NOTE: In the case of non-members, this agenda is for information only

Committee - **OVERVIEW AND SCRUTINY COMMISSION**

Date & Time - **THURSDAY, 23 FEBRUARY 2006 AT 2.15 P.M.**

Venue - **THE NORFOLK ROOM, CONFERENCE SUITE, ELIZABETH HOUSE, WALPOLE LOKE, DEREHAM**

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

Members of the OSC:

Askew, Mr S. 
Bambridge, Mr S.G. 
Byrne, Mr. A.J. 
Carrick, Mr J.F. 
Cathcart, The Earl 
Cowen, Mr J.P. (Vice-Chairman) 
Duigan, Mr. P.J. 
Goreham, Mr R.F. (Chairman)

Gretton, Mr J.R. 
Holland, Mr C.J. 
Howard-Alpe, Mrs S.R. 
Kybird, Mr. R. 
Martin, Mr K. 
Matthews, Mrs S.M. 
Ramm, Mr J.E. 
Rose, Mr B.

Committee Services, 
Elizabeth House, Walpole Loke, 
Dereham, Norfolk, NR19 1EE

PERSONS ATTENDING THE MEETING ARE REQUESTED TO TURN OFF MOBILE TELEPHONES

Date: 14 February 2006
PART A
ITEMS OPEN TO THE PUBLIC

1. MINUTES
To confirm the minutes of the meeting held on 19th January 2006.

2. APOLOGIES
To receive apologies for absence.

3. URGENT BUSINESS
To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act, 1972.

4. DECLARATION OF INTEREST
Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Members’ Code of Conduct requires that declarations include the nature of the interest and whether it is a personal or prejudicial interest.

5. NON-MEMBERS AND PUBLIC SPEAKERS WISHING TO ADDRESS THE MEETING
To note the names of any non-members or public speakers wishing to address the meeting.

The following item (Item 6) will be taken in joint session with the Members of the Council’s Standards Committee. This arrangement has been agreed to facilitate consideration of the item through the existing Council and Committee calendar of meetings.

6. REVIEW OF THE COUNCIL’S CONSTITUTION
The following further component parts of the Constitution have now been considered by the Constitution Working Group and are accordingly enclosed for Members’ consideration.

- Contracts Standing Orders
- Financial Regulations

These further documents were considered by the Cabinet on 7th February 2006, whose comments will be reported at the meeting.

Full Council is scheduled to consider all the component parts of the Constitution on 24th February 2006 and any comments on the above-mentioned two parts will be reported at that meeting.
7. **POLICY DEVELOPMENT AND REVIEW PANELS**
   To receive reports from Panel Chairmen in respect of the following meetings:-
   - Panel 2 – 13 February 2006

8. **ANNUAL INTERNAL AUDIT PLAN**

9. **PORTFOLIO CORPORATE PERFORMANCE CLINICS: 27 JANUARY 2006**

10. **ENVIRONMENTAL AND SECURITY SERVICES CONTRACT: QUARTERLY PERFORMANCE UPDATE**

11. **NHS CONSULTATION ON THE NEW PRIMARY CARE TRUSTS ARRANGEMENTS FOR NORFOLK SUFFOLK AND CAMBRIDGESHIRE, FOR THE STRATEGIC HEALTH AUTHORITY IN THE EAST OF ENGLAND AND FOR THE CONFIGURATION OF AMBULANCE TRUSTS IN ENGLAND**

12. **WORK PROGRAMME**
    (a) A copy of the Commission’s *work programme* is attached. The Commission is asked to agree any additions, deletions or amendments to the programme as appropriate.

    (b) A copy of the latest issue of the *Forward Plan* of the Executive for the period commencing 1\textsuperscript{st} March 2006 is attached to identify any forthcoming items to consider for inclusion in the overview and scrutiny programme.

13. **NEXT MEETING**
    In accordance with the decision made at the last meeting (Minute 8/06), an additional meeting of the Commission has been arranged for Thursday, 2\textsuperscript{nd} March 2006 at 2.15 p.m., to be held in the Anglia Room, Conference Suite, Elizabeth House, Dereham.
PROTOCOL

The Working Style of the Overview and Scrutiny Commission (OSC)

This document sets out the roles of Members and Officers and the general principles to be adopted by the OSC overseeing its mode of operation.

Member Leadership
Members of the OSC will take the lead in selecting topics for overview and scrutiny and in the questioning of witnesses. The OSC will expect Cabinet members to take responsibility for answering the OSC’s questions about topics which primarily relate to the Council’s activities.

A Constructive Atmosphere
Meetings of the OSC will be constructive and not judgmental. The OSC recognises and accepts that effective scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at OSC should be given due respect and not made to feel under attack.

Independence
Members of the OSC will not be subject to whipping arrangements by the party groups.

Respect and Trust
Meetings will be conducted in a spirit of mutual respect and trust.

Consensus
Members of the OSC will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations. There will be recognition that the OSC has a primary duty to scrutinise on behalf of the community.

Openness and Transparency
The OSC’s business will be open and transparent, except where there are sound reasons for protecting confidentiality. The minutes of the OSC’s meetings will explain the discussion and debate so that they can be understood by an outside reader.

Impartial and Independent Officer Advice
Officers who advise and support the OSC will give impartial and independent advice, as officers support all members of the Council.

Regular Review
There will be regular reviews of how the overview and scrutiny process is working and a willingness to change if it is not working effectively.

Programming and Planning
It is the responsibility of the OSC to determine its annual work programme and also allocate work to the Policy Development and Review Panels. Before each topic is commenced, the OSC will agree the scope of the exercise, what information they will need initially, and which members, officers and external witnesses they wish to see.

Managing Time
The OSC will aim to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.
BRECKLAND COUNCIL

At a Meeting of the

OVERVIEW AND SCRUTINY COMMISSION

Held on Thursday, 19 January 2006 at 2.15 p.m. in the
Norfolk Room, Conference Suite, Elizabeth House, Dereham

PRESENT
Goreham, Mr. R.F. (Chairman)  Duigan, Mr. P.J.
Askew, Mr. S.  Howard-Alpe, Mrs. S.R.
Bambridge, Mr. S.G.  Kybird, Mr. R.G.
Byrne, Mr. A.J.  Martin, Mr. K.
Carrick, Mr. J.F.  Rose, Mr. B.
Cowen, Mr. J.P.

ALSO PRESENT
Kemp, Mr. R. – Chairman, Standards Committee (for item 6)
Jenkins, Mrs. J. – Member, Standards Committee (for item 6)
Paines, Mrs. T.I. – Member, Standards Committee (for item 6)

In Attendance
Bailey, Mrs. M. - Interim Procurement Manager (for item 8)
Chinnery, Mr. J.S. - Consultant Solicitor (for item 6)
Horn, Mr. M.A. - District Solicitor (for item 6)
McGrath, Mr. S. - Principal Committee Officer
Palmer, Mrs. M. - Operations Manager (People First)
Vargeson, Mr. I.T. - Democratic Services Manager (for item 6)
Walker, Mr. R. - LSP Development Officer (for item 9)
Wright, Mr. A. - Operations Manager (Commercial & Community) (for item 9)
Wilkes, Miss E.M. - Senior Committee Officer

1/06 MINUTES

The Chairman thanked Mr. Cowen for taking the Chair at the last meeting and, in connection with Minute 117/05 (Work Programme) acknowledged the Committee’s wish to keep agendas to a manageable size as far as practicable.

The Chairman also encouraged members on the importance of regular attendance at meetings, noting that some attendances were low, including some of those at Policy Development and Review Panels.

The minutes of the meeting held on 22nd December 2005 were then confirmed as a correct record and signed by the Chairman.

2/06 APOLOGIES

Apologies for absence were received from Mr. J.R. Gretton, Mr. C. Holland, Mrs. S.M. Matthews, Mr. J.E. Ramm and Mr. A.R. Morgan (Standards Committee member – for item 6).
3/06  **NON-MEMBERS WISHING TO ADDRESS THE MEETING**  
**(AGENDA ITEM 5)**

The following members of the Standards Committee were in attendance by invitation for item 6 (Review of the Council’s Constitution) -

- Mr. R. Kemp (Chairman)
- Mrs. J. Jenkins
- Mrs. T.I. Paines

4/06  **REVIEW OF THE COUNCIL’S CONSTITUTION (AGENDA ITEM 6)**

The Chairman introduced and welcomed the Consultant Solicitor.

The Consultant Solicitor presented the report and explained that the review of the Constitution was being carried out not only to update the documents to take account of the changes made to the Council’s structure, officer designations and financial limits since 2001, but also so that they reflected current working practices, as well as simplifying and clarifying them and to streamline procedures.

The changes in the documents were shown in italics.

(a)  **Delegations (formerly titled “Terms of Reference”)**

This document had been re-titled and re-ordered to clarify it.

The finance procedure rules had been extracted for reinsertion as a separate section.

A change in emphasis had been made to give more delegation to the officers but subject to quite specific safeguards as to use through the Executive and keeping members informed about the powers being used.

Powers had been generalised to prevent their going out of date too quickly (this also applied to Committees).

Officer delegations (including those for enforcement action and notices and prosecutions) were subject to notification to all interested parties, including members to ensure their input.

The level of delegations was generally aimed at enabling officers to get on with their jobs.

(b)  **Procedural Standing Orders**

Few changes had been made to this document. Generally, the document had been made clearer and the quotation of legislation had been removed.
(c) **Finance Procedure Rules**

The Finance Procedure Rules had been completely redrafted and would form a separate section. The following additional amendments made subsequently by the Working Group to the copy circulated with the agenda for this meeting were noted as follows:

- All references to “Budget Holders” be changed to “Cost Centre Managers”
- Paragraph 2(c)(i) – the amount to refer to “per project”
- Paragraph 3 – insert the words “and subject to Clause 9(g) in the Delegations (page 20)” after the last word.
- Section I.B, paragraph 1 – replace the words “Cost Centres” with “part of the budget” in line 2.
- Section II, paragraph 1 – insert the words “or Executive Member” after the word “Manager” in line 2.
- Section II, paragraph 2 – insert the words “, directions given by the Executive Member” after the words “S.151 Officer, in line 1.
- Section IV, paragraph 1 – change the figure in line 2 to read “£500”.

(c) **Other Document Parts**

The following parts of the Constitution were yet to come forward for the Commission’s consideration (see Minute 8/06 below regarding proposals for convening a special meeting):

- Contracts Standing Orders and Finance Regulations – both these documents had now been drafted and would be considered by the Working Group the following Monday.
- Articles and Summary of Constitution – these were awaiting completion of the other parts but were based on the national model.

Members then discussed the documents and raised various questions, arising from which the following points were noted:

The term “specialist legal advice” in paragraph 2 of Section V of the Finance Procedure Rules was as agreed by the Council last year and related specifically to investment in commercial property, i.e. it was not a general power.

The documents followed the normal legal gender definitions where the use of the masculine included the feminine.
The Consultant Solicitor explained the definitions of Committees and Sub-Committees and other non-decision making groups to clarify the differences in powers and use of the various titles.

The powers of ward representatives were spread throughout the documents and although it was suggested it would be helpful to list these in a separate reference section, the Chairman stated that a separate review of member and officer roles was under way, which he felt would help to further define these roles in due course.

There was no provision in the existing documents to provide for the use of substitutes. The Chairman proposed that this was something the Council should be asked to reconsider.

Another member proposed that consideration should be given to revising the Standing Order on Questions to include provision for at least one supplementary question. The member felt that the present provision was unsatisfactory and discouraged members from raising questions under this procedure. Enabling members to ask a supplementary question would, it was felt, make the facility more useful.

It was noted that the appointment of Independent Members was governed by Statute and statutory regulations and were not specifically written into these Council documents.

It was generally felt that the procedures for appointment of the Policy Development and Review Panels were satisfactory and that, given the existing provisions to invite members to attend meetings as experts or under the general provisions for members to attend meetings, no changes should be made to the existing provisions.

**RECOMMEND TO CABINET**

that

(1) the following draft components of the Constitution be recommended for the Council’s adoption, subject to the amendments to the Finance Procedure Rules noted above:

- Delegations
- Procedural Standing Orders
- Finance Procedure Rules

(2) consideration be given to introducing a scheme of substitutes; and

(3) consideration be given to making provision for supplementary questions under Standing Order 8.

Cabinet 7/2/06

5/06 **POLICY DEVELOPMENT AND REVIEW PANELS**

(AGENDA ITEM 7)

(a) Policy Development & Review Panel 1 – 12 January 2006

The Chairman of the Panel presented his report and explained the background to the Panel’s discussions of the various items as contained in the minutes of the meeting.
RESOLVED that the unconfirmed minutes of the meeting of Policy Development and Review Panel 1 held on 12th January 2006 be adopted.


The unconfirmed minutes of the meeting were tabled and the Chairman of the Panel presented his report and explained the background to the Panel’s discussions of the various matters set out in the minutes.

(i) Audit Commission Housing Inspection Improvement Plan (Panel 3 Minute Ref. 3/06)

RESOLVED that

(1) prior to its consideration by the Cabinet, the layout of the report be improved, a context page be added and the jargon be clarified;

(2) the Panel be delegated to monitor the Action Plan on a quarterly basis, commencing in April 2006, as part of its review of Housing; and

(3) RECOMMEND TO CABINET that, subject to the foregoing, the Audit Commission Housing Inspection Improvement Plan be noted and adopted.

(ii) Adoption

RESOLVED that the unconfirmed minutes of the meeting of Policy Development and Review Panel 3 held on 17th January 2006 be adopted.

6/06 PROCUREMENT STRATEGY 2005/06-2008/09 (AGENDA ITEM 8)

The Interim Procurement Manager presented the report and explained how the Procurement Strategy had been updated and a revised Action Plan produced to cover activity in the current year and two future years.

A website was being established to enable suppliers to engage more easily with the Council.

The Action Plan was being resourced through the recommendations of the Star Chamber and the following “champions” had been nominated:

Procurement Champion – Chief Accountant (Mr. M. Finch)

Member Champion – Executive Member for the Cabinet Office (Mr. W.H.C. Smith)

Lead Officer – Interim Procurement Manager (Mrs. M. Bailey)
It was noted that some progress was already being made against the revised Action Plan.

The Interim Procurement Manager answered various questions of detail from members, following which it was

RESOLVED that the recommendation to Council from the Cabinet meeting held on 6th December 2005 (under Cabinet minute reference 201/05) be endorsed.

7/06 TOWARDS A LOCAL AREA AGREEMENT FOR NORFOLK (AGENDA ITEM 9)

The Operations Manager (Commercial & Community) introduced Mr. Rob Walker, who had joined the Council that week as the newly appointed LSP Development Officer.

The Operations Manager then presented the report and the summary of the Draft Local Area Agreement for Norfolk setting out the work in progress on which the Local Strategic Partnerships, District Councils and other partners were being consulted.

Since the matter was last reported, a lot more work had been carried out and further hard evidence included on issues relating to Breckland and Thetford in particular. These items were shown highlighted.

One key issue was that of rural access to services where it was more difficult to secure hard evidence in support of the outcomes wanted. More work was to be done with the Rural Community Council to evidence the need. Plus further work was to be conducted in the coming year to provide the rural proofing needed.

While a member was pleased that so much work on the document had been achieved, he was nonetheless disappointed that it highlighted so many problem areas and asked whether the necessary funding would be available to achieve the outcomes.

The Operations Manager explained that no new funding was available but that it was anticipated that it would be possible to align or pool existing funding towards the key outputs and improvement areas identified in the Draft Agreement. It was also expected that through partnership working of the various agencies it should be possible to draw down other funding.

So far as Thetford was concerned, a member expressed the hope that there would continue to be close working with the Keystone Development Trust, which she felt would be key to securing regeneration funding.

The next stage in the process was for all the key partners in the process to work together to further develop action plans and targets to improve performance and outcomes. In this regard, a workshop for stakeholders was planned to be held early in the year.
RECOMMEND TO CABINET that

(1) it notes that this Commission supports all the high level aims as being important for Norfolk; and

(2) the specific aims as highlighted in the Summary document, together with those issues relating to rural access, are considered important from Breckland’s point of view.

8/06 WORK PROGRAMME (AGENDA ITEM 10)

(a) Work Programme

The Principal Committee Officer advised that, in line with members’ wishes, the format of the work programme had been amended to make it clearer when items would be considered. The new format also identified items by reference to the Council’s work programme under the Best Value Performance Plan (BVPP page number). Where no BVPP reference was shown, this work was located in other Council documents.

There were three new items to be added to the Programme as follows:

- Constitution – Further documents (for submission to 23 February meeting)
- Homelessness Strategy – Panel 3 report (to be completed by end March)
- Community Development Framework (for submission to Cabinet 7th March)

In view of the additional items and to meet required deadlines and to keep agendas to a manageable level, it was proposed that an additional meeting be agreed for the 2nd March 2006 and the following amendments to the Work Programme be made:

<table>
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<tr>
<th>Item</th>
<th>Meeting Schedule</th>
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<tr>
<td>Council Constitution – further documents</td>
<td>23 February 2006</td>
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<tr>
<td>Environmental &amp; Security Services Contract – Quarterly report</td>
<td>23 February 2006</td>
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<tr>
<td>Environmental &amp; Security Services Contract – Annual Report</td>
<td>20 April 2006</td>
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<td>BT Payphones &amp; Ofcom</td>
<td>20 April 2006</td>
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Action by
Cabinet 7/2/06
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<th>Review</th>
<th>Action by</th>
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<tr>
<td>Performance Clinics</td>
<td>23 February 2006</td>
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<tr>
<td>Annual Delivery Plans</td>
<td>23 March 2006</td>
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<tr>
<td>Communications Strategy &amp; Consultation Plan</td>
<td>Additional meeting 2 March 2006</td>
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<tr>
<td>Homelessness Strategy</td>
<td>Additional meeting 2 March 2006 (*see footnote)</td>
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<tr>
<td>Community Development Framework</td>
<td>Additional meeting 2 March 2006</td>
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</tbody>
</table>

**RESOLVED** that

1. an additional meeting be arranged for Thursday, 2\textsuperscript{nd} March 2006 at 2.15 p.m.

2. the amendments to the Work Programme listed above be agreed.

*Footnote – Since the meeting, it has been learned that a four week consultation period is required for the Homelessness Strategy, which means that consideration of this document will have to be put back to a later date.

(b) **Forward Plan**

The Forward Plan was noted.

9/06 **NEXT MEETING (AGENDA ITEM 11)**

The arrangements for the next meeting on 23\textsuperscript{rd} February 2006 were noted.

The meeting closed at 4.05 p.m.

CHAIRMAN
PART A – GENERAL

1. Application and Exceptions

(a) This Standing Order shall apply to every contract made by or on behalf of the Council except contracts for:
   (i) the acquisition or disposal of any interest in land; or
   (ii) the lending or borrowing of money; or
   (iii) the employment of any officer or servant.

(b) The engagement of consultants and other professional advisers shall be in accordance with Clause 20 below.

(c) Exceptions to this Standing Order may only be made with the authority:
   (i) of the Council by a direction given generally in relation to contracts of a specified class; or
   (ii) of the appropriate Committee or the Cabinet specially in relation to a specific contract either in an emergency or for other special reason.

(d) Every exception authorised by the appropriate Committee shall be reported to the Council and the report shall specify the emergency or other special reason justifying it.

2. Limited Exceptions for Proprietary Articles, Urgent Contracts etc.

Nothing in this Standing Order shall require quotations or tenders to be invited in the case of a contract:

(a) for goods, materials or services which are available only as proprietary or patented articles or specialist services from one contractor or supplier and for which no reasonably satisfactory alternative is available; or
(b) for goods or materials to be purchased at an auction, or through any consortium, association or similar body of which the Council is a member; or

(c) for services, goods or materials for which a process of tendering equivalent to this Standing Order has already been carried out and is up to date;

(d) which constitutes an extension of an existing contract (such an extension to be approved by/reported to the appropriate Committee or Cabinet) provided that the extension is one which is provided for in the original terms of the existing contract or is such that the use of the Negotiated Procedure is permitted under E.C. Procurement Rules; or

(e) for the execution of work or for the supply of goods or materials certified by the appropriate Chief Officer as being required so urgently as to preclude the invitation of quotations or tenders (where the contract exceeds £75,000 such certificate to be reported to the next meeting of the appropriate Committee, otherwise the certificate to be retained on the appropriate file); or

(f) for the repairs to, or the supply of, parts of existing proprietary or patented articles, including machinery or plant; or

(g) for which it is not considered reasonably practicable in the Council's interest so to do, subject to a report to the next meeting of the appropriate Committee,

 provided that in every case the Chief Officer concerned is satisfied that the contract represents good value for money.

3. Compliance with European Community Rules

Every contract or extension to an existing contract shall comply with E.C. Procurement Rules and all E.C. regulations or directives for the time being in force.

4. Pre-estimate

(a) Before inviting quotations or tenders the appropriate Chief Officer shall estimate the value of the contract and that estimate shall be recorded in the Department concerned and, where it is more than £75,000, reported to the appropriate Committee or the Executive.
In the case of contracts for the supply of goods or services, the estimated value for the purposes of this Standing Order shall be the total estimated value of the goods or services to be supplied over the period covered by the contract.

**PART B – CONTRACTS UP TO £75,000**

5. **Contracts under £5,000**

At least one quotation shall be obtained, unless impracticable, and the contract must be either in writing or noted in writing, which shall be kept for record purposes.

6. **Contracts from £5,000 to £75,000**

(a) Contracts where the estimated value is between £5,000 and £75,000 shall be let in accordance with rules to be made by the appropriate Chief Officer for use within his department.

(b) The following requirements must be met:

(i) Three or more competitive quotations must be obtained, unless the approval of the S.151 Officer or the Monitoring Officer is given for fewer than three.

(ii) In every case the Chief Officer must be satisfied that the contract represents good value for money.

(iii) Written records must be kept, including the persons invited to quote and any quotations received and (if applicable) the reasons why less than three competitive quotations were obtained.

(iv) Every contract must be in writing and comply with paragraph 18 below.

7. **Receipt of Quotations**

(a) On receipt, envelopes containing quotations shall be date and time stamped and shall remain in the custody of the appropriate Chief Officer until they are opened.

(b) Quotations shall be opened at one time and in the presence of not less than two Officers of the Council, designated by the appropriate Chief Officer, who shall initial each quotation.
8. **Tenders**

(a) Where the estimated value of a contract exceeds £75,000 and in any other case where the Council or the appropriate Committee determines, tenders shall be invited.

(b) Unless the Council or the appropriate Committee have authorised, whether specifically or generally, the use of an ad hoc list or a standing list, the appropriate Chief Officer shall invite tenders on the basis of open tendering.

9. **Open Tendering**

(a) Where contracts are to be let on the basis of open tendering the appropriate Chief Officer shall at least ten days before the last date for the receipt of tenders give public notice expressing the nature and purpose of the contract or stating where further details may be obtained and inviting tenders for its execution.

(b) Notice shall be published:

(i) in at least one local newspaper; and

(ii) if the estimated value of the contract exceeds £250,000, in at least one appropriate trade or professional journal.

10. **Ad Hoc List**

(a) This paragraph shall apply where the Council, or the appropriate Committee, have authorised the use of an ad hoc list.

(b) The appropriate Chief Officer shall publish notice:

(i) in at least one local newspaper; and

(ii) where the estimated amount or value of the contract exceeds £250,000 in at least one appropriate trade or professional journal.

(c) The appropriate Chief Officer may also give notice to all or a selected number of persons included in any relevant standing list.

(d) The notice shall:

(i) specify details of the contract into which the Council wishes to enter; and

(ii) invite persons interested to apply for permission to tender; and
specify a period being not less than ten days within which such applications are to be submitted to the Council.

(e) After the expiry of the period specified in the public notice invitations to tender for the contract shall be sent to:-

(i) not less than four of the persons who apply for permission to tender, selected by the appropriate Committee; or

(ii) where fewer than four persons have applied or are considered suitable, to all those persons whom the appropriate Committee considers suitable.

11. Standing List

(a) This paragraph shall apply where the Council or the appropriate Committee have authorised the use of a standing list for a contract.

(b) The list shall:-

(i) be compiled and maintained by the appropriate Chief Officer; and

(ii) contain the names of all persons who are approved by the appropriate Committee; and

(iii) indicate the category of contract and the values or amounts in respect of those categories for which those persons are approved.

(c) At least four weeks before a list is first compiled notice inviting applications for inclusion in it shall be published:-

(i) in at least one local newspaper; and

(ii) in at least one appropriate trade or professional journal.

(d) The list shall be submitted to the appropriate Committee for approval together with details of any person whose name is not included in the list but who had requested that it should be.

(e) (i) The list shall be amended as required from time to time and shall be reviewed at intervals not exceeding three years. At least four weeks before each review, each person whose name appears in the list shall be asked whether he/she wishes his/her name to remain there and notices inviting applications for inclusion in the list shall be published in the manner provided by sub-paragraph (c) above.

(ii) At each review the list shall be reported to the appropriate Committee with particulars showing those invited to tender, those responding and those successful, since the last review.

(f) Invitations to tender for a contract shall be sent to:-
not less than four of the persons selected by the appropriate
Chief Officer, among those approved for a contract of the
relevant category and amount or value; or

(ii) where fewer than four persons are approved for a contract of
the relevant category and amount or value, all those persons.

12. Invitations to Tender

(a) Every invitation to tender shall specify the latest day and hour and the
place appointed for the receipt of tenders and shall state the effect of
paragraph 16 below.

(b) Persons to whom tender documents are sent shall be asked to
acknowledge receipt.

(c) The appropriate Chief Officer shall on inviting tenders send to the
Democratic Services Manager a note of the subject and the closing
date and time and (where appropriate) a list of the persons invited to
tender together with the estimated value.

13. Invalid Tenders

(a) An invalid tender shall not be accepted.

(b) A tender shall not be valid unless it has been delivered to the
appointed place not later than the appointed day and hour in a plain
sealed envelope addressed to the Democratic Services Manager
bearing the word “Tender” followed by the subject to which it relates
and shall not be valid if the envelope bears any name or mark
indicating the sender.

14. Receipt of Tenders

On receipt envelopes containing tenders shall be date and time stamped by
the Democratic Services Manager and shall remain in his/her custody until
they are opened.

15. Opening of Tenders

(a) Tenders shall be opened at one time in the presence of a member of
the Council and the Democratic Services Manager or his/her
representative. The member shall initial each tender.

(b) Tenders received at the appointed place later than the day and hour
specified under paragraph 15 above shall not be opened.
(c) Particulars of all tenders received shall be entered upon the record which shall be signed by the member present at the opening.

(d) The Democratic Services Manager shall forthwith send a copy of the record to the appropriate Chief Officer (with the tender documents) and to the S.151 Officer and shall retain a copy himself.

(e) All tenders received, including any invalid tenders, shall be retained with their envelopes by the appropriate Chief Officer.

16. Errors or Discrepancies in Tenders

(a) Where examination of tenders reveals errors or discrepancies which would affect the tender figure in an otherwise successful tender, the tenderer is to be given details of such errors and discrepancies and afforded an opportunity of confirming or withdrawing his offer.

(b) If the tenderer withdraws, the next tender in competitive order is to be examined and then dealt with in the same way.

(c) Any exception to this procedure may be authorised only by the appropriate Committee after consideration of a report by the Chief Officer concerned, or in case of urgency, by that Chief Officer after consultation with the Chairman of that Committee.

17. Acceptance of Tenders

(a) The appropriate Chief Officer may accept from valid tenders:

(i) the lowest tender if payment is to be made by the Council provided that the tender is not more than 10% above estimated value; or

(ii) the highest tender if payment is to be received by the Council provided that the tender is not more than 10% below the estimated value.

The appropriate Officer shall forthwith inform the Democratic Services Manager of the successful tenderer and the file copy of the record shall be endorsed accordingly.

(b) Any other tender shall be accepted by the appropriate Committee, provided that if, in the case of a tender for the execution of works, the total cost as reported by the S.151 Officer exceeds the pre-estimate referred to in paragraph 4 by more than 10%, the appropriate Committee shall, if it wishes to proceed, recommend acceptance to the Council.
(c) Acceptance of a tender shall be in writing and shall be signed by the appropriate Chief Officer or by an Officer designated by him/her.

(d) The appropriate Chief Officer shall inform the unsuccessful tenderers of the name of the successful tenderer and (where practical) the amount of the tender accepted.

PART D – MISCELLANEOUS

18. Form of Contract

Every contract over £5,000 in value:-

(a) shall be in writing; and

(b) shall specify the goods, materials or services to be supplied, the price to be paid and shall contain a statement as to the amount of any discount or other deductions, the period within which the contract is to be performed and such other conditions and terms as may be agreed between the parties; and

(c) shall include a clause prohibiting the contractor from transferring or assigning or sub-letting to any person any portion of the contract without the written permission of the Council signified by the appropriate Chief Officer; and

(d) shall contain a clause requiring that all goods and materials used or supplied and all the workmanship shall be at least of the standard required by any appropriate British Standards Specification or Code of Practice current at the date of the tender; and

(e) shall contain a clause empowering the Council to cancel the contract and to recover from the contractor the amount of any resulting loss if the contractor or any person employed by him/her or acting on his/her behalf whether or not to his/her knowledge shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for taking or for not taking any action in relation to the contract or any other contract with the Council, or, in relation to any contract with the Council, shall have committed any offence under the Prevention of Corruption Acts 1889 to 1916, or shall have given any fee or reward the receipt of which is an offence under Section 117(2) of the Local Government Act 1972.

(f) in appropriate cases other than contracts for routine building maintenance, provide for the payment of liquidation damages by the contractor where he/she fails to complete the contract in the time specified.
g) in appropriate cases, require the contractor to provide a bond or surety by either:-

(i) depositing cash equivalent to 10% of the contract sum with the Council (such deposit to be returned to the contractor upon the issue of the appropriate Chief Officer's certificate of practical completion of the work) or

(ii) entering into a written bond with a bona fide guarantor in an amount equivalent to 10% of the contract sum (such bond to be terminated upon the issue of the appropriate Chief Officer's certificate of practical completion of the work).

19. Execution of Contracts

(a) Every contract up to £75,000 shall be signed by the appropriate Chief Officer or an officer designated by him.

(b) Every contract over £75,000 and any other contract where the Monitoring Officer so requires shall be under seal.

20. Engagement of External Consultants

(a) External consultants and other professional advisers shall only be appointed if the process of tendering as prescribed for contracts in Parts B or C above has been followed except

(i) where the nature of the work is deemed by an Operations Manager to be so specialized as to preclude quotations or tenders being received from more than one source; or

(ii) where the advice or work of a consultant is in the opinion of the Operations Manager required as a matter of urgency; or

(iii) the appointment is made from a list approved by the relevant Executive Member and the fee involved does not exceed £10,000.

(b) After the exercise of this power a report shall be made to the relevant Executive Member and if they so require a further report shall be made to the Cabinet.

(c) It shall be a condition of the engagement of the services of any architect or of any engineer, surveyor or other consultant (not being an officer of the Council) who is to be responsible to the Council for the supervision of a contract on its behalf, that in relation to that contract he shall by formal agreement in writing:

(i) comply with these Standing Orders as though he were a duly appointed Officer of the Council;
(ii) at any time during the carrying out of the contract, produce to the appropriate Chief Officer or the External or Internal Auditor on request, all the records maintained by him in relation to the contract; and

(iii) on completion of a contract, transmit all such records to the appropriate Officer as are required to be returned by that Officer.

(iv) provide to the S.151 Officer evidence of continuing professional indemnity insurance to the extent of the value of his current workload.

(v) not less than one month before the issue of the final certificate, or at an earlier date if so required by the appropriate Officer, transmit to them for audit purposes all such records, vouchers, receipts, certificates and other documents and information relating to the contract as may be in the consultant’s possession.

21. Electronic Tenders

(a) Where tenders are submitted electronically, respondents **must** be instructed to submit their tender to a secure Council e-mail account under the control of the Operations Manager – People First (an alternative secure e-mail account may be permitted subject to the prior written approval of the S.151 Officer).

(b) Respondents must be provided with a contact point in case they experience any problems in sending their tender by e-mail to the Council. Respondents must also be advised that failure to advise the Council of the problem **before** the deadline for return of tenders will mean they have lost their opportunity to tender. Where a sending problem is received in time, consideration should be given to extending the deadline for submission and all tenderers should be advised accordingly of any extension of time.

(c) No officers directly involved in the contract should have access to the e-mail account. The downloading should take place in the presence of the Democratic Services Manager and a representative from the relevant department immediately after the date and time for the final receipt of tenders has expired.

(d) **Unless there is evidence that the tender was sent before the closing time,** an electronic tender received after the completion of the downloading cannot be included in the evaluation process. **Tenders received should be recorded in the normal way.**
22. **Pecuniary Interests of Officers**

If it comes to the knowledge of an Officer employed by the Council that a contract in which he/she has any pecuniary interest whether direct or indirect (not being a contract to which he himself is a party), has been or is proposed to be entered into by the Council he/she shall as soon as practicable inform the Monitoring Officer in writing, who shall record particulars in a book to be kept by him/her for that purpose, which shall be open during office hours for the inspection of any member of the Council.

23. **Supervision of Contracts by Third Parties**

(a) It shall be a condition of any contract between the Council and any person (not being an Officer of the Council) who is required to supervise a contract on behalf of the Council that in relation to that contract he/she shall comply with the requirements of this Standing Order as if he/she were the appropriate Chief Officer.

(b) Such person shall:-

(i) at any time during the carrying out of the contract produce to the appropriate Chief Officer or his/her representative on request all records maintained by him/her in relation to the contract; and

(ii) on completion of the contract transmit all records to the appropriate Chief Officer.

24. **Nominated Sub-Contractors and Suppliers**

Where a sub-contractor or supplier is to be nominated to a main contractor, the following provisions shall have effect:-

(a) where the estimated amount of the sub-contract or estimated value of the goods to be supplied by the nominated supplier does not exceed £75,000 then, unless the appropriate Chief Officer is of the opinion in respect of any particular nomination that it is not reasonably practicable to obtain competitive quotations, quotations shall be invited for the nomination in accordance with paragraphs 5 or 6 above.

(b) Where the estimated amount of the sub-contract or estimated value of the goods to be supplied by the nominated supplier exceeds £75,000 then, unless the Council or the appropriate Committee determine in respect of any particular nomination that it is not reasonably practicable to obtain competitive tenders, tenders shall be invited in accordance with paragraph 11 above.
(c) The terms of the invitation under paragraph (i) or (ii) above shall require an undertaking by the person submitting the quotation or tender that if he/she is selected he/she will be willing to enter into a contract with the main contractor on terms which indemnify the main contractor against his/her own obligations under the main contract in relation to the work or goods included in the sub-contract.

(d) The Chief Officer concerned shall nominate to the main contractor the person whose quotation or tender is, in his/her opinion, the most satisfactory one - provided that where the quotation or tender of the person to be nominated is other than the lowest received, the circumstances shall, before a nomination is effected, be reported:

(i) in the case of quotations under paragraph (i) above, to the Chairman of the appropriate Committee and if he/she so requires to the next meeting of that Committee;

(ii) in the case of tenders under paragraph (ii) above, to the appropriate Committee.

25. Interpretation

In this Standing Order the words and phrases listed below shall unless the context otherwise requires be interpreted as follows:-

(i) "Appropriate Chief Officer" shall mean the Chief Officer or Head of Department responsible for the function to which the contract relates or any other person or body duly authorised;

(ii) "Appropriate Committee" shall mean the Committee or Sub-Committee to which the power of making the contract has been delegated;

(iii) "estimated value" shall mean the value of the contract estimated under paragraph 4 above;

(iv) "person" shall include a partnership, body corporate or unincorporated association.
C. FINANCIAL REGULATIONS

These Financial Regulations apply to the Council, the Executive and all Committees and Sub-Committees and officers of the Council

Financial Regulations

General

1. (1) These regulations outline the system of financial administration to be operated by all departments of the Council and it shall be the responsibility of each Committee, Executive Member and Chief Officer to ensure their observance.

(2) Where the Council has delegated powers to Officers these shall be exercised in accordance with Financial Regulations.

(3) The Financial Regulations in so far as they relate to the conduct of business in Council, Committee or Sub-Committee shall be deemed to be part of Standing Orders.

(4) Each Chief Officer shall consult the S.151 Officer with respect to any matter within his/her purview which is liable substantially to affect the finances of the Council and for which provision is not made in the current budget before any provision or other commitment is incurred or before reporting thereon to a Committee or the Executive.

(5) Any reference in these rules to writing will include electronic methods of communication such as email provided a permanent record is kept. Authorisation also means authorisation on a computer system provided the process is approved by the S.151 Officer.

Accounting Procedures

2. (1) The S.151 Officer shall be responsible for compiling the main accounting records and any subsidiary costing and accounts to all departments of the Council except where he is satisfied that it is in the interest of administrative efficiency for any such records to be maintained in other departments.

(2) The S.151 Officer shall be responsible for the production of financial management information and for this purpose may call for such information and carry out such investigations as he/she deems necessary.

(3) All Chief Officers shall confer with the S.152 Officer before introducing or amending any books, forms or procedures relating to cash, income or expenditure and accounts (whether for stores or otherwise), and the S.151 Officer shall ensure that a satisfactory, and so far as possible, uniform system is adopted throughout the various departments.
(4) All Chief Officers shall ensure that the duty of reporting, calculating, recording or checking sums due to or from the Council is separated as completely as practicable from the duty of collection or disbursing those sums.

Budget

3. (1) The detailed form of capital and revenue estimates shall be determined by the S.151 Officer in accordance with the general directions of the Cabinet.

(2) *Annual revenue, capital and manpower estimates shall be prepared by the Operations Managers in accordance with a timetable and guidance notes agreed by the S.151 Officer. The guidance will set out responsibilities for the compilation of the estimates. Operations Managers will be responsible for agreeing their estimates prior to them being submitted to the S.151 Officer for collation, and shall be responsible for ensuring that budget estimates reflect agreed service plans.*

(3) The S.151 Officer shall collate and summarise estimates approved by each Executive Member in relation to his portfolio and submit them to the Cabinet. The Cabinet shall consider the estimates and make such adjustments as they deem necessary and submit to the Council the resultant budget with any recommendations they consider necessary.

(4) Subject to Regulation 3(5) below any revenue or capital expenditure not included in the approved annual estimates or covered by any approved virement or contingency provision shall be the subject of a supplementary estimate.

(5) No expenditure other than emergency expenditure as provided for in the delegation to officers shall be incurred which is not covered by an estimate approved by the Council or under Standing Orders or in Delegations and where the approval of a government department or other body is required until such sanction is received. *The Executive (in accordance with the Delegations) or appropriate Committee may authorise expenditure in excess of the estimate for a particular item provided it can be shown that the excess is, or will be, covered by savings on other items within the same service and that no material change in policy will result.* In all other cases where it appears that the amount of any head of estimate of approved expenditure may be exceeded, or the amount of any head of approved income may not be reached, it shall be the duty of the Chief Officer concerned, after consultation with the S.151 Officer, to inform the Executive Member or Committee concerned.

(6) *Any report to the Executive or to a Committee or Sub-Committee which would involve the Council in any expenditure shall indicate the extent to which such expenditure is covered by estimates approved by the Council.*
(7) When the Executive or a Committee has under consideration any proposal which involves the adoption of a new policy, or a major extension of an already approved policy, then, if the proposal has or may have a financial effect, it must concurrently have submitted to it by the S.151 Officer a report on the financial implications.

(8) Where the Executive or a Committee or Sub-Committee is to consider a proposal to incur capital expenditure it shall also receive at the same time a report from the S.151 Officer showing the estimated effect of the proposal on the future net revenue expenditure of the Council. To enable this report to be prepared, the department concerned will provide the S.151 Officer with the necessary information in good time before the decision is to be taken.

**Petty Cash**

4. (1) The S.151 Officer shall provide such advance accounts as he/she considers appropriate for such officers of the Council as may need them for the purposes of defraying petty cash and other expenses. Such accounts shall be maintained in the imprest system.

(2) When he/she considers it appropriate, the S.151 Officer shall open an account with the Council’s bankers or National Giro for use by the imprest holder who shall not cause such account to be overdrawn. It shall be a standing instruction to the Council’s bankers that the amount of any overdrawn balance on an imprest holder’s banking account shall forthwith be reported to the S.151 Officer.

(3) No income received on behalf of the Council may be paid into an advance account but must be banked or paid to the authority as provided elsewhere in these regulations.

(4) Payments shall be limited to minor items of expenditure and to such other items as the S.151 Officer may approve and shall be supported by a receipt voucher to the extent that the S.151 Officer may require.

(5) An officer responsible for an advance account shall, if so requested, give to the S.151 Officer, a certificate as to the state of his/her imprest advance.

(6) On leaving the employment of the Council or otherwise ceasing to be entitled to hold an imprest advance, an officer shall account to the S.151 Officer for the amount advanced to him/her.

**Audit**

5. (1) A continuous internal audit, under the independent control and direction of the S.151 Officer, shall be arranged to carry out an examination of accounting, financial and other operations of the Council.

(2) The S.151 Officer, his/her authorised representative or agent shall have authority to:-
(a) enter at all reasonable times on any Council premises or land, except where such entry is contrary to any conditions of contract;

(b) have access to all records, documents and correspondence relating to any financial and other transactions of the Council;

(c) require and receive such explanations as are necessary concerning any matter under examination; and

(d) require any employee of the Council to produce cash, stores or any other Council property under his/her control.

(3) Whenever any matter arises which involves, or is thought to involve fraud or irregularities concerning cash, stores or other property of the Council or any suspected irregularity in the exercise of the functions of the authority, the Chief Officer concerned shall forthwith notify the Chief Executive, S.151 Officer and the Chairman of the Overview and Scrutiny Commission. The Chief Executive will report on the matter to the Leader, ensure that any necessary disciplinary action is taken and agree with the Chief Officer concerned such further steps as are necessary by way of investigation and report.

Banking Arrangements and Cheques

6. (1) All arrangements with the Council’s bankers shall be made by or under arrangements approved by the S.151 Officer, who shall be authorised to operate such banking accounts, including Girobank Accounts, as he/she may consider necessary.

(2) All cheques, including Girobank payment forms, but excluding cheques drawn on authorised imprest accounts, shall be ordered only on the authority of the S.151 Officer, who shall make proper arrangements for their safe custody.

(3) Any electronic banking arrangements shall be conducted in accordance with procedures and controls approved by the S.151 Officer.

Contracts for Building, Constructional or Engineering Work

7. (1) Where contracts provide for payment to be made by instalments, the S.151 Officer shall arrange for the keeping of a contract register or registers to show the state of account on each contract between the Council and the contractor, together with any other payments and the related professional fees.
(2) Payments to contractors on account of contracts shall be made only on a certificate issued by the appropriate Chief Officer (or consultant where engaged by the Council) or by his/her deputy or other officer nominated by him/her in writing for the purpose.

(3) Subject to the provisions of the contract in each case every extra or variation shall be authorised in writing by the appropriate Chief Officer (or consultant), or by his/her deputy or other officer nominated by him/her in writing for the purpose.

(4) The final certificate of completion of any contract shall not be issued until the appropriate Chief Officer (or consultant) has produced to the S.151 Officer a detailed statement of account, and all relevant documents if required.

(5) The S.151 Officer shall, to the extent he/she considers necessary, examine final accounts for contracts and he/she shall be entitled to make all such enquiries and receive such information and explanations as he/she may require in order to satisfy himself/herself as to the accuracy of the accounts.

(6) Claims from contractors in respect of matters not clearly within the terms of any existing contract shall be referred to the District Solicitor for consideration of the authority’s legal liability and to the S.151 Officer for financial consideration before a settlement is reached.

(7) Work carried out in-house must conform to the terms of any legislation on competitive tendering. The in-house client should supervise the work and approve payments to the in-house contractor strictly under the terms of the contract as he/she would any external contractor.

(8) Where there is a separation of client and contractor functions officers should co-operate to obtain value for money, a successful in-house contract and an effective service while fully observing Standing Orders and Financial Regulations.

**Land and Property**

8. (1) The District Solicitor will maintain a terrier of all properties owned by the Council, recording the holding Committee, purpose for which held, location, extent and plan reference, purchase details, particulars of nature of interest and rents payable and particulars of tenancies granted.

(2) The District Solicitor shall keep all title deeds securely.

**Income**

9. (1) The collection of all money due to the Council shall be under the supervision of, and in the manner directed by, the S.151 Officer.
(2) Each Chief Officer shall furnish the S.151 Officer with such particulars in connection with work done, goods supplied, services rendered or properties improved and of all other amounts due as may be required by him/her to record correctly all sums due to the Council and to ensure the prompt rendering of accounts for the recovery of income due or the notification of the increase of rent.

(3) The S.151 Officer shall be notified promptly of all money due to the Council and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by the Council and the S.151 Officer shall have the right to inspect any documents or other evidence in this connection as he/she may decide.

(4) All receipt forms, books, tickets and other such items shall be ordered and supplied to departments by the S.151 Officer. These items are controlled stationery and must be kept securely at all times.

(5) All money received by an officer on behalf of the Council shall without delay be paid to the S.151 Officer or, as he/she may direct, to the Council’s banking or Girobank account or transmitted directly to any other body or person entitled thereto. No deduction may be made from such money save to the extent that the S.151 Officer may specifically authorise.

(6) Personal cheques shall not be cashed out of the money held on behalf of the Council, or change given on a cheque.

(7) Every transfer of official money from one member of staff to another will be evidenced in the records of the departments concerned by the signature of the receiving officer.

(8) No officer shall give a receipt for monies held on behalf of the Council in any other form than the approved form of receipt. This instruction shall not apply in respect of monies for which a receipt is contained in a legal document.

**Insurances**

10. (1) The S.151 Officer shall effect all insurance cover and negotiate all claims on policies.

(2) Chief Officers shall give prompt notification to the S.151 Officer of all new risks, properties and vehicles which require to be insured and of any alterations affecting existing insurances.

(3) Chief Officers shall forthwith notify the S.151 Officer in writing of any loss, liability or damage or any event likely to lead to a claim, and inform the police.

(4) All appropriate employees of the Council shall be included in a suitable fidelity guarantee insurance.

(5) The S.151 Officer shall periodically review all insurance in...
consultation with other Chief Officers as appropriate.

(6) Chief Officers shall consult the S.151 and District Solicitor respecting the terms of any indemnity which the Council is requested to give.

Investments, Borrowing and Trust Funds

11. (1) A Treasury Management Policy and Strategy will be adopted annually by the Council. The S.151 Officer is responsible for the treasury management function and will operate this in accordance with the adopted policy and the CIPFA ‘Code for Treasury Management in Local Authorities’.

(2) All investments of money under its control shall be made in the name of the Council or in the name of nominees approved by the Cabinet; bearer securities shall be excepted from this regulation but any purchase of such securities shall be reported to the Cabinet.

(3) All securities, the property of or in the name of the Council or its nominees, shall be held either in the custody of the S.151 Officer or in the custody of an agent of the S.151 Officer, such agent having been approved by the Cabinet.

(4) All borrowings shall be effected in the name of the Council.

(5) The S.151 Officer shall be the Council’s registrar of stocks, bonds and mortgages and shall maintain records of all borrowing of money by the Council.

(6) All trust funds shall wherever possible be in the name of the Council.

(7) All officers acting as trustees by virtue of their official position shall deposit all securities, etc., relating to the trust with the District Solicitor unless the deed otherwise provides.

Orders for Work, Goods and Services

12. (1) Official orders shall be in a form approved by the S.151 Officer and are to be approved only by officers authorised by the appropriate Chief Officer who shall be responsible for official orders issued from his/her department.

(2) Official orders shall be issued for all work, goods or services to be supplied to the Council except for supplies of public utility services, for periodical payments such as rent or rates, for petty cash purchases or such other exceptions as the S.151 Officer may approve.

(3) Each order shall conform with the directions of the Council with respect to the Procurement Policy.
(4) No orders for private purchase of goods or services shall be raised through the Council’s ordering system.

Payment of Accounts

13. (1) Apart from petty cash and other payments from advance accounts the normal method of payment of money due from the Council shall be by cheque or other instrument drawn on the Council’s banking account or Girobank account by the S.151 Officer or by Banker’s Automated Clearing System as properly authorised by the S.151 Officer or a member of his staff appointed by him.

(2) The Chief Officer issuing an order is responsible for examining, verifying and certifying the related invoice(s) and similarly for any other payment vouchers or accounts arising from sources in his department. Such certification shall be by or on his/her behalf. The names of officers authorised to approve such records, together with specimen signatures, shall be sent to the S.151 Officer and shall be amended on the occasion of any change.

(3) Before certifying an account, the certifying officer shall, save to the extent that the S.151 Officer may otherwise determine, have satisfied himself that:-

(a) the work, goods or services to which the account relates have been received, carried out, examined and approved;

(b) the prices are in accordance with the quotation, contract, or current market rates or otherwise reasonable, and all discounts have been allowed;

(c) the relevant expenditure has been properly incurred and is within the relevant estimate provision;

(d) appropriate entries have been made in inventories, store records or stock books as required; and

(e) the account has not been previously passed for payment and is a proper liability of the Council.

(4) Duly certified accounts shall be passed without delay to the S.151 Officer who shall examine them to the extent that he/she considers necessary, for which purpose he/she shall be entitled to make such enquiries and to receive such information and explanations as he/she may require.

(5) Invoices or accounts should not be altered by officers. If there is a discrepancy then this should be referred to the supplier to either reissue the invoice or to supply a credit note.
Salaries, Wages and Pensions

14.  (1) The payment of all salaries, wages, pensions, compensation and other emoluments to all employees or former employees of the Council shall be made by the Deputy Chief Executive or under arrangements approved and controlled by him/her.

(2) The Deputy Chief Executive shall be informed as soon as possible and in the form prescribed by him/her of all matters affecting the payment of such emoluments, and in particular:-

   (a) appointments, resignations, dismissals, suspensions, secondments and transfers;

   (b) absences from duty for sickness or other reason, apart from approved leave;

   (c) changes in remuneration, other than normal increments and pay awards and agreements of general application;

   (d) information necessary to maintain records of service for superannuation, income tax, national insurance and the like.

(3) All time records or other pay documents shall be in a form prescribed or approved by the Deputy Chief Executive and shall be certified by or on behalf of the Chief Officer. The names of officers authorised to sign such records, together with specimen signatures, shall be sent to the Deputy Chief Executive by each Chief Officer and shall be amended on the occasion of any change.

Security

15.  (1) Each Chief Officer is responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash, etc. under his/her control.

(2) Maximum limits for cash holdings shall be agreed with the S.151 Officer and shall not be exceeded without his express permission.

(3) The person to whom they are entrusted must look after any keys or devices that perform a similar function. The loss of any key or similar device must be reported to their Service Manager as soon as possible. Where keys relating to safes and storage device used to store cash or secure stationery are concerned the S.151 Officer should also be informed.

(4) Security and privacy of information held in a central computer installation and on networked or stand alone PCs shall be maintained in accordance with the ICT Security Policy.

(5) Each Chief Officer is responsible for notifying the District Solicitor of all data held on computer that should be registered under the Data Protection Act.
Stocks and Stores

16.  (1) Each Chief Officer shall be responsible for the care, custody and recording of the stocks and stores in his department.

(2) Stocks shall not be in excess of normal requirements except in special circumstances with the approval of the Executive or Committee concerned.

(3) Chief Officers shall arrange for periodical test examinations of stocks and shall ensure that all stocks are checked at least once every year, where stock values exceed £5000.

(4) The S.151 Officer shall be entitled to receive from each Chief Officer such information as he requires in relation to stores for the accounting, costing and financial records.

(5) Scrap, obsolete or surplus materials, not being disposed of in part exchange for new items, shall be disposed of by competitive tender or public auction, unless the Chief Officer, after consultation with the S.151 Officer decides otherwise in a particular case.

Inventories

17.  (1) Inventories shall be maintained by all departments and record an adequate description of furniture, fittings and equipment, plant and machinery so as to enable identification.

(2) All inventories shall be in the form approved by the S.151 Officer, who in consultation with the Chief Officer, may agree that certain items may be excluded from the records.

(3) Each Chief Officer shall be responsible for maintaining an annual check of all items on the inventory, for taking action in relation to surpluses or deficiencies and noting the inventory accordingly. No item of which the original cost exceeded £500 shall be written off without the approval of the Executive or officer acting under delegated powers.

(4) All property, owned or acquired by the Council shall, as far as practicable, be effectively marked as Council property.

(5) The Council’s property shall not be removed otherwise than in accordance with the normal course of the Council’s business or used otherwise than for the Council’s purpose except in guidance with specific directions issued by the Chief Officer concerned.
Members and Officer Allowances

18.  (1) All staff claims for car allowances, subsistence allowances, travelling and incidental expenses shall be submitted, duly certified in a form approved by the Deputy Chief Executive, to him, made up to a specified day of each month, within seven days thereof. The names of officers authorised to sign such records, together with specimen signatures, shall be sent to the Deputy Chief Executive by each Chief Officer and shall be amended on the occasion of any change.

(2) Payments to members, including co-opted members of the Council or its Committees who are entitled to claim travelling or other allowances, will be made following authorisation by the Democratic Services Manager of claims submitted on the receipt of the prescribed form duly completed in accordance with the requirements agreed by Council.
ANNUAL INTERNAL AUDIT PLAN

Summary: The report seeks approval of the annual internal audit plan.

1. INTRODUCTION/BACKGROUND

1.1 Since 1 April 2003 the internal audit service for the Council has been provided by an external contractor under a joint arrangement with Broadland, Breckland and South Norfolk Councils.

1.2 South Norfolk Council awarded the contract for the whole service in consultation with the other two Councils. The work to be delivered by the contractor is determined by the Annual Audit Plan for each Council and the Audit Manager of South Norfolk Council manages the arrangement under the terms of an agreement signed by the three Councils.

2. KEY DECISION

2.1 This is not a key decision.

3. COUNCIL PRIORITIES

3.1 The matters raised in this report fall within the following Council priorities:
- A safe and healthy environment
- A well planned place to live which encourages vibrant communities
- A prosperous place to live and work

4. RISK ASSESSMENT AND ANNUAL AUDIT PLAN

4.1 A risk assessment (Appendix A) has been prepared to identify changes in services and the risks associated with those services. Changes in assessment from the previous year are highlighted in bold type. The management restructure completed during 2005/2006 has lead to a regrouping of some services. The assessment has been amended accordingly. The methodology used in the risk assessment is included for information.

4.2 The annual audit plan has been prepared with regard to the previous year's plan in conjunction with any changes arising in the risk assessment. Services have also been regrouped by portfolio where appropriate. The plan shows the services that will be audited and the number of days proposed to deliver the service until 2010/2011. It also shows the number of days estimated to be delivered during 2005/2006. It is proposed to report progress against the plan to Scrutiny Committee on a half-yearly basis.

5. OPTIONS AVAILABLE

5.1 To note the risk assessment and accept the proposed audit plan and reporting requirement.

5.2 To amend the audit plan.
6. **REASONS FOR RECOMMENDATION**

6.1 Approval of the plan would allow the contractor to begin planning their work schedule in 2006/2007.

7. **RECOMMENDATION**

7.1 To note the risk assessment and approve the annual audit plan

*Appendices:*

Appendix B – Strategic Audit Plan April 2006 to March 2011
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<th>B</th>
<th>C</th>
<th>D</th>
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<th>Risk assessment %</th>
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<td>88.1%</td>
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<td>Factors F and G increased due to anticipated developments re partnership expansion - frequency becomes 1 in 1</td>
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### BRECKLAND DISTRICT COUNCIL
### INTERNAL AUDIT PLANNING
### RISK ASSESSMENT 2006/7

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<th>RISK FACTOR</th>
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<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>Risk assessment</th>
<th>Frequency of audit (years)</th>
<th>Comments</th>
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<td>2</td>
<td>57.6%</td>
<td>Medium</td>
<td>1 in 3</td>
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<td>D</td>
<td>E</td>
<td>F</td>
<td>G</td>
<td>Risk assessment</td>
<td>Frequency of audit (years)</td>
<td>Comments</td>
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<td>2</td>
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<td>71.2%</td>
<td>High</td>
<td>1 in 2</td>
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<tr>
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<td>42.4%</td>
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### SYSTEMS AUDITS TO BE CARRIED OUT CONCURRENTLY AT EACH COUNCIL

#### DEPUTY CHIEF EXECUTIVE

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<th>Description of audit</th>
<th>2005/6</th>
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<th>2007/8</th>
<th>2008/9</th>
<th>2009/10</th>
<th>2010/11</th>
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<tr>
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#### OPERATIONS MANAGER - ENVIRONMENT

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<td>associated expenditure, land charges</td>
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### BRECKLAND DISTRICT COUNCIL
### STRATEGIC AUDIT PLAN APRIL 2006 TO MARCH 2011

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### OTHER SYSTEMS AUDIT

#### DEPUTY CHIEF EXECUTIVE
Strategic alliance, strategic performance & policy, procurement and contract compliance, Chief Executive's expenditure, IT contract management. NB The specific areas to be covered will be decided when the terms of reference for the audit are agreed.

Quality control check on PI's

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**Anglia Revenues Partnership - management arrangements**

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### OPERATIONS MANAGER - COMMERCIAL & COMMUNITY
Asset management (including Council offices), economic development, culture, community development, community safety, transport, health improvement

Leisure PFI

<table>
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<th>Description of audit</th>
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<th>2006/7</th>
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### OPERATIONS MANAGER - ENVIRONMENT
Homelessness, housing strategy, housing repair loans, disabled facilities grants

Environmental Health - Other Services - emergency planning, food safety, environmental protection, pest control, dog warden, licensing, conservation, amenity grants, landscape management, private water supplies

<table>
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<tr>
<th>Description of audit</th>
<th>2005/6</th>
<th>2006/7</th>
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### OPERATIONS MANAGER - PEOPLE FIRST
Marketing, consultation, democratic services, data protection, freedom of information, central administration, customer services, press & PR

<table>
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<th>2008/9</th>
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<td>Days planned</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Days planned</td>
<td></td>
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</table>

**TOTAL DAYS PER ANNUM FOR SYSTEMS AUDIT - (A)**

<table>
<thead>
<tr>
<th>Days planned</th>
<th>Days planned</th>
<th>Days planned</th>
<th>Days planned</th>
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</tr>
</thead>
<tbody>
<tr>
<td>206</td>
<td>189</td>
<td>175</td>
<td>224</td>
<td>155</td>
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### BRECKLAND DISTRICT COUNCIL
### STRATEGIC AUDIT PLAN APRIL 2006 TO MARCH 2011

#### Days delivered (estimated)

<table>
<thead>
<tr>
<th>Description of audit</th>
<th>2005/6</th>
<th>2006/7</th>
<th>2007/8</th>
<th>2008/9</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
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<tbody>
<tr>
<td><strong>DEPUTY CHIEF EXECUTIVE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow up of previous audit recommendations</td>
<td>6</td>
<td>N/A</td>
<td>6</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Application review - Financial information system</td>
<td></td>
<td>Medium</td>
<td>10</td>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Application review - Revenues systems</td>
<td>10</td>
<td>High</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Business continuity and disaster recovery, telecommms, physical security</td>
<td></td>
<td>High</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>IT security</td>
<td></td>
<td>High</td>
<td>10</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet and virus protection, internet and email usage</td>
<td>22</td>
<td>Medium</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FLARE application review</td>
<td></td>
<td>Low</td>
<td></td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>GIS application review</td>
<td></td>
<td>Low</td>
<td></td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>IT acquisition and software legitimacy</td>
<td></td>
<td>Medium</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remote access, mobile computing and wide area network</td>
<td></td>
<td>Medium</td>
<td>10</td>
<td>10</td>
<td></td>
<td></td>
</tr>
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</table>

**TOTAL DAYS PER ANNUM FOR COMPUTER AUDIT - (B)**                                      | 38     | 26     | 34     | 36     | 36      | 36      |

**SPECIAL INVESTIGATIONS - C**                                                          | 30     |

**TOTAL DAYS PER ANNUM - (A+B+C)**                                                     | 274    | 215    | 209    | 260    | 191     | 230     |
PORTFOLIO CORPORATE PERFORMANCE CLINICS - 27 JANUARY

Summary: This report highlights the key issues raised at the Corporate Performance Clinic on 27th January 2006 for the third quarter of 2005/06 (October, November, and December). Members are asked to identify any Performance issues they'd like to review at the next commission meeting (2nd March). The Key issues are cross-referenced to the portfolio’s Annual Delivery Plans (ADP) within the Best Value Performance Plan, provided electronically to members at the end of June 2005.

1. INTRODUCTION/BACKGROUND

1.1 Members will be aware that the council’s electronic performance management system mirrors the quarterly entries in the portfolio ADPs. This traffic light system flags entries as green if target met, yellow if slight delay/problem or red for complete miss of target or major problem.

1.2 Whilst all reds and yellows are still reviewed, the clinic focuses on those that have the greater implications for the council. The aim of this is to ensure that time and energy is spent on the key issues to achieve the Council’s objectives. Members remain able to review all the data on the Members section of the website and can request any item within the Best Value Performance Plan to be reviewed at the next commission meeting which will be attended by the relevant officer.

2. KEY DECISION

2.1 This is not a key decision.

3. COUNCIL PRIORITIES

3.1 The matter raised in this report falls within the following Council priorities:

- A safe and healthy environment
- A well planned place to live which encourages vibrant communities
- A prosperous place to live and work

4. KEY ISSUES

4.1 Appendix A includes those areas where the Performance Clinic feel focus is required in order that our commitment to continual service improvement is addressed.

4.2 Develop Organisational Strategy to ensure Breckland is fit for Purpose (ADP page 62). In the draft Direction of Travel Statement, the Audit Commission has commented that it is unclear how the OD Strategy will outline actions to make Breckland a place where people want to come and work or improve recruitment in areas where skills are in short supply. The HR team have set a number of milestones and are currently working with EERA (East of England Regional Assembly) and other local authorities to produce a joint way forward. Members are reminded that OD Strategy will be seeking adoption from Full Councils on 23rd of February and that this item is on the Commission’s work plan to be reviewed on 2 March.
4.3 **Annual Review of the Capital Strategy (ADP page 68 118).** It was highlighted at the Performance Clinic that the meeting of this target relies on the development of the Asst Management Plan. Members of the Commission are reminded that the Asset Management Plan is planned to be reviewed by the Commission on the 6th July, but may wish to review this earlier in light of the importance to meet the milestone for the Capital Strategy by the 31st March.

4.4 **Develop External Funding Strategy (ADP page 113).** A discussion paper on the issues surrounding the development for an External Funding Strategy (Post Objective 2) is being developed to examine the need for such a project. The Commission may wish to consider the progress of this and review options for the Strategy.

4.5 **Complete Best Value Review of public conveniences to improve public facilities (ADP page 119).** New milestones are being prepared for the quarter four Performance Clinic. Members are reminded that a review of public conveniences is on the Commission’s work plan to be reviewed on 18th May. The Commission may wish to review this earlier to further the work towards meeting a new milestone by the 31st March.

4.6 ** Adopt a Community Development Framework (New project, not included in ADP).** The Community Development Framework is being developed to drive the work of the Community Development Team forward. This project has been carried over into next year as focus of the framework is being re-developed. New milestones will be set for quarter four. Members of the Commission may wish to review progress on these milestones.

7. **OPTIONS AVAILABLE**

7.1 Members identify specific issues from this report (or the wider Best Value Performance Plan) to discuss with the relevant officer at the next Commission meeting (2nd March).

8. **REASONS FOR RECOMMENDATION**

8.1 To meet the requirements of the Council’s Performance Management Strategy.

9. **RECOMMENDATION**

9.1 That members discuss this report.

*Appendices: Performance Issues Spreadsheet*
<table>
<thead>
<tr>
<th>ID NO.</th>
<th>TYPE</th>
<th>PORTFOLIO</th>
<th>TEAM</th>
<th>LEAD OFFICER</th>
<th>OBJECTIVE/INDICATOR NO.</th>
<th>PROJECT/INDICATOR TITLE</th>
<th>QTR 2 TARGET</th>
<th>QTR 2 ACTUAL</th>
<th>QTR 2 REPORT</th>
</tr>
</thead>
</table>
| 2005051 | Objective | Cabinet Office | Organisational Development | Colin Fleet | 0017 | To develop an Organisational Development Strategy to ensure Breckland is ‘fit for purpose’ | Survey against the 8 key themes. Develop Strategy & establish baseline | R | QD going to JCC - Nov  
GP - Dec  
Cab - Jan 06.  
Clinic Q2 - Amend to reflect new milestones |
Clinic Q2 - no major problem. Ray Johnson to give his milestones for Asset Management Plan to allow reprogramming of this project (by 4th November to PM team) |
| 2005333 | Objective | Community Engagement | Economic Development | Mark Stanton | CO7.1 | Develop External Funding Strategy for Breckland (Post Objective 2) | Draft & Refine Strategy | A | Initial work has been undertaken, however it is likely progress will be 3 months behind schedule. Therefore the strategy will not be complete until Q4. This project needs to be reviewed in the light of the current portfolio re-structure and development of ED.  
New milestones required. Clinic Q2 - Mark Stanton to re-define the project and advise PM team of new project name and milestones by Friday 4th November |
| 200557 | Objective | Community Engagement | Asset Management | Anthony Wright | 0020 | Complete the Best Value review of public conveniences to improve public facilities | Consult stakeholders on design issues | A | Report to be prepared to ask for funds to appoint Architect. The initial clean and ongoing cleaning seems to be stemming the flow of complaints, still working towards completing the report and the refurbishment work between Christmas and Easter. Hoping to report to exec on appointment of consultant shortly.  
Clinic Q2 - new milestones to PM team by 4th November |
| 200557 | Objective | Community Engagement | Community Development | Gill Hazelwood, Tony Needham | CO5.2 | Adopt a Community Development Framework. Enable learning between community projects and Parish & Town Councils | Establish a work plan with the County Training Partnership for supporting Parish Committees and prospective Parish Councillors for 2005/06 | D | Do It Yourself guides on Community Transport and Village Halls to be done in Q3.  
New milestones required. Clinic Q2 - agreed to delete project. Gill to provide new project around the “framework” - to PM team by 4th November |
<table>
<thead>
<tr>
<th>ID NO.</th>
<th>TYPE</th>
<th>PORTFOLIO</th>
<th>TEAM</th>
<th>LEAD OFFICER</th>
<th>OBJECTIVE/INDICATOR NO.</th>
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<th>QTR 3 TARGET</th>
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<tbody>
<tr>
<td>2005051</td>
<td>Objective</td>
<td>Cabinet Office</td>
<td>Organisational Development</td>
<td>Colin Fleet</td>
<td>0017</td>
<td>To develop an Organisational Development Strategy to ensure Breckland is ‘fit for purpose’</td>
<td>Action Plan</td>
<td>OD going to JCC - November GP - December</td>
</tr>
<tr>
<td>2005069</td>
<td>Objective</td>
<td>Cabinet Office</td>
<td>Finance</td>
<td>Margaret Bailey</td>
<td>0019</td>
<td>Annual Review of Capital Strategy</td>
<td>Complete action</td>
<td></td>
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<tr>
<td>2005133</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Economic Development</td>
<td>Mark Stanton</td>
<td>CO7.1</td>
<td>Develop External Funding Strategy for Breckland (Post Objective 2)</td>
<td>Milestone of Strategy &amp; Implementation</td>
<td>Complete strategy &amp; implementation. Paper on this to Andy Wright by the end of Quarter 4. December GP for comment. From this a decision needs to be made. What it is meant by ‘diversification’ at current stage is required to relate to current funding. Therefore, the project is unlikely to commence until Q2/ Q3.</td>
</tr>
<tr>
<td>2005157</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Asset Management</td>
<td>Anthony Wright</td>
<td>0020</td>
<td>Complete the Best Value review of public conveniences to improve public facilities</td>
<td>Prepare update report.</td>
<td></td>
</tr>
<tr>
<td>2005257</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Community Development</td>
<td>Gill Hazelwood - Tony Needham</td>
<td>CO3.2</td>
<td>Adopt a Community Development Framework. Enable learning between community projects and Parish &amp; Town Councils</td>
<td>Draft CDF discussed by OM’s &amp; Portfolio Member</td>
<td></td>
</tr>
</tbody>
</table>

- OD Strategy agreed - subject to development and consultation at back stage. Invite Union. Key milestones to be incorporated where applicable for staff info. Qtr 4 milestone amended.
- See monthly progress report. Still waiting on milestones from Ray Johnson. This must be done. Linked to Ray Johnson. Get people in to get it done and green by 31st March. Qtr 4 milestone amended.
- This project needs to be reviewed in light of the portfolio re-structure, development of ED and that it has implications outside of ED. A discussion paper will be produced from the initial work that has been undertaken by the end of Q3. As a result progress on this will slip 1, maybe 2 quarters into the next financial year. Project will be in STP for next year. Revise milestone for Qtr 4.
- Ray Johnson to come back with new milestones for Qtr 4.
- Project will carry on into next year. Will be in next years STP’s. New realistic milestones required Qtr 4.
<table>
<thead>
<tr>
<th>ID NO</th>
<th>TYPE</th>
<th>PORTFOLIO</th>
<th>TEAM</th>
<th>LEAD OFFICER</th>
<th>OBJECTIVE / INDICATOR NO</th>
<th>PROJECT/INDICATOR TITLE</th>
<th>QTR 4 TARGET JANUARY / FEBRUARY / MARCH</th>
<th>QTR 4 ACTUAL</th>
<th>QTR 4 REPORT</th>
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<td>2005051</td>
<td>Objective</td>
<td>Cabinet Office</td>
<td>Organisational Development</td>
<td>Colin Fleet</td>
<td>0017</td>
<td>To develop an Organisational Development Strategy to ensure Breckland is 'fit for purpose'</td>
<td>Cabinet January 2006. To Full Council.</td>
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</tr>
<tr>
<td>2005069</td>
<td>Objective</td>
<td>Cabinet Office</td>
<td>Finance</td>
<td>Margaret Bailey</td>
<td>0019</td>
<td>Annual Review of Capital Strategy</td>
<td>Obtain formal approval of forth coming years strategy. “Completed”</td>
<td></td>
<td></td>
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<tr>
<td>2005233</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Economic Development</td>
<td>Mark Stanton</td>
<td>CO7.1</td>
<td>Develop External Funding Strategy for Breckland (Post Objective 2)</td>
<td>Begin Implementation Options to Executive and Scrutiny.</td>
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<tr>
<td>2005571</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Asset Management</td>
<td>Anthony Wright</td>
<td>0020</td>
<td>Complete the Best Value review of public conveniences to improve public facilities</td>
<td>Prepare tender documentation Report to Executive New Year and establishment completed by end of financial year subject to Town Council agreement.</td>
<td></td>
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<td>2005257</td>
<td>Objective</td>
<td>Community Engagement</td>
<td>Community Development</td>
<td>Gill Hazelwood, Tony Needham</td>
<td>CO3.2</td>
<td>Adopt a Community Development Framework. Enable learning between community projects and Parish &amp; Town Councils</td>
<td>Formal adoption of CDF by Members Draft CDF completed.</td>
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</table>
PERFORMANCE UPDATE – ENVIRONMENTAL SERVICES CONTRACT

Summary: This report provides an update on performance of the new Environmental Services contract from Oct – Dec 2005.

1. BACKGROUND

1.1 The Environmental Services contract commenced with Serco on 4th April 2005, and includes the following services:

- Waste Collection / recycling
- Street Cleansing
- Grounds Management
- CCTV and Security Services
- Office Cleansing

The following report will outline performance against key indicators and the results of the latest customer satisfaction survey.

2. KEY DECISION

2.1 This is not a key decision.

3. COUNCIL PRIORITIES

3.1 The matter raised in this report falls within the following Council priorities:

- A well planned place to live which encourages vibrant communities

4. CUSTOMER SATISFACTION

4.1 Serco included as part of their bid, a quarterly customer satisfaction telephone survey to enable regular tracking of customer satisfaction. 350 residents are questioned each quarter, and are sampled representatively across the district. Questions are specific to each service area.

4.2 The latest survey carried out in early January has shown an overall decrease in satisfaction of -4.2%. The graph below shows the breakdown of this by service. Overall, waste is improving, with a slight decrease in grounds management, and a significant decrease of 10% in satisfaction with Street cleansing.
5.0 PERFORMANCE MANAGEMENT

5.1 Performance against statutory Best Value performance indicators is highlighted in Appendix A. Appendix B profiles performance against the local performance indicators relating to the contract as per the annual delivery plan.

6.0 OPTIONS AVAILABLE

6.1 Not applicable

7.0 REASONS FOR RECOMMENDATION(S)

7.1 Not applicable

8.0 RECOMMENDATION(S)

8.1 Not applicable

Appendices:

Appendix A – KPI Performance
Appendix B – Local Performance Indicator information
## Appendix A

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Performance to date 2005/6 (est)</th>
<th>Top Quartile 2004/5</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Percentage of household waste arisings which have been sent by the authority for recycling</td>
<td>23.16</td>
<td>17.89%</td>
<td></td>
</tr>
<tr>
<td>Total tonnage of household waste arisings which have been sent by the authority for recycling</td>
<td>9449.46 tonnes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion</td>
<td>11.04%</td>
<td>9.80%</td>
<td>New indicator</td>
</tr>
<tr>
<td>The total tonnage of household waste sent by the authority for composting or treatment for anaerobic digestion</td>
<td>4503.65 tonnes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of kilograms of household waste collected per head of population</td>
<td>328kg</td>
<td>397.7kg</td>
<td></td>
</tr>
<tr>
<td>Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population</td>
<td>+3%</td>
<td></td>
<td>New indicator</td>
</tr>
<tr>
<td>The Cost of waste collection per household</td>
<td>TBC</td>
<td>£35.31</td>
<td></td>
</tr>
<tr>
<td>Percentage of households resident in the authority’s area served by a kerbside collection of recyclables</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Percentage of households resident in the authority’s area served by a kerbside collection of at least two recyclables</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible</td>
<td>0%</td>
<td></td>
<td>New indicator</td>
</tr>
<tr>
<td>The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible</td>
<td>0%</td>
<td></td>
<td>New indicator</td>
</tr>
<tr>
<td>The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with ‘fly-tipping’</td>
<td>3</td>
<td></td>
<td>New indicator</td>
</tr>
<tr>
<td>Percentage of new reports of abandoned vehicles investigated within 24 hours of notification</td>
<td></td>
<td></td>
<td>New indicator</td>
</tr>
<tr>
<td>Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle</td>
<td></td>
<td></td>
<td>New indicator</td>
</tr>
</tbody>
</table>
Appendix B

Abandoned Vehicles - inspect within 24 Hrs

Slight decrease in last two months due to transition period between staff leaving and new staff joining.

Gradually improving. KPI to be moved to payment mechanism for next financial year to reflect importance on indicator.

Abandoned Vehicles removed within 24 hours

Slight decrease in last few months although figures show the target is being missed by minutes in some cases.

Fly-Tipping - % collected within 24hrs of request

% of hazardous fly tips (needles/syringes) collected within 2 hours of request

Slight decrease in last few months although figures show the target is being missed by minutes in some cases.
Improvement plan requested. Performance not far off target for example:
Dec - 89% collected within 48 hours (7 missed by couple of hours)
**NHS CONSULTATION ON THE NEW PRIMARY CARE TRUSTS ARRANGEMENTS FOR NORFOLK SUFFOLK AND CAMBRIDGESHIRE, FOR THE STRATEGIC HEALTH AUTHORITY IN THE EAST OF ENGLAND AND FOR THE CONFIGURATION OF AMBULANCE TRUSTS IN ENGLAND**

**Summary:** The Norfolk, Suffolk and Cambridgeshire Strategic Health Authority has launched three consultations on the implementation of reforms outlined in the Department of Health’s policy, Commissioning a Patient-Led NHS. The Council is invited to comment on the three consultations which are:

- Consultation on new Primary Care Trust arrangements in Norfolk Suffolk and Cambridgeshire.
- Consultation on new Strategic Health Authority arrangements for the East of England
- Consultation on new Ambulance Trust arrangements in England

This paper outlines the proposals and considers the implications for Breckland residents. Copies of the full consultation documents are available online at [http://www.nscssha.nhs.uk/yoursay/cplnhs/index.html#doc](http://www.nscssha.nhs.uk/yoursay/cplnhs/index.html#doc)

**1. BACKGROUND**

Commissioning a Patient Led NHS

1.1 In July 2005 the Department of Health (DH) published a programme of reform to improve the commissioning of NHS Services under the banner of ‘a patient led NHS’. The reforms set out to improve patient and client choice; to introduce better, more integrated support and care for people with long term illnesses; to provide a wider range of services in convenient community settings, to deliver faster, more responsive emergency and out of hours services and to provide more support to help people improve and protect their own health.

1.2 The reforms will implement ‘Practice Based Commissioning’ giving GP’s and frontline health professionals more say in how services are designed and delivered and changing the roles of Primary Care Trust’s and Strategic Health Authorities.

1.3 Primary Care Trust’s will support and manage the operation of practice based commissioning, providing practices with budgets, clinical and financial information and helping to design and develop better services for patients. They will conduct health needs assessments and will continue to work closely with local authorities so that the wider health and social care needs are addressed.

1.4 Strategic Health Authorities will focus on building the new system for commissioning and then maintaining a strategic overview of the NHS in their area.

1.5 The Norfolk, Suffolk and Cambridgeshire Strategic Health Authority has been discussing with partners and communities how Primary Care Trust’s and Strategic Health Authorities will be reconfigured to accommodate the change in functions and to reduce the administrative and financial burden on the local NHS.

1.6 Department of Health is also consulting on proposed changes to the configuration of Ambulance Trusts in England which will alter the management and administrative
arrangements.

2. **KEY DECISION**

2.1 This is not a key decision.

3. **COUNCIL PRIORITIES**

3.1 The matter raised in this report falls within the following Council priorities:

- A safe and healthy environment
- A well planned place to live which encourages vibrant communities

4. **MAIN BODY OF REPORT**

4.1 **Primary Care Trust Reconfiguration.**

4.1.1 There are currently 17 Primary Care Trust’s in the Norfolk, Suffolk and Cambridgeshire Strategic Health Authority area, 6 within Norfolk. The Breckland Council area is served by 2 Primary Care Trust’s, Southern Norfolk and West Norfolk.

4.1.2 The Strategic Health Authority is consulting on 2 options for the reconfiguration of Primary Care Trust’s in its area. Option 1 is for 3 Primary Care Trust’s with coterminous alignment to the county authorities. In Norfolk this would result in one Primary Care Trust aligned to Norfolk County Council boundaries. Option 2 gives recognition to the natural health economies and strong partnerships that have built up in the Greater Peterborough area and between Great Yarmouth and Waveney Primary Care Trust’s. Option 2 proposes five new Primary Care Trust organisations including a Great Yarmouth and Waveney Primary Care Trust and a Norfolk Primary Care Trust (excluding Great Yarmouth local authority area). The case for a Peterborough Primary Care Trust and a Great Yarmouth and Waveney Primary Care Trust are different and are not dependent on each other.

4.1.3 Illustrative management cost savings based on capitation savings targets arising out of option 1 and 2 amounts to £7,500,000 and £7,431,000 respectively.

4.1.4 The Strategic Health Authority has asked for comments on these options and has posed a number of questions. These with suggested comments are set out in Appendix 1.

4.2 **Strategic Health Authority Reconfiguration**

4.2.1 There are currently 3 Strategic Health Authorities in the East of England Region. The proposal is for a single Strategic Health Authority in the region aligned to the Government Office for East of England. The proposal is in keeping with the Department of Health criteria for reconfiguration which states that Strategic Health Authority should be aligned a closely as possible with Government Offices and that significant cost savings should be achieved.

4.2.2 It is anticipated that this proposal would save £7M in management and administrative costs (about half the current budget) which, it is said, would be re-directed to front line services.

4.2.3 The Strategic Health Authority has asked for comments on this option and has posed a number of questions. These with suggested answers are set out in Appendix 2.

4.3 **Ambulance Trust Reconfiguration.**

4.3.1 Ambulance Services in this area are currently provided through the East Anglian Ambulance Trust.

4.3.2 The consultation paper recommends that this trust should combine with the Essex and the Bedfordshire and Hertfordshire Trusts to form a single trust covering the East of England Government Office region.
4.3.3 The paper cites a number of benefits including improved patient care through raised standards; reduced management costs; further improvements to the way that trusts plan for and deal with major incidents; greater financial flexibility and resilience and more opportunities for staff.

6. **REASONS FOR RECOMMENDATION(S)**

6.1 To agree a response to the consultations.

7. **RECOMMENDATION(S)**

7.1 That members approve the suggested comments in response to the questions posed in the 3 consultation documents.

Appendices:

Appendix 1 – Questions on the Primary Care Trust Reconfiguration.

Appendix 2 - Questions on the Strategic Health Authority Reconfiguration

Appendix 3 – Comments on the proposal for a single Ambulance Trust in the East of England

*Footnote:* This paper complies with Equal Opportunities, Section 17 and is concerned to ensure services are available to all sections of the community.
### Question

**What is your view on the proposal for three PCT’s for Norfolk, Suffolk and Cambridgeshire?**

Do you strongly agree, agree, disagree or strongly disagree?

**Suggested response**

The Breckland Council area is currently served by 2 Primary Care Trusts, West Norfolk and Southern Norfolk. Both participate in the local strategic partnership and both contribute to the Councils health and well being work. However liaising with 2 separate bodies, each with different policies and approaches does present issues for the Council and LSP partners. Breckland residents also experience inconsistencies in approach between the 2 PCT’s which could lead to inequalities across the district. Any move that results in a single PCT serving the whole district would be welcomed.

In creating one large PCT across Norfolk we would be concerned to ensure that the excellent working partnerships that have developed with the current PCT’s are retained and that the locality functions, knowledge and relationships are not lost. Ensuring access through local delivery of health services has been a key concern of the Council and the PCT’s. We would want to ensure this focus continues with the new arrangements.

Breckland is a predominantly rural area with 5 market towns and 108 rural parishes. Whereas deprivation and health inequalities are perhaps not as visible as those within the urban areas of Norfolk they clearly exist. There are also issues around access to services that are unique to rural areas. We would be concerned therefore to ensure the level of service to rural areas and market towns is not reduced and that local delivery of health services is not only continued but is enhanced through the proposals. Furthermore we would want reassurance that resources would not be reallocated to the more urban areas of the proposed new PCT as a result of the changes.

### Question

**What is your view on the proposal for five PCT’s for Norfolk, Suffolk and Cambridgeshire?**

Do you strongly agree, agree, disagree or strongly disagree?

**Suggested response**

Comment as above.

The impact of a separate Great Yarmouth and Waveney PCT on the residents of Breckland would be minimal. There may however be benefits to the Council if arrangements are countywide and if the County Council and other countywide partner organisations are dealing with a single PCT.
## Appendix 2 - Questions on the Strategic Health Authority Reconfiguration

<table>
<thead>
<tr>
<th><strong>What is your view of the proposal for a single SHA for the East of England?</strong></th>
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</thead>
<tbody>
<tr>
<td>We at Breckland Council are constantly striving to maintain high quality services while driving down costs and increasing efficiency. We therefore welcome the move that will cut management and administrative costs and redirect funding to frontline services. However, we are concerned that the move to a regional SHA will further reduce the influence of local authorities and the communities they serve in defining health needs and determining priorities. The East of England is a large and diverse region and we would be further concerned that a single SHA may result in the inequitable distribution of resources with the inevitable concentration on growth areas in the south of the region having a negative impact on rural areas such as Breckland.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>What are the potential advantages for you, your organisation or the people you represent in having a single Eastern Region SHA?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The improvements to patient services referred to in the consultation document are to be welcomed should they materialise under practiced based commissioning and the new financial system. However the organisational change to a single SHA for the Eastern region is not likely to result in any significant advantaged for the organisation or the people we represent other than the redirection of funding to frontline services mentioned above.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>What are the potential disadvantages of a single SHA for the Eastern Region and what would you suggest as a solution?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The East of England is a large and diverse region. We would be concerned to ensure that the focus of the SHA remains constant across the region and that resources are not directed disproportionately to the more concentrated areas of population in the south of the region. We are concerned that the move to a single regional SHA would take strategic decision making one step further away from local communities.</td>
</tr>
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<table>
<thead>
<tr>
<th><strong>How do you see the creation of a single SHA affecting partnership working?</strong></th>
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</thead>
<tbody>
<tr>
<td>The Council currently has little direct partnership working with the SHA and liaises more directly at PCT level. Breckland is an area of significant growth and an increasingly aging population. We would look to the SHA to ensure that other regional agencies are engaged in initiatives and developments to ensure the needs of this population are addressed.</td>
</tr>
</tbody>
</table>


We at Breckland Council are constantly striving to maintain high quality services while driving down costs increasing efficiency. We therefore welcome the move that will cut management and administrative costs and redirect funding to frontline services. We are concerned however that the service to patients is not adversely affected by the proposals. As a largely rural authority we would seek reassurances that initiatives to improve response times, to support the development of first responder services and to improve out patient transport services in rural areas are maintained.
## OVERVIEW AND SCRUTINY COMMISSION - WORK PROGRAMME

<table>
<thead>
<tr>
<th>LEAD OFFICER</th>
<th>TOPIC AREA</th>
<th>BVPP Page Ref. No</th>
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<tbody>
<tr>
<td>Mark Broughton</td>
<td>OSC Work Programme</td>
<td>285</td>
</tr>
<tr>
<td>Mark Finch</td>
<td>Internal Audit</td>
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</tr>
<tr>
<td>Ian Vargeson /Michael Horn</td>
<td>Council Constitution</td>
<td>282</td>
</tr>
<tr>
<td>Mark Broughton</td>
<td>OSC Annual Report</td>
<td>285</td>
</tr>
<tr>
<td>Susan Allen</td>
<td>Ombudsman Link Officer's Report</td>
<td>274</td>
</tr>
<tr>
<td>Mark Stokes</td>
<td>Environmental &amp; Security Services Contract</td>
<td>237</td>
</tr>
<tr>
<td>Andy Wright</td>
<td>Healthy Living &amp; Life Styles</td>
<td>182</td>
</tr>
<tr>
<td>Mark Broughton</td>
<td>BT Payphones &amp; Ofcom Review</td>
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<tr>
<td>Operation Managers</td>
<td>Annual Performance Plan/Performance Clinics</td>
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</tr>
<tr>
<td>Ray Johnson</td>
<td>Asset Management Plan</td>
<td>118</td>
</tr>
<tr>
<td>Mark Finch</td>
<td>Risk Management Updates</td>
<td>60</td>
</tr>
<tr>
<td>Mel Baker</td>
<td>Communications Strategy and Consultation Plan</td>
<td>282</td>
</tr>
<tr>
<td>Ray Johnson</td>
<td>Public Toilets</td>
<td>119</td>
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<tr>
<td>Jibril Mutairu</td>
<td>Gershon Efficiency Savings</td>
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<tr>
<th>MEETINGS SCHEDULE</th>
<th>23 FEB 06</th>
<th>2 MAR 06</th>
<th>23 MAR 06</th>
<th>20 APR 06</th>
<th>18 MAY 06</th>
<th>6 JUL 06</th>
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<tr>
<td>Mark Broughton</td>
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## OVERVIEW AND SCRUTINY COMMISSION - WORK PROGRAMME

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<td>23 FEB 06 2 MAR 06 23 MAR 06 20 APR 06 18 MAY 06 6 JUL 06</td>
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<tr>
<td>Colin Fleet</td>
<td>Total Rewards Package</td>
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<tr>
<td>Colin Fleet</td>
<td>Organisational Development Strategy</td>
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<tr>
<td>Mary Palmer</td>
<td>Presence Offices</td>
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<tr>
<td>Gill Hazelwood</td>
<td>Community Development Framework</td>
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<tr>
<td>David Spencer</td>
<td>Public Open Spaces Strategy</td>
<td>243</td>
<td></td>
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<tr>
<td>Mutairu Jibril</td>
<td>E- Procurement Strategy</td>
<td></td>
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<td>Martin Seymour</td>
<td>NHS Reconfiguration</td>
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<td>Peter Chowney</td>
<td>Annual Delivery Plan</td>
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<td>Mark Finch</td>
<td>Internal Audit Plan</td>
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</tbody>
</table>
Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:
Siân Hall, Senior Committee Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.
Fax: 01362 690816; e-mail: sian.hall@breckland.gov.uk or telephone 01362 656381

The Forward Plan shows key decisions that the Council is likely to make over the next four months

Key decisions are: 1. A decision to approve or recommend to Council any matters relating to a Policy or Plan. 2. A decision made in connection with setting the Council Tax. 3. Expenditure or savings are normally significant if they exceed 25% of the budget for a service or function. 4. A decision which significantly affects the community in more than one ward.

<table>
<thead>
<tr>
<th>PORTFOLIO / MATTER FOR KEY DECISION</th>
<th>Item Ref. No. (Click for more details)</th>
<th>BVPP Page Ref No.</th>
<th>DECISION EXPECTED TO UNDERTAKE</th>
<th>DATE OR PERIOD WHEN DECISION LIKELY</th>
<th>CONSULTATION</th>
<th>DOCUMENTS AVAILABLE</th>
<th>WHO WILL MAKE DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>People First Constitution</td>
<td>FP 1/05</td>
<td>282</td>
<td>To approve the revised Constitution</td>
<td>Changed from December 2005 to March 2006 See FP1/05 for reasons</td>
<td>Continued internal consultation</td>
<td>Report when prepared</td>
<td>Council</td>
</tr>
<tr>
<td>Environment Open Spaces Policy</td>
<td>FP 3/05</td>
<td>243</td>
<td>To agree a policy</td>
<td>Changed from Summer 2005 to Summer 2006 See FP3/05 for reasons</td>
<td>Community consultation</td>
<td>Report when prepared</td>
<td>Cabinet to make recommendation to Council</td>
</tr>
<tr>
<td>Community Engagement Cultural Strategy</td>
<td>FP 12/05</td>
<td>182 183 59</td>
<td>To adopt the Local Strategic Partnership’s Cultural Strategy</td>
<td>March 2006</td>
<td>Public consultation to include: public meetings, focus groups and questionnaires</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>PORTFOLIO / MATTER FOR KEY DECISION</td>
<td>Item Ref. No. (Click for more details)</td>
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<tr>
<td>Commercial Operations</td>
<td>FP 14/05</td>
<td>112</td>
<td>To adopt the Local Strategic Partnership’s Economic Prosperity Strategy</td>
<td>Draft Version 7 March 2006 Final Version 30 June 2006</td>
<td>Consultation arrangements are being coordinated through Mary Davis of OPERA who is coordinating all corporate consultation needs.</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>Breckland Economic Prosperity Strategy</td>
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<tr>
<td>Community Engagement</td>
<td>FP 18/05</td>
<td>59</td>
<td>To adopt the LSP’s Social Inclusion Strategy for 2006-2011.</td>
<td>Changed from March 2006 to June 2006 See FP 18/05 for reasons</td>
<td>Community consultation</td>
<td>Report, Strategy and Summary Document, when prepared.</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Social Inclusion Strategy</td>
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<tr>
<td>People First</td>
<td>FP 22/05</td>
<td>282</td>
<td>To approve a Strategy for improving Customer Service, Communications and Customer Satisfaction.</td>
<td>Changed from October 2005 to January 2006 now March 2006 now May 2006 See FP22/05 for reasons</td>
<td>Internal and External Consultations</td>
<td>Report when prepared</td>
<td>Council</td>
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<tr>
<td>Communications Strategy / Customer Satisfaction Report</td>
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<tr>
<td>People First</td>
<td>FP 23/05</td>
<td>284</td>
<td>To implement a programme of improvement to the Council’s Presence Offices</td>
<td>Changed from October 2005 to March 2006 See FP 23/05 for reasons</td>
<td>Internal and External Consultations</td>
<td>Report when prepared</td>
<td>Council</td>
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<td>Presence Offices</td>
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<tr>
<td>Environment (Housing)</td>
<td>FP 29/05</td>
<td>177</td>
<td>To adopt the review of the existing homelessness strategy 2006 – 2010</td>
<td>March 2006</td>
<td>Internal and External Consultations It is proposed that the strategy is reviewed in partnership with the Breckland Homelessness Forum, a multi-agency group of key stakeholders.</td>
<td>Report when completed Appendices – strategy review and action plan.</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Review of the Homelessness Strategy 2003</td>
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<td>PORTFOLIO / MATTER FOR KEY DECISION</td>
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<tr>
<td>Environment (Housing)</td>
<td>FP 30/05</td>
<td>175 176</td>
<td>To approve the Discretionary Powers under the Housing Act 2005 to deal with unsatisfactory housing conditions</td>
<td>January/February 2006</td>
<td>Landlord’s forum, Breckland Voice, internal</td>
<td>Additional powers to deal with Houses in Multiple Occupation, empty dwellings and dwellings suffering deficiencies</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>Cabinet Office</td>
<td>FP 31/05</td>
<td>61</td>
<td>To approve the Annual Delivery Plans</td>
<td>30 March 2006</td>
<td>Citizens’ Panel, internal and Committee consultation</td>
<td>Annual delivery plans, which will detail the work programme for each portfolio for the year 2006/7</td>
<td>Cabinet to decide (for Annual Delivery Plans)</td>
</tr>
<tr>
<td>Cabinet Office</td>
<td>FP 32/05</td>
<td>n/a</td>
<td>To formally set the Council Tax</td>
<td>24 February 2006</td>
<td>Internal and Business Ratepayers</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>Cabinet Office</td>
<td>FP 36/05</td>
<td>65</td>
<td>To approve the Corporate Debt Management and Recovery Policy and Write-off Policy</td>
<td>30 March 2006 Now 11 May 2006</td>
<td>Internal</td>
<td>Policies to formalise the Council’s debt management arrangements</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>Cabinet Office</td>
<td>FP 37/05</td>
<td>62</td>
<td>To adopt the Organisational Development Strategy</td>
<td>30 March 2006</td>
<td>Internal</td>
<td>Draft Report</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>PORTFOLIO / MATTER FOR KEY DECISION</td>
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<td><strong>Cabinet Office</strong></td>
<td>FP 38/05</td>
<td>New</td>
<td>To approve the first Local Area Agreement for Norfolk</td>
<td>24 February 2006</td>
<td>Stakeholder events held in July and November</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Local Area Agreements for Norfolk – Progress Report</td>
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<tr>
<td><strong>Cabinet Office</strong></td>
<td>FP 39/06</td>
<td>New</td>
<td>To approve a Strategy for implementing and adopting Electronic Procurement for Breckland Council</td>
<td>30 March 2006 Now 11 May 2006</td>
<td>Internal and External</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Electronic Procurement Strategy</td>
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<tr>
<td><strong>Cabinet Office</strong></td>
<td>FP 40/06</td>
<td>New</td>
<td>To approve the business case for the creation of a Trading Company to complement the existing Anglia Revenues Partnership</td>
<td>30 March 2006</td>
<td>Internal and External</td>
<td>Report when prepared</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Creation of an Anglia Revenues Partnership Trading Company</td>
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<tr>
<td><strong>Environment (Housing)</strong></td>
<td>FP 41/06</td>
<td>New</td>
<td>To approve the Grants and Loan Policies for the Housing Act 2004</td>
<td>11 May 2006</td>
<td>Internal</td>
<td>Policy options for consideration to be included report.</td>
<td>Cabinet to recommend to Council</td>
</tr>
<tr>
<td>Housing Act 2004 – Grants and Loans Policies</td>
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<tr>
<td><strong>Environment (Housing)</strong></td>
<td>FP 42/06</td>
<td>New</td>
<td>To adopt the Housing Inspection Improvement Plan</td>
<td>30 March 2006</td>
<td>Internal and Part External</td>
<td>Improvement Plan completed – to be attached as appendix to report.</td>
<td>Cabinet to recommend to Council</td>
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<tr>
<td>Housing Inspection Improvement Plan</td>
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<tr>
<td>Environment (Housing)</td>
<td>FP 43/06</td>
<td>New</td>
<td>To adopt updated Housing Strategy 2005-2010 Action Plan</td>
<td>11 May 2006</td>
<td>Internal and External</td>
<td>Action plan to be updated and attached to report as appendix to report.</td>
<td>Cabinet to recommend to Council</td>
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</table>

If you have any comments or queries regarding any of the entries in the Forward Plan please contact: Siân Hall, Senior Committee Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.
Fax: 01362 690816
e-mail: sian.hall@breckland.gov.uk or telephone 01362 656381

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