

Service Improvement and Efficiency Committee

Agenda

Members of the Service Improvement and Efficiency Committee:

Cllr J L Thomas (Chairman)

Cllr G K Nurden (Vice Chairman)

Cllr P E Bulman

Cllr I J Mackie

Cllr S J Catchpole

Cllr M L Murrell

Cllr S M Clancy

Cllr S M Prutton

Cllr S I Holland

Cllr D Roper

Cllr K S Kelly

Cllr J J Emsell (ex officio)

Date & Time:

Tuesday 25 January 2022 at 6.00pm

Place:

Council Chamber Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich NR7 0DU

Contact:

James Overy tel (01603) 430540 Email: james.overy@broadland.gov.uk

Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

If a member of the public would like to attend to speak on an agenda item, please email your request to comserv@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Thursday 20 January 2022. Please see further guidance on the options for public speaking at page 2 of this agenda.

Rules on Public Speaking

All public speakers are required to register a request to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:
comserv@southnorfolkandbroadland.gov.uk

Public speaking can take place:

- Through a written representation (which will be read out at the meeting)
- In person at the Council offices

Please note that the Council cannot guarantee the number of places available for public attendance, but we will endeavour to meet all requests.

All those attending the meeting in person must, sign in on the QR code for the building and promptly arrive at, and leave the venue. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your public speaking registration has been accepted.

AGENDA

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| 1. | To receive declarations of interest under Procedural Rule no 8 | 4 |
| 2. | Apologies for absence | |
| 3. | Minutes of the meeting held on 7 December 2021 | 6 |
| 4. | SPARK Transformation Programme Update | 11 |
| 5. | Enforcement Agent Services | 27 |
| 6. | Work Programme | 33 |
| 7. | Exclusion of the Press and Public | |
| | The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them. | |
| 8. | Single IT Solution for Revenues and Benefits | 34 |

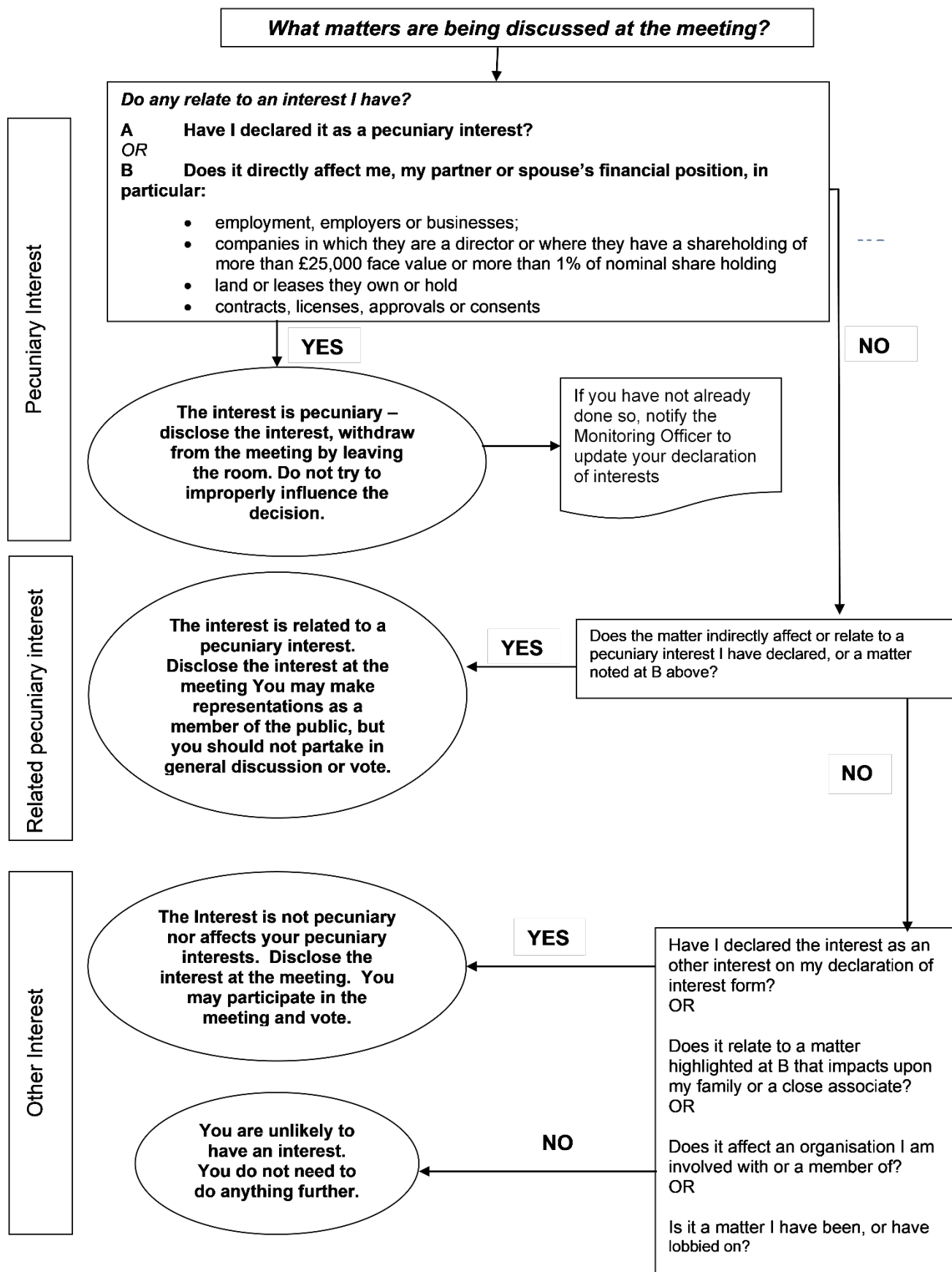
DECLARATIONS OF INTEREST AT MEETINGS

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.

<p>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.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 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 <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>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.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>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 you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>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.</p>

**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 AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Tuesday 7 December 2021 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.

Committee Members Present: Councillors: J Thomas (Chairman), G Nurden (Vice-Chairman), T Adams, S Catchpole, S Holland, K Kelly, K Leggett, I Mackie, M Murrell, S Prutton and D Roper.

Cabinet Member Present: Councillor: J Emsell.

Officers in Attendance: The Director of Resources, Assistant Director ICT/Digital and Transformation, Assistant Director Regulatory, Assistant Director Planning, Business Improvement Team Manager and the Democratic Services Officer (JO).

47 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Bulman and Cllr Clancy.

48 MINUTES

The minutes of the meeting held on 12 November 2021 were agreed as a correct record, save for the following amendments:

Minute No: 46 - Future Office Accommodation Project – Appraisal and Business Case

Following paragraph 9 the following member comments were added:

The Joint Member Working Group should have been constituted at the outset of the project and should have been driven by members.

The Feasibility Study 2018 did not include accommodation and this project seems to have come out of nowhere.

Broadland members should consider what South Norfolk members make of the second recommendation from the Joint Member Working Group [move to Thorpe Lodge].

The following amendments were made to recommendations 1 and 3:

1. That there was no decision in principle at this stage regarding the purchase of the Horizon Building on Broadland Business Park, ~~due to further information being required~~; until the Joint Member Working Group has considered its work and recommendations; and
3. That the Future Office Project Joint Member Working Group should consider ~~all the options for office accommodation~~ these options for office accommodation ...
 - Option 9, The Horizon building,
 - Option 10, a new building, and
 - Option1, Do nothing.

The Chairman advised members that she was to attend a meeting on Thursday 9 December 2021 with the Chairman of the Commercial, Trading and Customer Focus Policy Committee and Cllr Riley and Cllr Kemp to discuss how the work of the Joint Member Working Group would be progressed.

49 SPARK TRANSFORMATION PROGRAMME UPDATE

The Assistant Director ICT/Digital and Transformation introduced the report, which provided the Committee with an update on the major projects currently being progressed through the SPARK Transformation Programme.

Members were advised that there had been little change in the Red, Amber, Green ratings since the last update.

Phase one of the joint email migration project had been completed. The next stage was to roll out the applications that had become available following the migration to Office365, such as SharePoint and Teams.

In respect of the One Network the chips and switches that had been delayed had now been received and it was expected that the delivery of a single IT infrastructure across both Councils would be completed by the end of January 2022.

The Strategic Approach to Systems Transformation included the Finance Cash Receipting System and Planning and Regulatory IT, which would be considered in detail later in today's meeting.

Moving towards a First-Class Customer Service was a phased project that was looking at how the Council could gather and utilise customer insight and feedback to improve services for the future. As part of this the new Customer Charter and Strategy was being rolled out across the Council.

In addition the Customer Satisfaction Survey had now been launched onto the new website, which would allow a target of customer satisfaction based on the baseline data received to be identified for Quarter One 2022/23.

Finally, the Business Improvement Project was at the pilot stage and work was being undertaken to create Business Intelligence dashboards to create the best business data modelling options for the organisation.

A member emphasised that the new website needed monitoring to ensure that it remained up-to-date. He advised the meeting that the My Area page for Brundall still had the two District Council seats as vacant over two months after the elections had been held.

The Assistant Director ICT/Digital and Transformation confirmed that she would take this away as an action point and ensure that the page was updated.

There was also some discussion about accessing Council papers on public networks and it was noted that public networks were always unsecure. Members were advised to speak to officers outside of the meeting, if they had any issues accessing resources on their iPads.

Members asked that acronyms be set out in full when first used in reports and reminded officers that members of the public could have difficulty understanding reports if this was not done.

50 WORK PROGRAMME

Members noted the Work Programme. The meeting was advised that the Accommodation Review would be brought to a future meeting of the Committee, but that the exact date could not be determined at this stage.

51 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part1 of Schedule 12A to the Act (as amended).

52 PLANNING, REGULATORY, HOUSING STANDARDS AND WASTE TEAM SERVICES IT MIGRATION

The Assistant Director for Planning introduced the exempt report, which proposed aligning the IT systems used by the Planning, Land Management, Regulatory, Housing Standards and Waste Teams.

Members were advised that the existing IT contracts for the above systems were either due to expire in 2022 or were (or would become) unsupported. The business case put forward four options for aligning the IT systems. Option two, was the most cost effective and was recommended for approval.

The Committee was informed that aligned IT systems would make significant non-cashable savings by reducing a substantial amount of manual entry of data.

Members gave the report thorough consideration and it was determined that they did not want the Council to be constrained by a single version of Land Charges, as they wanted to retain the option to set a discount for searches.

Option three was considered, but it was thought that the additional cost associated with the individual branding of web pages was too high.

The Committee was informed that the Council could only recover its costs for the Land Charges service and that, if a discount was given, the cost would fall upon Council Tax payers. Any additional costs generated by choosing any option other than the one recommended would also fall upon the Council.

Option 4 was proposed and duly seconded and following a show of hands it was:

RECOMMENDED TO CABINET

1. To approve option 4, as set out in the Appendix to the report; and
2. To award the contract, as set out in the Appendix to the report.

47 FINANCE CASH RECEIPTING SYSTEM BUSINESS CASE

The Director of Resources introduced the exempt report, which set out a business case for a joint cash receipting system.

Members were advised that the costs set out in the business case were based on current prices and that these might increase after 1 April 2022,

which would require a further report to be brought to the Committee at a later date.

The Committee were, therefore, requested that they support an amended recommendation that, in principle, the contract should be awarded, if it could be entered into before 1 April 2022.

Following a show of hands it was:

RECOMMENDED TO CABINET

To award a contract for a single Cash Receipting IT system for both Councils, if the contract can be entered into by 1 April 2022.

(The meeting concluded at 7.14 pm)

Chairman

SPARK TRANSFORMATION PROGRAMME UPDATE

Report Author: Sinead Carey
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Portfolio: Transformation and Organisational Development

Wards Affected: None

Purpose of the Report:

This report provides the Committee with an update on the major projects that are currently being progressed as part of the SPARK Transformation Programme.

Recommendations:

1. To note the content of the report with regards to the progress made with the programme.

1. Summary

- 1.1 This report provides the Committee with an update on the major projects that are currently being progressed as part of the SPARK Transformation Programme.

2. Background

- 2.1 In July 2018, the Council agreed to the Feasibility Study to progress collaborative working with South Norfolk Council.
- 2.2 The Council has been ambitious in its approach and over the last year and a half, has achieved significant progress including establishing the one joint team serving the two councils and beginning on the transformation journey. The SPARK Transformation Approach and Programme were established in January 2020 and work has been underway to progress and implement a range of transformational projects as referred to in **Appendix 1**.

3. Current position/findings

- 3.1 Positive progress is being made across the SPARK Transformation Programme as a whole. As can be seen, a large proportion of the projects that we are currently progressing are those which are corporate-wide and needed to build the base and infrastructure for further transformation of our services in the future e.g. IT Infrastructure. There are also a range of directorate transformation projects which are underway and being managed by each service area.
- 3.2 The document at **Appendix 1** provides an update on each of the corporate-wide projects (see below) which form the programme, including a RAG status and delivery milestones.

Table 1 - Overview of SPARK Transformation Programme

Project or Programme	Overview	Key Delivery Milestones
Joint email (Phase 2) Current RAG status – Amber (no change from previous report to committee)	Development of a single email system on the new domain (southnorfolkandbroadland) including a migration to o365	<ul style="list-style-type: none">• P1 – Migration of users accounts and computers from legacy networks into new joint network (timeline TBC)
Domain migration Current RAG status – Amber (no change from previous report to committee)	Migrating our systems and services onto the new domain name	<ul style="list-style-type: none">• Scoping work to be undertaken to ascertain project scope, expectations and resource requirement for next steps.

<p>One network</p> <p>Current RAG status – Amber (no change from previous report to committee)</p>	<p>A phased approach of IT infrastructure development to build a single network across the two Councils</p>	<ul style="list-style-type: none"> Target delivery date revised to end of January 2022, instead of end of September 2021 (see Appendix 1 for more information).
<p>Strategic approach to systems transformation</p> <p>Current RAG status – Amber (no change from previous report to committee)</p>	<p>Developing a strategy for our wider systems approach to replacement of future service systems.</p>	<ul style="list-style-type: none"> Initiation - Agree requirements/delivery partner/procurement/project team (Oct 20 complete) Discovery -Methods review of key business systems (Nov 20 - Feb 21 complete) Planning - Sign-off recommendations and plan delivery approach (Feb - Apr 21 complete) Implementation - 4-yr programme of phased transformation (Apr 21 - June 23 ongoing)
<p>Business Intelligence (BI) and Governance</p> <p>Current RAG status – Green (no change from previous report to committee)</p>	<p>Developing and implementing a business intelligence framework that develops the organisation into an insight and intelligence led culture of continuous improvement.</p>	<ul style="list-style-type: none"> P1 – Discovery and development of recommendations – Jan 21 (complete) P2 – Agree BI Principles, Data Standards and Proof of Concept (Pilot) – April 21 (complete) P3 – Implementation of outcomes from P2 – July 21 (ongoing – timeline delayed see Appendix 1 for more information) P4 – Roll out to organisation in line with transformation programme – July 21 onwards (not yet started)
<p>Future Office Accommodation Programme</p> <p>Current RAG status – Green (no change from previous report to committee)</p>	<p>This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the New ways of working programme. This programme aims to secure approval for the recommended option to meet the two Councils future office accommodation needs. This</p>	<ul style="list-style-type: none"> P1 – Delivery of initial phase of Future Office Accommodation, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021 (delayed) P2 – Delivery of the recommended option from the Future Office Accommodation project.

	programme comprised of 4 key projects: Future Office Accommodation (FOA) Project, Post and Scanning Project, Hybrid Working Model Project and Hub and Spoke Project.	
<p>Moving Towards a First-Class Customer Service</p> <p>Current RAG status – Amber (delivery timescale re-profiled, therefore there is a slight delay in delivery)</p>	A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.	<ul style="list-style-type: none"> • P1 – Discovery and development of recommendations – Dec 20 (complete) • P2 – Delivery of recommendations – June 21 (complete) • P3 – Implementation – delivery timescale re-profiled to be January 2022 (instead of November 21) (ongoing)
<p>Complaints approach</p> <p>Current RAG status – Green (no change from previous report to committee)</p>	South Norfolk and Broadland Councils currently have different complaints policies and processes. This project will make proposals to align the processes, policies and systems to create a consistent and robust way of handling complaints across the two Councils to provide the right outcomes for our customers.	<ul style="list-style-type: none"> • P1 – Implement short term solution – Feb 21 (completed) • P2 – Alignment of processes, policies and systems for complaints handling – April 21 (completed - delivered in July 21 due to papers going to July Cabinet meetings) • P3 – Processes to be piloted for 3 months (ongoing)
<p>Broadland Procurement of Waste Contract</p> <p>Current RAG status – Green</p>	Project to procure the new contract for Broadland District Councils waste service.	<ul style="list-style-type: none"> • P1 – Pre procurement Sept – Oct 2020 (completed) • P2 – Selection stage Dec – Feb 2021 (completed) • P3 – ISIT Feb – April 2021 (completed) • P4 – Negotiation – May – June 2021 (completed) • P5 – Decision to award September 2021 (completed) • P6 – Implementation of contract – by end of March 2022 (ongoing)
<p>Review of Councils' Depots</p> <p>Current RAG status – Amber</p>	Review of Council Depots Future Options Report to review whether they are fit for purpose moving forward, to look at alternative locations and to create a business case for any changes.	<ul style="list-style-type: none"> • Project plan with key milestones currently being developed.

Best in Class Housing Programme Current RAG status – Green	Enabling anyone in housing need to resolve their own accommodation needs, whilst focusing scarce resource on households in housing crisis to avoid homelessness and secure sustainable accommodation options, delivered within a sustainable service delivery model and an extensive partnership framework. The IT System and Allocation Policy element of this programme has now been completed.	<ul style="list-style-type: none"> • Delivery of new system in April 21 (complete). • Customer Journey – (P1 May 2022) • Temporary Accommodation and Private Sector Leasing – (P1 April 2022)
Joint website	Development & Implementation of a single website across the two Councils.	<u>Project has been delivered.</u>
Telephony roll out	Implementation of a single telephony system across the two councils.	<u>Project has been delivered.</u>
Strategic Reporting	Development and implementation of the new strategic reporting cycle, covering risk, finance and performance to report against our in-year delivery plan.	<u>Project has been delivered.</u>
Best in class housing – policy and system	Upgrading the Housing IT system to fit with the best in class housing model and policy.	<u>Project has been delivered.</u>
Organisational Development Programme	A phased programme of work following on from the development of the OD strategy.	<u>Programme moved into business as usual.</u>
Joint email (Phase 1)	Development of a single email system on the new domain (southnorfolkandbroadland) including a migration to o365	<u>Phase 1 of project has been delivered.</u>

4 Other options

4.1 None.

5 Issues and risks

- 5.1 **Resource Implications** – these are managed by each project on a case by case basis.
- 5.2 **Legal Implications** – considered with each project as appropriate
- 5.3 **Equality Implications** – considered with each project as appropriate.
- 5.4 **Environmental Impact** – considered with each project as appropriate.
- 5.5 **Crime and Disorder** – not applicable to this report.
- 5.6 **Risks** – risks are managed on a project basis and are escalated through to directorate risk registers and the strategic risk register if appropriate.

6 Conclusion

- 6.1 The report has been provided to the Committee as requested to ensure they are kept up to date with the key project work of the Council.

7 Recommendation

- 7.1 To note the content of the report with regards to the progress made with the programme.

Appendix 1 - Spark Transformation Programme Highlight Report – Blue/Corporate Projects

Updates as of: 7 January 2022

Completed and closed projects:

- Joint Website
- Telephony roll out to BDC users
- Strategic reporting approach
- Best in class housing – policy and system
- Organisational Development Programme (moved to business as usual)
- Joint Email (phase 1)

Corporate Hub

1 Joint Email Migration of users accounts and computers from legacy networks into new joint network.

RAG Status – Amber ●

This project is currently Amber due to the timelines for Phase 2 still being in development.

Senior Sponsor – Corinne Lawrie

Business Lead – Angela Schug

Project Phasing:

- P1 – Migration of users accounts and computers from legacy networks into new joint network (timeline TBC)

Update:

- @broadland.gov.uk email accounts and calendars were migrated as planned.
- A funding bid was made via the positive variance budget position, to progress the Statements of work (SOW) for Project Management (shaping and managing) of Phase 2. This was agreed by SNC Cabinet but not BDC Cabinet at this point in time.

Priorities:

- Timelines and resources for completion of phase 2: Migration of computers and line of business systems from legacy networks into new joint network will be progressed via with CommsCare and Insight. The line of business system moves will require careful co-ordination and significant resources from the service area system administrators for testing and issue resolution. Resolution of any issues may also require support from the system suppliers.

- We have identified funding options and will progress the 3 new Statements of work with our 3rd parties (CommsCare and Insight) for:
 - **Programme Support – 6 months Project Management support to shape and project managing Phase 2 (compute and line of business system migration into the new domain).**
 - **Security and Information Governance (within the new OneGov tenant)** Recommended strategy for adoption of cloud services, assessing our environment from the perspective of best practice, compliance and governance.
 - **Adoption and Change Management** ‘Show and tell’ sessions around Teams, SharePoint, OneDrive and perhaps OneNote after the Security and Information Governance workshops have been completed. These will also include bespoke recorded content for Members.

2 Domain Migration Migrating our systems and services onto the new domain name

RAG Status – Amber ●

Senior Sponsor – Corinne Lawrie

Project Phasing

- Scoping work to be undertaken to ascertain project scope, expectations and resource requirement for next steps.

3 One Network A phased approach of IT infrastructure development to build a single network across the two Councils, which includes physical infrastructure replacement.

RAG Status – Amber ●

This project is Amber as it has been impacted by the global shortage of components (chips and switches) required for the delivery of the project, resulting in the delivery timescale for the new Infrastructure to be in place being pushed out to end of January 2022, instead of September 2021.

Senior Sponsor – Corinne Lawrie

Business Lead – Chris Balmer / Angela Schug

Project Phasing:

Target delivery for installation, testing and handover of the new Infrastructure now end of January 2022, instead of end of September 2021. There is then a significant further phase of work for the ICT and Digital team to plan and deliver the sequencing and movement of servers across to the new Infrastructure. Timings for completion of this movement will be informed by the experience of moving the initial 10 servers by Phoenix.

Update:

- The long-awaited switches (delayed because of global shortage) were received at Thorpe Lodge and South Norfolk House.
- Our third party, Phoenix, commenced installation of the new infrastructure as planned on 29 November 2021 (supported by our internal resources).

Priorities:

- Weekly 'sync' calls will be established by Phoenix to ensure that we track the detailed requirements (deliverables and resources) within the plan. We have, as yet, still been unable to recruit to the vacant Technical Project Lead post which was to provide resources to this project and so are continuing to juggle resources within the team.
- Phoenix resources on site at South Norfolk House, Thorpe Lodge & remotely to complete the racking requirements.
- Work will continue within the team to inform the order of events in moving existing infrastructure (physical and virtual servers) onto the new infrastructure.
- Existing infrastructure will be moved over onto the new infrastructure once the new Rubrik back up is in place. Phoenix will move the first 10 servers (the most complicated ones) and then this will transfer to the ICT and Digital team. We have 361 virtual servers plus a number of physical servers to move. This will entail out of hours / weekend working so as to minimise impact and risk for Officers. Planning is currently under way to decide on the priority order for movement of servers onto the new infrastructure and to shape up the project plans, resources (including out of hours) and timescales.

4 Strategic Approach to Systems Transformation Developing a strategy for our wider systems approach to replacement of future service systems. The project will define and develop an architectural framework, governance and roadmap which will enable the IT team to balance the delivery of technology harmonisation and modernisation, whilst also enabling the wider transformation programme.

RAG Status – Amber ●

This programme of work is currently Amber due to a slippage in the original timelines proposed by Methods and projects within the programme still being scoped.

Senior Sponsor – Debbie Lorimer

Business Lead – David French

Project Phasing

- Initiation - Agree requirements/delivery partner/procurement/project team (Oct 20 complete)
- Discovery - Methods review of key business systems (Nov 20 - Feb 21 complete)
- Planning - Sign-off recommendations and plan delivery approach (Feb - Apr 21 complete)

- Implementation - 4-yr programme of phased transformation (Apr 21 - June 23 ongoing)

Update:

- Programme Position Paper presented to CMLT. Agreement secured to revise the programme scope and timelines and to continue to progress with Line of Business systems work alongside scoping of a CRM solution
- Initial draft Programme business case completed.
- Provisional programme budget summary completed.
- **HR/Payroll:** User acceptance testing signed-off. New Project Manager appointed.
- **Finance:** Looking to stagger go live dates to reduce pressure on the Finance team. Now targeting w/c 14 Feb for SNC (brought forward) and 1 Apr for BDC (no change).
- **Income:** Business case presented to CMLT (23 Nov), Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (7-8 Dec). BDC Cabinet approval (21 Dec). Initial installation completed into a test environment ahead of configuration and User Acceptance Testing (20 Dec).
- **Revs & Bens:** Board and Resources Coordination Group sign-off on business case (9 Nov); CMLT sign-off (30 Nov) engagement workshops w/officers and members to help shape user requirements (10-23 Nov).
- **Planning/Regulatory:** Business case re-submitted to CMLT (approved - 23 Nov), to Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (7-8 Dec) and BDC Overview and Scrutiny (14 Dec). Business Case agreed at BDC Cabinet (22 Dec) and SNC Cabinet (4 Jan). New senior sponsor agreed.
- **Committee Services:** Invitation to quote issued to suppliers (9 Dec).

Priorities:

- Follow-up report to CMLT for agreement on revised timeline and scope
- **HR/Payroll:** Section 113 Agreement resolution and sign-off. Full training on Oracle for new Project Manager.
- **Finance:** Complete testing plans and archiving/purging of old data in readiness for system testing in January.
- **Income:** Formation of project team and creation of project plan (in conjunction with Capita). SNC Cabinet (4 Jan). Following Cabinet decisions, formal contract award is required.
- **Revs & Bens:** Continued stakeholder engagement (incl. meeting with Members); Draft user requirement, finalise procurement route proposals and draft committee papers ahead of Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (Jan 2022).
- **Planning/Regulatory:** Appoint a single Project Manager for the whole project.
- **Committee Services:** Bidder approval (17 Jan) and contract award (28 Jan). Agreement on an implementation date – aiming for Feb/Mar, subject to ICT capacity.

5 Business Intelligence and Governance Developing and implementing a business intelligence framework that develops the organisation into an insight and intelligence-led culture of continuous improvement.

RAG Status – Green ●

Funding and resources have now been allocated. The time element of the RAG rating is currently Amber due to delays in securing both funding and resource which means the project is behind the original timelines set for phase 3, however, is on track in line with the new timeline.

Senior Sponsor – Corinne Lawrie

Business Lead – Shaun Crook

Project Phasing

- P1 – Discovery and development of recommendations – Jan 21 (complete)
- P2 – Agree BI Principles, Data Standards and Proof of Concept (Pilot) – April 21 (complete)
- P3 – Implementation of outcomes from P2 – July 21 (ongoing – timeline delayed as set out above)
- P4 – Roll out to organisation in line with transformation programme – July 21 onwards (not yet started)

Update:

- Initial Workshop to look at business need and Azure Synapse configuration options to decide the best deployment option for the councils to agree requirements and success outcomes.
- Insight Workshops held 1-4:
 - Configured BI Azure Staging Server framework.
 - Created Business Intelligence data sets for Power BI (reporting tool) to use in dashboards with advice from Insights in using the best business data modelling options for the councils.
 - Purchased 5 Power BI licences to enable us to test Embedded PowerBI dashboards via a single licence

Priorities:

- Show & Tell workshops with key stakeholders.
- Investigate GOV.UK pilot of Data Maturity Model and LGA Model and the issue Performance Data Measures Maturity Model to managers to assess base level.
- Continue to work with key stakeholders to define and shape Business Intelligence needs as part of the Performance & Planning Framework review.
- Continue to explore dashboarding options within Power BI to display datasets at various organisational levels (Directorate/AD/Team etc)
- Publish Proof of Concept (Pilot) dashboard to a small user group for initial feedback and testing.
- Draft and agree Business Intelligence Principles and Corporate Data Standards.
- Present outputs from Business Intelligence Proof of Concept (Pilot) into CMLT.

6 Future Office Accommodation Programme This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the New Ways of Working Programme. This programme aims to secure approval for the recommended option to meet the two Councils future office accommodation needs. This programme comprised of 4 key projects: Future Office Accommodation Project, Post and Scanning Project, Hybrid Working Model Project and Locality Working Project.

RAG Status – Green ●

Senior Sponsor – Debbie Lorimer

Business Lead – Leigh Booth

Project Phasing

- P1 – Delivery of initial phase of Future Office Accommodation, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021 (currently delayed due to additional work being scoped)
- P2 – Delivery of the recommended option from the Future Office Accommodation project.

Update:

- Joint informal Service Improvement and Efficiency Committee (BDC)) & Commercial Trading and Customer Focus Committee (SNC) received the final Options Appraisal and Business Case from Ingleton Wood and Roche.
- Separate formal committee meetings agreed a series of recommendations that further work/due diligence should be undertaken prior to them meeting again to make a recommendation to the two Cabinets.
- Discussion with Liftshare regarding sustainable commuting and the services that they could provide conducted.
- Timed delivery of post cancelled at The House – saving £4,920 per year.
- Meetings held with 3 potential digital mail providers.
- A meeting of the Joint Chairs of Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee and the Joint Member Working Group agreed a way forward on how to progress the respective committees common recommendations.
- Officers have successfully procured a number of surveys that will provide the information requested by members.

Priorities:

- Joint Member Working Group to reconvene and agree meeting intervals and agenda items for meeting in January 2022.

7 Moving Towards a First-Class Customer Service A

phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.

RAG Status – Amber ●

This project was previously Green and is now Amber. This is mainly due to there being a delay in delivering the customer satisfaction survey as a result of resourcing issues and delays in system changes to allow for the survey to be added. This has resulted in the timeline being pushed back from November to January 2022.

Senior Sponsor – Corinne Lawrie

Business Lead – Julia Tovee-Galey

Project Phasing

- P1 – Discovery and development of recommendations – Dec 20 (complete)
- P2 – Delivery of recommendations – June 21 (complete)
- P3 – Implementation – delivery timescale re-profiled to be January 2022 (instead of November 21) (ongoing)

Update:

- Customer satisfaction survey launched to customers through our resident magazines.
- Customer Satisfaction Survey link displayed on banners in reception areas at House/Lodge.
- Customer satisfaction survey live on the website.
- Customer satisfaction baseline has been set.

Priorities:

- Roll out Customer Satisfaction Survey across other customer channels.
- Develop a report mechanism to ensure service areas have visibility over their customer satisfaction feedback and implement improvements where needed

8 Complaints Approach South Norfolk and Broadland Councils currently have different complaints policies and processes. This project will make proposals to align the processes, policies and systems to create a consistent and robust way of handling complaints across the two Councils to provide the right outcomes for our customers.

RAG Status – Green ●

Senior Sponsor – Debbie Lorimer

Business Lead – Hannah Mawson

Project Phasing

- P1 – Implement short term solution – Feb 21 (completed)

- P2 – Alignment of processes, policies and systems for complaints handling – April 21 (completed - delivered in July 21 due to papers going to July Cabinet meetings)
- P3 – Processes to be piloted for 3 months (completed)

Update:

- 3 month pilot concluded. Agreed project will now be moved into business as usual.

Priorities:

- Final report to be produced for CMLT showing the outcomes of the 3 month pilot.

People and Communities Hub

1 Broadland Procurement of Waste Contract

RAG Status – Green ●

Senior Sponsor – Simon Phelan

Business Lead – Sarah Bruton

Project Phasing

- P1 – Pre procurement Sept – Oct 2020 (completed)
- P2 – Selection stage Dec – Feb 2021 (completed)
- P3 – Invitation to submit initial tender Feb – April 2021 (completed)
- P4 – Negotiation – May – June 2021 (completed)
- P5 – Decision to award September 2021 (completed)
- P6 – Implementation of contract – by end of March 2022 (ongoing)

Update:

- Implementation progressing well.
- Vehicles still on track to arrive for start of contract with the exception of food waste vehicles which will arrive in August 2022. Existing vehicles to be utilised until then.
- Communications plan being finalised.
- Working with Veolia to implement full roll out of food waste across the district following Cabinet decision.
- Work to commence on a Contracts Manual and staff training end of Jan
- Potential delays with integration of in-cab technology with Council system - currently establishing what the implications of this will be.
- Contract documents to be completed and signed.

Priorities:

- ICT requirements for Management Information System.
- Finalise communications plan.
- Contract Execution – legal documents to be completed.

2 Redevelopment of the local authority waste depots to

review whether they are fit for purpose moving forward, to look at alternative locations and to create a business case for any changes.

RAG Status – Amber ●

Senior Sponsor – Simon Phelan

Project Phasing

Project plan with key milestones currently being developed.

Update:

- BDC - Initial business plan scope and timeline for redevelopment of Frettenham depot produced by Veolia.
- SNC - Clarification discussion held to establish likelihood of identified sites being suitable for development as new depot. Big Sky have clarified Costessey site previously discounted due to size is surplus to owners' requirements – establishing extent of site required and potential remedial costs.

Priorities:

- BDC - Various actions to be completed arising from the meeting with Veolia including clarification of electricity availability with National Power Networks, initial discussions with Planners and Veolia to revise costings etc. Initial paper to BDC Informal Cabinet setting out draft proposals and high-level cost plans for new depot.
- SNC - Meeting to discuss with Norfolk County Council to future use of the former Kettringham Household Recycling Centre – potential that site may now be surplus to requirements in short-term. Initial paper to SNC Board setting out draft proposals and high-level cost plans for new depot.
- Both - Dedicated Project Manager to be recruited to oversee Programme.

3 Best in Class Housing Programme Enabling anyone in housing need to resolve their own accommodation needs, whilst focusing scarce resource on households in housing crisis to avoid homelessness and secure sustainable accommodation options, delivered within a sustainable service delivery model and an extensive partnership framework. The IT System and Allocation Policy element of this programme has now been completed.

RAG Status – Green ●

Senior Sponsor – Mike Pursehouse

Business Lead – Louise Tiernan

Project Phasing

- Delivery of new system in April 21 (complete).
- Customer Journey – (scope complete, Phase 1 – May 2022)
- Temporary Accommodation and Private Sector Leasing – (Phase 1 – April 2022)

Update:

- Temporary Accommodation and Private Sector Leasing Project continuing to work through Phase 1, including demand data, forecasting, and modelling alongside process mapping.
- Customer Journey – phase 1 agreed at Resources Coordination Group, work includes customer journey mapping, Customer Feedback, and the development on the online customer portal self-serve.
- Best in Class Housing allocations policy – proposed updates and changes to the Housing Allocations policy currently being presented at Council Committees, due to full Councils in February 2022.

Priorities:

- Continue to progress phase 1 of the Temporary Accommodation and Private Sector Leading projects which includes journey mapping and data collection.
- Continue phase 1 of the Customer Journey project, we are aiming to launch the self-serve accommodation options on the Portal by February 2022.
- Best in Class Housing Allocations Policy updates and changes.

ENFORCEMENT AGENT SERVICES

Report Author: Simon Quilter
Revenues Manager
01508 535345
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Portfolio: Finance

Wards Affected: All

Purpose of the Report:

This report provides information and recommends a way forward for enforcement of Council Tax, Business Rates and Sundry Debt for Broadland District Council.

Recommendation:

1. That we enter into a delegated service agreement with Breckland Council to utilise Anglia Revenues Partnership Enforcement services for Broadland District Council's Council Tax, Business Rates and Sundry Debt's Enforcement Agent recovery from 1 April 2022.

1. Background

- 1.1 Uncollected debts for Council Tax, Business Rates and Sundry Debt are referred to external Enforcement Agencies for collection.
- 1.2 Following the granting of liability orders at court for unpaid Council Tax and Business Rates, debts which cannot be collected by other means are referred to Enforcement Agents for recovery. Broadland debts go to Marston PLC whereas South Norfolk debts are referred to a local authority run service, Anglia Revenues Partnership Enforcement (ARPE) and subsequently if uncollected or out of area, to an external company, Dukes PLC.
- 1.3 Commercial companies collect debts for local authorities and generate revenue for themselves by retaining the statutory fees which debtors pay alongside the debts. Sundry debt is collected for a nil fee as an additional service to collection of Council Tax and Business Rates.
- 1.4 Anglia Revenues Partnership Enforcement (ARPE) was created as an internal local authority run enforcement service in 2015 and they recover debts for all five partner authorities within the partnership and, since 2018, under delegated powers for South Norfolk Council.
- 1.5 Our Revenues service operates a generic recovery team with officers who collect debt for both Broadland and South Norfolk. Utilising different enforcement agencies for debt for each council is inefficient and produces administrative difficulty. Consolidation with one provider would improve efficiency and provide a better service.

2. Current arrangements

- 2.1 Following the court hearing, the recovery team will make contact with debtors to obtain payment and if necessary signpost people for debt advice or benefits help. Where appropriate the team will attach earnings or benefit and where this is not possible, or residents do not engage with us, the debts are referred to Enforcement Agents.
- 2.2 The Enforcement Agent process for council tax and Business Rates is governed by statute under regulations introduced in 2013. The regulations provide for a two stage process; Compliance and Enforcement stages. Enforcement Agents charge the debtor a fixed fee at each stage. The fees generated fund the costs of the service and generate a profit/surplus for the organisation.
- 2.3 The main Enforcement Agents currently used by our authorities are Marston PLC for Broadland and ARPE for South Norfolk. Dukes PLC carry out a subsidiary function for South Norfolk by enforcing payment from debtors where ARPE have been unsuccessful and they also work on out of area cases.
- 2.4 Current arrangements with ARPE involve a fee share scheme whereby 17% of the fees collected by ARPE on Council Tax and Business Rates debts are paid

to South Norfolk. This is possible as ARPE are run and managed within local government by Anglia Revenues Partnership and work for South Norfolk under delegated authority. Marston and Dukes do not pay fees back to the authorities as they are private sector commercial organisations and the regulations do not allow for such an arrangement. Sundry debt is collected at a nil cost to both authorities.

- 2.5 Our own generic recovery team are very good at negotiating with debtors and assisting them with help and advice. The team deals with customers at all stages of recovery up to Enforcement Agent action. The team have built very good relationships with the Early Help Hub and particularly with the Community Connectors which enables them to assist vulnerable people and those in debt who need additional help.
- 2.6 A combination of the establishment of a Recovery team and more effective negotiation with debtors means that the number of cases being referred to Enforcement Agents is reducing.
- 2.7 The pandemic disrupted enforcement across the board in 2020/21 with far fewer cases proceeding to court and then in turn to Enforcement Agents for collection. Information on performance of Enforcement Agents in 2019/20 (the last full year of Enforcement work before the pandemic) is shown below:

Authority	Collecting organisation	Debts collected and paid over to BDC/SNC	Fees collected by Agent from debtor	Share of fees paid back to council @17%
South Norfolk	ARPE	£498k	£110k	£18,700
South Norfolk	Dukes PLC	£191k	£61k	NIL
Broadland	Marston PLC	£265k	£88k	NIL

- 2.8 Broadland currently uses the services of an External Commercial Enforcement Agent, Marstons PLC. The company is well established in the local authority market. The contract expired in February 2021 and we have continued to work with them under the same terms
- 2.9 Commercial companies generally offer an efficient, low risk and low cost service for local authorities in respect of Council Tax and Business Rates collection. Although they usually operate under contract or SLA it is not always easy to exercise influence and effective control over their services.
- 2.10 The service which Broadland has enjoyed from Marston's has, in the past been good. However in the last two years there have been difficulties particularly following the introduction of a new IT system at Marston's. This system has

been a source of difficulty for our staff and considerable additional work. Collection performance has also declined.

3. Options

Option 1: Go out to tender

- 3.1 An option would be to go out to tender in the commercial market for enforcement work. However the commercial Enforcement Agent market is highly competitive and authorities which go out to tender very often become embroiled in long and protracted procurement exercises which are frequently open to challenge from organisations which are unsuccessful in their bids. Appointment of an external provider may not offer any enhancement on the service currently enjoyed.

Option 2: Internal Enforcement Agent Service

- 3.2 Establishing our own internal Enforcement Agent Service has been considered but following an analysis this would not be viable, given the comparatively low number of cases which we refer for enforcement.

Option 3: Delegate the service to ARPE

- 3.3 Anglia Revenues Partnership Enforcement (ARPE) currently deliver Enforcement Agent services for all five of ARP's partner authorities and, since 2018, for South Norfolk Council.
- 3.4 ARPE performance has been good and our Recovery team enjoy a close working relationship with ARPE colleagues. In cases where ARPE are unsuccessful in collecting debts, they are referred to Dukes PLC, a private sector commercial Enforcement Agency. The same applies for out of locality cases which ARPE cannot enforce.
- 3.5 The combination of ARPE and Dukes working in partnership means that there is an increased probability of debts being collected than where only one Enforcement Agent deals with the debts.
- 3.6 Given that ARPE are a local authority organisation they are attuned to our requirement for residents to be dealt with sensitively where they are vulnerable or in need of advice and assistance. They would also abide by the CAB protocol which we have in place for Marston's.
- 3.7 Fees collected from debtors fund the cost of ARPE's operation and there is also a fee sharing arrangement whereby all of ARP's partner authorities and South Norfolk Council receive a proportion of the fees as an annual payment. In SNC's case the share of the fees is set at 17%.
- 3.8 Having discussed our one team approach with ARPE, if we were to place the Broadland caseload with ARPE as well as the South Norfolk work, they would increase the share of fee payment from 17% to 22% for South Norfolk and match that rate with Broadland.

- 3.9 Dukes also confirm that should we work with ARPE across both authorities, their full range of 'added value' services would be made available to us. This would include visits on empty properties to check on status at nil cost to the council's. They also offer free training to staff and sponsor conference places and students studying for professional qualifications. Other added value services are also available.
- 3.10 Working with ARPE would be a low risk option for us given our existing relationship with them and the fact that all of the risk factors which exist with running such an operation are borne by them.
- 3.11 A forecast of the likely income if we were to work with ARPE across both our authorities with a share of fees at 22% is shown below (using case levels for 2021/22 as an example):

Estimated income in 2021/22 if we work with ARPE across Broadland and South Norfolk			
Authority	Estimated number of new cases to be referred for Enforcement Agents in 2021/22	Estimate of fees which may be recovered in 2021/22	Estimated share of fees for 2021/22 were both authorities to work with ARPE @22% of fees collected
Broadland	700	£80k	£17.5k

4. Proposed Action

- 4.1 It is recommended that Broadland Enforcement Agent activity be moved to ARPE with effect from 1 April 2022 in order to enhance the service to residents and the Council. This would also have the added benefit of producing an additional income stream.

5. Issues and Risks

- 5.1 Resource Implications – there are no resource implications associated with the proposal to move to ARPE. The work involved in transferring cases from Marston's to ARPE could be achieved by staff within existing resources. There would be a financial benefit due to the payback scheme, which would operate with ARPE.
- 5.2 Legal Implications – a new agreement would need to be drawn up and signed if we move Broadland debt collection to ARPE.
- 5.3 Equality Implications – None
- 5.4 Environmental Impact – No impact
- 5.5 Crime and Disorder – No impact

- 5.6 Risks – The proposal for ARPE to take on Broadland enforcement work will need to be approved by each of the partnership Local Authorities. Although this is unlikely to get rejected it is still a risk.

6. Recommendation:

- 6.1 That we enter into a delegated service agreement with Breckland Council to utilise Anglia Revenues Partnership Enforcement services for Broadland District Council's Council Tax, Business Rates and Sundry Debt's Enforcement Agent recovery from 1 April 2022.

Background Papers

None

SERVICE IMPROVEMENT & EFFICIENCY COMMITTEE

Work Programme

Date	Subject of Report	Responsible Officer	Notes
February/ March	Accommodation Review	D Lorimer	Date to be confirmed
26 April	SPARK Transformation Programme Update	S Carey	
	Food Safety Services Commercialisation Options	N Howard/L Chant	
	Licensing Services - Commercialisation Options	N Howard/L Chant	

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1
PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY
THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER
2006 (contains information relating to the financial or business affairs of any
particular person (including the authority holding that information))**

Pages 34 to 62 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person