



## **Corporate Select Committee**

**Minutes of the Meeting Held on 25 January 2021 at  
10 am as a virtual meeting**

### **Present:**

Cllr Karen Vincent (Chair)

Cllr Penny Carpenter (Vice-Chair)  
Cllr Nigel Dixon)  
Cllr Colin Foulger  
Cllr Ian Mackie  
Cllr Steve Morphew (sub for Cllr Chris Jones)

Cllr Brian Long  
Cllr Dan Roper  
Cllr Rhodri Oliver  
Cllr Margaret Stone  
Cllr Sandra Squire  
Cllr John Ward

### **Also Present:**

Cllr Tom FitzPatrick (Cabinet Member for Innovation, Transformation and Performance)

### **1 Apologies for Absence**

- 1.1 Apologies for absence were received from Cllr Terry Jermy and Cllr Chris Jones (with Cllr Steve Morphew attending as substitute).

### **2 Minutes**

- 2.1 The minutes of the meeting held on 9 November 2020 were agreed as an accurate record and signed by the Chairman.
- 2.2 Further to paragraph10.5 of the minutes, the Chairman encouraged Councillors to attend workshops planned for 29 January 2021 to input and develop the Customer Services Strategy.

### **3 Declarations of Interest**

- 3.1 There were no declarations of interest.

### **4 Items of Urgent Business**

There were no items of urgent business.

## 5 **Public Question Time**

5.1 There were no public questions.

## 6 **Local Member Issues/Questions**

6.1 There were no local Member questions.

## 7 **Business Transformation (Smarter Working) Programme**

7.1 The annexed report (7) by the Director of Transformation was received.

7.2 Cllr FitzPatrick (Cabinet Member for Innovation, Transformation and Performance) covered the Introductory section of the report and the actions required of the Committee.

7.3 The Director of Transformation gave the Select Committee a presentation (that can be found on the Committee pages website) that outlined progress made by the Business Transformation and Smarter Working Programme, established following the adoption of 2020-2024 Medium-Term Financial Strategy. The presentation and the report explained the impact of COVID-19 on the programmes' activities, set out the priorities for the next 6 months, provided an opportunity to identify any other areas of work that should be included and asked Councillors to agree when a further report would be made to the Select Committee.

7.4 The presentation pointed out:

- Technology to work from home was in place prior to the March 2020 lockdown.
- Some aspects of Smarter Ways of Working were accelerated as a result of the pandemic.
  - Reducing our travel and venue hire:
    - In-year savings significantly higher than anticipated.
    - Corresponding positive impact on NCCs' carbon footprint with estimated reduction of 41% compared to 19/20.
  - Print and post
    - Reduced print and post due to lockdown with in-year savings increased.
    - Centralised print to post service set-up.
  - Collaborative working
    - Ensured transformation activities were more joined up and outcome focused.
    - Digital inclusion and upskilling were key to successful transformation.
    - Ensured our digital enablers are exploited and our property assets effectively utilised.
- Some areas of transformation activity were paused or slowed.
  - Enabling Districts to better detect fraud and council tax errors.
    - Work was completed and successfully piloted.

- Further work was temporarily paused.
- Scanning and record storage.
  - Good progress was made on scanning and reducing file storage.
- Contracted terms and supplier discounts ceased due to national policy.
- Traded Services
  - Charters gained for Registrations and ICT Solutions.
  - Calibrations underway.
- Work had continued throughout 2000/2021 to improve support for staff in Smarter Working as well as to achieve the savings targets set for the programme and supporting the response to the pandemic.

7.5 In summary, it was pointed out that good progress continued to be made on Transformation and Smarter Working during the pandemic and lockdowns; the savings target for FY20/21 would be exceeded, taking into account in-year savings, by a 150%; anticipated Business Transformation savings were embedded in service budget plans for 21/22 and the next phase approach would focus on supporting service outcomes recognising the range of services that were delivered.

7.6 The Director of Transformation said that the priorities for the next six months would be:

- Engagement regarding current & future Smarter Ways of Working.
- Resolving residual challenges with Smarter Working to ensure staff were working effectively and productively from appropriate locations.
- Smarter ways of Working driving the building rationalisation.
- Maximise our use of technology.
- Delivering the remaining actions under the Peer Review.
- Alignment between HR and Finance Transformation Programme and broader Smarter Working objectives.

7.7 The following were the key points of discussion:

- It was pointed out that the better use of technology and the new smarter ways of working that were set out in the report would help the Council to meet its long-term carbon reduction targets.
- Electric charging points for vehicles were due to be installed at County Hall shortly. After an initial analysis of their use, when further opportunities became available, electric charging points would be situated at other key locations throughout the county.
- Given the length of the Covid-19 emergency, a raft of measures had been put in place throughout 2000/2021 to maintain and improve staff wellbeing and to improve the support available to staff in the use of smarter working. Paragraph 3.1 of the report recognised that engaging with staff about current and future ways of working and the use of property was essential in maintaining staff morale and mental wellbeing. This aspect of smarter working would be made more explicit in future reports to the Committee.
- It was important for the Council to be seen to be focusing on customer experiences and on measuring customer outcomes. A Customer Charter

was being developed that would feed into the next phase of Business Transformation activity and details about this would be included in the next report to the Committee.

- The Chairman drew attention to the range of collaborative measures that were in place to secure additional inward funding through successful external funding bids. This had resulted in the successful bid for £262,473 by the Innovation team from the STP Digital Accelerator fund, to support the piloting of 200 video care phones with day service users.

#### 7.8 **The Committee RESOLVED:**

1. **To acknowledge how the COVID-19 pandemic had continued to impact, in both a positive and negative manner on the Business Transformation (Smarter Working) Programme.**
2. **To acknowledge the identified priority areas for our Business Transformation over the next 6 months that were fully set out in the report.**
3. **Agree that a further report be made to Select Committee, with an updated plan that takes our transformation forward going during normalisation, in July 2021 (assuming we have re-entered the normalisation phase).**

### 8 **Digital Strategy and Roadmap Progress Update**

- 8.1 The annexed report (8) by the Executive Director of Finance and Commercial Services was received.
- 8.2 Cllr FitzPatrick (Cabinet Member for Innovation, Transformation and Performance) covered the Introductory section of the report and the actions required of the Committee. Cllr FitzPatrick said that the digital strategy and roadmap explained how the Council was going to build on past and current successes to improve connectivity in Norfolk as the Connected Britain Digital Council of the Year 2020.
- 8.3 The Director of IMT & Chief Digital Officer gave the Committee a presentation (that can found on the Committee pages website) that included an executive summary of progress made so far as the strategy continued to be delivered in collaboration with departments, the Council's service delivery partners, key external digital suppliers and internationally recognized technology consultant specialists.
- 8.4 The projects and organisations that were included in the digital roadmap included:
- Oracle (ERP) Replacement
  - ASTEC (Adults digital transformation programme)
  - Childrens Transformation Programme
  - Norfolk Office of Data Analytics (NODA) important in enabling successful partnerships with others.
  - Highways & other services with digital exploitation project teams that build on the core infrastructure, platforms & capabilities.
  - Major application support teams, Social Care, Finance etc, Intelligence & Analytics, Information Governance.
  - The NHS Norfolk & Waveney STP Digital Team

- Norfolk LA IT Managers Group
- Norfolk Office of Data Analytics (NODA)
- New Anglia LEP
- Socitm (National & Regional)
- Cyber Security Groups
- DCMS
- LGA Digital Groups
- MHCLG Digital
- Crown Commercial Services.

- 8.5 Other key partner organisations included in the work were Norfolk District Councils and the Police. However, the potential scope for integrated technological solutions was less pronounced with these key partners than with the NHS. The move to more digital provision of services and flexible ways of working were cornerstones of the coming digital strategy and roadmap.
- 8.6 During the presentation the Director of IMT & Chief Digital Officer made clear that the Council remained committed to having the appropriate cyber security measures in place to retain the trust of Norfolk citizens in the ability to provide robust and safe online public services and the Council's ability to safeguard data retention. The digital strategy and roadmap supported this commitment by making sure that all new digital services had security built in by design and by moving to new digital systems and approaches the Council mitigated against the risks posed by unsupported old networks and legacy systems.
- 8.7 It was pointed out that following this meeting there would be further consultation on the digital strategy with the Council's partners and wider stakeholders before the digital strategy returned to the Corporate Select Committee and Cabinet for final approval. Once completed and approved, the roadmaps would become a key document supporting the organisations strategic direction during the next planning cycle and beyond.
- 8.8 The following were the key points of discussion:
- The next steps in the consultation process were expected to take between one to two months to complete because of competing priorities (and in particular because of the need to meet the priorities associated with working with the NHS during the pandemic).
  - There was always resistance to technological change, however, steps continued to be taken to raise awareness and educate people about the benefits of the wide range of new forms of technology.
  - Like many large organisations, the Council was constantly under cyber-attack and had secure systems in place to monitor and reduce the risks.
  - Laptops continued to be rolled out to school children at the rate of 1,000 a week. The Council's IT function had been reorganised to deliver these as its number one priority. The majority of roll outs had been completed with assistance from Norfolk companies and by some schools donating to other schools; however, IT connectivity and laptop roll out remained an issue for an estimated 6,000 children in Norfolk, The Director remained to hear back from some schools about difficulties that they were unable to manage for

themselves.

- It was pointed out that some school children who did not have a laptop would be able to gain internet access through electronic gaming machines if they were provided with a keyboard and mouse.
- The Committee placed on record thanks to the Director of IMT & Chief Digital Officer for all the hard work that he and his team had put into Norfolk County Council being recognised as the Connected Britain Digital Council of the Year 2020.
- The Council was actively addressing issues of Improvements in rural connectivity and broadband speed through the Better Broadband for Norfolk Programme, the Norfolk Full Fibre Network Programme and various other initiatives aimed specifically at those living in rural areas. Fixed wireless internet access was one such initiative aimed at reaching out to the 2-3% of households that were unable to obtain other forms of fast broadband.
- It was pointed out that advertised broadband speeds were not always up to the actual speeds but independent information about connectivity speeds was available from a range of sources.
- Councillors spoke about chatbot (basically an automated Artificial Intelligence (AI) system that helped deal with customer services and basic repetitive tasks). It was a computer programme that processed human conversation (either written or spoken), allowing humans to interact with digital devices as if they were communicating with a real person. The ambition of the digital strategy was to have these functions for basic tasks, freeing up people to do more complex tasks. A chat bot to make informed decisions would be rolled out across the county during February.

#### 8.9      **The Committee RESOLVED:**

- 1. To acknowledge that the draft Digital Norfolk Strategy and Roadmap provided the feedback on all the changes that the Committee wished to see incorporated.**
- 2. To agree that the Strategy and Roadmap were ready to share with wider Public Sector service partners before returning to the Committee/ Cabinet for final approval.**

#### 9            **Human Resources and Finance Programme– Update**

- 9.1      The annexed report (9) by the Executive Director of Finance and Commercial Services was received.
- 9.2      Cllr FitzPatrick (Cabinet Member for Innovation, Transformation and Performance) covered the introductory section of the report and the actions required of the Committee. Cllr FitzPatrick said that the purpose of the report was to advise the Committee of the progress made to date in delivering the configured system in conjunction with the Business Change Partner (SOCITM) but also to make the Committee aware of the remaining business adoption challenges and the work that was in place in plan to address them.
- 9.3      The Assistant Director Strategy & Governance, gave the Committee a presentation (that can be found on the Committee pages website) on the actions taken since the last substantive report in November 2020 and on the work planned

- as part of the playback approach described in the report for the next 30, 60 and 90 days.
- 9.4 The Committee was informed that the system was due to go live in November 2021. This was the earliest date that this system could technically be achieved and minimised the financial and business implications of a later go-live date. Over the last 3 months over 60 'playback 1' workshops had taken place in preparation for 'playback 2' which would start in February 2021 and run until mid-March 2021 and address some of the more complex aspects of the programme, including the configuration of some areas of traded services and some of the new HR practices that the programme would bring in.
- 9.5 Programme focus areas for the next 30 days included:
- Integrations Design
  - Develop options & decisions on open issues from playback 1
  - Preparation for Playback 2
  - Working with Business Change Partner on-boarding (SOCITM). This would be a strategic twoyear partnership that extended past the go-live date.
  - Comms & Engagement planning
  - Reporting & Analytics Strategy sign-off
- 9.6 Programme focus areas for the next 60 days included:
- Start Playback 2
  - Develop target operating model
  - Cutover planning
  - Set up Change Advocate Network
  - Process mapping
  - Benefits planning
  - Data migration planning
- 9.7 Programme focus areas for the next 90 days included:
- Complete Playback 2
  - Sign off target operating model
  - Build test plans
  - EPM playback planning
  - Reporting sprints prioritisation and planning
  - Finalise Integrations scope and test plans
  - Validation planning
- 9.8 In reply to questions it was pointed out that the project required some very specific skill sets. As well as the assistance provided by the Business Change

Partner(SOCITM), steps were put in place for the recruitment of specialist agency staff and for the Council to achieve the transfer of specialist knowledge to Council staff as the project progressed.

- 9.9 The Chairman said that the project was included in the Committee's risk register and that the Audit Committee had examined the matter at its most recent meeting and found it to be on track

9.10 **The Committee RESOLVED:**

**To acknowledge that the Human Resources and Finance Programme is in the implementation phase and that the strategic benefits and focus areas for the next 30, 60 and 90 days are fully contained in the report.**

10 **Proposed Amendments to the Council Constitution**

- 10.1 The annexed report (10) by the Director of Governance and Monitoring Officer was received.

- 10.2. The Director summarised the constitutional changes proposed at paragraph 1.3 of the report (and included in the Appendices to the report) and the Committee agreed unanimously on the following detailed changes:

**Executive Summary**

- The only change proposed is to allow Select Committees to carry out an element of scrutiny in so far as it relates to developing policy, by considering what has worked well, or less well, in the past.
- This change is replicated in other places in the Constitution referring to Select Committees.
- There was also a minor clarification in required in respect of the words relating to the membership of the Standards Committee.

**Article 5: Chairing the Council**

- Article 5 is deleted, as it duplicates the role descriptions set out in the Annex to Article 2 (Chair and Vice Chair of Council)

**Article 6 (renumbered 5): Overview & Scrutiny Bodies**

- Renumbered after deletion of article 5 and includes at 5.5 reference to the Children's Services Scrutiny Sub-Committee recently established by the Scrutiny Committee
- Includes at 5.8.1.5 the reference to "scrutiny" referred to under the Executive Summary above

**Article 7 (renumbered 6): The Executive**

- Includes details of Cabinet members (for ease of reference, instead



of having these set out separately in Appendix 26, which has been deleted)

- The names of Cabinet Members and job titles could be refreshed on the website under delegated authority without the need to have to come back to the Committee each time.

#### **Article 11 (renumbered 10): Officers**

- Amendments at 10.1(a) & (e) to reflect change in job title of Executive Director Strategy & Governance, to Strategy & Transformation (note reference to Director of Governance is renamed role of Chief Legal Officer)

#### **Article 15 (renumbered 14): Suspension & Publication of the Constitution**

- Comment to clarify that anyone requesting a written copy of the Constitution will first be directed to the electronic version on the website (Although hard copies will still be provided if necessary)

#### **Appendix 3: Delegations to Members of the Executive**

- Only amendment is removal of reference to Appendix 26 as this has been deleted and included in Article 7

#### **Appendix 4: Joint Arrangements**

- Amendments to remove reference to Norwich Joint Highways Agency Committee (which no longer exists) and add in reference to Norfolk Parking Partnership and Eastern Inshore Fisheries Company, and include terms of reference

#### **Appendix 14: Officer Employment Procedure Rules**

- Removal of roles that are not normally, and need not, be member appointments:
  - Head of Governance & Regulatory Services
  - Head of Information & Technology
  - Director of Procurement
  - Assistant Director of Growth & Development

#### **Appendix 19: Gifts & Hospitality (deleted)**

- Deleted – this will be included in the revised Code of Conduct, which will be brought to the next Corporate Select Committee meeting

#### **Appendix 21: (renumbered 20): Standards Committee Procedure for Hearings**

- Amended to include press queries in relation to Standards matters
- Amended to delete the Standards Committee Publicity Protocol, but to add in Press Notices

**Appendix 22: (renumbered 21): Protocol on Member/ Officer Relations**

- Clarification at para 26 that Members may visit a school with the permission of the headteacher, principal or equivalent, but will not have the “right” if it is an Academy school.

**Appendix 23 (renumbered 22) Principles & Protocols for dealing with the media**

Note: this currently says in the Constitution included with the papers that no change is proposed – in fact there is one change at para 3(g) in relation to press releases, currently requiring group leaders and members whose contact details are included on press releases should be alerted “promptly” before press releases are issued to the media. Suggested removal of “promptly” as it is not defined, differs in various cases, and is not clear – suggest this would be better dealt with in discussion with the Comms team

**Appendix 24: (renumbered 23): Standards Committee Publicity Protocol (deleted)**

- Protocol has been simplified for clarity, and included for ease of reference within Appendix 21 above (now renumbered 20)

**Appendix 25: (renumbered 24): Members’ Allowance scheme**

- Deletion of Appendix E which refers to outdated tax rules – preferable to refer to HMRC rules, need not be in Constitution
- In App B reference to Chair of Norwich Highways Agency Joint Committee will be removed (post does not exist after April 2020)
- Noted that there may be implications for the allowance scheme if Deputy Cabinet Members are appointed at some point in the future.

**Appendix 26: (renumbered 25): Details of members of the Executive (deleted)**

- Included in Article 7 above

**Appendix 32: (moved & renumbered 25): Procedure for Appointments to Outside Bodies**

- No change beyond change of numbering of Appendix

**Appendix 33: (moved & renumbered 26): Guidance for Members & Officers serving on outside bodies**

- No change beyond change of numbering of Appendix

**Appendix 29: Register of Members' Interests (deleted)**

- This will be included in the Code of Conduct and brought to the next Corporate Select Committee meeting

**10.3 The Committee RESOLVED:**

1. To agree the amendments proposed for recommendation to Council at its final meeting before the 2021 AGM (date to be confirmed), as set out in para 1.3 of the report.
2. To agree to recommend to Council that the Articles and Appendices set out in para 1.4 of the report be retained in their current format (No changes proposed).
3. To agree that remaining appendices will be considered at the next meeting of this Committee.

**11 Corporate Select Committee Forward Work Plan**

11.1 The annexed note (11) by the Executive Director of Finance and Commercial Services was received.

11.2 The Executive Director of Finance and Commercial Services said that the Group Leaders had jointly requested Select Committee to carefully consider if items scheduled for meetings in March 2021 could be rescheduled for later in the year so as to give front staff time to cope with essential operational matters as the Council moved to what was hopefully the final key phase of the Covid-19 pandemic.

11.3 Councillors agreed that apart from the possibility of having to consider a report in March 2021 on the constitution other reports should if possible be rescheduled for later in the year.

**11.4 The Committee RESOLVED**

**That the Chairman and Vice-Chairman be authorised to consider what items need to go to a meeting in March 2021 and the implications any changes has on the shape of the forward work programme.**

**Chair**

The meeting concluded at 12.13 pm