

Corporate Select Committee

Date: **Tuesday 16 July 2019**
Time: **10am**
Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr Karen Vincent – Chairman
Cllr Ed Colman – Vice-Chairman

Cllr Stephen Askew
Cllr Nigel Dixon
Cllr Colin Foulger
Cllr Terry Jermy
Cllr Chris Jones
Cllr Brian Long
Cllr Ian Mackie
Cllr Rhodri Oliver
Cllr Sandra Squire
Cllr John Timewell
Cllr John Ward

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To agree the minutes from the Corporate Select Committee meeting held on 28 May 2019.

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3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 11 July 2019**. For guidance on submitting a public question,

view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 11 July 2019**.

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|-----------|--|----------------|
| 7 | Health, Safety and Well-being Annual Report 2018/19
Report by the Executive Director of Strategy and Governance | Page 9 |
| 8 | Constitution Amendments
Report by the Executive Director of Strategy and Governance | Page 37 |
| 9 | Digital Transformation and Customer Service Strategy
Report by the Executive Director of Community & Environmental Services | Page 49 |
| 10 | Period Poverty
Report by the Executive Director of Community and Environmental Services | Page 55 |
| 11 | Corporate Select Committee Forward Work Plan
Workplan by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services | Page 64 |

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 8 July 2019



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Corporate Select Committee

Minutes of the Meeting Held on 28 May 2019 at
10 am in Edwards Room, County Hall, Norwich

Present:

Cllr Karen Vincent (Chair)

Cllr Ed Colman (Vice Chair)
Cllr Nigel Dixon
Cllr Colin Foulger
Cllr Chris Jones
Cllr Ian Mackie

Cllr Brian Long
Cllr Rhodri Oliver
Cllr Sandra Squire
Cllr Colleen Walker
Cllr John Ward

Substitute Members present:

Cllr Vic Thomson for Cllr Simon Askew
Cllr Brian Watkins for Cllr John Timewell

1 Apologies for Absence

1.1 Apologies for absence were received from Cllr S Askew and Cllr J Timewell.

2 Declarations of Interest

2.1 Cllr K Vincent declared an “other interest” in Item 8 (Norfolk Working Better Together) because she was Chairman and her husband was Leader of Broadland District Council.

3 Items of Urgent Business

3.1 There were no items of urgent business.

4 Public Question Time

4.1 There were no public questions.

5 Local Member Issues/Questions

5.1 There were no local Member questions.

6 Terms of Reference and Working Arrangements- Corporate Select Committee Workplan to September 2019

- 6.1 The annexed report (6) by the Executive Director of Strategy and Governance was received.
- 6.2 The Chief Legal Officer drew Members attention to the sections of the Constitution that were particularly relevant to the working of the Corporate Select Committee. She said that it was not the role of Select Committees to scrutinise Council decisions, but it was the role of Select Committees to assist and advise the Council Leader and the Cabinet in the development of the policy framework and to review the performance of the Executive in relation to its policy objectives and performance targets. It was important to the effective overall operation of the overview and scrutiny function of the Council, that each Select Committee understood its own role and the role of the other Select Committees. The Chief Legal Officer added that a further report which contained proposed minor revisions to the Constitution would be brought to the next meeting of this Committee.
- 6.3 Members asked for an additional training and development session on their role as Members of this Select Committee to be added to their workplan. It was suggested that this could build on the training session that the LGA had recently provided for all Members of the Council, be tailored to meet the needs of this Select Committee and draw on approaches taken by Councils elsewhere in the country.
- 6.4 In reply to questions, it was pointed out that the Constitution reflected the Council's commitment to transparency and openness in decision making and that the Select Committees would meet in public session whenever this was possible.
- 6.5 **The Committee considered the report and RESOLVED to**
- **AGREE its terms of reference included within the Constitution**
- 7 **Corporate Select Committee Workplan to September 2019**
- 7.1 The annexed workplan (7) for the Committee to September 2019 by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 7.2 During discussion Members suggested that the workplan should include the following:
- Possible investment in "re-fit" proposals for Council building assets, aimed at delivering energy saving projects in a cost efficient and environmentally sustainable way.
 - Governance arrangements in property disposals.
 - The role (if any) of the County Council in ESG issues relating to the Norfolk Pension Fund. The Executive Director of Finance and Commercial Services said that he would discuss with the Head of the Norfolk Pension Fund how ESG issues were considered by the Pensions Committee before reporting back on whether this was within the remit of this Select Committee.
 - Delivering better outcomes - policy driven discussion about the most expensive areas of Council expenditure (for example foster care packages

for Looked After Children). The Chair said that she would discuss with the Chair of the People and Communities Select Committee and the Leader of the Council the role that the Corporate Select Committee could have in considering this and other examples of major Council expenditure.

- It was noted that the gender pay gap would be considered at the start of 2020 and will be reported annually to the Committee.

7.3 The Committee considered the Workplan and RESOLVED to:

- **Approve the work plan at Item 7 on the agenda, subject to appropriate action being taken on the issues mentioned in paragraph 7.2 above.**

8 Norfolk Working Better Together

8.1 The annexed report (8) by the Executive Director of Strategy and Governance was received.

8.2 The Committee received a report by the Executive Director of Strategy and Governance that provided an update about work that was being done with other local authorities in Norfolk and was currently under development.

8.3 The Executive Director of Strategy and Governance said that this was a report that would be built on at future meetings.

8.4 Members stressed the important role that the Select Committee would have in scoping and driving forward an exciting vision for public service reform and in the adoption of whole system approaches to joint public sector working, including any areas which could conflict with other arrangements. An example of where the Select Committee could take a leading role in the County Council working with other Norfolk local authorities was in the adoption of a “One Estate” Model which was currently under development. Another example was the role that the Committee could take in the development of local service strategies, currently being piloted in Attleborough. Members also stressed the importance of the Select Committee working in support of the local economy, attracting inward investment and taking a leading role in the development of local companies and moving to “grow our own” companies.

8.5 Members suggested that the proposals for the transformation of public services that were set out in paragraph 2 of the report should be the subject of separate regular reports to the Select Committee and that these issues should include Housing with Care and the work of the Housing Adaptations Service, property and the use of resources, subject to discussions that the Chair would have with the chair of the People and Communities Select Committee.

8.6 RESOLVED

That the Corporate Select Committee:

- 1. Acknowledge the work done to date to work more closely with partners to promote efficiency and reduce duplication.**

2. That future whole system working should focus on the areas of work mentioned above.

9 Human Resources and Finance System Transformation Project

- 9.1 The annexed report (9) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 9.2 The Committee discussed its role in overseeing the implementation programme of the project and whether this was more appropriately done through Cabinet. The Vice-Chair emphasised that the programme was still in development and the Committee would have a further opportunity to shape the direction of the programme and make strategic recommendations to Cabinet.
- 9.3 Members queried the decision to make public the total investment in the development and implementation of the system transformation project, as it could unduly influence the procurement process. It was highlighted that it was important to implement it in a way that would reduce any risks to the authority. The Executive Director for Finance and Commercial Services confirmed that the procurement costs represented only a small amount of this investment and this would be made public at the appropriate time and in line with the procurement process.
- 9.4 In response to a query the Chair confirmed that the Cabinet would be accountable for the delivery of the project but that the Select Committee would have a role in supporting the project and overseeing its implementation. Ongoing Member involvement would be subject to further discussion.

9.5 RESOLVED

That, following Cabinet approval of the report and of the investment, the Corporate Select Committee agreed to take the following steps:

- 1) To oversee the implementation programme of the project and report any issues to Cabinet.**
- 2) To monitor, in the short and medium term, the areas of the project that the Project Team had suggested in the report would be helpful.**

10 Risk Management Framework

- 10.1 The annexed report (10) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 10.2 It was noted that, complementary to this committee's remit, the Audit Committee's role was to consider the adequacy and effectiveness of the risk management framework. After a discussion, officers were asked to:
- develop a new corporate risk on the transition to using a new HR and

- Finance Replacement System, that this committee would be monitoring
- to circulate the current corporate risk impact and likelihood criteria to Corporate Select Committee Members for their information; and
- that risks on a page have further narrative supporting the choice of scores

10.3 **RESOLVED**

That the Corporate Select Committee considered:

1. The key messages in paragraph 2.1 of the report and the risks presented at Appendix A to the report.
2. The approach to Risk Management for the Council that is set out in the report.

The Corporate Select Committee made no recommendations to Cabinet about improvements to the risk management process.

The meeting concluded at 12.12 pm

Chair

Report to Corporate Select Committee

Item No. 7

Report title:	Health, Safety and Well-being Annual report 2018/19
Date of meeting:	16 July 2019
Responsible Cabinet Member:	Andrew Proctor, Leader
Responsible Director:	Fiona McDiarmid, Executive Director Strategy and Governance
Is this a key decision?	No
<p>Executive Summary/Introduction from Cabinet Member</p> <p>This report provides data and analysis on the Health, Safety and Well-being (HSW) performance of Norfolk County Council (NCC) as an employer and the activity undertaken by the HSW Service to support the management of risks for 2018/19.</p> <p>Since January 2019 there has been a sharp focus on improving 5 key areas of health, safety and well-being performance, following presentation of the 2017/18 performance report and updates, these are:</p> <ul style="list-style-type: none"> • Number of departments with a health, safety and well-being risk profile in place • Departmental progress with improving the management and monitoring of commissioned and contracted services • Number of managers that have attended mental health first aid training • Number of open incident reports • % of employees that have not completed mandatory e-learning training <p>As the reporting period for the annual report is April 2018-March 2019 this covering paper also provides an update on progress with these measures in the first quarter of the 19/20 reporting period (provided in 1. below). The signs are positive, and the actions taken by departments are beginning to result in indicators having reached or moved closer to target.</p> <p>The main performance data provides a mixed picture, with the overall assessment for NCC in all 3 outcome areas measured, culture, management and traded services for HSW being amber.</p> <p>There are areas of improvement on last year's position, some of which are significant; however, there are also some areas where performance has been slow to improve and remains below target or has slipped.</p>	

Positive indicators are:

- Reportable incidents have reduced again this year (from 1.62 to 1.48 per 1000 f.t.e.) and we continue to perform well against the national benchmark (2.63) however, there has been a small increase in non-reportable incidents this year (from 81.45 to 85.18 per 1000 f.t.e) ([see 2.1.1](#))
- Whilst violence remains the largest cause of [incidents](#) (369 incidents), the majority of these relate to high level, complex behavioural needs of children. The project in this area has provided a level of reassurance around the training and support available to schools as well as the investigation and management of incidents by schools ([see section 3.0](#))
- 278 managers undertook [mental health first aid training](#) this year against a target of 300. The feedback suggests this has enabled managers to be better equipped to support their teams and approach them directly about mental health issues ([see section 3.0](#))
- There has been an improvement in overall [completion of mandatory training](#) by employees following focused work on this area by departments (85% completion for introduction and 87% completion for fire prevention)
- Whilst the risk profile of the organisation is going up (high risk has moved from 5% to 6%), the number of revisits needed to secure compliance is going down (from 14% to 3%), suggesting managers and Headteachers are receptive to the visits they receive ([see 2.2.1](#)).
- Both Children's Services and Adult Social Services now have clear plans in place to improve the management of commissioned and contracted services, however progress in this area has been slow over the last year and full implementation will not occur until the latter half of the current year ([see section 3.0](#))
- Whilst the HSW service has increased income from traded services this year it should be noted that there have been tensions with services to NCC and service demand ([see 2.3](#))

Some of the indicators highlighting where NCC still requires improvement include:

- Incident management, although the total number of open incidents has reduced over the last year a significant number in both schools and non-schools remain open for lengthy periods ([see 2.1.1](#))
- [Lone working](#) and [training](#) remain significant areas of non-compliance identified in many of the monitoring visits made by HSW
- [Absence due to mental health issues](#) is the single largest cause of absence and is increasing, there is evidence to suggest services to support mental health well-being are still not being fully utilised, although uptake has increased in some areas ([see 2.2.2](#))
- [Absence due to musculoskeletal issues](#) is increasing and although the overall target for use of services to support musculoskeletal health is being met some departments make more use of the services than others ([see 2.2.2](#))
- There has been a significant increase in the number of days absence staff are attributing to work and the number of work related calls made to Norfolk Support

Line (NSL) ([see 2.2.1](#)). However, work in this area over the last year has focussed on normalising mental health issues and encouraging staff to talk, for example through the training provided to managers. This may have encouraged more staff to declare their mental health issues and the factors contributing to that. These increases may be an indicator of that ([see section 3.0](#)).

Following the presentation of departmental reports at senior management team meetings, a number of actions were agreed to support further improvements. In the main report, these appear under the outcomes to which they relate. They are also summarised under [2. below](#). Corporate Board have committed to all departments completing all actions and for a number of these actions to be reported to Corporate Board quarterly to enable the senior leadership team to keep track of improvements.

Recommendations

The select committee are asked to:

- Consider the [actions](#) committed to by Corporate Board and identify if there are any further areas of activity members would like to see implemented.
- Consider the [actions](#) identified for the Health, Safety and Well-being team for the forthcoming year and consider if there are any other areas of policy or service development members would like investigating

Actions required

The select committee are asked to:

- Consider and comment on the current approach to [cost recovery](#) and the impact this may have on services to NCC
- Consider if there are any recommendations the committee would like to make to Cabinet following the presentation of this report

1. Background and Purpose

- 1.1. As an employer Norfolk County Council (NCC) is required to have in place a management system to ensure the health and safety of our employees and others affected by our business undertaking; including anyone we provide services to (either directly or through a 3rd party) such as school pupils, commissioned services clients, contractors and members. The Head of Paid Service and Corporate Board have ultimate accountability and responsibility to ensure NCC is effectively managing the risks to health, safety and well-being created by its activities.
- 1.2. As part of the NCC health and safety management system the Health, Safety and Well-Being Manager is required to report to the Corporate Board and members annually on the health, safety and well-being performance of NCC and progress on key priorities.

- 1.3. The main purpose of this report is to provide the Corporate Select Committee with data and analysis to identify the relative health of health, safety and well-being management in NCC for the year 2018-19. The report also provides information on improvement actions identified and agreed through management team discussions for delivery during 2019-20 ([also summarised in 2 below](#)). Lastly, suggested actions and allocation of HSW resource to support departments is also provided ([also summarised in 2 below](#)).
- 1.4. All numerical data is compared to the same position last year (17/18 data is provided in brackets) unless otherwise stated. The Red, Amber, Green (RAG) rating provides an interpretation of this position as well as an indication of position against target. Red indicates a slippage from last year's performance and/or a position significantly below target, amber indicates a similar position to last year's performance and/or a position close to target and green indicates an improvement on last year's performance and/or the target being met or exceeded.
- 1.5. Since January 2019, there has been significant focus by Corporate Board led by the Leader, to improve particular aspects of performance. Monthly updates on these areas have been provided to the Leader and Executive Directors since that time. As the annual report only covers the period 1 April 2018 – 31 March 2019, improvements that have been secured in the first quarter of 2019/20 are not represented in the main body of this report, for completeness an update as of 1 June 2019 is provided below:
- All departments now have a risk profile in place
 - The number of incidents that were recorded on the system prior to 1 April 2019 that remain open has reduced to: 66 Adult Social Services, 81 Children's Services, 5 Community and Environmental Services, 5 Strategy and Governance, 1 Finance and Commercial Services (as at 1st June 2019). However, some of these date back as far as 2014 and there are a significant number from 2016-2018
 - The number that remain open for schools is 410 but these are spread across all NCC schools and there are only a small number of schools with 10 or more open incidents
 - The overall target for completion of e-learning has now been met for both mandatory modules, although Children's Services and temporary staff remain below target.
 - Children's Services and Adult Social Services now have clear plans in place to improve the management and monitoring of contracts and commissioned services, these will be implemented throughout 2019-20.

2. Proposals

- 2.1. Discussions in management teams identified a number of actions that departments could take to support further improvements. There were some similarities across departments, but also some areas of difference. Below is a list of all of these actions. Corporate Board committed to all of these actions across

all service directorates and for the Head of HR and Health, Safety and Well-being Manager to report on progress (particularly those highlighted in bold) on a quarterly basis as part of our overall People Priorities for 2019/20.

System:

- Promote HSW on the agenda at management team meetings at all levels to ensure engagement and accountability at a senior level
- **Review the findings of health and safety risk profiles and develop action plans for improvement**
- **Continue to promote the importance of investigating and reviewing incidents in a timely way (new target 90% incidents reviewed and signed off within 90 days of the incident)**
- By directorate review risk assessments to ensure they are up to date for all relevant areas and controls in place
- By directorate review health and safety data along-side workforce data to identify trends and issues to support improvement (e.g. absence data)

Well-being and Engagement:

- **Continue to promote mental health first aid training to managers (new target 150 attendees)**
- **Promote good management practice to support employee well-being and engagement e.g. coaching for performance, performance development reviews, return to work discussions**
- **Ensure managers and employees have undertaken all health, safety and well-being training relevant to their role (target ≤ 10% of inspections where training issues are identified)**
- **Promote health and well-being services to support timely utilisation (point of utilisation measures and targets, absence targets)**
- Promote the directorate actions plans developed from the employee survey

2.2. The proposed activities to be undertaken by HSW in 19/20 to support departments to improve are:

- Year 2 actions of the Healthy County Council Plan will be delivered including Mental Health First Aid training being delivered by Well-being Officers throughout 19/20 and piloting a complete ban on smoking at one of our sites
- Norfolk Fire and Rescue Service (NFRS) will review their incident reporting system with the aim of making it more user friendly
- The project to review and engage with schools over violent incidents will continue
- The new training on incident management will continue to be delivered to drive further improvement
- NFRS will implement investigation training for managers

- Bespoke personal safety training will continue to be delivered to social work teams
- Undertake team-based inspections in high hazard teams
- Continue to work with Adult Social Services and Children's Services on the implementation of improvements in the management and monitoring of health and safety standards in commissioned and contracted services
- Work with NFRS to review their health and safety management system to ensure it aligns with and utilises the overarching NCC system where applicable
- Review and refresh the HSW e-learning modules available
- Work with services that own specific health and safety policies to ensure they remain fit for purpose
- Undertake a programme of targeted inspection of school swimming pools
- Review the current performance targets to ensure they are appropriate and encourage improvements
- Commence a project to review absence data and well-being services data with the aim of identifying correlations to target improvement in the utilisation of services. Data from Our Voice, Our Council survey will also be reviewed to identify further actions.
- Hold 14 musculoskeletal MOT days across the County.

2.3. The proposed action to be undertaken by HSW regarding the traded services are:

- Develop a mechanism for regular customer feedback
- Build on 18/19 work with trusts to develop relationships further
- Target marketing to increase well-being sales
- Develop new products to test in market
- Review key processes to ensure efficiency and effectiveness
- Review staffing resources to ensure flexibility and efficiency

3. Impact of the Proposal

3.1. Commitment to securing improvement in the key areas identified will help to ensure health, safety and well-being is being managed well; supporting our staff to be at their best at work so that they can contribute to improving the lives of our communities and the ambitions of NCC.

4. Financial Implications

4.1. There are no specific financial implications to bring to the attention of the committee, although reference should be made to legal implications below.

5. Resource Implications

5.1. **Staff:**

There are no additional staffing implications in the proposed actions and recommendations

5.2. Property:

There are no additional property implications in the proposed actions and recommendations

5.3. IT:

There are no additional IT implications in the proposed actions and recommendations

6. Other Implications

6.1. Legal Implications:

Health and Safety Law is criminal law. If the Authority does not have a robust and proactive health and safety management system in place there is a risk that the Authority will be exposed to enforcement action and ultimately prosecution. Enforcement bodies are able to take action where systems are not in place even in the absence of an incident. Where they do take action sentencing guidelines dictate it is the likely severity of injury that influences the sentence as well as the size of the organisation and the simplicity of the control measures. Therefore, if a solution is relatively easy to implement and it is likely to prevent a serious injury there will be significant sentencing consequences of not doing so. Recent public-sector fines have been in the region of £100,000 - £1,000,000.

There is also a risk of an increase in successful civil claims made against the authority

It should be noted that as the legal employer in NCC schools these risks also apply to schools, unless their status means we are not the employer e.g. academies.

6.2. Human Rights implications

There are no human rights implications from the recommendations and actions in this report

6.3. Equality Impact Assessment (EqIA)

An EqIA is undertaken for all new health, safety and well-being policies

7. Select Committee comments

7.1.

8. Recommendation

8.1. The select committee are asked to:

- Consider the [actions](#) committed to by Corporate Board and identify if there are any further areas of activity members would like to see implemented.

- Consider the [actions](#) identified for the Health, Safety and Well-being team for the forthcoming year and consider if there are any other areas of policy or service development members would like investigating
- Consider and comment on the [current approach to cost recovery](#) and the impact this may have on services to NCC
- Consider if there are any recommendations the committee would like to make to Cabinet following the presentation of this report

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

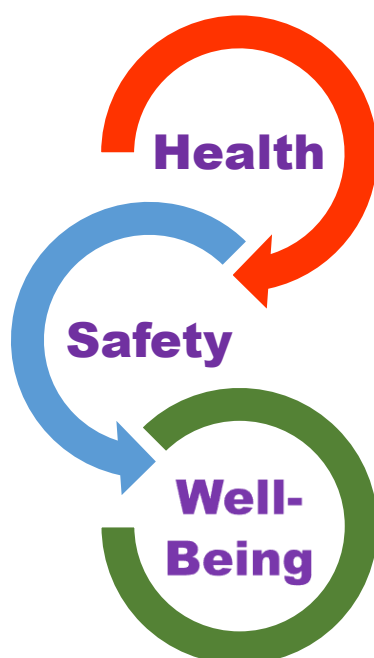
Officer name : Derryth Wright

Tel No. : 01603 222912

Email address : Derryth.wright@norfolk.gov.uk



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Annual report 2018/19

Tel: 01603 223989

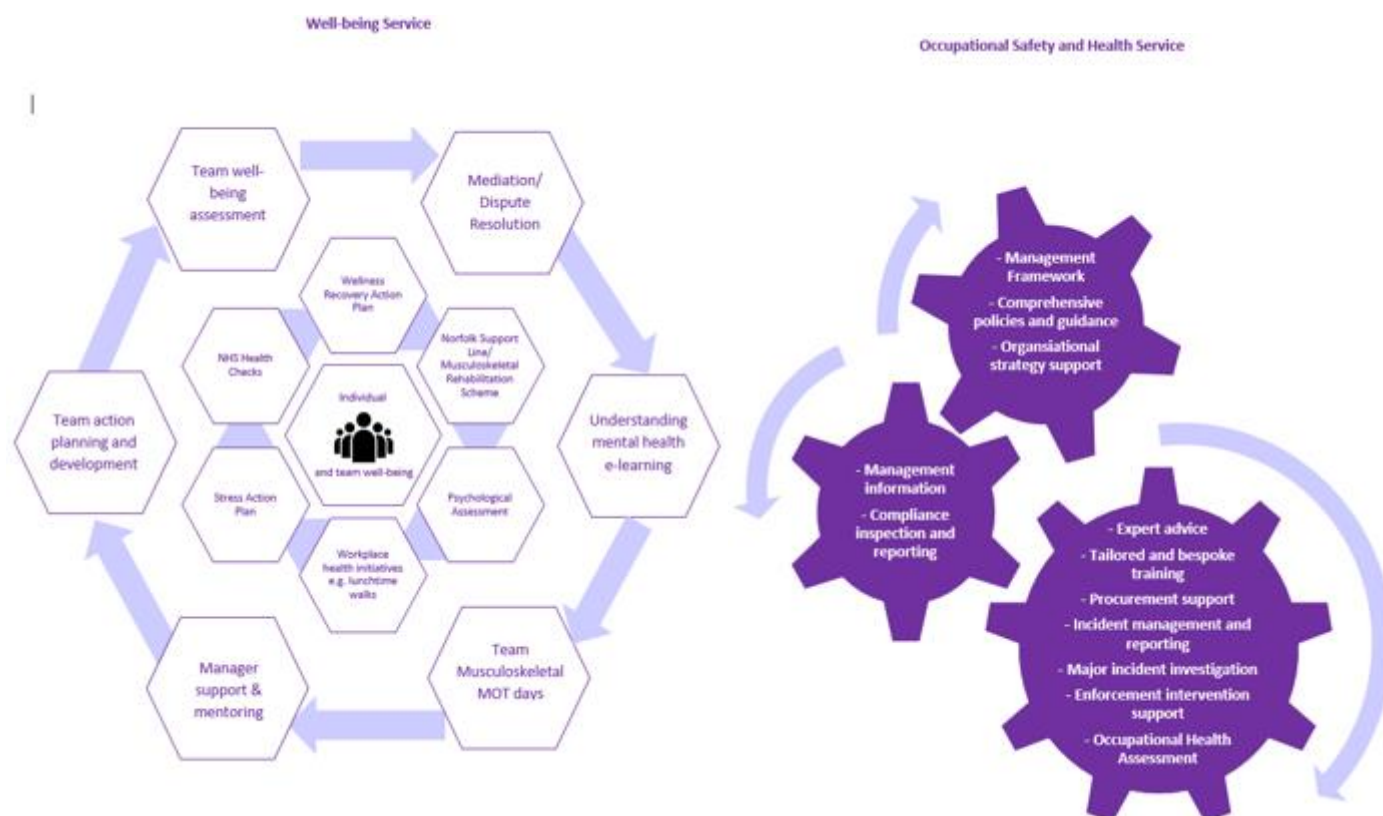
Healthandsafety@norfolk.gov.uk

Well-being@norfolk.gov.uk

1.0 Overview of the Health, Safety and Well-being Service

The HSW service provides the strategic framework for NCC to deliver its statutory HSW responsibilities. We provide professional advice and support to services, teams and individuals across NCC to ensure effective and proportionate management of risks and organisational resilience.

The services provided by the team to deliver this are represented in the diagrams below:

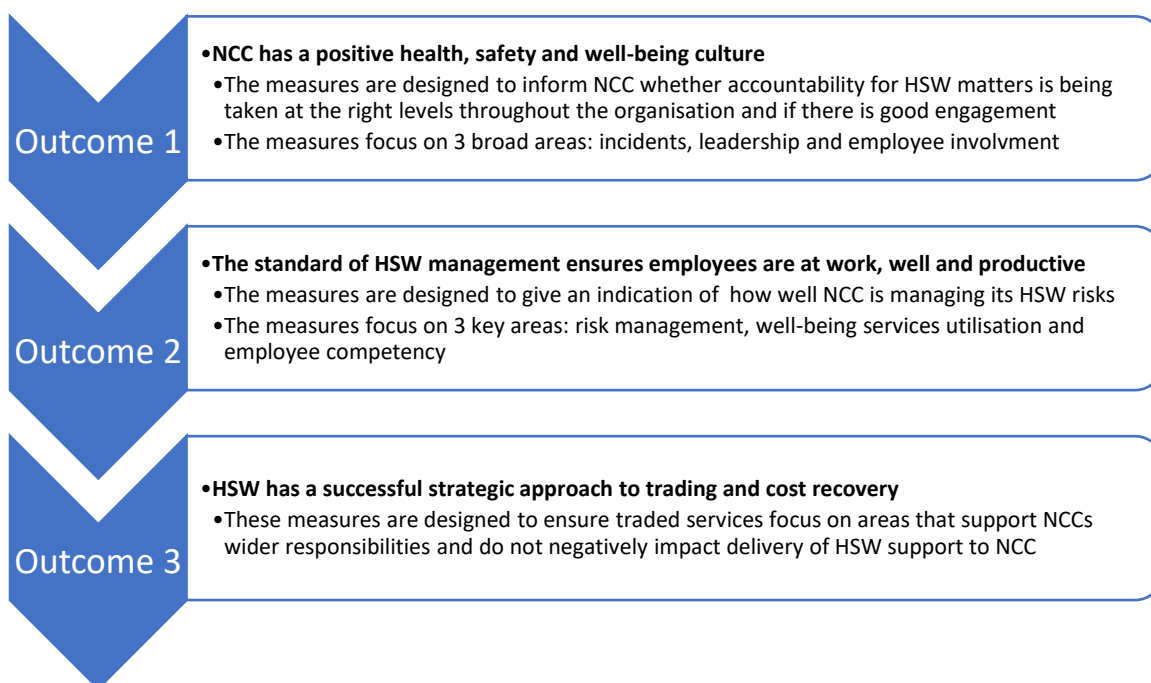


The core occupational safety and health services are provided to service departments and schools where NCC maintain employer liabilities. The team has also developed a traded service offer providing cost effective service options through delivery of similar products as outlined above for other local authorities, public sector organisations and non-local authority schools (the well-being service is also provided on a traded basis to local authority schools). This approach has successfully enabled the service to NCC to remain resilient whilst reducing the overall cost to the authority. In 2018/19 49% of the service costs were covered by income generation.



2.0 2017-2020 plan progress

In 2017, 3 key outcomes were identified as priorities in order to ensure NCC is a high performing employer for health, safety and well-being management. These formed the basis of a three-year plan. The outcomes are:



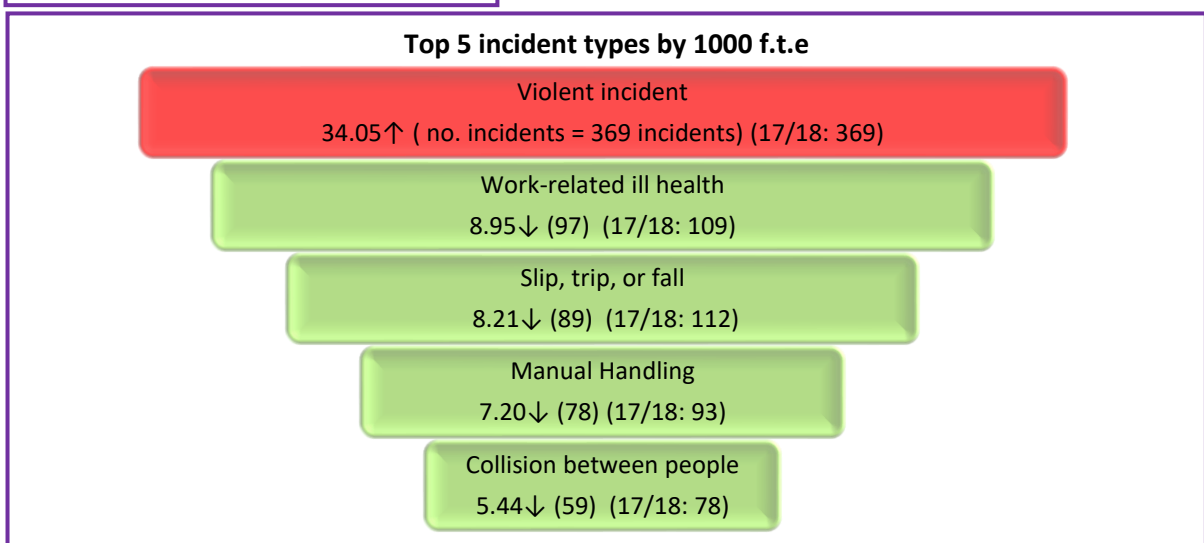
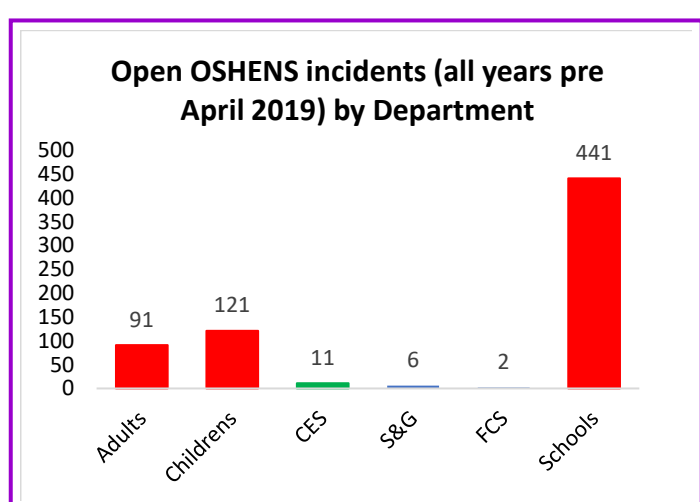
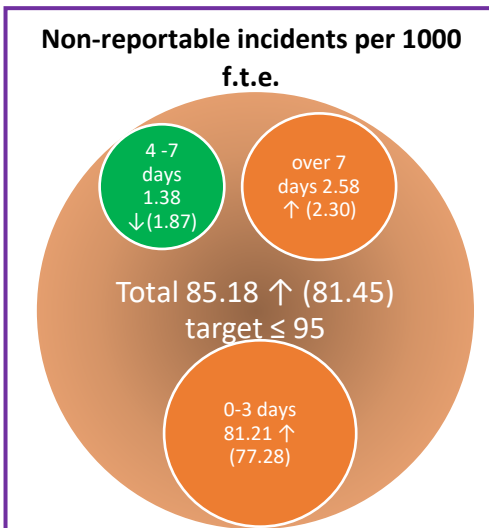
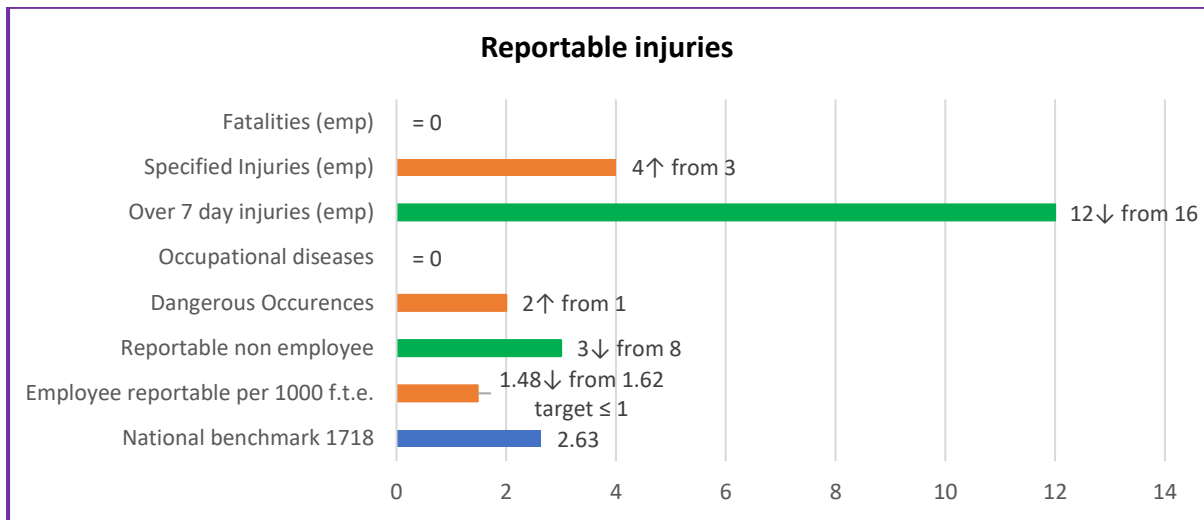
For each outcome an overall analysis and assessment of position is provided alongside a short summary of the activity undertaken in partnership with departments to secure improvement.

Lastly a summary of recommended activity for the coming year to secure further improvement in performance is provided.



2.1 Outcome 1: NCC has a positive health, safety and well-being culture

2.1.1 Incidents



5 ≈

incidents not reported/retrospectively discovered by HSW (target ≤ 5)

2.1.2 Leadership

✗	Measure	✓
2 not in place	Services have a HSW risk profile in place (target ≤5 by end of 18/19)	3 in place
	Senior managers consider HSW implications in plans and activities (target ≤ 5 occasions of retrospective involvement at SMT level)	0 ↓ (2)
	HSW are involved by services appropriately and in a timely way (target ≤ 5 occasions of retrospective involvement at level below SMT)	5 ≈
	Managers are trained in mental health first aid (target 300 by end of 18/19)	278 trained
All: 93% ↓ (96%) Schools: 91% ↓ (96%) Non-schools: 95% ↓ (98%)	Confidence in management score on NCC services and schools monitoring visits are 3 or lower (target ≥99% by 2019/20)	
None conducted this year	Audit reports by Norfolk Audit Services report as adequate or better	None conducted this year

2.1.3 Employee involvement

✗	Measure	✓
	Unions and services work well together to resolve issues (target ≤ 16 occasions requiring HSW intervention)	11 ↓ (18)
	There is collaborative union/HSW activity (target ≥5 by end 2019/20)	5 ↑ (2)
	There is a high level of well-being facilitators across NCC services (target ≥ 250 by 2019/20)	235 ↑ (193)

Overall assessment of data and analysis: **AMBER**

Reportable incidents have reduced again this year and although NCC hasn't met the target set, this is a stretching target and we remain good performers against the national benchmark. The number of non-reportable incidents has risen but remains below target and the most significant increase is in the lowest severity incidents. The top 5 causes of incidents are the same as last year, although they appear in a different order. Violence remains the most significant cause of incidents, whilst the total number has remained the same, a drop in f.t.e means as a comparator it has increased.

Despite the efforts of departments to improve timeliness of reviewing and signing off incidents there remains a significant number of incidents yet to be reviewed and signed off.

The indicators relating to leadership remain mostly static although there has been an increase in the number of risk profiles produced by departments. Conversely the

confidence in management score assigned following inspections has dipped again this year, both in schools and NCC services.

Employee involvement indicators are positive.

Activity undertaken in past year to support improvement:

- New training sessions on incident investigation and sign off process were introduced, 45 have attended to date
- [Project to review violent incidents](#) continued, working with the Inclusion Challenge Partner in Children's Services to share information and support mainstream schools experiencing challenging behaviour from pupils
- Management information to departments was improved, they now receive detailed data on outstanding incidents and e-learning compliance on a quarterly basis
- NFRS also improved management information relating to incidents to improve engagement and accountability
- CLG received training on HSW leadership this year
- Schools Improvement team now receive data on schools with a high number of open incidents to support improvement in this area
- The Gateway to Medieval England Project Board have signed up to a high level of health and safety commitments and leadership throughout the life of the project
- Support has been provided to a number of premise alterations through the smarter working workstream
- Mental health first aid training was delivered throughout the year. Feedback on the training has been extremely positive. More information is provided in the [Healthy County Council Plan summary](#)
- 2 Well-being Officers have been trained to deliver the mental health first aid training as part of the [Healthy County Council Plan](#) actions
- NFRS have reviewed their approach to reporting and recording work related stress incidents with the aim of improving the data in this area

Activity to be undertaken by HSW in 19/20 to support improvement:

- A new target will be set for the management of incidents to encourage timely sign off. All incidents will be expected to be signed off within 90 days of the incident. The target for this will be 90% compliance
- NFRS will review their incident reporting system (known as event reporting) with the aim of making it more user friendly
- Mental health first aid training will continue to be delivered to managers throughout 19/20
- [The project to review and engage with schools over violent incidents](#) will continue
- The new training on incident management will continue to be delivered to drive further improvement
- NFRS will also implement investigation training for managers
- Key performance measures will be reported to corporate board on a quarterly basis until improvement in these areas is secured.

Activity to be undertaken by service departments in 19/20 to support improvement:

- Continue to promote mental health first aid training to managers
- Ensure good management practice is being followed to support employee well-being e.g. coaching for performance, performance development reviews, return to work discussions

- Review the findings of risk profiles and consider actions for improvement
- Continue to promote the importance of investigating and reviewing incidents in a timely way
- Continue to keep HSW on the agenda at management team meetings at all levels to ensure engagement and accountability at a senior level

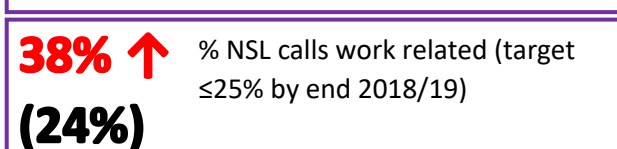
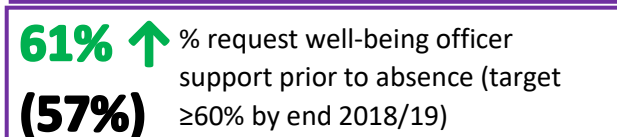
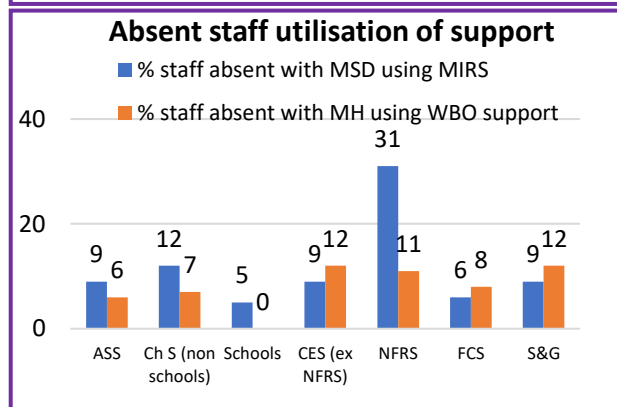
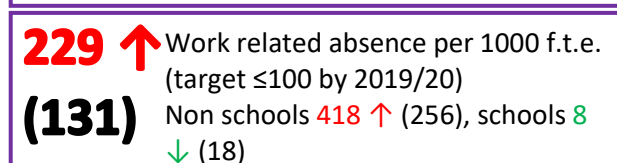
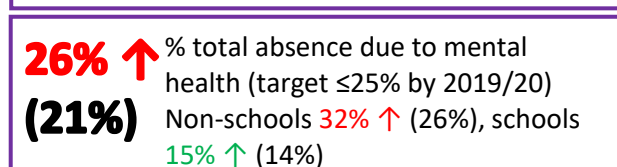
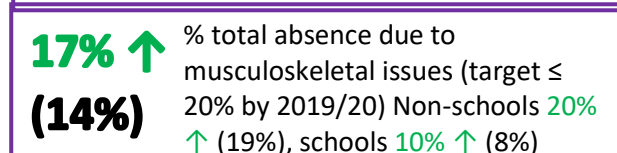
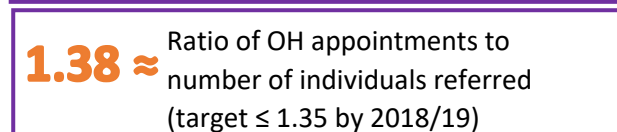
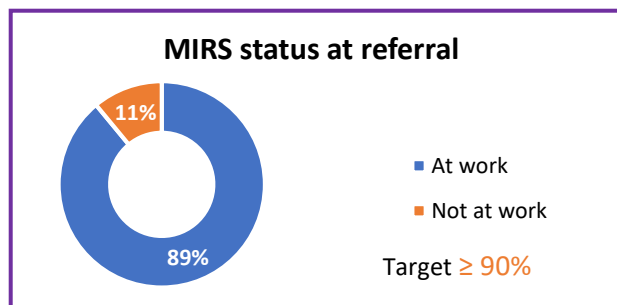
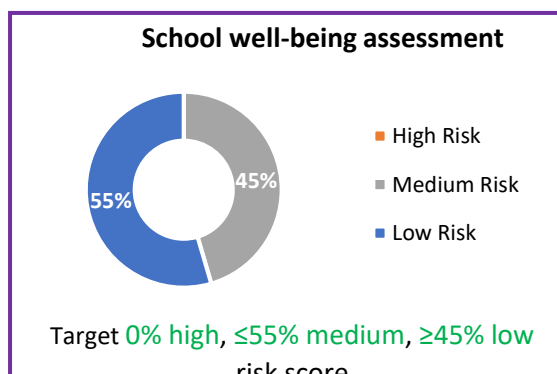
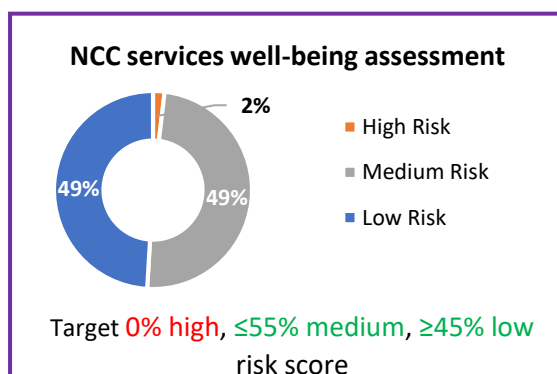
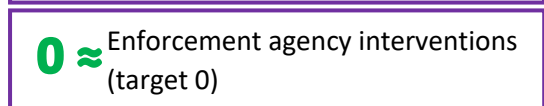
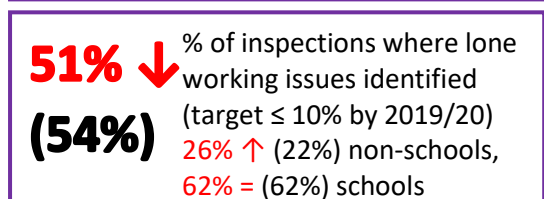
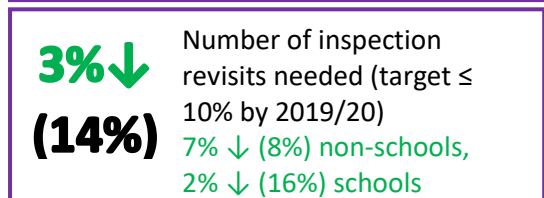
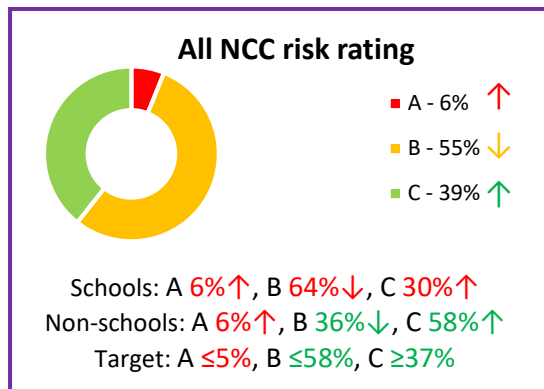
Issues and dependencies:

- Incident figures and absence figures include NFRS which are managed separately to other NCC services
- Incident figures and absence figures include NCC schools which have more devolved management
- The confidence in management score may be impacted by turnover of managers and headteachers



2.2 Outcome 2: The standard of HSW management ensures employees are at work, well and productive

2.2.1 Risk management



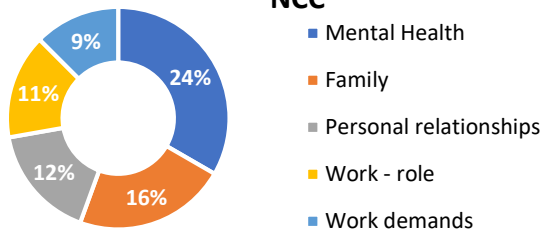
2.2.2 Health and well-being services utilisation



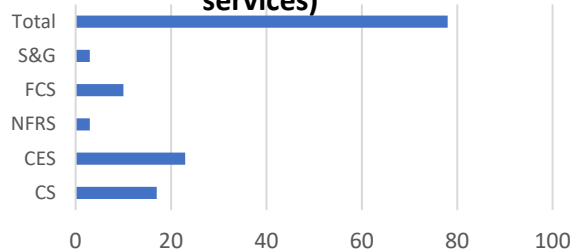
6.2% ≈ usage (all NCC)

Target ≥ 7% by 2019/20

Top 5 reasons for calling NSL - all NCC



Well-being Officer Support (NCC services)

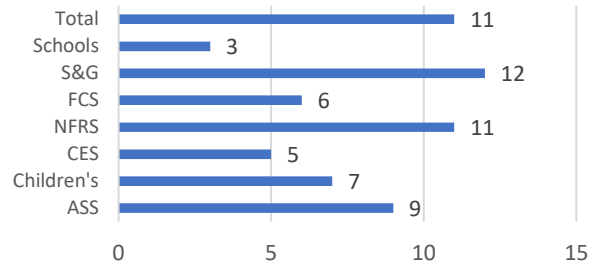


Total use: 135 employees ↑ (92)

Well-being assessment usage	Schools	Non-schools
Total number of teams surveyed	11	53
Number of employees survey sent to (% headcount)	561	834 (11.4%)
Number of employees responded	370	660
Average response rate	66%	79%

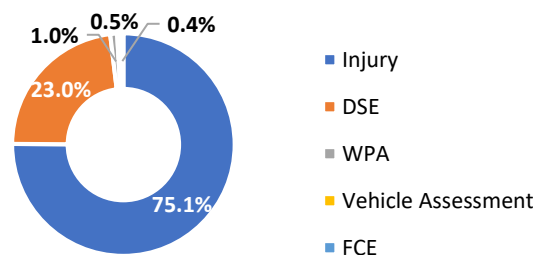
24 ↑ (6) Mediations undertaken

MIRS % usage

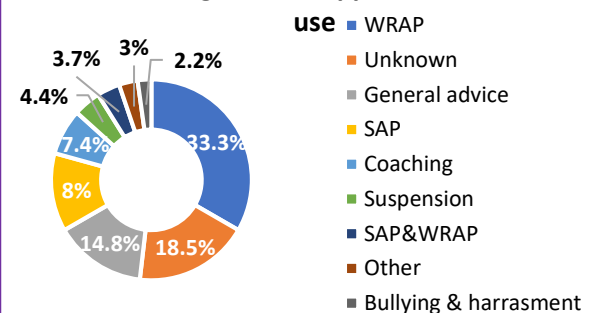


All NCC = 11% ↑ (8%) Target ≥ 8% by end 2019/20

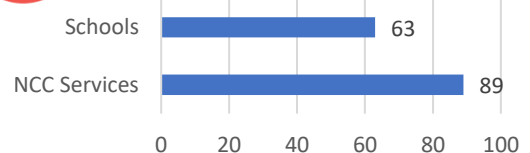
MIRS referral reasons



Well-being Officer support reasons for use



Employees attending health checks



756 ↓ Referrals to Occupational Health
(1075) 544 non schools, 212 schools

2.2.3 Employee competency

85% ↑ % employees (excluding schools) completed introduction to health and safety e-learning (target ≥85% by 2018/19)
(72%)

87% ↑ % employees (excluding schools) completed fire prevention e-learning (target ≥85% by 2018/19)
(74%)

49% % of inspections where training issues identified (target ≤ 10% by 2019/20)
Schools **56%** non-schools **33%**

17 ↓ Number of simple enquiries received (guidance available) (target ≤ 50 by 2018/19)
(56) 15 Schools, 2 non-schools

Overall assessment of data and analysis: **AMBER**

There are a number of areas where NCC remains significantly off target such as management of lone working issues and ensuring all staff have attended training appropriate to their role. These are both areas the HSW team continue to focus on. However, completion of the mandatory e-learning has significantly improved this year.

Absence due to mental health has increased this year, as has absence attributed by employees to work. Whilst the utilisation of well-being officer support has increased, Norfolk Support Line usage has not, but there has been a significant increase in calls relating to work and 2 work related issues now appear in the top 5 reasons for calling.

There has also been a significant increase in use of mediations this year. Mediations aim to support improvements in workplace relationship issues and prevent the need for more formal processes, therefore, this increase is a positive sign.

Whilst musculoskeletal absence remains below target it is increasing. Use of MIRS is good although appears to be less well used once an employee is absent from work.

Activity undertaken in past year to support improvement:

- Bespoke personal safety training was delivered to 105 social workers in Childrens Services
- Bespoke personal safety training was delivered directly to some team including pensions and trading standards, 75 people received training through this route
- Bespoke training was provided to trade union safety representatives to support competency in their role
- Bespoke training on risks relating to specific roles and activities continued to be provided to teams e.g. asbestos and construction
- Children's Services surveyed their social work staff regarding personal safety measures and controls. As a result, they are developing an action plan to secure improvements
- Team based inspections were completed for Youth Offending Team, Trading Standards, County Farms and Highways
- A survey of premises managers was undertaken to understand barriers and supporting factors relating to physical activity, healthy food choices and smoking in workplaces. 29 people completed the survey and the results will be used to support interventions under the [Healthy County Council Plan](#)

- 265 employees (93 non-schools, 172 schools) attended tutor led training (422 times – 126 non-schools and 296 schools) this year and 44 new wellbeing facilitators were trained
- NFRS have developed a programme to invest in managers health and safety training
- Health and exercise apps were made available to staff on work mobile phones
- Produced a 'This is me, 5 ways to well-being' video featuring employees telling their mental health stories
- Provided 3 critical incident support packages and 11 psychological assessments for staff through Norfolk Support Line providers this year
- Started to deliver the well-being programme to NFRS. 17 teams have started the process to date with a well-being facilitator being recruited in each of the teams in the current programme.
- NFRS also re-established an internal well-being group, signed the MIND blue light time to change pledge, held a well-being roadshow and completed a well-being self-assessment. They have also surveyed staff to understand the level of awareness of well-being support available
- Delivered 12 NHS health check clinics and 35 blood pressure checks
- Supported the following public health campaigns in the workplace: Blood Pressure – Get Checked; Stoptober; Flu Vaccinations; NHS Health Checks
- Provided support to 37 procurement activities across NCC to ensure adequate health and safety standards by providers of services. This included support for the NCC building maintenance framework where links to national safety schemes were included reducing the resource needed for in-house approval.
- 88 monitoring inspections were undertaken by the team, 27 to non-schools and 61 to schools
- [Commissioning](#) performance leads in Adult Social Services QA and Children's integrated commissioning teams were supported to develop plans to improve health and safety management of contracted services
- Provided support to the developing approach to facilities management (total facilities management) to ensure all health and safety requirements were included and HSW policies and training would align with the new approach
- Provided support to the Grays Fair reablement project to ensure health and safety standards are appropriate

Activity to be undertaken by HSW in 19/20 to support improvement:

- Continue to provide personal safety training to social workers across Childrens Services and Adult Social Services
- Continue to undertake team-based inspections in high hazard teams
- Continue to work with Adult Social Services and Children's Services to secure improvements in the management and monitoring of health and safety standards in [contracted and commissioned services](#)
- Work with NFRS to review their health and safety management system and ensure it aligns with and utilises the overarching NCC system where applicable
- Review and refresh e-learning modules
- Work with services that own specific health and safety policies to ensure they remain fit for purpose
- Undertake a programme of targeted inspection of school swimming pools
- Targets for some indicators will be reviewed this year to encourage further improvements

- Implement year 2 actions from the [Healthy County Council Plan](#) including piloting a complete ban on smoking on one of our sites
- A project to review and analyse absence data and well-being services data will be initiated this year. The aim is to identify if there are areas of high and low correlation to target improvement. We will also review data from the Our Voice, Our Council survey to identify further actions
- 14 musculoskeletal MOT days will be held across the County during 19/20. These not only help to promote the service but also make it more accessible as they take place in the workplace

Activity to be undertaken by service departments in 19/20 to support improvement:

- Review risk assessments to ensure they are up to date for all relevant areas and controls are in place
- Ensure managers and employees have undertaken all the training relevant to their role
- Ensure health and well-being services are well promoted and known about to support timely utilisation

Issues and dependencies:

- Absence figures include NFRS which are managed separately to other NCC services
- Absence figures include NCC schools which have more devolved management
- The risk score may be impacted by turnover of managers and headteachers
- Referrals for mediations depends on good partnership working with other areas of the HR service



2.3 Outcome 3: HSW have a successful strategic approach to trading and cost recovery

✖	Measure	✓
WB ↓ 10%	% academies purchasing services increases year on year	H&S ↑ 10% MIRS ↑ 4% NSL ↑ 2%
	Income generated for traded services increases year on year	↑ £70k
	% service delivery costs covered by income increases year on year	↑ 1%
1	HSW commitments to support NCC performance targets are delivered	
	Services to NCC and external clients are appropriately resourced	≈ resource demand at peaks has been stretching

Overall assessment of data and analysis: **AMBER**

Whilst income has increased staffing cost has also necessarily increased as a result, minimising the impact of income growth. Work to improve purchasing by academies has given good results in all but 1 area. The service to NCC has competed against services to external customers this year and as a result of resource stretch 1 major activity target for NCC (completion of team-based inspections) has not been met by HSW. In addition, it has proven difficult to deliver some traded works during peaks.

Activity undertaken in past year to support improvement:

- Targeted marketing and contact with trusts to increase whole trust purchases
- Targeted approach to increase purchase of some specific products e.g. inspections, training
- Utilised customer feedback to provide bespoke services to some customers
- Undertook team analysis to ensure focus and direction remained productive and appropriate
- All non-school organisations renewed their contracts for 18/19 and a number requested additional work in-year

Activity to be undertaken in 19/20 to support improvement:

- Develop a mechanism for regular customer feedback
- Build on 18/19 work with trusts to develop relationships further
- Target marketing to increase well-being sales
- Develop new products to test in market
- Review key processes to ensure efficiency and effectiveness
- Review staffing resources to ensure flexibility and efficiency

Issues and dependencies:

- Academy chains become too large to buy our services (they employ in-house resource)
- Academy chains that already have in-house resource increase their market share
- NSL comparable services are included in some HR packages from alternate suppliers purchased by some academy chains

3.0 Current and ongoing projects

Project Name:	Violent incident review and analysis in schools
Project Lead(s):	Ann Hacon & Angela Abbs
Purpose:	To provide assurance that violent incidents are being prevented where possible and appropriately managed in schools.
Background:	Violent incidents account for over 30% of all recorded incidents for NCC. 83% of incidents reported in 2017/18 occurred in schools. Of these 55.3% were in complex needs schools and 44.4% in primary schools.
Composition:	<ul style="list-style-type: none"> • Selection of incidents to review and discuss with school and Children's Services support services to identify and understand causal trends. • Review of schools' approach to incident prevention and management to identify gaps in training or knowledge and understand if investigation and remedial action is appropriate • Review support and guidance including training provided to schools to identify gaps and ensure adequacy
Activities to date:	<ul style="list-style-type: none"> • Selection of incidents to review • Interviews of Headteachers and other staff in complex needs schools • Attendance at meeting of complex needs Headteachers to discuss project • Review approach with Headteachers of identified primary schools with high incidence of incidents • Regular cross referencing of data with inclusion challenge team in Children's Services to ensure there is a shared awareness and joined up support is provided
Findings and outcomes to date:	<ul style="list-style-type: none"> • Incidents related to high level complex behaviour needs of pupils • High level of training is in place for staff • A good level of investigation is taking place in most instances • Space or environment restrictions can contribute to injuries • Staff's overriding desire to protect pupils can contribute to their own injuries • Behaviour management guidance has been updated to further support the quality of investigations • There is a correlation between the data held by the inclusion challenge team and the HSW team • Improved working with inclusion team
Next steps	<ul style="list-style-type: none"> • Continue to work in partnership with inclusion team to investigate incidents and ensure appropriate support is in place • Ensure mainstream schools are aware of all the guidance and support available to them

Project Name:	Healthy County Council Plan
Project Lead(s):	Patrick Lorenzen
Purpose:	To improve the well-being of staff focusing on 4 key public health priorities: mental health, physical activity, diet and smoking.
Background:	There is strong evidence that having a healthy workforce can reduce sickness absence, lower staff turnover and boost productivity. Our employees are our biggest asset and without them we cannot deliver on our vision and strategy for Norfolk. The Healthy County Council Plan was developed and approved in March 2018. It is a three-year plan of action.
Composition:	<ul style="list-style-type: none"> • Increase awareness and understanding of issues amongst employees and managers • Integrate messaging in general training for employees and managers • Upskill managers e.g. mental health first aid training • Promote support available to employees and increase the level of conversation on health issues • Make health related apps readily available • Survey staff to understand barriers to improving their health
Activities to date:	<ul style="list-style-type: none"> • Delivered mental health first aid training for managers • Survey of mental health first aid (MHFA) champions to understand the impact of the training undertaken • 2 Well-being Officers have been trained to deliver MHFA training • Undertook a survey of premises to understand the factors influencing employees diet and activity in the workplace • Produced the '5 ways to well-being' video featuring NCC employees and their mental health stories • Consulted with employees at Carrow House to support and influence the piloting of the site going smoke free • Made health and well-being apps available on work mobile phones • Increased the conversation through regular mentions e.g. blogs, articles, Friday takeaway, advising all new employees of support available through direct emailing • Participated in national health and well-being campaigns
Findings and outcomes to date:	<ul style="list-style-type: none"> • 278 managers and supervisors trained as MHFA Champions. Network and support provided to those trained. • Survey of MHFA champions identified 66% had supported at least 1 employee and 75% had used the training to inform their colleagues and reduce stigma around mental health. • The feedback on the training has been overwhelmingly positive: <i>"The impact of the training has helped me enormously in my personal life as well as my working life. I understand so much more in ways to deal / help others."</i> <i>"The training made me feel a lot more comfortable approaching mental health. There is often a feeling from managers that those with mental health issues should be avoided/sheltered but approaching and talking through the issues with the employee seems to be a lot more productive and helpful to both parties."</i> <i>"The training can be used in all aspects of life, work and personal, it raises awareness of mental health issues especially changes in behaviour which may highlight there is a need to offer support - best training I have been offered in a long time."</i> <i>"Training was excellent. I was able to support a colleague who was going</i>

	<p><i>through a very tough time. We had difficult conversations, which I am not sure how I would have handled them without this training."</i></p> <ul style="list-style-type: none"> • Over 700 viewing of the 5 ways to wellbeing video since publication in December 2018 • Increased awareness and use of well-being support offered by NCC (e.g. mediation increased 240%, 121 support increase 47%. psychological assessments increased 260%) • High uptake of workplace well-being offers (e.g. MOT days, NHS Health Checks, blood pressure checks)
Next steps	<ul style="list-style-type: none"> • Develop a regular communications plan to increasing messaging to employees at all available opportunities • Work with Norfolk Academy to integrate health and well-being into the core training offer • Work with Active Norfolk to develop and undertake a physical activity survey among employees in July 2019 • Publish findings of MHFA Champions survey to encourage other managers to undertake training and to make employees aware of the support available. • Regular refresh of video featuring other employees with mental health issues. • Apply findings of premises survey to address barriers to activity and healthy diet in the workplace. • Carrow site to become smoke free from 8th May, with a follow-up survey November 2019.

Project Name:	Management of commissioned and contracted services
Project Lead(s):	Paul Commins
Purpose:	To ensure NCC is meeting its statutory responsibility regarding the health and safety of services commissioned to be delivered by third parties through appropriate contracting, management and monitoring.
Background:	Delivery of services through commissioned third parties account for the largest spend of the NCC budget. NCC maintains a responsibility under health and safety law to ensure the services delivered on their behalf are safe. There are significant criminal and reputational risks if these are not properly managed.
Composition:	<ul style="list-style-type: none"> • Review current position of departments against expected standard and identify gaps • Support departments to understand gaps and requirements to secure improvement • Review HSW guidance and update as necessary
Activities to date:	<ul style="list-style-type: none"> • Undertaken survey of service providers in high risk areas to establish level of compliance • Shared results with departments to review and action • Reviewed current compliance position across all departments and presented findings • Supported departments to develop improvement plans
Findings and outcomes to date:	<ul style="list-style-type: none"> • There is a mixed approach to commissioning and contract management with some examples of excellent practice and other areas where health and safety standards are not yet monitored proactively or systematically. • All services where gaps were identified have made some progress in improving the consistency of monitoring. • There are plans in place or developing to improve the monitoring of compliance. These will start with ensuring the staffing structures and job descriptions support this activity by clarifying roles and responsibilities. • The HSW guidance in this area has been refreshed and sharpened up to ensure requirements and expectations are clear.
Next steps	<ul style="list-style-type: none"> • Departments will be implementing their plans over 2019/20 supported by HSW. • HSW will support the wider work on contract compliance and optimisation led by Procurement



4.0 Glossary and definitions (grouped by related areas)

Reportable incidents (RIDDORs)

Employers are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to the Health and Safety Executive. These are defined in law and it is an offence not to report them within the specified time period. These include:

Fatalities

Accidents that result in the death of an employee or non-employee that arise from a work-related accident

Specified injuries to employees

Examples of specified injuries that are reportable include: injuries requiring hospital admission for more than 24 hours, fractures, amputations, serious burns, loss of sight, significant head injuries

Over 7-day injuries to employees

Work related accidents that result in an employee being unable to undertake their normal duties for more than 7 consecutive days (including weekends)

Occupational Diseases to employees

Examples of occupational diseases that are reportable where diagnosed by a medical practitioner are: carpal tunnel syndrome, occupational dermatitis, severe cramp of the hand or forearm, occupational cancer, tendonitis of the hand or forearm

Dangerous Occurrences

These are serious incidents that may not have caused any injury but had the potential to do so. Examples include: the accidental release of a substance that could cause harm to health such as asbestos, fire caused by electrical short circuit that results in the stoppage of the plant involved for more than 24 hours, equipment coming into contact with overhead power lines

Injuries to non-workers

Where a non-employee e.g. a member of the public, a pupil or a service user has an accident on our premises and are taken to hospital from the scene for treatment

Rate per 1000 f.t.e

= total number of the item being measured/number of full time equivalent employees x 1000

This is a useful figure for comparison against national figures or previous years as it takes into account size of organisation

National Comparator

Rate of reportable accidents to employees per 1000 employees. This figure is released every October, so the data is always a year behind

ARI: Not yet reviewed

Incidents that are reported on our online system need to be assigned an injury category. As anyone can report an incident the assigned manager then needs to confirm the injury type. Until they do this the category is assigned as ARI: Not yet reviewed

Work Related Absence

Absence declared by the employee as relating to work. This may be caused or exacerbated by work.

Risk Profile

In order to help prioritise the work of the HSW team and to provide an objective measurement of compliance all teams/premises are risk rated following a monitoring inspection. The risk rating score considers the types of activities, equipment and people on site; the systems that are in place to manage these and how well any risks are being controlled. Consideration is also given to the experience and competence of people with a key role in managing health and safety. The total score is converted into a risk category which determines the frequency of visit required and can be used to provide a risk profile for NCC.

Musculoskeletal Injury Rehabilitation Scheme (MIRS)

MIRS is a fast track physiotherapy treatment service that helps staff with a musculoskeletal injury (back pain, muscle strain, overuse injuries, frozen shoulder, whiplash, ligament damage, tendonitis, sciatica, etc.) in managing or reducing the impact of their injury on work. People who are referred to the service consistently report the treatment either helped them return to work earlier or prevented them taking sickness absence.

The service includes:

- An initial telephone assessment with a physiotherapist within 24 hours of being referred to establish the best course of treatment, and where required an initial treatment session is usually offered within 3 working days.
- An assessment report for the line manager outlining the problem and recommended treatment.
- A discharge report for the manager reiterating the information in the assessment report and providing an assessment of the outcome of any treatment given.
- FCEs for staff who are reporting that their health conditions are limiting their capacity to undertake their duties.
- Workstation, workplace and vehicle assessments for staff who are reporting these are having an impact on their health condition.

Non- Reportable (RIDDOR) Incidents

Incidents that result in injury that are not classed as reportable. These do not include any incident that did not result in an injury e.g. near miss incidents, damage to property or dangerous occurrences.

Monitoring Inspection

These are visits undertaken by professional health and safety staff to determine the level of compliance with standards and policies to manage risks. Managers receive a report following the visit that identifies areas of good practice, matters requiring attention and best practice recommendations. The team/premise are risk rated as a result of these visits.

Musculoskeletal Health

The musculoskeletal system is the system of muscles, tendons and ligament, bones and joints, and associated tissues that move the body and help us to maintain our structure and form. The health of the musculoskeletal system can be impacted by many factors both work and non-work related. Examples of work activities that can impact on this include tasks involving repetitive movement or physically demanding tasks.

Functional Capacity Evaluations (FCEs)

An FCE tests an individual's ability to perform a series of tasks, which simulate the activities they usually undertake within their job role. This will determine the extent to which an individual is able to perform these tasks on a regular basis. The goal of an FCE is to enable the employee and manager to make decisions regarding work and musculoskeletal health based on objective information.

Workplace Assessment (WPA)

A WPA is an assessment of an individual's workplace and job role to identify any issues that may be causing or exacerbating musculoskeletal health issues. The assessment provides advice regarding the employee's ability to undertake their role and what actions may support them. The goal of a WPA is to enable the employee and manager to make decisions regarding work and musculoskeletal health based on objective information.

Display Screen Equipment Assessment (DSE)

A DSE assessment is an assessment of an individual's workstation, including the desk, chair, monitor and other peripheral equipment to identify any issues that may be causing or exacerbating musculoskeletal health issues. The goal of a DSE assessment is to enable the employee and manager to make changes to the workstation and supporting equipment to support musculoskeletal health.

Wellness Recovery Action Plan (WRAP)

A way for employees to understand and manage a chronic health condition, particularly in relation to its impact on work. Although it is usually used for psychological health conditions (Stress, anxiety depression) it is also effective for physical conditions (e.g. diabetes, arthritis).

Stress Action Plan (SAP)

A way to enable employees and managers to understand why stress is perceived as work related. The employee will identify the behaviours in the workplace that they believe are causing them stress and cite specific examples of when the behaviours occurred. The employee will also identify measures they believe will reduce the stress. This enable the manager to understand an employee's perceptions, and work cooperatively to address or explain the behaviours.

Norfolk Support Line (NSL)

A well-established independent, confidential and professional advice and counselling service for employees; available 24 hours per day, 7 days a week, 365 days a year, on matters such as:

- money management
- substance misuse
- legal queries
- phobias
- consumer advice information
- caring responsibilities
- trauma
- stress
- bereavement
- domestic matters
- emotional problems
- anxiety/depression

NHS Health Checks

The health checks provide employees with a picture of their general health through an assessment of:

- blood pressure
- weight
- BMI
- pulse rhythm
- physical activity levels
- alcohol usage
- blood cholesterol levels
- blood sugar levels (if appropriate)
- risk related to family history

The results and implications will be conveyed to the employee in a practical way to help them make changes to reduce their risk of cardiovascular disease (CVD) and diabetes.

Report title:	Constitution Amendments
Date of meeting:	16 July 2019
Responsible Cabinet Member:	Cllr Andrew Proctor Executive Leader
Responsible Director:	Fiona McDiarmid Executive Director of Strategy & Governance
<p>Executive Summary/Introduction from Cabinet Member</p> <p>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.</p> <p>Recommendations</p> <p>That the Select Committee:</p> <ol style="list-style-type: none"> 1. Considers and agrees the amendments to be recommended to Full Council on 22nd July 2019 (App A) 2. Notes the amendments being made by the Chief Legal Officer and by the Executive Leader under delegated authority (App B) <p>Actions required</p> <p>Agree the amendments to be recommended for Full Council to consider at its meeting on 22nd July 2019.</p>	

1. Background and Purpose

- 1.1. The Council's Constitution is the document that guides the Council on its decision-making processes. The current Constitution was agreed in May 2019, when Council changed its governance arrangements to adopt the Executive Leader and Cabinet model. The version of the Constitution that was approved by Council was drafted following a series of meetings of the Constitution Working Group, and was based on a previous version of the Constitution (when the Council had previously had a Cabinet system). Since then, officers and members have identified a number of amendments that need to be made.
- 1.2. The table at Appendix A shows the proposed amendments that need to be agreed by Full Council. It is this table that this Committee is being asked to consider and agree to recommend to Council, under its remit at Article 6.6 of the Constitution to:

“review the content and operation of the Constitution at least annually and at the request of the Council or the Chief Legal Officer, to ensure it remains fit for purpose as set out in Article 1 of this Constitution”. The Committee is being asked to review the specific sections of the Constitution identified, at the request of the Chief Legal Officer.

- 1.3. The table at Appendix B lists amendments which are being made either by the Executive Leader under his delegated authority, or by the Chief Legal Officer under her delegated authority (being mainly administrative in nature). This information is provided to give the Committee full sight of all the first set of changes to the new Constitution; in future amendments made under the delegated authority of either the Leader or the Chief Legal Officer will not be reported to the Committee, and will be advised with a log of changes in the usual way.

2. Proposals

- 2.1. That this Committee considers the proposed amendments that require the approval of Full Council, and agrees that the recommendations should be made to Council. Given the timing of the various meetings, the Council agenda and report will have been issued prior to the meeting of this Committee, and therefore comments of this Committee in relation to the recommendations will be reported to Council as necessary.

3. Impact of the Proposal

- 3.1. The Constitution will be changed to reflect the amendments.

4. Evidence and Reasons for Decision

- 4.1. Various amendments are needed to the Constitution. Some are to return the Constitutional position to current practice (that is not reflected in the current Constitution as it was based on the Constitution used when the Executive model of governance was previously in place.

5. Alternative Options

- 5.1. The alternative is not to accept the recommendations, which will mean the current Constitution does not facilitate the most effective decision making by the Council.

6. Financial Implications

- 6.1. None

7. Resource Implications

- 7.1. **Staff:**
None

- 7.2. **Property:**
None

- 7.3. **IT:**
None

8. Other Implications

- 8.1. **Legal Implications:**
None of the proposed changes has specific legal implications, however Council is required to have a Constitution which is kept up to date and reflects actual practices.

- 8.2. **Human Rights implications**
None

8.3. **Equality Impact Assessment (EqIA) (this must be included)**
An EqIA is not required; none of the proposed changes have any impact.

8.4. **Health and Safety implications** (where appropriate)
None

8.5. **Sustainability implications** (where appropriate)
None

8.6. **Any other implications**
None

9. Risk Implications/Assessment

9.1. None

10. Select Committee comments

10.1. Select Committee comments will be included in the report to Council.

11. Recommendation

11.1. That the Select Committee:

11.1.1 Considers and agrees the amendments that are being recommended to Full Council on 22nd July 2019 (App A)

11.1.2 Notes the amendments being made by the Chief Legal Officer and by the Executive Leader under delegated authority (App B)

12. Background Papers

12.1. None

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer name : Helen Edwards, Chief Legal Officer **Tel No. :** 01603 223415

Email address : Helen.edwards2@norfolk.gov.uk



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Change to be made	For consideration by Corporate Select Committee
Article 12 –	<p>i) removal of the following bullet as to matters which the Council as agreed are key decisions:</p> <ul style="list-style-type: none"> • <i>involves the adoption of any other policy or works programme.</i> <p>The adoption of policies and works programmes are the regular business of the Council. There is appropriate provision in the definition which defines any proposal to amend the Council’s Policy Framework to be a key decision. This change is required to avoid potential confusion of policies which are not part of the Policy Framework being incorrectly treated as key decisions.</p>
Appendix 5	<p>Amend officer scheme of delegations as follows, in line with the Council’s obligation to appoint an officer to carry out these functions/ roles:</p> <p>Head of Democratic Services</p> <ul style="list-style-type: none"> - appoint as Statutory Scrutiny Officer <p>Chief Legal Officer</p> <p>Appoint as:</p> <ul style="list-style-type: none"> -Senior Information Risk officer (SIRO) - Senior Responsible Officer (SRO) - Data Protection Officer (DPO) - Money Laundering Reporting Officer (MLRO)

Appendix 7	<p>Amend the current record of attendance to reflect the agreement of Group Leaders that the roll need no longer be called:</p> <p>15. RECORD OF ATTENDANCE</p> <p>(1) Every member attending a meeting of the Council will, with a view to securing the recording of their attendance at a meeting of the Council, answer the roll call at the opening of the proceedings.</p> <p>(2) If any member arrives after the roll has been called, they must intimate their presence to the Head of Democratic Services.</p> <p>(3) If any member intends to leave a meeting and not to return, they shall inform the Chair accordingly and it will be recorded in the minutes.</p> <p>Replace the whole of this section with new wording below:</p> <p>15. RECORD OF ATTENDANCE</p> <p>(1) Every member who is unable to attend a meeting of Council will send apologies to the Head of Democratic Services in advance of the meeting, or ask a colleague to pass on their apologies at the meeting</p> <p>(2) At the start of the meeting, apologies already received will be read out, and members invited to pass on any other apologies received</p> <p>(3) If any member intends to leave a meeting and not to return, they shall inform the Chair accordingly and it will be recorded in the minutes.</p>
Appendix 9	<p>Paragraph 9 amended and paragraph 10 deleted as follows:</p> <p><i>9. Subject to the Access to Information Procedure Rules and paragraph 10 and the Access to Information Rules, any Member of the Council may attend any meeting of the Cabinet, including excluding those parts of the meeting when the public are excluded. They may speak on any item on the agenda of the meeting but only with the consent of the Chair.</i></p> <p>10. If the Cabinet is considering an item of business in private that relates to the personal or financial affairs of an individual employee or a member of the public, the Chair may exclude from the meeting any Member who is not a member of the Cabinet.</p> <p>These provisions were inadvertently left in the latest version of the Constitution from the previous Cabinet constitution. At common law, members who are not members of the committee have no right to be present when members of the press and public are excluded from that committee. This is consistent with the Constitution that was in place when the Council had the Committee system of governance. For the avoidance of doubt, this provision applies to all meetings, not just Cabinet, but only this paragraph needs to be corrected in the Constitution.</p>

Change to be made/made	Change made under Chief Legal Officer delegation	To be amended under powers of Executive Leader
Article 11	<p>Amend description of services reporting to ED CES as follows:</p> <p>"Functions focussed generally on ensuring support and environment which supports residents, visitors and businesses to be safe and well. Public Health, Environment, Waste, Highways infrastructure and maintenance, Transportation, Growth and Development, Planning, Fire and Rescue, Trading Standards, Emergency Planning, Customer Services, Cultural Services, Adult Education, Libraries, Equality and Diversity.</p>	
Article 12 –	<p>i) Removal of bullet points under key decision:</p> <ul style="list-style-type: none"> <i>involves the making of a Statutory Order or Scheme which will have a significant impact on the delivery of County Council services</i> <i>proposes significant changes to the Constitution</i> <p>Provision for making these changes are defined and detailed elsewhere and so do not need to come within the definition of a 'key decision'</p> <p>ii) definition of key decision be revised to reflect the statutory requirement as follows:</p> <p><i>A key decision is defined as: either</i></p> <p><i>(a) any decision in relation to an executive function which results in the local authority incurring expenditure which is, or the making of savings which are, in excess of £1.25m significant having regard to the local authority's budget for the service or function to which a decision relates; or</i></p>	

	<i>(b) any decision which is likely to have a significant impact on communities living or working in an area comprising two or more electoral divisions</i>	
Article 13	Amend reference to Assistant Director Public Protection being authorised to institute criminal proceedings. This post no longer exists, and reference should be to Head of Trading Standards	
Appendix 2A	<p>Correct a typo in the third bullet point in paragraph 4.2 as follows:</p> <ul style="list-style-type: none"> • <i>Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the Scrutiny Communities Committee.</i> <p>Replace reference to Norfolk & Suffolk Probation Trust with “Probation service”</p>	
Appendix 3		<p>Paragraph (d) changed to read as:</p> <p><i>by the relevant Cabinet Member(s) responsible for Commercial Services and Asset Management Finance</i></p> <p>Chief Legal Officer (CLO) to make change after consultation with Executive Leader.</p>
Appendix 5	<p>Paragraph 4 (b) typo corrected:</p> <p><i>(b) approval to exceed the provision in the revenue or capital budgets for their service responsibilities; (subject to the rules on virement contained in the Financial Regulations in Appendix 15XX);</i></p>	
Appendix 7	<p>Under heading of Annual General Meeting, para 1.1 add a new Roman numeral as follows:</p> <p><i>(v) elect a person as the Leader of the Council in the year of the ordinary local election;</i></p>	

	<p>This is a legal requirement. The Council's AGM agenda includes provision for this to occur and so there is no change to the current practice.</p>	
	<p>Under the heading of Ordinary Meetings of the Council, paragraph 2.1 add a new Roman numeral as follows:</p> <p><i>(ii) in accordance with paragraph 7.3 of Article 7, to elect a person as the Leader of the Council</i></p> <p>This provision is again necessary in law. It reflects the current practice of the Council and brings these procedures in line with paragraph 7.3 of Article 7 (situation where the Leader of the Council resigns or is removed).</p>	
Appendix 7	<p>Paragraph 17.2 has been added to require member interest declarations to be made as consistent with the Cabinet and committee procedure Rules.</p> <p>17.2 MEMBERS INTERESTS</p> <p>Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.</p>	

	<p>Where a matter arises at a meeting which relates to or affects an 'Other Interests' the relevant Member must declare the existence and nature of the interest unless it has been entered in the County Council's register of interests.</p> <p>An 'Other' interest is one which affects, to a greater extent than others in their division the relevant Member's:</p> <ul style="list-style-type: none"> - own wellbeing or financial position or - that of family or close friends - any body – <ul style="list-style-type: none"> (a) exercising functions of a public nature (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union); of which the Member is in a position of general control or management <p>Where an 'other interest' arises, the relevant Member will declare an interest (an "Other Interest") but may speak and vote on the matter.</p>	
Appendix 8	<p>Paragraph 13.1 has been updated and 13.2, 13.3 and 13.4 added to be consistent with the Council and Cabinet Procedure Rules as follows:</p> <p>13.1 This is covered by the Members Code of Conduct in the Constitution. Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be</p>	

	<p><i>inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.</i></p> <p><i>13.2 Where a matter arises at a meeting which relates to or affects an 'Other Interests' the relevant Member must declare the existence and nature of the interest unless it has been entered in the County Council's register of interests.</i></p> <p><i>13.3 An 'Other' interest is one which affects, to a greater extent than others in their division the relevant Member's:</i></p> <ul style="list-style-type: none"> - <i>own wellbeing or financial position or</i> - <i>that of family or close friends</i> - <i>any body –</i> <p><i>(a) exercising functions of a public nature</i></p> <p><i>(b) directed to charitable purposes; or</i></p> <p><i>(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union); of which the Member is in a position of general control or management</i></p> <p><i>13.3 Where an 'other interest' arises, the relevant Member will declare an interest (an "Other Interest") but may speak and vote on the matter.</i></p>	
Appendix 9	<p>Paragraph 21 typo corrected as follows:</p> <p>21. If a member of the public interrupts a meeting or otherwise behaves irregularly, improperly or offensively, the Chair may request that they leave the room or order that they are is removed. In the event of a general disturbance, the Chair may suspend the meeting or direct that the public be excluded from it. No one so removed or</p>	
Appendix 9	<p>Paragraph 23 updated as follows:</p> <p>23. Where a matter arises at a meeting which relates to an interest which is a Disclosable Pecuniary Interest (DPI) the relevant Member</p>	

	<p>must declare the existence and nature of the interest even where it has been entered in the County Council's register of interests unless the matter is a 'sensitive interest' as described by the Localism Act 2011. The relevant Member must then leave the meeting room and may not participate in any discussion, vote on, or discharge any function related to the matter. Where the matter is a 'sensitive interest' the relevant Member need not declare the nature of the interest but must still withdraw from the meeting without participating. Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.</p> <p>This provision was out of sync with the amendment to the Council's Code of Conduct and so has been updated accordingly.</p>	
Appendix 14	Appendix 14 – Appendix Part B. change reference from the heading Environment and Transport (an old Department name) to CES.	
Appendix 15	Financial thresholds for disposals and acquisitions as per the table at paragraph 5.13.6 onwards	
Appendix 28	<p>Section B – Norfolk HOSC public speaking paragraph amended to reflect Committee arrangements that have been implemented as follows:</p> <p><i>Members of the public or interested parties who have indicated to the Committee Administrator, before the meeting that they wish to speak will, at the discretion of the Chairman, be given a maximum of five minutes at the microphone. Others may ask to speak and this again is at the discretion of the Chairman. Speaking will be for the purpose of providing the committee with additional information or a different</i></p>	

	<p><i>perspective on an item on the agenda, not for the purposes of seeking information from NHS or other organisations that should more properly be pursued through other channels. Relevant NHS or other organisations represented at the meeting will be given an opportunity to respond but will be under no obligation to do so. Members of the public or interested parties who have indicated to the Committee Administrator before the meeting that they wish to speak will, at the discretion of the Chair, be given a maximum of five minutes at the microphone. Others may ask to speak, and this again is at the discretion of the Chair.</i></p>	
Appendix 32	<p>Typo at paragraph 2.1 corrected as follows:</p> <p><i>2.1 The Council is represented on several external organisations. This reflects the Council's community leadership role. The Council has delegated authority to appoint to these bodies to the Leader of the Council. Guidance for serving on outside bodies is set out in Appendix 34 2 of this constitution</i></p>	

Report to Corporate Select Committee

Item No. 9.

Report title:	Digital Transformation and Customer Service Strategy
Date of meeting:	16 July 2019
Responsible Cabinet Member	Tom Fitzpatrick –Innovation, Transformation and Performance Margaret Dewsbury – Communities and Partnerships
Responsible Director:	Tom McCabe – Executive Director, Community and Environmental Services

Executive Summary

In 2015 Norfolk County Council agreed a five-year Customer Service Strategy which set out our approach to customer access, digital transformation and improving the overall customer experience offered to Norfolk residents. For the first time, the strategy took a holistic approach to customer service by recognising the majority of our customers have multiple touchpoints with the council and interact with us in a number of ways.

As the strategy will shortly be revised to cover the next five-year period, 2020-2025 it's timely to review the principles, approach and progress to ensure future success. The original strategic aims, listed below, remain valid but will need to be refocused and aligned to the council's 6-year business plan and Norfolk futures programme:

- We have resilient, independent people and communities
- Customers receive consistent, good quality, customer services
- Our overall cost to serve is reduced

Norfolk County Council's online offer plays an integral part in our drive for efficiency and channel shift. Online transactions are not only more cost effective than tradition channels, but are also available 24/7 to Norfolk's residents. Through our work in developing the Digital Inclusion Strategy (2018) we are also acutely aware that some of our most vulnerable and in need customers can struggle to access digital offers and we therefore have to shape our services so that opportunities for early help and prevention are not missed.

This paper gives a very brief recap on the existing Customer Service Strategy and digital developments to date, to seek input from the Select Committee in shaping the way forward and next iteration of the strategy.

Select Committee will receive a detailed presentation at the meeting.

Actions required

The Select Committee are asked to:-

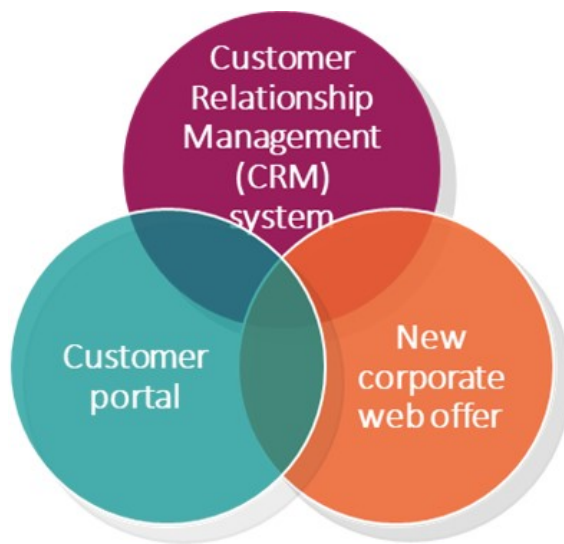
- 1. Note the progress to date on digital transformation element of the Customer Service Strategy.**
- 2. Agree a timescale for a further report to Select Committee on the development of the Strategy, with a view to recommending a final version to Cabinet for approval in March 2020.**

1.0 Background and Purpose

- 1.1 The Customer Service Strategy 2015-20 was developed using the views of Norfolk residents and service users to ensure we not only pursued an efficiency agenda, but also created an approach that genuinely met the needs of our customers. At that time, we recognised that our online offer was not of the standard required and we didn't have any form of Customer Relationship Management software to support our customer interactions. Appendix 1 provides an overview of the customer requirements and the gap analysis that informed the strategy in 2015..
- 1.2 The ensuing strategy comprised of three key strategic themes:
- **Improved Customer Experience** –Improving quality and satisfaction by developing and delivering our services around the needs of customers
 - Customer focused culture that aligns brand, service standards and internal ways of working
 - Customer Relationship Management (CRM) system and customer portal: simple access/ personalised information/ tailored interventions
 - Joined up customer journeys, based on customer need
 - **Efficient Customer Access Model** - Reducing our overall costs by redesigning services to make them simple, efficient and available digitally
 - Embed “front door”, single phone number access approach to manage customer demand
 - Create a “digital by design” focus for service delivery
 - Redesign processes to remove waste and add value for customers
 - Enhance the online “Service Directory” to support local offer, community resources and prevention
 - **Better use of Customer Insight** – Making effective use of information to drive decision making, planning and continuous improvement
 - Define outcomes for customers and performance management
 - Measure and track customer journeys
 - Customer insight to develop targeted interventions

2.0 Progress

- 2.1 The primary focus of the strategy delivery centred around the implementation of the two technology enablers of the Microsoft Dynamic CRM system and SiteCore Content Management web offer. In combination, these two products have enabled us to deliver a greatly enhanced online experience, and the My Norfolk customer account.



2.2 The capabilities that have been implemented so far include

- Report a highway defect
- Order a copy birth, death and marriage certificate
- Apply and pay for a scaffold licence
- Apply and pay for a skip licence
- Submit a general enquiry
- Complaints case management (including MP contacts) NB not customer facing
- FOI management NB not customer facing
- Web chat
- Automated payment line
- Blue badge process changes
- General enquiry form
- CSC audit (value demand and webchat
- Book and pay for a leisure course (adult Education)
- Identify my support needs (Adults Social Care)
- Submit a social care enquiry (Adults Social Care)
- Calculate my contributions (Adult Social Care)
- CRM case management solution for Countryside Access cases
- Apply and pay for an approved venue license

2.3 The capabilities currently in progress or in the pipeline include:

- CRM case management solution for Ofsted complaints
- Apply for a school place*
- Apply for 2 year old funding*
- Apply for free school meals*
- Request a new vehicle access
- My Norfolk SSO for Synergy parent portal
- Artificial Intelligence/Robotic Process Automation
- CRM/LL integration
- My Norfolk SSO for Library service

2.4 The prioritisation process for the digital transformation agenda is managed through the Digital Norfolk element of the Norfolk Futures programme.

3.0 Implications

3.1 **Financial implications:** The development of the next iteration of the Strategy can be delivered within existing resources. There may be a need for additional capital

funding to deliver key areas of work identified in the strategy, in which case capital bids will be submitted as required.

- 3.2 **IT and Programme Delivery Resources:** The resource implications associated with strategy are agreed on an ongoing basis and joint capital bids submitted when required. There is a recorded risk in relation to the organisation having sufficient resource and capability to support the new technology associated with the MS Dynamics CRM systems but this has been actively managed by Customer Services and IMT, and the risk has reduced over time
- 3.3 **Legal Implications:** NA
- 3.3 **Human Rights implications:** NA.
- 3.4 **Equality Impact Assessment (EqIA):** An EqIA will be undertaken to assess the implications of the next iteration of the Customer Service Strategy and associated digital transformation. We have also developed a digital inclusion strategy which addresses the impact and identifies support measures for vulnerable groups.

4.0 Action required

- 4.1 **The Select Committee are asked to:-**
1. **Note the progress to date on digital transformation element of the Customer Service Strategy.**
 2. **Agree a timescale for a further report to Select Committee on the development of the Strategy, with a view to recommending a final version to Cabinet for approval in March 2020.**

Background Papers

[Communities Committee 11 Mar 2015 - Customer Service Strategy 2015 -2020 paper \(page 181\)](#)

[Digital Innovation and Efficiency Committee 6 March 2018 – Digital Inclusion Strategy paper](#)

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer Name: Ceri Sumner

Tel No: 01603 223398

Email address ceri.sumner@norfolk.gov.uk



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Feedback from our customers indicated they were looking for the following outcomes:

Customer Outcomes	Today	Vision for 2020
It's easy to find information, access services and complete transactions	Web platform not customer friendly with multiple sign ons Lots of access points Complex back office systems Inefficient service delivery	Customer friendly, intuitive web site Single log-on through "my Norfolk" portal One phone number and "front door" to organisation Redesigned processes to meet customer need
I can deal with the council in the way that suits me best	Traditional office hours Lack of self service options – mobile, social media not maximised No ring fenced resource for vulnerable people	Self service available for all customer journeys Better use of mobile technology and social media Demand is managed to ensure resource availability
Services are responsive and I am kept up to date with progress	No "end to end" visibility of customer journeys Difficult to track responses / waiting times Processes can be disjointed and involve several "hand-offs"	Services are automated and provide a real time response – hand-offs minimised Customers receive proactive updates End to end visibility of customer journeys
Information is personalised and meets my needs	No "single view" of the customer No record of all customer interactions Web content can't be personalised Lack of data sharing between systems	Single view of the customer available to staff Customers able to manage their accounts Responsive web content Tailored prevention and early help offers/ local offer
I only have to make a request or tell my story once and the job gets done	No proactive customer updates No tracking data /progress of requests Processes and transactions are not designed for customer need / life events	Proactive tracking /updates of customer requests Visibility drive accountability Customer journey's are designed around life events and joined to other public sector organisations
Explanations are clear and I know what to expect	Customer expectations are not well managed NCC brand is confused Customers don't have confidence in NCC	The NCC brand is well managed and consistent Customers know what to expect and have confidence Clear service standards are published and delivered

Report to Corporate Select Committee

Item No. 10

Report title:	Period Poverty
Date of meeting:	16 July 2019
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Tom McCabe (Executive Director of Community and Environmental Services)
Is this a key decision?	No

Executive Summary

The following motion was agreed by Full Council at the meeting on 15 April 2019:-

Council acknowledges that easy access to sanitary products is a basic right for all citizens.

Council notes the good work of our libraries in providing sanitary products through a working partnership with “Tricky Period” and other organisations.

We therefore agree that this Council asks:

- The Equalities & Diversity Manager to produce a report for the relevant Select Committee as to the costs and feasibility of providing sanitary products at no charge in toilets of its premises for staff and users to access.

A desktop review has been carried out by the County Council’s Equality and Diversity Manager, and this report sets out the findings of the review.

Actions required

1. **Agree a preferred model for positive action in the 27 public facing premises identified as suitable (in addition to schools and libraries) to ensure service users can easily access sanitary products in those premises, from the four options set out in para 3.3.**
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 model identified (see action required 2 above).**

1. Background and Purpose

- 1.1. This report presents the findings of a review requested by Full Council regarding whether sanitary products should be provided at no charge in toilets of its premises for staff and service users to access. The review was prompted by a growing awareness of the impact of period poverty on girls and women in the UK.

2. Desktop review

- 2.1. A desktop review has been carried out, and the findings are detailed in Appendix A. The review has been carried out with particular reference to equality and diversity, including whether there is evidence to suggest which communities or individuals are likely to be most at risk in terms of dealing with the impact of period poverty.
- 2.2. There are two main conclusions from the desktop review:-
 1. There is no clear case or evidence to indicate a need to provide free sanitary items in toilets for County Council employed staff or volunteers.

This is because staff are unlikely to be at the highest risk given that they are in paid employment (noting that NCC pay scales exceed both the minimum and living wage standards) and can access hygiene facilities in their workplace.
 2. There is evidence to suggest that individuals in Norfolk are being affected by period poverty.

There is insufficient research to accurately quantify the scale of period poverty in Norfolk, but it is likely to reflect the national picture. The continuing uptake of the donation based service available in all 47 libraries in Norfolk – both rural and urban - is a good indication of continuing need.

3. Potential actions

- 3.1. There are range of potential actions have been identified for the Select Committee to consider that could positively impact on addressing period poverty in Norfolk, by providing sanitary products at no charge for service users. The range of options is set out in Section 6 of Appendix A
- 3.2. Provision for service users is already available (or planned) as follows:-
 - Free products are available through all 47 Norfolk libraries, including mobile libraries.
 - The Government has announced funding for free sanitary products in all English primary and secondary schools and colleges.
 - From summer 2019, the NHS will provide free access to sanitary products to patients in hospitals.
- 3.3. There are 27 county council public facing buildings with services provided directly by the County Council (mainly museums) which are suitable and where it may be possible to take positive action. The main options to consider are:-

1. Include a poster or other suitable information within all toilets in public facing buildings that promote the service already available in Norfolk libraries (the Tricky Period initiative), and direct service users there. Note that all except four of the 27 public facing buildings are within 1 mile of a library. This poster could also be used in staff toilets in all NCC buildings.
 2. Look to extend the donation-based service already provided in libraries to these 27 buildings, relying on donations to make supplies available.
 3. Purchasing supplies and making them available to access free of charge in facilities – the total cost for all 27 public facing buildings is estimated to be up to £3,125 per annum (taking the current take up in libraries as a reference and including an allowance for back office costs).
 4. Making sure there are reasonably priced facilities available in all 27 public buildings e.g. vending machines. This could be provided on a fully commercial or subsidised basis.
- 3.4. It should be noted that many of the services provided by libraries are targeted at those people who may be most at risk of being impacted by period poverty, including those who may be vulnerable, young people and individuals who may be already experiencing poverty or deprivation already. The libraries, and the services provided within them, are free to access and therefore are generally successful in terms of engaging with these groups.
- 3.5. The 27 public facing buildings identified have a different relationship with communities. Those visiting museums for example, which make up the majority of the premises on list, are visiting on a commercial basis and purchase tickets to enter the venue.
- 3.4. No action is proposed to make provision directly for staff, given that the conclusion of the review was that there is no strong case for doing so.

4. Financial Implications

- 4.1. There is currently no relevant budget allocation. If Members wish to progress provide free sanitary products through a model not based on donations, appropriate budget provision will need to be made.

5. Resource Implications

- 5.1. **Staff:** Progressing any of the potential actions set out in para 3.3 could be accommodated within existing resource. Additional actions may require additional staffing resource.
- 5.2. **Property:** There are no direct property implications.
- 5.3. **IT:** None.

6. Other Implications

- 6.1. **Legal Implications:** None
- 6.2. **Human Rights implications:** N/A
- 6.3. **Equality Impact Assessment (EqIA) (this must be included):** Norfolk County Council is committed to gender equality. As part of the Council's duties under the Equality Act 2010, opportunities are explored as they arise to promote gender

equality. Any activity to address gender related issues like period poverty, either through direct action or by bringing attention to the issue, will have a positive impact.

6.4. **Health and Safety implications:** N/A

6.5. **Sustainability implications:** N/A

6.6. **Any other implications:** None

7. Action required

- 7.1. 1. **Agree a preferred model for positive action in the 27 public facing premises identified as suitable (in addition to schools and libraries) to ensure service users can easily access sanitary products in those premises, from the four options set out in para 3.3.**
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 model identified (see action required 2 above).**

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer name: Jo Richardson – Equality and Diversity Manager **Tel No.:** 01603 223816

Email address: jo.richardson@norfolk.gov.uk

Officer name: Sarah Rhoden – Head of Support and Development **Tel No.:** 01603 222867

Email address: Sarah.rhoden@norfolk.gov.uk



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Period Poverty – Desktop review

1. Background

- 1.1. Period poverty is the term used to describe when women and girls struggle or are unable to afford menstrual products and the impact this has on them. It covers the lack of access to sanitary products, menstrual hygiene education, toilets, hand washing facilities, and, or, waste management. It is a worldwide issue, also evident in the UK.
- 1.2. According to research by Plan International, one in 10 girls between the ages of 14 and 21 in the UK have been unable to afford sanitary products, and 49% have missed a day of school because of their period.
- 1.3. Period poverty hit the public consciousness for many in December 2016 following the release of Ken Loach's film *I, Daniel Blake*, which featured a struggling single mother who was caught stealing sanitary towels. Following the impact of the film, food banks in the UK were flooded with donations of menstrual products.
- 1.4. In April 2017 the #FreePeriods national campaign was launched, which called upon the Government to provide free menstrual products to young women in receipt of free school meals. A number of other national campaigns emerged, arguing that menstrual care is a human right, bringing attention to the stigma and shame that sometimes shrouds menstruation and which means that women are sometimes left to improvise alone every month, often without the knowledge of family members or friends.

2. The national policy context

- 2.1. In March 2019 the Government announced a new campaign to end global period poverty. The campaign will launch a new taskforce bringing together charities, manufacturers and the retail sector to find ways to address period poverty in the UK. New health, sex and relationships education, including teaching on menstrual wellbeing, will also be implemented in schools from September 2020.
- 2.2. The Government has also announced funding this year for free sanitary products in all English primary and secondary schools and colleges.
- 2.3. From the summer 2019, the NHS will provide free access to sanitary products to female patients in hospitals.

3. Existing activities in Norfolk

- 3.1. Norfolk County Council has actively worked to combat period poverty since 2017, through an initiative called 'Tricky Period'. Tricky period is delivered through all 47 Norfolk libraries, including mobile libraries. As part of the initiative, libraries collect donations of sanitary products from the general public and redistribute these through public toilets on their premises for girls and women in need. Some libraries also provide boxes of supplies in other places so that residents can take what they need - such as in the teenage area at The Millennium Library.

- 3.2. If anyone needs a larger amount of supplies, they can get a bag of items from library staff by filling in a quick form. When libraries get lots of donations they pass extra supplies on to local high schools or other organisations. At present, libraries are giving out approximately 120 - 140 packs of products per month across all libraries.
- 3.3. The initiative has since been adopted by other local councils including Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council and South Norfolk District Council; nationally (under the banner 'tricky period') in Southampton, Islington, Devon and Somerset - and Suffolk, Kent and Leeds (under a different name).
- 3.4. In addition, food bank organisations, a number of voluntary and community organisations, and many schools and colleges in Norfolk are also currently providing free sanitary products.

4. Potential scale of period poverty in Norfolk

4.1. Norfolk communities

- 4.1.1. There is insufficient research to accurately quantify the scale of period poverty in Norfolk. However, it is likely to reflect the national picture. As a result, a number of local charities and voluntary organisations are campaigning for greater awareness of this issue.
- 4.1.2. Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. Almost all of the population increase over the last five years has been in those aged 65 and over. Over the next ten years the population is expected to increase by 50,700^[1] with most of the increase in the 65 and over age bands. Across Norfolk the average life expectancy is approximately 80 years for men and 84 years for women.^[2] The average number of years a man or a woman can expect to live in good health is about 63.^[3] Deprivation and poverty influence the health and wellbeing of the population. The life expectancy gap between the most deprived areas of Norfolk and the least deprived areas is 7.0 years for men^[4] and 4.5 years for women.^[5]
- 4.1.3. The stigma attached to menstrual issues, and the importance of addressing this stigma, to make it easier to talk about the issues, has been covered extensively by the national press and highlighted by public figures such as the Duchess of Sussex. Bringing attention to the issues helps to address situations in which people affected by period poverty feel unable to confide in those around them, to the extent that this affects their ability to attend school or college.

4.2. County Council staff and volunteers

- 4.2.1. In respect of County Council staff, workforce management data for 2018/2019 indicates that the workforce is made up of 63.4% women (this excludes school-based staff). Whilst it is possible that some of the workforce may be affected by period poverty, these individuals are unlikely to be at the highest risk given that they are in paid employment and the County Council's pay scales exceed both the minimum and living wage standards. Staff are also able to easily access hygiene facilities in their workplace. That is not to say that no staff will be impacted by period poverty, and it is possible that some individuals are directly affected.
- 4.2.2. The County Council works with a large range of volunteers (several thousand). These volunteers are not paid members of staff. Research by NVCO, an

authority on voluntary sector trends, suggests that people from higher socio-economic groups and living in less deprived areas tend to be more likely to volunteer. Women are more likely to volunteer than men, and, in terms of age profiles, 25–34 year-olds are the least likely to volunteer and 65–74 year-olds the most likely. However, these are general trends, and it is likely that there are volunteers who are impacted by period poverty.

- 4.2.3. Volunteers working with the County Council are able to access the same hygiene and related facilities as other directly employed staff.

5. Review conclusions

- 5.1. 1. **There is no clear case or evidence to indicate a need to provide free sanitary items in toilets for County Council employed staff or volunteers.**
2. **There is evidence to suggest that individuals in Norfolk are being affected by period poverty.**

6. Potential actions the County Council could take to help address period poverty

6.1. Enhancing the donation service currently provided in libraries

- 6.1.1. The County Council provides a network of 47 libraries across the county, serving rural and urban communities. As set out above, there is an existing donation based service available for communities to access from libraries. Although it has not been explored in detail at this stage, it may be possible to extend this service. Main options are:-

- Including information within County Council public buildings about the service available within libraries, so that individuals can be better aware of how to access products for free if they need them. This option would mean redirecting individuals to existing provision rather than creating additional provision.
- Explore extending the libraries donation programme to other County Council public facing buildings. This would have the biggest impact if targeted to those buildings providing services to those who are the most at need. It should be noted, that NCC libraries are located in accessible locations across the County – often within main retail loop or on high streets.

- 6.1.2. There of course may be other options or models for extending the existing donation service within libraries e.g. working with other voluntary and community groups.

6.2. Supporting community and voluntary organisations

- 6.2.1. There are a number of voluntary and community groups currently provide free sanitary products. The County Council could seek to work with one or more of these organisations to enhance existing provision. This could be through some form of grant or funding provision from the County Council to enable existing services to be extended or better marketed for example by providing funding of say £5,000 to a suitable organisation.

6.2.2. Supporting existing organisations in this way will help ensure that provision is targeted to those with the biggest need.

6.3. Making sanitary products more easily available in public facing County Council buildings

6.3.1. The County Council currently operates from various buildings across the county; this includes offices (occupied and accessed by staff e.g. highway depots and fire stations), service delivery buildings open to the public to access and including hygiene facilities (e.g. museums and libraries) and other buildings open to the public where service delivery is delivered by others.

6.3.2. At the time of writing this report, Norfolk libraries are giving out approximately 120-140 packs of product per month across 47 buildings. This is based on donations and therefore do not have any cost to purchase. As set out in para 3.1.1 above, it may be possible to extend this donation service at no extra cost.

6.3.3. As a comparison, if the County Council was to purchase these supplies, it would equate to around £2,520 per year. This is calculated using an average cost of around £1.50 per pack, and taking into account that some women and girls consider products at the cheapest end of the scale unusable, as they tend to be bulky and less absorbent.

6.3.4. The opportunities to extend the service to 'public facing' buildings are limited, but would include:

- Museums and Norfolk Record Offices
- County Hall
- Carrow House, Norwich
- Priory House, Kings Lynn
- NCC managed Registrars offices.

6.3.5. A number of other sites are not directly run by NCC, do not have any public access (i.e. Highway depots) or have specialist services operating them, that limit access to general members of the public.

6.3.6. If Members wished to purchase and provide free products at more county council buildings, there are 27 public facing buildings with services provided directly by the County Council (mainly museums) where this may be possible. This excludes libraries (as a service is already available) and schools (as Government has announced funding to enable free products in schools). It should be noted that all but four of these 27 public buildings are within 1 mile of a library.

6.3.7. There are two main options for introducing additional provision in these buildings:-

- Purchasing supplies and making them available to access free of charge in facilities – the total cost of this for all 27 public facing buildings is estimated to be around £1796 and unlikely to exceed £3125 per annum (taking as a reference the current take-up in libraries and including an allowance for back office costs).
- Making sure that there are reasonably priced facilities available within all public buildings e.g. vending machines. This could be provided on a fully commercial or a subsidised basis. It may be possible to implement this with NORSE through the total facilities management contract (see 4.2 below).

- 6.3.8. For services in County Council buildings operated by other organisations (e.g. Health Buildings) there is less scope for the County Council to put arrangements in place. However, we could discuss provision with relevant providers and encourage them to put appropriate arrangements in place.

CORPORATE SELECT COMMITTEE – WORKPLAN JULY TO DECEMBER 2019

	16 July 2019	9 September 2019	14 November 2019
Corporate	<ul style="list-style-type: none"> Continuing to develop the constitution and ways of working Employee Health, Safety and Wellbeing Annual Report Digital Offer and Responsive Customer Experience- presentation Committee forward plan 	<ul style="list-style-type: none"> Continuing to develop the constitution and ways of working HR & Finance system replacement – implementation planning Performance Management Reporting /Business Transformation Programme Update Committee forward plan 	<ul style="list-style-type: none"> Local Service Strategy IMT Update-presentation (Disaster Recovery & Home-Working) HR & Finance system replacement – implementation planning / Recruitment update Committee forward plan

Items in the pipeline:

- ≈ Training & development session for Select Committee members
- ≈ Potential for “Re-fit” proposals for Council building assets
- ≈ Gender pay gap—early 2020
- ≈ HR and OD Strategy and priorities