

# **Service Improvement and Efficiency Committee**

## **Agenda**

### **Members of the Service Improvement and Efficiency Committee:**

Cllr J L Thomas (Chairman)

Cllr G K Nurden (Vice Chairman)

Cllr P E Bulman

Cllr I J Mackie

Cllr S J Catchpole

Cllr M L Murrell

Cllr S I Holland

Cllr S M Prutton

Cllr K S Kelly

Cllr D Roper

Cllr D King

### **Date & Time:**

Wednesday 17 March 2021 6.00pm

### **Place:**

Virtual Meeting

### **Contact:**

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### **PUBLIC ATTENDANCE:**

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

[BroadlandYouTube](#)

If a member of the public would like to attend to speak on an agenda item, please email your request to [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk), no later than midday 10 March 2021.

# **AGENDA**

<b>1.</b>	<b>To receive declarations of interest under Procedural Rule no 8</b>	<b>3</b>
<b>2.</b>	<b>Apologies for absence</b>	
<b>3.</b>	<b>Minutes of the meeting held on 11 January 2021</b>	<b>5</b>
<b>4.</b>	<b>Social Prescribing</b>	<b>10</b>
<b>5.</b>	<b>SIEC Term of Reference</b>	<b>17</b>
<b>6.</b>	<b>Member IT</b>	<b>20</b>
<b>7.</b>	<b>Economic Growth Team - Appointment to Vacancies and Restructure</b>	<b>27</b>

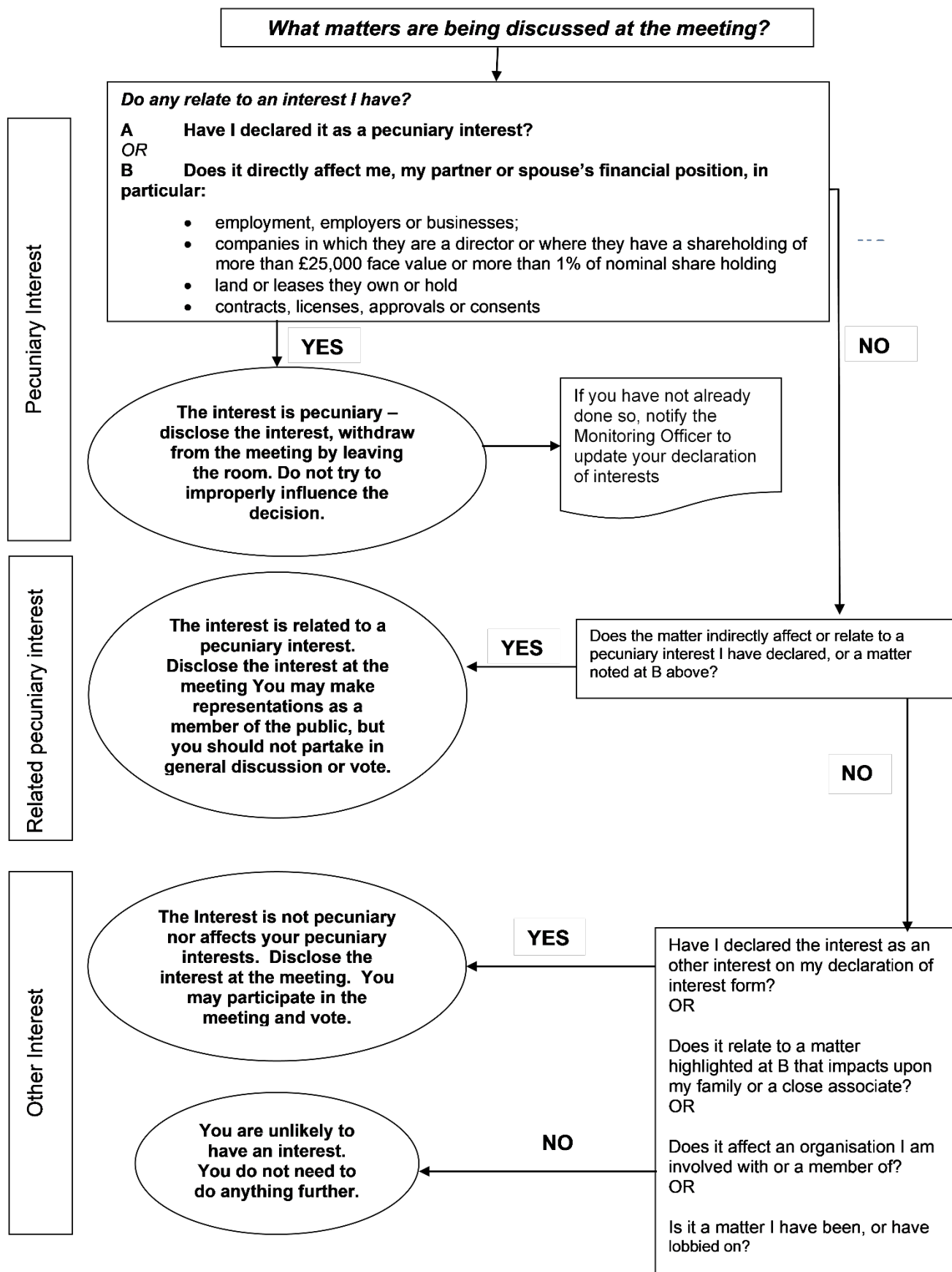
## DECLARATIONS OF INTEREST AT MEETINGS

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

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li> <li>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</li> <li>3. Relate to a contract you, or your spouse / partner have with the Council</li> <li>4. Affect land you or your spouse / partner own</li> <li>5. Affect a company that you or your partner own, or have a shareholding in</li> </ol> <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

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

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## Service Improvement & Efficiency Committee

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Minutes of a meeting of the **Service Improvement & Efficiency Committee** held via video link on **Monday 11 January 2021** at **6pm** when there were present:

Cllr J L Thomas – Chairman

Cllr P E Bulman

Cllr S I Holland

Cllr G K Nurden

Cllr S J Catchpole

Cllr D King

Cllr S M Prutton

Cllr J J Emsell

Cllr M L Murrell

Cllr D Roper

Cllr N Brennan and Cllr K Kelly also attended the meeting for its duration

Also in attendance were the Director of Resources (DL), the Assistant Director of Governance and Business Support (EH), the Chief of Staff (HR), the ICT and Digital Manager (CB), the Internal Consultancy Lead for Governance (NT) and the Democratic Services Officers (JH & LA).

### **13 APOLOGY FOR ABSENCE**

An apology for absence was received from Cllr I J Mackie.

### **14 MINUTES**

The minutes of the meeting held on Monday 5 October 2020 were confirmed as a correct record.

### **15 SPARK TRANSFORMATION PROGRAMME UPDATE**

The Chief of Staff and Assistant Director of Governance and Business Support presented the report which provided Members with an update on the major transformation SPARK projects.

#### Joint Website

Members were informed of the progress regarding the joint website project, and the Chief of Staff advised that the final website design had been agreed and a prototype produced by Jadu. Once functionality testing was completed, Members would be invited to Member engagement sessions. The Chief of Staff further advised that service areas continued to develop content for the new website.

### Joint Email

Members were informed that trial migration work continued with testing carried out to look at the impact of linking with Officer 365. Members were further advised that initial testing on application users was carried out with a plan to start migrating users from April 2021. Officers explained that an all Member briefing was scheduled to take place in the next two to three weeks, to provide Members with more information, and would include details of training to be provided. Officers assured Members that current issues with resources would not impact on the delivery due date.

### One Network

Officers advised Members that the project had gone out to tender, with officers evaluating the three responses received. Once a quality assurance review of scoring and due diligence had been undertaken, recommendations would be taken to Cabinet for decision on the contract award.

### System Transformation

Members were advised that stakeholder meetings had been carried out in early December 2020, to set out a strategic review of system alignment. Workshops would be held with all officers who used the systems, which would set out the Council's strategy and approach to system change and implementation over the next three years.

### Business Intelligence and Governance

Members were advised that this project was still in the scoping phase, where service leads were looking at how to utilise data and current systems to improve service areas.

### New Ways of Working

Officers advised Members on the progress of scoping work which looked at staff returns to the office and service area placements across the two sites during and post Covid.

### Customer Satisfaction/Experience

Members were updated on work carried out to develop a new customer strategy across both Councils, utilising customers' insights and feedback to improve the Councils' services. Members were advised of a new customer service charter currently in development, which would be reviewed by Members.

### Complaint Handling

Members were informed that a new project had been added to the programme which looked at both informal customer feedback or comments and the Council's formal complaints process. During the discussion, one Member suggested that officers looked at utilising social media as a channel for customer complaints. In response to queries regarding whether complaints were vetted to stop inappropriate complaints progressing through the complaints process, the Chief of Staff confirmed that there was a process in place to ensure genuine complaints were placed to the relevant areas, and inappropriate or vexatious complaints were dealt with appropriately via a separate channel.

### Resources Hub

Members were provided with an update on the organisational development projects, Broadland Waste Procurement project, and the Best in Class Housing Programme.

In response to queries raised regarding the set of principles outlined at page 11 of the report, officers advised that the set of principles were agreed in 2018 as part of the feasibility study and could not be amended by the Committee. They clarified that they had been included in the report, to show the set of principles officers followed as part of the SPARK transformation projects.

Concerns were raised by Members with regard to the staffing levels of certain service areas and that savings should not become dependent on the reduction of staff. The Assistant Director of Governance and Business Support advised the Committee that there had been no changes to staffing structures and that any staff shortages were due to the natural turnover of staff or the redeployment of staff to cover Covid response work. She further reassured Members that the Council was committed to retaining and developing current staff.

The Chairman thanked officers for their report which was noted by the Committee.

## **16 PROJECT UPDATE – TELEPHONY**

The Assistant Director of Governance and Business Support presented her report, which included an update on the installation of soft phones across the Council, the introduction of hunt groups across service areas, call filtering from Customer Services, additional training provided to officers, the introduction of phone champions, and the reduction on the abandoned call rates.

Members discussed the abandoned call rates of services such as Council Tax and queried staff capacity. In response, the Director of Resources advised that initial calls to the team were taken by an outside company and that there had been issues with calls transferring back to office staff. Regarding staff capacity, she explained that only a proportion of staff were answering calls with the remainder of staff performing other duties. The abandon rate data had been used to pinpoint busier call periods, where more officers were required to handle calls, therefore creating a more reactive service.

In response to a query as to why planning abandon call rates were not included in the report, officers advised that at the time the data was collected, the planning team did not use the new telephony system to process calls. Officers confirmed that the planning team was now using the new telephony system.

Members requested clarification on when a call was considered abandoned, and in response, the Internal Consultancy Lead for Governance advised that if the customer in the queue ended the call before the service team answered, the call was deemed abandoned. Members noted that this included callers in a queue, after they had been transferred from customer services.

The Chairman thanked officers for the update and Members noted the report.

### **17 MEMBER IT UPDATE**

The Assistant Director of Governance and Business Support presented her report, which provided Members with an update on Member ICT. She thanked all those Members who had completed the survey and/or attended one of the drop-in sessions, which had considered the ICT needed to allow Members to fulfil their role.

Members were informed that the migration to Office 365 would replace Members' current blackberry software and that training and supplementary guides would be provided.

With regard to Members' access to committee agendas, officers advised that in the long term it was planned to deliver agendas remotely through a committee management system, and in the short term they would continue to receive paper copies of agendas whilst meetings were held remotely.

Discussion turned to the use of a device which could turn a television screen or monitor into a second screen for Members' iPads. The ICT and Digital Manager explained how this device worked and advised that his team was currently trialling the software to determine its effectiveness.

## Service Improvement & Efficiency Committee

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Members raised concerns regarding connectivity issues when joining remote meetings as some Members lived in areas with poor broadband coverage. Officers advised that all Members were provided with a 4G sim card alongside their iPad to be used to access the internet when there was no internet available.

Members then thanked the Assistant Director of Governance and Business Support for her report which was noted.

*The meeting closed at 7.12pm.*

DRAFT

**Agenda Item: 4**  
**Service Improvement and Efficiency**  
**Committee 17 March 2021**

## **SOCIAL PRESCRIBING**

**Report Author:** Kerrie Gallagher  
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**Portfolio:** Housing and Wellbeing

**Wards Affected:** All

**Purpose of the Report:**

This report will look into the impact and opportunities a Community Connector approach can have in Broadland to further develop support for our communities, our COVID response, and building a relationship with GP surgeries and NHS partners.

**Recommendation:**

1. The Committee are asked to comment on the future delivery model and make recommendation to Cabinet as appropriate.

## **1 SUMMARY**

- 1.1 By further enhancing our community working, we can put ourselves in a stronger position to support our vulnerable residents through Covid recovery and beyond and help to prevent demand on our statutory services.

## **2 BACKGROUND**

- 2.1 Broadland Council has a strong ethos for supporting our most vulnerable residents through our innovative help hub approach, community leisure and wellbeing offer, and housing and benefits support. This is coupled with a Council wide reputation of putting the 'community at heart' in all we do.
- 2.2 The Covid pandemic has further highlighted the importance of this ethos as we were able to quickly put local knowledge and relationships to good use to build a response model. The Council used the help hub infrastructure to provide a simple access point where residents who needed help could contact us. This enabled us to provide support through new and existing community and mutual aid groups.
- 2.3 However, the Covid pandemic also highlighted that there is still considerable vulnerability within our communities, through loneliness and isolation, financial hardship and medical needs such as mental health and wellbeing. As we move to a Covid recovery model we have the opportunity to refresh how we work with our communities to ensure we provide practical support to identify and help those who need it the most. The pandemic has identified that having 'boots on the ground' has been invaluable in being able to support people within their local community.
- 2.4 The Covid Support Advisors we have employed using containing outbreak management funding (COMF) have been vital in undertaking work in track and tracing and reassurance, but these staff are limited in the skills and support they can offer to residents, to drill down to the root cause issues. By tackling problems at the root cause, we can help to resolve, and reduce the likelihood that the resident will need further assistance from statutory services such as housing.
- 2.5 We also know that there is a social prescribing model in Broadland, commissioned by Primary Care Networks and delivered by a voluntary sector consortium. We have identified that this is far less effective than in other districts, which is having a negative impact on the support offered to residents as we pull out of Covid. A SP (social prescribing) model has been developed by the NHS to provide non-clinical support to patients who are seeking help from their GP surgeries. Local SP has been evaluated by NHS England in formulating national guidance for supporting patients to access non-clinical support.

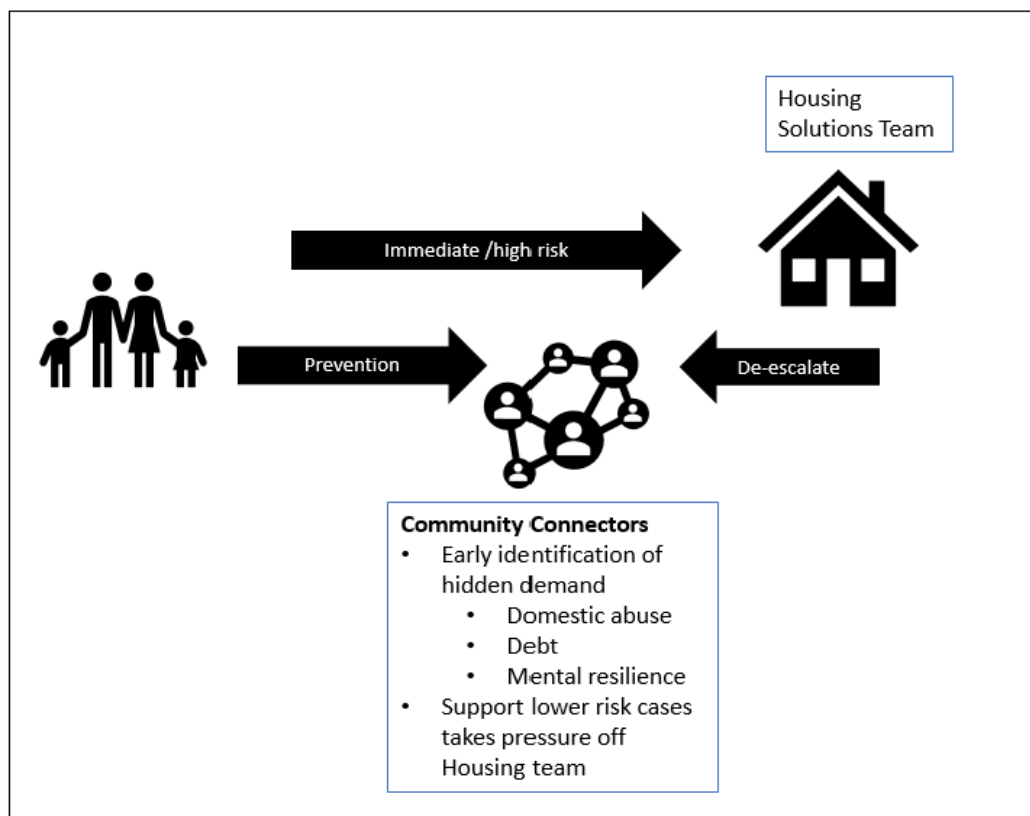
## **3 CURRENT POSITION**

### **A role for Community connectors**

- 3.1 The role of a community connector is a key part of identifying and engaging residents who are in need of support, as well as recognising where the strengths are and assisting the community to build on these to develop ideas and support people who need our help. A connector is a staff member who has the ability to

engage and support those who would not normally ask for help, to give confidence and reassurance. These roles are based locally and can be an effective conduit between Council services and the community, practically supporting people as well as being able to transfer sensitive information quickly to enable support to be delivered. Community support needs to be delivered from the 'ground up', working closely with the community to develop and enhance support. This takes time, particularly to build trust and confidence to identify hidden need.

- 3.2 However, it is not just about supporting individuals, one of the key benefits of our response has been building links with mutual-aid groups. These groups have not only supported our communities with practical help such as prescription and shopping collections and dog walking, but they are additional eyes and ears on the ground to feed in intelligence which helps us to target support to the right areas.
- 3.3 This is particularly useful to our housing teams, where connectors can be utilised in a prevention role to identify those at risk of homelessness early, and support lower risk housing cases within the community, rather than through a statutory route.
- 3.4 Currently the housing and welfare rights teams in Broadland do not benefit from being able to drop down low-level cases, nor utilise them to identify and support residents with housing issues before these issues escalate. As we anticipate significant issue with debt and housing issues moving forward, a community connector model will help with our best in class housing model and will take pressure off the housing team during a period where we anticipate significantly increased demand in debt and potential eviction because of COVID. This is demonstrated in the model below.

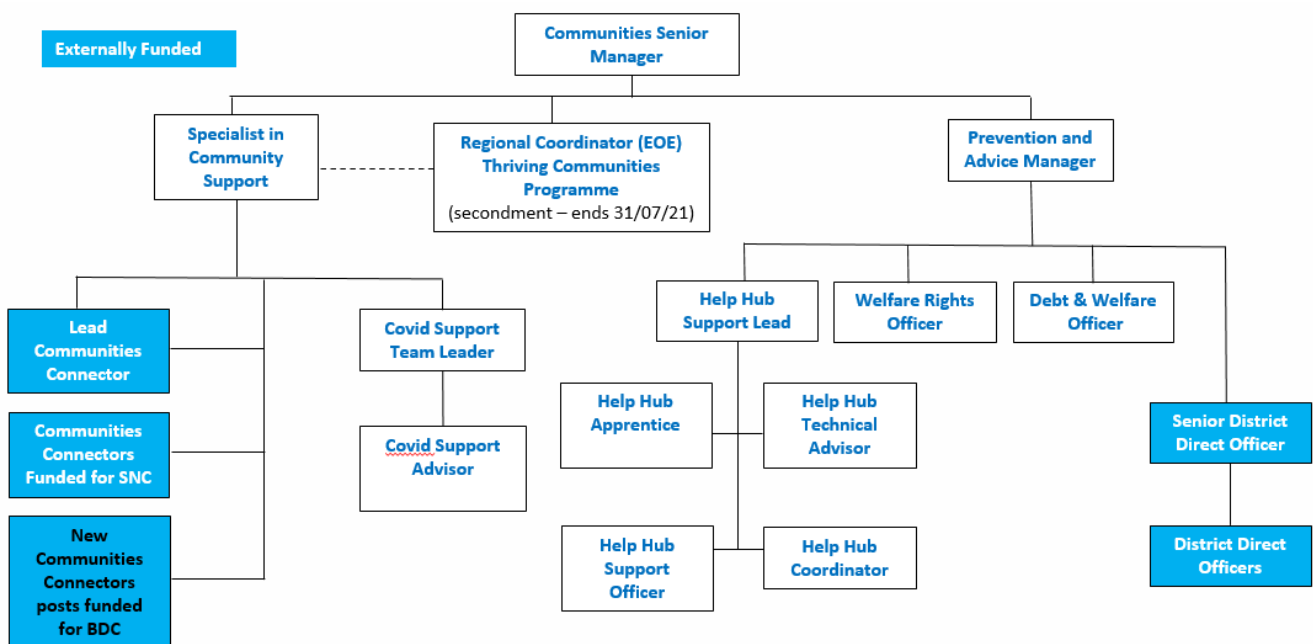


- 3.5 Whist the Covid Support Advisors have been able to do this work at a basic level, by enhancing this offer we can provide more support to the most vulnerable by having community connectors on the ground.
- 3.6 Environmental Protection Officers would also benefit from being able to enlist the assistance of Community Connectors in addressing low level anti-social behaviour or engaging those for whom care and support to address difficulties is a more reasonable approach than enforcement action. A connector model would support the continued tension that COVID has brought into communities.
- 3.7 Typical case study example of how utilising the services of a community connector could typically have an impact.

A family with young children is struggling with finance, due to redundancy. Dad's mental resilience is poor as unable to find other work which is causing tension and hardship at home. Family do not normally need to access services as had not needed external support outside family in the past. Family are not connected into local support networks and mum's confidence is at rock bottom.

Mum contacts help hub to ask for debt advice around paying bills. Debt and welfare team realise there is more support required and community connector engaged, who meets up with mum and builds trust and confidence. As well as support offered around budgeting, the connector helps mum access local community group, going with her for the first session. Dad is introduced to the wellbeing service for support and receives job advice from the Council.

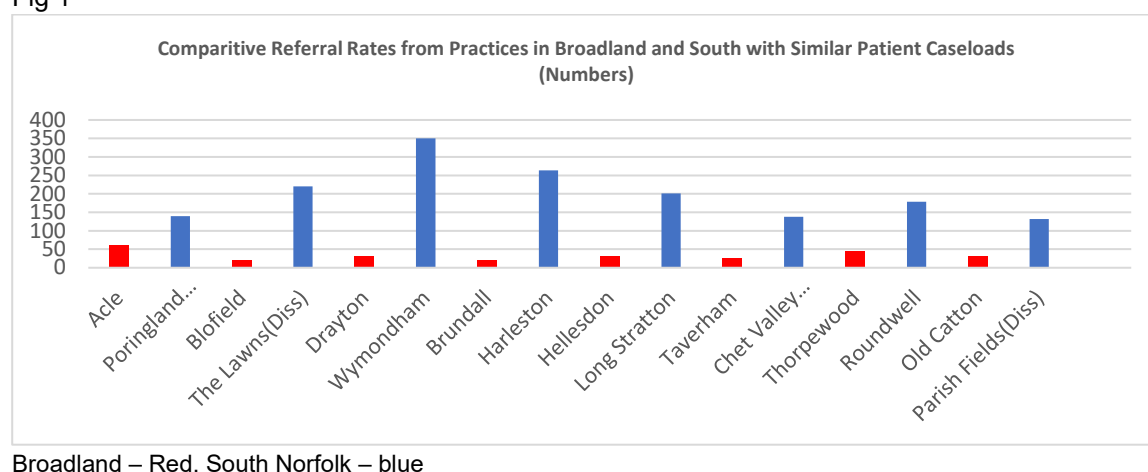
- 3.8 The changes will have limited impact on the structure of the help hub as shown below.



## Social prescribing

- 3.9 From October 2020, following a competitive selection process, South Norfolk and Broadland Councils have been selected as the Lead Provider in the NHS Eastern Region for the National Academy of Social Prescribing.
- 3.10 However, as detailed above, Social Prescribing in the Broadland area is not currently provided directly by the Council, rather by a conglomerate of third sector providers currently commissioned jointly by Norfolk County Council and Primary Care Networks.
- 3.11 The current social prescribing provider in the Broadland area does not deliver a service on the same model as the South Norfolk service and does not enjoy the same close partnership based on trust with colleagues in Primary Care as can be demonstrated on fig 1.

Fig 1



- 3.12 We have already started to engage Primary Care Networks in Broadland to build relationships, with the intention of bidding for social prescribing in Broadland when the existing commissioning cycle expires.

## Extended hours

- 3.13 Broadland residents benefit from extended help hub hours working to support our residents between the challenging times of 1700 – 2200. This is a time where the public sector closes down and before people go to bed and has been identified by blue light partners as a time where they see an increase in demand around issues that could really be dealt with through Help Hub support on the next working day. Currently the extended hours service is operated by South Norfolk NHS funded staff which raises a concern around sustainability but there is also a gap in local knowledge in the Broadland area as South Norfolk funded staff do not have this.

## 4 PROPOSED ACTION

- 4.1 The proposal is to employ two community connectors to cover the whole Broadland district for 12 months at a cost of £62,530 per annum which would be funded through external Covid recovery funds. This will support our COVID response in the second wave and recovery, including our housing and welfare rights pressures over the next year. This will be achieved through enhancing our

offer to vulnerable residents to resolve issues and support our services in housing, debt, environmental protection and operational policing as well as supporting our community networks.

- 4.2 The connectors will also support our case for direct provision of social prescribing in Broadland in the future. The long- term aim is for us to bid to run social prescribing in Broadland and to draw in full salary costs from NHS sources which would be a nil cost to the Council. The current commissioning cycle for social prescribing in our rural Primary Care Networks (NN3 and NN4) are due to expire in April 2022 and so we aim to be in a strong position to take over these commissions. The urban areas of Broadland have another three years to run as they are part of one Norwich (see appendix one).

## **5 OTHER OPTIONS**

- 5.1 The Council could decide not to develop a community connector or social prescribing model for Broadland.

## **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – Community Connectors would be funded externally.
- 6.2 **Legal Implications** – None
- 6.3 **Equality Implications** – None
- 6.4 **Environmental Impact** – None
- 6.5 **Crime and Disorder** – None
- 6.6 **Risks** – None

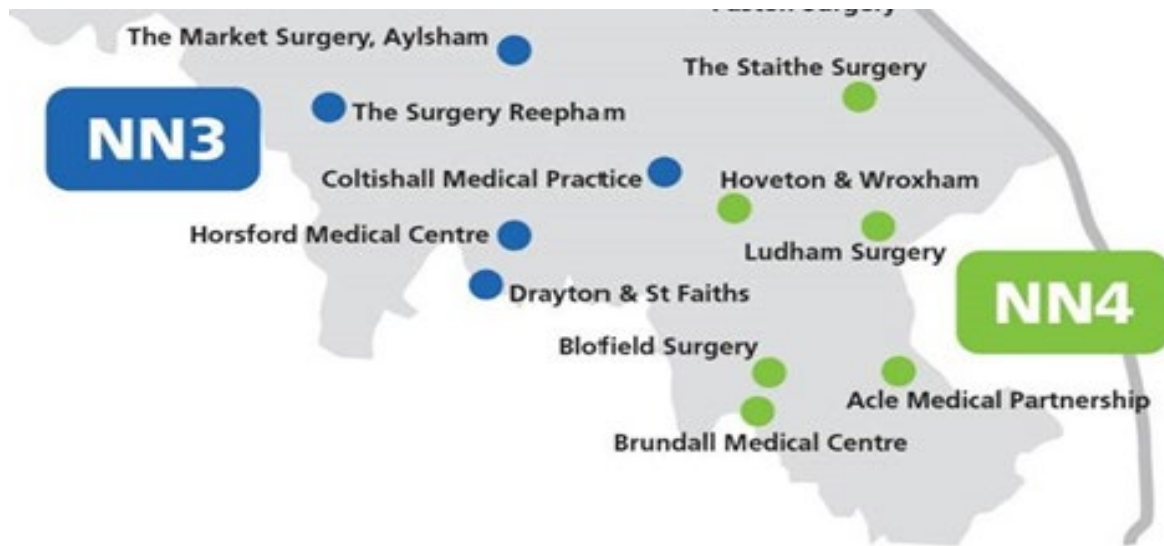
## **7 CONCLUSION**

- 7.1 Broadland Council has a solid reputation for working in the community. By enhancing this work we can be in stronger position to support our vulnerable residents out of Covid and be in a good position to become the lead for social prescribing work in the future.

## **8 RECOMMENDATIONS**

- 8.1 The Committee are asked to comment on the future delivery model and make recommendation to Cabinet as appropriate.

## Appendix one



## **SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE**

### **TERMS OF REFERENCE**

**Report Author:** Emma Hodds  
Assistant Director Governance and Business Support  
01508 533791  
[Emma.hodds@broadland.gov.uk](mailto:Emma.hodds@broadland.gov.uk)

**Portfolio:** Transformation and Organisational Development

**Wards Affected:** All

#### **Purpose of the Report:**

The new Chairman of the Committee has reviewed the Terms of Reference of the Committee and has proposed an amendment as detailed within the report.

#### **Recommendations:**

1. To review the proposed amendment to the Terms of Reference for the Committee and either:
  - a. Agree to the amendment to the Terms of Reference and to recommend this to Council; or
  - b. Make suggested amendment to the Terms of Reference and recommend this to Council.

## **1 SUMMARY**

- 1.1 The new Chairman of the Committee has reviewed the Terms of Reference of the Committee and has proposed an amendment as detailed within the report.

## **2 BACKGROUND**

- 2.1 The Committee reviewed and updated its Terms of Reference in July 2020, the new Chairman of the Committee has reviewed these and is proposing an amendment as outlined in section 3 of this report.

## **3 CURRENT POSITION**

- 3.1 The Chairman of the Committee has indicated that she wishes to make the following change to the introductory paragraph of the Terms of Reference. This currently states:

*The role of the Service Improvement and Efficiency Committee is to consider ideas for improving the efficiency, 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 improvement solutions.*

- 3.2 The proposal would state the following:

*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. This will be achieved through learning, sharing knowledge and delivering efficient improvement solutions.*

- 3.3 The Chairman has stated that the following in the reasoning for this change:

How can “considering ideas” be achieved “through... delivering improvement solutions”? Or even more simply, you can’t fulfil a role of consideration by delivering something? I also had regard to effectiveness being doing something in the right way (so sits under “improvement” in the Committee’s title) and efficiency being the most optimal way to do it.

## **4 ISSUES AND RISKS**

- 4.1 **Resource Implications** – not applicable to this report.
- 4.2 **Legal Implications** – the Constitution will need to be updated and the Terms of Reference formally approved by Council.
- 4.3 **Equality Implications** – not applicable to this report.
- 4.4 **Environmental Impact** – not applicable to this report.
- 4.5 **Crime and Disorder** – not applicable to this report.

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

## **5 CONCLUSION**

5.1 It is good practice to review Terms of Reference and ensure the Committee remains fit for purpose and adds value through its actions.

## **6 RECOMMENDATIONS**

6.1 To review the proposed amendment to the Terms of Reference for the Committee and either:

- a) Agree to the amendment to the Terms of Reference and to recommend this to Council; or
- b) Make suggested amendment to the Terms of Reference and recommend this to Council.

## **MEMBER IT**

**Report Author:** Emma Hodds  
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01508 533791  
[emma.hodds@broadland.gov.uk](mailto:emma.hodds@broadland.gov.uk)

**Portfolio:** Transformation and Organisational Development

**Wards Affected:** All

### **Purpose of the Report:**

This report is provided to the Committee to conclude on the Member IT Survey and to recommend to Cabinet the preferred solution for Member devices.

### **Recommendations:**

The Service Improvement and Efficiency Committee recommend to Cabinet that:

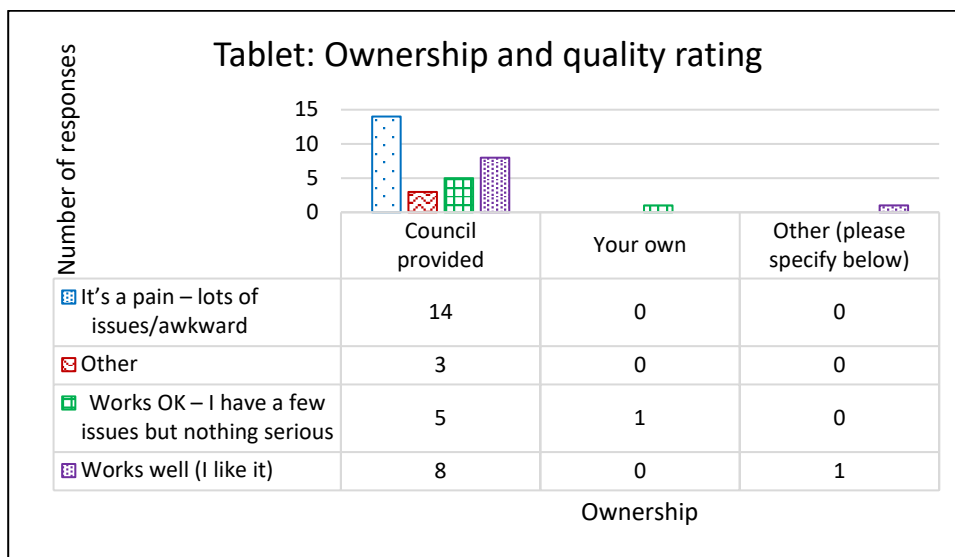
- a. The current provision of iPads remains;
- or
- b. The Council invests in laptops for all 47 Members to replace the current iPad provision;
- or
- c. The Council moves to Members using their own equipment only

## 1 SUMMARY

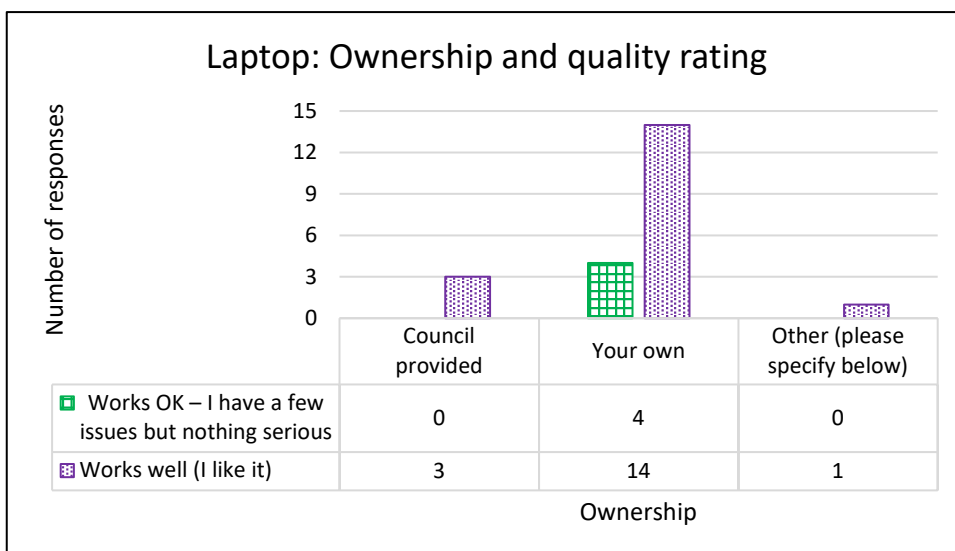
- 1.1 This report is provided to the Committee to conclude on the Member IT Survey and to recommend to Cabinet the preferred solution for Member IT going forwards.

## 2 BACKGROUND

- 2.1 On 11 January 2021 the Committee received a report which reported on the conclusions of the Member IT Survey. There was a good response to the survey, with 34 out of 47 Members responding, and good attendance at the Q&A sessions.
- 2.2 In summary the highlights from the Survey were reported as follows:

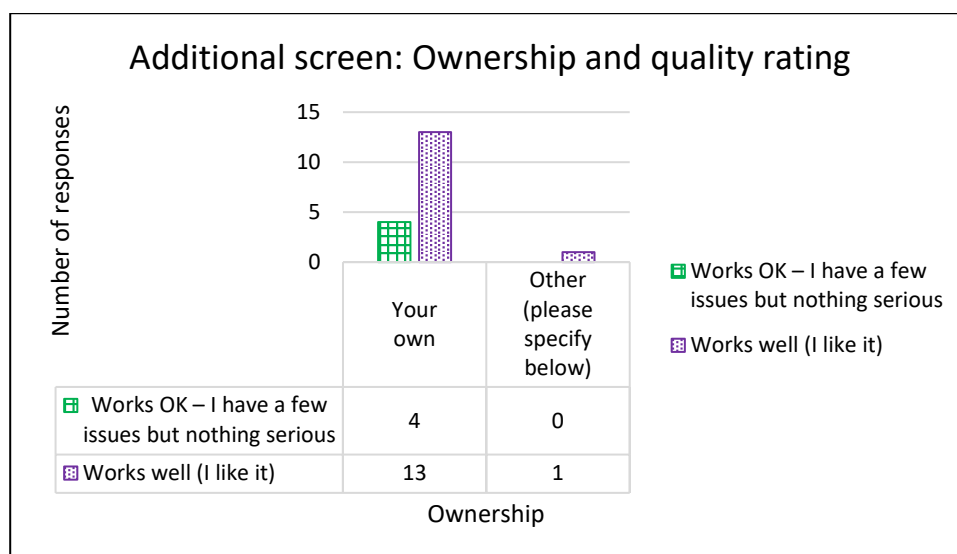


This highlighted that of those responding to the quality rating of the Council provided iPads, half of the respondents felt that it was a pain, with lots of issues, however the remaining half felt that it works ok or well.



With regards to laptops Members are predominantly using their own with three Members using Norfolk County Council provided laptops.

All laptop uses felt they worked ok, or well.



This also shows that a number of Members are using their own equipment as an additional screen and that this is working well for them.

2.3 The common themes that emerged in relation to why the current equipment doesn't work well were as follows:

- 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 the screen.
- Lack of a keyboard.
- Unable to print.
- Limited access to Microsoft applications (Word, Excel, PowerPoint)

2.4 The Q&A sessions had the following themes:

- 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.

2.5 The survey is therefore telling us that Members are already using their own equipment for Council business and that largely this is working well, whether this be their own iPads, tablet, iPad or second screen. In delving into the specific responses, we were able to fix the majority of issues through training and imparting knowledge of how best to use the equipment.

### 3 CURRENT POSITION

#### Software

- 3.1 Many of the issues raised related to the use of the ancillary services provided through the Blackberry app and training.
- 3.2 The Council had recognised these issues previously and is therefore implementing O365 in April for all Members, along with training. This will remove a lot of the frustration expressed in 2.3 and 2.4 above as follows:
- Frustration in using Blackberry, which locks down the functionality within applications such as Word – this will be resolved through the full O365 provision and the removal of Blackberry from devices.
  - Issues with file structure – removal of Blackberry and use of SharePoint will remove this issue.
  - Unable to print – where WiFi enabled printers are owned this will be able to be achieved upon the move to O365.
  - Limited access to Microsoft applications (Word, Excel, PowerPoint) – resolved through rollout of O365
  - The lack of functionality / dislike of the restrictions that have been added to the iPads – authenticator apps will remove the need for restrictions to be placed on devices.
  - The requirement for training in how to use the current iPads and applications, such as iAnnotate – will be addressed through the in-house trainer.
  - The requirement for Member training in the use of Office365 – will be addressed through the in-house trainer.
- 3.3 Key steps with O365 rollout:
- All Members will be booked an appointment in April for the Council iPads to be reconfigured, it is likely that the team will need the device for a day or two. The new software will be installed and configured, and Members need not do anything in preparation for this transfer.
  - Authenticator app provide to all Members to have on their smart phone as a security measure, if smart phones are not owned alternative measures can be taken. This also means that there is no longer the need to have sections of the device in a secure area.
  - Training will also be provided over the month of April.
  - Members will move to the new email address ie.  
Cllr.firstname.surname@southnorfolkandbroadland.gov.uk . There will be a period of time whereby old email addresses will be automatically forwarded to the new email address for handover, and a comms plan will be in place.
  - Full access to O365 now available.
  - Access to Committee papers will be through SharePoint.

#### Hardware

- 3.4 The survey results and the Q&A sessions have shown us that there are three preferences with regards to hardware that may be possible solutions to the problems faced. Of note was the following:

- Size of screen – can be addressed through use of own equipment (as currently happens) to supplement Council iPad.
- Lack of keyboard – can be provided on request

Each option has its own benefits and issues, which are highlighted as follows:

	iPad (current version)	Laptop	Use own device
2 <sup>nd</sup> screen	No	Yes	Depends on device used
Keyboard	Yes	Yes	
Mouse	No	Yes	
Headset	Yes	Yes	
WiFi	Yes	Yes	
4G enabled	Yes	Yes	
O365	Yes	Yes	
iAnnotate	Yes	No	
Adobe Reader	Yes	Yes	
Touchscreen	Yes	No	
Portability	Yes	No	
Screen size	10"	14"	
Cost	Circa £500	Circa £500	

- 3.5 It is clear to see that the majority of the issues that were raised through the survey were in relation to the software, as noted in the first part of this section. As can be seen these have been, or will be, addressed through the implementation of O365 and the provision of training. The main two issues with hardware, as noted in paragraph 3.4 have been either mitigated by the individual or can easily be mitigated. It is also important to note that the survey did not highlight that any different equipment was needed for specific roles with the Council.
- 3.6 Officers agreed to investigate the testing of a solution for extending the second screen from the current iPads. Unfortunately, this confirmed that this is not possible with the current iPads. All iPads would need to be upgraded to the more powerful version, which costs circa £1,000 each. The Council would also be left with redundant equipment, that is not at end of life. Therefore, with the iPad provision a second screen is not possible.
- 3.7 Remote working undoubtedly has led to an increase in Members frustrations with the kit provided, however the survey has shown that Members are using their own equipment as second screens and the Council is also providing printed copies of all agendas as mitigation in this regard. This will continue whilst remote meetings are in place. It is also worth noting that as the country comes out of lockdown, and the legislation for remote meetings ceases, Members will once again be in the Council Chamber, whereby the functionality of the iPad use to be sufficient.
- 3.8 Should iPads remain the preferred solution there will be no increase in cost to the Council, however the budget that was put aside at the December Council meeting can be used to offer the periphery equipment such as keyboards.
- 3.9 Should laptops be the preferred solution there will an additional cost of circa £500 per Member, the Council will also be in the position where they are replacing IT

equipment two years ahead of the end of life for the current iPads. If this were the preferred solution the Committee may wish to put this in place from the start of the new term of office, following the elections in May 2023. It must be noted that if a change in device is proposed, the O365 rollout in April will be carried out on existing iPads, with the move to laptops being undertaken later, as the Council need to purchase the laptops and get these configured.

- 3.10 If the preferred solution is that Members use their own equipment there will be no cost to the Council, to be clear an allowance would not be provided. If Members choose to return the Council iPad there would be surplus equipment that is returned ahead of end of life.
- 3.11 Support from the ICT and Digital Team will be provided for Council provided equipment, for Members using their own devices support will be provided for the O365 environment only.

## **4 PROPOSED ACTION**

- 4.1 This report contains three options for the Committee to consider and recommend its preferred option to Cabinet. The options are found at paragraphs 3.8, 3.9 and 3.10.

## **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 provided equipment. It must be noted that the Council is in year two of the four year life cycle of the Council provided iPad, any new equipment purchases would be an additional cost and result in surplus iPads that are not end of life.  
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 are asked to note the content of this report and propose the preferred solution for decision by Cabinet.

## **7 RECOMMENDATIONS**

- 7.1 The Service Improvement and Efficiency Committee recommend to Cabinet that:
- a. The current provision of iPads remains;  
or
  - b. The Council invests in laptops for all 47 Members to replace the current iPad provision;  
or
  - c. The Council moves to Members using their own equipment only.

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

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**Portfolio:** Economic Development

**Wards Affected:** All

### **Purpose of the Report:**

The purpose of this report is to draw members' attention to proposed changes to the Economic Growth team and to enable members to comment on the principles that are intended to guide the forthcoming changes to the Business Support Team

### **Recommendations:**

1. To note the proposed changes to the Growth Delivery Team and the intention to fill the current vacancies (see appendix 1)
2. To note the principles to be applied to the proposed changes to the Business Support Team and provide any comments that can be taken into account in finalising the team's structure.

## **1 BACKGROUND**

- 1.1 The Economic Growth Team is effectively divided into two key functions: (1) growth delivery, community assets and housing delivery and (2) the business support team which includes inward investment, tourism, etc. For ease of

reference this report describes the two respective teams that deliver these functions as the Growth Delivery Team (GDT) and the Business Support Team (BST). The role of these two teams is described in more detail below:

### **Growth Delivery Team (GDT)**

- 1.2 In recent years the Council has taken a far more proactive role in enabling and delivering housing and employment growth, as well as projects that support the wider growth agenda. Two obvious examples are the Food Innovation Centre and Broadland Country Park. These require significant officer time and expertise and this officer resource 'sits' within the GDT.
- 1.3 Due to the fact that these projects often involve land acquisition and asset management it was agreed at the formation of the OneTeam that the community assets team should also 'sit' within the GDT. At present this team manages a wide range of assets including toilets, streetlights, bridges, woodlands, parks and open spaces.
- 1.4 Similarly, the housing enabling officers are part of the GDT on the grounds that they are a key part of enabling and delivering affordable housing as an integral part of the growth in the district.
- 1.5 In summary, the function of the team is predominantly project based in order to ensure the physical delivery and facilitation of high-quality growth in our area.

### **Business Support Team (BST)**

- 1.6 Whereas the GDT is predominantly focused on physical infrastructure and projects to support growth, the BST is more focused on the support that can be offered to our existing and future businesses. This includes a wide variety of workstreams including grants, skills/training and networking. The team is responsible for leading inward investment opportunities and working with businesses that may be looking to relocate to the area, as well as the important functions of supporting tourism and our market towns.
- 1.7 The Delivery Plan for 21/22 sets out an ambitious set of projects and workstreams for the Economic Growth Team which includes:
  - A programme to help facilitate entrepreneurs post-Covid, alongside a wider programme of training for businesses and individuals
  - The delivery of the Food Innovation Centre
  - The ongoing delivery of Broadland Country Park
  - Exploration of proactive intervention in stalled sites including Rackheath Industrial Estate, land at Plumstead Road, Norwich Rugby Club, Beeston Park, etc.
  - To coordinate and deliver a programme of green infrastructure projects
  - A review of Council owned assets
  - A review of Council owned car parks and the potential for electric charging points

- Develop a market towns strategy
- Support Parish and Town Councils in the delivery of local infrastructure projects
- Support faster broadband provision

- 1.8 It should be noted that this list does not include ‘business as usual’ workstreams and nor does it include similar projects that lie within South Norfolk’s jurisdiction but that are also the responsibility of the Economic Growth team. Furthermore, many of these projects are resource intensive as they often require the Council to secure funding, employ consultants, carry out necessary procurement, negotiate and finalise legal agreements, establish governance and project management frameworks and the associated reporting regimes etc, etc.

## **2 CURRENT POSITION**

- 2.1 The current team structure was established at the outset of the OneTeam and it effectively represented the bringing together of two teams which had slightly different functions and different posts and individual roles. The original structure is attached at appendix 2. Therefore, because the original OneTeam process did not include a review of the overall team’s function and structure it was always anticipated that these things would be reviewed in due course. In the intervening period some officers in the team have moved onto different roles in other authorities. A number of these posts were not immediately advertised in order to give greater scope for change without directly impacting upon individual post holders. At present there are 5 vacancies in the GDT and 3 in the BST.

### **Changes to the Growth Delivery Team (GDT)**

- 2.2 In light of the above and having regard to the team’s experiences since it was established, it is proposed to revise the structure of the GDT to create greater capacity for the Growth Delivery Manager to lead and oversee the programme of projects and associated activity which falls under the team’s responsibility. To enable this to happen a new post, the Community Assets Manager, will be established and this post will oversee the work of the community assets team. This decision is based upon the fact that a significant amount of time and energy is directed at these assets and this commitment is likely to increase over time.
- 2.3 In addition, the job description for the Growth Delivery Manager has been revised to ensure that this post has greater commercial and transactional acumen.
- 2.4 Additional support is offered to the Strategy, Funding and Partnerships Manager by moving the Growth Delivery Officer to provide direct support for this post.
- 2.5 The Infrastructure Delivery Officer is to be renamed the Green Infrastructure Delivery Officer to reflect the fact that the majority of projects carried out by this post are for green infrastructure schemes. Two other posts: the Growth Delivery Co-ordinator and the Housing and Enabling Development Lead, are to be replaced like for like.

- 2.6 A post in the original structure: the Senior Economic Development Officer (Growth Delivery), is to be deleted which enables this restructure to be cost neutral. Members are also advised that it remains the intention to maximise the opportunities to cover some salary costs of this team by capitalising salaries as part external funding where possible.
- 2.7 The changes described above and the associated job descriptions have been finalised, evaluated and costed. Therefore, officers are in a position to advertise for 5 posts in this part of the Economic Growth team with immediate effect. The Council's Constitution delegates the responsibility of a restructure, including the establishment of new posts where there is no net cost to the Council, to officers in consultation with the transformation and organisational development portfolio holder. Following discussions with the portfolio holder he has requested that this proposal is shared with SIEC. This element of the report and the recommendation to *"note the proposed changes to the Growth Delivery Team and the intention to fill the current vacancies"* is consistent with these discussions.

### **Changes to the Business Support Team (BST)**

- 2.8 The proposals for the BST are at a slightly earlier stage and they are still the subject of ongoing dialogue. Therefore, it is not possible to present a finalised structure to SIEC at this stage. However, the following general principles will be adhered to:
- The restructure will be cost neutral.
  - The team will continue to support start-ups and SMEs, but a broader review of the business support function of the Council will be the subject of a new Economic Strategy in due course. Members will be fully engaged in the formulation of this strategy.
  - The team will carry out the review of Council owned car parks and any associated need for future enforcement. The team will also take on responsibility for the car parking management team which is currently operating from the South Norfolk Depot. The associated salary budget will be transferred across to the Economic Growth budget.
  - The proposed structure will include greater resource for project governance and management as well as data and intelligence reporting to support the team's activities.
- 2.9 Having regard to the above principles a new Programme Manager has been appointed. This post was urgently required and has been funded by existing savings in the team. It is currently being filled on a temporary 6month basis.
- 2.10 In light of the above, SIEC is asked to note the principles to be applied to the proposed changes to the BST and provide any comments that can be taken into account in finalising the team's structure.

### 3 PROPOSED ACTION

- 3.1 It is intended to advertise for the 5 vacant posts in order to ensure that the GDT is fully resourced and equipped to deliver the key projects and workstreams to facilitate high quality growth in the area.
- 3.2 With regard to the BST it is intended to continue the current dialogue regarding this team's structure in a manner that is consistent with the principles in paragraph 2.8. Once the structure is finalised any posts that are unfilled would be advertised accordingly.

### 4 OTHER OPTIONS

- 4.1 Do nothing or reduce the size of the team: it is considered that whilst the team has performed very well since its formation, the structure is not fit for purpose for the direction of travel towards a more proactive delivery model. There is a need for some different skills and to also dedicate more resource for some aspects of the team's work and free up greater capacity in other areas. As a consequence the 'do nothing' option is not considered to be viable. Similarly, if the team was to be reduced there would need to be a comprehensive review of the council's priorities and to subsequently reconfigure the team to reflect these priorities.
- 4.2 Provide additional funding for other posts and/or specialisms: there is an infinite range of support, work and projects that this team could take responsibility for. As stated above the delivery plan already sets out an ambitious programme of work for the team, but if members chose to direct the team to other work or projects then the option of additional resource to support this work would need to be considered. However, it should be noted that such a proposal would need to be considered in conjunction with South Norfolk Council.

### 5 ISSUES AND RISKS

- 5.1 **Resource Implications:** The changes to the team and the principles to be applied to future changes are cost neutral. Therefore there are no direct cost implications arising from this report.
- 5.2 **Legal Implications:** There are no legal implications associated with this report
- 5.3 **Equality Implications:** There are no equality issues directly associated with this report
- 5.4 **Risks:** The key risk relates to the ability of the team to meet the ambitions of the delivery plan. If the team is not sufficiently resourced then it is unlikely that the full programme of work will be achieved. Furthermore, as the team becomes more proactive in the growth agenda there is a growing need to ensure the right expertise and skills are within the team to ensure success.

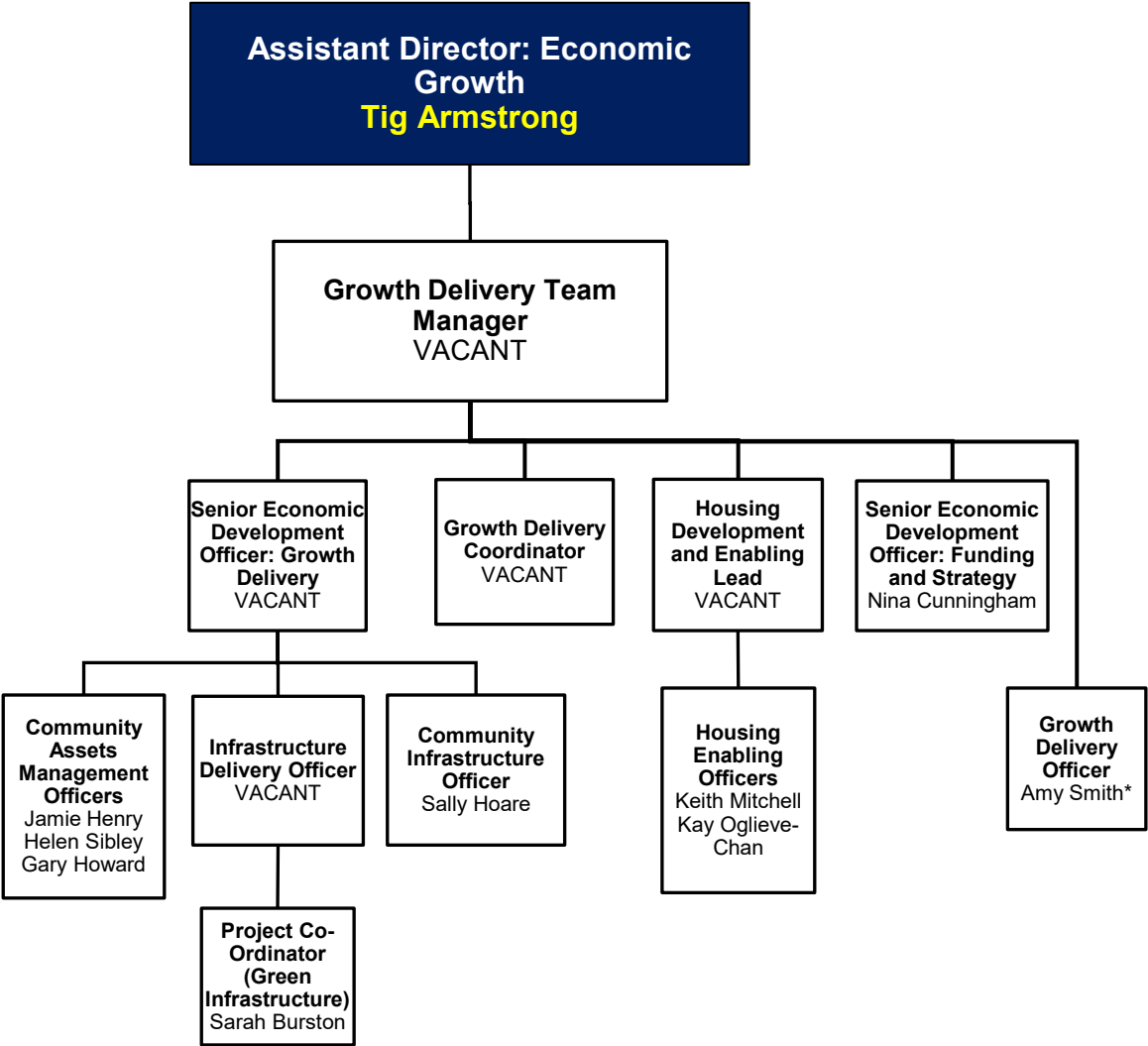
## **6 CONCLUSION**

- 6.1 Members are asked to note the proposed changes to the Economic Growth team and to comment on the principles that are intended to guide the forthcoming changes to the BST. These changes are required to ensure that the team is fit for purpose to deliver the growth ambitions of this council.

## **7 RECOMMENDATIONS**

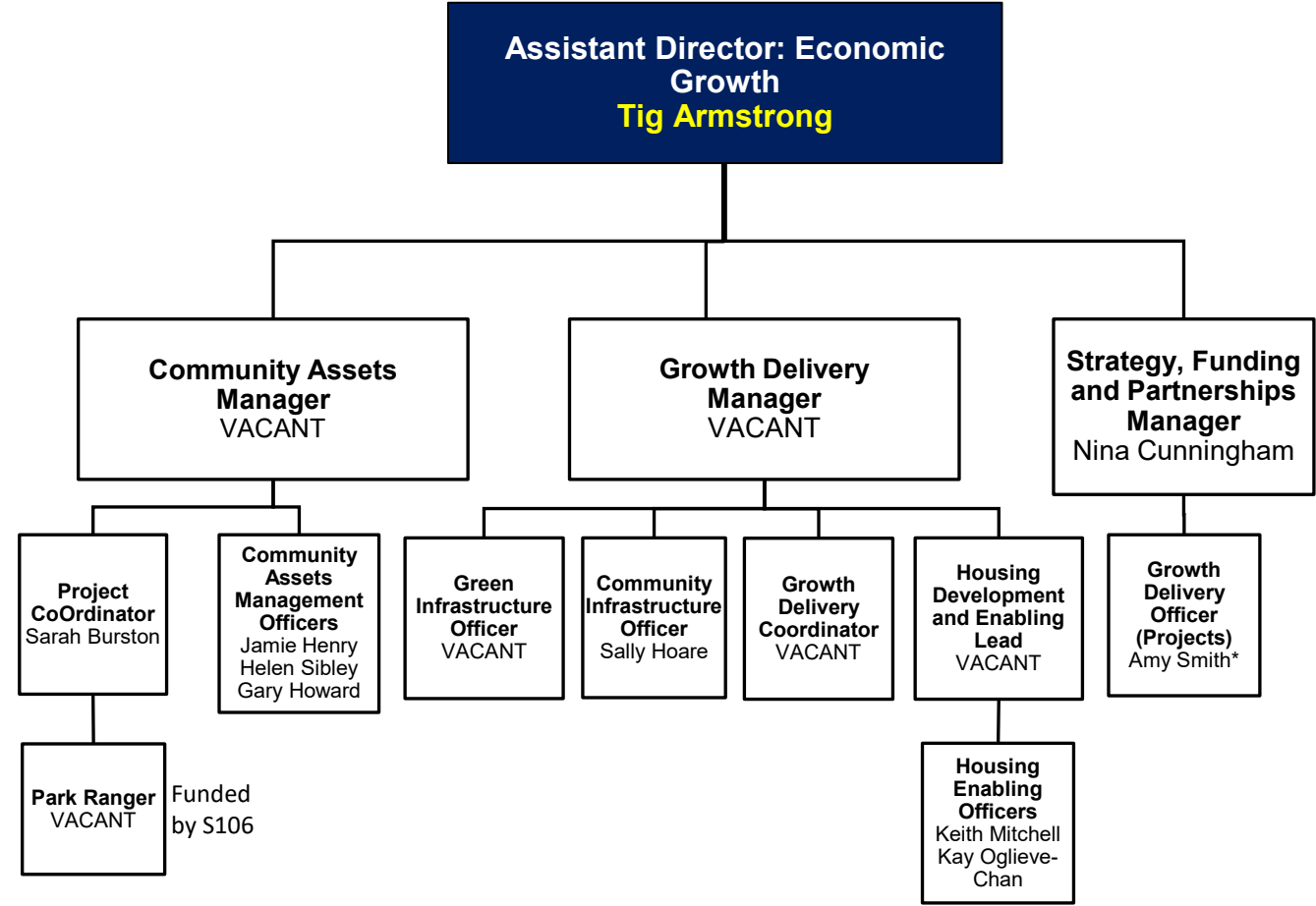
- 7.1 To note the proposed changes to the Growth Delivery Team and the intention to fill the current vacancies
- 7.2 To note the principles to be applied to the proposed changes to the Business Support Team and provide any comments that can be taken into account in finalising the team's structure.

Growth Delivery Team: Current Structure

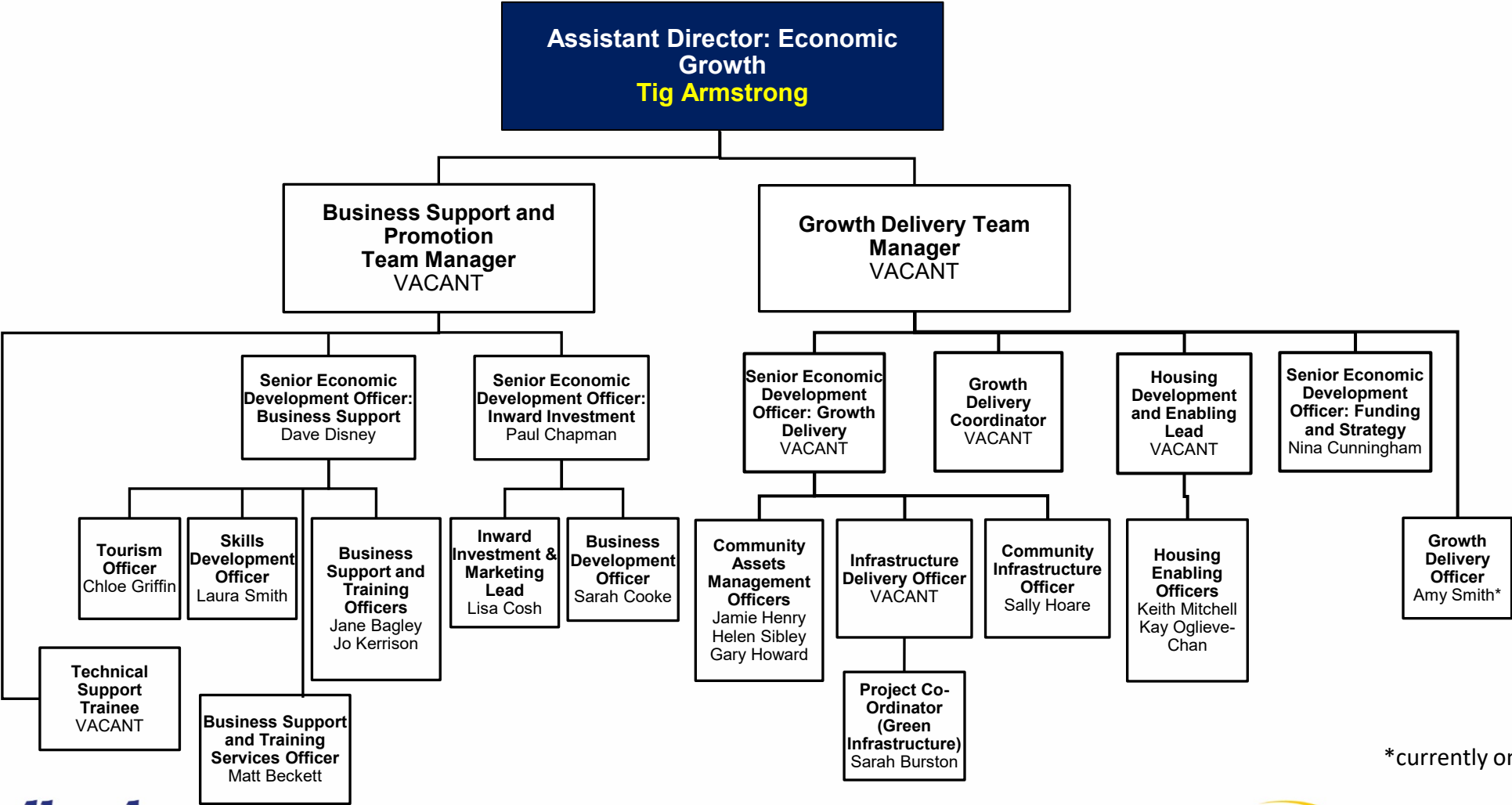


\*currently on maternity leave

# Growth Delivery Team: Revised Structure



Economic Growth One Team Structure



\*currently on maternity leave