



Corporate Select Committee

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

Present:

Cllr Karen Vincent (Chair)

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

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

Substitute Members present:

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

1 Apologies for Absence

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

2 Declarations of Interest

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

3 Items of Urgent Business

3.1 There were no items of urgent business.

4 Public Question Time

4.1 There were no public questions.

5 Local Member Issues/Questions

5.1 There were no local Member questions.

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

- 6.1 The annexed report (6) by the Executive Director of Strategy and Governance was received.
- 6.2 The Chief Legal Officer drew Members attention to the sections of the Constitution that were particularly relevant to the working of the Corporate Select Committee. She said that it was not the role of Select Committees to scrutinise Council decisions, but it was the role of Select Committees to assist and advise the Council Leader and the Cabinet in the development of the policy framework and to review the performance of the Executive in relation to its policy objectives and performance targets. It was important to the effective overall operation of the overview and scrutiny function of the Council, that each Select Committee understood its own role and the role of the other Select Committees. The Chief Legal Officer added that a further report which contained proposed minor revisions to the Constitution would be brought to the next meeting of this Committee.
- 6.3 Members asked for an additional training and development session on their role as Members of this Select Committee to be added to their workplan. It was suggested that this could build on the training session that the LGA had recently provided for all Members of the Council, be tailored to meet the needs of this Select Committee and draw on approaches taken by Councils elsewhere in the country.
- 6.4 In reply to questions, it was pointed out that the Constitution reflected the Council's commitment to transparency and openness in decision making and that the Select Committees would meet in public session whenever this was possible.
- 6.5 **The Committee considered the report and RESOLVED to**

- **AGREE its terms of reference included within the Constitution**

7 Corporate Select Committee Workplan to September 2019

- 7.1 The annexed workplan (7) for the Committee to September 2019 by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 7.2 During discussion Members suggested that the workplan should include the following:
- Possible investment in "re-fit" proposals for Council building assets, aimed at delivering energy saving projects in a cost efficient and environmentally sustainable way.
 - Governance arrangements in property disposals.
 - The role (if any) of the County Council in ESG issues relating to the Norfolk Pension Fund. The Executive Director of Finance and Commercial Services said that he would discuss with the Head of the Norfolk Pension Fund how ESG issues were considered by the Pensions Committee before reporting back on whether this was within the remit of this Select Committee.
 - Delivering better outcomes - policy driven discussion about the most expensive areas of Council expenditure (for example foster care packages)

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

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

7.3 The Committee considered the Workplan and RESOLVED to:

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

8 Norfolk Working Better Together

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

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

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

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

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

8.6 RESOLVED

That the Corporate Select Committee:

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

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

9 Human Resources and Finance System Transformation Project

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

9.5 RESOLVED

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

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

10 Risk Management Framework

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

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

10.3 **RESOLVED**

That the Corporate Select Committee considered:

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

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

The meeting concluded at 12.12 pm

Chair