



Corporate Select Committee

Minutes of the Meeting Held on 9 March 2020 at
10 am in Edwards Room, County Hall, Norwich

Present:

Cllr Karen Vincent (Chair)

Cllr Penny Carpenter
Cllr Ed Colman
Cllr Nigel Dixon
Cllr Colin Foulger
Cllr Terry Jermy
Cllr Chris Jones

Cllr Ian Mackie
Cllr Brian Long
Cllr Sandra Squire
Cllr John Ward

1 Apologies for Absence

1.1 Apologies for absence were received from Cllr R Oliver and Cllr J Timewell.

2 Minutes

2.1 The minutes of the meeting held on 27 January 2020 were agreed as an accurate record and signed by the Chairman.

2.2 It was noted that the Environmental Working Group would be asked to explore what further savings might accrue to the Council from the conversion of more street lights to LED lighting (mentioned at minute 9.4) and to report to the Cabinet on this matter at the earliest opportunity.

2.3 The Committee made appointments to the Strategic Asset Management Framework Task and Finish Group (mentioned at minute 8.4) (Cllr Dixon, Cllr Jermy, Cllr Mackie, Cllr Timewell and Cllr Vincent) and agreed on terms of reference for the Group from the Executive Director of Finance and Commercial Services. The Group was expected to report recommendations on the draft Strategic Asset Management Framework to the Committee on 16 July 2020 and to the Cabinet on 7 October 2020. The proposed framework would be presented to Council for adoption on 25 November 2020.

3 Declarations of Interest

3.1 There were no declarations of interest.

4 Items of Urgent Business

There were no items of urgent business.

5 Public Question Time

5.1 There were no public questions.

6 Local Member Issues/Questions

6.1 There were no local Member questions.

7 Corporate Select Committee Work Programme

7.1 The annexed report (7) by the Executive Director of Strategy and Governance was received.

7.2 It was noted that to create strategic oversight and drive the appropriate development of strategy and policies, the Corporate Select Committee would continue to take a thematic approach to the work programme, around three key themes: People, Transformation and Assets. The forward plan for this thematic approach would be considered at item 10.

7.3 The Committee RESOLVED

To endorse the thematic approach of the Committee's work programme.

8 Talking People Priorities (NCC Workforce attraction and retention)

8.1 The Committee received a detailed presentation and report (8) by the Executive Director of Strategy and Governance regarding three key talking people priorities:

1. Understanding Our Voice, Our Council Staff Survey and what our "Employment Deal" means for performance, recruitment and retention.
2. Norfolk PLC: Attracting to Norfolk and Norfolk CC to live and work.
3. Understanding the people aspects of smarter working and how this supports a more efficient and modern organisation, as well as attraction and retention.

8.2 The presentation can be found on the Committee pages website.

8.3 The Committee discussed Norfolk's good performance (in the top quartile) relative to that of other Local Authorities, Norfolk's staff retention and remuneration initiatives and a suggestion to support recruitment activity in which senior managers were visible role models to support staff recruitment campaigns.

8.4 The Committee also discussed ways to engage more closely with schools, colleges and other training providers on the opportunities that were available for students to find employment in the social care field and in other areas of the County Council's work where there were recruitment difficulties.

8.5 The following detailed questions were asked of Sarah Shirtcliff, the Director for

People:

1. Did Norfolk support welfare funds? The answer was that Norfolk provided a scheme run by Wherry Dragon which was a financial co-operative, run by and for members in which employees could both save and borrow safely to cover financial difficulty and financial planning.
2. Was the change in “mean values” fully attributable to the Female Managing Director leaving? The Director for People confirmed that the difference was calculated last year when it was known that the postholder was leaving and it did materially impact the mean broadly as stated in the report.
3. Was there any evidence that public sector employees were more likely to be related to other public sector employees? The Director of People points out (as an addition after the meeting) that The Office of National Statistics indicates 5.4m working in public sector, 1 in 6, with half in high-skilled roles, and 300 occupations. There is no specific data on statistical weighting toward family members, however it's a reasonable judgement that increased awareness of public sector by one family member and shared values could support an increased likelihood that family members may choose a public sector career. This will be useful insight to explore as part of Norfolk PLC.

8.6 The Committee **RESOLVED**

To endorse the following objectives for developing “Norfolk PLC”:

- **Shape a Norfolk-wide collective strategic narrative about Norfolk as a place which is compelling, builds confidence in a good future here and is reputationally sustainable. NCC's role would be to act as a convenor to engage with key players to identify appetite to partner joined up working.**
- **Describe the NCC employee proposition “the deal” and employer brand which attracts the people we need to come and live and build careers in Norfolk.**
- **Attract candidates with the key capabilities essential to the economic growth and social mobility agenda of Norfolk.**
- **Ensure a fantastic candidate and employee experience to match our narrative.**
- **Support recruitment activity in which senior managers are visible role models to support staff recruitment campaigns.**
- **Engage more closely with schools, colleges and other training providers on the opportunities that are available for students to find employment in the social care field and in other areas of the County Council's work where there are recruitment difficulties.**

8.7 The Committee also **RESOLVED**

- **To establish a cross-party member group (with a membership wider than the Committee) to work together to build our employer brand and place marketing first for NCC and then engage across Norfolk. The Group was asked to report back to this Committee in the first instance**

and to examine what lessons could be learnt from the experiences of the #love West Norfolk campaign by the joint public sector to promote West Norfolk as a place to live, work and enjoy.

- To explore opportunities to promote smarter working further, in particular as an effective attraction tool, particularly to a younger population and to have the Council take steps to help Councillors to embrace smarter working and make greater use of technology in how they work.

9 Gender Pay Gap Report 2019 linked to NCC objectives for Workforce Equality, Diversity and Inclusion

9.1 The annexed report (9) by the Executive Director of Strategy and Governance was received.

9.2 The Committee reviewed the Gender Pay Gap Report, and specific proposed actions for 2020 that were set out in the report. The Committee also considered the findings and key issues that were mentioned in the report as part of the Council's wider reflections and learning about enhancing the Council's ability to recruit and retain employees by a focus on our equality, diversity and inclusion objectives.

9.3 The Committee RESOLVED

- To endorse the areas of focus and specific proposed actions for 2020 that were set out in the report.
- To endorse the findings and key issues mentioned in the report as part of the Council's wider reflections and learning about enhancing the Council's ability to recruit and retain employees by a focus on our equality, diversity and inclusion objectives.

10 Corporate Select Committee Forward Work Plan

10.1 The annexed report (10) by the Executive Director of Strategy and Governance was received.

10.2 The Committee RESOLVED

- To endorse the areas of focus for the Corporate Select Committee set out in the report.
- To agree that the work programme includes an update in Autumn 2020 on what steps are being taken to support and manage absence from work.

The meeting concluded at 12.20 pm

Chair

