



Corporate Select Committee

Minutes of the Meeting Held on 14 November 2019 at
10 am in Edwards Room, County Hall, Norwich

Present:

Cllr Karen Vincent (Chair)

Cllr Ed Colman (Vice Chair)
Cllr Nigel Dixon
Cllr Chris Jones
Cllr Brian Long

Cllr Rhodri Oliver
Cllr Sandra Squire
Cllr Terry Jermy
Cllr John Ward

Substitute Members present:

Cllr Penny Carpenter for Cllr Colin Foulger
Cllr Kim Clipsham for Cllr Chris Jones
Cllr Phillip Duigan for Cllr Ian Mackie
Cllr Vic Thomson for Cllr John Ward

Also in attendance:

Cllr T FitzPatrick, Cabinet Member for
Innovation, Transformation and
Performance

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Stephen Askew, Cllr Colin Foulger (Cllr Penny Carpenter substituting), Cllr Chris Jones (Cllr Kim Clipsham substituting), Cllr Ian Mackie (Cllr Phillip Duigan substituting), Cllr J Timewell and Cllr John Ward (Cllr Vic Thomson substituting).

2 Minutes

- 2.1 The minutes of the meeting held on 16 July 2019 were agreed as an accurate record and signed by the Chairman.

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

7.1 The annexed report (6) by the Executive Director of Strategy and Governance was received. The report proposed that the County Council's corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.

7.2 The Executive Director of Strategy and Governance drew the Committee's attention to the work that was being done to refresh the current vital signs, to align them to the Council's revised priorities and to ensure that they provided early indicators of future operational and strategic risks. She recommended that because of the strong links between the vital signs and the corporate risks that both reviews should take place at the same time.

7.3 The Committee noted that the new vital signs would be available in December 2019 with a view to moving to the new dashboard from April 2020. Resources from across the organisation would be involved in the development and implementation of the new performance framework.

7.4 During discussion the Committee requested that a Member Workshop (that was open to all County Councillors) should be held to help refresh, define and develop measures that Councillors would like to see included in the new dashboard.

7.5 Members suggested that the workshop could usefully consider the following areas of Council activity:

- Staff recruitment and skills management, looking at issues from the prospective of "Norfolk plc" (with options for new joint recruitment initiatives with the NHS, other Local Authorities and the Police; staff training and the taking on of apprentices)
- County Council assets (dividend yields, acquisition and disposal policy, property valuation methodology)
- The timeframe and the procedures used for payment of goods and services
- Those performance measures that the Council previously reported to the Government that might still be relevant
- Environmental issues, including Co2 emissions.

7.6 It was noted that corporately significant signs would be reported to Cabinet on a quarterly basis, with the expectation that some vital signs were likely to only be

measurable or meaningful on a biannual or annual basis.

7.7 The Committee considered the report and RESOLVED to

- **AGREE that the corporately significant vital signs were reviewed and refreshed with a view to developing a new reporting dashboard to go live in April 2020.**
- **AGREE to hold a Member Workshop to define the areas of Council activity that should be the subject of the new reporting dashboard.**

7A Member Presentation in respect of items 8, 9 and 10 on the agenda

7A.1 At this point in the meeting the Committee received a single presentation in support of Items 8, 9 and 10 on the agenda.

7A.2 The Executive Director of Strategy and Governance (Fiona McDiarmid) said that a new version of the customer service strategy was due to be brought to Cabinet in Spring 2020. The purpose of today's presentation was to explain the direction of travel of that strategy that would be developed with input from Corporate Select Committee as it impacted on the whole Council and the transformation approach.

7A.3 The following presenters introduced their respective reports:

- Ceri Sumner, Assistant Director, Community, Information and Learning, explained the Customer Service Strategy (at item 8)
- Debbie Beck, HR Strategy and Operations Manager, and John Baldwin, Head of Finance Exchequer Service's explained the HR/FIN Systems Transformation (at item 9)
- Jason Knibbs, Program Director - Business Transformation concluded with the Business Transformation (item 10).

Note: The presentation can be found on the County Council's committee pages website.

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

8.1 The annexed report (8) by the Executive Director of Community and Environmental Services was received.

8.2 The Executive Director of Community and Environmental Services outlined the approach that was being taken to the customer service strategy review that was due to be brought to Cabinet in Spring 2020. While the new approach was driven by the Customer Service Department in CES, it defined the principles for service delivery across the whole organisation.

8.3 The Committee was informed that the underlying objectives of the review were to improve the services that were delivered online, whilst simultaneously reducing the cost of delivery, which could be achieved by focusing on the added value for the customer, the removal of waste and inefficiency, and making the best use of technology.

- 8.4 In reply to questions about the Council's new approach officers said that the people who dealt with NCC online were known to be spending increasing amounts of their time on line dealing with their bank or building society or buying goods at Amazon and/or from an online retail grocery site. The continued rise in the use of online services had meant that the Council's push to provide a wider range of service delivery and to improve the online experience remained the right direction of travel. There were some areas of the Council's service delivery where the online scores had started to be flavoured with some more challenging messages, so although the percentage scores were still respectable some were coloured as amber because there was more work to be done behind the scenes.
- 8.5 The Executive Director of Community and Environmental Services agreed to distribute outside of the meeting vital signs report cards for the previous 6 months to give Councillors a wider understanding of the trends.
- 8.6 In reply to further questions it was pointed out that the process for highways defect reporting meant that the customer request automatically moved through to the end point with the highways engineer (which sometimes meant that a Parish Council got to hear of a defect before the local County Councillor, an issue that officers agreed to take up outside of the meeting) but the Council was still looking to replicate that highway approach with other services.
- 8.7 The Committee was informed that there were still customer hand offs to back offices where it was very difficult to track the timeliness and quality of interactions. Some departments still published their own phone numbers or had their own websites which meant that customers could bypass the front door altogether, which made it difficult to track service standards and to help customers understand the next steps. Work continued to be done to achieve consistent service levels and to assure customers on the level of service they could expect to receive from the Council.
- 8.8 The main message which came out of the discussion was that while there was still a long way to go considerable success continued to be made in the take up of the Council's online services. The Council site was now 4 Star rated by SocITM which placed it firmly in the top quartile of local government sites.
- 8.9 **The Committee considered the Workplan and RESOLVED to:**
- AGREE the direction of travel and emerging themes for the Customer Service Strategy 2020-25 that were set out in the report.**
- 9 **Human Resources and Finance System Transformation Project – Update**
- 9.1 The annexed report (9) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.
- 9.3 The Committee considered a report by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services that provided an update on the move of the Human Resources (HR) and Finance

System Transformation Project into the procurement phase.

- 9.4 Councillors discussed the Committee's role in overseeing the implementation programme of the project and noted that they would be able to monitor the following areas of service delivery as the implementation plan was developed after the completion of the tender process early in the new year:
- Project Plan
 - Risk Assessment
 - Benefits Realisation
 - Equalities Impact

- 9.5 It was noted that a very useful member workshop had been held in October 2019 about the objectives of the project, the status of the project, the technologies that would be made available through the new system e.g. chatbots, robotic process automation, exploitation of the Internet of Things, and the contribution these technologies would make to realising the strategic benefits. The Committee agreed that this workshop should be run for a second time and places again offered to all County Councillors. It was hoped that the workshop would be better attended than it had been previously.

- 9.6 Because Councillors would be users of the new system, for example to access payslips or claim expenses, it would be extremely useful to gain the insight of Members in terms of what constituted a good user experience. It would also be valuable to understand what steps needed to be taken between now and the system go-live in October 2021 (subject to a satisfactory procurement) to support Members to make confident use of the new system, for example any digital skills training and redesign of business processes.

- 9.7 **RESOLVED**

That the Select Committee:

- 1. Note the good progress that is being made with the Human Resources and Finance System Transformation Project.**
- 2. Agreed that a further member workshop about the Human Resources and Finance System Transformation Project be offered to all Councillors.**

10 Business Transformation (Smarter Working) Programme

- 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 The Committee considered a report by the Executive Director of Strategy and Governance that provided an update on the approach taken to develop the Business Transformation (Smarter Working) Programme and scope the initiatives involved in the project.
- 10.3 The Committee was informed that the Business Transformation (Smarter Working) programme consisted of 6 streams of initiatives. The programme drove smarter

working through incremental change, the realignment of parts of our operating model and organisational structure, new ways of working, rationalisation, digital leverage, process improvement, increased collaboration, process automation and commercial review.

RESOLVED

That the Select Committee:

- 1. Note the approach taken to the development of the Business Transformation Programme scope and initiatives.**
- 2. Agreed with the indicators being looked to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and to ensure that we have not overlooked any further opportunities.**
- 3. Agree that a further report be made to Select Committee on programme progress in March 2020.**

11 Corporate Select Committee Forward Work Plan

11.1 The annexed report (11) by the Executive Director of Strategy and Governance was received.

11.2 RESOLVED

That the Select Committee:

- 1. Endorse the areas of focus for the Corporate Select Committee set out in the report.**
- 2. Agree the work programme and subsequent agendas for the Corporate Select Committee in Appendix 1 to the report subject to the addition of an update on the Business Transformation (Smarter Working) Programme at the March 2020 meeting.**
- 3. That the work programme is restructured so that it is based on a thematic approach.**

The meeting concluded at 12.12 pm

Chair