

Service Improvement & Efficiency Committee

Agenda

Members of the Service Improvement & 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 J J Emsell	Cllr S M Prutton
Cllr S I Holland	Cllr D Roper
Cllr D King	

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 D G Harrison
Cllr J A Neesam
Cllr S Riley

Date

Monday 11 January 2021

Time

6pm

Place

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

Contact

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@BDCDemServices

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

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 7 January 2021.

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?

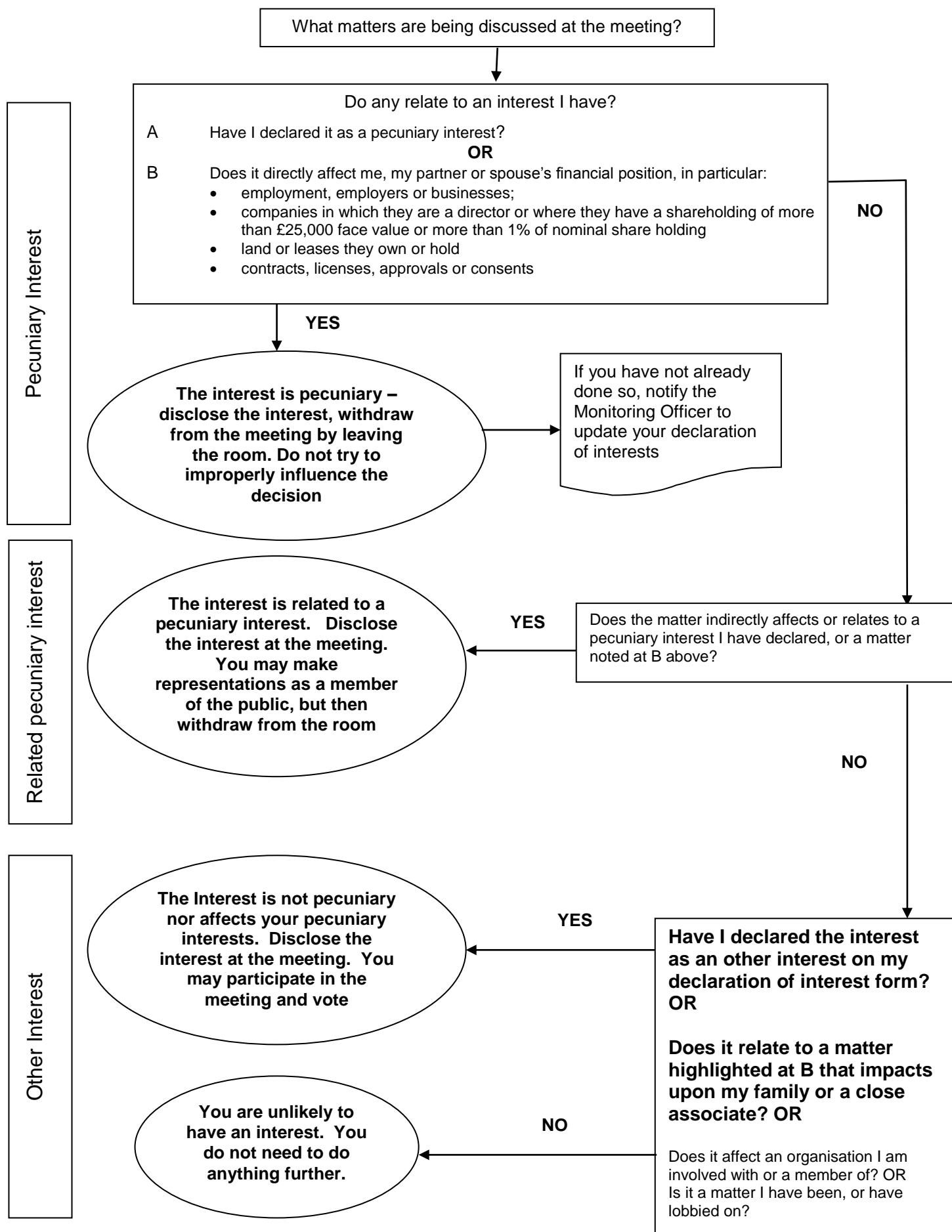
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

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 5 October 2020** at **6pm**

A roll call was taken and the following were present:

Cllr J J Emsell – Chairman

Cllr P E Bulman

Cllr D King

Cllr G K Nurden

Cllr S J Catchpole

Cllr I J Mackie

Cllr S M Prutton

Cllr S I Holland

Cllr M L Murrell

Cllr J L Thomas

Also in attendance were the Director of Resources, the Assistant Director of Governance and Business Support (Monitoring Officer), the Chief of Staff, the Strategy and Programme Manager, the Corporate Programmes Lead and the Democratic Services Officers (JO & LA).

6 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr D Roper.

7 MINUTES

The minutes of the meeting held on 13 July 2020 were confirmed as a correct record and signed by the Chairman subject to the correction of the date in minute no. 3 to 2018.

8 MATTERS ARISING

A Member asked for clarification on the Committee system which was proposed to be discussed in the informal meeting and whether a new system was being proposed or a change in the way Committees were being run (minute no. 4 refers). The Assistant Director for Governance and Business Support (Monitoring Officer) explained that the informal session discussed IT projects, including Members IT and the possible convening of a Members IT Working Group to assist in the process. She confirmed that and the minute was referring to a Committee Administration Management Software package which would assist in the production of Agendas, the booking of meetings, managing FOI's etc.

9 PROJECT UPDATE- INCLUDING IT AND WEBSITE

The Chief of Staff presented the report which provided Members of the Committee with an update on the major transformation SPARK projects. Officers advised Members that the impact of COVID-19 had changed the priority of some projects and took Members through each section stopping for questions along the way.

Members were informed of the progress regarding the joint email system, with the aspiration of rolling out Office 365 for all staff and members by January 2021. A Member raised concern over the joint domain name of *@SouthNorfolkandBroadland* being used, but it was noted by the Chairman that this issue had already been debated and approved by Council.

Officers clarified further points which included the plans for the rollout of Office 365 and how any delay would be managed. Members noted that the implementation of Office 365 was needed to move Members onto a more agile platform for accessing emails and utilising the wider office suite of applications. A Member working group was to be arranged to gauge what IT equipment Members needed going forward.

During discussion the Chairman spoke of how Members had been keen for Office 365 to be implemented, but reminded Officers that potentially some Members would need help in understanding how to use it. The Assistant Director of Governance and Business Support (Monitoring Officer) assured Members that there would be training for all users on the software.

The discussion turned to the One Network, where Officers explained that in January a budget across the two Councils, was agreed at 1.6 million for IT infrastructure investment. Members noted that there had been appointments to two interim roles within the Councils IT and Digital Team to work on the project and the scoping of the documentation for the procurement process had started.

Members raised concerns over the phone system and call waiting times. Officers explained that Broadland users had migrated over to the Mitel Phone System, which would enable staff to take phone calls wherever they are working from. One Member raised the concern that some phone calls were not being picked up and for a public facing authority, this was not acceptable. Officers explained that there was still a lot of learning to be done with the phone system and the Council priority was to make sure staff were using the software properly. Members noted that feedback from the Committee would be fed into the Assistant Directors and Managers to help address the problems in their areas. A Member queried the time taken to implement the new phone system from the initial lockdown announcement, with Officers assuring Members that from the early stages of lockdown temporary solutions had been put in place for key services, with the full project then being delivered at speed.. The Assistant Director of Governance and Business Support (Monitoring Officer) advised Members that an update on the phone

system, would be brought before Committee at the next meeting, and that work would continue with services to ensure these issues were resolved.

The conversation turned to the Website Project where the Chief of Staff explained that following the agreement of the joint domain name in 2019 and the budget in 2020, the next steps involved workshops with Members looking at designs. A Member raised concern that he was unaware of the workshops taking place, officers referred to an email had been sent out to all Members of the committee but would circulate a further one to make sure everyone was aware. Officers also clarified further information regarding dates in the document for the project delivery and that the final delivery of the website could be impacted by the organisation's Covid-19 response.

A Member asked for clarification on the section within the report on Organisational Development, the Assistant Director of Governance and Business Support (Monitoring Officer) explained that the focus was on the ways to invest in staff to be the best they could be. The Chairman thanked Officers for their report which Members noted.

10 NEW WAYS OF WORKING UPDATE

The Assistant Director for Governance and Business Support (Monitoring Officer) presented her report, which included an update on the ways of working, the opportunities that have been realised in response to Covid-19 and the next steps that were needed. The Assistant Director drew Members' attention to the start of the country's lockdown in section two of the report, where it detailed the work which had been undertaken to make sure staff could work from home and have the equipment they required, with the addition of an improved remote access platform, video conferencing rollout and live streaming of public committee meetings.

Members were informed of the current position relating to the new ways of working including; the promotion of the wellbeing of staff, confirmation of Covid-19 secure workplaces, reorientation meetings for all staff and the clearing of unneeded documentation. A further update on the review of Member's IT, with a small Working Group potentially being set up to investigate options, was also noted.

A Member asked about the process if Councillors needed to arrange meetings with Officers, the Assistant Director of Governance and Business Support (Monitoring Officer) advised Members that Officers could set virtual meetings up if required, all staff were available via email, and also through phone. It was advised that it would be good practice to liaise through email/phone first due to the various working locations for staff.

In response to a query regarding the current number of staff working in the offices, Members noted that on averages there are about 70 at Thorpe Lodge and about 40 at South Norfolk House a day. This was under continual review.

In response to a request the Assistant Director of Governance and Business Support (Monitoring Officer) confirmed that she would look into the practicality of providing a monthly update on staffing numbers across both offices.

As part of the return to the office project, all staff were contacted by either the Assistant Director or their Manager to ensure their personal preference for working from home, working in the office, or a mixture of both. This was then compared to the business need for those service areas, with a 90% match being achieved.

Some Members expressed concern over the continued use of virtual meetings, specifying the length and processes of the meetings. A Member raised a query on using voting options in the virtual meeting setting to enable some of the roll calls and votes to be achieved quicker. The Assistant Director of Governance and Business Support (Monitoring Officer) explained that this was not an option currently as the platform had not developed a solution that met the openness and transparency requirement of the Legislation, but that she was confident that this would evolve. Further discussion followed where the Chairman explained that he would like to see all Members in face to face meetings, but the safety of Members and Officers needed to take priority in the current climate and the continuing of the virtual meetings was the safest option.

11 STRATEGIC PERFORMANCE, RISK AND FINANCE REPORTING

Members considered the report which provided an update on the approach for the Strategic Performance, Risk and Finance reporting.

The Committee was advised that the quarterly reports, would be comprised of four sections, section one would consist of an overarching dashboard dealing with the health of the Council and highlight risks alongside achievements. Section two of the report would provide updates on the progress of each delivery measure which leads into section three: Risk, where an outline, would be given on the current Strategic Risks and their status. The final section of the report: Finance would provide updates on the financial funding gap, the overall budget and similar topics.

A Member raised concern over the writing style within reports and highlighted the need for the reports to be easy to understand. It was also requested that corporate jargon be avoided on documents posted on the Council website to avoid potentially confusing residents.

The Chairman expressed an interest in seeing how Broadland Council's actions were comparing against other similar Councils to gauge progress and gain assurances that the Council was operating in the right way. Members noted the report and the Chairman thanked officers for their report.

12 WORK PROGRAMME

Members suggested the inclusion of the Environmental Strategy on the Work Programme to focus on any improvements which might be needed. Officers explained that the Strategy would be picked up in the Environment Excellence Panel's own Work Programme.

The meeting closed at 7.30pm.

DRAFT

SPARK Transformation Programme Update

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Transformation and Organisational Development

Wards Affected:

All

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 There were a set of principles agreed as part of the Feasibility Study report, some of which were:
- Each council will default to the harmonisation of services wherever possible
 - 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 over the last year, 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.
- 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 2020. All projects were reviewed in July 2020 and work has either continued or recommenced on the priority projects, as referred to in **Appendix A**.

3 CURRENT POSITION

- 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 also underway and being managed by each service area.
- 3.2 The document at **Appendix A** provides an update on each of the corporate wide projects (see below) which form the programme, including a RAG status and delivery milestones:
- Joint website
 - Joint email
 - Domain migration
 - One network
 - Strategic approach to systems transformation
 - Business Intelligence and Governance

- New ways of working programme
- Customer satisfaction / experience
- Complaints approach
- Organisational Development
- Broadland Procurement of Waste Contract
- Best in Class Housing Programme

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 project work of the Council.

6 RECOMMENDATIONS

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

Spark Transformation Programme Highlight Report



Document Version No.	V2
Date	January 2021

Programme/Projects	Completion date	Project Sponsor	Comments	Project Status	RAG Status
Corporate Hub					
1 Joint Website Development and implementation of a single website across the two Councils	Q1 21/22	Asst Director Chief of Staff	<u>Update:</u> <ul style="list-style-type: none"> Final designs of the website have now been agreed by both Leaders and portfolio holders. Content writing training sessions have been held and finished with content owners from across the business. Content continues to be drafted and migrated where possible. <u>Priority for next month:</u> <ul style="list-style-type: none"> Prototypes of the new website will begin to be developed by Jadu and will continue throughout December. Content continues to be written and prepared for migrating to the new site. <p>This project is currently showing as Amber due to the small slippage in the timelines due to resourcing issues within the project team (which have now been fixed) and a delay in getting the final designs agreed. It is anticipated the website will still be delivered within Q1 21/22.</p>	Active	Amber

<p>2 Joint Email</p> <p>Development of a single email system on the new domain (southnofolkandbroadland) including a migration to o365</p>	<p>Q4 20/21</p>	<p>Asst Director Governance & Business Support</p>	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Trial migrations commenced mid October 2020. Whilst the Technical Project Leads (TPL) have succeeded in migrating users/computers to the new Domain from both the SNC and BDC Domains, there is still further work to do on the process. More work will continue, with guidance from our 3rd party, TDA, to refine the migration process and understand impacts to be addressed before live users are migrated. There has been a knock on impact from the Infrastructure to support One Network project, which has been at a critical stage in terms of the planned 3 week tender evaluation process, meaning that the TPL resource leads have not been focussed on O365. At this stage, it is not anticipated that this will impact on the O365 timeline. • Initial testing of applications using the new test accounts in the new joint network/domain have commenced and initial signs are promising e.g. Finance systems and Idox. <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • Ongoing shaping and revision of detailed internal project plan – key requirements including resources • Significant, intensive progression by our 3 Technical Project Leads to refine the processes for the core elements of equipment and users and 	<p>Active</p>	<p>Amber</p>
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			<p>additionally, to start to work through the testing of our considerable estate of applications.</p> <ul style="list-style-type: none"> • Ongoing engagement and work with our Organisational Development team to shape our training approach (& resources) for supporting staff and members through the migrations and beyond that, for rolling out /using/ supporting the suite of applications within the O365 licencing model • Update session for all Members on progress with the key project and what it means from a user perspective. 		
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	As above	Active	Amber
4 One Network A phased approach of IT infrastructure development to build a single network across the two Councils	March 2021	Asst Director Governance & Business Support	<u>Update:</u> <ul style="list-style-type: none"> • Further technical specification to inform/shape tender requirements has taken place. • Shaping of evaluation criteria for selection of preferred supplier. • Tender documentation published under Crown Commercial Services framework and tenders invited. • Tender process (3 weeks) taken place. • Tender evaluation and draft recommendations taken place. • 	Active	Amber

			<u>Priorities for next month:</u> <ul style="list-style-type: none"> Quality assurance review of scoring and draft recommendation. Beyond this, we will enter into the decision-making cycle with a view to making recommendation and agreeing supplier(s) late January 2021. 		
5 Strategic approach to systems transformation Developing a strategy for our wider systems approach to replacement of future service systems.	Nov 2020 Revised timeline – April 21 due to project being paused in 2020.	Director Resources	<u>Update:</u> <ul style="list-style-type: none"> Procurement arrangements finalised to formally confirm appointment of Methods. 2 x presentations by Methods to Members, MD, all ADs and technical leads. Schedule workshops for Jan/Feb 2021. <u>Priorities for next month:</u> <ul style="list-style-type: none"> Complete set-up of appointments for Stage 2 workshops. Methods to commence Stage 2 stakeholder engagement sessions (1:1s and workshops). 	Active	Amber
6 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.	December 2020 Revised timeline – January 2021 due to delays in	Asst Director Chief of Staff	<u>Update:</u> <ul style="list-style-type: none"> Team Leader/Manager Survey sent out across the business with a closing date of Friday 4 Dec. Workshops with Data/System Analysts held with Place, People & Communities and Resources. Workshop with IT to understand Data Storage. 	Active	Green

	first phase of project.		<p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • Wrap up session with Data/System Analysts. • Analysis of survey and workshops to determine current state. • Engage with senior leaders to determine expectation levels. • Draft Paper and research what others do and draft Paper 2. • Pull together recommendations and proposals for Paper 3. 		
<p>7 New ways of working (NWOW) Programme</p> <p>A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.</p> <p>The programme comprises several interdependent strands; the phased return of our staff to the office, reopening to our customers, equipping all staff with laptops, providing IT solutions for members, the introduction of a new desk booking system, a review of our post and scanning functions, virtual customer meetings and data archiving.</p>	<p>Programme as a whole – April 2021</p> <p>Each project within this programme has its individual project timelines</p>	<p>Asst Director Chief of Staff / Asst Director Governance & Business Support</p>	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Scoping papers signed-off. • Return to Office: remaining work on desk moves moved to BAU. • Customer Reopening: service area workshops held, risk assessments completed, processes/resource provision/physical workplace arrangements agreed. CMLT agreement to review opening timescale in the New Year. • Post: current and proposed interim processes mapped. Some interim measures already up and running. • Laptops: requirement and funding discussed at both Cabinets and Councils, tender undertaken and final approval to award contract pending. • Member IT: survey issued to all BDC Members to capture requirements and follow-up Q&A sessions held. Report for SIEC on 11 January 2020. 	Active	Amber

In the longer-term, the programme will also be looking at the impact of our new ways of working on our future requirements for utilising office space.			<p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • Desk Booking + Customer Reopening & Post: interim measures finalised and fully implemented. • Laptops: commence procurement and build of laptops. • Member IT: Issue survey to SNC Members <p>This programme is Amber due to timing issues – some time lost following pause to allow for resource to be redirected to the Covid-19 recovery effort and for a review to be undertaken of the original programme of work and vehicle for delivery.</p>		
<p>8 Customer Satisfaction/Experience</p> <p>A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.</p>	<p>Initial Research Paper – 1 December (completed)</p> <p>Delivery phase 1 – March 2021</p>	Asst Director Chief of Staff	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Completed research and final CMLT papers submitted. • CMLT agreement to next phase of delivery work. <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • CMLT debrief • Create plan for Delivery phase 1 • Begin delivery phase 1 	Active	Green
<p><NEW> 9 Complaints Approach</p> <p>South Norfolk and Broadland Councils currently have different complaints policies and processes. This project will make proposals to align the processes, policies and</p>	December 2020 phase 1	Asst Director Chief of Staff	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Workshop meeting held to understand current complaint processes, issues and a proposed interim solution. • Updated directorates on current complaints system. 	Active	Green

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"> Added a drop down to current complaints system of “Council” to have the ability to log both councils’ complaints on existing system in the interim. <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> Meeting to discuss the current processes for complaints handling and updating this where applicable. Implement interim solution. 		
Resources Hub					
1 Organisational Development The strategic aim is to become an employer of choice. Drive the One Team approach and ensure that HR and OD activities are aligned to the One Team Organisational Delivery & Strategic plans. The projects support the strategic aim of becoming an Employer of Choice through effective people management and leadership development The Areas of Focus: <ol style="list-style-type: none"> 1. Our People, Our Approach 2. Performance Lifecycle 3. Strategic Projects 4. Development of Management Cohorts 5. Wellbeing 	March 2021	Asst Director Governance & Business Support	<p><u>Update:</u></p> To be delivered by the end of Q4 20/21: <ul style="list-style-type: none"> Project 1 - Cultural Development; foster a cohesive One Team working environment & philosophy. Project 2 - OD to develop Leadership Development course in line with One Team values / Management Development including New Manager induction <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> Project 1 – scope out project requirements and link relevant framework for delivery Project 2 – agree management tiers and link relevant training to the tiers 	Active	Green

People and Communities Hub					
1 Broadland Procurement of Waste Contract	March 2022	Asst Director Community Services	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Soft market testing • Draft contract documentation received and being proofread. • NPLAW appointed and briefed. • OJEU Notice published. • All Member briefing held to provide update on project. • First phase of contract documentation signed off 6/11/2020 (Specification, method statements, terms and conditions, payment and performance mechanism, Pricing schedule, ISIT, evaluation criteria, SQ selection questionnaire). These have now been issued to the bidders for the SQ stage of the procurement and will now go through their final review before final sign off at the end of January. <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • Answer all clarification questions raised from OJEU etc. • SQ Evaluation and SQ Moderation. • SQ report produced. 	Active	Green

<p>2 Best in Class Housing Programme</p> <p>Includes upgrading the Housing IT system to fit with the best in class work stream whilst also mitigating the impact of the capita (BDC housing system) revocation of licence notice.</p>	<p>April 2021</p>	<p>Asst Director Individuals & Families</p>	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Specifications for the upgraded system and Customer Portal are all complete. • Both Broadland and South Norfolk Councils have agreed the Best in Class Housing Allocations Policy. • Designed the process for reregistration for those already on the housing register, including data migration. <p><u>Priorities for next month:</u></p> <ul style="list-style-type: none"> • Specification for the Policy changes for the system. • Continue process mapping the customer journey from April 2021, to include project team, Housing teams and stakeholders. • Training plan, team requirements and resources – please note this will include and policy changes. 	<p>Active</p>	<p>Green</p>
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PROJECT UPDATE – TELEPHONY

Report Authors:

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Portfolio:

Transformation and Organisational Development

Wards Affected:

All

Purpose of the Report:

This report is provided to the Committee to give an update on the performance of the telephony service for Broadland residents following the implementations of the new telephony system and discussion on its performance by the Committee at its last meeting on 5 October 2020.

Recommendations:

1. To note the content of the report with regards to telephony.

1 SUMMARY

- 1.1 This report is provided to the Committee to give an update on the performance of the telephony service for Broadland residents following the implementations of the new telephony system and discussion on its performance by the Committee at its last meeting on 5 October 2020.

2 BACKGROUND

- 2.1 The programme to install soft phones for staff utilising Broadland equipment was accelerated due to the limited capabilities of the previous product in meeting the agile working arrangements resulting from the Covid-19 situation.
- 2.2 The previous telephony set up configuration of groups was lifted like-for-like to the new system, whilst these arrangements may have worked in an office-based setting, they were not fully compatible with new ways of working.
- 2.3 Following the rollout of new telephony system to staff utilising Broadland equipment, it became clear that the new systems capabilities were not being fully utilised and call abandonment rates in some areas were high.
- 2.4 Officers therefore undertook to understand the issues and to make the required improvements. As a result, the following steps have been taken, and are being rolled out across the whole of the workforce:
- Improvements to how staff set up and use their softphones with the aim to make the callers experience as streamlined as possible regardless of working location.
 - Due to a lack of understanding of the new systems capabilities extensive training has been required. This has proved challenging to deliver in the current environment, however, is progressing well. It has meant that the more informal side of training i.e. sharing knowledge, tips and experience with your colleague has not been as fluid as normal.

3 CURRENT POSITION

- 3.1 Improvements have been seen recently across teams, with most high-volume teams now meeting the industry standard of abandonment rates which is around 5% to 8%.
- 3.2 All staff continue to work towards ensuring all teams are providing the best service for our residents. **Appendix A** shows the call statistics for teams with high volume of calls.
- 3.3 Notable improvements can be seen from the following.
- Reception - 13.7% of calls missed in October reduced to 4.30% in December
 - Waste and recycling - 17.8% of calls missed in October reduced to 2.8% in December
 - Benefits - 8.3% of misses calls in October reduced to 2.7% in December

3.4 These improvements have been achieved by the following:

- All teams are now in 'hunt groups' meaning calls into the Council will be directed straight to available officers within departments.
- Detailed instructions on phone statuses and set ups has been rolled out to all staff.
- User type software has been rolled out to all staff that required this to be changed.
- All call centre teams (high volume such as housing and benefits) now have access to Ignite software meaning they can track live performance and allocate resources accordingly.

4 PROPOSED ACTION

4.1 To continue with the improvements that have been seen over the recent months, to ensure best use of the phone system and to ensure calls are consistently answered to industry standard rates; further training and enhancements are ongoing.

- All staff not in groups, as this is not applicable due to the nature of their role, will be instructed on phone set ups including use of forwarding and or voicemail.
- Team group numbers to be published removing the need to know who works in which department, resulting in easier access for our residents.
- A suite of bitesize training is continuing to be developed to ensure best practise is maintained and new starters are equipped when joining.
- Continued monitoring of answer rates to identify if any teams require an overflow feature to direct calls to another team.
- Identify and train phone champions across the business to ensure standards are maintained.
- Identify a strategic owner of the telephony service to monitor standards.

5 ISSUES AND RISKS

5.1 **Resource Implications** – all staff have the equipment needed to ensure a good service is provided on the phones for our residents, the only resource needed is to further develop the training suite which can be met from existing resources.

5.2 **Legal Implications** – not applicable to this report.

5.3 **Equality Implications** – not applicable to this report.

5.4 **Environmental Impact** – use of softphone technology results in staff being able to answer calls wherever they are based, which improve the agile ways of working and ultimately can reduce the carbon footprint of the staff.

- 5.5 **Risks** – Once improvements are made there is the risk of complacency, it is therefore important that line managers undertake regular monitoring of call statistics, phone champions are fully utilised, and a strategic owner is confirmed.

6 CONCLUSION

- 6.1 This report has been provided to the Committee as requested to provide an update on the impact and progress of installing a new telephony platform.

7 RECOMMENDATIONS

- 7.1 To note the report with regards to progress.

Appendix A

Queue Performance by Month - 01/10/2020 - 21/12/2020 - 8:30 - 17:00					
Activity period	Calls received	Calls handled	Calls abandoned	Abandon %	Answer %
Reception BDC					
October	4386	3785	601	13.70%	86.30%
November	3761	3555	206	5.50%	94.50%
December	2457	2352	105	4.30%	95.70%
Totals	10604	9692	912	8.60%	91.40%
Council Tax BDC					
October	534	417	117	21.90%	78.10%
November	707	540	167	23.60%	76.40%
December	314	282	32	10.20%	89.80%
Totals	1555	1239	316	20.30%	79.70%
Waste & Recycle BDC					
October	1595	1311	284	17.80%	82.20%
November	1389	1336	53	3.80%	96.20%
December	1063	1033	30	2.80%	97.20%
Totals	4047	3680	367	9.10%	90.90%
Housing BDC					
October	854	694	160	18.70%	81.30%
November	693	625	68	9.80%	90.20%
December	403	371	32	7.90%	92.10%
Totals	1950	1690	260	13.30%	86.70%
Benefits BDC					
October	830	761	69	8.30%	91.70%
November	620	600	20	3.20%	96.80%
December	475	462	13	2.70%	97.30%
Totals	1925	1823	102	5.30%	94.70%

SERVICE IMPROVEMENT & EFFICIENCY COMMITTEE

Monday 11 January 2021

Final Papers

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7	Member IT Update	28

MEMBER IT UPDATE

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

Ward(s) Affected: All

Purpose of the Report:

Further to discussion at SIEC on 5 October 2020 regarding the ICT Project Update, this report seeks to update the Committee on the progress made to date and the next steps relating to Members ICT.

Recommendations:

Members are asked to note the content of the report and the proposed actions at section 4 of the report.

1 SUMMARY

- 1.1 Further to discussion at SIEC on 5 October 2020 regarding the ICT Project Update, this report seeks to update the Committee on the progress made to date and the next steps relating to Members ICT.

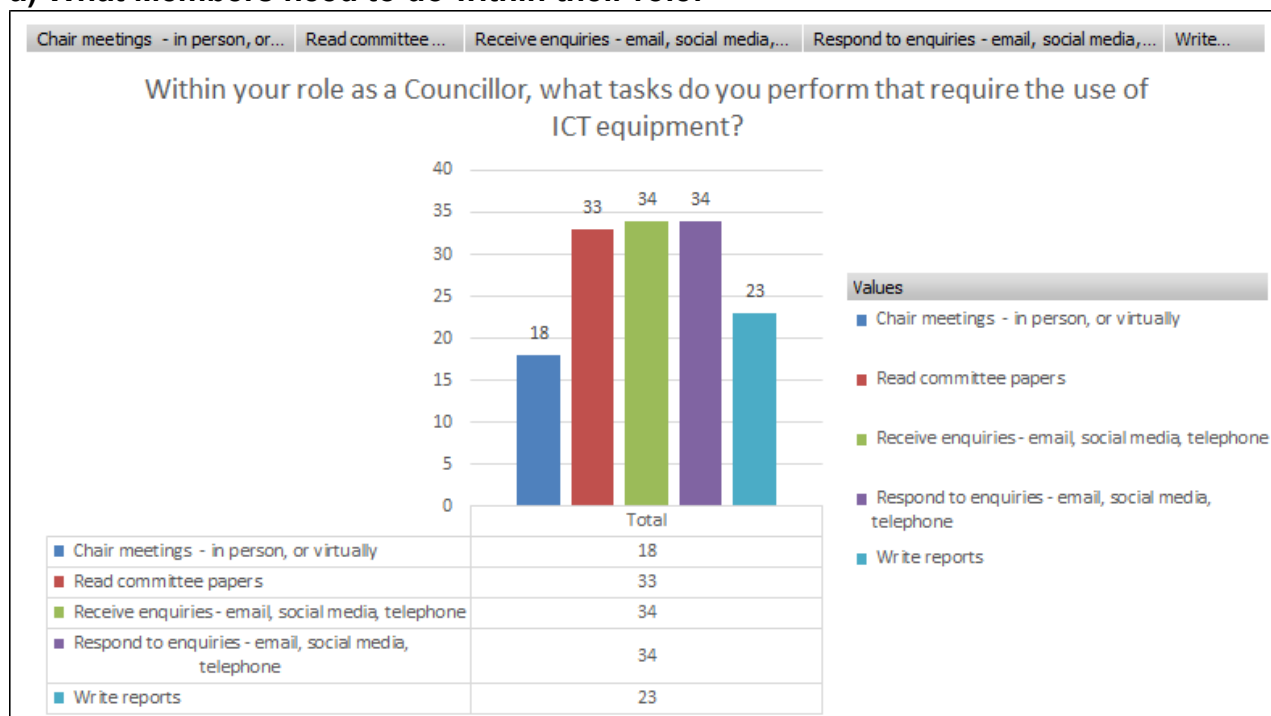
2 BACKGROUND

- 2.1 As the Committee are aware, there have been ongoing, varied issues regarding the use of Council provided ICT equipment (iPads) and the software provided on them.
- 2.2 In addition, due to the impact of Covid 19 and the increasing requirements for remote working and virtual Committee meetings, some new issues have come to light, such as participating in zoom meetings whilst scrolling through / annotating papers simultaneously.

3 CURRENT POSITION/FINDINGS

- 3.1 As requested, this project has picked up at pace and since the last SIEC meeting, and a number actions have taken place:
- A Survey, based on need, was developed and circulated to Members on 19 November 2020. 34 of the 47 Members completed the survey.
 - 'Q&A' sessions for Members were held on 26 and 30 November; these provided an open forum for Members to elaborate on their survey feedback, ask questions and make suggestions.
- 3.2 The survey was designed to focus on what ICT capabilities Members need and have to carry out their duties and was structured in such a way as to tease out:
- a) What Members need to do within their role that requires ICT involvement.
 - b) What other duties Members carry out on a regular or scheduled basis, and to identify whether any other equipment has been provided to them e.g., Norfolk County Council laptops or similar.
 - c) Where and when Members need to access to ICT services.
 - d) How Members access ICT services – this included gathering information about use of personal equipment (BYOD) as well as Council provided equipment.
 - e) Why Members feel that their current equipment does not work for them; this was a 'free format' section of the survey.
- 3.3 In summary the results are as follows:

a) What Members need to do within their role:



In addition, Members made some free-format comments which highlighted some themes:

- Attending virtual meetings / Zoom
- Research
- Report writing
- Responding to residents; including the need to attach photographs / links to websites

b) What other duties Members carry out, and any equipment provided e.g. Norfolk County Council

County Councillor, supplied with ThinkPad, case, headset and contribution of up to £10 per month towards Internet access.

Various other duties e.g. Parish Councillor, Director, Volunteer; but no equipment provided for these.

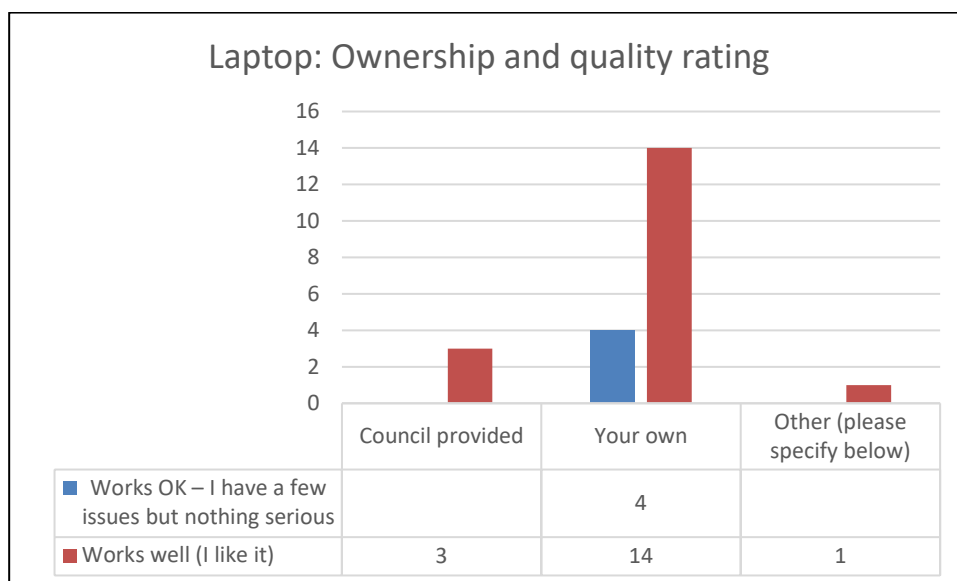
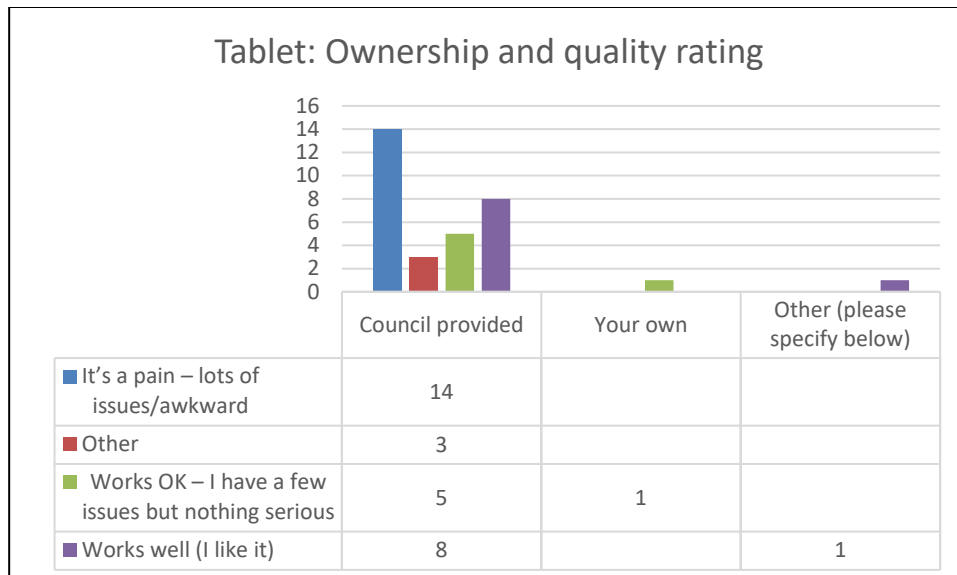
c) Where and when Members need to access ICT services.

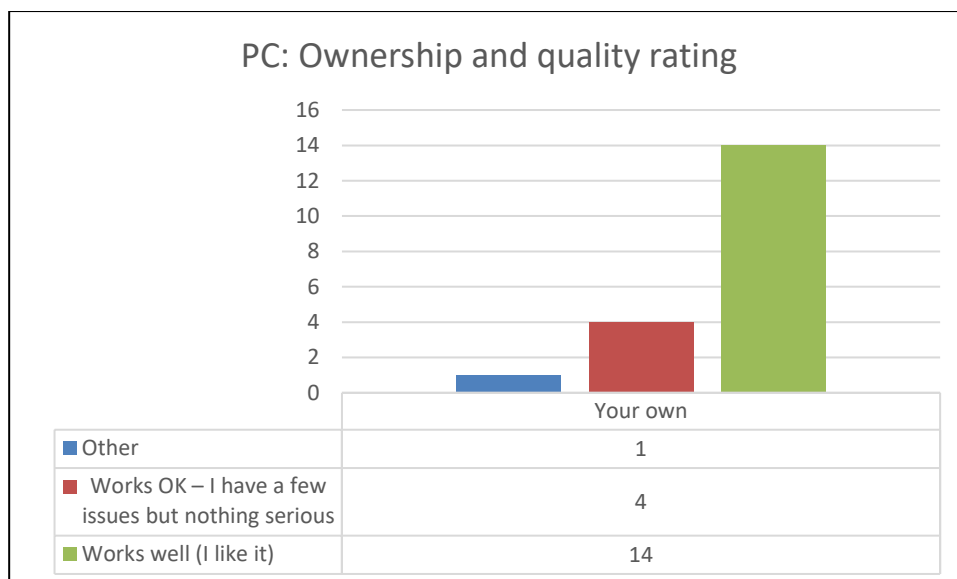
Weekdays	33
Out of hours	31
Weekends	31
At council offices	29
At home	33
Residents/constituents addresses	29
In the car	28
On the train/public transport	23
At other Council offices e.g. Norfolk County Council	19

d) How Members access ICT services – this included gathering information about use of personal equipment (BYOD) as well as Council provided equipment.

This was a detailed section of the survey and overall, demonstrated that Members are working in a number of different ways and that most are using their own personal ICT equipment in addition to their Council supplied iPad. Members who are using their own ICT equipment responded that they like it and that it works well, with some commenting that they would prefer not to be provided with extra equipment.

In terms of the type of device used by Members, the quality ratings on ease of use are summarised in the three graphs below (note council provided laptop below refers to County Council provided laptop):





e) Why Members feel that their current equipment does not work for them; this was a ‘free format’ section of the survey.

This was a free format section of the survey, intended to drill down into the reasons why Members like or dislike using the equipment they have access to.

There was a real mixture, including those who really like their iPads, particularly for those who live in areas with limited broadband / Internet coverage and rely on the 4G.

Some common themes emerged:

- Unable to split/ share screen from the iPad (in the main, they are limited to being able to mirror their display onto another screen).
- Frustration in using Blackberry, which locks down the functionality within applications such as Word.
- Issues with file structure (linked to Blackberry constraints)
- Size of screen.
- Lack of keyboard.
- Unable to print.
- Limited access to Microsoft applications (Word, Excel, PowerPoint).

Further detail regarding the 34 responses received is available as a background paper.

3.4 Question and Answer Member zoom meetings were hosted on 26 and 30 November. During the sessions, many Members commented on:

- The lack of functionality / dislike of the restrictions that have been added to the iPads (for security reasons).
- The requirement for training in how to use the current iPads and applications, such as iAnnotate.
- The requirement for Member training in the use of Office365, which is due to be delivered in Q4 2020.

- 3.5 Officers have collated their notes from the Q&A sessions into a common Q&A document, which can be seen at **Appendix 1** and a themes document which is shown in **Appendix 2**.

4 PROPOSED ACTION

- 4.1 The ICT Team will continue to progress the O365 project which includes single email and will open up the ability to access Microsoft applications in a far more flexible way; effectively enabling access on any Internet-enabled device (smart phones, tablets, PC's, iPads).
- 4.2 As discussed with Members during the Q&A sessions, this will remove many of the current frustrations and will also see the removal of the Blackberry software suite from iPads, and thus facilitate more flexibility on the devices.
- 4.3 Training will be provided, which will cover as a minimum:
- Current equipment / top tips to assist between now and delivery of O365
 - Training on email and diary management
 - Training on O365 – Members and staff; using a range of options including provision of recordings which can be replayed or referred back to as and when needed.
 - A suitable trainer will be engaged for a period of 6 months to build custom training content as well as deliver tailored training to Members and Officers.
- 4.4 Five Members were contacted regarding particular issues they currently face with the equipment. Many of these issues were related to the current restrictions regarding email access and understood that O365 will resolve a lot of these issues. One Member (Chairman of Overview and Scrutiny) has been provided with a Council laptop as well as the iPad as a pilot. This will enable the Zoom meeting to be managed via the laptop and all papers and emails accessed as usual via the iPad. Feedback will be gleamed from the Member and lessons learnt from this trial.
- 4.5 The team currently have some equipment on order which can be tested to ascertain how easily it is to use a second screen with an iPad. Without this equipment the second screen simply mirrors what is seen on the iPad, it is hoped that this equipment will enable duplicate screens and will be relatively straight forward to use.
- 4.6 The Democratic Services Team are also currently progressing a business case for a committee system, with budget being requested for this in the 2021/22 financial year. This will bring with it many benefits for Members, as well as Officers, as it will mean that access to documents, which is currently through a secure area on the iPads can be through a secure weblink, therefore addressing many of the issues and frustrations raised regarding access.
- 4.7 Agenda papers will continue to be printed and sent to Members as a mitigation during this period, however it is not proposed that this is continued in the longer term.

- 4.8 An all Member briefing is currently being planned which will bring all Members up to date on the O365 project, so that it can be seen the solutions that this will bring and the benefits that Members will shortly be able to realise.
- 4.9 Any Members with specific requirements, that have not contacted the ICT Team are actively encouraged to do so.

5 ISSUES AND RISKS

- 5.1 **Resource Implications** – Members have agreed budget towards Members ICT which provides the opportunity to review the suitability of the recommended approach once the proposed actions in section 4 above have been completed. Resource within the ICT and Digital team continues to be available to deliver the Transformational projects for staff and Members, including commitment to ensuring that support is provided to enable the flexibility required.
- 5.2 **Legal Implications** – not applicable to this report.
- 5.3 **Equality Implications** – these will be considered within the project, including the commitment to ensure that if a need is identified, e.g. via a Display Screen Equipment assessment, those individual needs will continue to be considered on their own merits.
- 5.4 **Environmental Impact** – the ability to undertake remote / virtual meetings does have a positive impact on the Councils carbon footprint.
- 5.5 **Crime and Disorder** – not applicable to this report.
- 5.6 **Risks** – risk assessments will continue to be undertaken as part of this project and risks appropriately managed.

6 CONCLUSION

- 6.1 Members have provided a robust response to the survey and also actively participated in the Q&A sessions, both of which have provided the team with valuable information and feedback.
- 6.2 The actions noted at section 4 go some way to addressing the issues now but should also provide Members with assurance as to how improvements will be seen over the forthcoming months.

7 RECOMMENDATIONS

- 7.1 Members are asked to note the content of the report and the proposed actions at section 4 of the report.

Appendices

Appendix 1: Q & A based on the 26 and 30 November Q&A sessions

Appendix 2: Themes arising out of the survey responses and the Q & A sessions on 26 and 30 November

Background Papers

Full survey results

Appendix 1

Members ICT Q&A's – based on questions and comments from the 26 and 30 November sessions

Q. Will I be able to access my emails on my personal PC?

- A. Yes, once using O365 Members will be able to access emails on any device. Security is provided by using Authenticator keys a simple app many Members may already be using for other products.

Q. Can we be provided with a standalone screen rather than a laptop?

- A. A second screen will not currently provide any benefit as the iPad will only mirror what is on the screen. Equipment is on order to trial the use of a second screen as a duplicate and will be fully tested with the Council iPads.

Q. Could we please have any training made available to refer back to, the previous videos made are no longer accessible?

- A. Yes, we will provide training in various formats to cover different learning styles, we will break them down into small individual items.

Q. Can I print from my iPad?

- A. Yes, with the correct printer set up it is possible to print from the iPad, please ensure that print is disposed of following GDPR guidelines. The blue confidential bins at Thorpe Lodge will be available once Members return to the office.

Q. Will I need to return my iPad if I am supplied with a Laptop?

- A. This will need to be assessed once the final solution is in place.

Q. Will I be able to email larger documents?

- A. Yes, O365 will allow for larger attachments

Q. How long will roll out take?

- A. There are many steps involved in rolling out O365 to all Members and staff. We will keep you updated on progress of roll out and training. An all member briefing is being planned.

Q. Does O365 mean we will be able make use of Teams?

- A. Teams is part of the O365 suite, the use of Teams will be considered and compared to Zoom with the best approach decided upon.

Q. Will you consider accessibility?

- A. Yes, all options that will be considered will be cognisant of accessibility requirements.

Q. Members have different views and experience of IT how will they be taken into account?

A. O365 will allow us flexibility and choice

Appendix 2

Members ICT – Themes arising from the BDC Members survey and on questions and comments from the 26 and 30 November sessions

Printing

In the interim, whilst committee meetings are being held virtually / as hybrid meetings (which is in legislation until at least May 2021), Members are being provided with printed committee papers. Some Members have expressed that they like receiving the paper copies, but on the flip side, there is the consideration towards safe, confidential disposal of papers (GDPR).

Longer term, the Councils remain committed towards moving to a paperless environment.

Where Members have home printers which they can connect to from their Council equipment, e.g. via Wi-Fi or Bluetooth then that is acceptable, providing that Members then dispose of printed material in line with GDPR guidelines.

Members are reminded that they are able to use the blue Confidential disposal bins within the Council offices.

iPad

- ✓ Like the portability, speed with which the iPad opens up and it's 4G internet connectivity regardless of location.
- ✓ Delighted with the iPad

Will be interested to see how O365 works on the iPad

- ☒ Dislike that during face-to-face committee meetings, Members appear to be looking down at their iPad screens more than actively contributing to the meeting/debate.
- ☒ Response – making use of bookmarks removes the need to keep scrolling and searching, is this a training need?
- ☒ Dislike that iPad can really only mirror their display onto another screen.
- ☒ Dislike – cannot view whole documents easily cannot add photos to reports

Blackberry

Keen to see if the limitations of Blackberry will be improved with O365

Backgrounds

Something here about poor signal / being unable to add the Corporate backgrounds?
Broadband coverage is improving all the time, Members are equipped with 4G via the Council provided iPad.

Voting

Dislike the current, rather laborious requirement for a roll call. Council's continue to lobby Zoom to provide a voting solution which can be included within the live stream / You Tube upload. At present, there are capabilities within zoom for yes, no or abstain but these cannot be included in the streamed footage.

Teams does include voting functionality and will be available once O365 in place.

The Monitoring Officer has already prepared new statements in the Constitution in anticipation of being able to cater for this.

Accessing Emails

Members will be able to access their Council Email on any device once O365 has been delivered. This includes being able to access emails on personal smart phones, for example.

O365 makes a big difference as it's a subscription-based service, rather than being a more traditional software download onto a specific device. Software is updated and available automatically. Security is provided by using simple authenticator apps.

Equipment

Based on the findings of the Members ICT survey and feedback received, actions are being undertaken in the short term as detailed in the report and longer-term solutions are also being explored.