

Corporate Select Committee

Date: **Thursday 14 November 2019**
Time: **10am**
Venue: **Edwards Room, County Hall, Norwich**

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

Membership:

Cllr K Vincent (Chairman)	Cllr B Long
Cllr S Askew	Cllr R Oliver
Cllr E Colman (V.Ch)	Cllr S Squire
Cllr N Dixon	CllrJ Timewell
Cllr C Foulger	Cllr C Walker
Cllr C Jones	Cllr J Ward
Cllr I Mackie	

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

A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To receive the minutes of the previous meeting held on 16 July 2019

Page 5

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Monday 11 November 2019**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-

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 Monday 11 November 2019**.

7 NCC Performance Management Framework: Proposal to develop a new set of corporately significant vital signs **Page 17**

Report by the Executive Director of Strategy and Governance

Please note that there will be a single presentation given at the meeting in support of Items 8, 9 and 10.

8 Customer Service Strategy (2020-25) – Interim progress report **Page 21**

Report by Executive Director, Community & Environmental Services

9 Human Resources and Finance System Transformation Project – Update **Page 28**

Report by Executive Director, Strategy and Governance and Executive Director, Finance and Commercial Services

10 Business Transformation (Smarter Working) Programme **Page 34**

Report by the Executive Director of Strategy and Governance

11 Corporate Select Committee Work Programme **Page 38**

Report by the Executive Director of Strategy and Governance

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

Date Agenda Published: 6 November 2019



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Corporate Select Committee

Minutes of the Meeting Held on 16 July 2019
at 10 am in the Edwards Room, County Hall, Norwich

Present:

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

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

Cllr Sandra Squire
Cllr John Timewell
Cllr John Ward

Substitute Members present:

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

Officers/Cabinet Members Present:

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

1. Apologies for Absence

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

2. Minutes

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

3. Declarations of Interest

- 3.1 There were no declarations of interest

4. Items of Urgent Business

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

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

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

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

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

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

7.3 The Committee:

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

8. Constitution Amendments

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

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

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

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

8.2 The following points were discussed and noted:

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

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

8.3 The Committee:

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

9. Digital Transformation and Customer Service Strategy

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

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

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

9.2 The following points were discussed and noted:

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

9.3 The Select Committee **RESOLVED** to:

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

10. Period Poverty

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

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

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

10.2 The following points were discussed and noted:

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

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

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

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

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

11. Corporate Select Committee Forward Work Plan

11.1 The committee considered and discussed the forward work plan:

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

11.2 The Committee **AGREED** the forward plan



The meeting concluded at 12.04

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

Customer Services: Digital Access and Experience

Corporate Select Committee

16 July 2019



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

Resilient, independent people and communities

Customers receive consistent, good quality services

Overall 'cost to serve' is reduced

And was underpinned by these strategic themes:

Improved customer experience


- Improving quality and satisfaction by developing high quality, self service options around the needs of customers

Efficient access model

- Reducing our overall costs by redesigning services to make them simple, efficient and digitally enabled

Better use of customer insight

- Making effective use of information to drive decision making, planning and continuous improvement



A strategy driven by customer needs and expectations...

I can deal with the council at a time that suits me

I am kept up to date with progress

Services are responsive

Information is clear, relevant and meets my needs

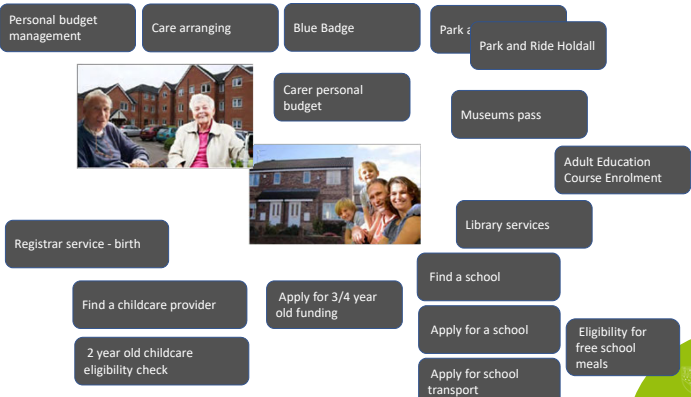
I only have to tell my story once

It's easy to find information, and complete transaction

I know what to expect



Current Customer Experience?



Personal budget management

Care arranging

Blue Badge

Park and Ride Holdall

Carer personal budget

Museums pass

Adult Education Course Enrolment

Registrar service - birth

Library services

Find a school

Find a childcare provider

Apply for 3/4 year old funding

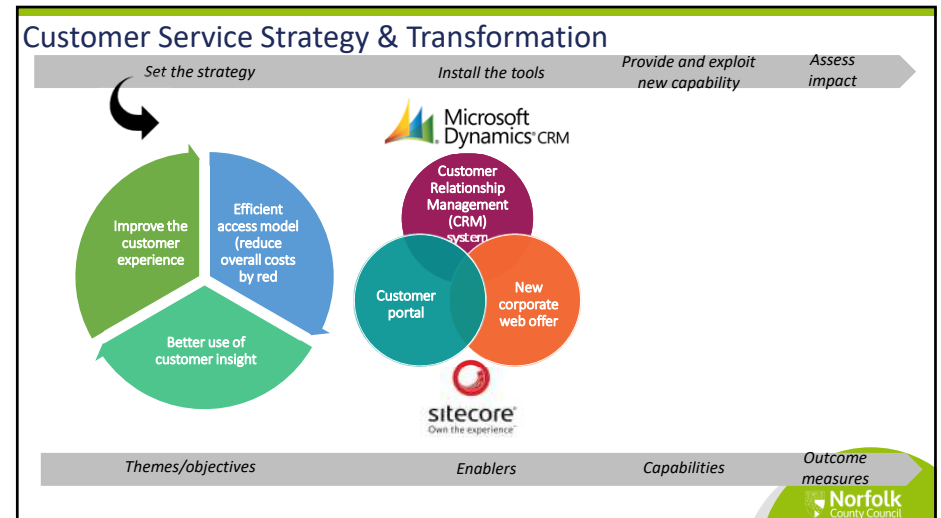
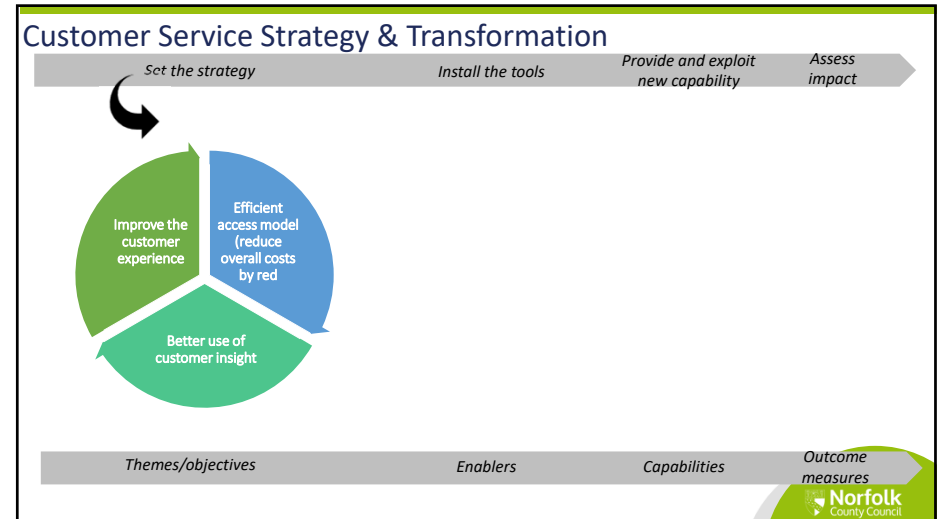
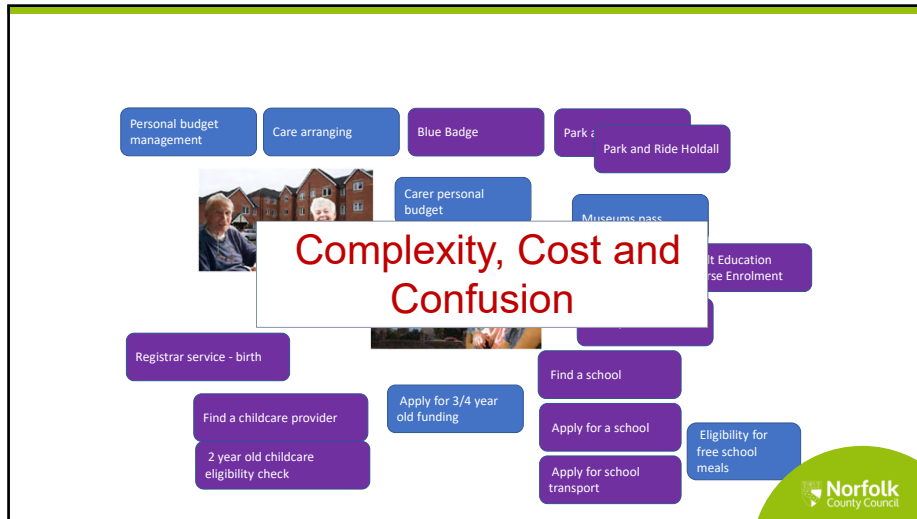
Apply for a school

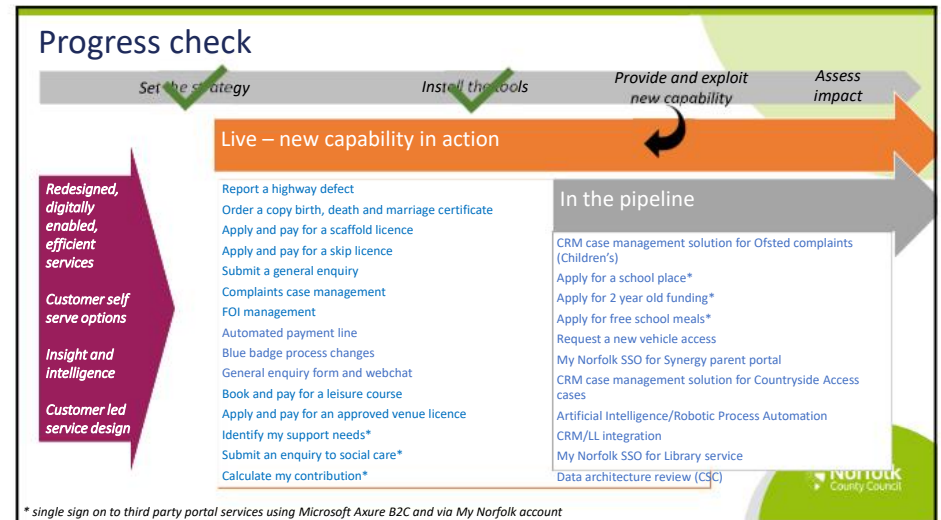
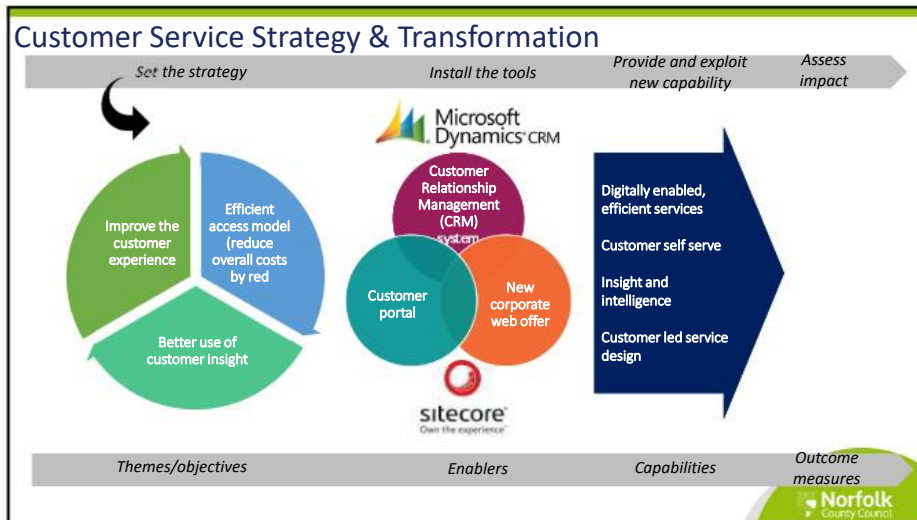
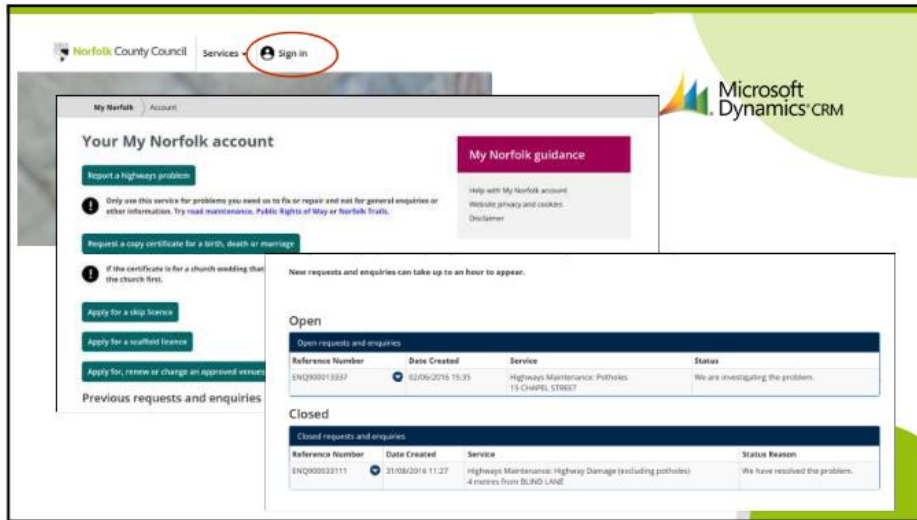
Eligibility for free school meals

2 year old childcare eligibility check

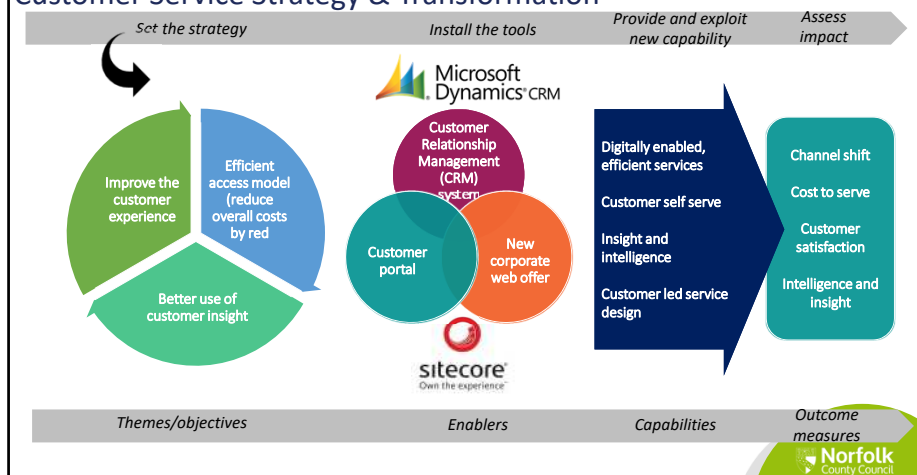
Apply for school transport







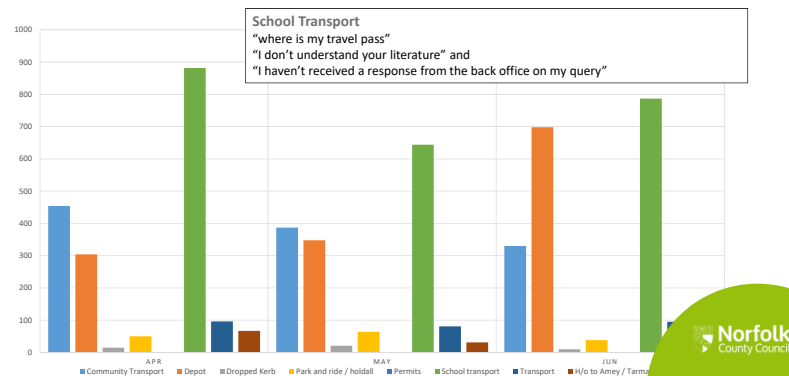
Customer Service Strategy & Transformation



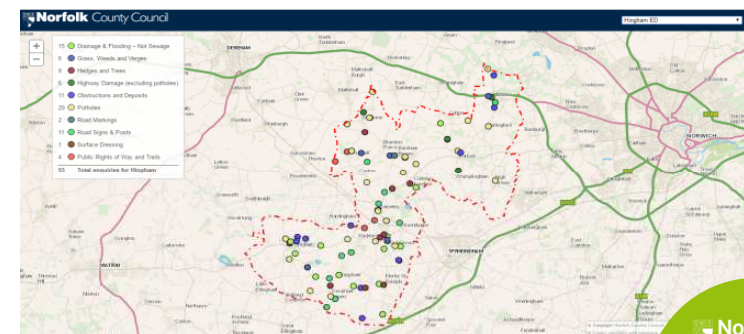
Our online offer

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

Delivering further efficiency



Active Highway Defects by Electoral Division



This supports Members and Parish Councils to report online and promote

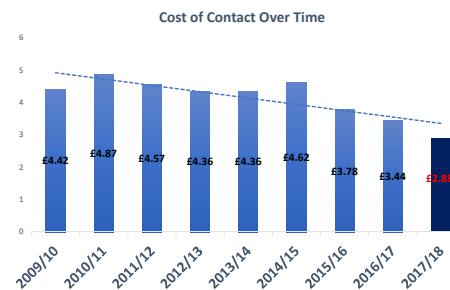


Personalisation

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



Reducing costs and enabling savings over time...



More customers transact online

Reduced talk time

Reduced management overheads

Reduced call volume

Norfolk County Council

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

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

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

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

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

Report to Corporate Select Committee

Item No 7.

Report title:	NCC Performance Management Framework: Proposal to develop a new set of corporately significant vital signs
Date of meeting:	14 November 2019
Responsible Cabinet Member	Cllr FitzPatrick, Cabinet Member for Innovation Transformation and Performance
Responsible Director:	Fiona McDiarmid, Executive Director strategy & Governance
Is this a key decision?	No
Executive Summary/Introduction from Cabinet Member The move to a new Cabinet system of Governance and the launch of Together, For Norfolk provide the opportunity to review and refresh NCC's corporately significant vital signs. We would therefore like to propose that the corporately significant vital signs are reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020. Actions Required The Corporate select committee is asked to consider the areas that they are interested in monitoring.	

1. Background and Purpose

Vital signs provide measurements of internal operational processes and external strategic outcomes and are aligned to the core priorities of the Council.

The move to a new Cabinet system of Governance and the launch of Together, For Norfolk provides an opportunity to review the current vital signs to align them to our revised priorities and ensure that they also provide early indicators of future operational and strategic risks.

As the corporately significant vital signs will be reported to Cabinet this is also an opportunity for Cabinet members to shape the measures to ensure that they will provide the operational and strategic measures to provide assurance and support decision making.

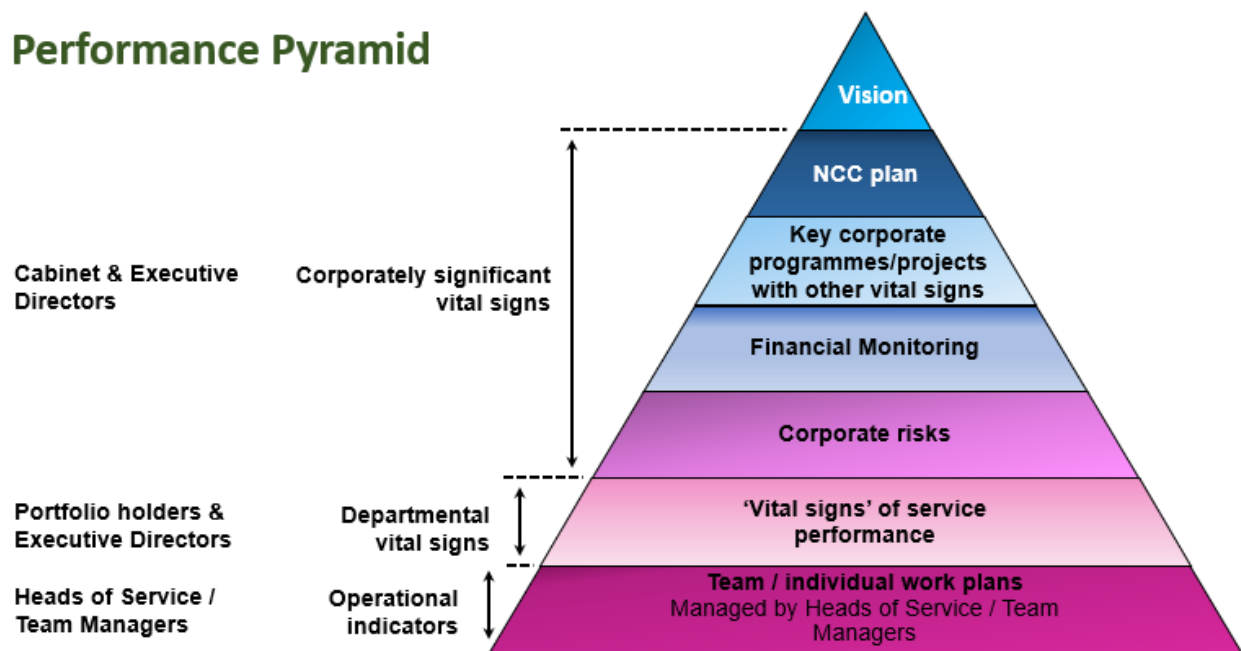
2. Proposals

Corporately significant vital signs will be reported to Cabinet and will inform key decisions, we therefore recommend that these signs are agreed by the full Cabinet, working closely with the Executive Directors.

Directorate vital signs will be aligned to the relevant Portfolio holder, it is proposed that a review of these indicators take place with each Portfolio holder and lead Executive Directors.

As there is a close link between corporate risks and vital signs we also recommend that the refresh should take place at the same time as a review of the corporate risks so that key risk indicators (KRI's), which signal of increasing risk exposures, can also be considered for any significant risks.

Performance Pyramid



Vital Signs Reporting

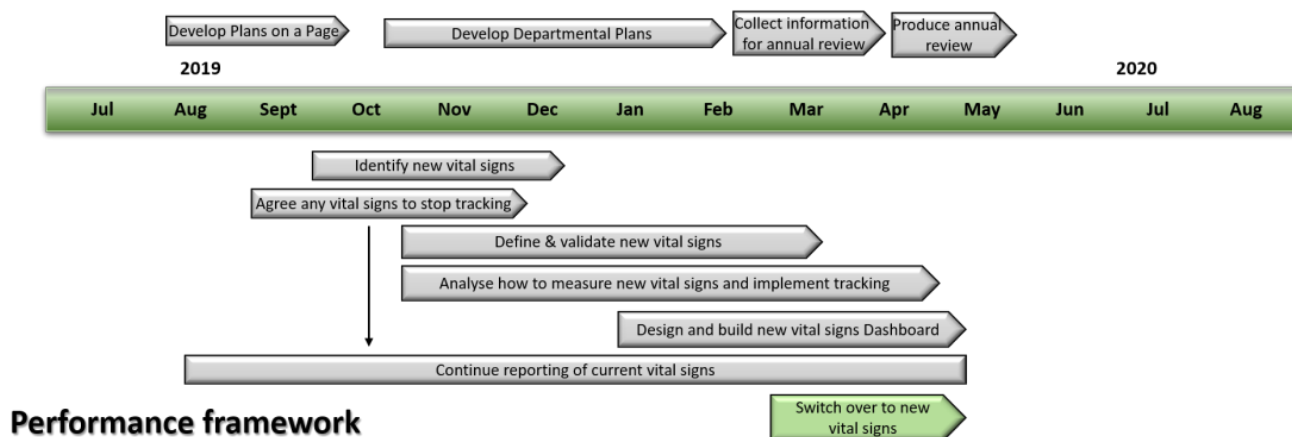
- Corporately significant signs will be reported to Cabinet on a quarterly basis – with the expectation that some vital signs are likely to only be measurable or meaningful on bi-annual or annual basis.
- Directorate vital signs will be reported to the relevant Portfolio holder to support them in their role on a frequency which is appropriate for the specific indicator.

Timeframe of the vital signs refresh

To make the measures meaningful and accurate it is likely that it will take up to nine months to define, develop and baseline the new measures. This will also involve setting up new methods of collating data for any the vital signs which are not currently being measured.

A soft launch of the reporting dashboard with the new vital signs will be available in December 2019 with a view to moving to the new dashboard from April 2020.

Business planning & reporting



3. Impact of the Proposal

- 3.1 There will be more transparency of our performance reporting, driving better outcomes

4. Financial Implications

- 4.1 There are no direct financial implications as a result of this work, however financial monitoring is one of the performance pyramid elements included in the scope of the refresh and may offer an opportunity to deliver financial benefits.

5. Resource Implications

- 5.1 Resources from across the organisation will be involved in developing and implementing the new performance framework.

6. Other Implications

- 6.1 There are no 'other' implications as a result of this work.

7. Recommendation

- 7.1 The Corporate select committee is asked to consider the areas that they are interested in monitoring.

Background Papers

List here those papers referred to in compiling this report and provide links where possible. (Only those that do not contain exempt information).

Officer Contact

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

Officer Name: Fiona McDiarmid, Executive Director Strategy & Governance
Tel No: 01603 973444
Email address Fiona.mcdiarmid@norfolk.gov.uk

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Report to Corporate Select Committee

Item No. 8

Report title:	Customer Service Strategy (2020-25) – Interim progress report
Date of meeting:	14 November 2019
Responsible Cabinet Member:	Councillor Margaret Dewsbury – Communities & Partnerships
Responsible Director:	Tom McCabe – Executive Director, Community & Environmental Services

Executive Summary

The council's Customer Service Strategy is under review and due for approval by Cabinet in April next year.

On 16 July 2019, Corporate Select Committee asked for a progress update in November, and that is the purpose of this paper.

It outlines the approach to the strategy review, sharing the findings of a survey conducted to validate customer needs, gap analysis work completed in relation to customer service transformation and also insight about customer propensity to access digital services.

Analysis so far indicates that the main elements of the existing strategy are still relevant, and the good progress made so far needs to continue and be strengthened. Emerging considerations for the next iteration of the strategy include :

- Focus on additional value creation for the customer
- Dynamic access models
- Better knowledge of our customers to meet their needs

Actions required:

The Select Committee are asked to:

- 1. To receive a presentation on the work and considerations so far in developing a new strategy and the key elements which are emerging**
- 2. Consider and comment on the direction of travel and emerging themes for the Customer Service Strategy 2020-25**

1.0 Purpose

- 1.1** Providing a positive customer experience is at the heart of our Customer Service Strategy. Shaping and providing interactions and services which respond to and meet the rapidly changing needs and preferences of Norfolk's citizens, whilst at the same time offering excellent value for money is at the core of what we are trying to achieve.
- 1.2** The Customer Service Strategy defines a direction of travel for meeting customer needs, aligned with the overall vision and values of the council. It is for every area of the council to implement, not just those which are directly customer facing. The strategy sets out a vision which should be an integral part of service design and delivery for all council departments. A shared, well supported Customer Service Strategy is the glue

which binds together an otherwise proliferated offer, ensuring we respond as one to the citizens of Norfolk in a joined up, consistent and cohesive way, across their multitude of needs.

2.0 Background

2.1 The previous iteration of the strategy (2015-20) was founded on these key themes:

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

And designed to contribute to these strategic outcomes:

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

3.0 Progress

3.1 The first step in reviewing and refreshing the strategy has been to validate the customer needs identified as key drivers when the previous strategy was developed in 2015.

3.2 A survey of 300 customers who had recently had a service experience with Norfolk County Council (and who had previously agreed to be contacted to support consumer testing initiatives) was undertaken by the Customer Service Centre earlier this year. Detailed results are listed further below but in summary, the voice of the NCC customer says:

- the customer needs which shaped the current strategy (2015-20) remain valid
- more work is needed to join up front and back office operations and customer records so the distinction between different teams and individuals is seamless in terms of customer experience
- awareness of the Council's online information, advice and service offer is not yet optimal
- there are certain needs which customers consider emotive and where their desired outcome is not available, for which they are unlikely to accept online information and advice, preferring to use a person to person contact channel. These primarily relate to issues associated with their homes.

3.3 For information and completeness, these are the full, high level customer survey results:

87%	Are able to deal with the council at a time that bests them
85%	Believe helping them is important to Norfolk County Council
80%	Say NCC understand their needs and treat them with respect
75%	Say information is personal or relevant to them and their needs
74%	Say people at Norfolk County Council deliver on their promises
74%	Agree they are given clear explanations and know what to expect
74%	Say it is easy to find information, access services and get things done
74%	Have trust and confidence in Norfolk County Council
73%	Say the council consistently delivers good service
63%	Are aware of the full range of online self-serve options the council provides for its citizens
57%	Say they were kept up to date with progress
55%	Only had to make a request or tell their story once and the job got done
51%	Would speak positively about their interaction with Norfolk County Council when asked by friends and family
42%	Consider going online before contacting NCC by phone
40%	Like being able to interact with the council online

3.4 Research by the Office of National Statistics into internet usage by UK adults in 2019 versus 2011 is another useful source of intelligence around ability to access online services. It indicates that:

- virtually everyone aged 16 to 44 (99%) has recently used the internet
- the largest increase in internet use is for the age group 65-74
- the number who have never used the internet has fallen 7.5%
- the number of disabled adults who are recent internet users is growing (78%)
- London and the South East are the UK regions with the highest recent internet usage (93%)

Within the Community, Information and Learning service we have also developed a digital inclusion strategy to support residents who lack the skills and confidence to access services online.

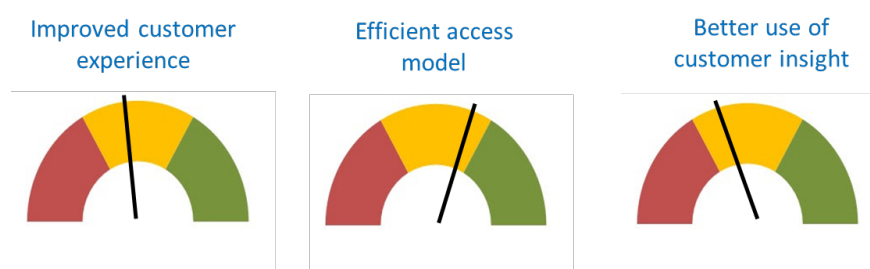
3.5 Since April 2016 the council has transformed its digital offer. The website has been relaunched and redesigned and various new online self-serve options have been made available, enabled by new tools/capabilities. Whilst no formal marketing of the new online offer has taken place, actual take up of the digital channel is good. For example:

- 36,000 citizens have a My Norfolk account (increase of 40% over last 12 months)

- 48% of the transactions completed by My Norfolk account holders are done when the council is 'closed'
- visits to our website are up 25% (to 5m) and web page views are up 30% (to 15m)
- 72% of Blue Badge applications are made online
- 100% of skip, scaffold and venue licences are made online
- 50% of copy certificate requests are done online
- Bookings onto leisure courses run by NCLS are up 30% since a new online service went live in August 2019

In order to further increase the take up, we could consider targeted marketing campaigns to encourage people to use the digital channel instead of phone.

3.6 The Customer Service Transformation Programme has been the core delivery vehicle for the council's Customer Service Strategy. A gap analysis of its delivery has been completed to inform the review and refresh of the strategy for 2020-25. This determined the following assessment of progress against the core themes of the current strategy:



3.7 Key achievements and evidence of delivery include:

- www.norfolk.gov.uk has been relaunched; rated 4* by SOCITM
- more than half of our externally hosted sites have been migrated to www.norfolk.gov.uk with high customer satisfaction ratings
- implementation of My Norfolk online account and Customer Relationship Management (CRM), enabling...
- ...the launch of various new online services as detailed in the previous committee report
- new Norfolk Community Directory is in place to support local offer and prevention
- customer journeys have been redesigned, joining things up so they make sense to customers (e.g. Adult Social Care)
- progress towards 'single front door' through reduction in back office interactions and automating processes

3.8 Work remaining to be done as part of the forward plan includes:

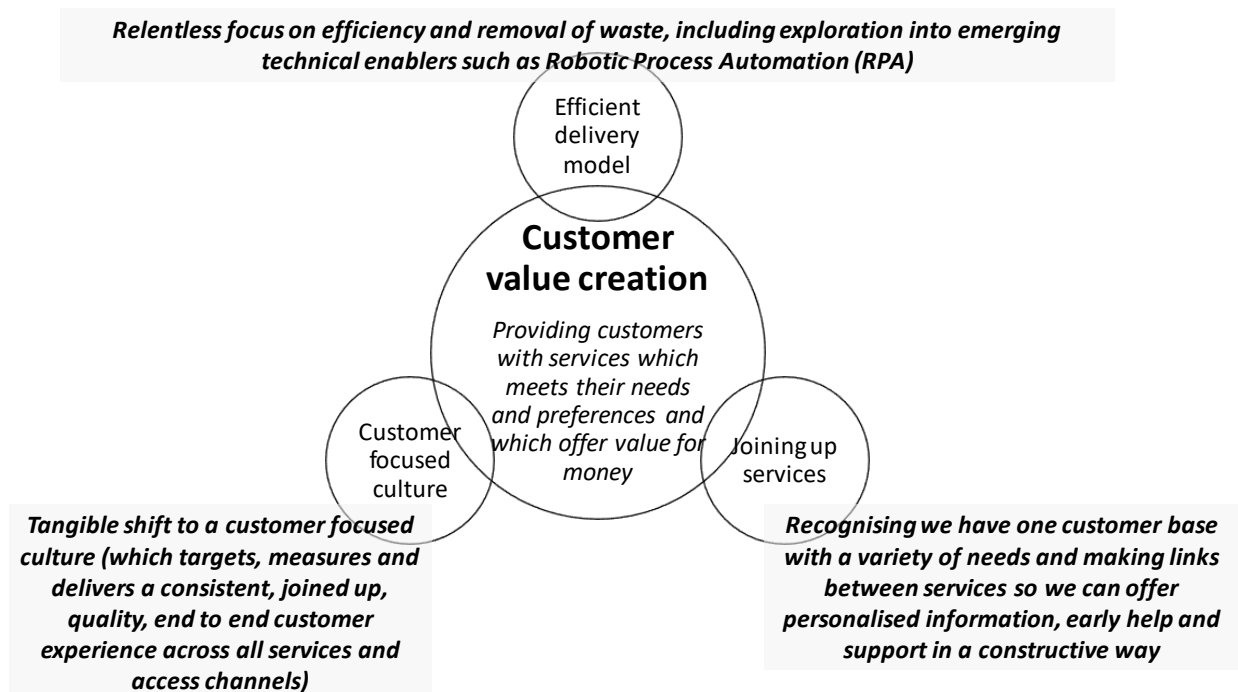
- organisation wide development and embedding of a customer focused culture
- exploit capabilities of My Norfolk and CRM to meet customer needs by further extending the online service offer, interactions captured and by measuring end to end service standards
- complete website migration plan
- fully embed 'single front door' (e.g. some leaflets, letters still encourage alternative access routes) and several examples exist of externally hosted websites

- further customer journey redesigns to improve efficiency and customer experience
- maximise / exploit new capabilities relating to customer insight and intelligence

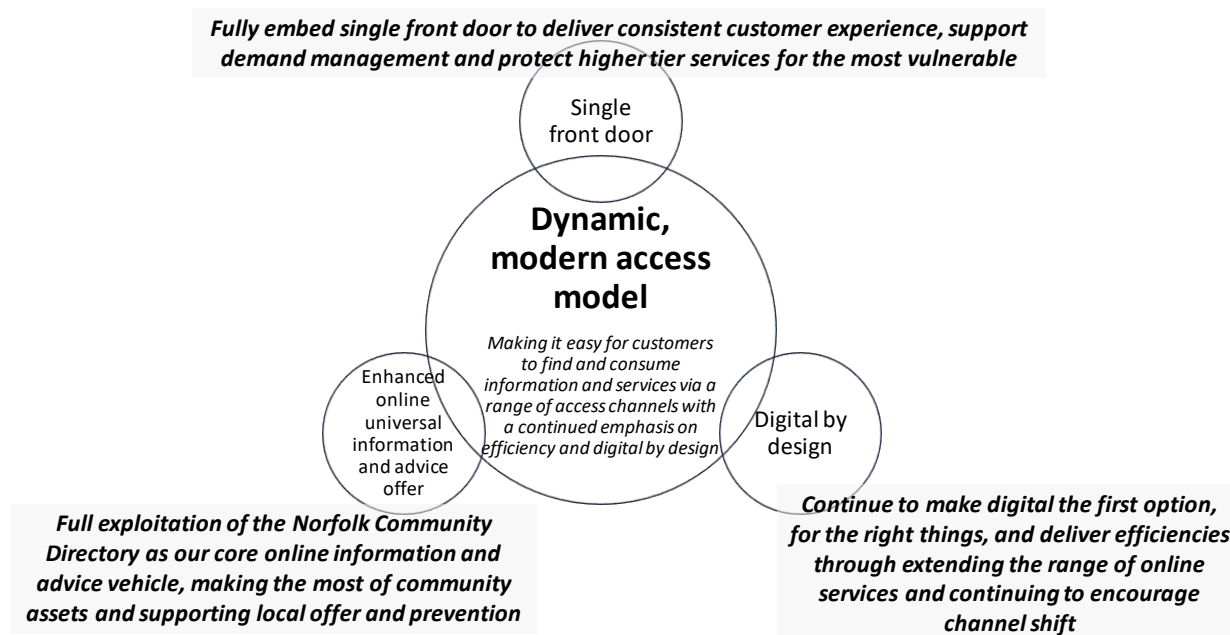
4.0 Proposal

- 4.1 The emerging view is the fundamental direction of travel signposted by the previous strategy remains largely unchanged. 2015 to 2020 saw investment in a number of key technical enablers (e.g. Sitecore web content management system, development of 'My Norfolk' account, CRM platform, Norfolk Community Directory) which over the next 5 years the council is in a position to build on, optimise, fully exploit and embed.
- 4.2 On the basis of the research and gap analysis completed the following are emerging as key elements and are proposed to shape the Council's customer service strategy 2020-25, for approval by Cabinet in April 2020:

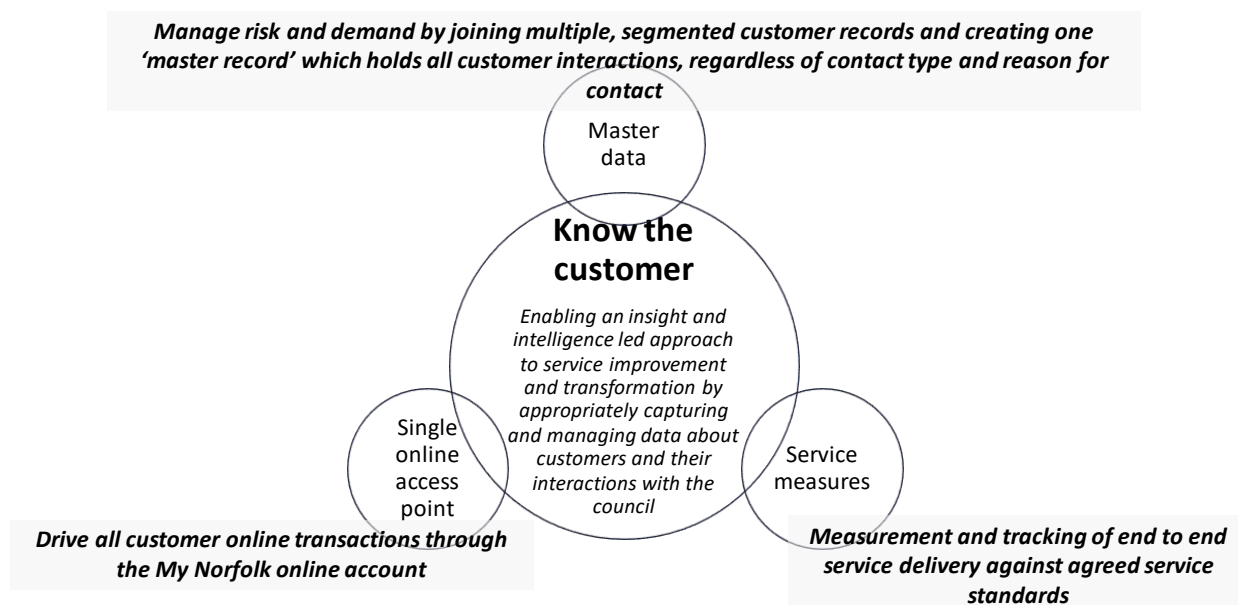
4.2.1 – Customer value creation:



4.2.2 – Dynamic, modern access model:



4.2.3 – Know the customer:



5.0 Implications

5.1 **Financial** – Operational development and delivery of the strategy for 2020-25 will be delivered within existing resources and will not have a revenue cost; in the majority of instances, the strategy work enables overall revenue costs to be reduced through use of technology and digital channels.

Additional capital funding will be used on an “invest to save” basis” to deliver key areas of work identified in the strategy including introducing new capabilities to our organisation. These capital bids will be submitted through the appropriate channels.

5.2 **Resource** - Implications associated with delivery are agreed on an ongoing basis and capital bids submitted when required. There is a recorded risk in relation to the

organisation having sufficient resource and capability to support the new Microsoft Dynamics CRM system but this has been actively managed by Customer Services and IMT, and the risk has been reduced over time.

5.3 **Legal** - N/A

5.4 **Human rights** - N/A

5.5 **Equality impact assessment** - An EQIA will be undertaken to review the implications of the next iteration of the Customer Service Strategy and associated digital transformation. We have also developed a digital inclusion strategy which addresses the impact and identifies support measures for vulnerable groups.

6.0 **Action Required**

6.1 The Select Committee are asked to:

1. To receive a presentation on the work and considerations so far in developing a new strategy and the key elements which are emerging
2. Consider and comment on the direction of travel and emerging themes for the Customer Service Strategy 2020-25

7.0 **Background Papers**

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

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

[Corporate Select Committee 16 July 2019 \('Digital Transformation and Customer Service Strategy'\) \(Page 49\)](#)

Officer Contact

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Report to Corporate Select Committee

Item No 9.

Report title:	Human Resources and Finance System Transformation Project – Update
Date of meeting:	14 November 2019
Responsible Cabinet Member	Cllr Tom Fitzpatrick Cabinet Member for Innovation, Transformation and Performance
Responsible Director:	Fiona McDiarmid, Executive Director, Strategy and Governance Simon George, Executive Director, Finance and Commercial Services

Executive Summary/Introduction from Cabinet Member

Cabinet have authorised the move of the Human Resources (HR) and Finance System Transformation Project into the procurement phase. The objective is to secure a replacement for the current HR and Finance systems, thereby enabling significant business transformation and realising savings deliverable over a ten-year period post go-live, estimated to be between £20m and £31m. The business case will be validated at the end of the procurement phase before any decision to proceed is made.

Corporate Select Committee was asked to consider the areas that it would like to monitor with the following suggestions made:

- Project Plan
- Risk Assessment
- Benefits Realisation
- Equalities Impact

This report will update Committee of the work to date. The key deliverables have been:

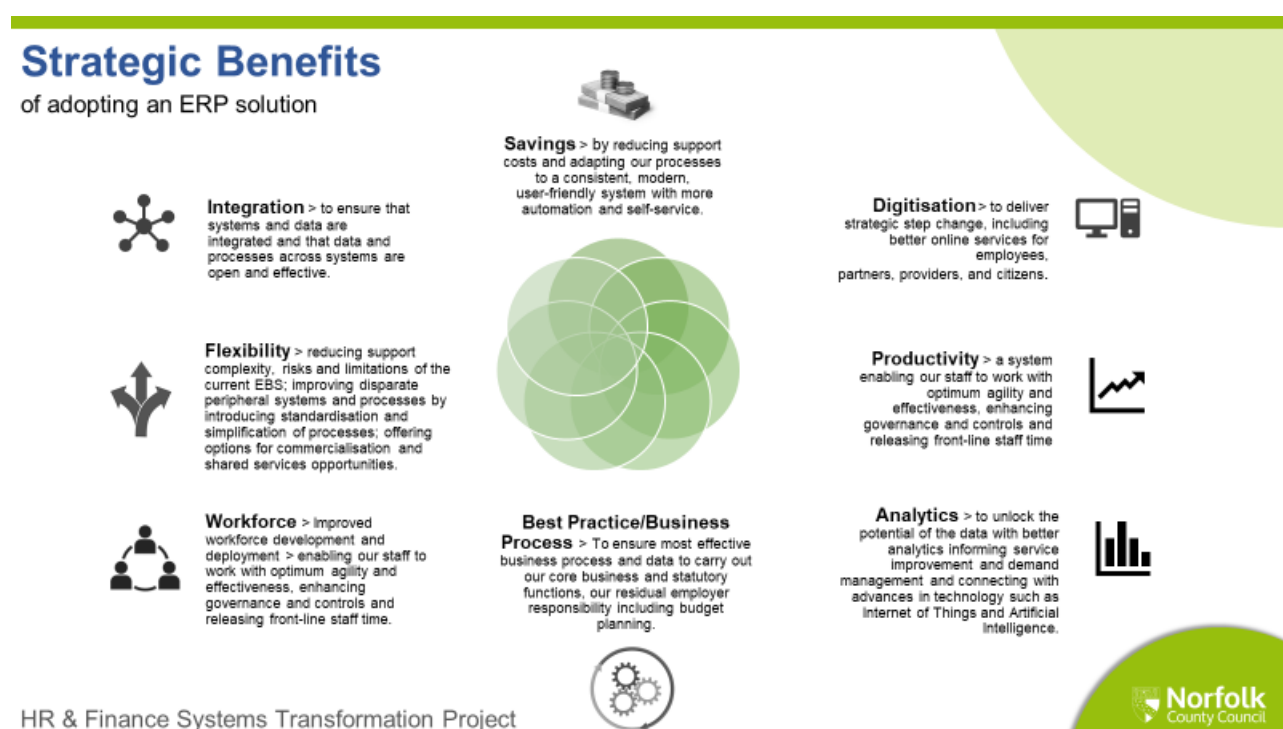
- The issue of the Pre-Qualification Questionnaire (PQQ) to the market on 6 September. This has supported the shortlist of suppliers based on capability evidenced by their track record to deliver against a similar set of requirements.
- Issue the Invitation to Tender (ITT) on 28 October to those suppliers who meet the PQQ requirements.
- Development of personas to support Statement of Requirements (SoR) development.
- Alignment of the programme with the wider Business Transformation programme.

Actions Required

Select Committee is asked to consider the progress made to date and to identify any areas they wish to explore as we develop the implementation plan.

1. Background and Purpose

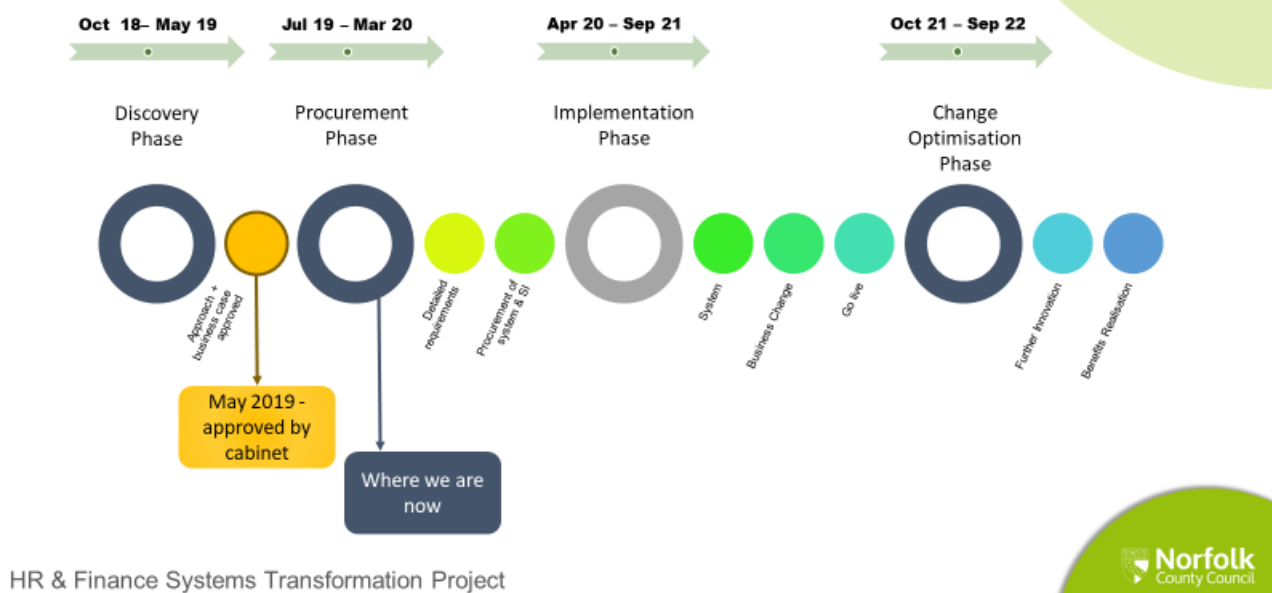
On 20 May 2019, following consideration of the submitted detailed business case, Cabinet agreed that the procurement process for the replacement HR and Finance Systems could commence. The business case, built on eight strategic benefits and realising savings estimated to be between £20m and £31m, supported the procurement of an integrated system for HR and Finance with a single database (an Enterprise Resource Planning (ERP) system). Cabinet also agreed the associated funding for the project and the proposed governance arrangements but asked that Corporate Select Committee oversee the implementation programme and report any issues to Cabinet. The purpose of this report is to advise Corporate Select Committee of the progress made to date leading to the issue of the ITT to qualifying suppliers on 28 October 2019 and to advise of the next steps.



2. Summary Progress to Date

2.1 Since the authorisation to proceed in May, the Programme has moved into its Procurement phase with the production of key documents needed to go to market. These are the Pre-Qualification Questionnaire (PQQ) and the ITT.

Project Timeline



2.2 The formal procurement process commenced on 6 September with the issue to market of the PQQ; this comprised:

- Outline Statement of Requirements describing the vision and strategic context
- Proposed terms and conditions
- Explanation of the complexity present in an upper tier local authority to aid understanding of the requirements

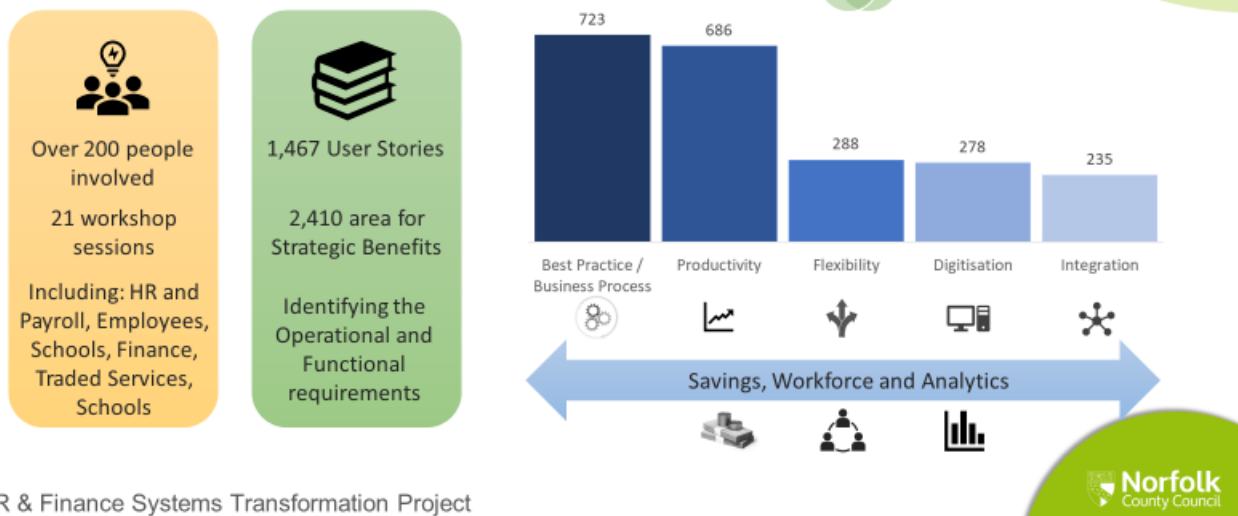
2.3 The purpose of the pre-qualification questionnaire is to establish the credentials of potential bidders such that only appropriately experienced and qualified organisations are invited to tender. The ITT was issued to successful bidders on 28 October. Unsuccessful organisations were also notified on the same date. A verbal update will be provided to Corporate Select Committee on the outcome of the PQQ process.

2.4 The majority of activity however, has largely centred on the development of the SoR for the new system. The SoR forms a significant component of the ITT and describes the functionality needed to support the delivery of the in-scope services and to realise the strategic benefits described in the business case. This development process has been informed by 21 themed workshops where representatives drawn from across HR and Finance Departments were consulted to ensure the appropriate technical requirements needed were captured.

2.5 To assure innovation and challenge, the focus of these workshops has been on the required outputs rather than specifying how those outputs are to be realised (the what rather than the how).

SoR Workshops

Held with key personnel across the organisation to find out what the new solution needs to deliver and how it will benefit the organisation



2.6 A significant feature of the new system will be the opportunity that it presents to change ways of working. This will be by making many more functions available on a self-service basis. This will support managers in both operational and strategic managerial accountabilities, as well as enabling employees to access their own data and process transactions such as travel expense reimbursement easily and transparently. Similar opportunities will exist with suppliers and customers. The availability of data to support decision-making will also represent a step change in how we have been able to work to date.

2.7 To ensure that these features support all users of the system, including Members, there has been engagement with these groups using an approach based around different types of system user, known as personas. This has been an important piece of work as it has allowed the capture of requirements for the new system from the point of view of managers, employees, suppliers, customers and Members. These personas can then also be used in planning for the business readiness activities needed to ensure the planned benefits and savings are realised.

2.8 The combination of technical and broader business requirements has been translated into desired outcomes to be supported by the new system. In addition to these requirements, suppliers are also being asked to evidence their ability to meet the required analytics outputs. Other elements of the SoR will cover data security, ease of use from an accessibility point of view, approach to implementation etc.

2.9 To ensure our approach to procurement has the best possible chance of success, we continued to work with potential suppliers and take advice from Socitim Advisory up to the point that procurement rules meant that this needed to stop. For example, our approach to the procurement was described to representatives of suppliers at a successful Market Engagement Day held on 8 July 2019, which was attended by representatives from 19 organisations.

2.10 Other activity has included recruitment to roles within the project team. The core senior team is now complete. Finally, work has been done to put the procurement phase onto a sound programme management footing. Programme governance is operating effectively and has been critical in assuring the work done to date.

3. Next Steps

Now that the ITT has been issued to market, activity will focus on:

- Readiness for evaluation of tenders (evaluation takes place 3 – 20 December)
- Preparation for system demonstrations – 6 - 31 January 2020 (to confirm evaluation decisions)
- Business readiness planning
- Impact assessment on current governance arrangements

Depending on the route taken for contract award (direct award or negotiation), the contract award is planned for either end February or end March 2020. However, this is based on an assumption that the business case continues to be valid once actual costs are received from bidders.

A project go live date of 1 October 2021 is currently planned.

4. Financial Implications

The project budget is on track. A summary of the budget position is shown below for information. At this stage of the programme, the budget is supporting the programme team and some limited expenditure on workshops to develop the SoR requirements.

HR & Finance Systems Transformation				Norfolk County Council			
Category	2019-20 Budget	2019-20 Forecast	2019-20 Actual	2020-21 Budget	2021-22 Budget	2022-23 Budget	Total
Staff costs	£1,105,942	£1,341,867	£208,622	£1,724,769	£1,299,597	£820,766	£4,951,074
Non-staff costs	£204,000	£100,000	£11,153	£48,000	£48,000	£0	£300,000
Supplier implementation	£334,000	£0	£0	£1,533,000	£1,733,000	£0	£3,600,000
System subscription for development	£0	£0	£0	£500,000	£750,000	£0	£1,250,000
	£1,643,942	£1,441,867	£219,775	£3,805,769	£3,830,597	£820,766	£10,101,074
Staff costs (revenue)	£66,150	£44,647	£2,230	£0	£0	£0	
Training (revenue)	£0	£0	£0	£0	£343,723	£43,723	
	£66,150	£44,647	£2,230	£0	£343,723	£43,723	£453,595
Contingency Totals	£171,009			£1,011,154	£1,084,864	£422,898	£2,689,925
TOTALS	£1,881,101	£1,486,514	£222,005	£4,816,923	£5,259,184	£1,287,387	£13,244,594

5. Resource Implications

5.1 **Staff:** Recruitment is on track.

5.2 **Property:** N/A

5.3 **IT:** Strong relationships exist between the project and IMT and the Head of IMT is a Programme Board member

6. Other Implications

6.1 **Legal Implications:** Legal advice is being obtained to support the procurement activities using both in-house capability and external expertise to ensure the contract terms and conditions are robust and provide the maximum amount of assurance for NCC.

6.2 Equality Impact Assessment (EqIA)

A high-level EqIA has been prepared. The detailed EqIA will be completed once the new system is selected however, accessibility requirements form part of the SOR and the bidders response in this area will form part of the bid evaluation.

6.3 Any Other Implications:

Officers have considered all the implications which Members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

7. Risk Implications/Assessment

- 7.1 Corporate Select Committee required the project to be added to the Corporate Risk Register. This has been done (risk reference RM027 - Risk of failure of new Human Resources and Finance system implementation) and was included in the report to Cabinet in September. Programme risks are scrutinised through the Programme governance structures. The corporate risk RM027 continues to be managed and closely monitored.

A risk workshop was held in early September 2019 by the project's Compliance Group to identify and develop any compliance risks to be managed, which support corporate risk RM027 and these were shared with the project team for their reference.

Progress on the project continues to be reported up to the Implementation Board.

8. Actions Required

- 8.1 Select Committee is asked to note the work completed to date, the next steps as described in paragraph 3, and to identify any areas they wish to explore as we develop the implementation plan.

Background Papers

Cabinet Report and associated business case approved on 20 May 2019.

Officer Contact

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

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Corporate Select Committee Item 10

Report title:	Business Transformation (Smarter Working) Programme
Date of meeting:	14 November 2019
Responsible Cabinet Member:	Cllr Fitzpatrick (Cabinet Member for Innovation, Transformation and Performance)
Responsible Director:	Fiona McDiarmid – Executive Director, Strategy and Governance

Introduction from Cabinet Member

Since 2015, we have been executing our Customer Service strategy that is focussed on the overall customer experience offered to Norfolk residents and encompasses ease of access, self-service, digital leverage, consistency and quality improvement and cost reduction. The Business Transformation (Smarter Working) Programme applies this focus to how we work and the colleague experience within Norfolk County Council.

Executive Summary

The Business Transformation Programme was born from the Medium-Term Financial Strategy and the allocation of a savings target that will be realised through review of non-frontline expenditure and ways of working, on the lead in to implementation of a new HR and Finance system in late 2021.

This paper provides an update on the approach taken to develop; and the Business Transformation Programme scope and initiatives.

Select Committee will receive a detailed presentation at the meeting.

Actions required

The Select Committee are asked to:-

- 1. Note the approach taken to the development of the Business Transformation Programme scope and initiatives.**
- 2. Consider the indicators that we can we look to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and whether we have overlooked any further opportunities.**
- 3. Agree that a further report be made to Select Committee on programme progress in March 2020.**

1. Background and Purpose

- 1.1. The Business Transformation Programme was born from the Medium-Term Financial Strategy and the allocation of a savings target that will be realised through review of non-frontline expenditure and ways of working, on the lead in to implementation of a new HR and Finance system in late 2021.

The purpose of this report to the Corporate Select Committee is to provide an update on the approach taken to develop; and the Business Transformation Programme scope and initiatives.

It is recommended that the Corporate Select Committee consider the indicators that we can look to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and whether there are any further opportunity areas that we have overlooked.

2. Proposal

- 2.1. We are taking a strategic approach to transformation underpinned by the 4 principles.

Each of the initiatives drive **business efficiency** through either managing demand, joining up our work so that it is done once and done well, being business-like and using digital technology to ensure value for money and using data and evidence to target our work where it can make the most difference.

3. Impact of the Proposal

- 3.1. A programme consisting of 6 streams of initiatives that drive **smarter working** through incremental change : realignment of parts of our operating model and organisational structure, ways of working, rationalisation, digital leverage, process improvement, increased collaboration, process automation and commercial review.

Smarter working means being more flexible about when and where we work, and how we creatively use space and technology to find new and more effective ways of doing things in a modern and business-like way;

- Changes to ways of working, improvement of processes and making better use of technology to enable colleagues to work smarter.
- Using an enhanced travel capability will enable more options and greater efficiency when colleagues do need to travel.
- Making better use of our properties.
- Enabling Districts to better detect and prevent council tax errors and fraud.
- Digitisation of print, post, scan and record storage.
- Making the most of self service and process automation technology to make every day business transactions more efficient.
- Clarification of roles, building capability and strengthening governance for more effective commissioning and contract management.
- Ensuring payment to contracted terms and offering early payments to suppliers for a discount.

- Reviewing traded services and arm's length companies, to make sure they continue to run successfully on a fair commercial basis.
- Greater collaboration and improvement of processes to secure additional inward funding through successful external funding bids.

4. Financial Implications

- 4.1. The programme will realise savings of £1.6m in FY20/21 and a further £4.25m in FY21/22.

5. Resource Implications

- 5.1. **Staff, Property, IT:** The resources required to deliver the programme will be determined fully during a detailed planning phase, to complete end December 2019. There may be a need for additional capital funding to deliver key areas of work identified within the programme, in which case capital bids will be submitted as required.

6. Other Implications

- 6.1. **Legal Implications:** N/A
- 6.2. **Human Rights implications:** N/A
- 6.3. **Equality Impact Assessment (EqIA):** An EqIA will be undertaken to assess the implications of the programme, to complete end December 2019.

7. Actions required

- 7.1. **The Select Committee are asked to:-**
1. **Note the approach taken to the development of the Business Transformation Programme scope and initiatives.**
 2. **Consider the indicators that we can we look to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and whether we have overlooked any further opportunities.**
 3. **Agree that a further report be made to Select Committee on programme progress in March 2020.**

Officer Contact

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

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Corporate Select Committee

Item No 11

Report title:	Corporate Select Committee Work Programme
Date of meeting:	14 November 2019
Responsible Cabinet Member:	Cllr Andrew Proctor, Cabinet Member for Governance and Strategy
Responsible Director:	Fiona McDiarmid, Executive Director for Strategy & Governance
Executive Summary <p>This report outlines the proposed areas of focus for the Corporate Select Committee, in line with the Committee's remit as outlined in the current Constitution. The report also proposes a work programme and agenda for future meetings of the Corporate Select Committee</p> Actions required <ol style="list-style-type: none">1. To endorse the proposed areas of focus for the Corporate Select Committee2. To agree the proposed work programme and subsequent agendas for the Corporate Select Committee in Appendix 1	

1. Background and Purpose

- 1.1. The Constitution defines the Corporate Select Committee as one which is "aligned to the overall governance, resources and assets of the Council".
- The role of the Corporate Select Committee is to support the Cabinet and Council in ensuring good governance and that the resources and assets are used efficiently and effectively.

2. Proposals

- 2.1. Based on the remit of the Corporate Select Committee, the following areas are worthy of exploration:

Governance:

- Review of transition from Committee to Cabinet and recommendation of any changes to Cabinet/ Full Council.

- Resilience and business continuity, assuring readiness.
- HR & Finance Transformation, providing assurance on delivery and shaping each developmental stage
- Development of effective performance management systems.
- Developing the business transformation approach to ensure an effective and efficient organisation.
- Development of the Local Services Strategy (LSS).
- Annual review of the constitution.
- Annual complaints report and consideration of the learning to be extracted for the organisation.

Resources:

People:

- Human Resources and Organisational Development priorities including:
 - Staff survey results and plans for future pulse surveys
 - Gender pay gap
 - HS&W reports
 - Recruitment for hard to fill posts
 - Supporting recruitment for Norfolk PLC for hard to fill posts

Assets:

- Property refit – Government scheme
- One Public Estate
- Digital infrastructure and strategy to support service delivery in the most efficient and effective manner

3. Impact of the Proposal

3.1. N/A

4. Financial Implications

4.1. The financial implications of each strand of work will be outlined in the relevant reports as they are presented to the Corporate Select Committee.

5. Resource Implications

5.1. The resource (staff, property, IT) implications of each strand of work will be outlined in the relevant reports as they are presented to the Corporate Select Committee.

Staff: N/A

5.2. **Property: N/A**

5.3. **IT: N/A**

6. Other Implications

6.1. The other (legal, human rights, equality, health and safety) implications of each strand of work will be outlined in the relevant reports as they are presented to the Corporate Select Committee.

Legal Implications

N/A

6.2. **Human Rights implications**

N/A

6.3. **Equality Impact Assessment (EqIA) (this must be included)**

N/A

6.4. **Health and Safety implications (where appropriate)**

N/A

6.5. **Sustainability implications (where appropriate)**

N/A

6.6. **Any other implications**

N/A

7. Actions required

- 7.1.
1. To endorse the proposed areas of focus for the Corporate Select Committee
 2. To agree the proposed work programme and subsequent agendas for the Corporate Select Committee in Appendix 1

3. Background Papers

N/A

Officer Contact

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

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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.

APPENDIX 1

CORPORATE SELECT COMMITTEE – PROPOSED WORKPLAN 2019/ 2020

Corporate Select Committee	14 November 2019 Theme: Transformation	27 January 2020 Theme: Assets	9 March 2020 Theme: People
Corporate	<ul style="list-style-type: none"> • HR & Finance system replacement – implementation planning • Business Transformation Programme Update • Annual Complaints report • Digital Transformation and Customer Service Strategy • Developing a Performance Management Framework for NCC • Work programme for Corporate Select Committee and forward plan 	<ul style="list-style-type: none"> • Local Service Strategy • One public Estate • Digital infrastructure and strategy • Property refit – Govt scheme • Committee forward plan 	<ul style="list-style-type: none"> • IMT Update-presentation (Disaster Recovery & Home-Working) • HR & Finance system replacement – implementation planning • NCC Recruitment update and consideration of Norfolk PLC recruitment • Staff Survey results and next steps • Gender pay gap • Committee forward plan

Training and development for Corporate Select Committee: date to be agreed