

### **Scrutiny committee**

**Date:** Thursday, 18 March 2021

**Time:** 16:30

**Venue:** Remote access, [Venue Address]

#### **All group pre-meeting briefing – 15:45 (details to follow)**

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting.

#### **Committee members:**

##### **Councillors:**

Wright (Chair)  
Ryan (Vice chair)  
Carlo  
Fulton-McAlister (M)  
Giles  
Grahame  
Manning  
McCartney-Gray  
Oliver  
Osborn  
Sands (S)  
Sarmezey  
Thomas (Vi)

#### **For further information please contact:**

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#### **Information for members of the public**

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website

## Agenda

		Page nos
<b>1</b>	<b>Declarations of interest</b>  (Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)	
<b>2</b>	<b>Apologies</b>  To receive apologies for absence	
<b>3</b>	<b>Public questions/petitions</b>  To receive questions / petitions from the public. Please note that all questions must be received by the committee officer detailed on the front of the agenda by <b>10am on Monday 15 March 2021</b> . Petitions must be received by the committee officer detailed on the front of the agenda by <b>10am on Wednesday 17 March 2021</b> . For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.	
<b>4</b>	<b>Minutes</b>  To agree the accuracy of the minutes of the meeting held on 4 February 2021.	<b>7 - 10</b>
<b>5</b>	<b>Norfolk Health Overview and Scrutiny Committee (NHOSC) update</b>  <b>Purpose</b> - To note the update of the NHOSC representative.	<b>11 - 16</b>
<b>6</b>	<b>Countywide Community Safety Partnership Scrutiny Sub Panel (CCSPSSP)</b>  <b>Purpose</b> - To note the update of the CCSPSSP representative.	<b>17 - 24</b>
<b>7</b>	<b>Scrutiny committee workprogramme 2020-21</b>  <b>Purpose</b> - To note the scrutiny committee work programme 2020-21.	<b>25 - 36</b>
<b>8</b>	<b>Draft Procurement and Contract Management strategy 2021-2024</b>	<b>37 - 56</b>

**Purpose** - To consider the draft strategy.

Date of publication: **Wednesday, 10 March 2021**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

**Specific, Measurable, Attainable, Relevant and Time-bound**

## Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner





**Scrutiny Committee**

**16:30 to 18:40**

**4 February 2021**

Present: Councillors Wright (chair), Carlo, Fulton-McAlister (M), Giles, Grahame, Manning, McCartney-Gray, Oliver, Osborn, Ryan, Sands (S) Sarmezey and Thomas (Vi)

**1. Public questions/petitions**

There were no public questions or petitions

**2. Declarations of interest**

There were no declarations of interest.

**3. Minutes**

**RESOLVED**, to approve the accuracy of the minutes of the meeting held on 21 January 2021.

**4. Scrutiny committee work programme 2020-21**

Members discussed the topic for the March meeting of the scrutiny committee and it was agreed that the committee would consider the Procurement Strategy before it was taken to cabinet in April.

**RESOLVED** to add pre-scrutiny of the Procurement Strategy to the scrutiny committee work programme 2020-21

**5. The council's 2021-22 budget**

(Councillor Kendrick, cabinet member for resources and Councillor Waters, leader of the council, were present for this item).

The cabinet member for resources presented the report. He said that the administration had worked to protect frontline services and had avoided the need for service cuts. A further £11.8m would be needed in savings by 2025-26. The council continued to offer a 100% council tax reduction scheme.

The interim director of resources and section 151 officer said that it had been another challenging year, especially as councils were only receiving one year settlements. There would be a push to return to three year settlements as the one year process made budgeting very difficult. The council had been provided with a one off payment of £3m to cover financial pressures stemming from the Covid-19 pandemic.

There was a structural gap of £2.2m but the budget being presented was a balanced one. She was proposing an increase in the prudent minimum reserve levels to £5.1m to cover day to day risks, although over the medium term, the council would be working on smoothing.

She highlighted the addition of the risk reserve which acknowledged that the council would have challenges which were currently unknown. A business change reserve had also been built into the budget to address changes in pressures on local government and investing in people.

A member asked whether any thought had been given to how to engage with public on such a complex document. The director of strategy and culture said that the council had received its largest ever response to a budget consultation and that it had been a high level, thematic consultation. There were no questions about reshaping frontline services but if changes were to be made there, more consultation would be undertaken prior to any redesign of services.

A member referred to the integrated impact assessment and said that the line on financial inclusion was marked as neutral but the interpretation was that the budget was having a positive impact in this area. The interim director of resources and Section 151 officer said that the assessment gave an overarching view and as the budget was not impacting frontline services, it was marked as neutral for that section.

In response to a member's question on the best mechanism for funding for local government, the interim director of resources and Section 151 officer said that overall, the approach to funding must be clear and transparent and should be a system that gives better flexibility for local democracy.

A member said that the criteria for investing in and assessing assets were strong on making sure that money was safe before looking at yield but there should be some criteria to ensure that spending was compatible with the values of the council. The interim director of resources and Section 151 officer said that the council managed cash flow rather than holding money. Safety was the primary focus as interest rates were so low.

Members discussed the General Fund.

The chair referred to the proposed income for parking at the council's parks and asked if the impact of increased parking on verges had been considered. The interim director of neighbourhoods said that the figures in the report were a prudent assumption and that these factors would be considered before seeking approval for such a scheme.

A member highlighted option 8 on page 69 of the agenda papers which referred to the potential sale of 2-3 community centres. The income generation was modest but the proposal had wider implications for the local community. She asked if there were any



background papers available to members on these proposals. The interim director of neighbourhoods said that there would be some consultation on the proposals taken forward including more detailed papers. The figures were an assumption at the moment which had been calculated around commercial activity at some of the centres and the centres would be consulted with to understand options and reports would be taken to cabinet in due course. By way of a follow up comment, the member said that she would like to see this option dropped from the budget papers. The leader of the council said that principle of income generation were to be explored first and the council was looking at a range of options to generate income in order to protect services. The approval of the recommendations in the budget papers would allow an opportunity to look at the proposals in more detail.

A member referred to page 50 of the agenda papers and asked how reserves would be used. The interim director of resources and Section 151 officer said that there was an additional reserve being proposed which would be a business change reserve to invest for change and better outcomes for the council, which may not necessarily be savings.

In response to a member's question, the chief executive said that the council was going through a restructure with the directors being reduced to three posts and additional heads of service being appointed. Once the new structure was in place, the council would review how services could be better delivered. There were investments being made in technology and vacant posts would always be reviewed.

Members considered the options set out for the Housing Revenue Account (HRA).

A member asked about retrofitting of council houses and whether the reserves for upgrading current stock were sufficient to meet carbon reduction targets. The interim director of neighbourhoods said that there was some work to be done around housing need. The current strategy was a balanced one as the council was looking to have properties that were energy efficient. Observations from elected members and tenants were always welcome and all opportunities were being investigated.

By way of a follow up question, a member asked what the council's ambitions were for retrofitting and carbon future proofing of housing stock. The interim director of neighbourhoods said that part of the insourcing of asset management would make this task easier. There was a plan to balance what the council could afford to do and to ensure that neighbourhoods were fit for the future. The director of place said that the council had set out an ambitious agenda with its Environmental Strategy with an action plan in place to help with the journey to carbon neutrality by 2030. The environmental standards of new homes would be looked, not just retrofitting. The council had received some funding for such projects and was expecting an increase in government funding to encourage local authority investments in this.

A member referred to the council's asset portfolio and asked if it would be reviewed. She said that some assets could be sold on the open market rather than refurbished and asked when new assets were purchased, if repair and maintenance costs were included in budgeting. The interim director of resources and section 151 officer said that an asset management review was due. It was important that short term needs could be addressed so it was appropriate to set aside funds to do this. In terms of commercial properties, the Public Works Loan Board criteria had changed but this did

not stop regeneration work in the local area with investments made in existing assets to ensure returns.

By way of a follow up question, a member said that with the changes to the Public Works Loan Board (PWLB) and the council needing to make a three year business case but only receiving one year settlements from the government, would this make it more expensive to undertake similar projects in the future. The interim director of resources and section 151 officer said that projects would not be funded through the PWLB but there was no action to be taken on the current portfolio regarding this. In response to a follow up question, the interim director of resources and section 151 officer said that the government was looking for clear political priority when considering lending money and the council would use the 2040 City Vision and Asset Management Strategy to provide purpose for investment.

Members discussed Treasury Management.

A member said that he wanted to add a fourth criteria to the Treasury Management investment policies with the addition of 'social value.' The interim director of resources and the section 151 officer said that she could ask the council's treasury management advisors to research this.

Regarding the chief finance officer statement, a member asked for more detail on the statement that the chief finance officer had reservations about delivering the capital strategy. The interim chief finance officer and section 151 officer said that she had to start planning the capital programme in advance of setting the budget. Work had been undertaken on the programme throughout the year and there needed to be a 'line in the sand' which had been drawn prior to the third national lockdown. There was the potential for slippage around the programme as the council had been restricted on what it could do due to the pandemic.

**RESOLVED** to ask cabinet to ask the council's treasury management advisors to research and investigate the addition of 'social value' as a fourth criteria of the treasury management investment policies.

CHAIR

**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 5**

**REPORT for meeting to be held on Thursday 18 March 2021**

### **Norfolk Health and Overview Scrutiny Committee (NHOSC)**

- Summary:** Councillor Laura McCartney-Gray is the council's representative on the Norfolk Health Overview and Scrutiny Committee and will give updates of the work of this committee at the meeting.
- Conclusions:** The purpose of this report is to receive a written report from the meeting held on 4 February 2021 and a verbal update from the meeting held on 18 March 2021.
- Recommendation:** To note the reports of the NHOSC representative.
- Contact Officers:** Emma Webster, scrutiny liaison officer  
preferred contact by e-mail  
[emmawebster@norwich.gov.uk](mailto:emmawebster@norwich.gov.uk)

1. Meeting 4th February 2021 – The commissioning and delivery of physical and mental Prison Health. A detailed report was presented to members and as a result the following further information was requested from England NHS England and NHS Improvement (NHSE&I), as follows:

- Numbers of prison officers who have received mental health awareness training. Please provide numbers and as a percentage of total number of prison officers.
- Details of the training given to prison officers to spot prisoners' health needs, mental and physical.
- Details of the work programme to update SystmOne so that people are registered with a GP prior to release from prison.
- Details of the communication possible between SystmOne in prisons and SystmOne in the community.
- Information on the point at which prisoners are told how to complain about healthcare services.
- Information on the point at which prisoners are given details of the interpreting service that can assist them with making complaints.
- Waiting times for Improving Access to Psychological Therapies (IAPT) one year ago, before the effects of the pandemic.

2. Finally the following recommendations to NHSE&I, as follows:

- To put in place a performance indicator for monitoring provision and use of interpreting services in prison healthcare.
- To check whether prison staff at Norwich prison are given the results of their regular Covid 19 tests and advise they should be as a matter of healthcare ethics.

3. Response to request for information regarding the current ear irrigation service;

As members will remember Cllrs Sarmezey and McCartney-Gray raised issues around information, communication and access to the new community micro suction and ear irrigation service(s). We put forward eight questions and received the attached response (Appendix A) from NHS Norfolk and Waveney CCG.

4. Our queries were:

- Are there really two different services to achieve the same results for patients? If they are able to access them?
- Is there a formal referral process in place for the service at NDA (it did feel that knowledge of this service and referral process is patchy).
- Is the first suggestion for patients to access this service privately or was this a one off (would like to see the communication to practices concerning the suspension of the service in GP Practices and how they were to refer patients to NDA service).

- Are both pathways to the 'community services the same or are they two distinct services?
  - Has access to this service been 'communicated' to wider organisations and groups who work/engage with people affected as outlined above?
  - What measures are in place to evaluate the effectiveness of this move across to a community based service?
  - Are we measuring the number of patients previously seen in hospital ENT departments -v- the number who are now seen at community venues? It was emphasised by the ENT doctor that I should "do nothing" but wait; the GP seemed unclear that the Service had gone 'live' in the Norwich area.
  - 8 Are people slipping through the net? This may seem like a small concern given the Covid landscape but life becomes miserable and potentially dangerous (unsteady due to balance issues could lead to a fall).
5. Although the responses from the CCG were adequate Cllrs Sarmezey and McCartney-Gray were left wondering as to what processes how the CCG was going to monitor whether or not they find a disparity in numbers of patients using the old system –v- the new service(s) and the reasons for any disparity.

## APPENDIX A

**Response to queries raised by Cllr McCartney-Gray  
NHS Norfolk and Waveney CCG - Microsuction/Ear Irrigation/clearance  
Services  
Raised at Norwich City Council in December 2020**

- **Are there really two different services to achieve the same results for patients? If they are able to access them?**

There is only one community ear clearance pathway although the pathway to different providers (3 in total) is dependent on where the patient is registered with a GP. We can currently offer this service to patients in the Central Norfolk locality. Practices are also funded to do ear irrigation, however this service has largely been paused in response to the Covid pandemic and the need to clinically prioritise services.

- **Is there a formal referral process in place for the service at NDA (it did feel that knowledge of this service and referral process is patchy?)**

Yes, the pathway is widely available on the Knowledge Anglia site which supports health and social care professionals by providing information and resources needed on a daily basis to support patient care, including access to local and national guidelines and pathways. It is also available via Ardens, a clinical decision support tool which provides clinicians with easy access to information including clinical pathways.

- **Is the first suggestion for patients to access this service privately or was this a one off (would like to see the communication to practices concerning the suspension of the service in GP Practices and how they were to refer patients to NDA service?)**

It is not possible to comment on why this signposting to private services was made in this instance. The NDA has contacted all practices and offered to raise awareness with them about the service, which shows a proactive approach. As mentioned above, the pages on Knowledge Anglia regarding referrals to this service, have been updated.

It is worth remembering that practices are currently working under intense pressure, and need to clinically prioritise what they are doing. Under normal circumstances the practice would be expected to have attempted the ear clearance themselves, however in the middle of a global pandemic we would expect them to clinically

prioritise services to more urgent issues.

- **Are both pathways to the 'community services the same or are they two distinct services?**

There is just one community ear clearance pathway, but the referral may be made to 1 of 3 providers depending on where the patient is located in within the North Norfolk, South Norfolk or Norwich areas.

- **Has access to this service been 'communicated' to wider organisations and groups who work/engage with people affected as outlined above?**

We will do this as suggested, and ensure that the provider NDA do so as well.

- **What measures are in place to evaluate the effectiveness of this move across to a community based service?**

We monitor the levels of activity in secondary care to check there has been a reduction. Providers are also expected to undertake patient questionnaires to feedback on the service provided. A 'deep dive' evaluation is due to be undertaken shortly.

- **Are we measuring the number of patients previously seen in hospital ENT departments -v- the number who are now seen at community venues? It was emphasised by the ENT doctor that I should "do nothing" but wait; the GP seemed unclear that the Service had gone 'live' in the Norwich area.**

Yes, we receive data on activity undertaken in ENT at NNUH. However, due to COVID, their ear clearance service (for complex patients) was paused from March until August 2020. They are now suffering a backlog of approximately 600 follow-ups with an average wait of 6 months for follow-ups and 3 months for new/urgent patients.

There have been a number of communications sent to GPs to outline the service going live. As mentioned above, practices can also find full details of the pathway on Knowledge Anglia, which is the established repository for referral and service information. It should be remembered that due to the pandemic practices are currently operating services under pressure and receiving huge amounts of information on a daily basis.

- **Are people slipping through the net? This may seem like a small concern given the Covid landscape but life becomes miserable and potentially dangerous (unsteady due to balance issues could lead to a fall).**

Through speaking to the NDA about patient experiences, we understand the importance of ensuring they are seen to avoid becoming isolated or becoming

unsteady and falling. The number of complaints we have received is usually an indicator of how well (or not) the service is performing. I have addressed those complaints received to ensure patients are treated quickly and efficiently and practices are informed of the process, however we are always keen to do more to promote this essential service.



**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 6**

**REPORT for meeting to be held on Thursday 18 March**

### **Countywide Community Safety Partnership Scrutiny Sub Panel (CCSPSSP)**

**Summary:** Councillor Adam Giles is the council's representative on the Countywide Community Safety Partnership Scrutiny Sub Panel and will give a verbal update at the meeting.

The meeting of CCSPSSP took place on 23 February 2021. Under the Crime and Disorder Act 1998 and subsequent legislation, a number of statutory agencies are required to work in partnership to reduce crime and disorder. In Norfolk this includes Norwich City Council, Norfolk Constabulary, Norfolk Police Authority, Norfolk Fire and Rescue Service, Norfolk County Council district councils and the Probation Service. The CCSPSSP was set up in 2011 in order to discharge these duties and the chief officer or their nominee from each statutory agency is the responsible person.

**Recommendation:** To note the report of the council's representative on the CCSPSSP .

**Contact Officers:** Emma Webster, scrutiny liaison officer  
preferred contact by e-mail  
[emmawebster@norwich.gov.uk](mailto:emmawebster@norwich.gov.uk)



## **Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel Report February 2021**

**Cllr Adam Giles** – please send any queries/comments to  
a.giles@cllr.norwich.gov.uk

### **NCCSP Strategy 2021-2024**

The meeting was convened to discuss the NCCSP strategy 2021-2024, being produced to run concurrently with the Police and Crime Commissioner elections, and the publication of a new Police and Crime Plan 2021-2024.

### **Priorities**

The current NCCSP priorities are as followed: Prevent (statutory responsibility); County Lines drug dealing; and domestic and sexual violence.

The panel agreed that the priorities in the NCCSP Strategy 2021-2024 should be as followed:

- Prevent (statutory responsibility)
- Serious violence (new statutory responsibility) – including: County Lines drug activity; domestic violence; knife crime; and developing a coherent public health approach to serious violence
- Criminal exploitation – including: County Lines drug activity; and modern slavery
- Neighbourhood crime – including: acquisitive crime; ASB; hate crime; and community tensions
- Fraud/scamming

There was agreement that the current NCCSP strategy had focused on tackling the three current priorities in isolation, and that the new strategy needed to focus more on developing cross-cutting strategies to tackle all of the new priorities.

It was agreed that the strategic themes in the NCCSP Strategy 2021-2024 should be the following:

- Safeguarding communities from the harm of abuse and serious violence
- Reducing the threat of criminal exploitation
- Building resilient, cohesive communities
- Neighbourhood crime

The following Delivery Group was agreed:

### **Prevent**

Prevent Group – Teri Munro (Broadland District Council Community Safety Manager)

### **Serious Violence**

- County Lines Delivery Group – Mark Stokes (OPCCN CEO), Chief Inspector Sonia Humphreys (Norfolk Constabulary)
- Domestic Abuse and Sexual Violence Group (DASVG) – Dr Gavin Thompson (OPCCN Director of Policy and Commissioning)
- Public Health Approach to Serious Violence Task-and-Finish Group – Public Health Norfolk

### **Criminal Exploitation**

- County Lines Strategic Group - Mark Stokes (OPCCN CEO), Chief Inspector Sonia Humphreys (Norfolk Constabulary)
- Modern Slavery Partnership – Kate Dexter (Norfolk County Council Assistant Director of Children’s Social Care)

### **Neighbourhood Crime**

- District Leadership Boards
- A new Community Cohesion Sub-Group to include hate crime

### **Fraud/Scams**

- Norfolk Serious and Organised Crime Group – Detective Chief Superintendent Chris Balmer (Norfolk Constabulary)
- Norfolk Against Scams Partnership

In addition to discussing the NCCSP Strategy 2021-2024, we were provided with the following information:

### **County Lines**

#### **Police Operations to tackle County Lines drug activity**

- **Operation Gravity** – Disrupting and preventing County Lines drug dealing in Norfolk since December 2016.
- **Operation Orochi** – Norfolk Constabulary is working in partnership with the Metropolitan Police to increase enforcement activity in Norfolk, identifying and arresting line holders and leaders, rather than exploiting drug runners and vulnerable users. Data on operation was provided on an exempt basis.
- **Operation Bokken** – A district response to an identified risk presented by a small and specific cohort of young adults in Norwich. The cohort have been identified as being connected to a number of drug-related incidents of violence, acquisitive crimes and associated intelligence. The Bokken cohort includes two identified gangs within which there is an emerging hierarchy. The young people are aged between 14-20. Offences have included retributory acts of violence and inciting violence through drill music. The total number of offences across the 15 key young people is 449 with the average age of their first offence being 11 years old. Weekly Bokken police interdepartmental tasking and coordination meetings are held, and active pursuance of criminal behaviour orders, gang injunctions and civil injunctions including restrictions

relating to travel, non-association, mobile phones, gang drill music videos, and face coverings.

## **NCCSP Activity on tackling County Lines drug activity**

### **MASH and MACE**

The MASH (Multi-Agency Safeguarding Hub) provides a central multi-agency point of access to assess shared information in relation to vulnerable persons.

The MACE (Multi-Agency Child Exploitation) team works to safeguard children at risk of, or who are being exploited criminally or sexually. Referrals are made to MACE after being screened by the MASH. The team comprises Norfolk County Council staff and police officers who work to reduce the dangers that young people are exposed to. The team provide an active safeguarding plan alongside Children's Services case holding practitioners, and the young person and their family. Cases are given a risk level: high risk; medium risk; and standard risk.

### **New Roads**

By June 2021 New Roads will be launched which will aim to take the "no wrong door" approach to additional support for vulnerable young people in residential care and foster care. These young people will have an assigned key worker, who will draw in support from mental health workers, speech-and-language therapists, and police officers.

### **Vulnerable Adolescents Group**

A Vulnerable Adolescents Group is going to be established to provide coordination and oversight for the safeguarding of adolescents at risk of extra-familial harm. It will report directly to the NSCP (Norfolk Safeguarding Children Partnership).

### **Targeted Youth Support Service (TYSS)**

The TYSS is a new service to introduce youth work practitioners and clinical psychologists into Children's Services to support work with young people at risk of exploitation. The service is aiming to reduce the likelihood of exploitation, improve safety and emotional wellbeing outcomes for vulnerable adolescents, and increase their resilience, with the hope of higher aspirations and improved life chances. The service will offer: direct support to young people, where the young person would benefit from developing a trusted relationship in order to achieve safety and wellbeing outcomes; detached community-based youth work; and missing and return home work.

### **St Giles SOS+**

The St Giles Trust, funded by the OPCCN's Hidden Victims Fund, are running

awareness-raising sessions for school pupils, teachers, and parents, and one-to-one mentoring for those at high risk of child criminal exploitation. The sessions are designed to give children and parents the tools they need to make informed decisions about exploitation and gang involvement. Of those referred for one-to-one mentoring, support includes developing individualised risk management plans, encouraging engagement with appropriate statutory services, and support with issues such as drug and alcohol misuse, parental domestic violence, and unemployment.

### **Norfolk Anti-Slavery Network (NASN)**

In October 2020 the NASN was launched to provide leadership, and to strengthen and enhance the multi-agency response to modern slavery and human trafficking in Norfolk. In the last reporting quarter, 22 Norfolk young people were referred to the National Referral Mechanism as a consequence of their involvement in County Lines, with this consistently being the primary reason for referrals.

### **Exploitation and County Lines Training**

Training has included:

- Lived experience training for frontline practitioners
- E-learning package, funded by Norfolk Pathfinder, to be distributed to partners for mandatory staff training
- Peer-led education package for schools on exploitation, based on the Glasgow Violence Reduction Unit model
- External training for Children's Services staff on contextual safeguarding and exploitation
- Disruption exploitation training delivered in February 2021 to police officers, YOT, and Children's Services
- The NSCP has a designated workforce development officer offering training courses on contextual safeguarding, child sexual exploitation, working with parents effectively, and emotional harm

### **YOT (Youth Offending Team)**

The YOT is working closely with partners to safeguard children and young people at risk of exploitation or are being exploited to develop both internal and external controls to reduce the risk of harm. Their work includes the following:

- Engaging with the relevant multi-agency forums focusing on child criminal exploitation.
- Through the point of arrest diversion scheme increase the identification and working with young people at risk of exploitation.
- Working and supporting the development of the TYSS.

### **Kooth**

A commissioned online counselling service for 11-25 year olds in Norfolk and Waveney staffed by BACP qualified counsellors. Counsellors are available from 12:00-22:00 on weekdays and 18:00-22:00 at weekends on a drop-in basis or through appointments. They also produce an online magazine of moderated articles

submitted by young people offering peer advice. There are also pre-moderated discussion boards offering peer-to-peer advice.

## **Project ADDER**

The Greater Norwich area has been selected for £5 million of funding from the Treasury Shared Outcomes Fund to deliver Project ADDER. ADDER stands for Addiction, Diversion, Disruption, Enforcement and Recovery. The project's purpose is to pilot an intensive whole system approach to tackling County Lines drug activity. The project will run for three years.

The aims of Project ADDER within three years are: a reduction in the rate of drug deaths; a reduction in the level of drug-related offending; and a reduction in the prevalence of drug use.

The outcomes hoped for from Project ADDER to achieve these aims are as follows:

- A reduction in reoffending amongst prolific offenders who are motivated by drugs
- Increase the number of drug users engaging in treatment and recovery support, deriving benefit from doing so, and completing their treatment
- A reduction in the drugs supply
- Reduced costs for local health services and police due to lower health and crime harms, and lower costs to the criminal justice system
- An increase in the number of young people safeguarded

## **Prevent**

### **Statistical breakdown of referral routes to Prevent Channel Panel in 2020**

In response to my request at the previous meeting the following stats were provided: 46.2% police, 23.1% education, 11.5% probation, 7.7% NSFT, 3.8% district councils, 3.8% YOT, and 3.8% social workers. This contrasts sharply with 2018, when 55.6% of referrals were from education, and only 11.1% from the police. This reflects home learning throughout the Covid-19 pandemic.

### **Prevent Channel Panel age-referred percentages in 2020**

It was reported that 46.2% of those referred were 18+, 42.3% under 16, 7.7% 17 year olds, and 3.8% 16 year olds.

### **Examples of Prevent Channel Panel Support**

- Home Office Intervention Provider (exploration of thinking with counter-narratives)
- Mental health referral and support
- Autism assessment and support
- Social work assessment and social work support
- Early help – family support practitioners/district councils
- YOT support
- Prospects mentor

- Face-to-face meeting and guidance with a police Prevent officer
- Initial meeting and ongoing support with a Channel caseworker
- Online safety guidance through education establishment or other relevant partners
- Mentor within education establishment or from voluntary sector
- Home Office Counter Terrorism-funded courses with stated outcomes
- Princes Trust support
- EHCP review

## **Domestic Abuse and Sexual Violence**

### **OPCCN update on actions taken**

The OPCCN commissions the IDVA service through Leeway, has distributed Government emergency Covid-19 funds to domestic abuse and sexual violence support organisations, and also commissions Norfolk and Suffolk Victim Care, the Daisy Programme, the Sue Lambert Trust, and the Pandora Project to provide support to domestic abuse and sexual violence victims and survivors.



**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 7**

**REPORT for meeting to be held on Thursday 18 March**

### **Scrutiny committee work programme 2020-21**

**Summary:** The purpose of this report is to assist committee members in setting the work programme for the rest of the civic year 2020-21.

**Conclusions:** It is proposed that any discussion is agreed as a whole committee using 'TOPIC' criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

The programme is a standing item at each committee meeting and can be adjusted as necessary.

**Recommendation:** To consider the scrutiny committee work programme 2020-21.

**Contact officer:** Emma Webster, scrutiny liaison officer  
emmawebster@norwich.gov.uk

## Report

1. When the scrutiny committee considers which items to include on its work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan.
2. This is so that the scrutiny committee will be able to consider where and how it can add value to the work being carried out towards achievement of the council's priorities and ensure that resources are being focused effectively.
3. Although sometimes not possible to achieve, it was previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.
4. Members will have the opportunity on a monthly basis to revise the work programme if and when required or due to changing events.
5. It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.
6. Members are reminded that any items placed on the work programme should be considered within the council's COVID-19 recovery framework.
7. Members are asked to consider topics for the work programme for civic year 2021-22 and submit a fully completed topic form to the scrutiny liaison officer.

## Annual work programme planning grid

Date of meeting	Item
<b>Thursday at 16.30</b>	
<b>2020</b>	
<b>10 June</b>	Covid-19 recovery report
<b>16 July</b>	Work programme Annual scrutiny report
<b>17 September</b>	Work programme Report back from NHOSC meeting from 30 July and 3 September Report back from Short Term Lets select committee Local Enterprise Partnership (LEP)
<b>15 October</b>	Work programme Report back from NHOSC meeting from 8 October Enhancing community development following Covid-19 - Citizen Participation blueprint, Kate Price. Follow up from the LEP (30 mins max)
<b>19 November</b>	Work programme Agree recommendations for Local Enterprise Partnership Maximising opportunities to achieve zero rough sleeping following Covid-19, Chris Hancock.
<b>17 December</b>	Work programme Report back from NHOSC meeting from 26 November (Cllr Oliver) Report back from Community Safety partnership meeting from 24 November (Cllr Giles) Equality information report, Adam Clark
<b>2021</b>	
<b>21 January</b>	Work programme Corporate performance and KPI framework – confirmed Ruth Newton and Kirsty Howard.
<b>4 February</b>	Work programme To consider the 2021/22 budgets, medium term financial strategy and capital programme, along with capital strategy and treasury management strategy Cllr Kendrick. Hannah Simpson, Shaun Flaxman, Adam Drane.
<b>18 March</b>	Work programme Procurement strategy Report back from NHOSC meeting from 4 February and 18 March.

**Norwich City Council**  
**SCRUTINY COMMITTEE**

## Recommendations tracker civic year 2020/21

(Completed items are shaded)

<b>4 February 2022 Budget scrutiny</b>	
<ul style="list-style-type: none"> <li>Ask cabinet to ask the council's treasury management advisors to research and investigate the addition of 'social value' as a fourth criteria of the treasury management investment policies.</li> </ul>	Considered by budget cabinet 10 February, the interim director of resources and Section 151 officer to take forward
<b>21 January 2021 Corporate Plan performance framework 2021-22</b>	
<ul style="list-style-type: none"> <li>To prepare a schedule of removed KPIs to include the rationale for removal and where the data can be found.</li> </ul>	Strategy team to take forward
<ul style="list-style-type: none"> <li>under the 'people living well' priority to ask cabinet to consider including;                             <ul style="list-style-type: none"> <li>a) a metric around satisfaction with estates management; and</li> <li>b) response times to antisocial behavior complaints.</li> </ul> </li> </ul>	Strategy team to take forward
<ul style="list-style-type: none"> <li>under the 'great neighbourhoods, housing and environment' priority to ask cabinet to consider including a metric on the number of council houses approved for construction, built and retrofitted to a high environmental standard.</li> </ul>	Strategy team to take forward
<ul style="list-style-type: none"> <li>Under the 'inclusive economy' priority to ask cabinet to consider including metrics to measure;                             <ul style="list-style-type: none"> <li>a) the percentage of not for profit organisations that receive discretionary business rates relief</li> <li>b) council owned shop occupancy rates; and</li> <li>c) Norwich market occupancy rates.</li> </ul> </li> </ul>	Strategy team to take forward
<ul style="list-style-type: none"> <li>Under the 'healthy organisation' priority to ask cabinet to consider including metrics on staff welfare levels such as attendance statistics.</li> </ul>	Strategy team to take forward
<b>17 December 2020 Scrutiny committee work programme 2020-21</b>	
<ul style="list-style-type: none"> <li>note the scrutiny committee work programme 2020-21.</li> </ul>	completed

<ul style="list-style-type: none"> <li>agree in principle to add the insourcing of the Joint Ventures to the work programme, subject to a scope being considered at the January meeting of the scrutiny committee.</li> </ul>	on scrutiny agenda for 21 January
<p align="center"><b>17 December 2020</b> <b>Draft equality information report</b></p>	
<ul style="list-style-type: none"> <li>note the draft equalities information report.</li> </ul>	completed
<ul style="list-style-type: none"> <li>ask for a member's briefing to be arranged on the council's approach to working as an anchor institution in the city.</li> </ul>	Democratic services to take forward
<p align="center"><b>17 December 2020</b> <b>Norfolk health and overview scrutiny committee report (NHOSC)</b></p>	
<ul style="list-style-type: none"> <li>note the update of the NHOSC representative.</li> </ul>	completed
<ul style="list-style-type: none"> <li>to ask the representative on NHOSC if there was any evaluation of how smooth the handover of service for patients being treated for ear clearance from the hospital to the community was, especially with regard to patient follow-up.</li> </ul>	Cllr McCartney-Gray to take forward. Report back on scrutiny agenda for 18 March 2021.
<p align="center"><b>19 November 2020</b> <b>Opportunities to achieve zero rough sleeping post COVID-19</b></p>	
<p>ask cabinet to:</p> <ul style="list-style-type: none"> <li>look at how the council communicates the risk of becoming intentionally homeless to tenants, to clarify that the council is giving information and to reduce the perception of threat.</li> <li>provide a demographic of those who have received such communications to the scrutiny committee members.</li> <li>review council policies around intentional homelessness.</li> <li>ask the housing partnerships officer to provide online training to members on approaching people on the street and how to give advice.</li> <li>support landlords in how to deal with tenants who will have change in circumstances over the coming months.</li> <li>contacting tenants who the council had previously contacted with improvement notices and also use rogue landlord databases as an exercise in early intervention.</li> <li>work with county and advice agencies to map where to refer people who need early intervention services.</li> <li>lobby central government for increased funding.</li> </ul>	<p>Taken to cabinet on 16 December 2020, response; In response to the recommendations on rough sleeping the deputy leader and cabinet member for social housing said she would look with the department to provide the information requested where possible and noted that members were to receive training on working with individuals experiencing homelessness in January.</p> <p><b>RESOLVED</b> to note the recommendations made at the meeting of scrutiny.</p>

<ul style="list-style-type: none"> <li>to thank officers for their work in this area and to acknowledge the good work the council is undertaking regarding tackling homelessness</li> </ul>	completed
<p style="text-align: center;"><b>19 November 2020</b> <b>New Anglia Local Enterprise partnership recommendations</b></p>	
<ul style="list-style-type: none"> <li>that the Leader of the Council requests from the LEP a clear plan and commitments for how they are going to meet the minimum target of reducing emissions by 13% year on year.</li> <li>ask cabinet through the scrutiny committee or CEEEP as appropriate to consider investment opportunities within Norwich that would generate the best results in reducing emissions and providing community benefit, so that these can be fed into the new Norfolk &amp; Suffolk Investment Plan.</li> <li>the LEP written answers refer to “Developing a dedicated vehicle for generating local energy in a way which benefits communities, and consider where targeted pilots could help us explore initiatives and learn from other leading areas/schemes”. The council is due a report on solar financing from the cabinet member for safe and sustainable city environment, therefore the committee proposes that the cabinet member meets with local community energy groups and the LEP to discuss a pilot in Norwich.</li> <li>ask cabinet to promote grants from the LEP by including details in communication with businesses when sending out business rates letters.</li> <li>ask the LEP to provide information on the self employed grant scheme and lobby government to provide more targeted support for those who are self employed.</li> <li>LEP has details of its grants programmes on the website, but it’s not clear what the impact of these is. Therefore the committee asks for a report on benefits delivered: impact on social mobility and local jobs</li> <li>ask the Leader of the Council to push for unions to be represented on the LEP board.</li> <li>ask the leader of the council as the council’s representative on the LEP to ask that it considers: <ul style="list-style-type: none"> <li>including clean growth and protection/enhancement biodiversity as key criteria for project applications.</li> </ul> </li> <li>regularly assessing the net impact of its activities (policies/programmes/funding) on carbon emissions and extent to which the LEP is meeting legal</li> </ul>	<p>Taken to cabinet on 16 December 2020, response; The leader noted that a number of the recommendations from the report were questions and some had been asked before.</p> <p><b>RESOLVED</b> to note the recommendations made at the meeting of scrutiny.</p>

<p>targets.</p> <ul style="list-style-type: none"> <li>• review its strategic approach to transport planning which is currently dominated by major road building schemes and to bring its policies and funding contributions into line with net zero carbon target.</li> <li>• assist WildEast in helping to meet its goal of dedicating 20% of all land in East Anglia to biodiversity by 2030.</li> <li>• build on the goodwill and acknowledgement of climate emergency to press for carbon accounting. Chris Starkie acknowledged that - not enough was being done to meet the Climate Change Act's requirements. Small acts of carbon reduction need to be weighed against, and scaled up to exceed actual ongoing emissions and the first step is measurement. Tyndall report gives 13% annual reduction of Norwich emissions to meet targets in Climate Change Act. This is an engine of economic renewal and offers genuine opportunities to the many in high carbon jobs who will need alternative employment. The sooner this transition is managed, the more manageable it will be.</li> <li>• to recommend to the LEP that they lobby government for Universal Basic Income pilot scheme in Norwich to boost local demand.</li> <li>• to push for meetings to be held in public in order to increase accountability, transparency, public awareness and trust.</li> </ul>	
<p align="center"><b>15 October 2020</b> <b>New Anglia Local Enterprise Partnership</b></p>	
<ul style="list-style-type: none"> <li>• ask members to email the scrutiny liaison officer with any recommendations to be considered at the November meeting of the scrutiny committee.</li> </ul>	<p>completed</p>
<p align="center"><b>15 October 2020</b> <b>Norwich City Council response to enhancing community development following Covid-19</b></p>	
<ul style="list-style-type: none"> <li>• ask the neighbourhood and community enabling manger to consider the following recommendations when developing the Citizen Participation Blueprint</li> <li>• to draft a council / councillor / citizen compact with participation and transparency at its heart to improve interactions with residents and influence and shape council culture.</li> <li>• ensure that issues are followed through, by looking at the most effective way of doing so for residents.</li> </ul>	<p>to be included in the citizen participation blueprint and this document will ultimately be considered by cabinet next year.</p>

<ul style="list-style-type: none"> <li>ensuring that services are delivered to build and maintain trust with residents</li> </ul>	
<ul style="list-style-type: none"> <li>for ward councillors to have a better understanding of internal council processes in order to identify improvements through an all member briefing and for this information to be made available to residents.</li> <li>make it clear to residents that councillors are a first point of contact within the council and to highlight other contact means such as online forms and the customer contact centre and to investigate barriers to people contacting the council.</li> </ul>	democratic services to take forward
<ul style="list-style-type: none"> <li>ask cabinet to commission a piece of work to refresh the constitution so that it more accurately reflects the collaborative nature of the council, for example, in discussions with councillors to include a rationale on why a project can or cannot be taken forward.</li> </ul>	<p>Taken to cabinet on 16 December 2020, response;</p> <p><b>RESOLVED</b> to note the recommendations made at the meeting of scrutiny.</p>
<p align="center"><b>15 October 2020</b> <b>Work programme</b></p>	
<ul style="list-style-type: none"> <li>ask Councillor McCartney-Gray to take work on safe drug consumption rooms to NHOSC for consideration,</li> <li>not take any select committees forward at this time</li> <li>ask the chair to work with the strategy manager to refine the scope for the item on social inclusion following Covid-19 for the December meeting.</li> </ul>	all completed
<p align="center"><b>17 September 2020</b> <b>Work programme</b></p>	
<ul style="list-style-type: none"> <li>note the inclusion of New Anglia LEP on the work programme for the October meeting;</li> <li>ask the scrutiny liaison officer to email members of the committee to gauge interest in serving on select committees for fly-tipping and antisocial behaviour;</li> <li>ask the scrutiny liaison officer to review the topics voted on at the July meeting and make recommendations to the committee at its next meeting as to which topics to select.</li> </ul>	all completed
<p align="center"><b>17 September 2020</b> <b>Short term lets</b></p>	
<ul style="list-style-type: none"> <li>thank the members of the short term lets select committee, Councillors Carlo, Giles, McCartney-Gray and Oliver, and the following officers: Emma Webster, scrutiny liaison officer Carole Jowett, revenues and benefits operations manager</li> </ul>	all completed



<ul style="list-style-type: none"> <li>• David Parkin, area development manager (inner), Adam Clark, strategy manager.</li> <li>• submit the recommendations as set out in the report to cabinet for consideration at its meeting on 14 October;</li> <li>• ask the chair to write to both Norwich MPs with a copy of the report to seek their views on the subject;</li> <li>• ask the scrutiny liaison officer to draft a full response to the comments made by a member of the public to the scrutiny select committee for sign off by the select committee.</li> </ul>	
<p align="center"><b>17 September 2020 LEP visit</b></p>	
<ul style="list-style-type: none"> <li>• thank Chris Starkie and Lisa Roberts, of New Anglia Local Enterprise Partnership (LEP), and Councillor Alan Waters for attending the meeting and answering questions on the LEP;</li> <li>• ask Lisa Roberts of the LEP to provide responses to questions 10, 12 -19, 22 and 23 (as set out in the appendix)</li> <li>• consider the information received at this meeting, together with the responses to the outstanding questions at the next meeting of the committee, with a view to making recommendations to cabinet;</li> <li>• ask members to promote the LEP's Job Support Programme to residents and local businesses.</li> </ul>	all completed
<p align="center"><b>16 July 2020 Work programme</b></p>	
<ul style="list-style-type: none"> <li>• At the September meeting of the scrutiny committee to receive a report from the select committee on short term lets and ask the scrutiny liaison officer to approach the LEP to attend the meeting to pick up the work that the committee was due to undertake in March 2020</li> <li>• ask the scrutiny liaison officer to add the following items to the scrutiny committee work programme <ul style="list-style-type: none"> <li>a) Sustainable and inclusive economy following the impact of Covid-19</li> <li>b) Enhancing community development following the impact of Covid-19</li> <li>c) Maximising opportunities to achieve zero rough sleeping following Covid-19</li> <li>d) The social inclusion agenda following Covid-19</li> </ul> </li> </ul>	all completed

**10 June 2020**  
**COVID-19 Recovery report**

- amending bullet point 2 under section 7, Climate change and the green economy' in the recovery themes and key actions summary on p31 of the report to reflect the recommendation of the Tyndall centre to reduce carbon emissions of Norwich by 13 % annually
- amending bullet point 4, under section 4 'business and the local economy' section, in the recovery themes and key actions summary on p30 of the report, from 'consider the opportunities to further promote sustainable travel in the city, building on the already well-advanced measures already in place' to 'consider the opportunities to further promote sustainable travel *on whole route approaches*, building on the already well-advanced measures already in place'
- lobbying the LGA and central government for all district councils to be given some of the powers and financial resources that the Health and Safety Executive has, to allow the city council to enforce social distancing if employers are not complying.
- at section 8.4, include trade unions to the list of groups to be consulted on this document.
- redoubling efforts with Norfolk County Council to ensure social distancing measures around the city centre are in place as soon as possible.
- including further references to the impact of Covid-19 on the insurance industry regarding aviation, and families and young people, particularly in reference to education, including local universities.
- revising the Commercial Property Investment Strategy to reflect the changes in the economy due to Covid-19 and how this could drive a green economy.
- investigating the use of purchasing powers to undertake a retrofit programme on housing as a key part of driving the economic recovery.
- looking at alternative sources of income to car parks in the city.-
- looking at the experience of other local authorities which are pursuing a circular economy to take advantage of the fact that Norwich has two recycling centres in development.

all recommendations taken to Cabinet on 10 June 2020; Response: Councillor Waters, leader of the council, thanked the scrutiny committee for its recommendations and said that they would be noted by cabinet and would form part of the thinking around future revisions to the blueprint as it evolved.





**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 8**

**REPORT for meeting to be held on 18 March 2021**

**Draft Procurement and Contract Management strategy 2021-2024**

**Summary:** Effective procurement and contract management matters to Norwich City Council. It not only ensures that we can source the goods and services required to deliver our services and manage our assets, but also helps us to meet our corporate priorities, contributes to the wider Norwich 2040 Vision and represents a significant opportunity to influence the local economy. This is the draft of the strategy that will shape the next phase of our approach to procurement and contract management.

**Conclusions:** The strategy is a key document to articulate how we approach procurement and contract management, but the full details of its implementation will need to be developed once this is agreed.

**Recommendation:** That the scrutiny committee considers the strategy and makes recommendations for cabinet to consider.

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## **1. Background**

- 1.1. Effective procurement and contract management matters to Norwich City Council. It not only ensures that we can source the goods and services required to deliver our services and manage our assets, but also helps us to meet our corporate priorities, contributes to the wider Norwich 2040 Vision and represents a significant opportunity to influence the local economy. This is the draft of the strategy that will shape the next phase of our approach to procurement and contract management.
- 1.2. We have a track record of robust, compliant and effective procurement as well as the contribution to wider outcomes through our supply chain, such as reducing carbon emissions and encouraging real living wage adoption. This document builds on these strong foundations.
- 1.3. Although this strategy is primarily focused on our 3rd party commercial procurement, it sits in a wider context of commissioning that includes our grants, partnerships and grants-in-kind, all of which have a role to play in achieving our vision.
- 1.4. It also reflects that procurement is the start of the process which requires effective contract ownership management to drive efficiencies and added value.
- 1.5. It sits alongside and should be understood in the context of wider corporate policies and strategies, including:
  - Corporate plan 2019-22
  - Norwich 2040 Vision
  - Medium Term Financial Strategy
  - COVID-19 recovery blueprint
  - Social value framework
  - 2020-25 Environment policy
  - Commissioning Framework
- 1.6. Some of these documents provide further detail of how this strategy will be implemented and may require further review themselves to ensure they are in line with it.

## **2. Reviewing the strategy**

- 2.1. The current Procurement Strategy ran to December 2020. This formed the basis of a draft strategy that has subsequently been shaped through engagement and feedback from internal stakeholders, including the corporate leadership team,

senior management team, the leader of the council and portfolio holders to arrive at the attached draft document.

2.2. This review has reflected where possible the changes to the legislative and commercial environment due to Brexit and the COVID-19 pandemic.

2.3. The draft strategy will be presented to cabinet in April 2021. Once finalised, it will then be published and become the basis for the detailed implementation planning.

### **3. Summary of the strategy**

3.1. The strategy sets out the following vision for our procurement

- To procure and manage the supply of goods, services and works through the effective selection and management of third party relationships supporting the council and its wholly owned companies in the delivery of best value, innovative services and the achievement of its corporate priorities.

3.2. We will realise this vision by:

- Integrating our approach to managing the commercial life cycle (commissioning, procurement and contract & relationship management – see 3.2)
- Embedding both commercial and sustainable principles into our commissioning and contracting activities, such as ‘greening’ the economy and reducing inequalities
- Maintaining sound governance, transparency, accountability and probity with proportionality in our operational processes
- Working effectively with our delivery partners including local businesses and the voluntary, community and social enterprise sector to shape and inform our thinking
- Using digital technology to underpin the commercial life cycle providing automated processes and fit for purpose reporting planning/forecasting and analysis capability
- Making the most of our people, further increasing their capacity, knowledge and skills on all aspects of procurement and contract management council-wide
- Ensuring we have an appropriately resourced and skilled Procurement Team
- Managing and communicating changes both internally and externally
- Ensuring we play a role in stimulating and shaping the local economy, particularly during the period of recovery from Covid-19

3.3. We will focus on the following five areas to deliver this vision

- Providing an efficient and effective service
- Reducing commercial risk
- Working locally, ethically and sustainably
- Driving Value for Money
- Making procurement mainstream

3.4. We will aim to bring this Strategy to fruition over a period of four years and will implement it in three distinct phases:

- PHASE 1 - BUILDING THE INFRASTRUCTURE
- PHASE 2 - EMBEDDING THE CHANGES
- PHASE 3 - DELIVERING THE OUTCOMES

#### **4. Next steps**

4.1. Once the strategy has been approved then a detailed implementation plan will be developed. Directorates have identified representatives from their areas and shall be instrumental in the development of this.

4.2. Part of this process shall be to engage with the local business, voluntary, community and social enterprise sector to ensure we understand their issues and can assist in breaking down any barriers to engage with our procurement.

4.3. Members of the scrutiny committee are invited to comment on the strategy and provide recommendations for cabinet to consider.





**NORWICH**  
City Council

# Procurement and Contract Management Strategy

2021 – 2024

*Building on Success*

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**Foreword by Councillor Paul Kendrick**  
**Cabinet member for resources**

***To follow***

DRAFT

# 1. ONE MINUTE SUMMARY

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Effective procurement matters to Norwich City Council. We spent about £80M directly in 2020 with third party suppliers including local businesses and the voluntary, community and social enterprise sector, in the context of our wider commissioning activity which includes grants.

This activity is the responsibility of our service areas and wholly owned companies, supported by our dedicated Procurement Team. How we source and deliver these services has a direct impact on the ways in which both local people and other stakeholders view and/or measure our performance.

These measures include:

- **Service outcomes** – the quality and frequency of what we do and how we serve local people set against increasing demand in many areas and changing demographics and expectations
- **Local economy** – the amount of money we spend with suppliers and service providers in the local economy through a coordinated and consistent approach to local businesses and the voluntary, community and social enterprise sector
- **Social value** – the added benefits that we achieve in our contracts for the community, particularly in deprived areas (e.g. new facilities, jobs or an improved living space)
- **Sustainability** – the way in which our suppliers / providers use scarce natural resources and their impact on the environment and the health and well-being of people (e.g. carbon emissions, recycling or conservation)
- **Use of financial resources** – the funding of services delivered by suppliers / providers from within smaller budgets while maintaining and improving standards wherever possible

Delivering against these measures is even more important now as we seek to recover from the impact of Covid-19. This offers us an important role in stimulating and shaping our local economy.

We have prepared this strategy, **Building on Success**, to help us plan and coordinate our responses and build on our earlier success with sustainable procurement. We will develop our procurement activity over the next four years to meet the following vision:

**To procure and manage the supply of goods, services and works through the effective selection and management of third party relationships supporting the council and its wholly owned companies in the delivery of best value, innovative services and the achievement of its corporate priorities.**

We will realise this vision by:

- Integrating our approach to managing the commercial life cycle (commissioning, procurement and contract & relationship management – see 3.2)
- Embedding both commercial and sustainable principles into our commissioning and contracting activities, such as 'greening' the economy and reducing inequalities
- Maintaining sound governance, transparency, accountability and probity with proportionality in our operational processes
- Working effectively with our delivery partners including local businesses and the voluntary, community and social enterprise sector to shape and inform our thinking
- Using digital technology to underpin the commercial life cycle providing automated processes and fit for purpose reporting planning/forecasting and analysis capability

- Making the most of our people, further increasing their capacity, knowledge and skills on all aspects of procurement and contract management council-wide
- Ensuring we have an appropriately resourced and skilled Procurement Team
- Managing and communicating changes both internally and externally
- Ensuring we play a role in stimulating and shaping the local economy, particularly during the period of recovery from Covid-19

We will focus on the following five areas to deliver this vision:

- Providing an efficient and effective service
- Reducing commercial risk
- Working locally, ethically and sustainably
- Driving Value for Money
- Making procurement mainstream

We will aim to bring this Strategy to fruition over a period of four years and will implement it in three distinct phases:

PHASE 1 - BUILDING THE INFRASTRUCTURE

PHASE 2 - EMBEDDING THE CHANGES

PHASE 3 - DELIVERING THE OUTCOMES

An outline of what each phase is included at Appendix 1.

Our Executive Director of Corporate and Commercial Services is the strategy owner and our Business Relationship and Procurement Manager will oversee the actions associated with the Implementation Plan. However, success is totally dependent on buy in and active involvement from the whole council, especially our service areas and wholly owned companies that commission and contract with our third party suppliers and the voluntary, community and social enterprise sector.

This strategy will be made publicly available on the council website.

## 2. ABOUT THIS STRATEGY

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### 2.1 Why we need this strategy

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Our third party expenditure is crucial to the way we deliver our core services to our local communities and the outcomes that we achieve.

How we source and deliver these services has a direct impact on the ways in which both local people and other stakeholders view and/or measure our performance. These measures include:

- **Service outcomes** – the quality and frequency of what we do and how we serve local people set against increasing demand in many areas and changing demographics and expectations
- **Local economy** – the amount of money we spend with suppliers and service providers in the local economy through a coordinated and consistent approach to local businesses and the voluntary, community and social enterprise sector
- **Social value** – the added benefits that we achieve in our contracts for the community, particularly in deprived areas (e.g. new facilities, jobs or an improved living space)
- **Sustainability** – the way in which our suppliers / providers use scarce natural resources and their impact on the environment and the health and well-being of people (e.g. carbon emissions, recycling or conservation)
- **Use of financial resources** – the funding of services delivered by suppliers / providers from within smaller budgets while maintaining and improving standards wherever possible

This strategy sets out our vision and aspirations for the development of our procurement of goods, works and services over the next four years, so that it can:

- Contribute to the delivery of the council's strategic policies and direction
- Respond to a rapid changing world, ensuring that we keep up with best practice and the latest thinking
- Ensure that we can contribute measurable improvements to the value for money and outcomes that we achieve
- Develop its skills so that it can support service areas effectively to meet the financial, economic and social challenges that lay ahead
- Maintain the highest standards of compliance, transparency and accountability

### 2.2 Why procurement matters

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Our expenditure with third party suppliers and service providers was about £80 million in 2020.

Spend which helps us deliver:

- **Key infrastructure for Norwich**, such as all buildings, social housing and communications, including environmental efficiencies such as alternative heat sources, low energy lighting in multi storey car parks
- **Community services**, such as events, play areas and leisure facilities and rough sleeper accommodation
- **Environment services**, such as street cleansing and waste collection

- **Supporting equipment and services**, such as technology and equipment and materials to maintain our infrastructure

Contract failure or underperformance can have a disproportionate impact on our reputation, budgets and erode our ability to fulfil our commitments to local communities. Similarly, we must manage our third party expenditure effectively and in a fully transparent way to ensure that we:

- attract the best suppliers, encouraging greater opportunity of local businesses and the voluntary, community and social enterprise sector
- keep within our approved budgets and deliver efficiency savings
- encourage and promote social value
- ensure that we do things sustainably at all times as well as encourage our partners to do likewise

This is widely known as sustainable procurement. By following this method we already have made an impact on real living wage take up and reducing carbon through our supply chain.

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment'<sup>1</sup>

## 2.3 Ownership & Scope

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Our Executive Director of Corporate and Commercial Services is the strategy owner and our Business Relationship and Procurement Manager will oversee the actions associated with the Implementation Plan, to ensure a successful implementation.

It will apply to the acquisition of all of our third party goods and services, regardless of whether they are through new or existing contracts. Reviewing the **Commissioning Framework** shall form part of the Implementation Plan arising from this strategy.

We will ensure that we reflect the objectives agreed in this strategy in the Service Reviews which form part of the council-wide transformation program and resulting Action Plans.

We will review it annually in the light of Council priorities, the regulatory and commercial landscape and stakeholder needs to ensure that it remains current and relevant to local and national priorities.

## 2.4 Reporting and Measurement

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We will make progress reports at key milestones to the Resources, Performance and Delivery Board

We will develop appropriate and simple measures, which we will reflect in the Implementation Plan [NB – we will develop this after the Strategy has been approved].

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<sup>1</sup> *Procuring the Future – June 2006 Department for Environment, Food and Rural Affairs*

## 3. OUR STRATEGY FOR CHANGE

### 3.1 Our 2024 Procurement Vision

To procure and manage the supply of goods, services and works through the effective selection and management of third party relationships supporting the Council and its wholly owned companies in the delivery of best value, innovative services and the achievement of its corporate priorities.

We will realise this vision by:

- Integrating our approach to managing the commercial life cycle (commissioning, procurement and contract & relationship management – see 3.2)
- Embedding both commercial and sustainable principles into our commissioning and contracting activities, such as ‘greening’ the economy and reducing inequalities
- Maintaining sound governance, transparency, accountability and probity with proportionality in our operational processes
- Working effectively with our delivery partners including local businesses and the voluntary, community and social enterprise sector to shape and inform our thinking
- Using digital technology to underpin the commercial life cycle providing automated processes and fit for purpose reporting planning/forecasting and analysis capability
- Making the most of our people, further increasing their capacity, knowledge and skills on all aspects of procurement and contract management
- Ensuring we have an appropriately resourced and skilled Procurement Team
- Managing and communicating changes both internally and externally
- Ensuring we play a role in stimulating and shaping the local economy, particularly during the period of recovery from Covid-19

### 3.2 Managing the commercial life cycle

Commissioning is the entire cycle of assessing the needs of people in a local area, designing services to address those needs and securing a cost-effective service in order to deliver better outcomes. Whole life is the period from the initial definition of the business need through to the end of the useful life of the asset or service contract, including disposal where relevant – see Figure 1



Figure 1 – The Commercial Life Cycle

Our **Commissioning Framework** describes procurement as buying in services through a contractual relationship, and seeking to secure specific goods, works or services from third party suppliers that will meet the Council's defined outcomes without specifying available resources.



Subsequent to the procurement strategy being agreed the Commission Framework shall form part of the Implementation Plan arising.

We must manage each of the activities in Figure 1 on an integrated basis if we are to achieve successful and sustainable outcomes even when they are organisationally cross cutting, involving different stakeholders sometimes with conflicting priorities. Failure to achieve this visibility and integration leads to:

- fragmentation of expenditure and waste of resources
- loss of our commercial leverage, particularly with large firms
- cost overruns and sometimes poor contractor performance
- reactive 'firefighting' as opposed to proactive relationship building with our partners and stakeholders

### 3.3 Our priorities

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This section summarises our priorities for developing the council-wide procurement service and delivering this strategy. Our focus will be on:

- Providing an efficient and effective service
- Reducing commercial risk
- Working locally, ethically and sustainably
- Driving Value for Money
- Making procurement mainstream

#### 3.3.1 PROVIDING AN EFFICIENT AND EFFECTIVE SERVICE

We will continue to develop our council-wide procurement organisation to be efficient and effective by making the most of our human and technology resources. Support for our internal customers, external stakeholders and our wholly owned companies remains our top priority. In addition, support for individual procurement projects needs to be proactive to accommodate local and national initiatives. It must be capable of dealing with continually changing markets by researching and obtaining the most favourable arrangements.

The Procurement Team will work with service areas to:

- Be accountable for ensuring all procurement activity is governed and complies with this strategy, contract procedure rules and statutory regulations
- Ensure that our policies and procedures reflect latest legislation and are both current and fit for purpose, including the use of value thresholds and procurement routes
- Assess skills and knowledge requirements within the Procurement Team and service areas, developing a planned approach to delivering procurement updates and skills and awareness training. Ensuring the team is adequately resourced.
- Establish performance reporting to include savings opportunities and capture and other key procurement indicators such as commercial and social benefits
- Utilise digital technology to drive increased automation and better reporting and analysis capability across the procurement cycle

- Provide accurate and up to date management information to support commercial risk management and improve our forward planning capability

### 3.3.2 REDUCING COMMERCIAL RISK

Risk management is an integral part of the procurement process. These risks may be financial, commercial, operational, environmental, economic, social or reputational. Managing commercial risk refers to the impact by an external event such as Covid-19 (see **Covid-19 - A Blueprint for Recovery**), Brexit, supplier financial distress, government funding changes etc and our ability to maintain service delivery and avoid damage to our reputation and/or our financial health. We will require a comprehensive understanding of our procurement portfolio to achieve this and improved visibility of our contract and supplier relationship management activities.

The Procurement Team will work with service areas to:

- Identify categories of expenditure, individual contracts and relationships of significant risk or opportunity
- Establish a procurement structure across the Council with defined contract and relationship management roles and responsibilities
- Embed appropriate contract and relationship management, ensuring a focus on the performance of contracts and the delivery of intended outcomes and continuous improvement
- Provide support to service areas to manage their contracts effectively by providing training, guidance and templates
- Assess and manage identified risks involved, at an early stage of the procurement process
- Seek to ensure that we have identified appropriately trained contract managers who can proactively manage any relationships and contracts that are high risk
- Work with our strategic suppliers to improve performance, reduce cost, mitigate risk and harness innovation.

### 3.3.3 WORKING LOCALLY, ETHICALLY AND SUSTAINABLY

Our procurement activities will positively contribute to the Council's local, ethical and sustainability priorities including local economic development, environmental, equality and diversity and other social value objectives. The Council's **Environmental Strategy 2020-2025** highlights the responsibilities of the Council as a purchaser of goods and services. Similarly, our **Social Value Framework** provides a clear but flexible approach to valuing the delivery of wider social, economic and environmental benefits through our procurement and ongoing contract management.

As a Procurement Team we will work with service areas to:

- Encourage all new procurement activities to consider sustainability criteria as part of their selection such as the use of green energy, the offset of carbon emissions, apprenticeships and the use of SMEs
- Ensure that we consider our environmental objectives in all new procurements and in our contract management activities.
- Where appropriate include, the reduction of waste and the delivery of our high environmental standards in service area contract management activities
- Work with the Transformation Team to review and strengthen our **Social Value in Procurement**

**Framework** to ensure generates and measures social value

- Develop and implement a local supplier engagement plan including the use of targeted communication (such as social media) to local suppliers

### 3.3.4 DRIVING VALUE FOR MONEY

The Council's drive to achieve value for money services is linked to the government's efficiency agenda and the Council's **Medium Term Financial Strategy**. The financial pressures facing the Council from the impact of Covid-19, our forecasted budget deficit and changing government priorities call for on-going cashable savings to be achieved in part through effective procurement leading to overall cost reductions.

All our procurement activities must be conducted in compliance with the Council's **Contract Procedures** and the **Public Contracts Regulations 2015**, until they are changed by the Government (see Government Green Paper – **Transforming Public Procurement** published in December 2020).

Effective application of procurement across the Council will continue to be the responsibility of all those who control budgets and authorise expenditure as well as those with appropriate technical expertise and service experience in the service areas.

As a Procurement Team we will work with service areas to:

- Analyse our third party expenditure and target opportunities to save money, rationalise the supplier base and increase competition
- Ensure that we have full visibility of our contract portfolio so that we can plan and improve our risk management
- Seek more joint contracts with other public bodies where financial and other benefits are achievable – particularly for non-core services and goods
- Develop our market intelligence and research capability
- Engage early in the process with the business community and to identify opportunities to shape the local market

### 3.3.5 MAKING PROCUREMENT MAINSTREAM

Procurement can often have a reputation for simply being about buying goods and services and ensuring we achieve compliance with rules and procedures. Managing the commercial life cycle effectively requires team working and close collaboration. The uncertainty and thirst for change created recently by Covid-19 will have both a local as well as national impact.

By driving culture change the procurement team will, with service areas achieve this priority of making procurement mainstream

This strategy is aligned with the Council's vision, mission, priorities and core values. We recognise that this strategy must be relevant to our local circumstances and accurately reflect the key themes of the Council, captured in our **City Vision**.

As a Procurement Team we will work with service areas to:

- Promote long-term thinking and commitment to strategic procurement
- Ensure that we refresh the strategy at each annual review to take account of changes made elsewhere

- Seek input feedback from service areas on what matters to them so that we can address gaps in our knowledge and service capability
- Improve our understanding and knowledge of local business and voluntary, community and social enterprise sector to help shape our future services and policies
- Work with external stakeholders including businesses and the voluntary, community and social enterprise sector to understand and remove barriers to our procurements.
- Work with our external partners such as Crown Commercial Services, ESPO, Procurement for Housing, Eastern Procurement Ltd. and the East of England LGA

## 4. MAKING IT HAPPEN

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Procurement is an activity which involves all areas of the council but there are specific roles that the Procurement Team and service areas have to play and only by working together can we meet the vision set out in this strategy.

The procurement function will be accountable for leading and delivering the framework in accordance with the Implementation Plan.

The service areas are accountable for delivery of their services and for conducting their procurement activities within the framework and in line with the objectives of this Strategy.

The Procurement Team comes under the Corporate & Commercial Services directorate and the portfolio holder for resources at Council member level will have visibility of their work.

Delivering sustainable procurement requires skilled and experienced officers in the Procurement Team who are able to provide advice and guidance on all aspects of procurement to the colleagues across the Council. It is essential that they have knowledge and expertise of how to apply best practice in obtaining value for money and managing commercial risk.

# APPENDIX 1 – IMPLEMENTATION PLAN

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We will bring this Strategy to fruition over a period of four years and will implement it in three distinct phases. During the initial year of the strategy we shall be working to clarify and refine phases and timelines, in conjunction with service reviews which form part of the council-wide transformation program.

## PHASE 1 - BUILDING THE INFRASTRUCTURE

This will involve:

- The detailed analysis and classification of our third party expenditure information
- The integration of policies, processes and systems underpinning the commercial life cycle
- The development of skills and knowledge programmes for those involved in any aspect of the commercial life cycle
- The reaching out to local businesses, including the voluntary, community and social enterprise sector to understand their priorities and what they want from us as a Council
- The piloting of a category review, refining processes and documenting lessons learned
- The creation of an ambitious cultural change management programme, which will include an analysis of the likely impact on different parts of the business, to underpin all of the above.

## PHASE 2 - EMBEDDING THE CHANGES

This will involve:

- Refinement of our new policies, processes and systems to ensure that they are working correctly and delivering the intended results and outcomes
- Gaining internal stakeholder buy in to change
- Developing people skills and knowledge deployment to help individuals excel in their commissioning and contract & relationship management activities
- Introducing a marketing and communications plan to advance internal customer service capability and communicate effectively with our partners and suppliers
- Building internal capacity and expertise for the future
- Agreeing a rolling programme of category reviews
- Ongoing engagement with our sustainability and social value work

## PHASE 3 - DELIVERING THE OUTCOMES

This will involve:

- Continuing to manage the changes and communications processes developed under phase 2
- Refining and developing our ability to meet changed priorities and targets
- Establishing a new 'business as usual' model

Implementing our vision will involve a significant transformation in our planning systems, operational processes and enhanced use of technology and systems.

## APPENDIX 2 - DOCUMENTS REFERENCED

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We refer to the following documents in this strategy:

- [Covid-19: A Blueprint for Recovery](#)
- [Social Value Procurement Framework](#)
- [2020-2025 Environmental Strategy](#)
- Commissioning Framework 2014 (not available as under review)
- [Medium Term Financial Strategy](#)
- [City Vision](#)
- [Transforming Public Procurement](#)

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