for Public Scrutiny

For further information on this report call Stacy Cosham on (01603) 430408 (Monday/Tuesday) or e-mail stacy.cosham@broadland.gov.uk

Membership

2011-12	Peter Balcombe, Claudette Bannock, John Bracey, Maggie Bradley, James Joyce, Bill Couzens, Jonathan Emsell, Ian Graham (Chairman), David Harrison, Lana Hemsall, Alan Mallett, Dan Roper, Nigel Shaw, Michael Snowling, David Ward
2012-13	Peter Balcombe, Claudette Bannock, John Bracey, Maggie Bradley, James Joyce (Chairman), Bill Couzens, Jonathan Emsell, David Harrison, Lana Hemsall, Alan Mallett, Dan Roper, Nigel Shaw, Michael Snowling, David Ward
2013-14	Peter Balcombe, Claudette Bannock, John Bracey, Maggie Bradley, Bill Couzens, James Joyce (Chairman), Kim Davis, Jonathan Emsell, Lana Hemsall, Sue Lawn, Alan Mallett, Steve Riley, Nigel Shaw, Michael Snowling, David Ward
2014-15	Peter Balcombe, Claudette Bannock, John Bracey, Maggie Bradley, Bill Couzens, Jonathan Emsell, Lana Hemsall, Joanne Keeler, Sue Lawn, Steve Riley (Chairman), Dan Roper, Nigel Shaw, Michael Snowling, Carole Ward, David Ward
2015-16	Claudette Bannock, Danny Buck, Jo Cottingham, Jonathan Emsell, Graham Everett, Richard Grady, David Harrison (Chairman), Lana Hemsall, Tamsin Lodge, Grant Nurden, Frank O'Neill, Victor Ray-Mortlock, Vincent Tapp, Karen Vincent, David Ward
2016-17	Claudette Bannock, Danny Buck, Jonathan Emsell, Graham Everett, Richard Grady, David Harrison (Chairman), Lana Hemsall, Tamsin Lodge, Grant Nurden, Frank O'Neill, Greg Peck, Victor Ray-Mortlock, Vincent Tapp, Karen Vincent, David Ward
2017-18	Claudette Bannock, Danny Buck, Jo Copplestone, Jonathan Emsell, Graham Everett, Richard Grady, David Harrison (Chairman), Lana Hemsall, Tamsin Lodge, Grant Nurden, Greg Peck, Victor Ray-Mortlock, Vincent Tapp, Karen Vincent, David Ward

**Outcomes and Actions
Norfolk Health Overview and Scrutiny Committee (NHOSC)
7 December 2017**

Agenda Item Number	Report Title	Outcomes and Actions	Action By Whom
6.	Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk	<p>NSFT and South Norfolk CCG (lead commissioners for mental health) to update NHOSC on 5 April 2018 about progress with the action plan to address the Care Quality Commission (CQC) requirements.</p> <p>NHOSC to be kept informed about NSFT's progress in advance of 5th April meeting via the NHOSC Briefing.</p> <p>NHOSC Members were invited to visit the mental health services to learn more about progress.</p> <p>Put in writing the point made by Cllr Corlett regarding the reduction of NSFT's share of CCG budgets since 2013/14 and the rise in demand for NSFT's services in the corresponding period. A written response to be provided by South Norfolk CCG.</p> <p>NHOSC agreed the following comments and recommendations to NSFT and the CCGs:-</p>	<p>Julie Cave Bohdan Solomka Debbie White Jocelyn Pike Dr Tony Palframan</p> <p>Maureen Orr (<i>liaising with NSFT</i>)</p> <p>Maureen Orr (<i>to arrange</i>)</p> <p>Jocelyn Pike</p>

		<p><u>NSFT overall approach to improvement</u></p> <p>Comments:-</p> <p>(a) NHOSC welcomes NSFT's approach to encouraging feedback from frontline staff.</p> <p>Recommendations:-</p> <ol style="list-style-type: none"> 1. NSFT should ensure that service user participation in NSFT's improvement is genuine co-production, with the broadest range of service users possible and should monitor whether the service user participation is representative of the service user population as a whole. 2. NSFT should give clear, easy to understand feedback to all service users about what service changes or developments have taken place as a result of their feedback, along with information on how to escalate concerns if the feedback is not acted on without reasonable explanation. <p><u>Availability of beds and out of trust / out of area placements</u></p> <ol style="list-style-type: none"> 3. NSFT should give NHOSC a more detailed account to provide assurance of its oversight of the service received by patients in out-sourced beds. 4. The CCGs should provide funding to enable NSFT to open 15 adult acute beds at Yare Ward, Hellesdon Hospital. 	
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		<p><u>Staffing</u></p> <p>5. NSFT should consider use of retention bonuses rewarding length of service and special responsibility payments for hard to recruit areas.</p> <p>6. NSFT should consider the business case for ‘return to practice’ incentives for:-</p> <p style="padding-left: 40px;">i) Those who are out of service that still have valid professional registration</p> <p style="padding-left: 40px;">ii) Those whose professional registration has lapsed</p> <p>7. NSFT and the CCGs should liaise with all the Local Housing Authorities in Norfolk to identify housing opportunities available for incoming staff.</p> <p><u>Future commissioning strategy and funding</u></p> <p>8. The CCGs should develop a formula for funding that takes into account increases in referrals to secondary mental health care and demographic variation.</p>	
7.	Forward work programme	<p>The programme was agreed as set out in the agenda papers with the addition of the following item for 5 April 2018 meeting:-</p> <ul style="list-style-type: none"> • Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk – an update on progress since 7 December 2017 <p>Information on the following items to be included in the January NHOSC Briefing to enable the committee to decide whether or not to</p>	Maureen Orr

		<p>include them on a future agenda:-</p> <ul style="list-style-type: none"> • Maternity services – information on the rates of Caesarean sections at the N&N, JPUH and QEH; rates of spending on services (including health visiting); comparisons of neonatal health. • New A&E provision for the elderly at the N&N - an update on the initiative and on the effect it is having on the rest of the A&E service. • Pharmacy – information on the local impact of a dispute between the Department of Health and medicine suppliers over agreed costs of drugs. <p>Cllr Brociek-Coulton to provide information about current issues with the local Speech and Language service so that these can be raised with the commissioners / provider in advance of their attendance at NHOSC on 5 April 2018.</p>	<p>Julie Brociek-Coulton / Maureen Orr DONE 11/12/17</p>
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Copied to:-
Chairman of NHOSC
District Council Members of NHOSC
Member Support Officer – Ashleigh Hodge
CCG engagement contacts (x5)
Health and Wellbeing Board support officer – Linda Bainton
Healthwatch Norfolk – Judith Bell

Norfolk Health Overview and Scrutiny Committee

ACTION REQUIRED

Members are asked to suggest issues for the forward work programme that they would like to bring to the committee's attention. Members are also asked to consider the current forward work programme:-

- whether there are topics to be added or deleted, postponed or brought forward;
- to agree the briefings, scrutiny topics and dates below.

Proposed Forward Work Programme 2018

<i>Meeting dates</i>	<i>Briefings/Main scrutiny topic/initial review of topics/follow-ups</i>	<i>Administrative business</i>
11 Jan 2018	<p>Children's autism services (central & west Norfolk) – assessment & diagnosis – an update from commissioners and providers</p> <p>Delayed discharges / transfers of care – work by the Norfolk & Norwich Hospital and local district councils to address delays</p> <p><u><i>In the Briefing</i></u> Maternity services – information on the rates of Caesarean sections at the N&N, JPUH and QEH; rates of spending on services (including health visiting); comparisons of neonatal health.</p> <p>New A&E provision for the elderly at the N&N - an update</p> <p>Pharmacy – information on the local impact of a dispute between the Department of Health and medicine suppliers over agreed costs of drugs.</p>	
22 Feb 2018	<p>Continuing healthcare – an update on progress since Feb 2017.</p> <p>Physical health checks for adults with learning disabilities</p>	
5 April 2018	<p>Children's speech and language services – progress update since 7 September 2017</p> <p>Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk – an update on progress since</p>	

	7 December 2017	
24 May 2018	Access to NHS dentistry in West Norfolk (including for service personnel's families at RAF Marham)	
12 July 2018		

NOTE: These items are provisional only. The OSC reserves the right to reschedule this draft timetable.

Provisional dates for report to the Committee / items in the Briefing 2018

To be scheduled –Implementation of the Suicide Prevention Action Plan 2016-21 (relating to the county-wide Suicide Prevention Strategy) - progress by service providers

Main Committee Members have a formal link with the following local healthcare commissioners and providers:-

Clinical Commissioning Groups

- North Norfolk - M Chenery of Horsbrugh (substitute Mr D Harrison)
- South Norfolk - Dr N Legg (substitute Mr P Wilkinson)
- Gt Yarmouth and Waveney - Mrs M Fairhead (substitute Mr A Grant)
- West Norfolk - M Chenery of Horsbrugh (substitute Mrs S Young)
- Norwich - Ms E Corlett (substitute Ms B Jones)

NHS Provider Trusts

- Queen Elizabeth Hospital, King's Lynn NHS Foundation Trust - Mrs S Young (substitute M Chenery of Horsbrugh)
- Norfolk and Suffolk NHS Foundation Trust (mental health trust) - M Chenery of Horsbrugh (substitute Ms B Jones)
- Norfolk and Norwich University Hospitals NHS Foundation Trust - Dr N Legg (substitute Mr D Harrison)
- James Paget University Hospitals NHS - Mrs L Hempsall

Foundation Trust

(substitute Mrs M Fairhead)

Norfolk Community Health and Care NHS
Trust

- Mr D Harrison
(substitute Mrs L Hempsall)



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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017-18

Subject to change across the year accounting for any resource implications and/or matters arising from Councillors. Please consult agendas before attending on our [website](#)

Topics brought to Committee for Information:

Date of Meeting	Topic	Lead Officer Portfolio Holder	Objectives and Desired Outcomes	Time Cycle
	Corporate Equalities Update	Committee Representative	To receive an update on the progress of equalities at the Council including any specific work delivered by the Corporate Equalities Group (CEG)	Bi-Monthly
	NHOSC Updates	Committee Representative	Committee to receive updates from their representative on the Norfolk Health Overview and Scrutiny Committee and agree recommendations as appropriate	Bi-Monthly
30 January 2018	Scrutiny of Cabinet Papers	NA	To scrutinise Cabinet reports	Monthly
30 January 2018	Training: Research Skills	Scrutiny Research Officer	Refresher training event focused on research skills for the purpose of scrutiny reviews	Once
27 February 2018	Scrutiny of Cabinet Papers	NA	To scrutinise Cabinet reports	Monthly
20 March 2018	Health and Wellbeing Board	Member representative	To receive an update from the Council's representative on the progress and activity of the County Council Health and Wellbeing Board	Routinely
20 March 2018	Committee Annual Report	Scrutiny Research Officer	Committee to review the drafted Annual Report and approve content to be presented to April Council, showcasing their achievements from 2014-15	Once
20 March 2018	Resilience Update	Emergency Planning Manager	In place of the Broadland Resilience Forum, Members to receive an update on work being delivered and future plans	Six Months
20 March 2018	Police and Crime Panel Update	Member representative	To receive an update from the Councillor representative on the progress and activities of the Norfolk Police and Crime Panel	Regular
20 March 2018	Community Safety Update	Head of Housing and Environmental Services	To receive an update from the Community Safety Coordinator on progress being made by the Norfolk County Community Safety Partnership with particular reference to any progress directly impacting the Broadland district.	Six months
20 March 2018	Public Health	Head of Housing and Environmental Services	To receive an update on progress being made against the delivery of Public Health responsibilities at a District level, including Council priorities.	Six Months

Date of Meeting	Topic	Lead Officer Portfolio Holder	Objectives and Desired Outcomes	Time Cycle
20 March 2018	Recommendations update	Scrutiny Research Officer	The Committee to receive an update against their recommendations, agreeing if any recommendations need to be followed up by the Committee.	Six months
03 April 2018	<i>Scrutiny of Cabinet Papers</i>	NA	<i>To scrutinise Cabinet reports</i>	<i>Monthly</i>

Identified Scrutiny Reports to be brought forward

Topic	Objectives and Desired Outcomes	Lead Officer Portfolio Holder
Parking Enforcement and Free parking arrangements	<p>Receive a report that addresses the following points:</p> <ul style="list-style-type: none"> • Explanation of existing/current parking enforcement arrangements that also highlights whether the practice pays for itself • Discusses whether parking enforcement fines could it be used for local income generation for localised services/projects • Outlines how much income was generated by the previous parking enforcement service • Explain the jurisdiction of a parking enforcement officer (particularly explaining whether it includes yellow lines or restricted to car parks/parking bays) • Explain whether any research has been undertaken as to whether free parking attracts visitors to market town and how it has been used. • Clarify whether there are any areas in Broadland not providing free car parking arrangements 	Head of Economic Development
The Benefits of Joint Venture Contracts	<p>To receive a briefing paper explaining</p> <ul style="list-style-type: none"> • What are the benefits of joint venture company arrangements; • the procurement process of the council and how it works; • how charges for services are identified and arranged within a JVC agreement; • Explanation why the Council does not charge for its services/officer time likewise 	Head of Democratic Services and Monitoring Officer

Time and Task Panel reviews

Topic	Objectives	Lead Officers	Month
Neighbourhood Development Plans	<p>Undertake a review that considers the following points:</p> <ul style="list-style-type: none"> • Investigate ways that Neighbourhood Plans can gain more community involvement in the planning process. Explain to Communities how a NP can influence the JCS review. • Seek to get parishes with NDP to showcase to those who don't and demonstrate how it empowers them • Formulate a generic NDP for parishes to start with and build upon (cost saving on consultants) 	<p>Head of Planning</p> <p>Spatial Planning Manager</p> <p>Community Liaison Officer</p> <p>Neighbourhood Planning Officer</p>	3 October 2017

Workshops

Topic	Objectives	Lead Officers	Month
Work Programme Identification	To identify subjects to be included in the replacement work programme. Considering suggestions received from members of the public and parish/town councils. Agreeing membership of identified review panels and outlining their Terms of Reference.	Scrutiny Research Officer	3 April 2018



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OVERVIEW & SCRUTINY COMMITTEE

16 January 2018

FINAL PAPERS

Item	Details	Page No
14	<u>Exempt Minutes of meeting held on 4 January 2018</u>	45 – 46

DEMOCRATIC SERVICES

Broadland District Council
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OVERVIEW & SCRUTINY COMMITTEE

16 January 2016

FURTHER FINAL PAPERS

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To receive the Outcomes and Actions of the meeting held on the 11 January 2018 together with the Committee's Forward Work Programme.

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**Outcomes and Actions
Norfolk Health Overview and Scrutiny Committee (NHOSC)
11 January 2018**

Agenda Item Number	Report Title	Outcomes and Actions	Action By Whom
6.	Delayed discharges / transfers of care – the District Direct pilot	<p>Members commented that:-</p> <ul style="list-style-type: none"> • on the evidence so far continuation of District Direct appeared to be desirable • robust evaluation of the cost effectiveness of the pilot would be necessary to make the business case for it becoming a core service and extending to 7 day working with a focus on A&E as well as on hospital wards. • the evaluation should include examples of effective practice in certain District Council areas, which others may wish to implement. <p>Members to receive information on the evaluation of the District Direct pilot in the NHOSC Briefing. Depending on the evaluation findings NHOSC may wish to revisit the subject at a future meeting.</p>	<p>Sam Cayford / Roberta Fuller</p> <p><i>(evaluation should be available for May 2018 NHOSC Briefing)</i></p>
7.	Children’s autism services (central and west Norfolk) – assessment and diagnosis	<p>Alan Hunter to provide the number of over 52 week waiters with no appointment booked for assessment to commence who have taken up the offer of a place on a Positive Behaviour Support Programme.</p> <p>NHOSC to receive an update in the NHOSC Briefing (internal briefing)</p>	Alan Hunter

		on progress against the agreed trajectory for improvement in waiting times for assessment for autistic spectrum disorders.	Melanie Craig Tracy McLean Roisin Fallon-Williams Alan Hunter
8.	Forward work programme	<p>Maternity services to be added to NHOSC's Forward Work Programme for 12 July 2018</p> <p>The situation regarding provision of Speech and Language Drop in Sessions at Angel Road Children's Centre, Norwich, to be followed up in advance of the SLT item on 5 April 2018 agenda.</p> <p>Information to be included in the NHOSC Briefing on the following:-</p> <ul style="list-style-type: none"> • Community Pharmacy and the effects of the shortage / high cost of medicines, and the types of medicines affected. • Sexual Health Services in Norfolk. • Evaluation of the District Direct pilot (see item 6 above) 	Maureen Orr

Copied to:-
Chairman of NHOSC
District Council Members of NHOSC
Member Support Officer – Ashleigh Hodge
CCG engagement contacts (x5)
Health and Wellbeing Board support officer – Linda Bainton
Healthwatch Norfolk – Judith Bell

Norfolk Health Overview and Scrutiny Committee

ACTION REQUIRED

Members are asked to suggest issues for the forward work programme that they would like to bring to the committee's attention. Members are also asked to consider the current forward work programme:-

- whether there are topics to be added or deleted, postponed or brought forward;
- to agree the briefings, scrutiny topics and dates below.

Proposed Forward Work Programme 2018

<i>Meeting dates</i>	<i>Briefings/Main scrutiny topic/initial review of topics/follow-ups</i>	<i>Administrative business</i>
22 Feb 2018	Continuing healthcare – an update on progress since Feb 2017. Physical health checks for adults with learning disabilities	
5 April 2018	Children's speech and language services – progress update since 7 September 2017 Norfolk and Suffolk NHS Foundation Trust – mental health services in Norfolk – an update on progress since 7 December 2017	
24 May 2018	Access to NHS dentistry in West Norfolk (including for service personnel's families at RAF Marham)	
12 July 2018	Maternity services – delivery of maternity reforms by the Local Maternity System	

NOTE: These items are provisional only. The OSC reserves the right to reschedule this draft timetable.

Provisional dates for report to the Committee / items in the Briefing 2018

Feb 2018 Briefing – update on Community Pharmacy and the effects of the national shortage / high cost of medicines (including the types of medicine affected)

Feb 2018 Briefing – sexual health services in Norfolk

May 2018 Briefing – evaluation of the District Direct pilot

To be scheduled –Implementation of the Suicide Prevention Action Plan 2016-21 (relating to the county-wide Suicide Prevention Strategy) - progress by service providers

Main Committee Members have a formal link with the following local healthcare commissioners and providers:-

Clinical Commissioning Groups

- North Norfolk - M Chenery of Horsbrugh (substitute Mr D Harrison)
- South Norfolk - Dr N Legg (substitute Mr P Wilkinson)
- Gt Yarmouth and Waveney - Mrs M Fairhead (substitute Mr A Grant)
- West Norfolk - M Chenery of Horsbrugh (substitute Mrs S Young)
- Norwich - Ms E Corlett (substitute Ms B Jones)

NHS Provider Trusts

- Queen Elizabeth Hospital, King's Lynn NHS Foundation Trust - Mrs S Young (substitute M Chenery of Horsbrugh)
- Norfolk and Suffolk NHS Foundation Trust (mental health trust) - M Chenery of Horsbrugh (substitute Ms B Jones)
- Norfolk and Norwich University Hospitals NHS Foundation Trust - Dr N Legg (substitute Mr D Harrison)
- James Paget University Hospitals NHS Foundation Trust - Mrs L Hempsall (substitute Mrs M Fairhead)
- Norfolk Community Health and Care NHS Trust - Mr D Harrison (substitute Mrs L Hempsall)