Service Improvement and Efficiency Committee

Agenda

Members of the Service Improvement and Efficiency Committee:

Cllr J L Thomas (Chairman)

Cllr P E Bulman

Cllr S J Catchpole

Cllr S I Holland

Cllr K S Kelly

Cllr D King

Cllr G K Nurden (Vice Chairman)

Cllr I J Mackie

Cllr M L Murrell

Cllr S M Prutton

Cllr D Roper

Date & Time:

Tuesday 6 April 2021 6.00pm

Place:

Virtual Meeting

Contact:

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

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:
BroadlandYouTube

AGENDA

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.

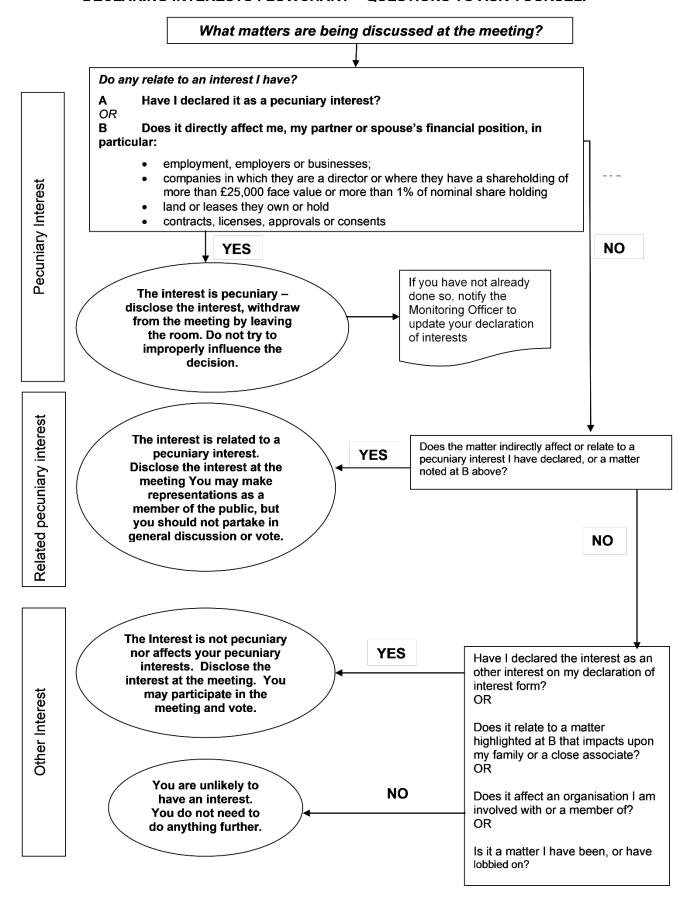| |
|---|
| Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed. |
| Does the interest directly:
    1. affect yours, or your spouse / partner's financial position?
    2. relate to the determining of 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 you should not partake in general discussion or vote. |
| Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item. |
| 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

What matters are being discussed at the meeting?

Do any relate to an interest I have?

A   Have I declared it as a pecuniary interest?
OR
B   Does it directly affect me, my partner or spouse's financial position, in particular:

- employment, employers or businesses;
- companies in which they are a director or where they have a shareholding of more than £25,000 face value or more than 1% of nominal share holding
- land or leases they own or hold
- contracts, licenses, approvals or consents

YES

NO

Pecuniary Interest

The interest is pecuniary – disclose the interest, withdraw from the meeting by leaving the room. Do not try to improperly influence the decision.

If you have not already done so, notify the Monitoring Officer to update your declaration of interests

Related pecuniary interest

The interest is related to a pecuniary interest. Disclose the interest at the meeting You may make representations as a member of the public, but you should not partake in general discussion or vote.

YES

Does the matter indirectly affect or relate to a pecuniary interest I have declared, or a matter noted at B above?

NO

Other Interest

The Interest is not pecuniary nor affects your pecuniary interests. Disclose the interest at the meeting. You may participate in the meeting and vote.

YES

Have I declared the interest as an other interest on my declaration of interest form?
OR

Does it relate to a matter highlighted at B that impacts upon my family or a close associate?
OR

Does it affect an organisation I am involved with or a member of?
OR

Is it a matter I have been, or have lobbied on?

You are unlikely to have an interest. You do not need to do anything further.

NO

SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a remote meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Wednesday 17 March 2021 at 6pm.

Committee Members Present:	Councillors: G Nurden (Chairman for the Meeting), P Bulman, S Catchpole, S Holland, D King, I Mackie, M Murrell, S Prutton and D Roper
Cabinet Members Present:	Councillors: J Copplestone, J Emsell, J Leggett, and T Mancini-Boyle
Other Members in Attendance:	Councillors: N Brennan, C Karimi-Ghovanlou, S Lawn and S Riley
Officers in Attendance:	The Director of Place (P Courtier), the Director of People and Communities (J Sutterby), the Assistant Director of Governance and Business Support (Monitoring Officer) (E Hodds), the Assistant Director of Individuals and Families (M Pursehouse), the Assistant Director of Economic Growth (T Armstrong), the Communities Senior Manager (K Gallagher) and the ICT and Digital Manager (C Balmer)

18 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

No declarations of interest were made.

19 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr J Thomas

20 MINUTES

The minutes of the meeting of the Service Improvement and Efficiency Committee held on 11 January 2021 were agreed as a correct record.

Minute No: 16 – Project Update - Telephony

In response to a concern regarding telephone call waiting times and what was being done to address this issue, the Assistant Director for Governance and Business Support (Monitoring Officer) explained that weekly reports were being run on the phone systems to allow managers to monitor and review performance.

A further concern was raised over officers' voicemails being full. It was confirmed that new Hunt Groups were in the process of being set up on the phone system, which would allow unanswered calls to find the next available officer in the team. Members noted that this would eventually replace the voicemail system.

21 SOCIAL PRESCRIBING

The Communities Senior Manager introduced the report which highlighted the impact and opportunities a Community Connector approach could have in the Broadland area. The Connector model would further develop support for the community, alongside the COVID response while building a relationship with local GP surgeries and NHS partners. She also advised members that by enhancing community working, Broadland Council would be in a stronger position to support vulnerable residents through the COVID recovery while preventing increase demand on statutory services.

Members noted that the Community Connector roles would allow extended operating hours for the Early Help Hub and that work had begun with the future funding of the Connectors with clinical partners.

In response to a query about how the Community Connectors were going to be employed, officers confirmed that they would have fixed-term contracts initially, with the aspiration to continue the service through externally sourced funding.

In response to a request for clarification on the difference between the Community Connector role and what was currently in place, the Communities Senior Manager advised members that external partners operated within the areas and had a different approach when dealing with residents. Members noted that the Community Connector role would work inside the Surgeries on a one to one basis. She also confirmed that the current Covid advisers were in place to advise on issues arising from the pandemic.

In response to a question regarding how the Connector model would help mitigate the tensions generated in communities by COVID, Officers explained that the pandemic had impacted many people and that smaller issues left unsupported could turn into larger ones or possible crises. It was believed that having Connectors in place would prevent these issues from escalating further.

A member raised concern over the wording of section 3.8 of the report regarding the changes having a limited impact on the Early Help Hub, it was explained that the model would help take work off the Hub with additional resources being in place. Members also noted that South Norfolk's Community Connectors were already operating within the one team structure.

During the discussion a member asked about the current funding for the South Norfolk Community Connectors. It was noted the model had been in operation for six years, with funding secured through the NHS for a further three years. In response to a further question on whether Broadland could go straight to the NHS for funding, officers explained that due to the funding cycles the Council would need to fund the posts for the first year through the COVID Recovery Fund.

After further discussion, officers clarified issues around funding for the first year and timescales. The Director of People and Communities explained that there were currently two funding sources. These consisted of a COVID Response and Recovery Fund and a Containing Outbreak Management Fund. Officers emphasised that discussions had taken place, and it was believed that the work of the Community Connectors would fall as part of the Containing Outbreak Management Fund. It was noted that the Community Connectors would help with capacity levels within the NHS. Members were advised that the report would go on to Cabinet, where officers were looking to present a further report on COVID Recovery.

One member suggested that Cabinet committed to a two-year model for the Community Connectors. He noted that this would allow the newly appointed officers longer to establish themselves in the community and their roles. He explained that Cabinet could secure the second-year funding in the future budget planning, securing the appointed officers in place instead of a potential loss at the end of the year's contract of the staff.

In response to a question raised by a member regarding how far the service area would cover and if there were provisions in place when residents go across district borders for services. The Communities Senior Manager advised members that officers would want to cover all areas of the District, but at the moment, it would be where funding had been secured. She also confirmed that anyone who is a resident of the District would have access to

the Community Connectors, who could also take referrals from other organisations in the area.

The Chairman summarised the salient points of discussion which included members endorsement to Cabinet for the Community Connector model for the year with a view to officers securing funding for future years. It was then;

RESOLVED

To endorsed and recommend the Community Connector Model to Cabinet for approval.

22   SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE TERMS OF REFERENCE

The Assistant Director of Governance and Business Support (Monitoring Officer) introduced the report which asked members to agree to an amendment to the Committee's Terms of Reference. Members were advised that the newly appointed Chairman had reviewed the document and proposed the following amended introductory paragraph.

The role of the Service Improvement & Efficiency Committee is to consider *and develop* ideas for improving the *effectiveness*, quality and accountability of public services in the district with due regard to equality diversity, inclusivity *and effectiveness*. This will be achieved through learning, sharing knowledge and delivering *efficient* improvement solutions.

A member raised concerns over the whole Committee structure of the Council. In response, the Assistant Director of Governance and Business Support (Monitoring Officer) noted the concerns raised and informed members that a review had started of terms of reference of Committee's, with Policy Panels being agreed at the last Council meeting. Further work would then been undertaken on the other committee terms of reference to ensure work was complimentary and effective. It was then;

RESOLVED

To recommend that Council approves the amendment to the Terms of Reference for the Committee.

23   MEMBER IT

The Assistant Director of Governance and Business Support (Monitoring Officer) introduced the report which asked members to consider future options for Members' IT. The report proposed the following three options; to keep the

current provision of iPads, to provide laptops for all members, or that all members use their own IT equipment.

The report followed on from the update at the 11 January meeting, which provided the Committee with the results from the members IT survey. Members noted that there had been a good response with 34 out of 47 members contributing.

Members were advised that work continued with the Office 365 rollout, which was intended to replace the current Blackberry operating system in April. Members noted that training would be provided to ensure everyone was up to date with the new software.

The Committee was reminded that the current iPad provision was not at the end of life stage and would be operational for a further two years. It was noted that if members were to choose to go over to laptops, the iPads would be surplus, as the Council did not use the devices in day to day operations.

One member queried whether, given that the report shows three different options regarding members' IT, it would be possible to use a mix of the three, allowing members to decide which option was best for them. It was explained that a lot of the problem's members were facing were down to software issues. Members were also advised that it was likely that the remote format would be ending soon, and meetings would revert to the office.

A member suggested that using their own equipment was not appropriate, as previously members had been given an allowance for IT provisions that was no longer available. It was noted and understood that there would not be an allowance now if members were to pick option three. Concerns were raised over the storage capacity of the current iPads alongside difficulty when composing long documents, with some members having to transfer onto other devices to work.

During the discussion, it was reaffirmed by some members that when the committee meetings returned to the office the issues raised by some members regarding the virtual meetings would not exist.

It was noted by the Chairman, that in two years the current iPads would need replacing, and it would be more appropriate to wait to review the current provision until then, allowing time to see if the new integrated software solved issues.

Several members supported the Chairman's comments, agreeing that they should evaluate the new software first before making a decision. One member added that money would be wasted on new devices if the software solves members' issues.

One member indicated support for the new software but raised concerns over the reading ability within the iPads, adding that it was hard comparing documents on the iPads to a laptop. The ICT and Digital Manager confirmed

that he understood members' concerns but was hopeful that once the Council's operations moved back to normal after the pandemic, they would be solved.

Officers answered further questions where it was confirmed members would be able to print documents from the iPads.

The Portfolio Holder for Transformation and Organisational Development added that he was keen for all members to be comfortable with the equipment they used. He showed support with fellow members that delaying the decision until Office 365 had been installed would be the favourable option.

During the discussion, both A and B options were proposed and seconded amongst the Committee. A roll call vote was undertaken, which saw five members voting for option A, three for B and one abstention. It was then;

RESOLVED

The Service Improvement and Efficiency Committee recommends that Cabinet keeps the current provision of iPads.

24   **ECONOMIC GROWTH TEAM- APPOINTMENT TO VACANCIES AND RESTRUCTURE**

The Director of Place introduced the report which drew members' attention to the proposed changes to the Economic Growth Team. Members noted the Economic Growth Team had been divided into two key functions. One area covering; growth delivery, community assets and housing delivery. The second area covered under the Business Support Team including inward investment and tourism alongside other areas.

Members were asked to note the proposed changes set out in the report to the Growth Delivery Team, alongside the principles applied to the proposed changes to the Business Support Team. The committee were also asked to provide comments on the finalising of the team's structure.

A member queried why the Council was planning to fill the vacancies with the Growth Team but not the others in the Business Support area, highlighting the need under the current COVID business support. The Director of Place acknowledged that the team had done well in supporting businesses during COVID, but officers wanted to make sure the jobs were placed correctly within teams before recruiting. Members also noted that the Council was looking to develop a new Economic Strategy in the coming months.

Several members expressed concerns over how long the vacancies had been unfilled and why there were so many. During discussion, the Director of Place confirmed that the vacancies happened over time, and that a number of officers had moved on through promotions to other organisations. The

Assistant Director for Governance and Business Support (Monitoring Officer) also confirmed that a Time and Task Panel was currently looking into staff turnover at the Council.

In response to a question it was confirmed that the Portfolio Holder for Economic Development was involved in the discussions from an early stage. Considerable discussion followed where it was noted that staff structures were part of the Transformation and Organisational Development Portfolio. The Assistant Director for Governance and Business Support (Monitoring Officer) added that a review of the Council's Constitution would be undertaken in the future to best align where processes fell.

One Member queried whether the restructuring of the Business Support team would increase costs and If this was not the case would be best to invest further into the structure. The Director of Place confirmed that could be one option but was mindful that extra budget would take resources away from other projects.

The Portfolio Holder for Economic Development showed support for the report and explained that she had worked closely with the Cabinet Member at South Norfolk Council and were keen to recruit into the vacancies as soon as possible.

In response to questions, the Portfolio Holder for Transformation and Organisational Development explained that the report was brought in front of the Committee to gain wider member engagement. It was suggested by a member that the final structure should be published in the *Members' Bulletin* to inform all members. It was then;

RESOLVED

To note

1. The proposed changes to the Growth Delivery Team and the intention to fill the current vacancies and;

2. The principles to be applied to the proposed changes to the Business Support Team and provided comments that could be taken into account in finalising the team's structure.

(The meeting concluded at 8.05pm)

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Chairman

11

Spark Transformation Programme Update

Report Authors:

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Portfolio: Transformation and Organisational Development

Wards Affected: None

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

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

1. Summary

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

2. Background

2.1 In July 2018, the Council agreed to the Feasibility Study to progress collaborative working with South Norfolk Council.

2.2 The Council has been ambitious in its approach and over the last year, has achieved significant progress including establishing the one joint team serving the two councils and beginning on the transformation journey. The SPARK Transformation Approach and Programme were established in January 2020 and work has been underway to progress and implement a range of transformational projects as referred to in **Appendix A**.

3. Current position/findings

3.1 Positive progress is being made across the SPARK Transformation Programme as a whole. As can be seen, a large proportion of the projects that we are currently progressing are those which are corporate wide and needed to build the base and infrastructure for further transformation of our services in the future e.g. IT Infrastructure. There are also a range of directorate transformation projects which are 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.

Project or Programme	Overview	Key Delivery Milestones
Joint website	Development & Implementation of a single website across the two Councils	• P1 – Initiation and Planning – August 20 (complete) • P2 – Systems installation – Sept 20 (complete) • P3 – Designs – Nov 20 (complete) • P4 – Custom developments – Feb 21 (ongoing) • P5 – Template Build – March 21 (ongoing) • P6 – Training and content population – Apr 21 (ongoing)

		• P7 – UAT testing – May 21 • P8 – Go Live – June 21
Joint email	Development of a single email system on the new domain (southnofolkandbroadland) including a migration to o365	• P1 – Create new internal network/domain for joint IT systems – Sept 20 (complete) • P2 – Migrate user accounts from legacy networks to new network – Feb 2021 (trial migrations now started) • P3 – creation of single O365 environment – Nov 2020 (complete) • P4 – migrate Members – April – May 2021 • P5 – migrate staff – May – Nov 2021
Domain migration	Migrating our systems and services onto the new domain name	As above.
One network	A phased approach of IT infrastructure development to build a single network across the two Councils	Phases to be defined with supplier. Target delivery Q1/Q2 2021/22
Strategic approach to systems transformation	Developing a strategy for our wider systems approach to replacement of future service systems.	• P1 – Mobilisation and Discovery – Oct 20 (complete) • P2 – Service and Tech Landscape – workshops – Jan 21 (complete) • P3 – Design Principles and Data Architecture – Jan – Feb 21 (ongoing work to finalise) • P4 – Options Appraisal and Development of Roadmap – Feb 21

		(ongoing work to finalise) • P5 – Finalise recommendations and present – Feb 21 (ongoing)
Business Intelligence (BI) and Governance	Developing and implementing a business intelligence framework that develops the organisation into an insight and intelligence led culture of continuous improvement.	• P1 – Discovery and development of recommendations – Jan 21 (complete) • P2 – Agree BI Principles, Data Standards and Proof of Concept – April 21 (ongoing) • P3 – Implementation of outcomes from P2 – July 21 • P4 – Roll out to organisation in line with transformation programme – Ongoing
New ways of working programme	Programme to look at how we can take learning from our response to the pandemic to rethink the workplace and adopt new ways of working across the organisation that will benefit both our staff, members and our customers. 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.	To be delivered by Q2 21/22: • P1 - Rollout of measures to enable staff to return to the office (complete) • P2 - Establish programme / scope remaining projects (complete) • P3 - Rollout desk booking and interim measures for customer reopening and post (ongoing) • P3 - Rollout remaining laptops and member IT solutions (ongoing) • P3 - Rollout second phase measures for customer reopening + post (ongoing) • P4 - Scope archiving solutions and future office requirements

		• P5 - Rollout archiving solution and any further required office space changes • P6 – Develop options for office accommodation in the future (ongoing)
Customer satisfaction / experience	A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.	• P1 – Discovery and development of recommendations – Dec 20 (completed) • P2 – Delivery of recommendations – March 2021 (ongoing)
Complaints approach	South Norfolk and Broadland Councils currently have different complaints policies and processes. This project will make proposals to align the processes, policies and systems to create a consistent and robust way of handling complaints across the two Councils to provide the right outcomes for our customers.	• P1 – Implement short term solution – Feb 21 (completed) • P2 – Alignment of processes, policies and systems for complaints handling – April 21 (ongoing)
Organisational Development	The projects support the strategic aim of becoming an Employer of Choice through effective people management and leadership development	To be delivered by end of Q4 20/21: • Project 1 – Cultural Development (ongoing) • Project 2 – OD to support leadership development (in scoping phase)
Broadland Procurement of Waste Contract	Project to procure the new contract for Broadland District Councils waste service.	• P1 – Pre procurement Sept – Oct 2020 (completed) • P2 – Selection stage Dec – Feb 2021 • P3 – ISIT Feb – April 2021 • P4 – Negotiation – May – June 2021

		• P5 – Decision to award September 2021
Review of Councils' Depots	Review of Council Depots Future Options Report to review whether they are fit for purpose moving forward, to look at alternative locations and to create a business case for any changes.	• Project plan with key milestones currently being developed.
Best in Class Housing Programme	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.	• Delivery of new system in April 21.

4 Other options

4.1 **None.**

5 Issues and risks

5.1 **Resource Implications** – these are managed by each project on a case by case basis.

5.2 **Legal Implications** – considered with each project as appropriate

5.3 **Equality Implications** – considered with each project as appropriate.

5.4 **Environmental Impact** – considered with each project as appropriate.

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

5.6 **Risks** – risks are managed on a project basis and are escalated through to the strategic risk register if appropriate.

6 Conclusion

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

7   Recommendations

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

Spark Transformation Programme Highlight Report – Blue/Corporate Projects

Updates as of: 15 March 2021   Appendix A

Corporate Hub

1 Joint Website Development and implementation of a single website across the two Councils

RAG Status – Green 🟢

Senior Sponsor – Hannah Ralph

Business Lead - Mel Taylor (Andrew Mewes in the interim)

Project Phasing

- P1 – Initiation and Planning – August 20 (complete)
- P2 – Systems installation – Sept 20 (complete)
- P3 – Designs – Nov 20 (complete)
- P4 – Custom developments – Feb 21 (ongoing)
- P5 – Template Build – March 21 (ongoing)
- P6 – Training and content population – Apr 21 (ongoing)
- P7 – UAT testing – May 21
- P8 – Go Live – June 21

Update:

- Content owners from across Directorates continue to review and migrate content.
- Initial draft produced on roles and responsibilities for new website from Go-Live and being reviewed by web project team prior to wider review.
- Portfolio Holders briefing held prior to All-Member briefing on 3 March.
- IT/Digital have the customer login functionality working (for MyAccount) in their test environment and technical details exchanged with Jadu for their template build.
- IT/Digital started development of the Postcode lookup (for MyArea).

Priorities:

- Jadu to upload the branded templates into our content editing system (first opportunity to see both our content and the designs of the website together).
- Final content editor review of published content and final changes before testing in April.
- Prepare for the All-Members user testing sessions, currently being arranged for between 6 to 15 April.

2 Joint Email Development of a single email system on the new domain (southnofolkandbroadland) including a migration to O365

RAG Status – Red ●

This project is currently red due to resources within the team that need to be used on multiple projects. The team are also carrying a key vacancy which they are struggling to recruit to, which is impacting on this project. However, rolling our O365 to Members is due to commence in April, and then to staff thereafter.

Senior Sponsor – Emma Hodds

Business Lead – Tom Sayer

Project Phasing

- P1 – Create new internal network/domain for joint IT systems – Sept 20 *(complete)*
- P2 – Migrate user accounts from legacy networks to new network – Feb 2021 *(trial migrations now started)*
- P3 – creation of single O365 environment – Nov 2020 *(complete)*
- P4 – migrate Members – April – May 2021
- P5 – migrate staff – May – Nov 2021

Update:

- Initial testing of applications using the new test accounts in the new joint network/domain have commenced and initial signs mainly from the SNC application catalogue are promising e.g. Finance systems, purchasing, revenues, Gis, elections and Idox.
- Preparation for migrations has progressed, including:
  - Out of hours work has prepared the BDC infrastructure to allow migration of BDC mailboxes into the new O365 environment.
  - SNC application testing continues for users/computer/mailboxes moved to the new joint network and new O365 environment.
  - Licencing arrangement are being finalised with Microsoft to provide appropriate licencing for Members in the new O365 environment from 1st April.
  - We have worked closely with our third-party support provider to ensure the requirements for Members are in place ready for April.

Priorities:

- Implementation of 365 SharePoint to support the Members migration and Committee Services.
- Ongoing testing of applications in the new domain.
- Planning the operational aspects of Members migration, working closely with the Service Desk team and Committee Services.
- Initial engagement with the 3rd party who will facilitate the technical elements of the members migration

3 Domain Migration Migrating our systems and services onto the new domain

name

RAG Status – Green 🟢

Senior Sponsor – Emma Hodds

Business Lead – Tom Sayer

Project Phasing

- As above

4 One Network A phased approach of IT infrastructure development to build a single network across the two Councils.

RAG Status – Amber 🟡

This project remains Amber, the contract has been awarded and timelines for implementation are being finalised with the contractor. The team are carrying a key vacancy which they are struggling to recruit to, which is having a slight impact on this project.

Senior Sponsor – Emma Hodds

Business Lead – Tom Sayer

Project Phasing:

Phases to be defined with supplier.

Target delivery Q1/Q2 2021/22

Update:

- Committee process to agree supplier (Cabinets) took place.
- Crown Commercial Services contracts terms being drafted to reflect the purchase of goods and services.
- Initial conversations with Preferred Supplier regarding site-to-site connectivity requirements to support improved Disaster Recovery and Business Continuity
- Suppliers completing technical due diligence on the sizing of their solution.

Priorities:

- Award Contract (March)
- Comms for the intranet (Connect) to raise staff/member awareness of the project and the benefits it will provide.
- Project delivery to commence, starting with mobilisation and planning workshops to understand timelines

5 Strategic Approach to Systems Transformation Developing a strategy for our wider systems approach to replacement of future service systems.

RAG Status – Amber 🟡

Initial findings and recommendations produced by Methods. Work taking place to review recommendations for final agreement with methods and then discussion with CMLT and members regarding proposals and next steps.

Senior Sponsor – Debbie Lorimer

Business Lead – David French

Project Phasing

- P1 – Mobilisation and Discovery – Oct 20 *(complete)*
- P2 – Service and Tech Landscape – workshops – Jan 21 *(complete)*
- P3 – Design Principles and Data Architecture – Jan – Feb 21 *(ongoing work to finalise)*
- P4 – Options Appraisal and Development of Roadmap – Feb 21 *(ongoing work to finalise)*
- P5 – Finalise recommendations and present – Feb 21 *(ongoing)*

Update:

- Additional engagement sessions held with leaders on the drafted Design Principles.
- EA Design Principles & Data Reference Architecture agreed in principle.
- Service & Technology Landscape finalised.
- Sprint 3 engagement sessions completed.
- Final Report completed and presented in principle.

Priorities:

- Project sponsors to review report in full and agree on next steps.
- Final wash-up session with Methods.
- Share and review recommendations with CMLT and Members.

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

RAG Status – Green 🟢

Senior Sponsor – Hannah Ralph

Business Lead – Shaun Crook

Project Phasing

- P1 – Discovery and development of recommendations – Jan 21 *(complete)*
- P2 – Agree BI Principles, Data Standards and Proof of Concept – April 21 (*ongoing*)
- P3 – Implementation of outcomes from P2 – July 21
- P4 – Roll out to organisation in line with transformation programme – ***Ongoing***
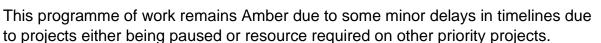
Update:

- Meeting held with IT to discuss resources to implement the Proof of concept piece of the project.

Priorities:

- Agree and sign off Corporate Principles, Data Standards
- Scope out Proof of Concept (including funding & resources)
- Present proposals into CMLT

7 New ways of working (NWOW) Programme 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. 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.

RAG Status – Amber 🟡

This programme of work remains Amber due to some minor delays in timelines due to projects either being paused or resource required on other priority projects.

Senior Sponsor – Hannah Ralph / Emma Hodds

Business Lead – David French

Project Phasing

To be delivered by Q2 21/22:

- P1 - Rollout of measures to enable staff to return to the office *(complete)*
- P2 - Establish programme / scope remaining projects *(complete)*
- P3 - Rollout desk booking and interim measures for customer reopening and post *(ongoing)*
- P3 (cont.) - Rollout remaining laptops + member IT solutions *(ongoing)*
- P3 (cont.) - Rollout second phase measures for customer reopening + post *(ongoing)*
- P4 - Scope archiving solutions and future office requirements *(ongoing)*
- P5 - Rollout archiving solution and any further required office space changes *(not yet started)*
- P6 – Develop options for office accommodation in the future *(ongoing)*

Update:

- **Customer Reopening**: Principles document completed. Update report presented to COVID Gold group. Phase 1 arrangements will now be incorporated into Lifting Lockdown Plan.
- **Virtual Customer Meetings**: Decision made to include in Customer Reopening phase 2.
- **Laptops**: Roll out of laptops, bags, wireless mice and keyboards now underway.
- **Member IT**: Requirements addressed in all-Member briefing on all key ICT projects.
- **Joint Future Office**: High level options paper completed and presented to CMLT and Informal Cabinet.

Priorities:

- **Customer Reopening**:
    - Report to CMLT/Joint Leaders.
    - Complete rescope of Phase 2 work - to incorporate Virtual Customer Meetings and align more closely with the Future Office project.
- **Joint Future Office**: Agreement on next steps following Members discussion on possible options.

8 Customer Satisfaction/Experience A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.

RAG Status – Green 🟢

Senior Sponsor – Hannah Ralph

Business Lead – Shaun Crook

Project Phasing

- P1 – Discovery and development of recommendations – Dec 20 *(completed)*
- P2 – Delivery of recommendations – March *2021 (ongoing)*

Update:

- Informal briefings with portfolio holders held.
- Work underway to review customer service resource to support development of the new strategy.
- Completed draft charter, strategy, and service standards document.
- Developed survey in draft.

Priorities:

- Share draft survey for testing (internal).
- Ensure GDPR compliance for survey.

- Submit Customer Service resource proposals to CMLT for review.
- Launch survey externally.

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

RAG Status – Green 🟢

Senior Sponsor – Hannah Ralph

Business Lead – Hannah Mawson

Project Phasing

- P1 – Implement short term solution – Feb 21 *(completed)*
- P2 – Alignment of processes, policies and systems for complaints handling – April *21 (ongoing)*

Update:

- Met with key stakeholders for input into the new way forward.
- Feedback from the survey reviewed.
- Draft joint policy, structure and procedure.
- Draft joint policy, structure and procedure to be presented at CMLT and next steps agreed.

Priorities:

- Further updates to proposals following stakeholder input and engagement.

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:

1. Our People, Our Approach
2. Performance Lifecycle
3. Strategic Projects
4. Development of Management Cohorts
5. Wellbeing

RAG Status – Green 🟢

Senior Sponsor – Emma Hodds

Business Lead – Helen Molloy

Project Phasing

To be delivered by end of Q4 20/21:

- Project 1 – Cultural Development *(ongoing)*
- Project 2 – OD to support leadership development *(in scoping phase)*

Update:

- Project 1 – Myers-Briggs (behavioural styles framework) training arranged for OD Business Partner, HR Lead and AD Governance and Business Support, enabling the team to facilitate team development meetings internally.
- Myers-Briggs Type Indicator (MBTI) to be the behavioural profiling used in Management Development programme to align projects 1 & 2.
- New performance scheme consultation underway with staff.

Priorities:

- Project 1 – Myers-Briggs training attendance.
- Scope out delivery of project in line with project 2. One team working & the managers role in creating a high performing & cohesive team will form part of project 2 Management Development programme.
- All people related frameworks to include One Team values to embed values & behaviours of One Team – this work is ongoing & One Team values will continue to form the basis of people related programmes going forward.
- Project 2 – Review proposals from suppliers and agree preferred supplier.
- Preferred supplier selected (MTD); procurement process ongoing. HM/JS to attend DMT session to discuss detail of scheme with Directors & AD's.
- Manager tiers to be agreed with CMLT.
- Discovery scoping sessions in April with key stakeholders, May – design & development phase, delivery date in diary for June.

People and Communities Hub
1 Broadland Procurement of Waste Contract

RAG Status – Green 🟢

Senior Sponsor – Simon Phelan

Business Lead – Sarah Bruton

Project Phasing

- P1 – Pre procurement Sept – Oct 2020 *(completed)*
- P2 – Selection stage Dec – Feb 2021
- P3 – ISIT Feb – April 2021
- P4 – Negotiation – May – June 2021

- P5 – Decision to award September 2021

Update:
- Contract documents issued at Invitation to submit initial tender (ISIT) stage
- Clarification questions process managed – 262 questions received.

Priorities:
- Receive completed ISIT bids
- Evaluate ISIT bids

2 Review of Council Depots Future Options Report to review whether they are fit for purpose moving forward, to look at alternative locations and to create a business case for any changes.

RAG Status – Amber 🟡

Senior Sponsor – Simon Phelan

Project Phasing

Project plan with key milestones currently being developed.

Update:
- Update of initial SLR cost plans for redevelopment options for Frettenham depot completed by Currie and Brown.
- Condition Survey for Frettenham Depot completed.

Priorities:
- Detailed Critical Decision Path Plan to be developed.

3 Best in Class Housing Programme 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.

RAG Status – Amber 🟡

This project is Amber due to a delay in the User Acceptance Testing phase and the increased but managed risk of not having the system or a fully working system on the proposed go live date.

Senior Sponsor – Mike Pursehouse

Business Lead – Louise Tiernan

Project Phasing

- Delivery of new system in April 21.

Update:

- Customer journey mapping process completed

Priorities:

- User Acceptance testing
- Continue review and re-registration of BDC clients on the register
- Customer Portal Content to be created and uploaded ready for go live date
- Comms -continue to follow Communication Plan, this includes Residents, Landlords, other agencies, and Internal.
- Finalise working practise and procedures with other internal teams and systems (Finance and Benefits)
- Implementation of Housing register Allocations Policy
- Broadland housing systems Academy and Jigsaw disabled
- Abritas upgrade go live date – 8 April

Joint Website Project Update

Report Author(s):	Andrew Mewes Programme Manager 01508-533683 andrew.mewes@s-norfolk.gov.uk
Portfolio:	Transformation and Organisational Development
Ward(s) Affected:	All

Purpose of the Report:

The purpose of this report is to provide Members with an update on progress of the project to develop a new joint website for Broadland and South Norfolk Councils.

Recommendations:

1. Members to note progress with the website project so far.

1 SUMMARY

1.1 The objective of the project is to establish a new joint single website and platform with updated and easier navigation for customers to find content and to connect through to relevant back-office systems and teams. The project will create a single website to replace our existing two sites and have a new ".gov" domain name: www.southnorfolkandbroadland.gov.uk

1.2 Key to the design of the website is that it maintains the two Councils' individual identities whilst providing a single platform to focus resources for maintaining content and developing functionality for the benefit of customers. Appendix 1 provides screenshots of the prototype template design illustrating how content pages will look that are either common to both Councils or are specific to just one Council.

2 BACKGROUND

2.1 Both Councils agreed the new joint domain name in December 2019. The name was then agreed by Central Government in January 2020. In February, the Councils agreed the budget and staff were mobilised onto the project. A period of analysis then followed on the current websites, identifying the most popular areas and content used by customers in order to refine the navigation for customer interaction and develop the design. In October, Members were engaged through informal workshops to review and agree the designs for the new website. Regular updates on the progress of the joint website were also given to the Joint Lead Members Group when in place, and updates have also been provided to SIEC and joint informal Cabinet as part of regular SPARK transformation programme updates.

2.2 Since the last Member update in October, over 50 staff across all service areas have now been trained in the use of the new content editing system so that they are able to edit and publish to the new website. Editors have been reviewing existing content to determine what should be migrated across to the new site and what needs to be amended or created. In this review, they are also identifying what content is applicable to customers of one Council only and what content is applicable to both Councils' customers.

2.3 The website supplier, Jadu, is currently developing the website templates in the agreed design and to ensure they will display correctly on mobiles, tablets as well as laptops and desktops. Using these templates will create the visual styling around the text that editors are publishing.

2.4 Currently editors are using 'vanilla' unbranded templates until the actual templates are developed. The supplier will be loading the branded templates into the content editing system at the end of March. This will be the first time we will get the opportunity to see both content and design together. From this the editors will review their initial published content and make changes as necessary to tidy it up, prior to our window for review and testing in April. Proposed Member involvement in the review phase is described in section 4.1.

2.5 As part of their training to use the new content editing system, editors were also provided with guidance on how to write in plain English, apply a consistent style and 'tone of voice' as well as considerations for content to be accessible. Central government has now placed legislative requirements on all public sector organisations to make websites accessible. Staff, not only the content editors, need to have an understanding about writing accessible content and the editor training is being supplemented across staff teams because it is applicable to anyone writing a document in, for instance, Word or PDF formats, that may end up residing on a public website.

2.6 There are three main strands of activity in the development of the website:
- Supplier (Jadu): Providing the content editing system and website templates in the agreed design.
- Content editors: Providing the content for the website.
- IT Digital team: Providing the platform for functionality through eForms, customer login and postcode lookup.

2.7 The launch of the website will establish a platform by which ongoing development of additional functionality by the IT Digital team can occur to reflect service and customer improvements.

3 CURRENT POSITION/FINDINGS

3.1 The following provides an outline of the timetable for the project.

ref	Date	Activity
3.2	July to Sept 2020	Content analysis
3.3	August 2020	Content servers set up
3.4	Sep to Oct 2020	50 Content Editors trained
3.5	Oct 2020 to May 2021	Content reviews and creation
3.6	Oct to Nov 2020	Member engagement & design visuals agreed
3.7	Dec 2020 to Jan 2021	Prototype template screens developed
3.8	Feb to Mar 2021	Build of actual branded templates
3.9	29 March 2021	Templates built and uploaded to the content editing system (first opportunity to see both content and design)
3.10	29 March to 1 April	Content checking by editors prior to review
3.11	6 to 15 April	Testing and Member review sessions (see section 4.1)
3.12	May 2021	Fixes/tidy content, customer communications, websites' redirects set up, IT/systems switchovers
3.13	2 June	Go-Live (new website visible on the Internet. Customers trying to go to the existing websites will be automatically redirected to the new site)

3.14 The next steps are that on 29 March the supplier will complete and publish the branded templates to the content editing system. This will be the first opportunity to see both content and design. Following a short period of checking and tidying

by content editors, we then have a window for testing and review between 6 to 15 April.

4   PROPOSED ACTION

<u>Testing and review window (6 to 15 April)</u>

4.1   A series of All-Member sessions are proposed in this review window to walk through the website with Members and seek feedback. There will be three repeated All-Member sessions via Zoom on:
- Wed 7 April 5:30 to 7pm
- Tue 13 April 5:30 to 7pm
- Wed 14 April 1:30 to 3pm
  (Members will receive an email asking which of the sessions they would like to attend).

4.2   The follow-on activities after the review window include undertaking any fixes or content tidying and then (subject to the outcome of the review) to issue communications to customers to pre-warn them about the new website going live on 2 June. This period will also include setting up the web redirects so that customers will be seamlessly taken to the new website once it is live if they try to go to the existing sites.

4.3   We need to provide sufficient notice to customers but also recognise the resource commitment needed across services in this period because content will have to be kept up to date across all three websites until the new website goes live.

5   ISSUES AND RISKS

5.1   **Resource Implications** – A single website will help service area resources to maintain their web content in one place whilst preserving individual Council identities when content is specific to just one Council's customer base.

5.2   **Legal Implications** – Central Government has placed requirements backed by legislation on all public sector organisations to make websites more accessible to people with disabilities. The requirements are defined in the Web Content Accessibility Guidelines (WCAG) 2.1. Our templates for the new website are being developed to comply with these requirements and our content editors have been briefed on the requirement and supplementary training for all staff is being developed.

5.3   **Equality Implications** – As above, public sector websites must now comply with WCAG 2.1 accessibility requirements. The full name of the accessibility regulations is the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. The accessibility regulations build on existing obligations to people who have a disability under the Equality Act 2010.

5.4   **Environmental Impact** – N/A

5.5   **Crime and Disorder** – N/A

5.6   **Risks** – There is a perceived risk that residents will not be able to find the new website, eg, if they search for it on Google. To overcome this we will set up website redirects. These redirects will take customers automatically to the new website if they type in the address of (or click on a link to) the existing websites. We will also issue communications to the public before the new website is live. Also, there has been a risk that key resources such as the trained content editors, will need to be deployed to support Covid-19 activities. However, this has been managed successfully so far and at time of writing we now have the Government steps defined for coming out of the national lockdown.

6   CONCLUSION

6.1   The new website will provide the opportunity to focus our resources on maintaining relevant information in a single platform whilst refreshing the navigation and content for customers. Member involvement in the testing and review phase (6 – 15 April) is being sought and subject to final changes and configurations, we plan to go-live with the new website on 2 June.

7   RECOMMENDATIONS

7.1   Members to note progress with the website project so far.

Appendix 1 – Screen shot examples of the template prototypes

The following are screenshots of the prototype templates showing the design of the new website. The supplier (Jadu) will be providing the working templates to us on 29 March prior to our testing window between 6 to 15 April.
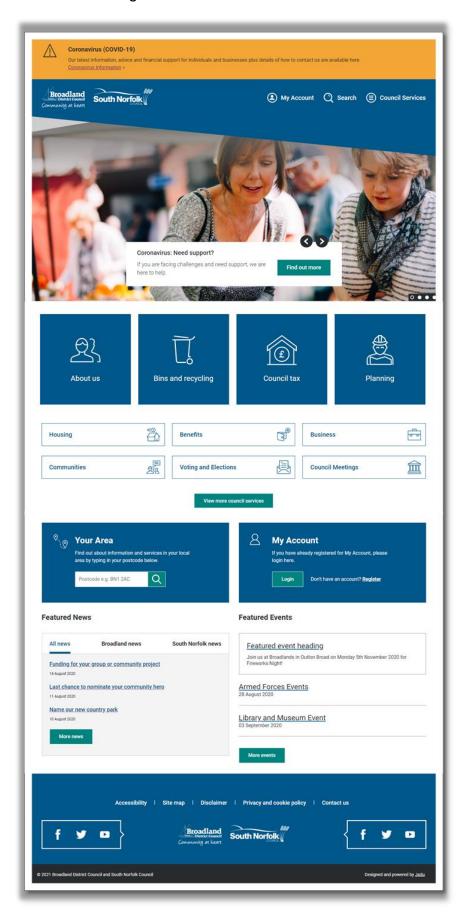
There are 3 main categories of templates:

1. Home Page, the primary page of the website.
2. Landing page, providing navigation to related content.
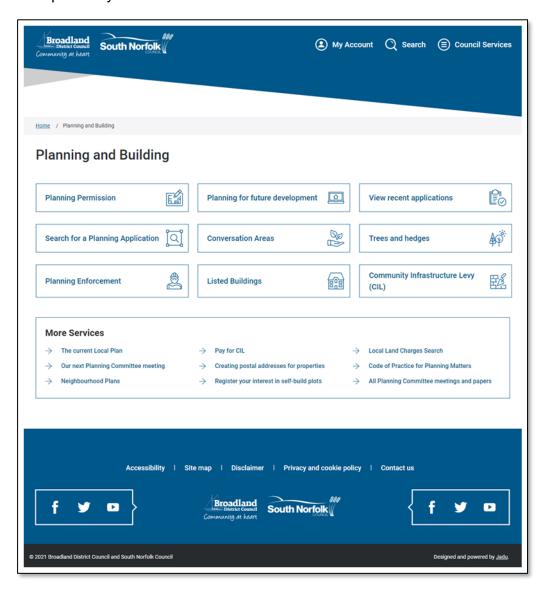3. Document page, where the content resides.

These 3 levels are not necessarily a hierarchy by which a customer must navigate in order to see the content. We can link to a document page directly from the Home page eg, when the content is very popular to customers, when there is important temporal information which arises (eg, elections).

Whilst creating a single website we need to maintain each Councils' identities. The following also shows how this will be done.
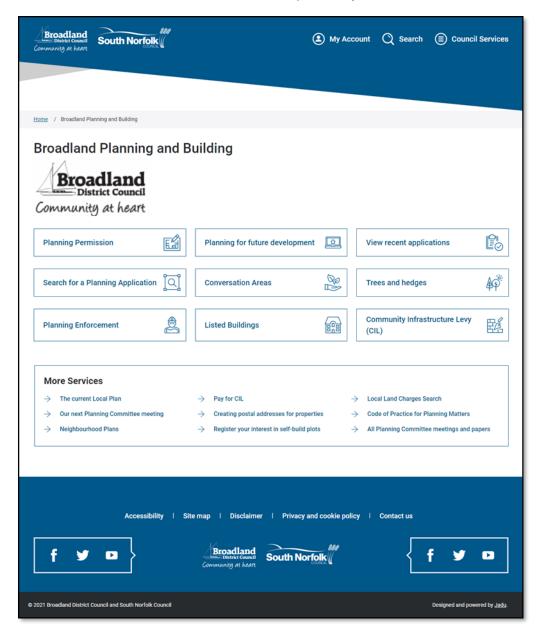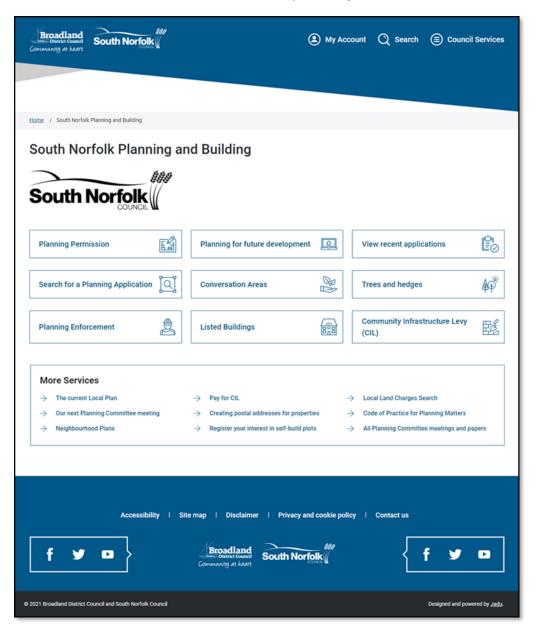
1. The Home Page

2. A Landing Page (both Councils): This first example shows the styling when a page is applicable to both Councils, please ignore the menu contents which are used as examples only.

2a. A Landing Page (BDC-specific): The styling when a page is specific to just Broadland. The logo is added and 'Broadland' appears in the Heading. Please ignore the menu contents which are used as examples only.
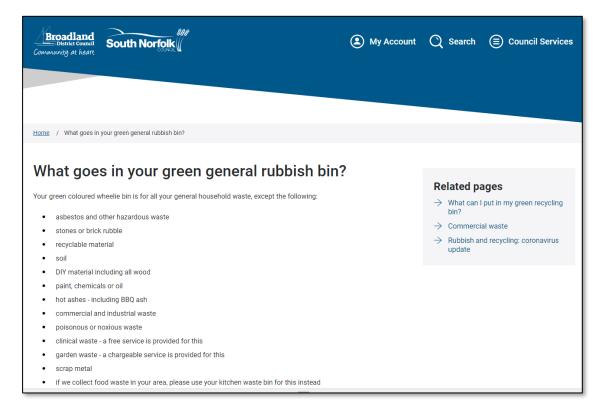
2b. A Landing Page (SNC-specific): The styling when a page is specific to just South Norfolk. The logo is added and 'South Norfolk' appears in the Heading. Please ignore the menu contents which are used as examples only.
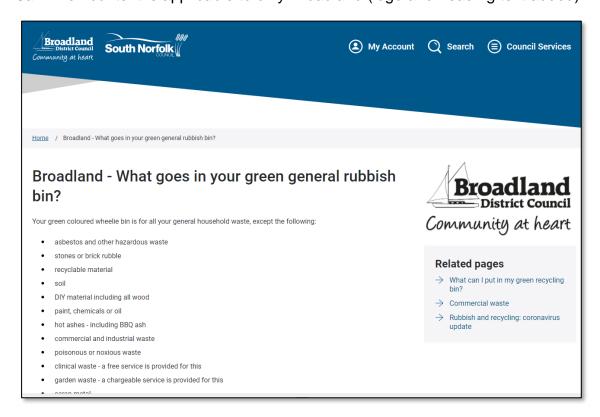
3. A Document page: The following shows the different styling when content is either applicable to both Councils or is specific to only one. Please ignore the text content which is used as an example only.

When content is applicable to both Councils:

3a. When content is applicable to only Broadland (logo and heading text added):

3b. When content is applicable to only South Norfolk (logo and heading text added):