

Service Improvement & Efficiency Committee

Agenda

Date

Monday 13 July 2020

Members of the Service Improvement & Efficiency Committee

Cllr J J Emsell (Chairman)	Cllr G K Nurden (Vice Chairman)
Cllr P E Bulman	Cllr J A Neesam
Cllr S J Catchpole	Cllr S M Prutton
Cllr D King	Cllr D Roper
Cllr I J Mackie	Cllr J L Thomas
Cllr M L Murrell	

Time

6pm

Place

To be hosted remotely at
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Substitutes Conservative

Cllr N J Brennan
Cllr S M Clancy
Cllr A D Crotch
Cllr K S Kelly
Cllr S Lawn
Cllr I N Moncur
Cllr G F Peck
Cllr S C Walker

Substitutes Liberal Democrat

Cllr S Riley

Contact

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If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director



@BDCDemServices

Public Attendance

This meeting will be live streamed for public viewing via the following link:
<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>.

If a member of the public would like to attend to ask a question, or make a statement on an agenda item, please email your request to committee.services@broadland.gov.uk no later than 5.00pm on 8 July 2020.

A G E N D A

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Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

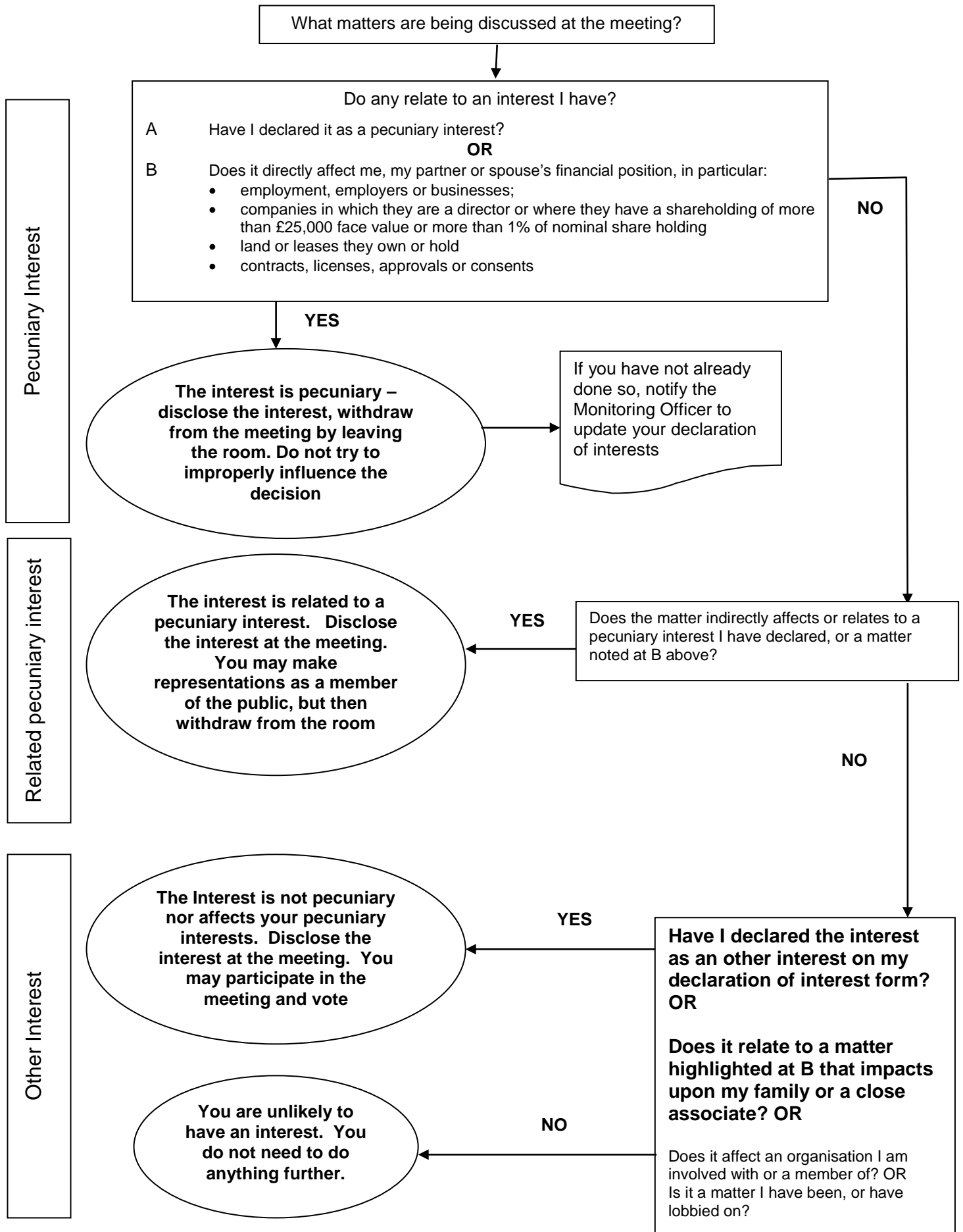
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER
IN THE FIRST INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Service Improvement & Efficiency Committee

Minutes of a meeting of the **Service Improvement & Efficiency Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **29 October 2018 at 10.00 am** when there were present:

Mr G Peck – Chairman

Mrs J K Copplestone
Mr G K Nurden

Mrs J Leggett
Mr D C Ward

Also in attendance were the Head of Corporate Resources, the Head of Democratic Services and Monitoring Officer, the ICT and Facilities Manager, the Service Improvement Officer and the Committee Officer (DM).

9 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr C Harrison, Mrs L H Hemsall and Mr F Whymark.

10 MINUTES

The Minutes of the meeting held on 10 September 2018 were confirmed as a correct record and signed by the Chairman.

11 COLLABORATIVE WORKING

Members received a presentation from the Head of Corporate Resources which was being presented to the Joint Lead Members Group the following day. Work had now begun on the implementation phase of collaborative work and the programme team had drawn up a route map for this work. The new Joint Managing Director would be officially taking up his role on 2 January 2019 but had already undertaken informal walkabout sessions to meet staff and feedback so far from staff had been very positive. He would be meeting with the Joint Lead Members Group the following day to share his “first 100 days” – prepared as part of his interview process. In response to a request, the Group would be asked to consider sharing this document with Members at the appropriate time. In the interim period, work had commenced on increasing connections across the two councils, including culture workshops, entering joint teams in the local authority challenge, introducing an interim recruitment protocol, a social club quiz event, introducing a contract procurement protocol, facilitating staff and member mobility between the two council sites and a joint leaders’ team building workshop. With regard to the recruitment protocol, it was noted that, in the short term, any staff transferring from one authority to the other would be employed on the terms and conditions currently in place at their new authority. With regard to the joint leaders’ team building session, it was noted that the new Joint Managing Director would be present for part of the session.

Service Improvement & Efficiency Committee

With regard to the current work stream, the following work was progressing across the two councils:

Economic Development – the Greater Norwich Investment website had been launched and promoted and a business training offer was being developed.

Planning – the establishment of a Growth Delivery Team had been agreed by Cabinet and the scope of a review of Planning was being developed.

Governance – a Joint Scrutiny Committee was being established together with a memorandum of understanding and a s113 agreement.

Contracts and Procurement – a protocol had been agreed and published and joint procurement had commenced for example dog kennelling, collection and insurances.

Technology – options for solutions for shared emails/calendars were being explored together with a joint domain name, website and email address and a joint expression of interest for funding had been submitted.

Communications and Marketing – a key policy position and stakeholder analysis was being developed and joint submissions made to government consultations on the rural economy and local government finance settlement. Options for a joint intranet were being explored.

Members were made aware of some of the issues to be addressed with regard to the development of technology to service two autonomous councils and that officers were seeking guidance from the lead members' group regarding a number of issues. The establishment of a new website and email address required a new domain name which, it was understood, could only be assigned to an appropriate legal entity.

The Head of Democratic Services and Monitoring Officer updated Members on the latest arrangements for the appointment of the Electoral Registration Officer and Returning Officer. The Joint Managing Director was keen to undertake these roles in both authorities in the future and to possibly host a combined count at a single venue, but it had now been confirmed that arrangements for the May 2019 elections would continue with two separate counts and arrangements for the ERO and RO appointments for Broadland would be agreed at the January 2019 Council meeting.

Members noted the latest position.

12 MEMBERS' ICT PROVISION

The ICT and Facilities Manager updated Members on the issues raised at the last meeting:

Passwords – it was possible, though not ideal, for both passwords (device and blackberry apps) to be the same avoiding the need to remember two passwords. Finger print access would also help with this issue. It was also possible to change the settings on Ipads to increase the timeout period from the default time of 2 minutes to either 5 or 10 minutes. The ICT and Facilities Manager undertook to contact Members by email to advise them how to make the changes.

Printing – the Council's software supplier had been asked to enable the facility within the blackberry apps to allow the printing of documents and when this had been done the ICT and Facilities Manager would email all Members to advise them that this option was available.

Sharing data (calendars) with other devices – in response to Members' requests to be able to synchronise information with other devices, in particular, calendar invites, the ICT and Facilities Manager stated that this was not possible within the blackberry app as the segregation of corporate data was the basis for current information governance arrangements. He was, however, planning to set up a Google calendar which could be populated by officers with meeting dates which Members would then be able to share on other devices. He invited a few Members to trial the Google calendar on their devices before rolling it out to all Members and Mr Peck and Mrs Leggett volunteered. Options for alternative calendar arrangements were being explored ahead of the new intake of Members in May 2019 which would give Members more flexibility in managing calendars.

Collaborative Working –with regard to IT provision for Members at South Norfolk, Members with their own compatible equipment had been able to utilise their own devices, two hatters were using their County devices and other Members had been supplied with a device by the District Council. All devices had been similarly configured with Microsoft Office 365 software for calendars/emails which was currently accessible without a password but South Norfolk were looking to install a password to access this software in addition to the password already needed to access the device. A password was needed to access council papers. South Norfolk Members did not currently have access to their Council's intranet.

With regard to the review of Members IT provision for May 2019, this work was being undertaken in consultation with South Norfolk and, whilst it might not be possible to achieve a single IT solution, it was hoped that measures could be taken to utilise the best of each Council's IT provision for Members. Ipads had now been in use for some 3 years plus and officers now had a better understanding of Members' IT needs which would help inform the IT

solution for May 2019. It was acknowledged that Members had a range of different needs with some preferring integrated systems and others preferring to keep council/business/personal systems separate. A system that offered flexibility to adapt to the needs of the user would be preferred. Members raised a couple of issues with regard to cutting and pasting text within the blackberry app and importing external documents into iannotate and the ICT and Facilities Manager undertook to speak to the Members after the meeting about how to deal with these issues.

Members noted the update and agreed that the ICT and Facilities Manager email all members about the settings relating to passwords and timeout and, when available, the facility to print from within the blackberry apps. It was further agreed that Mr Peck and Mrs Leggett trial the use of Google calendar before this is rolled out to all Members.

13 DATES OF FUTURE MEETINGS

14 January 2019 and 18 March 2019

The meeting closed at 11.30 am

SIEC TERMS OF REFERENCE REVIEW

Report Author: Emma Hodds
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(Monitoring Officer)
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Portfolio: Transformation and Organisational Development

Wards Affected: All

Purpose of the Report:

The Leader and the Portfolio Holder has indicated that they are keen for the Service Improvement and Efficiency Committee to be reconvened and have asked that the Terms of Reference are reviewed to ensure that these are fit for purpose.

Recommendations:

1. To review the proposed Terms of Reference for the Committee and either:
 - a) Agree to the Terms of Reference as set out in Appendix A and to recommend these to Council; or
 - b) Make suggested amendments to the Terms of Reference and recommend these to Council.

1 SUMMARY

- 1.1 The Leader and the Portfolio Holder has indicated that they are keen for the Service Improvement and Efficiency Committee (SIEC) to be reconvened and have asked that the Terms of Reference are reviewed to ensure that these are fit for purpose.

2 BACKGROUND

- 2.1 SIEC was established by Council on 13 December 2012 and it was proposed to focus on the 'Organisational Capacity' objectives in the Broadland Business Plan, in particular; to improve services and maximise efficiencies and to improve engagement with our staff.
- 2.2 The Terms of Reference were developed and are attached at **Appendix A** to this report.

3 CURRENT POSITION

- 3.1 The Committee has not met in recent months and discussions with the Leader and the Portfolio Holder has indicated that it would be worthwhile to review the Terms of Reference, to ensure that these are fit for purpose and will take the Council forwards in the right direction.
- 3.2 It is also worth noting that the Panels also have some key work that can potentially duplicate the work of this Committee if the Terms of Reference are not clear, likewise for Overview and Scrutiny and the Audit Committee.
- 3.3 A proposed Terms of Reference are attached to this report at **Appendix B** and the Committee is invited to review these so as to ensure input is received.

4 PROPOSED ACTION

- 4.1 The Terms of Reference, as at **Appendix B** or as amended by the Committee will need to be approved by the Council in order for the Constitution to be amended. This will then provide the clarity needed for the Committee going forwards.

5 OTHER OPTIONS

- 5.1 To keep the current Terms of Reference, this is not recommended as it doesn't then reflect the journey that the Council has been on.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – not applicable to this report.
- 6.2 **Legal Implications** – the Constitution will need to be updated and the Terms of Reference formally approved by Council.
- 6.3 **Equality Implications** – not applicable to this report.

6.4 **Environmental Impact** – not applicable to this report.

6.5 **Crime and Disorder** – not applicable to this report.

6.6 **Risks** – not applicable to this report.

7 CONCLUSION

7.1 It is good practice to review Terms of Reference as the Council evolves, this is key to ensuring that the Committee remains fit for purpose and adds value through its actions.

8 RECOMMENDATIONS

8.1 To review the proposed Terms of Reference for the Committee and either:

a) Agree to the Terms of Reference as set out in Appendix A and to recommend these to Council; or

b) Make suggested amendments to the Terms of Reference and recommend these to Council.

Appendix A – Current Terms of Reference

To advise Cabinet on the design and delivery of corporate work streams on service improvement and efficiency; identify financial savings; consider proposals for income generation and, in particular, to focus on delivering the ambition in the Broadland Business Plan “to continue to provide high quality, value for money services on our own or as a trusted partner”.

Objectives are to:

- (1) Oversee the ‘Systems Thinking’ and other management reviews of council services and in so doing, to:
 - (i) champion Systems Thinking in the council through considering the learning from this activity and addressing any ‘systems conditions’ that might hinder improvements;
 - (ii) advise on the programme of service areas to be reviewed;
 - (iii) identify any training opportunities related to ‘Systems Thinking’;
 - (iv) report to Cabinet on the findings from service reviews and monitor the results.
- (2) To identify opportunities for improving staff engagement and provide a forum for considering the learning from engagement activities.
- (3) To oversee the operation of the council’s performance management framework.
- (4) To advise on and monitor the implementation of the council’s corporate strategies, eg ICT Strategy and Communications Strategy.
- (5) To consider any proposals for collaborative and joint working, both within the authority or with external bodies.
- (6) To identify savings and efficiencies which contribute to the Medium Term Financial Plan (capital and revenue).
- (7) To undertake other corporate projects as requested by cabinet or council.

Appendix B – Proposed Terms of Reference

Councils are constantly finding new and innovative ways to deliver services and improve the lives of people in their local communities. The role of the Service Improvement & Efficiency Committee is to consider ideas for improving the efficiency, quality and accountability of public services in the district, through learning, sharing knowledge and delivering improvement solutions. It aims to support continuous improvement by building on the expertise within local authorities and working in partnership with stakeholders in the public, private and voluntary sectors.

Purpose

To advise Cabinet on the design and delivery of corporate work streams on service improvement and efficiency, to:-

1. identify financial savings;
2. consider proposals for income generation; and,
3. focus on delivering the ambition in the Broadland Delivery Plan “moving with the times, working smartly and collaboratively”
4. drive transformation delivery and change management process.

Objectives are:

To oversee the transformation and collaboration of services. Progress reports will be provided to assist with this objective.

To advise and review the implementation of the IT Strategy and the programme management of the IT infrastructure projects.

To advise and review the Communications Strategy of the Council.

To advise and review the performance of the Council, through review of key Human Resources measures and the learning & development approach while identifying opportunities for improving staff engagement and provide a forum for considering the learning from engagement activities.

To highlight specific project and service areas for review.

To oversee the operation of the Council's performance management framework

Monitor change management process and seek to transform management, staffing and services to make them more efficient and effective through redesigning services and ensuring a more effective and efficient process and procedure.

Identify how the Council can generate income, through developing commercial skills and knowledge to generate a greater proportion of funding.

To report and make recommendations to Cabinet on the findings from service reviews and monitor the results.

To undertake other corporate projects as requested by Cabinet or Council.

Membership

The Committee will consist of 11 Members of the Council to be appointed at the Annual General Meeting and be politically balanced.

Named substitutes may attend and vote at the Committee.

Quorum

A minimum of 3 members of the Council (either members of the Committee or named substitutes) must be present to transact any business of the Committee.

Procedures, protocol and public speaking

The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.

At the discretion of the Chairman, any person attending the Committee may speak to provide 'subject matter expertise'.

Any member of the Council may attend and speak (at the Chairman's discretion, at meetings of the Committee.

Voting

Voting shall be by a simple majority show of hands.

In the event of an equality of votes the Chairman shall have a second or casting vote.