

Service Improvement & Efficiency Committee

Agenda

Date

Monday 5 October 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

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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 Thursday 1 October 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?

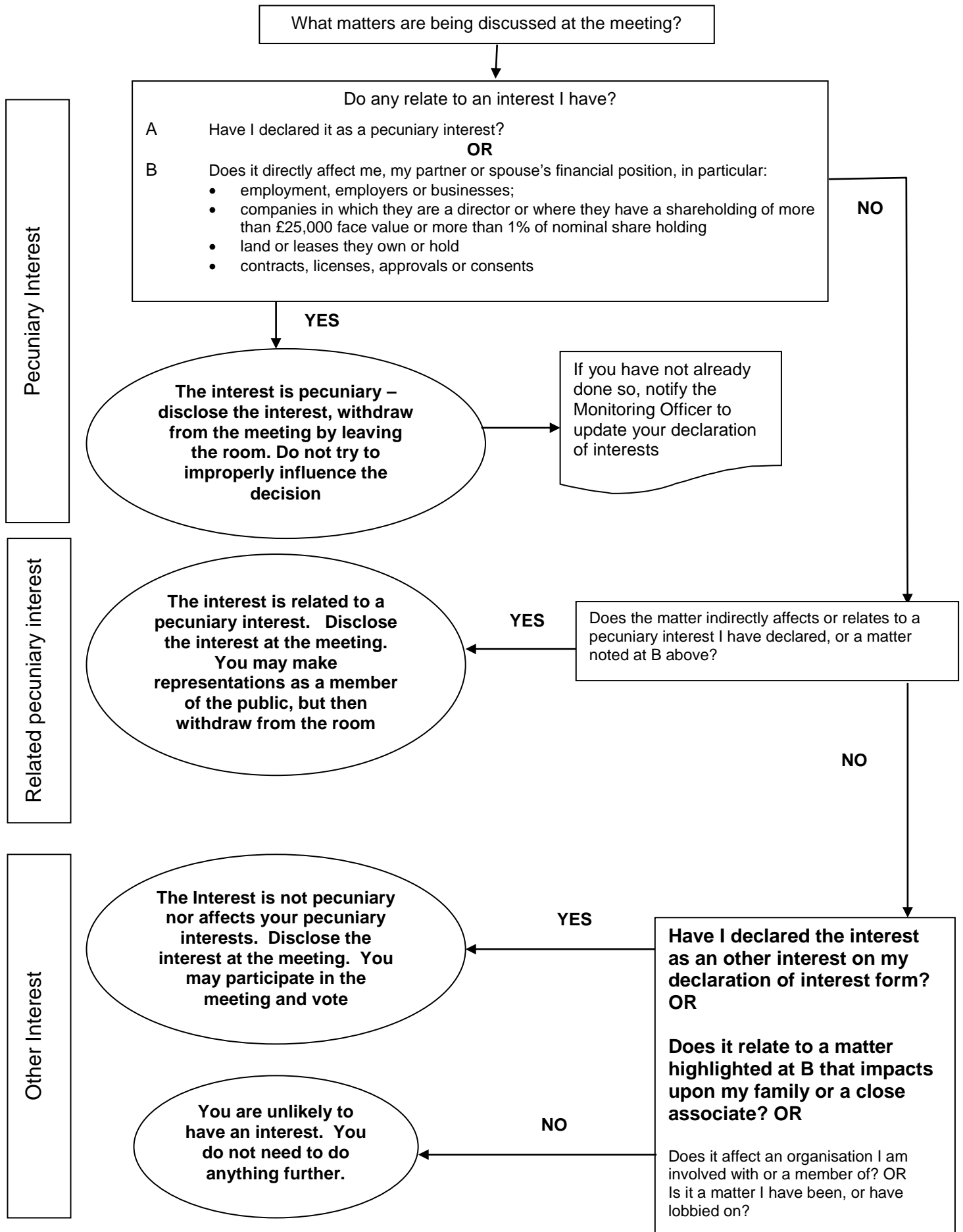
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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 via video link on **Monday 13 July 2020** at **6pm**

A roll call was taken and the following were present:

Cllr J J Emsell – Chairman

Cllr P E Bulman
Cllr S J Catchpole

Cllr J A Neesam
Cllr G K Nurden

Cllr S M Prutton
Cllr D Roper

Also present were Cllr J Leggett and Cllr S Vincent (in part).

In attendance were the Director of Resources, the Assistant Director of Governance and Business Support and the Democratic Services Officer (DM).

1 DECLARATIONS OF INTEREST

No declarations were made.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr D King and Cllr J L Thomas.

3 MINUTES

The minutes of the meeting held on 29 October 2020 were confirmed as a correct record and signed by the Chairman subject to the correction of the spelling “alterative” to “alternative” in the fourth paragraph of Minute no: 12 Members ICT Provision.

4 MATTERS ARISING

In response to requests for an update on ICT provision and related matters, (minute no: 12 refers) the Chairman advised Members that a number of issues relating to IT had moved forward since the last meeting and it was intended that a full update would be provided at the next meeting of the Committee. It was proposed to hold a meeting before the next scheduled meeting in October and IT matters would be the main item on the agenda including preliminary thoughts regarding a committee system.

In response to a question as to why the Committee had not met since 2018, the Chairman explained that detailed work on collaboration had begun around that time and had superseded the need for the Committee to meet. Recruitment to senior management roles within the organisation and the alignment of departments had been taking place which would have made it difficult to undertake service improvement and efficiency work. It was however felt that now would be the right time to restart the work of the Committee. A

regret was expressed that the work of the Committee had not continued during that time as it was part of the Committee's remit to consider transformation taking place as part of collaboration and it had been excluded from doing so.

5 SIEC TERMS OF REFERENCE REVIEW

Members considered the report which had been prepared in response to a request from the Leader and the Portfolio Holder who were keen for the Service Improvement and Efficiency Committee (SIEC) to be reconvened and its Terms of Reference reviewed to ensure that these were fit for purpose.

Members reviewed the current Terms of Reference and the draft proposed Terms of Reference and made the following observations/suggested changes to those proposed:

- A comment was made that, historically the Committee had been chaired by a non-cabinet member and that this had changed when, by default, the chairman at the time had become a cabinet member. Clarification was sought as to whether the Committee would be regarded in the same way as the policy development panels and chaired by a portfolio holder or be regarded as a Committee with a non cabinet chairman. The Chairman pointed out that the role of the Committee had evolved to cover a very wide range of organisation issues and it was felt this would be best supported if the chairman was a member of Cabinet. It would also assist with the aim of ensuring the work of the Committee did not duplicate the work of other committees/panels which was a concern.
- With regard to the relationship between the Committee and Cabinet, it was noted that the Terms of Reference provided for the Committee to advise Cabinet with the Committee setting and agreeing its own work programme.
- the introductory paragraph of the Terms of Reference should include reference to the need for the work of the Committee to have regard to equality, diversity, inclusivity and cost effectiveness.
- Purposes: paragraphs 1-4 of the purposes of the Committee be reordered to 3,4,1,2, and renumbered.
- Purposes: paragraph 1 of the purposes be amended to read "identify financial savings and efficiencies which contribute to the medium financial plan (capital and revenue)".
- Purposes: to reflect the importance of the Council's interface with the public and the importance of customer service, an additional purpose

Service Improvement & Efficiency Committee

be added at 5 – to state “ensure the needs of customers and residents are met in all service areas”.

- Objectives: delete the objective “to oversee the operation of the Council’s performance management framework” as this was a role undertaken by the Overview and Scrutiny Committee.
- Objectives: delete “identify how the Council can generate income through developing commercial skills and knowledge to generate a greater proportion of funding” and replace with “to explore opportunities to generate income”.
- Objectives: with regard to the objective “to advise and review the performance of the Council through review of key human resource measures and the learning and development approach while identifying opportunities for improving staff engagement and provide a forum for considering the learning from engagement activities”, Members were concerned about duplication of work on performance management and also wanted to broaden the range of this objective beyond human resources and staff engagement to cover all service areas. The Monitoring officer undertook to amend this objective to reflect these thoughts.
- Membership: to confirm that the Chairman of the Committee would be the Portfolio Holder for Transformation and Organisational Development.

[note: the quorum of the Committee should be 4 and not 3 as stated in the proposed terms of reference]

Reference was made to a particular difficulty a Member had experienced in making contact with an officer recently by telephone and officers undertook to investigate this particular issue. It was acknowledged that there had been a series of changes in the way officers were working during the current Covid-19 emergency. A programme of installation of soft phones was underway with priority being given to staff in front line services.

The Assistant Director of Governance and Business Support undertook to update the proposed Terms of Reference and circulate these to Members of the Committee prior to them being recommended to Council.

It was then

RESOLVED TO RECOMMEND COUNCIL

to agree the Terms of Reference as updated with the suggestions detailed above and as set out in Appendix A attached to the signed copy of these minutes.

The meeting closed at 7.05pm.

DRAFT

PROJECT UPDATE – INCLUDING IT AND WEBSITE

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Portfolio:

Transformation and Organisational Development

Wards Affected:

All

Purpose of the Report:

This report provides the Committee with an update on the major transformation SPARK projects that are currently being progressed including the major IT projects and the website project as requested by the Committee.

Recommendations:

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

1 SUMMARY

- 1.1 This report provides the Committee with an update on the major transformation SPARK projects that are currently being progressed, including the major IT projects and the website project as requested by the Committee.

2 BACKGROUND

- 2.1 As the Committee are aware, in July 2018 the Council agreed to the Feasibility Study to progress collaborative working with South Norfolk Council.
- 2.2 There were a set of principles agreed as part of the Feasibility Study report, some of which were that:
- Each council will default to the harmonisation of services wherever possible
 - The ambition is to secure a longer-term sustainable future for both councils through collaboration in a preferred partner relationship
 - The collaboration must be strategic in intent – more than a shared management arrangement
 - The collaboration must afford new opportunities not available to the councils working alone
- 2.3 With these principles in mind, the Council has been ambitious in its approach and by January 2020 had created the One Team, serving two councils. To ensure that services are delivered in the most effective and efficient way to our residents, and to make the best use of our joint resources, a number of projects were prioritised.
- 2.4 During the height of the Covid-19 response a number of these projects were put on hold, with the urgent ones continuing to be progressed between April and June. All projects were reviewed in July and work has either continued or recommenced on the priority projects, as referred to in **Appendix A**.

3 CURRENT POSITION

- 3.1 The document at **Appendix A** provides an update on each of the following projects, including a RAG status and key dates:

- Joint website
- Joint email
- Domain migration
- Telephony
- One network
- IT Systems / Architecture Strategy
- Strategic Reporting
- Business Intelligence and Governance
- New ways of working (this is explored further in another paper on the agenda)
- Customer satisfaction / experience
- Organisational Development
- Waste Services Review

- 3.2 At the informal update briefing session for Members, a more detailed update was requested in relation to the major IT projects that are currently underway which included:

- The Website Project
- Major IT Projects

The Appendix provides this update and officers can answer questions on the latest developments as part of the SIEC discussion.

4 ISSUES AND RISKS

- 4.1 **Resource Implications** – these are managed by each project on a case by case basis.
- 4.2 **Legal Implications** – considered with each project as appropriate.
- 4.3 **Equality Implications** – considered with each project as appropriate.
- 4.4 **Environmental Impact** – considered with each project as appropriate.
- 4.5 **Crime and Disorder** – not applicable to this report.
- 4.6 **Risks** – risks are managed on a project basis and are escalated through to the strategic risk register if appropriate.

5 CONCLUSION

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

6 RECOMMENDATIONS

- 6.1 To note the content of the report with regards to the progress made with the transformation projects.

Appendix A

Document Version No.	V2
Date	September 2020

Programme/Projects	Completion date	Senior Sponsor and Business Lead	Comments	Project Status	RAG Status
Corporate Hub					
1 Joint Website Development & Implementation of a single website across the two Councils	Q1 21/22	Asst Director Chief of Staff Corporate Programmes Lead	<u>Update:</u> <ul style="list-style-type: none"> Wireframes developed and shared with the Project Team and Portfolio Holders. These demonstrate the proposed layout for our home, landing and content pages on both a desktop and mobile Wireframes designs subsequently signed off Meetings held with all Directorates to update on the website and share requirement for Content editors Completed audit of all website pages in preparation of assigning owners within the business to review <u>Current / Next Priorities:</u> <ul style="list-style-type: none"> Agree content owners within the business – 1st Sept Development of styled and branding flat designs for Home Page – 3rd September Development of styled and branding flat designs for Content and Landing Pages - 23rd September Informal Member workshop with Service and Improvement and Efficiency Committee and Joint Lead Members Group and 	Active	Green

			<p>Commercial, Trading and Customer Focus Committee (SNC) to provide early input to designs</p> <ul style="list-style-type: none"> • Jadu Content Management training for Comms and Marketing and Developers – 20th September onwards • Agree content writing and life cycle guidelines – 30th September • Assign URLs/webpages to specific content owners – 30th September 		
<p>2 Joint Email</p> <p>Development of a single email system on the new domain (southnofolkandbroadland) including a migration to o365</p>	Q4 20/21	<p>Asst Director Governance & Business Support</p> <p>Corporate Programmes Lead (Transformation Manager for O365)</p>	<p><u>Update:</u></p> <p>To enable the use of the new domain name and email address, we need to ensure that we have all the technical parts in place to allow for a smooth migration and transition.</p> <p>The focus last month was on completion of Phase 1 which included:</p> <ul style="list-style-type: none"> • Setting up the new shared-services Active Directory area which will enable us to set up Officer and Member account on the new joint Domain • Testing of new Active Directory and associated setup to ensure that everything is working prior to phase 2 <p><u>Current / Next Priorities:</u></p> <ul style="list-style-type: none"> • Now that the basic platform is in place, detailed project plans are being drawn up to identify the key steps for the delivery of the remaining phase including requirement for internal/external resources. These have been delayed due to a workshop with a 	Active	Amber

			<p>specialist third party (Quest) needing to be completed to fully scope the migration activities associated with phase2. The workshop will take place on the 3rd September. The project remains on Amber status until this work is complete.</p> <ul style="list-style-type: none"> Scoping of the individual tasks required to move all Officers and Members from the current domains to the new joint domain (Phase2) 		
3 Domain Migration Migrating our systems and services onto the new domain name	Through Q3 20/21 to Q3 21/22	Asst Director Governance & Business Support Corporate Programmes Lead Transformation Manager for O365	As above	Active	Amber
4 Telephony Implementation of a single telephony system across the two councils	Q2 20/21	Asst Director Governance and Business Support Transformation Manager	Update: Phase 2 and 3 have been completed which has included: <ul style="list-style-type: none"> Headsets distributed to a further 150 staff (for those working from home who require softphone capability) Final group of officers provided with headsets (approx.. 80 staff) Software deployed Training, UAT (User Acceptance Testing) and configuration tweaks (e.g. to hunt groups) completed 	Active	Green

			<u>Current / Next Priorities:</u> <ul style="list-style-type: none"> Work will continue to understand and shape future requirements, such as new hunt groups, changes and refinements to plan into future phases to leverage the benefits of a single telephony platform 		
5 One Network A phased approach of IT infrastructure development to build a single network across the two Councils	2022	Asst Director Governance and Business Support Transformation Manager	<u>Update:</u> <ul style="list-style-type: none"> Internal interviews for Technical Project Lead and Technical Project Manager to help resource this project completed Work progressed on infrastructure tender specification and evaluation process ahead of going to tender <u>Current / Next Priorities:</u> <ul style="list-style-type: none"> Appoint to the new Technical Project Lead and Technical Project Manager roles and agree start dates. – September 2020 Further progress the tender specification and evaluation process 	Active	Green
6 IT Systems/architecture strategy Developing a strategy for our wider systems approach to replacement of future service systems.	Nov 2020	Director Resources Transformation, Innovation and Internal Consultancy Manager	<u>Update:</u> This is a new project which has been agreed as part of the prioritised spark programme of work. The focus for last month was to: <ul style="list-style-type: none"> Set up and agree the project tea Secure the budget for the project Budget Hold the project kick off meeting 	Active	Green

			<ul style="list-style-type: none"> Outline the procurement route Draft outline contractor scope of works developed and shared with CMLT <p><u>Current / Next Priorities:</u></p> <ul style="list-style-type: none"> Procurement of contractor Member governance route agreed Project timeline to be developed CMLT report on current risks with pausing systems 		
7 Strategic Reporting Development and implementation of the new strategic reporting cycle, covering risk, finance and performance to report against our in-year delivery plan.	Q2 2020	Asst Director Chief of Staff Strategy & Programme Manager Corporate Programmes Lead	<p><u>Update:</u></p> <ul style="list-style-type: none"> New strategic reporting format agreed at Joint Leaders Directorate Management Team sessions held on performance/risk training Draft strategic risk register developed for CMLT review JLMG review of new strategic reporting format (to note) CMLT risk session held Revised strategic risk register to be shared with CMLT for final agreement <p><u>Current / Next Priorities:</u></p>	Active	Green

			<ul style="list-style-type: none"> Portfolio holder briefing to be held on new format for strategic risks Creation of new reports for Q2 reporting – w/c 31st Aug Executive Assistant training session - 7th September Q2 Reporting kick off – 9th September 		
8 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.	TBC	Asst Director Chief of Staff Transformation and Innovation Lead Officer	<u>Update:</u> This project has not formally started, as such no updates to give. <u>Current / Next Priorities:</u> <ul style="list-style-type: none"> Project start up Project team outlined Scope agreed High level timeline produced 	Starting	N/A
9 New ways of working (Previously named accommodation review) A project looking at how we can take learning from the pandemic and the impacts this has on ours and our customers need for office space.	Nov 2020	Asst Director Chief of Staff Asst Director Governance and Business Support	<u>Update:</u> This project is in the early stages and the focus for last month was around setting up the project and data gathering and analyses. This project has been given an Amber status until member governance routes have been agreed <ul style="list-style-type: none"> Project Scope outlined Project principles drafted Initial high-level options outlined 	Active	Amber

		Transformation , Innovation and Internal Consultancy Manager	<ul style="list-style-type: none"> Initial engagement with external consultancy support Draft assessment criteria outlined Gathering current running costs of existing sites Customer access/demand data gathered Footfall data gathered and analysed Employee data gathered IT Surveys carried out mapping network ports and electric points Stock condition surveys contracted out Assessment and utilisation of meeting rooms <p><u>Current / Next Priorities:</u></p> <ul style="list-style-type: none"> Stock conditions surveys on both sites giving us estimated view and costs on 20yr maintenance programme Analyse customer demand/access data 4th Sept Set up and run proof of concept on holding virtual customer meetings – Mid Sept Outline specification list (not inputs) Carry out economic impact assessments 		
10 Customer Satisfaction/Experience A phased project looking at how we can gather and utilise	October 2020	Asst Director Chief of Staff Transformation , Innovation	<p><u>Update:</u> This project is in the early stages and the focus for last month was around setting up the project:</p> <ul style="list-style-type: none"> Project Team formed 	Active	Green

customer insight and feedback to improve our services for the future.		and Internal Consultancy Manager	<ul style="list-style-type: none"> Project scope developed and scheduled for CMLT High level project plan outlined <p><u>Current / Next Priorities:</u></p> <ul style="list-style-type: none"> CMLT approval of scope Research phase of the project – Analysing what we do or don't do now 		
Resources Hub					
1 Organisational Development A phased programme of work following on from the development of the OD strategy		Asst Director Governance and Business Support HR Lead	<p><u>Update:</u></p> <ul style="list-style-type: none"> OD Strategy & Staff Survey action plan under review to ensure that key tasks for our employees are progressed New 121 approach and process for continuous conversations, team meetings and annual conversation rolled out Reorientation for staff post Covid finalised <p><u>Current / Next Priorities:</u></p> <ul style="list-style-type: none"> Forward looking training programme to finish being developed Talent management programme to be scoped Options for reward package to be considered and a decision taken on how to progress, to then be shared with staff for and then be 	Active	Green

			<p>discussed at Staff Consultation Forum and then onto Cabinet for a decision.</p> <ul style="list-style-type: none"> Aligning remaining policies 		
People and Communities Hub					
<p>1 Waste Services Review</p> <p>Development of a business case outlining options for future models of the waste service provision.</p>		<p>Director People and Communities</p> <p>Internal Consultancy Lead - Waste</p>	<p><u>Update:</u></p> <ul style="list-style-type: none"> The final business case for the Local Authority Trading Company (LATC) has been presented to both Councils Cabinet meetings and was not approved by Broadland Council. <p><u>Current / Next Priorities for next month:</u></p> <ul style="list-style-type: none"> Procurement exercise for Broadland Councils waste services is commencing. Cabinet report to be developed which will look at the options for a further project on the development of a LATC for South Norfolk Two further separate projects to be set up looking at options for both Councils depots and customer services will also be developed. 	Active	Green

NEW WAYS OF WORKING UPDATE

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Portfolio:

Transformation and Organisational Development

Wards Affected:

All

Purpose of the Report:

This report is provided to the Committee to provide an update on the ways of working at the Council, following the opportunities that have been realised over recent months in the response to COVID and ensuring that these are fostered moving forwards.

Recommendations:

1. To note the content of the report with regards to new ways of working.

1 SUMMARY

- 1.1 This report is provided to the Committee to provide an update on the ways of working at the Council, following the opportunities that have been realised over recent months in the response to COVID and ensuring that these are fostered moving forwards.

2 BACKGROUND

- 2.1 When the Prime Minister announced the country's lockdown there had already been some preparatory work undertaken to enable the Council to be on the front foot in the council's response:
- the senior management team had been split: The House / Thorpe Lodge / working from home, this enabled senior manager cover at each site, and an element of resilience through the home workers should either site be badly affected by the virus
 - all office-based staff were allocated a primary site and would no longer be travelling between sites, to assist this the use of video conferencing commenced in earnest
 - work had commenced on the IT equipment that staff had to assist with home working, many staff already had softphones through the MITEL system and a proportion of staff already had laptops. However remote technology was not available to all staff.
 - proactive communications were provided to staff to ensure that when they heard the Prime Minister briefings, they were clear on what the Council's stance was and communication continued on a daily basis throughout the key period
- 2.2 When lockdown formally commenced staff liaised with their managers to ensure that they had the resources they needed to work from home. It became apparent when working through this that there would still be significant IT resource gaps and the Council had to make the decision to enable staff to take their desktop home, or work from home and await the right equipment to be provided.
- 2.3 All staff were also allocated into either tier 1 (workload critical and increasing due to the pandemic), tier 2 (workload critical during pandemic) and tier 3 (work not currently needed / on hold) categories. The Council were then able to redeploy those tier 3 staff to the critical services during the response phase, such as work with the communities' team and working at the depot. All leisure services staff were also redeployed during this time.
- 2.4 The Council moved almost overnight from 71% of our overall headcount working in the office, to about 12% working in the office, with the remainder being provided with the equipment to work from home.
- 2.5 It was important to ensure that staff had all the right equipment to work from home, those who already had laptops and softphones were quickly mobilised, any remaining laptops were quickly distributed. Those with desktops took longer to

- mobilise as a detailed rollout programme was needed to enable this type of equipment to work from home.
- 2.6 Display Screen Equipment (DSE) assessments were also encouraged for all staff based at home to ensure that any additional equipment such as chairs, mouse, keyboard, riser could be provided. A system was soon introduced to ensure that any equipment being removed from the office was logged out so that the asset inventory could be maintained.
- 2.7 The need for secure remote access increased almost overnight and exceeded what was in the existing set up and licensing arrangements. A quick response was needed to increase and improve the remote connections to the servers, in the interim, shift patterns were required for staff who needed to remote in to access systems and work, this worked well but was not sustainable longer term. The IT team therefore enabled the ability to handle 300 concurrent remote users, when prior to the pandemic the system was able to manage around 100 concurrent users.
- 2.8 The need for video conferencing (Zoom) was tested, in the early days there were security issues with the solution, these were rapidly resolved by the supplier and then approved by the Cabinet Office for use. At this point, and once the Council was clear that this would work, the solution was rolled out to all staff, thus supporting team meetings, individual meetings, general catch ups and committee meetings to be held in the virtual environment. To support this a live streaming solution through You Tube was also developed.
- 2.9 Although not initially straight forward the pandemic forced us to quickly pivot to evolve a new culture and way of working that supported having remote teams working from various locations across the region.
- 2.10 Elements included within this were:
- Working as a remote team
 - Taking customer calls from home
 - Virtual all staff briefings
 - E learning
 - Virtual team building/bonding
- 2.11 This new way of working has already begun to embed, and some are seeing a real benefit to the potential this could unlock, both for our staff and for our customers.
- 2.12 As the pandemic continued the importance of regular staff wellbeing checks and support were identified and staff welfare has been a key focus during this time. There has been a number of staff wellbeing surveys, there has also been the launch of the A to Z wellbeing campaign for our staff with a range of tools and techniques for maintaining their wellbeing during this time as well as beginning a mental health first aider scheme.

3 CURRENT POSITION

- 3.1 The importance of promoting the wellbeing of staff is an important element within the Council and this became paramount in how the organisation would respond through this period.
- 3.2 The wellbeing survey is continuing regularly, and it is apparent that staff have the desire for a hybrid approach to working, with some of the time office based and some of the time being home based. This approach brings many benefits for both the employee and the employer and is something that the Council is keen to encourage and to ensure that we have the technology and office base to enable this.
- 3.3 The approach taken to remote access has enabled the Council to operate, however this solution will need to be reviewed as part of the IT infrastructure upgrades to ensure that an improved and long-term solution is enabled.
- 3.4 There has been some significant investment in IT, and much has been done at pace to solve some immediate issues and technology challenges such as mobilising the workforce remotely. The pace at which the team was able to respond to the need of the workforce has been a credit to the Council.
- 3.5 In terms of IT, although much progress has been achieved in a short space of time, we now need to undertake an assessment on the long-term needs and ensure that the planned investment takes account of the new ways of working and enables this. The IT that has been implemented stands the Council in good stead for a mix of home and office working, however more steps forward in this regard are needed.
- 3.6 Laptops have proven to support agile working and the Council now needs to look to a programme of investment to move more staff to this solution in the long-term. Any investment would need to be managed alongside the replacement programme that is already in place.
- 3.7 Virtual meetings have proven to be extremely effective, however we have only just scratched the surface with the potential that this can offer, and work is now needed to further improve this opportunity.
- 3.8 Whilst the foundations are already there for a mix of working from home and the office, we need to ensure we learn from recent events and ensure we then pivot the organisation to be resilient, adaptable and future focussed.
- 3.9 Longer term considerations need to be made to investment in customer data storage and online transaction systems to simplify and expediate the mobilisation of customer responses.
- 3.10 In response to the need for our staff to be home enabled i.e. the ability to work from home and the office where both the business needs and the personal preferences allow this, a return to the office project have commenced. From discussions with every single member of staff in terms of their personal preference for working we have been able to achieve almost a 90% match with the business need, which is a massive success.
- 3.11 The office sites have had the appropriate risk assessments undertaken and are confirmed to be COVID secure, this has resulted in the appropriate measures

being put in place to safeguard our staff when they are in the office but this has also meant that we are not able to have the same numbers in the office all at once. This coupled with the feedback from staff that they wish to be with their teams at the same location when they are in the office has led to a review being undertaken to allocate a primary site for each service area. This has been done on a Directorate basis to enable complementary services to be based near each other. An assessment has also been undertaken to provide a presence at the other site, should there be a business need to provide one.

- 3.12 Reorientation sessions have been held on a team by team basis to help with alleviating any concerns that staff may have, to touch base in person (socially distanced) and to ensure that all staff are aware of the COVID requirements when in the building. There has been great feedback received from these sessions, with staff feeling much happier having been back in the building and some real positives from just getting back together as a team.
- 3.13 The next steps are to have a tidy up and clear out of all the office space, this will enable all desk areas to be reallocated, in a COVID secure manner, and enable us to create team areas within which to work when they are in the office environment. Work has moved from being the place you are located, to the role you do and the outcomes you achieve.
- 3.14 On the 22 September 2020, the Prime Ministers announcement stated that employees are to work from home where possible (only if you can carry out your normal duties, but that public sector employees working in essential services, should continue to go into offices/sites where necessary.) The announcement does impact on the pace of the return to the office project but does not change the direction of travel to set up the new working arrangements for teams, enabling teams working at each of our main sites and supporting a balance of home and office working.
- 3.15 It is with this in mind that work will continue on desk and office clear outs, alongside continuing the review of working arrangements for every individual, reviewing our on-site customer offer and opportunities for teams to come together.
- 3.16 Another element of the new ways of working project is to review the Member IT provision, this was last reviewed when the Council moved from paper agendas and the current provision of the iPads was rolled out. It is noted that prior to COVID there was the desire for this to be reviewed and COVID has brought to this review and a new dynamic. It is proposed that a small Member working group is formed to assess the current equipment and determine how fit for purpose this is. Part of the remit will also be to consider whether there should be a roll out of standard equipment for all Members or whether certain roles i.e. Chairman of Committee meetings warrants a different offering.
- 3.17 Work is also being undertaken to ascertain the long-term options and opportunities for service working/locations which will be presented to members to consider in the coming months.

4 PROPOSED ACTION

- 4.1 The Committee are asked to note the progress made with the workforce during COVID and the plans for current and future working.

5 ISSUES AND RISKS

- 5.1 **Resource Implications** – further investment is required to ensure that all staff have the appropriate equipment to enable agile working and a future report will be presented to Cabinet and Council to approve the additional budget requirements.
- 5.2 **Legal Implications** – the relevant legislation and guidance provided during COVID has been reviewed and covered as part of the ways of working, with the risk assessment now being complete and confirming that the workplace is COVID secure.
- 5.3 **Equality Implications** – all staff have completed a DSE assessment to ensure that the home working environment is suitable. An equality impact assessment has also been completed for the COVID secure workplace risk assessment.
- 5.4 **Environmental Impact** – through ensuring a home enabled workforce and the wider use of technology the Councils impact on the environment is much improved.
- 5.5 **Crime and Disorder** – not applicable to this report.
- 5.6 **Risks** – the situation with COVID is an evolving one and the associated risks are continually managed and monitored.

6 CONCLUSION

- 6.1 This report provides the requested update to the Committee on the ways of working project.

7 RECOMMENDATIONS

- 7.1 To note the content of the report with regards to new ways of working.

STRATEGIC PERFORMANCE, RISK AND FINANCE REPORTING

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Portfolio:

Transformation and Organisational Development /
Finance

Wards Affected:

All

Purpose of the Report:

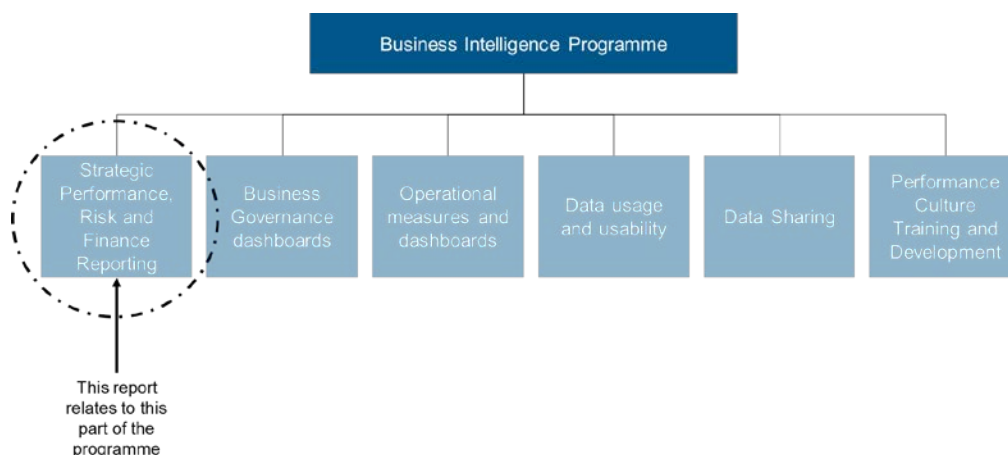
The purpose of this report is to outline the approach for Strategic Performance, Risk and Finance Reporting for Members, as we move to Quarter 2 2020/21.

Recommendations:

1. To note the current position in terms of Strategic Performance, Risk and Finance Reporting.

1 SUMMARY

- 1.1 The purpose of this report is to outline the approach for Strategic Performance, Risk and Finance Reporting for Members, as we move to Quarter 2 2020/21. This forms part of the wider Business Intelligence Programme (shown below) which is currently underway and part of our organisational Spark Transformation Programme. This aims to ensure that we have a performance culture that enables us to build continuous improvement and innovation in the way in which we work.



2 BACKGROUND

- 2.1 In April 2020, the Strategic Plan and Delivery Plan went live, alongside a number of new delivery measures for 2020/21. Following the agreement to the Delivery Measures, the next stage was to redesign the quarterly Strategic Performance, Risk and Finance Report to efficiently and accurately report against these. As part of the Delivery Plan, it was agreed that reporting would be conducted in Q2, Q3 and Q4, through to Cabinet, with pre-Scrutiny by Overview and Scrutiny.

3 CURRENT POSITION/FINDINGS

- 3.1 Previously, the way in which Strategic Performance, Risk and Finance was reported through to Members differed between Broadland and South Norfolk. As part of the proposals, we have ensured that we are able to provide comprehensive detail to both Cabinets on Council specific data, shared measures and key information.

Previously, the Strategic Member Reports were presented as follow:

- Broadland District Council – A Cabinet Report is presented which is more streamlined and currently only covers Finance, with the detailed performance report attached as an appendix. This provides data, in graph form with a supporting narrative for each measure and a narrative covering operational risks against delivery of the measure

- South Norfolk Council – A Cabinet Report is presented which is detailed and currently covers Finance, Strategic Risk and Performance exceptions (against the Strategic Plan), with the detailed performance report attached as an appendix providing data, in graph form with a supporting narrative for each measure

4 PROPOSED ACTION

- 4.1 To develop the updated approach to strategic reporting, we have gone back to basics and challenged what Strategic Reporting aims to achieve, as well as looking at feedback on the current reporting models and best practice elsewhere.

Why quarterly reporting? - Quarterly Reporting is a key method used by many businesses to ensure that organisations are able to keep abreast of the health of their business, are able to ensure that the organisation is meeting its strategic intent and any issues or risks are transparent and monitored.

Purpose for Broadland Council - For Broadland District Council, the purpose of Strategic Performance, Risk and Finance Reporting is to keep Members informed as to how we are performing against the longer term Strategic Plan and in year Delivery Plan and to notify of any risk, performance or financial impacts that may be of concern.

Principles of Strategic Reporting – When designing the new reporting model, a number of key principles were developed through detailed review of best practice elsewhere in the public and private sector. These have informed how the new model has been designed and are outlined below:

- The context surrounding the Strategic Reporting Measures, Risk & Finance is as crucial a part of understanding performance as the data itself
- Delivery Measures that are reported to Members should not only present the current data but an overview to paint a fuller picture of emerging themes/issues and how they are being mitigated
- It should not replace quality conversations between Officers and Portfolio Holders giving us a no surprises approach to performance reporting
- The report and Delivery Measures provided should support us in understanding how successful we are in delivering against our Strategic Plan and Delivery Plan, including our progress to close the financial funding gap
- The Delivery Measures are not a replacement for operational management - teams should continue to maintain and respond to the information they need to run effectively as a service
- The content of the report, although presented by the Strategy and Programmes Team, remains the responsibility and ownership of the respective service areas and their Senior Officers

Strategic Reporting 2020/21

New report format/style

- 4.2 The new style reporting format for Cabinet is built up based on three key areas of: Performance, Risk and Finance. These will form a detailed appendix to the

overarching Cabinet report (see below for more information on this). These three areas when combined with context, will provide Cabinet with a good perspective on how well the Council is performing against our strategic aims and priorities. The Cabinet report and detail on Performance, Risk and Finance will be bespoke to Broadland Council.

- 4.3 Below provides an overview of how the cabinet report and detailed performance, risk and finance reports will be structured:



Cabinet Report – dashboard section

- 4.4 As part of the Cabinet report, we propose to provide a high level one page 'dashboard' which will provide a quick overarching view on the health of Council without the need to delve into the detailed Performance, Risk and Finance report itself. The dashboard will show what Delivery Measures are on track to be delivered and which ones are of concern, the status of the strategic risks and key financial information such as our overarching budget position.
- 4.5 The dashboard will be presented in the format of a RAG (Red, Amber, Green) status, based on whether the measure is currently on track to achieve the target set. As part of the new Delivery Measure design, not all measures were given a specific 'target' to meet over each quarter, we will however provide 'targets' where possible, which will allow for a RAG status to be used.
- 4.6 Where there are any exceptions to raise with Members, further details will be presented in this section of the Cabinet Report. This will include any emerging

themes, good news stories and/or issues and where appropriate, proposals for how these will be addressed.

Performance section of the strategic report

- 4.7 The new Delivery Measures have been designed to provide a mix of both national indicators such as employment rates or homelessness figures, which give greater strategic and national context as to the state of our place, alongside Council specific service metrics such as the number of affordable homes delivered. This mix of measures has allowed us to shift from the “what” we have delivered, to be more outcome focussed as to whether we have truly made a difference.
- 4.8 The ability to add narrative which will include details of any exceptions or deviations and any risks against delivery will ensure that Members have full visibility of the success of each measure not only within its own context but also local and national context where appropriate.

The Strategic Risk Register section of the strategic report.

- 4.9 The way in which strategic risk is being developed and monitored is being adapted for both Councils. The Risk Management Policy and Strategy is due to go through Broadland Cabinet on the 29 September and this sets out the new approach to managing strategic risk for the Council. A Strategic Risk Register for Broadland Council will be brought through to Cabinet as part of the Strategic Performance, Risk and Finance report in Quarter 2. Audit Committee will also review both the Strategic Risk Register and risk management arrangements three times a year.

5 OTHER OPTIONS

- 5.1 None applicable to this report.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – no implications.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – no implications.

7 CONCLUSION

- 7.1 In summary, this report provides our current position regarding the approach for Strategic Performance, Risk and Finance Reporting for Members, as we move to

Quarter 2 2020/21. Quarter 2 reports will be presented to Broadland Cabinet on the 26 October.

8 RECOMMENDATIONS

1. To note the current position in terms of Strategic Performance, Risk and Finance Reporting.

Background Papers

None.

WORK PROGRAMME

2021

11 January

6 April

Standing Item

- SPARK Programme Update