Norfolk County Council

Corporate
Select Committee

Date:	**Monday 23 May 2022**
Time:	**2pm**
Venue:	**Council Chamber, County Hall, Martineau Lane, Norwich**

Membership:

Cllr A Birmingham	Cllr L Hempsall
Cllr S Blundell	Cllr J James
Cllr S Clancy	Cllr T Jermy
Cllr E Colman (Chair)	Cllr K Mason Billig (Vice-Chair)
Cllr N Daubney	Cllr B Price
Cllr B Duffin	Cllr V Thomson

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link: https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live_view=502which

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

As you will be aware, the Government is moving away from COVID-19 restrictions and towards living with COVID-19, just as we live with other respiratory infections. To ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the

event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1. **To receive apologies and details of any substitute members attending**

2. **Minutes**

   To receive the minutes of the previous meeting held on 14 March 2022   **Page 4**

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 **pm Wednesday 18 May 2022.** 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 Wednesday 18 May 2022.**

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 13 May 2022

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Norfolk County Council

Corporate Select Committee
**Minutes of the Meeting Held on 14 March 2022 at
2pm in Council Chamber, County Hall, Martineau Lane Norwich NR1 2DL**

Present:

Cllr E Colman (Chair)
Cllr A Birmingham
Cllr S Blundell
Cllr N Daubney
Cllr B Duffin
Cllr L Hempsall

Cllr J James
Cllr K Mason Billig
Cllr S Morphew
Cllr B Price
Cllr V Thomson
Cllr K Vincent

Substitute Members Present:
Cllr Steve Morphew for Cllr T Jermy

Also Present:

Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation and Performance.
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management

1   Apologies for Absence

1.1   Apologies for absence were received from Cllr Terry Jermy (Substituted by Cllr Steve Morphew) and Cllr Stuart Clancy.

2   Minutes

2.1   The minutes of the meeting held on 17 January 2022 were agreed as an accurate record and signed by the Chair, subject to an alteration that Cllr Daubney was listed as being present at the meeting.

3   Declarations of Interest

3.1   There were no declarations of interest.

4   Items of Urgent Business

4.1   There were no items of urgent business.

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   **Smarter Working Programme update**

7.1   The annexed report (7) by the Executive Director for Strategy & Transformation was received and introduced by Cabinet Member for Innovation, Transformation and Performance. Members were advised by the Cabinet Member for Innovation, Transformation and Performance that the report updates the committee concerning the Smarter Working programme that introduces savings, adopts better working practices, and focus on how technology can be used to enhance and improve service delivery. The programme was being reassessed particularly as staff return to offices following the lifting of Covid 19 restrictions which included focusing on hybrid working.

7.2   The Director for Transformation gave a presentation on the report (available from the committee's website pages) highlighted the process to date and progress made.

7.3   In response to questions asked the committee discussed and noted the following:
        • Car parking restrictions at County Hall had been lifted so that data concerning usage could be collated to reshape the future programme for better engagement.
        • More detailed analysis of building occupation, days worked and requirements for car parking and other services would be made available for future committee meetings. This data is currently being collated and reviewed. The current position was that 12% of staff based at County Hall were coming in to the building to work although it was anticipated this figure will rise as Covid restrictions are lifted.
        • The spacing of work areas was still being implemented but was currently under review following the relaxation of Covid 19 restrictions by central government.
        • A framework of governance was in the process of being produced to help aid an internal focus as to how the programme filters down to every level to ensure the strategic plans and objectives are being achieved.
        • The documentation detailing the governance will be made available for committee members and discussed at future meetings.
        • Whilst measures were in place to provide alterative arrangements to car usage for staff it was acknowledged that there was some individual responsibility to help reduce carbon emissions. Barriers to alternatives would be grouped together so that greater numbers of staff could be helped. The Council was very engaged in listening to staff to provide solutions for the best outcomes.
        • The wellbeing of staff was a top priority and regular checks through line management was carried out . There was also a number of initiatives to help staff who were hybrid working and these would be developed as the programme advanced and staff returned more frequently to offices.

7.4   The select committee **agreed** to :

        1. Provide feedback on the approach outlined and identify any areas they feel need to be considered further.

        2. Confirmed that a standing update on progress at each future committee is appropriate.

        3. Note the immediate Hybrid Working needs and issues, as well as longer

term Smarter Working aims, in anticipation of upcoming engagement with the Programme.

8. *MyOracle* **Programme update**

The committee received a verbal update from the Cabinet Member for Innovation, Transformation and Performance. Despite a long term staff absence within the project team, the live date was still in place and the switch to the new software will happen in April 2022. The Cabinet Member thanked the project team for their hard work in keeping matters on track. The system had undergone vigorous testing and any issues had been identified and resolved. The first major test of the system would take place on 19 April 2022 which would see the first live pay roll take place, although several parallel payrolls had already been undertaken in advance of the live date. Whilst they were some inherent risks in switching to a new major software system these risks were being managed and mitigated against and would not prevent a successful launch. The Cabinet Member said he would return to the committee at a future meeting to report on the live date and roll out. The Committee **noted** the progress to date.

9   Digital Connectivity in Norfolk

9.1   The annexed report (9) by the Executive Directors for Finance and Commercial Services and Community and Environmental Services was received and introduced by Cabinet Member for Innovation, Transformation and Performance. Members were advised by the cabinet member for Innovation, Transformation and Performance that the report update the committee on the progress being made in the county in terms of broadband, mobile phone network and sensor networks. The pandemic had highlighted the importance of these digital platforms to ensure all residents of Norfolk could access information and services.

9.2   The Director for IMT gave a presentation on the report (available from the committee's website pages) which highlighted the substantial progress made to date.

9.3   In response to questions asked the committee discussed and noted the following:
- The report was well received and members noted the significant progress made and thanked the IMT team for all their hard work in their achievements.
- Whilst improvements to broadband was an area that could be managed by the Council, the mobile network was essentially provided by private companies and influencing the direction of travel and business decisions was more difficult.
- It was thought it would be more appropriate for areas of no mobile phone coverage to be considered before enhancing partial 'not spots'.
- The 85% coverage figure was established by testing all parts of the county using the road and rail network.
- The Council's property estate was being offered extensively across the county to provide mobile phone mask installation. Details of the locations and the services provided for an area can be found on the council's website www.norfolk.gov.uk/digital
- It was acknowledged that there were lots of initiatives taking place at the same time although these were being well coordinated by the council.
- A communications officer role would shortly be introduced to the IMT team to help provide information and guidance to residents as to what was available in the area and details of any updates and enhancements to services.
- Government funding was being made available to provide broadband and

mobile services to areas and locations considered to be unviable and commercially non attractive.

- Members expressed an interest to receive further information and details regarding the sensor network and how this is being used to monitor such items as road gritting and helping with assisted living.
- It was agreed that this item should return to the committee on a six monthly basis.

9.4   The committee **agreed** to:

- **Note the progress made and prospects for further improvement.**
- **Advise on any alterations or additions to the current plans.**

The Chair advised the committee that due to officer availability item 12 on the agenda would be taken next.

12   Corporate Property Policies

The annexed report (12) by the Executive Director for Finance and Commercial Services was received and introduced by Cabinet Member for Commercial Services and Asset Management. The report outlines existing polices and obligations as directed by the constitution and describes the current procedures and principles for delivering the declaration of premises surplus to requirements for disposing and leasing, and places these in to one document for ease of reference.

12.1   The Select Committee **agreed** to:

1.   Note the current procedures for declaring property surplus, acquiring property, disposing of property and the leasing in and out of property.

2.   Recommend Cabinet reaffirm the current procedures for:
- Declaring NCC property surplus.
- Disposal, overage and clawback for the disposal of property assets (land and buildings) owned by Norfolk County Council.
- Third party occupation of Norfolk County Council property assets (land and buildings).
- Acquisition - Leased in/licensed in property assets (land and buildings), acquisition of freehold property assets (land and buildings).

10   Contract Standing Orders Update

The annexed report (10) by the Executive Director for Finance and Commercial Services was received and introduced by the Procurement Policy Officer. The report outlined proposed amendments to contract standing orders following the request from the cabinet meeting on 8 November 2021. Further changes in legislation arising from the exiting of the UK from the EU will mean contract standing orders will require redrafting next year. The changes proposed have been realigned with polices and relevant strategy documents particularly in relation to section 18 on social value. Some technical amendments were also required following Brexit.

10.1   In response to questions asked the committee discussed and noted the following:
- The Executive Director of Finance and Commercial Services was in the process of producing guidance on carbon pricing to help aid the carbon net zero target by 2030. The guidance would be considered by the committee in due course.
- Department of Transport evaluation tools would continue to be used to consider transport investment by the council. The decision to continue to use these tools had been approved by the Cabinet.
- The Cabinet also had resolved that in respect of non-transport investments there will not be a maximum payback period for carbon reduction projects where the Executive Director of Finance and Commercial Services agrees that the net present value of the project is positive, after allowing a reasonable

contingency for risk. This has the effect of making previously unviable projects viable. This helps meet the commitment to the net zero policy by 2030.

10.2 The committee **agreed** to

- Note the proposed amendments to the Contract Standing Orders and recommend these to Full Council.

11 Constitution Update

11.1 The annexed report (11) by the Director for Governance was received. The committee has a responsibility to consider any changes to the constitution before making recommendations to Full Council. The report did not include any content changes to the constitution but instead concentrated on a rewrite to the layout. The layout change was required to help referencing as similar items were mentioned in different places within the document previously. The format of the document looked different but the content was the same.

11.2 The new layout of the document was warmly welcomed by the committee. It was hoped search facilities and cross referencing to similar items would be
made available once the new document was uploaded to the Council's website.

11.3 It was acknowledged that changes to the content would be proposed but these would be discussed by group leaders before coming back to the committee to consider and agree. It was though that a task and finish group might be able help to assist with the process.

11.4 The committee agreed to:
- Note the proposed amendments to the Constitution and **recommend** these to Full Council.

13 Forward Work Programme 2022/23

10.1 The annexed report (13) by the Executive Director for Strategy and Transformation was received.

10.2 The committee **resolved** to agree the forward work programme.

Meeting concluded at 3.44pm

Corporate Select Committee

Item no. 7

Decision making report title:	Proposed Amendments to the Council Constitution
Date of meeting:	23 May 2022
Responsible Cabinet Member:	Cllr Andrew Proctor, Leader of the Council and Cabinet Member for Strategy & Governance
Responsible Director:	Helen Edwards, Director of Governance

Executive Summary

At its meeting on 14 March 2022, the Committee agreed changes to the format of the Constitution, to be referred to Full Council for approval. It was noted that further changes to the content would be made for further consideration by the Committee before the changes to both format and content were referred to Full Council. It was intended to take a report to the AGM in May, but the intention is now to add a report to the agenda for the meeting on 19 July 2022 for Council to consider the proposed changes.

This report outs the proposed changes before Corporate Select Committee for consideration.

It is intended that at least one Teams meeting will be organised following this meeting, and prior to the Council meeting, to enable members who wish to do so to discuss and ensure they understand the proposed changes, to prepare them for the Council debate. Should any further changes be proposed after this meeting, and before the Council meeting, it is intended that they should be shared with members of the Corporate Select Committee for comment, and that the Chair of the Committee should be given delegation to agree that any amendments made after this committee meeting may be put before Council.

Recommendations

1. **To agree that the amended Constitution appended to this report should be put forward for consideration by Full Council, in a report from the Director of Governance.**
2. **To delegate to the Chair of this Committee the authority to agree any additional changes proposed following this meeting may be referred to Full Council.**

1. Background and Purpose

1.1. The Constitution has previously been agreed, and it is generally accepted that its current format is unhelpful. It has been reorganised into a more accessible

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format, and this format has previously been considered by the Select Committee.

1.2 It is the responsibility of the Director of Governance to keep the Constitution under review, and make recommendations for the way in which it could be amended to ensure its aims and principles are given full effect.

2. Proposals

2.1. The proposed amendments to the Constitution are set out in the version appended to this report. The changes to format and arrangement have not been track changed as this would be confusing and not aid understanding. The format reflects that previously considered by Corporate Select Committee on 14 March 2022.

Changes that can be made by the Director of Governance, according to Article 12 of the current Constitution have not been track changed. These include changes to factual references, changes required by a change in the law and consequential changes.

Substantial changes proposed have been track changed.

Article 12 of the current Constitution provides that it is the responsibility of the Director of Governance to make recommendations for changes to the Constitution, and that substantive change must be approved by full Council only after consideration of the proposal by the Select Committee.

3. Impact of the Proposal

3.1. The proposal will allow the Council to maintain an up to date Constitution that enables the Council to meet its objectives.

4 Financial Implications

None

5 Resource Implications

None

6 **Legal Implications:** it is the duty of the Council to keep its Constitution under review, considering the proposed changes fulfils that duty.

7   **Human Rights implications:** N/A

8.   **Equality Impact Assessment (EqIA):**

9   **Risk Implications/Assessment**

10   **Recommendations**

1. **To agree that the amended Constitution appended to this report should be put forward for consideration by Full Council, in a report from the Director of Governance.**
2. **To delegate to the Chair of this Committee the authority to agree any additional changes proposed following this meeting may be referred to Full Council.**

11   **Background Papers**

11.1   None other than reports to Corporate Select Committee referred to in the report.

Officer Contact

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

Officer name :   Helen Edwards   **Tel No. :**   01603 493627

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

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FINAL
Report to Corporate Select Committee

Report title:	**myOracle programme update**
Date of meeting:	**23 May 2022**
Responsible Cabinet Member	**Cllr Tom FitzPatrick** **Cabinet Member for Innovation, Transformation and Performance**
Responsible Director:	**Simon George, Executive Director, Finance and Commercial Services**

Executive Summary/Introduction from Cabinet Member

This report is to provide an update to Corporate Select Committee on the myOracle, HR and Finance System replacement, detailing the implementation that has taken place since the last substantive report to the committee in November 2021.

The myOracle programme has provided a single system to support HR and Finance processes, replacing and simplifying the previous combination of systems which had reached their end of life and support. This will support us with new ways of working and decision making, helping us to save time and money.

This report outlines the go-live of manager and employee self-service as well as finance, procurement and analytics functionality, success and challenges.

Actions Required

Select Committee is asked to consider the work completed to date and the next steps and indicate any areas of assurance required for the next meeting.

1.   Background and Purpose

1.1   In May 2019 Cabinet considered the business case assessing the options for replacing the County Council's core, and peripheral, Human Resources (HR) and Finance systems with a view to transforming service delivery and to realise savings (see appendix A for the list of systems being replaced). The business case concluded that the option that best met the councils' aspirations was a cloud based integrated Enterprise Resource Planning (ERP) system, incorporating HR, payroll, finance and procurement functionality.

1.2   The Cabinet asked the Corporate Select Committee to oversee the programme on its behalf. The Corporate Select Committee received reports in May and November 2019, February, July and September 2020, January and November 2021, with a verbal report in March 2022.

1.3   In February 2020 the Cabinet approved delegation of the decision to award the contract to the Executive Director of Strategy and Governance, as Programme Sponsor, in consultation with the Executive Director of Finance and Commercial Services, the Leader of the Council and the Cabinet Member for Innovation, Transformation and Performance.

1.4   Following the conclusion of the comprehensive and rigorous procurement process, the decision was taken in March 2020 to award the contract for the system to Oracle and the Systems Implementer contract to Oracle Consulting Services (OCS). The decision was recorded at May 2020 Cabinet. It should be noted that at that point it was not anticipated that the Covid-19 pandemic would continue for a further two, or more, years. However, some level of impact was mitigated by agreeing a deferral of the start of the implementation for up to six months.

1.5   The implementation phase began in June 2020. Further work was undertaken to validate the earliest technically achievable go-live date. Consideration was given to a range of factors. The appraisal identified the optimal date for an initial go-live as November 2021 (with a later date for EPM). The significant factors in coming to this decision were financial risk associated with a later go-live date, both in terms of direct costs but also in delayed benefits realisation, and the business impact of the go-live proximity to end of year activities. At this stage the extent, and impact, of enforced remote working and staff sickness due to COVID-19 could not predicted.

1.6   A Programme Director was appointed in November 2020.

1.7   The contract for the programme business change activity was awarded to SOCITM Advisory in December 2020.

1.8   Evosys were appointed in May 2021 as the delivery partners for the EPM (Enterprise Performance Management) element of the Oracle solution as they had a "tried and tested " solution that had been deployed successfully to a number of councils.

1.9   The scope of the solution is outlined in the following illustration:
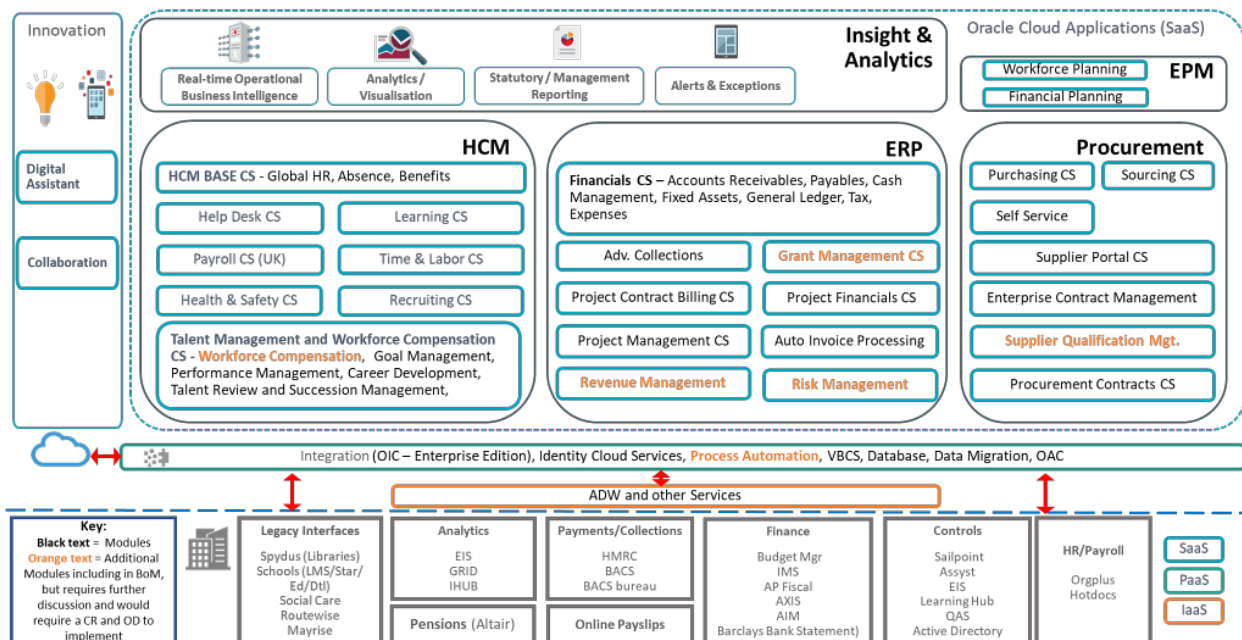
1.10 The programme has defined design principles that have guided the decision making during the phase 1 implementation to deliver on the programme vision.
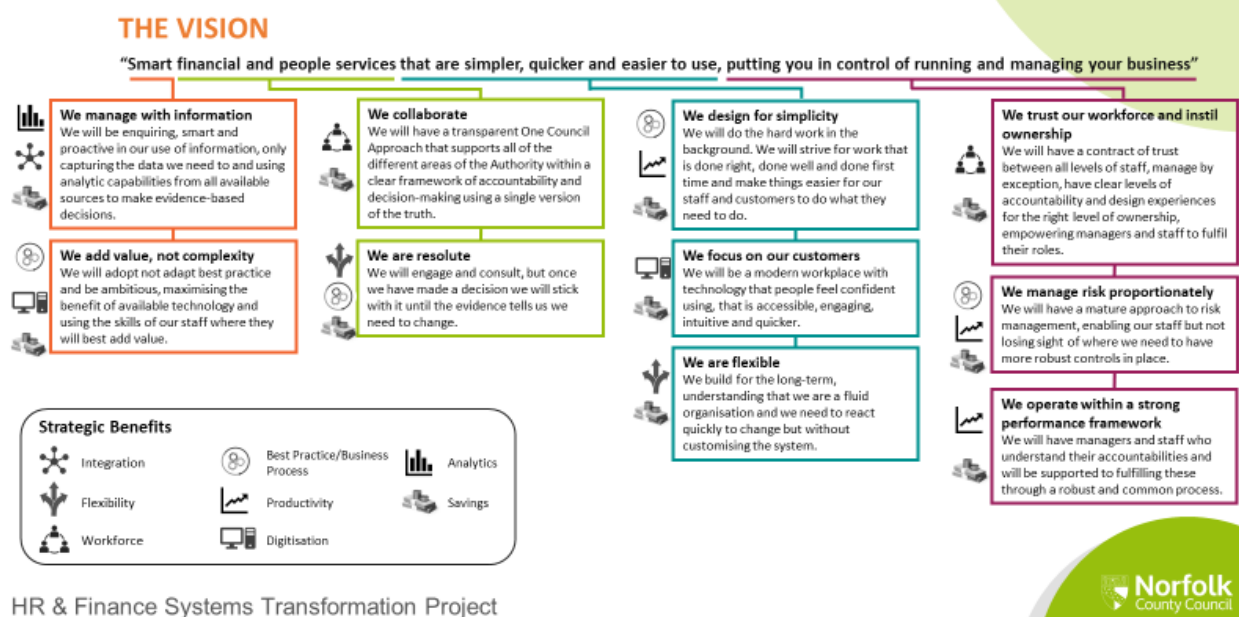
1.11 The business case for the programme set out the expectations regarding the benefit of delivering the programme predicated on:

- "Adopting not adapting" new cloud technologies
- Using technology as a key enabler for driving transformation in ways of working
- Delivery of value through increased efficiencies

- Willingness to critically review and re-engineer business processes
- Embracing the value of data to inform decision making

1.12   With the initial expectations that, by replacing the systems and transforming processes, that from 2022/23 (post implementation) an estimated net 10-year savings of £20m could be realised, with further potential savings of up to an additional £11m over that 10-year period being enabled as part of wider business transformation programmes. This was based on a system go-live in November 2021.
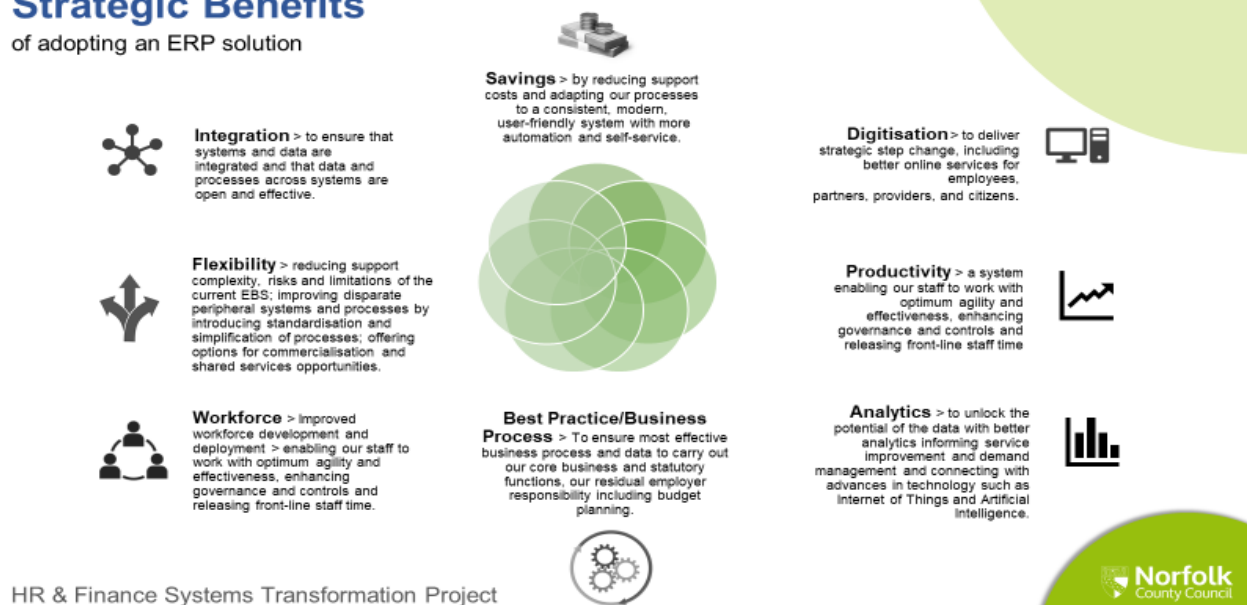
2.   Revised Go-live Date

2.1   Although good progress was made on the programme, it became apparent that, the planned November 2021 go-live would not allow for sufficient time to finalise and test the system configuration to provide confidence in a successful go-live. A number of actors were considered:

System readiness:
•   Functional Readiness
•   Acceptable Scope of Available Functionality
•   Technical readiness

People readiness:
•   Business readiness (training, target operating models)

Process readiness:
•   Likelihood of successful implementation
•   Likelihood of realising potential Benefits

2.2   In November 2021 the myOracle Programme Director presented to the Corporate Select Committee on the progress to date the proposed change to the go-live date to April 2022. The reasons for the decision can be found in the report to this committee meeting on 15th November 2021 but are summarised as follows:

- Remote working impacting on knowledge transfer and efficiency of configuration design. (To mitigate this impact over 70 online design workshops and playback sessions. However, this meant this stage of the process took longer than previously planned for this stage of the programme).
- Redirection of key staff to COVID-19 pandemic response in the early stages of the pandemic and the programme.
- The impact on staff of COVID-19, either directly or through caring responsibilities for household members suffering from COVID-19 or requiring home-schooling.

2.3   After due consideration the revised go-live was planned for April 2022. The risk to end of year activity was against the duplication of effort across systems if the solution went live in May or June. In addition, it was determined that going live with the new solution in the two months prior to the financial year end would introduce significant complexity and risk into the ned of year activity.

2.4   Careful planning was undertaken to ensure a successful go-live in April 2022. The diagram below shows the revised plan. The EPM (Enterprise Performance Management) solution.

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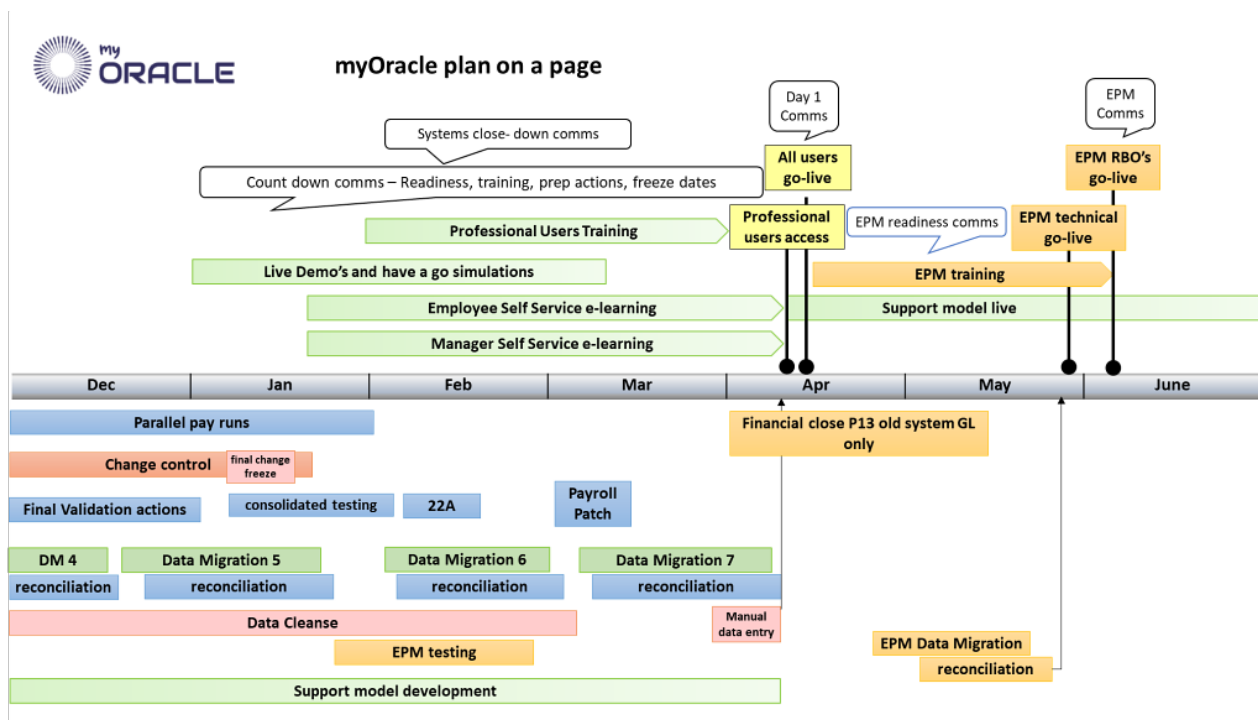
3. Proceeding to Go-live

3.1   January 2022 saw a particularly intense period of complex activity for the programme. Unfortunately, at this stage the incumbent myOracle Programme Director had to stepdown from the role. This left a key gap in the programme team. The Steering Committee made a swift assessment and determined that external recruitment was not a viable option with the go-live planned for April 2022. Therefore, the Director of Transformation and Assistant Director of Finance Exchequer Services took on the role jointly (alongside their other responsibilities) to ensure appropriate continuity of decision making and programme management rigour. A number of members of the programme team also took on additional responsibilities.

3.2   During January and February the configuration, testing/retesting, data migration, interface and integration activity, development of reports and in system documentation (such as invoices, Dunning and standard HR letters), business change and training activity as well as cutover planning.

3.3   A number of issues and challenges were encountered during that period. Each issue was accessed in terms of impact on:

*   the usability of the solution for end users (managers and staff) and professional users (HR, Payroll, Finance and Procurement).
*   the ability of the solution to meet business critical needs.

The issues or challenges that impacted on the above were then prioritised for resolution. Where the impact was not significant or an acceptable workaround could be developed, and the deployed, the resolution was not seen as critical to the solution go-live and it was given a lower priority.

3.4   In particular, the specialist resource for the development of in-system documentation and analytics reports was very limited with two NCC programme team members of staff having to develop detailed knowledge of the solution to development key deliverables. This resulted in very focused prioritisation of the in-system documents and analytics reports critical to go-live and a firm application of the core principle of 'adopt don't adapt'. There is significant further work to complete to ensure we realise the programme's ambition for insight and analytics from the myOracle solution.

3.5   It was also during this period that the business change and engagement was stepped up through:

*   the Business Readiness Implementation Group which is made up of senior leaders from across NCC and chaired by Sarah Rhoden, Assistant Director, Performance and Governance, Community & Environmental Services. A
*   the network of over 200 myOracle champions who are supporting their colleagues by bringing an end user focus to the programme and developing two-way communication with colleagues.
*   Direct staff communications.
*   Training for professional users.
*   Demos, simulations and self-service e-learning for staff and managers

3.6 The other key activity was the cutover planning. Planning how the council migrated from the existing suite of systems to the new solution successfully across the range of functionality at a sufficient level of detail was complex. The diagram below provides an overview of both the planning of the cutover and the cutover process.

NCC myOracle Cutover Overview

Plan – **January**		Deploy **February/March/April**		Run **April/May**
Strategy	Planning	Simulation	Cutover	BAU

Cutover Strategy provides the planned cutover approach, timelines, organisation, technical inputs and communications.

Key Components
- Overall Timeline
- Gates and acceptance
- Cutover RACI
- Simulation inputs
- Communications and messaging plan
- Continuity plan
- Cutover gates
- Cutover logistics
- Support needs

Cutover Planning includes a medium grain plan for the simulation and BAU phases and a detailed plan for the cutover delivery.

Key Components
- Cutover Project Plan – this is the key component for Cutover giving a detailed scheduled for all identified resources and dependencies.
- Detailed logistics
- Detailed Communications plan
- Communications content
- Detailed gates and continuity

Simulation is the dry run prior to the final production cutover.

The simulation should be designed to emulate the final cutover as close as possible and also to provide the key timing inputs (e.g. DM) to validate the final cutover plan approvals.

Key Components
- Configuration
- Data Migration
- Testing
- Validation
- Communications release, phase 1

Cutover readiness is the monitoring and assessment of the readiness state and particularly the collection of gate approvals to give final authorisation to proceed with the cutover.

Once approved, **Production** Cutover carefully follows and tracks each step in the cutover plan to ensure all steps are completed according to the planned timelines and an audit trail is maintained end to end.

Key Components
- Readiness approval
- Cutover tracking
- Cutover audit
- Cutover governance
- Communications release, phase 2

Post go live activities including hypercare, track any specific post go-live requirements detailed on the BAU cutover stage.

Business adoption and performance monitors the key outcomes of the go live and interfaces with the hypercare governance..

Transition to support should be a carefully designed process to move from project control and hypercare to platform management and support.

Key Components
- Post production activities tracking
- Measures and control to oversee success
- Communications release, phase 3

3.7 Prior to the entering the cutover process it was important to assess whether the implementation would be successful and the solution deliver on business critical functions such as running payrolls, billing, making and receiving payments etc. There are a number of key decision points during a largescale programme cutover. As the proposed go-live dates approach it becomes even more important to take a considered approach. Understanding the risks to the business at each decision point enables an informed decision making, balancing and mitigating risks. The myOracle programme undertook a systematic readiness assessment was undertaken across the programme covering:

- Functional Readiness
- Technical Readiness
- Analytics Readiness
- Business Readiness: Process and Policy Readiness, People Readiness, Operations Readiness
- Third Party Readiness
- Hypercare and Support Model Readiness
- Cutover Deployment Readiness

The readiness assessment was updated and reviewed during the cutover process and decision making. The cutover ran from 14th March to 19th April.

4.   Go-live

4.1   In order to reduce the risk of a "big bang" go-live, a staged sequencing was implemented across different user groups and functionality. This allowed for early identification and resolution of key issues.

4.2   The go-live was an overall success with some initial teething issues that are being resolved at pace. Our delivery partners have said that this is the most ambitious and successful go-live they have seen a council deliver.

4.3   During the first week just under 20,000 process guides were run by staff accessing the system, about 42,000 smart tips were viewed and 5,523 staff accessed the guided learning in the system. The feedback from users has been overwhelmingly positive. It should be noted that NCC is the first council to implement in-system support for users with Digital Assistant and Oracle Guided Learning which uses artificial intelligence to respond instantly to questions from users, this will increase business efficiencies and enable users to be more self-sufficient. This was key to our "training at the point of need" strategy.

4.4   Payrolls were successfully run for NCC, the Fire Service and all Traded Services customers.

4.5   Payments were made from the new solutions from 14th April to 29th April totalling £25.8m, of which:

- £8m to transport providers
- £9m to adult care providers
- £3m to children's social care providers

4.6   On the receivable side the non-residential care bill run took place on 20th April covering 4571 invoices, accounting for £1.6m and residential care bill run on 27th April covering 3637 invoices and £4.5m.

4.7   Within the first 10 days of access just under 1500 requisitions were raised, 925 approved, 101 rejected and 101 pending approval.

4.8   It was always anticipated there would be some issues at go-live. Those initial challenges included:

- users using non-NCC email addresses accessing the solution who have other Microsoft accounts, however these issues are being resolved and additional guidance and user support put in place.
- New starters onboarding journey. The process has been revised.

As issues are identified the team assess the impact and work on the solution or an acceptable short term workaround.

4.9   It was envisaged that there would be a backlog of requests for work structures to process post go-live and with the increased visibility the new system provides there is increased demand on top of the backlog.

4.10   As a result of the "adopt not adapt" approach a number of bespoke reports have been replaced with "out of the box" reports. There is a programme of work to continue to look at the balance of "out of the box" and bespoke reports that will be provided as the analytics work stack is reviewed following the delivery of the business critical to go-live reports.

4.11   We continue to engage with the users of the solution through the myOracle Change Champions, Business Readiness Implementation Groups, professional user groups and meetings with our external users. A formal survey will be conducted following the release of EPM functionality to end users. A single survey will provide clear engagement and joined up feedback from relevant user groups. This survey will follow similar stakeholder division as used in the readiness surveys and will include staff and managers, professional colleagues and other identified groups.

5.   Next steps

5.1   The programme team has been heavily focused on immediate go-live support with the initial cohort of end user access to systems commencing on 13th April and other cohorts following on. Once the initial hyper care period is completed the programme team will review and revise the phase 1 plans to ensure delivery of solutions to key areas where workarounds were implemented in the run up to go-live and that EPM is delivered in June as planned. This will be followed by a user survey.

5.2   Alongside the close out of phase 1, phase 2 will be planned. This will include functionality enhancements, some of which were de-scoped from phase 1, as well as clear plans for benefits delivery.

5.3   A full lessons learnt exercise will be completed for the myOracle programme phase 1 and consider:

- Programme initiation, resourcing, execution and decision making

- Partnership working; OCS and SOCITM

- Remote working vs office based

Consideration of these three areas will provide important learning for the council for future transformation programmes and partnership working but also inform our strategy on Smarter Working and the importance of co-location during various stages in a programme lifecycle.

6.   Actions Required

6.1   Select Committee is asked to consider the work completed to date and the next steps and indicate any areas of assurance required for the next meeting.

Background Papers:

Cabinet Report – 20 May 2019

Corporate Select Committee report – 28 May 2019

Corporate Select Committee – 14 November 2019

Cabinet Report - 3 February 2020

Cabinet Minutes – 11 May 2020

Corporate Select Committee – 13 July 2020

Corporate Select Committee – 14 September 2020

Corporate Select Committee – 9 November 2020

Corporate Select Committee – 25 January 2021

Corporate Select Committee – 15 November 2021

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If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact Sam Pittam-Smith, 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix A: Systems to be replaced

Systems which will be replaced by myOracle and accessed by single sign on:

Oracle EBS (inc. iProc)
RMS (recruitment - internal processing)
ATS (recruitment - applicants)
Learning Hub (e-learning and training)
APEX (expenses) also known as 'myHR & Payroll'
Org Plus (organisation structure)
OSHENS (health and safety)
Budget Manager (budgeting)
IMS (financials)
EiS (analytics/reporting)

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Corporate Select Committee

Report title:	**Smarter Working Update**
Date of meeting:	**23 May 2022**
Responsible Cabinet Member:	**Cllr Fitzpatrick (Cabinet Member for Innovation, Transformation and Performance)**
Responsible Director:	**Paul Cracknell, Executive Director, Strategy and Transformation**

Introduction from Cabinet Member

The Smarter Working Programme was established in 2019 with a focus on increasing efficiency through smarter ways of working and use of our physical spaces. During the pandemic its scope increased to include enabling Hybrid Working, to support ongoing delivery of services.

An external review, in Q4 2021, made strategic recommendations to ensure it was positioned to deliver the outcomes required of it in the future, based on lessons learned and feedback from Officers and Members, which were accepted by Executive Directors on the 6th January 2022.

Smarter Working is now a central capability, operating through collaborative forums, with key contributions by our IMT, Property and HR teams, coordinated by the Transformation Directorate, and with representation from all Services. Its purpose is to identify, define, prioritise, embed, and communicate change that continuously improves NCC Ways of Working (Tools, Places, and Policies). This is part of the drive towards an innovative Council continually seeking ways to run efficiently and support our essential front-line services. This report seeks to keep Members updated and seeks the support of this Committee for the direction of travel.

Executive Summary

A report was presented to the Corporate Select Committee in March 2022, which outlined the findings and recommendations of the review of Smarter Working and the approach that is being taken to embed them.

The first phase of implementation created an interim Task & Finish Group, chaired by Paul Cracknell, to create Executive Director level focus on consistent communications, a single point of strategic decision making, manging the removal of central government infection control measures and subsequently mobilising our buildings again.

The Task and Finish Group has successfully coordinated these activities and is now preparing to hand over to a permanent Smarter Working Steering Group, in June 2022, that will provide strategic direction and oversight, supported by a new Smarter Working Delivery Group, which will drive detailed implementation of future phases, including the ongoing optimisation of hybrid working and strategic smarter working deliveries that focus on transformation and innovation of our ways of working.

This report provides further details on both the work completed to date and the ongoing implementation of the strategic recommendations.

Actions required

The Select Committee are asked to:

1. The committee is asked to consider the work completed to date and the next steps and indicate any areas of assurance required for the next meeting.
2. Members of Committee are also asked to the support the direction of travel.

1.   Background and Purpose

1.1.   Background

The Smarter Working Review, in Q4 2021, was conducted by an external contractor with extensive local government experience in this area. It focused on understanding the delivery to date and stakeholder interviews. It concluded that there were key areas in which Smarter Working should increase its effectiveness:

- Commission, and provide assurance to, the delivery of business & user needs led change to sustainably improve NCC Ways of working (Tools, Places & Policies)

- Embed sustainable hybrid working to ensure the ongoing realisation of benefits to NCC

- Make strategic use of technology and innovation to deliver ongoing improvements to NCC ways of working that benefit service delivery, colleague experience, environmental impacts, and financial outcomes

- Create a sustainable collaborative culture of continuous improvement that leverages skills and experience from across all NCC Directorates

Since the last report to committee the Smarter Working community have been managing the removal of national infection control measures and working to redefine its purpose and scope, as well as defining the organisational structure that will

enable delivery of the review outcomes.

1.2. **Purpose**

The purpose of this report to the Corporate Select Committee is to provide an overview of progress made in removing infection control measures, in line with national guidance and an interim update on implementation of the strategic smarter working review findings.

2. Progress

2.1 **Removal of national Covid-19 restrictions**

Since the removal of Plan B measures in January 2022 we have seen a series of incremental relaxations in the restrictions on our ways of working. As of early April 2022 we are now operating our premises with minimal restrictions, including no requirement for limiting the number of desks in use or the maximum number of colleagues who may occupy confined spaces.

We continue to ask colleagues to follow "safe and respectful" guidelines when in NCC buildings or the homes of Service users, to protect the vulnerable and avoid outbreaks that impact the delivery of critical services.

The Smarter Working Task and Finish Group, led by Paul Cracknell, Executive Director Strategy and Transformation, has coordinated the decisions, and subsequent communications, taken in response to these changes, bringing the clarity and single point decision making recommended in the review.

The guidance to NCC directorates / services remains unchanged, in that they have discretion to take advantage of the benefits and flexibility of hybrid working in a way that works best for their service users and the colleagues who deliver their services. This logically leads to a range of locally managed approaches and a variation in office attendance patterns between services, given the diversity of NCC services and the variety of professions that deliver them.

There is no evidence to date of this approach having caused any service delivery issues. Services have discretion to amend their local approach at any time and therefore, should any issues be experienced, are able to swiftly make the appropriate changes to ensure operational effectiveness.

This guidance, and the fact that it continues to be our strategic approach to hybrid working, will be re-enforced through central communications to all staff during May, accompanied by specific hybrid working guidelines for both Managers and Staff.

<u>Attendance levels</u>

Ongoing monitoring of headline data has shown that headline attendance levels at NCC buildings have remained consistent throughout February and March (the latest data available at the time of writing), having increased following the removal of plan B measures in January. In the absence of an historical evidence base, this monitoring will continue throughout 2022 helping to develop greater understanding and establish a baseline for expected office attendance levels.

Car parking rates have also remained stable and do not yet require the re-introduction of restrictions. When restrictions are reintroduced in relation to car parking they will be communicated as part of an overall approach to staff travel, designed to enable individual colleague choices, while balancing efficient service delivery with the achievement of NCCs published environmental targets.

Further analysis of headline buildings attendance data has identified improvements, and additional data sources, that are required to provide insight, not least due to the variation in approach between services. Further work is being undertaken to make the necessary improvements prior to publication and is expected to be available in June 2022 (covering May data). The Task & Finish Group continue to monitor attendance and car park usage.

As an example of these changes, we are now working to break down this headline data at directorate / service level, which requires us to join building access data with HR records and consequently creates several Information Governance and Data Privacy requirements, which should be resolved during May. It should be noted that the changes to the data will not allow the identification of any individual colleague or their attendance patterns.

As a consequence of this greater insight we will be able to better understand how our premises are being used and further target smarter working change activity to support service delivery and colleagues across the 3 main worker types (see section 2.2.1). It will also be used to inform any necessary changes to our strategic hybrid working guidance.

As the removal of remaining infection control restrictions coincided with the school Easter Holidays, and the traditional peak in annual leave taken by colleagues, we do not expect headline April attendance data to provide concrete insight into the impact of their removal, and so expect the more granular May data (available in June) to provide the first view of these impacts.

It is expected that monitoring of this, and additional data, will need to continue throughout the remainder of 2022, as colleague behaviour stabilises and we are able to safely draw conclusions about the implications of post pandemic working patterns on Services and colleagues.

2.2   **Smarter Working Programme Review: Progress Update**

2.2.1 Key definitions:

The terms "Hybrid Working" and "Smarter Working" have on occasion been used interchangeably across our organisation. Definitions of both are provided below to help ensure consistent understanding.

<u>Hybrid Working</u> (Operational Continuity and Flexibility)

The ability to provide choice (wherever possible) over where work is done without detriment to:

- Collaboration and leadership
- Team comradery and morale
- Service Delivery / Performance
- Colleague growth and development

And by consequence reduce costs to NCC.

<u>Smarter Working</u>

What is Smarter Working?

The collaborative group, coordinated by the Transformation Directorate with key contributions from IMT, Property & HR teams and representation from all NCC services, that coordinates and commissions, on behalf of all NCC colleagues and members, the activities that continually improve our ways of working.

What is our purpose?

To support NCC colleagues in continuously improving the services they deliver to the residents of Norfolk, while increasing value for money for taxpayers and reducing our corporate impact on the environment.

How will we do we do that?

As a formal point of collaboration that identifies opportunities for innovation (e.g new uses for technological innovations and digital strategies), and business / colleague needs (e.g. practical changes to ways of working, such as working environments or automation of manual tasks)

We will take accountability for the topics that aren't owned by any one department or are common across all departments. We will drive collective prioritisation, coordinated decision making, sharing of best practice & benefits and commissioning change

activities or investment choices that change NCCs ways of working.

Why do we do it?

So that NCC continuously improves its offering to colleagues, including the tools that they use and the places they work from, enabling them to deliver the best services possible to citizens, while actively supporting the delivery of NCC environmental and financial goals

What is our scope?

The Tools, Places and associated Policies that collectively make up NCCs ways of working.

What are our values?

Making a difference to our communities, customer service, shared benefits, collaboration, empathy, tolerance, fairness, integrity.

Worker types across NCC

As part of our adoption of Hybrid Working, HR have produced a categorisation of three main roles types that exist across NCC.

These role types recognise that the significant variety of Professions responsible for the wide range of Services that NCC delivers, have their own unique needs and characteristics.

The central premise that work is something you do, not a place you go, applies in varying degrees from Service to Service and these categories allow us to tailor Hybrid Working arrangements, and future Smarter Working change, to the needs of specific service users and colleagues, as well as ensuring optimal arrangements are in place to support productivity.

Hybrid worker or hybrid plus travel worker

- You are based at an NCC office (or partner workplace) which you go to for things like training, meetings, administration and to collaborate with colleagues
- You can also work from home or other remote locations
- You do administration tasks at an NCC office and/or at home
- If you are a Hybrid plus travel worker, you will also travel regularly for work. You combine work in the community (client or site visits) with administration and meetings with colleagues

Example hybrid worker and hybrid plus travel worker roles:

- Business support and other support and business development roles in Finance, Procurement, Information Management and Technology, Analytics, Strategy, Governance, Human Resources and Law
- Most social care and education support roles (e.g. social workers, assistant practitioners and education support)
- Trading standards
- Registrars
- Adult learning tutors
- Other roles with a mix of client and/or business appointments and administration

Fixed base worker

- You work at a fixed location or small group of locations
- You have a client facing role in a workplace that clients visit, a role that supports premises that clients, or a role that requires facilities or equipment only available at one or more specific locations
- Your role cannot easily be done from home
- You don't regularly travel for work

Example fixed base worker roles:

- Library, museum and residential care workers
- Administrative and customer service jobs that need to be done at a specific location
- Outdoor education and jobs based in schools

Mobile worker

- You do your work in the community - in clients' homes or premises. The locations you work at change regularly
- You don't do your work in an NCC (or partner) building, but may occasionally go to one for a training session or meeting
- You may collect or drop off a vehicle, equipment or information before and after work
- You do not work from home regularly

Example mobile worker roles:

- Social care reablement and support, music teachers, or other roles where you go to your first client without working from an office base or your home before or after your visit

- Mobile library drivers and other roles that collect vehicles or information from a workplace then travel throughout the day with no or only occasional need to work from home or an office base

As we continue to monitor and understand colleague behaviour, post pandemic, these categories will be kept under review and may evolve, as will the solutions we put in place to support them.

Statistics relating to the number of differing worker types by department are being gathered and are expected to be available shortly.

Regardless of worker type, there are some activities that will always be more effective when conducted face to face, such as relationship building, inter departmental planning, personal objective setting, performance reviews or pastoral / wellbeing activities, and colleagues at all levels are encouraged to do so as part of their local Hybrid Working arrangements.

2.2.2 Progress and next steps on the key review findings:

Since the last report to committee the Task & Finish Group has been the focus of Smarter Working activities. In addition to driving the changes and communications resulting from the removal of national infection control measures, the group has also been defining our scope and designing the organisational structures that will deliver the review findings, and therefore benefits, in the medium and long term.
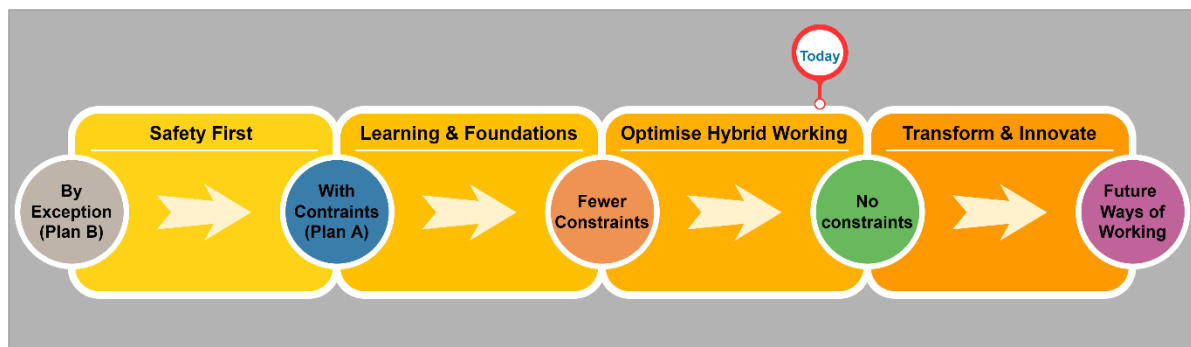
The following table provides a summary of key outcomes, their progress, and next steps, with further details on organisational structure provided below the table.

Key Outcome	Progress	Next Steps
Commission, and provide assurance to, the delivery of business & user needs led change to sustainably improve NCC Ways of working (Tools, Places & Policies)	• Created SW Task & Finish Group • Centralised communications and decision making • Managed removal of national restrictions • Designed new Smarter Working Steering Group and Smarter Working Delivery Group	• Sign off Steering Group & Delivery Group terms of reference, artefacts & processes. May 22 • Task & Finish group hands over to Steering Group. June 22 • New Smarter Working Delivery Group in place. May 2022 • Delivery Group book of work published. Jun 22
Embed sustainable hybrid working to ensure the ongoing realisation of benefits	• Created first view of attendance data • Analysis of data and identified issues / improvements • Roll out of Hybrid Meeting Room technology commenced • Engagement with Net Zero programme to identify Smarter Working Delivery Group book of work items	• Comms: Reenforce Hybrid working Guidance and publish supporting documents for managers & staff. May 22 • Formal agreement of Delivery Group / Net zero book of work items, May 22 • 1st view revised data available. Jun 22 • Ongoing data monitoring throughout summer 22
Make strategic use of technology and innovation to deliver ongoing improvements to NCC ways of working that benefit service delivery, colleague experience, environmental impacts, and financial outcomes	• Commenced work with Directorates to identify strategic / transformational change initiatives requiring SW support (e.g. Digital strategies)	• Identify Smarter Working Delivery Group book of work items arising from wider Strategic Review (if any) • Finalise strategic book of work items with directorates Jun 22.

Create a sustainable collaborative culture of continuous improvement that leverages skills and experience from across all NCC Directorates	• Designed new Smarter Working Steering Group and Delivery Group	• Sign off Steering Group and Delivery Group terms of reference, artefacts & processes. May 22 • New Steering and Delivery Group in place. May 22

Smarter working Organisational Structure

The model for managing, delivering, and providing assurance on Smarter Working outcomes is focused around the Smarter Working Steering Group and the Smarter Working Delivery Group.

The Steering Group, chaired by the ED Strategy and Transformation, is made up of Executive Directors (or their explicit delegates) from all directorates and enabling functions. It sets direction and actions for the Smarter Working Delivery Group to deliver, where the outcome will impact NCC Ways of Working (Tools, Places & Policies) and could include:

- Strategic organisational outcomes. E.g. actions arising from the ongoing Strategic Review, or other relevant future initiatives.
- Policy decisions. EG. Hybrid working Policy or Environmental Travel Policy for colleagues
- Sponsorship of ongoing research and data analysis, to inform strategic decision making

In addition, the Smarter Working Steering Group owns the end-to-end smarter working "product", including culture, brand, communications, and engagement. This means the Steering Group also:

- Has oversight of the Smarter Working Delivery Group books of work
- Coordinates communications to colleagues in relation to Ways of Working
- Acts as an escalation point for significant decisions, casting votes, funding decisions etc, where required by the Smarter Working Delivery Group.

The Delivery Group is a forum focused on the identification, prioritisation, commissioning, and delivery of Smarter Working outcomes. It is made up of representatives from all directorates and enabling functions and is the "engine room" for changes to our ways of working. Its key deliverables include:

- Acting as the "One front door" for all Smarter Working demand arising from all directorates

- The publication of a visible, prioritised, book of work showing the change being made to our ways of working (tools, places and policies).
- Providing assurance to the Steering Group on the outcomes contained in its book of work
- Acting as a focal point for the identification and assessment of technology innovations that could benefit NCC ways of working
- Taking direction from the Steering Group, which also acts as a point of escalation for significant decisions, casting votes, funding decisions etc for the Delivery Group
- Sourcing its demand from both the Steering Group, as well as from all NCC departments in relation to both hybrid working optimisation and strategic departmental transformation needs.
- In addition, demand may arise from corporate business planning activities, central / strategic programmes, corporate activities, and any reintroduced national infection control measures that may return in the future.

2.3 Next steps

Implementation will continue as per the table in section 2.1

A further update will be provided to committee for the July meeting, and the views of the chair and responsible cabinet member will be sought as to the most appropriate format (written or presentation) in advance.

3. Actions required

3.1. The Select Committee are asked to:

1. The committee is asked to consider the work completed to date and the next steps and indicate any areas of assurance required for the next meeting.
2. Members of Committee are also asked to the support the direction of travel.

Officer Contact

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Version 0.3

Corporate Select Committee

Item No:10

Report Title: Draft NCC Workforce Strategy

Date of Meeting: 23 May 2022

Responsible Cabinet Member: Cllr Proctor (Leader and Cabinet Member for Strategy & Governance**)**

Responsible Director: Paul Cracknell, Executive Director of Transformation and Strategy

Executive Summary

The draft NCC Workforce Strategy is provided for consideration and feedback as part of its journey towards sign off by Executive Directors. The same version is being considered in a range of forums concurrently. The version before you reflects the point in time when it was initially shared with management teams for feedback.

Action Required

The Select Committee is asked to:

1. Consider whether the draft strategy:
   a. effectively supports the 'Better Together, for Norfolk' strategy,
   b. accurately reflects NCC's ambitions and direction of travel as an organisation, and
   c. provides context and direction for directorate-level workforce strategies

2. Provide feedback on any NCC workforce themes which are felt to be missing or over / under emphasised

1. Background and Purpose

1.1   Over the past few months, the Executive Directors have been providing input and sponsorship to the creation of a draft NCC Workforce Strategy. One of the key responsibilities of the Executive Director team is to provide strategic direction, and this collective direction is reflected in the themes and ambitions outlined in the attached draft strategy.

The purpose of the NCC Workforce Strategy is to support the 'Better Together, for Norfolk' strategy, to set out the workforce themes that are common to all NCC services and directorates, and to provide context for directorate-specific workforce strategies.

2. Proposal

The method behind the development of the current strategy draft has been to:

- Research workforce trends and data internally and externally, working with colleagues in Foresight and Workforce Insight
- Distil data into themes and provide to Executive Directors to support their thinking and ambition
- Conduct one-to-one conversations with each Executive Director eliciting their ambitions for the workforce and their workforce priorities to support future delivery of services
- Share revised themes and ambitions with Executive Directors and Senior Lead Team (SLT) for feedback
- Create working draft (attached) and gain agreement by Executive Directors that next step is to share with Directorate Leadership Teams and Corporate Select Committee

The current draft has been discussed with the Directorate Leadership Teams for CES, Adult Social Services, Children's Services, and Strategy & Transformation. By the time of the Corporate Select Committee meeting it will also have been shared with the Finance & Commercial Services leadership team and our union colleagues.

Feedback so far has been broadly positive and has supported the main themes and direction of travel agreed by the Executive Directors. A summary of feedback themes are included below to aid discussion by Corporate Select Committee and to reduce time spent duplicating conversations by other forums.

In the interests of brevity and focus on strategic themes and direction, feedback about detailed or operational topics will be incorporated into the implementation plan.

Key recurring themes in feedback so far are:

- Strengthen section 8 to ensure the relative prioritisation within the strategy of attracting and retaining people more effectively than we do currently
    - Set the scene strongly for future work on employer proposition
    - Add more on proposed strategic approach to mental health and to the age profile of the workforce
    - Add more on supporting career progression / talent management and contributing to a local skills system
    - More on supporting current managers to do the basics well and to develop and progress
    - More on approach to skills development including mandatory and core skills training

- More on supporting managers to lead through change especially given strategic review
- More on how to attract younger people into entry roles and develop them into long-term careers

- Strengthen section 4c to bring out the need and work already underway for workforce transformation, a 'fit for the future' workforce and the role of the strategic review in enabling this, including pay strategy

- Highlight smarter and hybrid working more and describe more overtly the aim to maximise the opportunities and mitigate the disadvantages of working in a more flexible way.

- Change heading 4a to say 'Exploring' a County Deal for Norfolk

- Include specific initiatives, statistics and evidence in implementation plan

- Include hooks to help creation of directorate workforce plans

The slides below summarise the key workforce opportunities and challenges NCC needs to respond to, the main themes and the key interventions.

The draft full strategy is attached as Appendix A.

We will create the conditions for sustained organisational health and success

	From….	By means of….	To….
NCC & System	Fragmented Norfolk system, centralised powers, significant financial challenges, siloed NCC organisation	Impactful system leadership across Norfolk: negotiating a county deal, helping to develop the ICS, creating sustainable funding model, promoting NCC unity and identity	Integrated Norfolk system, devolved powers, sustainable finance, clear NCC identity and role
Leadership & Performance	Full remote working through COVID-19, loss of sense of connection and belonging, slight increase in proportion of mental health absence, inefficient people processes	Using new 'engaging leadership' model to develop leaders for hybrid working, leading change, and leading for performance and wellbeing. Using PDC process for 'golden thread'. Using MyOracle for self service of people processes	Leaders creating improved performance <u>and</u> wellbeing
Equality, Diversity & Inclusion	Newly established staff networks, 'awareness' stage of maturity, lack of trust to share personal data confidentially, employee experience not as positive for those with protected characteristics	EDI goals for leaders, embedding EDI culture and competence into people processes, develop managers so they are equipped to create an equitable, inclusive and diverse environment, promote EDI conversation and learning in everyday work, use MyOracle for data and insight	We will ensure our workforce is equitable, inclusive and diverse

We will create the conditions for sustained organisational health and success

	From....	By means of....	To....
Culture	Good traction with three years of robust staff survey data; improving picture of key drivers of engagement and balance of the deal. Further to go with innovation, dealing with job pressure, mental health at work.	Collaborative refresh of NCC values, continued embedding of survey data into people plans, improve and expand channels of conversation between colleagues and leadership teams	Our culture will be open, innovative and healthy
Attract & Retain	Losing too many new colleagues due to lack of career paths, attracting too few younger workers, lack visibility of care leavers working at NCC, employer brand unclear	Creation of a set of roles into visible career paths, use of MyOracle to make vacancies visible, refresh of NCC brand as an employer, extend reach into education establishments to create awareness	We will attract and retain colleagues more effectively
Technology	Working to ensure a core level of digital skill for all colleagues, preparing to use MyOracle system for self service and insight. Roadmap exists to equip colleagues with technology and skills through the 2020s	Digital skills training, support for BYOD, MyOracle user training, support for hybrid working, robotic process automation, power apps	Our workforce will use technology effectively

3. Impact of the Proposal

3.1   The intended impact of the proposal is that NCC is enabled to deliver its BTfN strategy and to develop into the modern, attractive employer it wishes to become.

4. Evidence and Reasons

1.1   In November 2021 Full Council approved 'Better Together, for Norfolk' strategy. It was identified that it would be supported by a new NCC Workforce Strategy.

4.2   Evidence from conversations with Executive Directors, NCC professional leads, external data, internal workforce data, and the NCC staff survey have all been collected and used to build the strategy.

5. Alternative Options

5.1   Alternative strategic themes and aims were considered at the preliminary stages of the strategy. Those remaining have been retained because they are supported by evidence and represent the Executive Directors' collective voice on the most important and impactful themes for NCC.

6. Financial Implications

6.1 The implementation of the strategy will incur cost in terms of leadership and management time, as well as in terms of expert resources such as the HR team, configuration of Oracle, equipping managers with the skills they need, and changes to NCC employment policy and practice. Detailed costings will be part of implementation planning and it is anticipated that there will be a need to deprioritise, pause, re-think or stop other work to ensure implementation of the strategy at reasonable cost.

7. Resource Implications

7.1 Staff:
As outlined above, detailed resourcing plans have not yet been created, but it is anticipated that the strategy will inform our approach to the prioritisation and commissioning of work by HR colleagues. We will need to re-align our HR skills to support the delivery of the strategy, as well as ensuring that our governance frameworks and our leader and manager community are aligned with the strategy. Compared to now it is anticipated that there will need to be increased expertise and capacity in the areas of Equality, Diversity & Inclusion, employer brand, Learning and Development (in particular for leadership development), as well as appropriate additional resource to enable successful delivery of the Strategic Review.

7.2 Property:
N/A

7.3 IT:
N/A

8. Other Implications

8.1 Legal Implications:
N/A

8.2 Human Rights Implications:
N/A

8.3 Equality Impact Assessment (EqIA) (this must be included):
It is proposed that once the draft strategy has been revised in the light of feedback from Corporate Select Committee, Directorate Leadership Teams, and union colleagues, it should be shared with our staff networks to enable them to provide expertise and input with regard to any equality impacts. This will then inform the creation of the EqIA.

8.4 Data Protection Impact Assessments (DPIA):

8.5   Health and Safety implications (where appropriate):

8.6   Sustainability implications (where appropriate):

8.7   Any Other Implications:

9. Risk Implications / Assessment

9.1

9.2

10.   Recommendations

The Select Committee is asked to:

1. Consider whether the draft strategy:
    a. effectively supports the 'Better Together, for Norfolk' strategy,
    b. accurately reflects NCC's ambitions and direction of travel as an organisation, and
    c. provides context and direction for directorate-level workforce strategies

2. Provide feedback on any NCC workforce themes which are felt to be missing or over / under emphasised

11.   Background Papers

11.1   N/A

11.2

Officer Contact
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Appendix A

Draft NCC Workforce Strategy 2022-2025
'Working Together, for Norfolk'

1. **Introduction: looking back and looking forward**

   As we emerge from the pandemic and look to the future, now is a good time to reflect, learn, and get ready for the new challenges that are on the horizon.

   We know that COVID-19 brought immense pressure, difficulty, and loss. Despite that, we saw our colleagues demonstrate extraordinary flexibility and collaboration, cutting through barriers to help the people of Norfolk. We probably don't yet know the full extent of the impact on ourselves and on colleagues, and it will take time for us to develop a full understanding.

   As we work together now towards our 'new normal', we want to take the learning from the past two years, look at what's ahead of us, and build a thriving workforce that can deliver for the people of Norfolk. Our ambition is to provide a supportive and challenging work environment for colleagues, so that they are equipped to deliver great service, and to have a fulfilling and varied career.

2. **Our Service Delivery Landscape: Opportunities and Challenges**

   As the world starts to emerge from the pandemic, at NCC we see colleagues reflecting on the past two years, taking stock, and in some cases making make new life and career choices. Twenty five percent of our workforce is over the age of fifty-five and therefore in a position to consider retirement options, reflecting our ageing population within Norfolk. And with only seven percent of our workforce under the age of twenty-five, we also see a pool of talent and potential that we are not fully reaching or attracting to our roles. There is an extraordinary amount of movement in the employment market, fuelled in part by newly widespread remote and hybrid ways of working. Despite this, we continue to find it difficult to attract as many colleagues as we need in some of our key professions.

   Looking at the broader picture we see a political drive for 'levelling up' and a potential county deal for Norfolk, an Integrated Care System (ICS) on the horizon, growing financial challenges in public service, changes in demand for services, and a move towards 'digital first' service delivery.

In the context of these challenges and opportunities, our 'Better Together, for Norfolk' (BTfN) strategy sets out five strategic priorities for the next few years:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

These priorities are supported by six ways of working: to be innovative, empowering, collaborative, evidence-driven, prudent, and developmental.

To emerge resilient from the pandemic and deliver the BTfN strategy, it is important that we think about how our workforce needs to be in the next four years, and for the long-term, and that we describe this in a way that gives clarity about what will be different from today. This strategy sets out clearly the key workforce priorities we will focus on, describing broadly how we will equip ourselves to deliver for the people of Norfolk in a time of great change. It's a statement of ambition and intent; achieving it won't be easy, and we won't get it right all the time, but our workforce is made up of many talented and resourceful people, and we will continue to work together, for Norfolk.

3. Workforce ambitions: we will create the conditions for sustained organisational health and success

We will continue to play a key leadership role in the future success of the Norfolk public service system. We will need to attract, develop, and nurture talented people from all backgrounds and communities in Norfolk (and beyond). As we set out in our opening paragraph, our ambition is to provide a high support, high challenge work environment for colleagues, so that they are equipped to deliver great service, and want to stay for a life-friendly fulfilling, and varied career.

We know that NCC people already feel engaged with their jobs and gain satisfaction from making a difference to the lives of people in Norfolk. Sometimes, despite best efforts, the wider organisation gets in the way of that, and so we aim to become more agile and flexible in support of front-line service delivery. We also know that financial challenges mean we will need to be a more cost-effective workforce in the future, and we will address that challenge in a way that is open, fair, and constructive.

Our colleagues tell us, via our staff survey 'Our Voice, our Council', that we have a trustworthy and increasingly developmental culture, and that people have embraced the practice of 'smarter working' very effectively through the past two years. Having said that, we know full remote working has been tough for many, and we want to get better at promoting and sustaining our colleagues' mental health and wellbeing as we move towards a steady state hybrid approach.

4. **We will continue to provide system leadership across Norfolk**

In service of the broad ambitions outlined above, we will focus on four principal areas of strategic change at the organisational level. These will be:

- Negotiating a county deal for Norfolk
- The Integrated Care System
- Delivering a sustainable funding model for NCC
- Achieving a stronger sense of organisational unity and identity

a. We will negotiate a county deal for Norfolk

The government intends to empower local leaders and communities as part of its 'levelling up' agenda, through the mechanism of devolution deals which transfer increased power and funding to local areas. As part of this 'devolution revolution', Norfolk is one of the nine new areas currently invited to negotiate a new county deal. This means the prospect of increased accountability and funding for a variety of areas which could include adult learning, transport, and infrastructure projects; all areas which would contribute enormously to the delivery of our BTfN strategy. The levels of additional accountability and funding available depend on the type and strength of local elected leadership, with the most extensive requiring a directly elected major. We are working collaboratively with local partners to establish our ambition for Norfolk's county deal, and we will lead on the negotiation to achieve the best possible outcome for Norfolk communities.

In workforce terms, a county deal for Norfolk may mean more collaborative and flexible working with partners and communities in Norfolk, a need for us to develop new and different roles and skills, and the need to change our organisation size and shape in order to discharge new responsibilities. It may change people's perceptions of NCC as an employer and we may wish to ensure we have an updated employer 'brand' and reputation with prospective colleagues. Overall, we see a county deal as a very positive development for Norfolk as a county and also for NCC employees as it will bring increased opportunity for learning and careers within our large and varied organisation.

b. We will help to develop the Integrated Care System (ICS)

Integrated Care Systems (ICSs) are new partnerships between organisations that meet health and care needs within an area. At NCC, we are playing a vital role in the creation and development of the ICS in Norfolk and Waveney, alongside Health, District, Community and Voluntary, Community and Social Enterprise partners. Through NCC's secretariat of the Integrated Care Partnership (ICP), leaders and partners are coming together at a local level to facilitate joint action to improve

health and care outcomes and experiences across their populations, and influencing the wider determinants of health, including creating healthier environments and inclusive and sustainable economies.

This is an ongoing process with collaborative working and shared aims at its heart, and of course skilled and talented people are the key to making it work. In order to improve shared health and care understanding and outcomes in Norfolk, we will continue to work collaboratively with our partners. We will share data and understanding about our communities and contribute to an integrated Care Strategy that goes across organisational boundaries and puts care users at its centre. Increased flexibility and cross-organisation integration will be key to our workforce approach, as we support colleagues carrying out their career across different organisations within the sector, moving towards a 'one workforce' approach. We will empower NCC leaders to rise to the challenge, enabling team members to feel engaged with their role and with NCC as an organisational 'home', whilst also feeling part of a cross-organisational delivery team.

c. We will ensure a sustainable funding model

We must deliver effective services for citizens that do not over-burden them financially. We will meet this challenge in part by a 'digital first' approaches to service delivery, but we will also think carefully about the size and shape of our organisation. It is crucial that we safeguard the stability of and improvement in safety-critical services and consider the wider system changes such as a potential county deal and the integrated care system.

With this in mind, we will carry out our first strategic organisation review for ten years and work collaboratively to reduce duplication and inefficiency in the design of the organisation. This will lead to a more cost-effective but more agile organisation supported by a sustainable stream of finance. Whilst we are not looking to change over-arching operating models at this point, we will, in the first year of the strategy, reduce excess managerial layers where appropriate and optimise spans of control, reduce duplicative roles, organise our central support functions in a way that maximises efficiency, and use our resulting improved organisation design to become more agile in our governance and decision making.

In conjunction with work this we will explore the effectiveness of our current approach to pay and reward in year one of the strategy, assessing how well it supports our ambitions for performance, competitiveness, a fair, equitable and empowered working environment for everyone.

The agility we gain from the above work will lead to a future phase of significant service transformation, in which we will identify additional cost reductions and increases in productivity through collaborative reviews of how services are delivered.

Clearly this is a significant leadership challenge for us as an organisation and it will be incumbent upon us to lead the changes in a collaborative, fair, transparent and equitable manner. We will all need to find more collaborative and innovative ways of working if we are to address our significant funding challenges, and we will need to ensure that our leadership community is empowered, equipped and supported to be role models as we go through a period of transformation.

d. We will promote organisational unity and identity

We know that NCC colleagues feel very engaged with their roles and their own teams, but that they don't always feel part of a wider organisation. We see too few colleagues changing career within NCC or just progressing their careers into different services and directorates. Swift progress with cross-NCC work can sometimes be difficult to achieve, and some central functions have become duplicated within front line services. We also know that our senior leadership community want clarity – balanced with freedom - to enable them to carry out their important collective leadership role together.

Remote and hybrid working has amplified all these challenges, especially for colleagues who have joined NCC during the pandemic.

To enable us to address these challenges, we intend to get clearer about what our NCC identity is, and what every NCC colleague can expect to be consistent no matter which service they belong to. This will require collaborative conversations over the coming months, and may include:

We will need to balance our drive for a stronger NCC identity with the need to work positively and collaboratively with many different partners. We will need to give just enough common architecture to provide clarity and support, leaving enough freedom for people to collaborate and share common purpose with colleagues from other organisations.

5. **We will enable our leaders to improve performance and wellbeing**

We know that our leaders and managers are the face of the organisation to their teams, and that they have the greatest influence on performance, engagement, and wellbeing. They have had a challenging time through COVID-19, experiencing the sudden switch to remote working in March 2020 and needing to keep team members focused, healthy and connected over a sustained period.

As we emerge from the necessity of full remote working, we want to retain our increased flexibility and outcome focus, whilst also bringing back people's sense of connection, belonging, and healthy work boundaries that have sometimes felt hard to maintain over the past two years. Whilst grappling with this challenge, leaders and managers will also need to be role models for smarter working, provide challenge, development and support in equal measure, lead through significant organisation change, and create the conditions for team members to innovate, collaborate, and thrive.

To help us achieve our ambitions, we will continue our 'smarter working' journey, applying technology and innovation to remove duplication, waste, and low value tasks, and paying early attention to ensuring accessibility to these new ways of working for disabled colleagues. Through this we will achieve sustainable and ongoing improvements to service delivery, colleague experience, environmental aims, and efficiency and effectiveness.

We know from our staff survey that a key driver of engagement (and therefore performance) is the ability to see a clear connection between individual and team goals. Whilst we are continually getting better at this, we still wish to strengthen that 'golden thread' that brings organisational goals through to the individual colleague's day to day work. All leaders and managers need to make this happen though high-quality performance conversations, using the Performance Development Conversations language of goals, strengths, and evidence.

We have identified that a common NCC leadership model will help leaders and managers to provide a consistent NCC employee experience, and this new model of 'Engaging Leadership' will be tested with the senior leadership community before being adapted, adopted, and used throughout the organisation. It will provide a common basis for conversations about leadership and management practice throughout NCC, as well as providing a framework for the development of everyone in leader and manager

community regardless of their grade or service. A common leadership model will support our senior leader community in their development of more impactful 'collective leadership'.

Our new MyOracle system will support our leadership and management ambitions by providing easy and quick access to data, insight, and processes, freeing up time for high-quality discussions with team members. We will support leaders and managers so that they can embrace the new system and be role models for others moving to an increasingly self-service approach. Over time we will work to make best use of the additional functionality to support learning and development, recruitment, and talent and career discussions.

6. **We will ensure our workforce is equitable, inclusive and diverse**

Our 'Better Together, for Norfolk' strategy sets out the importance of developing 'strong, engaged, and inclusive communities' in Norfolk. We need to do this within NCC too, and the last two years have seen a great deal of conversation, work, and progress in the field of equality, diversity, and inclusion. Our advisory networks are gaining momentum, and their voices are vital in shaping NCC's ability to become a properly diverse, equitable and inclusive place to work. As an organisation we are moving from an 'awareness' stage of maturity towards 'integration', and we will continue onwards towards embedding a real, meaningful EDI culture and competence over the coming years. Our increasing diversity as an organisation is one of our great strengths. The people who work for us come from a wide range of backgrounds in terms of ethnicity, sex and gender identity; disability; age; sexual orientation and religion and belief. We are on a journey as an organisation to ensure that all our people feel valued equally, and we will ensure that everyone who works for us feel safe, with access to clear and effective help in cases where discrimination or prejudice may happen.

For us, it's vital that we create not only a diverse and equitable workplace, but also one that feels inclusive, safe, open and respectful for everyone, regardless of difference, role, background, or seniority. Although we will measure 'vital signs' to help us understand how we're doing, we will also look to the quality of the day-to-day experience at work that our colleagues describe.

We have agreed a set of strategic objectives to guide our work over the next few years. These are:
- to respect and value difference fully across our county and within our workforce
- to attract, recruit, and value new colleagues from a diverse range of backgrounds
- to support and encourage every colleague to be the best they can be at work, and
- to provide an employment 'deal' that is fair and inclusive.

To realise our strategic objectives, we will need to go further with leadership and accountability for EDI, embedding appropriate goals – such as employment of care leavers for example - into leadership roles. We will also need to embed EDI thinking, culture and competence more fully into our people processes, and enable our managers to be a strong 'face of NCC' in this area. Our learning and development offer will be enhanced so that all colleagues understand our direction of travel and feel equipped and supported to be part of the journey. The implementation of MyOracle will support us to improve our data and insight capabilities so that we have a clear picture of how we are doing; this of course also rests upon an improvement in levels of trust that colleagues have in providing their data with confidence in their anonymity. Our 'Valuing Difference: Positive Inclusivity Through Meaningful Change' plan is under development and will be the vehicle which turns our EDI objectives into actions and noticeable difference on the ground. Through the plan we will support increasing levels of open, constructive conversation about equality, diversity and inclusion, taking learning from them to inform future actions and plans. The plan will draw on a wide evidence base of information and research from published materials and our own advisory groups and data. It will address issues relating to staff with protected characteristics, and specific priorities for departments and services according to their own challenges.

7. **Our culture will be open, innovative and healthy**

Our BTfN strategy puts healthy, fulfilling, and independent lives at the heart of its objectives. We want the same for our NCC colleagues and it is incumbent upon us as a public sector employer to be a role model in this area. Over the last three years we have made great strides in understanding how people feel about working at NCC, using the 'Our Voice, Our Council' staff survey. The overall picture is an improving one, compared with other UK public sector organisations, with perception of the 'balance of the deal' getting better each year so far since 2019. We understand our key drivers of engagement, and these are improving year on year.

Having said that, we know that mental health issues have been increasing slightly as a proportion of overall absence, and that perception of excessive job pressure needs to improve even more than it has. Culture-wise, NCC people say we are capable, trustworthy, and supportive, but rate us less highly on the 'innovative' indicator.

Looking ahead, we want to be more proactive in sustaining people's mental health at work, and their resilience and strategies in the face of job pressure. We also want to enable colleagues to innovate more easily and to know about the innovations in other parts of the organisation.

Building on the successful embedding of the annual staff survey, we also want to explore and create additional ways of promoting conversation between colleagues and leaders. Through this we intend to create a refreshed set of

meaningful values, built in a collaborative way and resonating with colleagues in all parts of the organisation.

8. We will attract and retain colleagues more effectively

In this buoyant employment market, it is vital that we improve our ability to attract, retain and nurture talented people for the long term. We know that we currently lose too many new starters – especially those working a part-time pattern - before their two-year anniversary, and that people who leave do so often because they can't see a career path open to them. Younger people are not necessarily aware of or attracted to careers with NCC, and in the case of care leavers, we do not have visibility of how well we are doing in providing them with employment within NCC. We know that we attract people from a range of backgrounds that does not fully reflect our Norfolk communities. Sometimes we define roles so tightly that we cut ourselves off from people with the strengths we need or prevent them from gaining experience in work that could be valuable to their careers. All these factors contribute to our difficulties in attracting and retaining great colleagues, particularly in professions where there is a national shortage of people, such as Social Work and Town Planning.

Our BTfN strategy identifies a vibrant, sustainable economy in Norfolk as a strategic priority, and we have a part to play in contributing to that as a major employer within Norfolk. We need to nurture and develop the colleagues we have, enabling them to see the different roles and career paths open to them and to enjoy a life-friendly, varied career with us. We also need to get better at describing who we are and what we do, in a way that is attractive to a much broader range of potential employees.

We want to create a visible set of career paths and establish a vibrant internal job market within our organisation. We will identify profession leads and empower them to create robust communities of practice within which people can move, develop, and progress. Roles will be defined more broadly and with an outcome focus, enabling more movement and flexibility across roles and services. Vacancies will be highly visible to all colleagues and support will be available to help those wishing to consider re-training or a move between services.

We will develop our employer brand in alignment with the wider NCC service delivery brand, saying what makes us special and attractive as an employer for people in all communities, especially those whom we have historically struggled to attract. In parallel we will collaborate with other organisations within the Norfolk system and more widely to present an integrated face of the public sector to prospective colleagues, strengthening our ability to reach and attract talented people. We know that awareness of Norfolk outside the county is low, and we will expand our employer brand work to include those who live in other counties.

Whilst our brand will be aspirational and positive, we must ensure that it is realistic and that it reflects the experiences of our colleagues on a day-to-day basis. An environment of high challenge, high support, and flexibility must be a consistent reality for colleagues in all parts of the organisation.

We will extend our proactive reach out into Norfolk's education establishments, ensuring that students are aware of career opportunities and routes into working within local government. In particular we will start to connect more proactively with care leavers in Norfolk, seeking to level the playing field for them and supporting them to gain employment within our own organisation where appropriate.

Our learning and development offers will, using the new MyOracle system, be developed over time to become integrated with the Performance Development Conversations (PDC) process, and with the BTfN and other strategies. Once the system is populated with a clear set of role profiles and a skills and strengths framework, NCC employees will be able to use it to identify potential future roles and the development required to move towards them. In parallel, we will refresh our core and digital skills offers to ensure they support the objectives of this workforce strategy and other related strategies.

9. **Our workforce will use technology effectively**

At NCC we are already embracing technology in many ways to help colleagues perform and thrive in their roles.

Our 'Digital Strategy and Roadmap for the 2020s' sets out the technological road ahead for our workforce. It states clearly that we must equip our colleagues with the right technology and data to enable them to do their jobs, and that we must continue to develop their digital and analytical skills so that they can make evidence-based decisions, target services effectively, and maximise their own productivity.

Through the life of this strategy, NCC people – including disabled colleagues - will benefit from access to digital skills training, support for Bring Your Own Device (BYOD), the new MyOracle self-service Finance & HR system, support, and guidance for smarter and hybrid working, improved internal data analysis, collaborative working with Norfolk Office of Data Analytics (NODA), Robotic Process Automation (RPA), the development of Power Apps, and the NHS & Care integration digital programme.

This strategic work means that NCC people will have the right kit and equipment to do their jobs, new ways of working and support for collaborative and creative activities, systems that support provision of better service in more flexible ways, and the skills to use them. In addition, colleagues will start to use automated internal processes that are online, self-serve and available always, use data more effectively to help inform the decisions they make, experience repetitive tasks being automated to free up time for more valuable

work, and see improved working with our partner organisations via data that can be accessed across organisations.

10. We will use insight and evidence to monitor our progress

It is important that we know how we are doing at creating a high performing, thriving workforce, so that we can improve and develop over time. We will use a range of insights to help us decide what to keep doing and what to change.

Our corporate 'vital signs' workforce indicators will be refreshed to reflect the aims of the workforce strategy, ensuring that we monitor and support progress at organisational, directorate and service levels.

The implementation of the new MyOracle system through 2022 will provide managers and leaders with quick and easy access to a broad range of people data, enabling them to understand their team successes and challenges in real time and make decisions accordingly. This will free up time to spend on higher value managerial and leadership activities.

The 'Our Voice, Our Council' staff survey will continue to provide us with an annual snapshot of how people feel about working with NCC, and this robust data will continue to be used to shape the provision of support, development, and other improvement activities.

Our new 'Engaging Leadership' model will be explored to learn more about individual 360 instruments, so that managers and leaders can gain insight into their personal effectiveness and impact.

Our Human Resources department performance measures will be refreshed to align with the workforce strategy aims and updated to ensure that we are measuring outcomes and impact rather than activity.

11. Implementing the Strategy

The diagram below provides preliminary thinking on the stages of implementation that may be required. Further planning will be needed alongside other strategies and initiatives, to ensure that the organisation is able to make sense of and embed strategic workforce change in conjunction with other changes. Thought will also need to be given to the resources required to implement the strategy, both from the leadership and managerial community, our wider staff communities, and from the Human Resources function. The Human Resources function has particular responsibility and expertise in this area and will be instrumental in planning and implementing the strategy with the sponsorship of the Executive Directors.

The HR function is itself on a journey of improvement and modernisation and the strategy will guide HR leaders as they prioritise work and develop their teams. In short the strategy will help HR professionals to enable leaders,

managers and staff to perform, have fulfilling careers, and a positive employee experience.
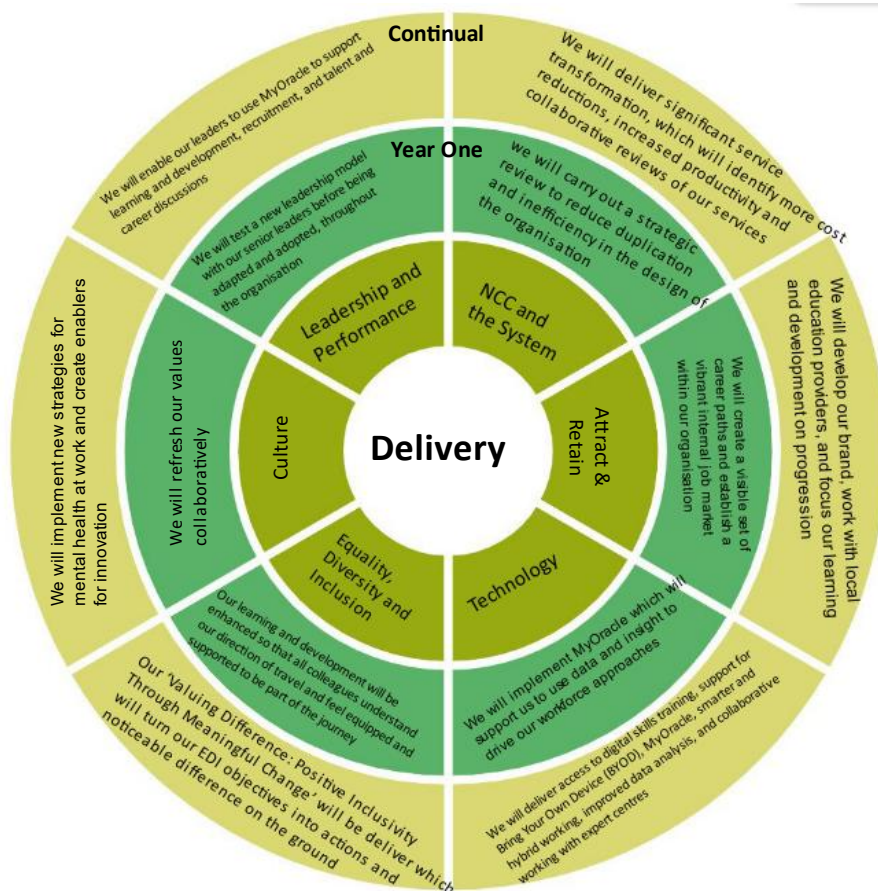
12. Stakeholders

This workforce strategy is owned collectively by the Executive Directors of NCC. A key part of the ED collective leadership role is to set strategy which enables performance and organisational health. EDs will collectively sponsor, resource, govern, and measure the success of the strategy

Members, whilst not owners of the strategy, are key influencers and offer guidance which connects the workforce strategy with the delivery of the Together, for Norfolk strategy.

Leaders and managers in the organisation are stakeholders of this strategy as they are the 'face of NCC' to their team members, and as such are the embodiment of this strategy daily. Our Senior Leadership Team (SLT) will play a leadership role in driving the implementation of the strategy within their directorate / service, with the support of their HR Business Partner.

Every current NCC colleague is a stakeholder of this strategy and as such will be invited to read it and discuss with their manager. Our representative bodies

are key contact points for input and insight into the real experiences of NCC colleagues, and so they too are stakeholders of this strategy.

Although it is important that this strategy is not an 'HR product', nevertheless our Human Resources colleagues will be instrumental in its implementation. The function will use the strategy as an over-arching guide to influence its own form, structure, and goals.

We will create the conditions for sustained organisational health and success

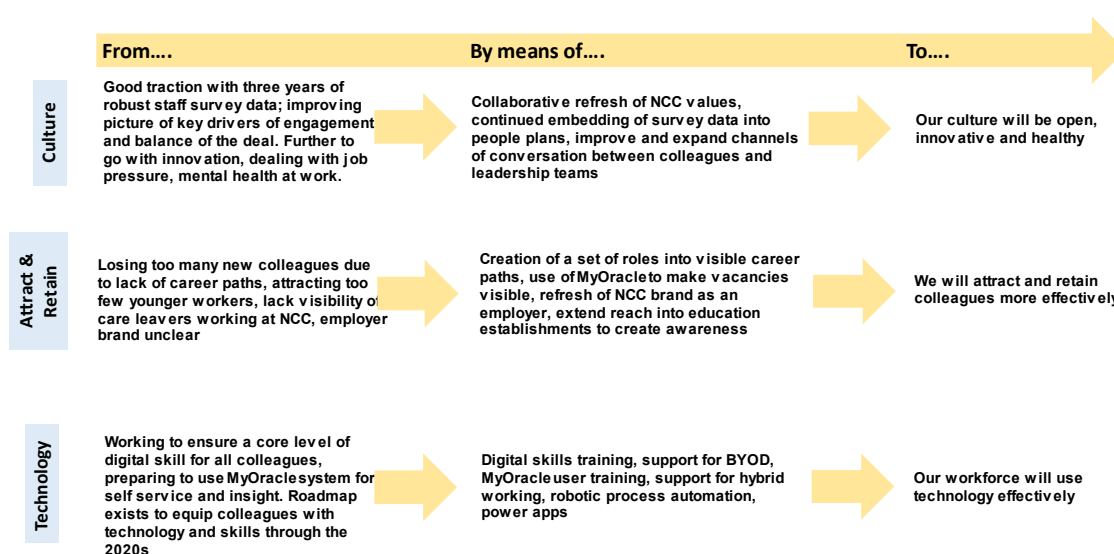|	From….	By means of….	To….
NCC & System	Fragmented Norfolk system, centralised powers, significant financial challenges, siloed NCC organisation	Impactful system leadership across Norfolk: negotiating a county deal, helping to develop the ICS, creating sustainable funding model, promoting NCC unity and identity	Integrated Norfolk system, devolved powers, sustainable finance, clear NCC identity and role
Leadership & Performance	Full remote working through COVID-19, loss of sense of connection and belonging, slight increase in proportion of mental health absence, inefficient people processes	Using new 'engaging leadership' model to develop leaders for hybrid working, leading change, and leading for performance and wellbeing. Using PDC process for 'golden thread'. Using MyOracle for self service of people processes	Leaders creating improved performance _and_ wellbeing
Equality, Diversity & Inclusion	Newly established staff networks, 'awareness' stage of maturity, lack of trust to share personal data confidentially, employee experience not as positive for those with protected characteristics	EDI goals for leaders, embedding EDI culture and competence into people processes, develop managers so they are equipped to create an equitable, inclusive and diverse environment, promote EDI conversation and learning in everyday work, use MyOracle for data and insight	We will ensure our workforce is equitable, inclusive and diverse

We will create the conditions for sustained organisational health and success

	From….	By means of….	To….
Culture	Good traction with three years of robust staff survey data; improving picture of key drivers of engagement and balance of the deal. Further to go with innovation, dealing with job pressure, mental health at work.	Collaborative refresh of NCC values, continued embedding of survey data into people plans, improve and expand channels of conversation between colleagues and leadership teams	Our culture will be open, innovative and healthy
Attract & Retain	Losing too many new colleagues due to lack of career paths, attracting too few younger workers, lack visibility of care leavers working at NCC, employer brand unclear	Creation of a set of roles into visible career paths, use of MyOracle to make vacancies visible, refresh of NCC brand as an employer, extend reach into education establishments to create awareness	We will attract and retain colleagues more effectively
Technology	Working to ensure a core level of digital skill for all colleagues, preparing to use MyOracle system for self service and insight. Roadmap exists to equip colleagues with technology and skills through the 2020s	Digital skills training, support for BYOD, MyOracle user training, support for hybrid working, robotic process automation, power apps	Our workforce will use technology effectively

Corporate Select Committee

Item No:11

Report Title: Strategic and Financial Planning 2023-24

Date of Meeting: 23 May 2022

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

Responsible Director: Simon George, Executive Director of Finance and Commercial Services

Executive Summary

The appended report, which was considered by Cabinet in April 2022, marks the beginning of the Council's budget setting process for 2023-24. Cabinet has sought Select Committee input into the 2023-24 budget process, in respect of the approach to the development of saving proposals. This Select Committee report appends the Cabinet report in order to provide the latest information about the context for 2023-24 Budget setting which is intended to support Select Committee discussion and to enable them to provide input to future meetings of Cabinet to inform budget decisions.

This report therefore forms an important part of the process of developing the 2023-24 Budget, representing a key opportunity for the Select Committee to provide its views on priorities and the approach to preparing budget proposals for the services within its remit.

Recommendations / Action Required

The Select Committee is asked to:

1. To consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2023-24 budget setting:

   a. the budget gap for 2023-24 and the Medium Term Financial Strategy (MTFS) period.
   b. The Departmental saving targets.
   c. The outline timetable and approach to developing the 2023-24 Budget.

2. To consider and comment on the overall service strategies as set out within the 2022-23 Budget Book.

3. To consider and comment on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:

   a. New initiatives which would deliver savings;
   b. Activities which could be ceased in order to deliver a saving;
   c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
   d. Commercialisation opportunities.

1.   Background and Purpose

1.1 As part of setting the 2022-23 Budget, the Council's three Select Committees received reports on the approach to developing budget proposals during the year. Cabinet agreed to continue this approach in relation to developing the 2023-24 Budget and this report therefore represents the first opportunity for Select Committees to provide input to 2023-24 budget setting at a formative stage. A further report is intended to be brought to the November Select Committee cycle to enable comments on substantive proposals once they have been developed and published for public consultation.

2.   Proposal

2.1 The report to April 2022 Cabinet reproduced as Appendix 1 provides an overview of the financial planning context for the County Council, including:

   - the overarching timetable for 2023-24 budget setting;
   - the key issues, risks and uncertainties identified in relation to 2023-24 budget setting; and
   - the target level of savings to be found by each service department.

2.2 The Select Committee's views are sought in relation to the services within its remit on (1) key issues for 2023-24 budget setting and (2) the broad areas proposed for savings development, in order to help shape budget and saving proposal development for 2023-24, assist in the identification of key pressures and priorities for the 2023-24 Budget, and (ultimately) to inform the budget proposals to be considered by Cabinet later in the year.

2.3 The financial approach and key strategies for Directorates delivering services which fall broadly within the remit of this Committee have been set out within the County Council's [2022-23 Budget Book](#)[1].

3. Impact of the Proposal

3.1 Select Committee input will support in shaping budget proposals and thereby contribute to the 2023-24 budget setting process. Individual recommendations from Select Committees will help to inform budget proposals and will therefore ultimately impact on Departmental budgets and service delivery for 2023-24. Details of specific impacts will be identified and reported in later stages of the budget process. Further impacts are also set out in the appended Cabinet paper.

4. Evidence and Reasons for Decision

4.1 As set out in the appended report. Select Committees have a specific role in policy development and therefore are invited to comment and advise Cabinet on budget options within their remit as in previous years.

5. Alternative Options

5.1 As set out in the appended report, a range of options remain open at this stage. The purpose of this report is to provide Select Committees with an opportunity to engage with the budget process and inform the development of specific options for the 2023-24 Budget.

6. Financial Implications

6.1 Immediate financial implications are highlighted in the appended report. Any implications arising from the Select Committee's comments will be reported to a future meeting of Cabinet as part of 2023-24 budget setting as appropriate.

7. Resource Implications

7.1 Staff:
There are no direct implications arising from this report although existing saving plans will include activities linked to staffing budgets. In addition there is a potential that further staffing implications may arise linked to specific saving proposals developed, including the planned strategic review. These implications will be identified and reported as they arise later in the budget planning process.

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[1] https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2022-26.pdf

7.2 Property:

There are no direct property implications arising from this report although existing saving plans will include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition there is a potential that further property implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

7.3 IT:

There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition there is a potential that further IT implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

8. Other Implications

8.1 Legal Implications:

As set out in the appended Cabinet paper.

8.2 Human Rights Implications:

As set out in the appended Cabinet paper.

8.3 Equality Impact Assessment (EqIA) (this must be included):

As set out in the appended Cabinet paper.

8.4 Data Protection Impact Assessments (DPIA):

As set out in the appended Cabinet paper.

8.5 Health and Safety implications (where appropriate):

As set out in the appended Cabinet paper.

8.6 Sustainability implications (where appropriate):

As set out in the appended Cabinet paper.

8.7 Any Other Implications:

As set out in the appended Cabinet paper.

9. Risk Implications / Assessment

9.1 As set out in the appended Cabinet paper.

10. Recommendations

The Select Committee is asked to:

1. To consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2023-24 budget setting:

   a. the budget gap for 2023-24 and the Medium Term Financial Strategy (MTFS) period.
   b. The Departmental saving targets.
   c. The outline timetable and approach to developing the 2023-24 Budget.

2. To consider and comment on the overall service strategies as set out within the 2022-23 Budget Book.

3. To consider and comment on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:

   a. New initiatives which would deliver savings;
   b. Activities which could be ceased in order to deliver a saving;
   c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
   d. Commercialisation opportunities.

11. Background Papers

11.1 As set out in the appended Cabinet paper, plus

Norfolk County Council Budget Book 2022-23 https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2022-26.pdf

Strategic and Financial Planning 2022-23 reports to November 2021 Select Committees:
- Corporate Select Committee
- Infrastructure and Development Select Committee
- People and Communities Select Committee

Norfolk County Council Constitution, Article 5 – Overview and scrutiny bodies, para 5.7 – Membership and Areas of Responsibility of Select Committees.

Officer Contact

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

CORPORATE SELECT COMMITTEE – FORWARD WORKPLAN 2022

Corporate Select Committee	23 May 2022	11 July 2022	12 September 2022
	Part A – • myOracle implementation • Smarter working progress report • NCC Workforce Strategy • Annual review of NCC Constitution **Part B –** Committee forward plan	**Part A –** • Customer experience strategy • NCC performance management framework • NCC Communications strategy • NCC commercial investment • Smarter working progress report • Financial regs – carbon pricing **Part B –** Committee forward plan	**Part A –** • NCC Digital strategy progress report • Smarter working progress report **Part B –** Committee forward plan