



## **Corporate Select Committee** **Minutes of the Meeting Held on 16 July 2019** **at 10 am in the Edwards Room, County Hall, Norwich**

### **Present:**

Cllr Karen Vincent (Chairman)  
Cllr Ed Colman (Vice-Chairman)

Cllr Nigel Dixon  
Cllr Terry Jermy  
Cllr Chris Jones  
Cllr Brian Long

Cllr Sandra Squire  
Cllr John Timewell  
Cllr John Ward

### **Substitute Members present:**

Cllr Mark Kiddle-Morris for Cllr Ian Mackie  
Cllr Tony White for Cllr Stephen Askew  
Cllr Bev Spratt for Cllr Colin Foulger

### **Officers/Cabinet Members Present:**

Abdus Choudhury	Practice Director, nplaw
Simon Hughes	Head of Property
Fiona McDiarmid	Executive Director Strategy and Governance
Cllr Tom Fitzpatrick	Cabinet Member for Innovation, Transformation & Performance
Sarah Rhoden	Head of Support and Development (CES)
Jo Richardson	Equality & Diversity Manager
Ceri Sumner	Assistant Director, Community, Information and Learning, Head of Adult Education
Derryth Wright	Health, Safety and Well-being Manager

## **1. Apologies for Absence**

- 1.1 Apologies for absence were received from Cllr Stephen Askew (Cllr Tony White substituting), Cllr Colin Foulger (Cllr Bev Spratt substituting), Cllr Ian Mackie (Cllr Kiddle-Morris substituting) and Cllr Rhodri Oliver.

## **2. Minutes**

- 2.1 The minutes of the meeting held on 28 May 2019 were **AGREED** as an accurate record and signed by the Chairman subject to the following amendment:
- To add Cabinet Members Cllrs Tom Fitzpatrick and Andrew Jamieson to the list of attendees

## **3. Declarations of Interest**

- 3.1 There were no declarations of interest

#### **4. Items of Urgent Business**

- 4.1 There were no items of urgent business; the Chairman reminded Members that the Committee's remit was focussed on policy development and not scrutiny.

#### **5. Public Question Time**

- 5.1 There were no public questions.

#### **6. Local Member Issues/Questions**

- 6.1 The Chairman allowed Cllr Jermy to ask a question under this item, although he had not submitted a question within the deadline.
- 6.2 Cllr Jermy asked whether the Committee would be looking at the disposal and acquisition process. He felt there with issues with the process, noting that Local Members were consulted when an asset was declared surplus but not again when it was sold; he felt Local Members should be involved in the process throughout, to be fully informed as local Champion
- 6.3 The Chairman confirmed that it was planned for this to be looked at under asset management on the forward workplan

#### **7. Health, Safety and Well-being Annual Report 2018/19**

- 7.1.1 The Committee received the report providing data and analysis on the Health, Safety and Well-being performance of Norfolk County Council as an employer and activity undertaken by the Health, Safety and Well-being Service to support the management of risks for 2018/19.
- 7.1.2 The Health, Safety and Well-being Manager introduced the report to Members:
- The annual report proposed actions to improve performance in 2019-20; the Committee could suggest further actions or make comments
  - The position was amber, but work had been carried out over the previous 6 months and improvements were being seen; updated data from 2019-20 was included to show the change in position
- 7.2 The following points were discussed and noted:
- There were 369 incidents violence against staff, mostly through working with children with complex behavioural needs; it was felt this was high and queried what could be done to reduce it. The Health, Safety and Well-being Manager reported that a project was underway to address violent incidents, involving a review, analysis of data and work with establishments with the most incidents to ensure processes and training were robust and to reduce incidents where possible; the project would allow learning to be shared across establishments
  - Indications were that staff had appropriate training and were dealing with incidents appropriately
  - The backlog of open incidents was raised as a concern; the Health, Safety and Well-being Manager reported that this had been targeted as an area of importance with staff working to reduce the backlog, which had now significantly reduced. Chairs of Governors had been notified of open incidents at schools in order to take responsibility of these; this had greatly reduced open incidents at schools
  - Information on the outcomes of work shown in the report was requested

- Mental health absence was queried as an area for further development; the Health, Safety and Well-being Manager noted that Mental Health First Aid Training involved promoting an environment of being open about mental health which may encourage more people to speak with their managers, causing an initial increase in mental health absence, followed by a fall after these staff were supported to get the help they needed
- A Member suggested it would be helpful to have data on whether staff had better mental wellbeing if their manager had attended Mental Health First Aid Training; the Health, Safety and Well-being Manager agreed this would be useful, but was difficult to draw from the available data
- 15% of people who approached wellbeing officers for support did so for bullying and harassment, however there was no information in the report about steps taken to address bullying and harassment; the Health, Safety and Well-being Manager reported that wellbeing officers acted as bullying and harassment officers and could help workers to act on issues either by taking a case forward as a complaint, or through mediation and informal discussions
- All staff who attended training could complete an evaluation after the course; alongside this, Officers visited training to evaluate its quality. All training was delivered in-house and feedback was consistently positive.
- There were a number of mandatory training courses for all staff; reports were given to Executive Directors on how many staff had not completed mandatory training. At that time, over 85% of staff had completed mandatory training.
- Training for lone workers was queried; personal safety training, including Suzy Lamplugh training, was provided for lone working staff; almost 200 social work staff had been trained in personal safety recently
- It was confirmed that some of the violent incidents towards teachers were in mainstream schools, however most related to pupils with complex health needs; training was available for all teachers on deescalating situations
- The Executive Director Strategy and Governance clarified that information on outcomes of actions would be seen in the wider strategy which would be brought to Committee at a later date; the high level of engagement in the recent staff questionnaire showed a willingness to speak up about issues.
- The Health, Safety and Well-being Manager reported on the traded service; the department had not been able to deliver on everything planned for 2018-19. In 2019-20 so far, no traded service had been turned down; some of the significant service level reviews planned for 2018-19 had been rolled over to 2019-20

### 7.3 The Committee:

- **CONSIDERED** the actions committed to by Corporate Board
- **CONSIDERED** the actions identified for the Health, Safety and Well-being team for the forthcoming year
- **CONSIDERED** and **COMMENTED** on the current approach to cost recovery and the impact this may have on services to NCC
- **CONSIDERED** and **AGREED** there were no further recommendations to cabinet following presentation of the report
- **REQUESTED** that the next Health, Safety and Well-being annual report include narrative about outcomes of courses attended by staff and actions completed

## 8. Constitution Amendments

8.1.1 The Council agreed its new Constitution at the AGM in May 2019. Since then a

number of amendments have been identified as being required to improve the Constitution to enable the Council to effectively fulfil its objectives. The Committee considered the proposed amendments outlined in Appendix A of the report that needed to be agreed by Full Council

8.1.2 The Practice Director, nplaw, introduced the report to Members:

- Pages 42-48 (appendix B) of the report showed amendments under the Chief Legal Officer's delegation to make amendments to the Constitution as well as an amendment made under the Leader's authority
- Pages 40-41 showed amendments for recommendation to Full Council:
  - The amendment to Article 12 would remove reference to *the adoption of any other policy or works programme* which was not in the statutory definition of a key decision
  - The amendment to Appendix 5 would reflect the amended delegation of statutory roles to the Head of Democratic Services and Chief Legal Officer
  - The amendment to Appendix 7 would remove the requirement to call the roll; this was not standard procedure in other Councils and there was no legal requirement to do so.
  - The amendment to Appendix 9 would remove provision for attendance by Members who were not members of Cabinet at Cabinet meetings where exempt items were considered. This would bring in provision for attendance of Members at meetings in line with common law

8.2 The following points were discussed and noted:

- A discussion was held about the amendment to appendix 9;
  - Some Members felt Councillors should be able to sit in on all decisions which may affect their wards, including discussion of exempt items
  - Some Members felt Chairman's discretion would be sufficient to decide which Members to exclude during discussion of exempt items; some Members had concerns about the implications of this
  - Cllr Spratt, seconded by Cllr White, **PROPOSED** to remove the recommendation to Council to amend Appendix 9
  - A discussion was held about whether Scrutiny Committee Members could effectively scrutinise exempt reports, as they would be unable to view the report; the Practice Director, nplaw, confirmed that Scrutiny Committee could call in a decision of any report, including exempt items
  - The Practice Director drew the Committee's attention to the practice promoted by the Leader that items should where ever possible be in open session, with only those reports/parts of the reports as an exempt item where necessary. He explained that at the Cabinet meeting on 15 July 2019, where the sale of the Council's remaining shares in Norwich Airport was discussed, the bulk of the papers were in an open paper with only the commercially sensitive financial information put into an exempt paper to protect the Council's commercial interests. It was confirmed that if this proposal was carried, the same process for Chairman's discretion during exempt items would follow at all Committees
  - It was suggested that there should be a method for Members to attend and speak on any item at Committee and Cabinet meetings. The Practice Director, nplaw, confirmed there was provision for members to ask a question and supplementary question at any committee meeting
  - The Committee unanimously **AGREED** to remove the recommendation to council to amend Appendix 9
- It was **requested** that in future amendments to the Constitution wording both before and after the amendment was shown as track changes, to make it clearer to Members.

- Cllr Jermy asked if a definition for “general control and management” could be given and whether if declaring an interest could be widened for committees to consider whether the presence of a Member might be prejudicial. Officers confirmed it would be more appropriate for the Standards Committee to look at these matters as they related to the Code of Conduct; Cllr Kiddle-Morris **suggested** the first of these matters had previously been considered by the Standards Committee and that for the latter, Cllr Jermy could bring forward a motion to Council for this to be discussed at Standards Committee
- A discussion was held about appendix 7:
  - it was felt that it would not be practical for Members to inform the Chair if they intended to leave, due to conducting of the business of the meeting.
  - It was suggested an email could be sent to the clerk or that apologies could be given to Group Leaders to pass on to the clerk after the meeting
  - Some Members were concerned that Members would be incorrectly recorded as present if they did not send in apologies; the possibility of having a signing in sheet was discussed
  - The Practice Director, nplaw, confirmed that this amendment would update the practice of Council meetings to be in-line with other Councils
  - Cllr White, seconded by Cllr Jermy **PROPOSED** retaining calling of the roll, removing the recommendation to Council to amend Appendix 7.
  - With 8 votes for, 3 against and 1 abstention, the proposal was carried

### 8.3 The Committee:

1. **CONSIDERED** and **AGREED** amendments to Article 12 and appendix 5 to be **RECOMMENDED** to Full Council on 22<sup>nd</sup> July 2019 (at Appendix A of the report)
2. **NOTED** the amendments being made by the Chief Legal Officer and by the Executive Leader under delegated authority (at Appendix B of the report)

## 9. Digital Transformation and Customer Service Strategy

9.1.1 The Committee discussed the report giving a brief recap on the existing Customer Service Strategy and digital developments to date and seeking input from the Select Committee in shaping the way forward and next iteration of the strategy.

9.1.2 The Committee received a presentation by the Assistant Director, Community, Information and Learning, Head of Adult Education (appendix A of the minutes)

- The strategy was drawn up through engaging with customers; the vision for the future, at appendix 1 of the report, was informed by customer views
- It was important to ensure there was a good online presence; online transactions significantly reduced the cost compared to a phone or face-to-face transaction for customers who could self-serve, enabling specialist resources to be retained for customers who required them
- Setting up a single contact model allowed a more coordinated approach to be developed
- The website had been developed and customers could now view a number of their key transactions in one place within the My Norfolk account. Improvements were starting to be seen in the online offer, with the site rated as a \*4 socitm (Society of Information Technology Management) site and very high customer satisfaction on new sections.
- Personalised online content was displayed to some users on a trial basis

9.2 The following points were discussed and noted:

- A digital inclusion strategy had been developed and work carried out to help people to be confident using digital technology
- Concern was raised about the efficiency of the online system for reporting potholes; Cabinet Member Cllr Fitzpatrick reported that reports were automatically sent to depots and contractors were not paid until notification was received that repairs were complete, providing an incentive for contractors to complete the work. The Chairman encouraged the Councillor to pass any complaints on to the Highways Team
- A Member queried customer confidence in the Council's digital systems; the Assistant Director, Community, Information and Learning, Head of Adult Education replied that an audit of services had been carried out including asking customers why they phoned instead of using online services. The audit highlighted areas for future channel shift and that people were less likely to use online services where a high level of emotion was involved
- The target for sign-ups to My Norfolk were increasing, however, there had been delays due to security of online accounts and integration with some systems such as Liquid Logic

9.3 The Select Committee **RESOLVED** to:

1. **NOTE** the progress to date on digital transformation element of the Customer Service Strategy.
2. **AGREE** for a further report to Select Committee on the development of the Strategy on 14 November, with a view to recommending a final version to Cabinet for approval in March 2020.

## 10. Period Poverty

10.1.1 The committee considered the report which presented the findings of a review requested by Full Council at its meeting of 15 April 2019 regarding whether sanitary products should be provided at no charge in toilets of its premises for staff and service users to access.

10.1.2 The Head of Support and Development (CES) introduced the report:

- Following a desktop review, work had been carried out with the corporate property team to identify 4 options which could be taken forward to meet the needs identified in the review and which were deliverable in the 27 buildings

10.2 The following points were discussed and noted:

- Concerns about the outcome of the desktop review, which stated there was no clear case for providing the service for staff, were raised; a Member discussed that many people using the Breckland food bank were in work, and highlighted the issue of in-work poverty
- It was noted by Members that if an approach was adopted at some locations but not for staff at County Hall, this could send a message that staff were not valued; the Head of Support and Development (CES) clarified that no conclusion had been drawn in the review about County Hall specifically, but about Norfolk County Council staff generally; the review identified that some staff could be impacted by period poverty but the people of highest risk were unlikely to be staff
- The Head of Property confirmed the 27 public facing buildings included Council Offices, County Hall, Museums and the Norfolk Record Office
- Libraries were the most accessible buildings; a number of Council buildings were not public facing, not open at all times or accessible to communities due

to their location, meaning the most vulnerable people would not have easy access to them

- A Member was concerned that the review was not in depth enough, noting supplies may be needed for affordability reasons but also because of unexpected timing of periods and lack of supplies, and that they were not readily available in all buildings. The Labour group had provided products in some County Hall toilets which were being taken up, indicating demand
- The Vice-Chairman felt the report was solid and was happy to support it, noting that Norfolk County Council pay scales exceeded the national minimum living wage standards
- The Equality & Diversity Manager confirmed that some hospitals provided sanitary products, but it was not policy across all NHS agencies; shavings kits were provided as standard, but sanitary products were not
- The Chairman felt it was a very positive report and would extend a service which was working well in libraries with a low budgetary impact

10.3 With 6 votes for model 3 and 2 votes for model 4 The Committee **RESOLVED** to:

1. **AGREE**, from the four options set out in paragraph 3.3 of the report, option 3 supplemented with option 1 in the 27 public facing premises to ensure service users can easily access sanitary products in those premises:  
*option 3: "purchase supplies and make them available to access free of charge in facilities"*  
*option 1: "Include a poster or other suitable information within all toilets in public facing buildings and in staff toilets in all NCC Buildings to promote the service already available in Norfolk libraries (the Tricky Period initiative), and direct service users there."*
2. **RECOMMEND** to Cabinet that a one-off budget provision of up to £5k is made available to enable officers to put arrangements in place to deliver the preferred option identified

## 11. Corporate Select Committee Forward Work Plan

11.1 The committee considered and discussed the forward work plan:

- The item to consider amendments to the constitution was a standing item to pick up any changes as they arose. Cllr Squire asked whether she could propose an amendment to the constitution for consideration regarding Members being able to speak on all items at meetings; The Executive Director of Strategy and Governance confirmed that the constitution should be reviewed to ensure it was working well
- The report on the digital strategy would be included on the forward plan for 14 November 2019
- Asset management was confirmed for inclusion on the forward plan

11.2 The Committee **AGREED** the forward plan

The meeting concluded at 12.04

**Cllr Karen Vincent, Chairman  
Corporate Select Committee**

# Appendix A

## Customer Services: Digital Access and Experience

Corporate Select Committee

16 July 2019




The 2015-20 strategy was aligned supported these organisational goals:

- Resilient, independent people and communities
- Customers receive consistent, good quality services
- Overall 'cost to serve' is reduced

And was underpinned by these strategic themes:

- Improved customer experience
  - Improving quality and satisfaction by developing high quality, self service options around the needs of customers
- Efficient access model
  - Reducing our overall costs by redesigning services to make them simple, efficient and digitally enabled
- Better use of customer insight
  - Making effective use of information to drive decision making, planning and continuous improvement



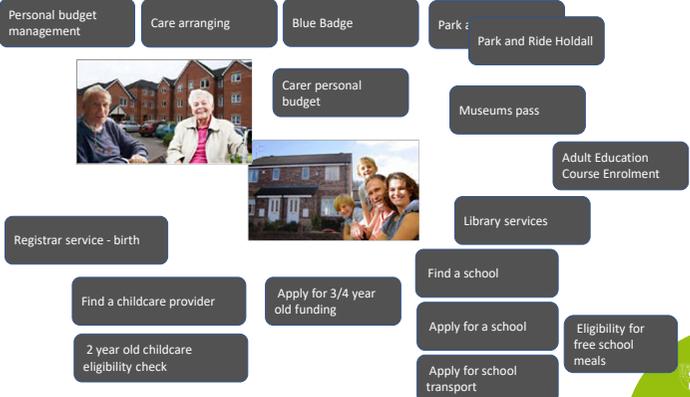
### A strategy driven by customer needs and expectations...

- I can deal with the council at a time that suits me
- I am kept up to date with progress
- Services are responsive
- Information is clear, relevant and meets my needs
- I only have to tell my story once
- It's easy to find information, and complete transaction
- I know what to expect



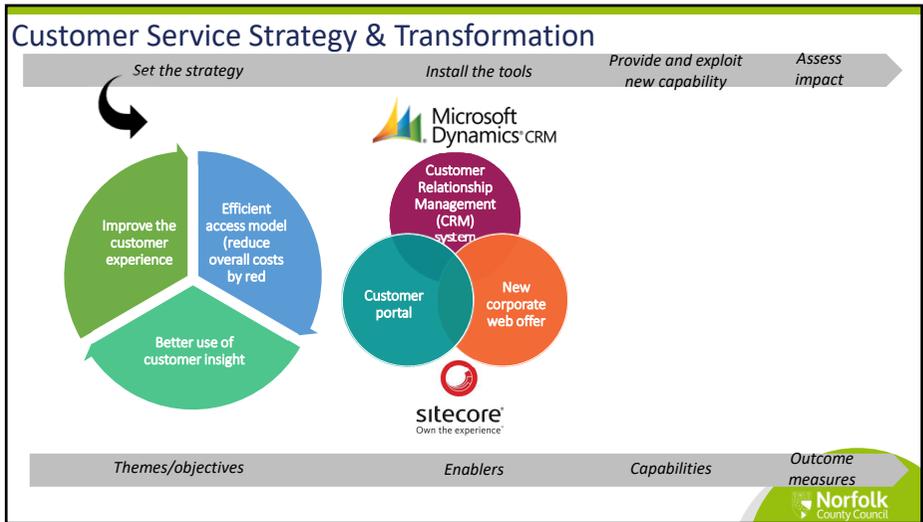
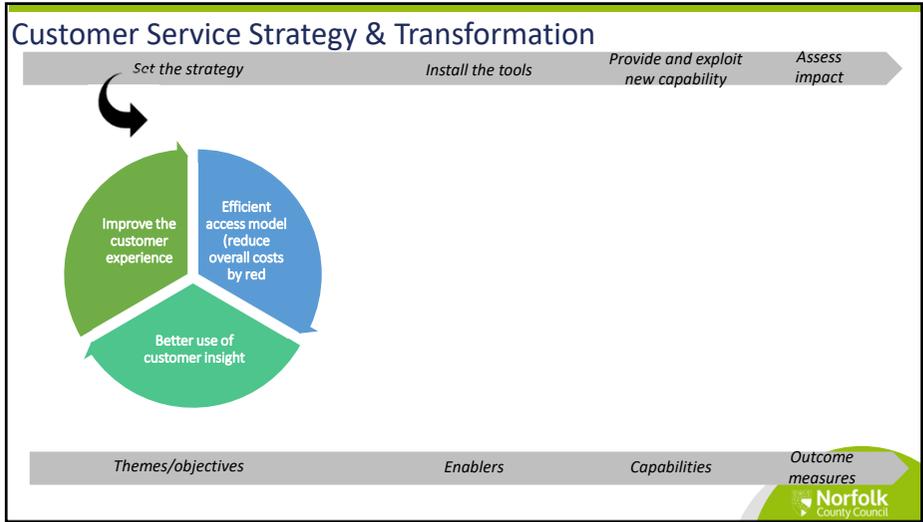
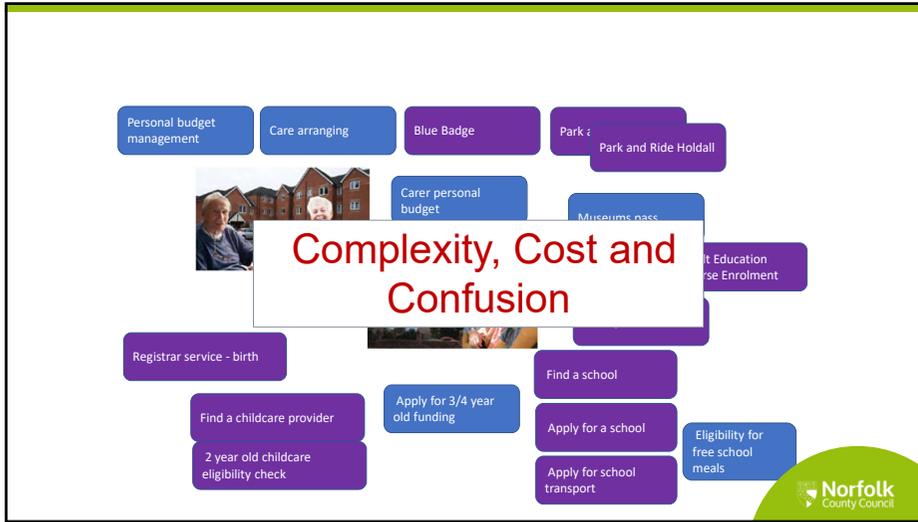


### Current Customer Experience?



- Personal budget management
- Care arranging
- Blue Badge
- Park and Ride Holdall
- Carer personal budget
- Museums pass
- Adult Education Course Enrolment
- Registrar service - birth
- Library services
- Find a childcare provider
- Apply for 3/4 year old funding
- Find a school
- 2 year old childcare eligibility check
- Apply for school transport
- Apply for a school
- Eligibility for free school meals





Norfolk County Council Services **Sign in**

Microsoft Dynamics CRM

### Your My Norfolk account

**Report a highways problem**

1 Only use this service for problems you need us to fix or repair and not for general enquiries or other information. Try road maintenance, Public Rights of Way or Norfolk Trails.

**Request a copy certificate for a birth, death or marriage**

1 If the certificate is for a church wedding that the church first.

**Apply for a skip licence**

**Apply for a scaffold licence**

**Apply for, renew or change an approved venues**

**Previous requests and enquiries**

**My Norfolk guidance**

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Disclaimer

New requests and enquiries can take up to an hour to appear.

**Open**

Open requests and enquiries

Reference Number	Date Created	Service	Status
ENQ900013337	02/06/2016 15:35	Highways Maintenance: Potholes 15 CHAPEL STREET	We are investigating the problem.

**Closed**

Closed requests and enquiries

Reference Number	Date Created	Service	Status Reason
ENQ900033111	31/08/2016 11:27	Highways Maintenance: Highway Damage (excluding potholes) 4 metres from BLIND LANE	We have resolved the problem.

Norfolk County Council Services Accessibility Sign in Find services and information

Home Roads and transport Road Report a problem

**Report a problem**

**Weddings show**

We run events from our base at The Norwich Centre, Marlborough Lane, Norwich as well as from Norfolk Heritage Centre.

**Open mornings**

We run events from our base at The Norwich Centre, Marlborough Lane, Norwich as well as from Norfolk Heritage Centre.

**Get a skip licence**

**Get a scaffold licence**

**Report a highways problem**

**Request a copy certificate for a birth, death or marriage**

**Apply for a skip licence**

**Apply for a scaffold licence**

**Apply for, renew or change an approved venues**

**Previous requests and enquiries**

**My Norfolk guidance**

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**Open**

Open requests and enquiries

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**Open**

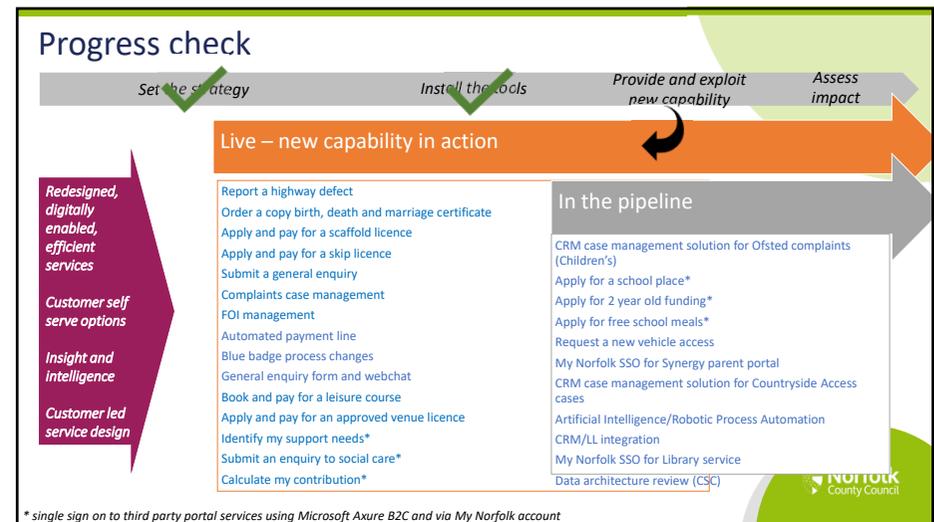
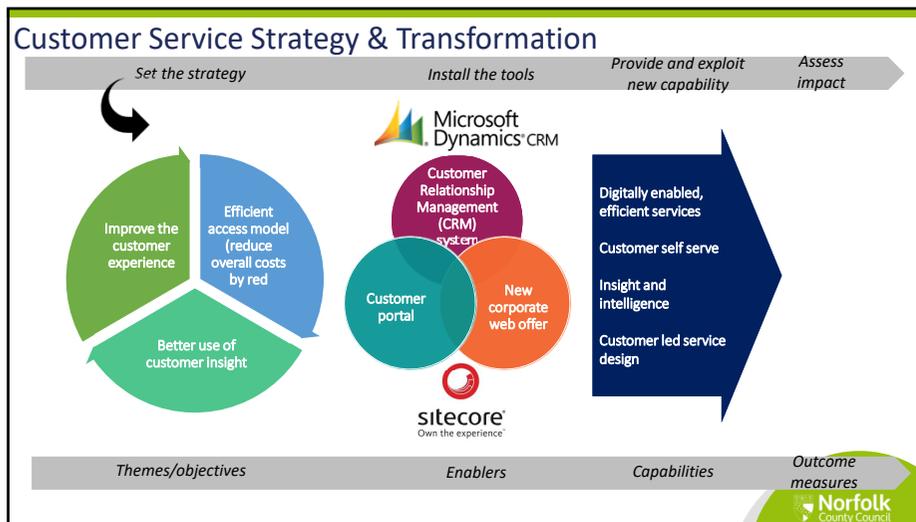
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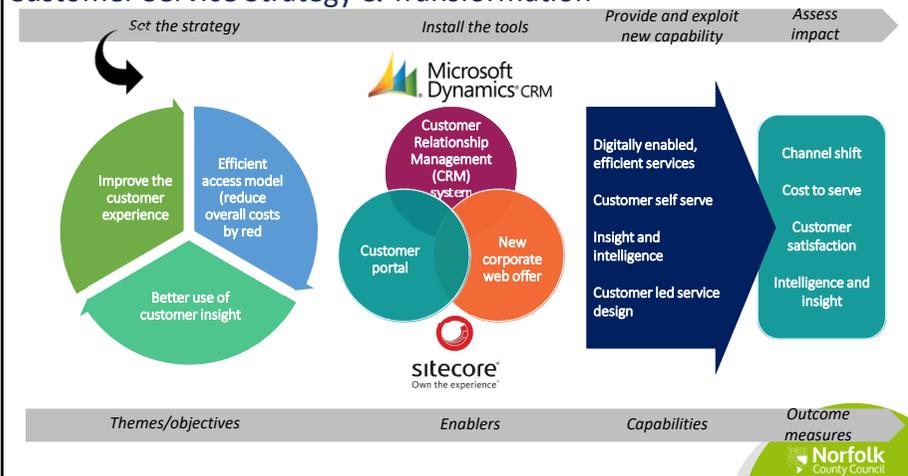
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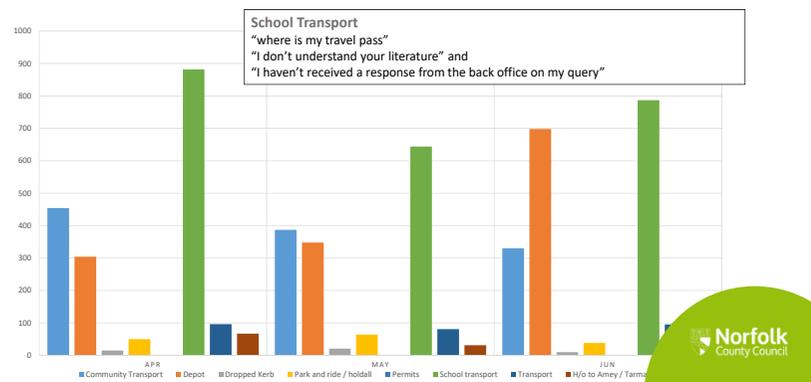
## Customer Service Strategy & Transformation



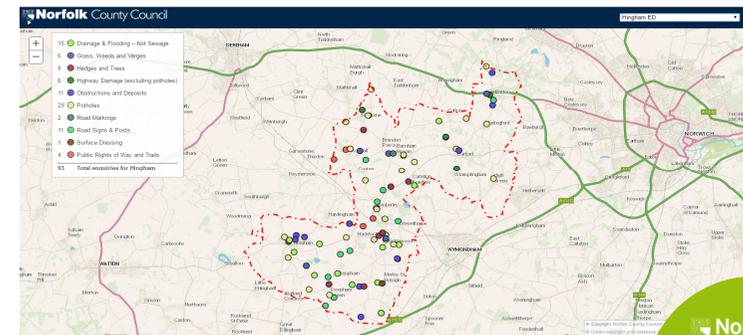
## Our online offer

- ...our offer is evolving at pace and looks great!
- ...it doesn't just look pretty, we've achieved great functionality and a responsive design
- ...it gets rave reviews from the professionals:
  - endorsed by Siteimprove with a readability score of 97.7 out of 100
  - 4\* site according to Socitm – their highest possible rating
  - our gov.uk domain is trusted and rated highly by Google, boosting our search engine optimisation (SEO)
- ...we have a broad and developing range of tools, techniques, knowledge and skills to draw on
- ...new developments are delighting customers – 88% satisfaction for new pages
- ...site visits (5m) and page views (14.5m) are on the up

## Delivering further efficiency



## Active Highway Defects by Electoral Division



This supports Members and Parish Councils to report online and promote



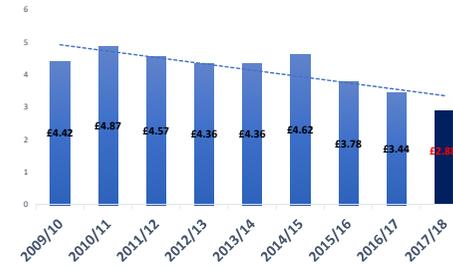
## Personalisation

This is Kayleigh – she has young children, below average income and a fair bit of time. She might be someone interested in events at our libraries. We identified pages in the Children's Services section that a Kayleigh might look at, and tagged them. When she comes to the library home page the default can be something like this:



## Reducing costs and enabling savings over time...

Cost of Contact Over Time



More customers transact online

Reduced talk time

Reduced call volume

Reduced management overheads

Fundamentally, the direction and themes hold true but there is a need to ensure our strategy and transformation plans are aligned to and support this refreshed set of corporate aims:

Be business like and make the best use of digital technology to ensure value for money

Offer our help early to prevent and reduce demand for specialist services

Use evidence and data to target our work where it can make the most difference

Joining up our work so similar activities and services are easily accessible, done once and done well