



Corporate Select Committee

Minutes of the Meeting Held on 9 November 2020 at 10 am as a virtual meeting

Present:

Cllr Karen Vincent (Chair)

Cllr Penny Carpenter (Vice-Chair)
Cllr Mark Kiddle-Morris (sub for Cllr Nigel Dixon)
Cllr Colin Foulger
Cllr Terry Jermy
Cllr Steve Morphew (sub for Cllr Chris Jones)
Cllr Tony White (sub for Cllr Ian Mackie)

Cllr Brian Long
Cllr Vic Thomson (sub for Cllr Rhodri Oliver)

Cllr Sandra Squire
Cllr Margaret Stone
Cllr Dan Roper (substitute for Cllr John Timewell)
Cllr John Ward

Also Present:

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

Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)

1A Apologies for Absence

1A.1 Apologies for absence were received from Cllr Rhodri Oliver, Cllr Nigel Dixon, Cllr Chris Jones, Cllr John Timewell and Cllr Ian Mackie.

2 Minutes

2.1 The minutes of the meeting held on 14 September 2020 were agreed as an accurate record and signed by the Chairman.

3 Declarations of Interest

3.1 Cllrs Karen Vincent and Penny Carpenter declared an "other interest" because they were members of the Norfolk Pension Fund scheme.

4 Items of Urgent Business

There were no items of urgent business.

It was noted that County Council would be asked to appoint Penny Carpenter as

vice-Chair of the Committee when it next met.

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 Human Resources and Finance System Transformation Project – Update

7.1 The annexed report (7) by the Executive Director of Strategy and Governance and Executive Director of Finance and Commercial Services was received.

7.2 The Committee received a report on the actions that were taken since the last substantive report in July 2020. The purpose of the report was to advise Corporate Select Committee of the progress made to date in delivering the configured system but also in identifying the business adoption challenges and work in plan to address these.

7.3 Cllr FitzPatrick (Cabinet Member for Innovation, Transformation and Performance) covered the Introductory section of the report and specifically why this was a key point in the programme where it was important for the Council to remain firm in the resolution to implement as far as was possible the standard processes within the system as this would maximise the benefits to be achieved.

7.4 The following were the key points of discussion:

- Members were reminded that a revised go-live date of November 2021 was agreed over the summer, this was following a re-plan which took into account the impact of Covid-19 on the ability of all parties (system supplier, systems implementers and NCC) to deploy resources.
- Member workshops were held in October 2019 and February 2020 to engage Members in the scope of the programme, the technology available and the opportunities presented to transform service delivery and realise savings.
- Work was taking place to identify all stakeholder groups and workshops to consider the business impacts in detail were taking place to develop action plans to take forward.
- The Programme had progressed into its implementation phase with activity being focussed on:
 - Identifying the specific configuration, required to support realising the strategic benefits and savings associated with the system implementation.
 - Aligning to the configuration decisions and understanding the business adoption required to gain full benefit of the configured solution.
 - Ensuring that business adoption is planned appropriately, and stakeholders involved in the system implementation identified.

- The overall budget was currently on track, with some pressures on project team costs because of needing to engage Agency workers in key roles, where direct recruitment had not proved possible.
- The retention of agency staff with very specific skill sets required to deliver the programme was being carefully reviewed and steps were being taken to mitigate against this risk wherever possible.
- It was confirmed that a Programme Director had been appointed to the programme and that arrangements for the appointment of a Business Change Partner were in place with the contract due to be awarded by 24 November.
- Members of the Committee noted that this was a complex subject area that needed to be made easier to understand. It was suggested that future reports should show progress not only in terms of the programme timetable but also provide further detail for the implementation stage activities.
- The Committee asked to be kept informed of developments regarding the above-mentioned points at its next meeting.

7.5 **The Committee RESOLVED:**

To acknowledge and support the work completed to date, the next steps as described in the report and to ask for an assurance about the use of agency workers to fill critical roles in the Programme Team and for this to be added as part of reporting of Risk RM027 : Risk of failure of new HR and Finance system implementation.

8 **Recruitment update – Norfolk County Council**

- 8.1 The annexed report (8) by the Executive Director of Strategy and Governance was received.
- 8.2 The Committee received an update on progress to develop the Norfolk County Council recruitment brand and requirements to attract the right talent and skills. A presentation was provided on this work and insights between March and August 2020 with comparisons back to 2019. (The presentation was made available on the committee pages website).
- 8.3 Committee agreed with the key priorities that were set out in the report, namely:
- Targeted attraction campaigns to increase applications for challenging roles to fill using specific recruitment marketing activity to reach our target audience. An example includes reaching out to underrepresented groups through our Firefighter campaign to increase diversity.
 - Review end to end recruitment to reduce time to hire from its current timeline of 37 days using remote interviewing. Reducing time to hire can reduce temporary employment costs of agency workers.
 - Continue to develop our careers pages to engage a wider audience of “Our Deal”
 - Develop our offer as an inclusive employer enabling our colleagues to thrive in a workforce that is representative of the diverse communities, we serve.
 - Implement functionality to support recruiting managers with higher volumes

of applications due to the current job market.

- 8.4 The Committee considered the targeted attraction campaigns (using specific recruitment marketing activity) that were being used to reach targeted audiences and increase applications for challenging roles. Other specific issues that were considered by the Committee included the changing demographic of the Council workforce and the implications of the Covid-19 pandemic for the recruitment of staff.

8.5 **The Committee RESOLVED:**

To acknowledge the many insights that the report provided into the Council's recruitment requirements, the good progress that was being made to meet those requirements and agreed the priorities that were identified in the report.

9 **2020 Staff Survey Report and Next Steps**

- 9.1 The annexed report (9) by the Executive Director of Strategy and Governance was received.

- 9.2 The report provided the results of NCC's second staff survey, based on 'the deal' between employees and NCC, that occurred between 9 March-14 April 2020, which included a two-week extension due to the COVID 19 lockdown. The timing of this year's survey was brought forward from 2019 to align better with the start of the financial year and was therefore carried out 10 months after the previous survey.

- 9.3 The following were the key points of discussion:

- The planned framework used to engage managers and staff with the 2020 Survey Results
- Learning from the 2019 staff survey.
- The impact of running the survey during the pandemic.
- Findings from the 2020 Survey.
- The impact to date following 2 Staff Surveys.
- Work to support people who were living and working remotely in Norfolk and to support those were not familiar with the use of new technology.
- The significance of the Norfolk Kickstart programme.

9.4 **The Committee RESOLVED:**

1. **To acknowledge the key messages from the survey and how they were being recognised and acted upon.**
2. **To support the steps being taken to improve the performance, engagement and wellbeing of colleagues.**

10 **Customer Services update**

- 10.1 The annexed report (10) by the Executive Director of Community and

Environmental Services was received.

- 10.2 The Committee received a report and a presentation that provided an update on the work to date in support of the response to Covid-19 and identified some considerations for the Customer Service Strategy.
- 10.3 The issues that were considered by the Committee included:
- Increased use of digital channels.
 - Additional duties to support Public Health in the medium term.
 - Resetting the service proposition for Norfolk County Council and the development of a service standard.
- 10.4 Members were invited to attend workshops to further input to and develop the Customer Service Strategy for 2020-2025. Dates would be circulated.
- 10.5 **The Committee RESOLVED:**
- 1. To acknowledge the work carried out so far in responding to Covid-19, and considerations and emerging themes for the Customer Service Strategy.**
 - 2. To ask for the Customer Service Strategy to be added to March 2021 on the Forward Work Plan.**
 - 3. Members to be invited to attend workshops to further input to and develop the Customer Service Strategy 2020-2025.**
- 11 **Proposed Amendments to the Council Constitution**
- 11.1 The annexed report (11) by the Executive Director of Strategy and Governance was received.
- 11.2 Cllr Morphew drew attention to the proposed change at paragraph 3.4.5 of the constitution (on page 83 of the agenda) and suggested that the rights of non-aligned independent member(s) should be the same as those of other members. There had been some discussion on this prior to the meeting but there was no agreement and there had not been time for this matter to be shared with all Members of the Committee.
- 11.3 Cllr Morphew and Cllr Long said that an extra layer of detail was required at paragraph 3.4.5 of the constitution about how cross-party amendments could be made during budget setting meetings and about how the right to put forward amendments that related specifically to an electoral division should be the same for all Members. They said that this paragraph raised issues of protocol that could be considered for possible inclusion in a member handbook.
- 11.4 The Chair said she agreed with comments made by the Director of Governance that a recommendation should be made to Council on this issue and that Members should work through their Group on budget setting proposals.
- 11.5 Cllr Morphew moved duly seconded by Cllr Kiddle-Morris

“To forward the proposed amendments to Council for determination without a recommendation by this Committee.”

On being put to the vote this motion was LOST there being 8 votes in favour and 3 votes against.

11.6 The Chair moved, duly seconded by Cllr Carpenter

1. To agree the amendments proposed for recommendation to Council at its meeting on 23 November 2020, at:

1.1 Appendix 5 (Officer Delegations)

1.2 Appendix 15 (Financial Regulations)

1.3 Appendix 16 (Contract Standing Orders) for immediate implementation after the Council meeting. With the exception of para 3.4.5 on which the Committee make no recommendation but ask the Monitoring Officer and s151 officer to make a recommendation to Council on this issue.

2. To agree that all members should be given an opportunity to comment on proposals before the final draft of the revised Constitution is considered by the Corporate Select Committee. As the Constitution is a large document, it is recommended that the remaining sections of it be reviewed in two separate Corporate Select Committee meetings, with part of it coming to the meeting on 25 January 2021 and the remainder to the meeting on 15 March 2021 for determination which amendments should be recommended to Full Council at its April 2021 meeting.

This was agreed unanimously.

11.7 **The Committee RESOLVED accordingly.**

12 **Corporate Select Committee Forward Work Plan**

12.1 The annexed note (12) by the Executive Director of Strategy and Governance was received.

12.2 **The Committee RESOLVED**

To endorse the areas of focus for future meetings subject to the changes that came out of today’s meeting regarding reports to meetings in January 2021 and March 2021 on the constitution, a report to the March 2021 on the Customer Services Strategy and the Review of Unconscious and Structural Bias in January 2021, if possible.

Chair

The meeting concluded at 1.42 pm

