

# Service Improvement & Efficiency Committee

## Agenda

### *Members of the Service Improvement & Efficiency Committee*

Mr G Peck  
(Chairman)  
Mr C Harrison  
(Vice Chairman)

Mrs J K Copplestone  
Mr G Everett  
Mrs L H Hemsall  
Mr T W Landamore  
Mrs J Leggett  
Mr G K Nurden  
Mr S Riley  
Mrs K A Vincent  
Mr F Whymark

### ***Date***

Monday 22 January 2018

### ***Time***

10.00 am

### ***Place***

Trafford Room  
Thorpe Lodge  
1 Yarmouth Road  
Thorpe St Andrew  
Norwich

### ***Contact***

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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.**



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

**A G E N D A**

**Page No**

**1 To receive declarations of interest under Procedural Rule no 8**

**2 Apologies for absence**

**3 [Minutes of meeting held on 18 December 2017](#)**

**3 – 5**

**4 Matters arising therefrom (if any)**

**5 Collaborative Working**

To receive a verbal update on the Collaborative Working Feasibility Study being undertaken with South Norfolk Council.

**6 Work Programme**

To consider the Committee's Work Programme and to identify any items for the following meetings:

**5 February 2018**

**12 March 2018**

**23 April 2018**

P C Kirby  
Chief Executive

## **Service Improvement & Efficiency Committee**

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Minutes of a meeting of the **Service Improvement & Efficiency Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Monday 18 December 2017** at **10.00 am** when there were present:

	Mr G Peck – Chairman	
Mrs J K Copplestone	Mrs M L Hemsall	Mr G K Nurden
Mr G Everett	Mrs J Leggett	Mrs K A Vincent

Also in attendance were the Head of Corporate Resources, Service Improvement Officer and the Committee Officer (JO).

### **22 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr Riley and Mr Whymark.

### **23 MINUTES**

The Minutes of the meeting held on 20 November 2017 were confirmed as a correct record and signed by the Chairman.

### **24 COLLABORATIVE WORKING**

Members were advised that the first meeting of the Joint Scrutiny Member Group and the Joint Lead Member Group had been held last week and they would continue to meet on a regular basis. The purpose of the meetings had been to agree the governance arrangements for the project and approve the overall principles and scope of the feasibility study. The meetings had also considered an early opportunity to work collaboratively in the Planning Service. The Joint Scrutiny Group had agreed that they would meet after the Lead Member Group and prior to the Joint Cabinet meetings.

The Chairman emphasised that communications with Members who were not involved in the Feasibility Study was very important. It would also be helpful if the Chairmen of the Joint Lead Members Group attended the Joint Scrutiny Members Group and vice versa.

The governance arrangements for the feasibility study were wide ranging and included a number of Member and officer groups. Recent additions to the governance structure included 'the Quad', which was made up of both Leaders and Chief Executives of the two authorities and would be convened to solve any problems and to keep the process moving. A Joint Strategic Group had also been established to facilitate a formal role for the Deputy Chief Executive from Broadland and the two Directors from South Norfolk in the process.

The Programme Team would be responsible for the design and delivery of the feasibility study in line with the Member steer.

There was also a joint Staff Forum Group made up of union and non-union representatives in order to formally engage with the Feasibility Study process.

The Groups within the governance structure were not decision making bodies, but would make recommendations to the formal committees at each council. The purpose of the Joint Cabinet was in order to ensure that there was a consensus before any proposals came forward to each council.

Joint Cabinet meetings had resulted in a steer to focus on three priority areas including the strategic driver of economic and housing growth. Accordingly the scope of the Feasibility Study had changed to take a more focused approach on fewer areas including: economic development, planning, strategic housing, joint bidding and commercial opportunities.

The feasibility study would also look at Strategic Enablers that would assist the councils to work together. The aim of this would be to put the mechanisms in place to align service delivery before any shared management team might be implemented, which should save a lot of work at a later stage.

The third focus area would be quick wins/early opportunities, such as the one being proposed in the planning service.

The proposal for collaborative working in the planning service had arisen following the departure of the Director of Planning and Environment at South Norfolk and was an early opportunity to explore shared services. It was therefore, proposed to combine the planning teams from both councils under a joint management team consisting of the following three shared posts: Head of Planning, Development Manager and Spatial Planning Manager. It was felt that there were already significant similarities in the way that each department operated, which would make this a good opportunity to test how both councils worked collaboratively. Moreover, this would allow the Head of Planning to focus on the ambitions of Broadland and South Norfolk in respect of economic and housing growth in Greater Norwich.

Some Members expressed concern that another tier was being introduced into the management structure of Broadland's Planning Department and that the good relationship that Members had developed with Planning Officers might be disrupted. It was suggested that the new Development Manager should attend a meeting of the Planning Committee as soon as possible in order to understand the Broadland way of working.

In response to a query, the Head of Corporate Resources confirmed that Planning was a 'good fit' with the strategic focus of the feasibility study. On the other hand, Housing and Environmental Services was not, which was the

reason that this approach had not been taken with the service at this stage, although collaborative working was being considered for the food safety service.

A Member suggested that Planning Officers should have been asked to step up, as they had been in Housing and Environmental Services. It was also suggested that Officer workloads were being doubled by this project, which was just a cost cutting exercise. It was confirmed, however, that there would be an initial increase in costs to cover the honoraria that those taking on the additional responsibilities in planning would receive.

Members were also informed that the Chief Executives of Broadland and South Norfolk, together with the Heads of Finance, were drawing up a Cost Savings Protocol to ensure any benefits from sharing services were divided between both councils on an appropriate basis.

A report on Collaborative Working in the planning service would be considered by both Cabinets in January with the aim of having the new structures in place by 22 January 2018.

A feasibility study progress report would be taken to both councils in April and a report setting out proposed next steps would be presented in June 2018.

It was confirmed that the priority over the next six months was not efficiencies, but strategic opportunities to work better together and that sharing services should be an improvement on what was delivered before.

### **25 WORK PROGRAMME**

It was noted that there were fewer items on the Work Programme due to the Collaborative Working activity taking place.

Collaborative Working would remain a standing item on the Committee's agenda for the foreseeable future.

Income generation was added to the Work Programme as a topic for a future meeting.

*The meeting closed at 11.34 am*