

# **Commercial, Trading and Customer Focus Committee**

## **Agenda**

### **Members of the Commercial, Trading and Customer Focus Committee:**

Cllr C Hudson (Chairman)  
Cllr B Duffin  
Cllr J Halls  
Cllr W Kemp  
Cllr J Overton

Cllr F Curson  
Cllr J Easter  
Cllr T Holden  
Cllr T Laidlaw

### **Date & Time:**

Wednesday 20 January 2021  
3.00pm

### **Place:**

To be hosted remotely at: South Norfolk House, Cygnet Court, Long Stratton, Norwich,  
NR15 2XE

### **Contact:**

Leah Arthurton                      tel (01508) 533610  
Email: [democracy@s-norfolk.gov.uk](mailto:democracy@s-norfolk.gov.uk)  
Website: [www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)

### **PUBLIC ATTENDANCE:**

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

<https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng>

If a member of the public would like to attend to speak on an agenda item, please email your request to [democracy@s-norfolk.gov.uk](mailto:democracy@s-norfolk.gov.uk), no later than 5.00pm on Monday 18 January 2021.

### **Large print version can be made available**

If you have any special requirements in order to attend this meeting, please let us know in advance.

# AGENDA

1. **To report apologies for absence and identify substitute voting members (if any);**
2. **Any items of business the Chairman decides should be considered as matters of urgency pursuant to Section 100B (4) (b) of the Local Government Act, 1972.**  
Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. **To receive Declarations of interest from Members;**  
(Please see guidance form and flow chart – page 3)
4. **To confirm the minutes from the meeting of the Commercial, Trading and Customer Focus Committee held on Wednesday 18 November 2020;**  
(attached – page 5)
5. **SPARK Project Update;**  
(attached – page 11)

## 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



**Agenda Item: 4**

## **COMMERCIAL, TRADING AND CUSTOMER FOCUS COMMITTEE**

**Minutes of a remote meeting of the Commercial, Trading and Customer Focus Committee of South Norfolk District Council, held on Wednesday 18 November 2020 at 3.00pm.**

**Committee Members Present:** Councillors: C Hudson (Chairman), B Duffin, J Easter, T Holden, W Kemp, T Laidlaw and J Overton

**Apologies for Absence:** Councillor: S Blundell

**Substitutes:** Councillor: J Halls (for S Blundell)

**Cabinet Member in Attendance:** Councillor: A Thomas

**Other Members in Attendance:** Councillor: V Clifford-Jackson

**Officers in Attendance:** The Director of Resources (D Lorimer), the Director People and Communities (J Sutterby), the Assistant Director Communities (S Phelan), the Assistant Director of Governance and Business Support (E Hodds), the ICT and Digital Manager (C Balmer), the Leisure Business Development Manager (M Heazle) and the Leisure Operations Manager (D Infanti)

**Also in Attendance:** Mr P Woodford – Director of Alliance Leisure at TA6

### **4 DECLARATIONS OF INTEREST**

Cllr A Thomas declared an “other” interest by virtue of her husband being a member of the Long Stratton Leisure Centre.

## **5 MINUTES**

The minutes of the meeting of the Commercial, Trading and Customer Focus Committee, held on Wednesday 15 July 2020 were approved as a correct record.

## **6 LEISURE SERVICES RECOVERY PLAN UPDATE**

Members considered the report of the Assistant Director Communities, which provided an update on the recovery plan for the Council's leisure centres.

Officers presented the report, providing an overview of operational matters, participation and usage, marketing and communications and financial implications.

Officers introduced Paul Woodford from Alliance Leisure TA6, a leisure specialist marketing consultant, to the meeting. Mr Woodford explained that his organisation had been working with a number of different leisure centres across the country, and he was currently assisting the South Norfolk Leisure team with advice on marketing. He had been most impressed with the progress that South Norfolk had made, explaining that the percentage of those members choosing to “unfreeze” their membership was higher than other centres he had worked with, and he praised the marketing methods and levels of positive engagement with members. He also referred to the excellent high standards to ensure Covid-Safe environments, which he felt had helped to entice people back to the centres.

The Portfolio Holder for Customer Focus, Cllr A Thomas commended officers on their hard work in creating a Covid Safe environment for users and welcomed comments from the Panel. She sought views with regard to any future pricing structure when the leisure centres were able to reopen.

The Chairman referred to the recent Sheffield Hallam report which stated that in the 62 million visits to Leisure Centres across Europe since the start of the pandemic, there had only been 76 confirmed Covid cases, and he queried whether there was anything that could be done to encourage the Government to allow Leisure Centres to remain open in the event of another lockdown. Mr Woodford explained that it was disappointing that Leisure Centres weren't considered to be essential services during the lockdown, given the health benefits of exercise, and he advised Members to share details of the Council's excellent record and to support UK Active who were lobbying the Government on the matter.

Members noted that many users had been keen to return to the Leisure Centres, and that the uptake of memberships had been increasing whilst they

had been open. However, officers also explained that feedback received had suggested that some users would not wish to return as they, or a person they lived with, was shielding.

The Director People and Communities advised Members of the social media campaigns that had been circulated to entice existing and new customers, adding that further communications could be considered regarding Covid safety measures, however, it was accepted that some members would not be returning for some time, whatever measures were in place.

In response to queries regarding the Leisure Centres' YouTube channel, the Leisure Business Development Manager explained that this process was designed to keep the public engaged. He also explained that the Council was working with Move GB to stream on-line classes and advised that this would be integrated with the Membership system and would offer online classes to those with a Leisure Centre membership. Members were very encouraged by this approach and agreed that on-line classes should be an addition, even when all users were able to return to classes in person.

Members queried how the Council had engaged with those members who did not use social media. Officers explained that in addition to social media campaigns, members had been telephoned, written to directly and there had been adverts in the local press.

Turning to the pricing structure, some members indicated their support for a move from the current reduced charge in January, however, stressed the need to be mindful of the impact of Covid on some household incomes. Mr Woodford explained that many centres would be competing for business in January, but stressed that reputation and trust was as important to some users, as pricing.

Voting was then carried out by way of roll call, and it was unanimously

## **RESOLVED**

To

1. Note the efforts made by officers in ensuring that the facilities were able to reopen in the safest possible manner and the progress made since those points, until the centres were forced to close again in early November.
2. Note the financial projections for the service based on the participation, membership recovery and second closure.
3. **RECOMMEND TO CABINET:** that revenue funding of up to £1.8m should be provided to underwrite the projected operational losses

within the Leisure Service and allow continued operation in 2021/22, to be agreed through the usual budget setting processes.

4. Note the future challenges facing Leisure Service in 2021/22 and possible interventions that could be taken to ensure future financial sustainability, suggesting those that should be developed into further proposals.

## **7 PROPOSAL ON THE FUTURE GOVERNANCE ARRANGEMENTS FOR THE BIG SKY COMPANIES**

The Director Resources presented her report which sought Cabinet approval to invite the Big Sky Board to consider a change to the Big Sky Companies governance arrangements. She suggested that with an increased amount of investment from the Council, it was now appropriate to strengthen the governance arrangements and the Council's involvement with the Board of the Big Sky Ventures.

The Portfolio Holder for Customer Focus, Cllr A Thomas advised Members that she felt there needed to be more Member involvement within Big Sky, to allow the opportunity for more challenge and questions at points where decisions were being made, and she hoped that the Panel would support the proposals.

In response to a query regarding non-exec Directors, it was believed that Peter Catchpole who used to work for the Council, had taken on such a role. The Director Resources, believed that Stuart Bizley, who was originally a non-exec Director, had since taken on a more "day to day" role.

One member raised previous issues with lack of customer care, and the Committee was advised that such issues were now being addressed through the appointment of an additional member of staff. Cllr Thomas added that the concerns regarding customer service had been voiced at the most recent AGM.

In response to a query, the Director of Resources explained that the selection criteria for an additional board member (if approved) would be down to the share holder's representative (the Leader of the Council) and that as an independent company, there would be no requirement for political balance.

During further discussion, one member referred to the need for a wider review on governance, to examine whether, for example, the current articles were fit for purpose. Members agreed that this could be picked up at a later stage, depending on the outcome of the current recommendations.

Voting was then carried out by way of roll call, and with 7 votes for and 1 abstention, it was



## **RESOLVED**

### **TO RECOMMEND TO CABINET**

That the Big Sky Board be invited to consider:

- a. Increasing the number of Directors on the Board of Big Sky Ventures by one to a total of three and
- b. Offering two of those positions to Members drawn from the Council

## **8 IT UPDATE**

Members considered the report of the Assistant Director of Governance and Business Support, which provided updates regarding key ICT projects, outlined the current case for a committee management system, and referred to developments with virtual meetings and electronic voting.

The Assistant Director Governance and Business Support outlined the salient points of her report. She drew attention to Appendix 1, and briefly outlined the progress made with a number of key projects.

Turning to the Committee system, Members noted that officers were proposing that funds for the system be included in the 2021/22 budget. They further noted the benefits the system would bring to both Members and officers. Officers explained that it would replace File Director, and agendas would be viewed through an application on iPads.

The Chairman Cllr C Hudson inquired whether there were plans for any Member workshops to be carried out as part of the procurement process of a Committee system. The Assistant Director of Governance and Business Support advised that she was looking to run a number of Member and Officer Workshops.

Discussion turned to on-line voting and the Assistant Director Governance and Business Support explained that unfortunately the Zoom voting function was not yet developed to a standard that could be used in committee meetings; one issue being that it was not possible to share the results of a poll with those watching on YouTube. The Chairman advised that the Mod.gov Committee system did have a fully functioning voting system which was successfully working for a number of councils.

With regard to virtual meetings, members acknowledged that despite the frustrations with roll call voting, meetings were going well, and noted that public viewership and attendance had increased since the live streaming of meetings had commenced. Members hoped that live streaming would

continue post Covid and once meetings had returned to the Council offices. The Chairman suggested that the real challenge would be hybrid meetings which would be a technical challenge and come at a significant cost.

During discussion, Cllr A Thomas referred to the need for some members to access Microsoft Teams when partaking in meetings with other organisations, and officers confirmed that this could be installed on Members' iPads on request.

It was then

## **RESOLVED**

To note the content of the report and the updates provided with regard to the key ICT projects.

(The meeting concluded at 4.57pm)

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Chairman

**Agenda Item: 5**  
**Commercial, Trading and Customer Focus Committee**  
**20 January 2021**

## **SPARK Transformation Programme Update**

**Report Author(s):** Emma Hodds  
Assistant Director Governance and Business Support  
(Monitoring Officer)  
01508 533791  
ehodds@s-norfolk.gov.uk

**Portfolio:** Customer Focus  
Governance and Efficiency

**Ward(s) Affected:** All

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

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

### **Recommendations:**

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

## 1. Summary

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

## 2. Background

- 2.1 In July 2018, the Council agreed to the Feasibility Study to progress collaborative working with Broadland District Council.
- 2.2 There were a set of principles agreed as part of the Feasibility Study report, some of which were:
- Each council will default to the harmonisation of services wherever possible
  - Ambition is to secure a longer-term sustainable future for both councils through collaboration in a preferred partner relationship
  - The collaboration must be strategic in intent – more than a shared management arrangement
  - The collaboration must afford new opportunities not available to the councils working alone
- 2.3 With these principles in mind, the council has been ambitious in its approach and over the last year, has achieved significant progress including establishing the one joint team serving the two councils and beginning on the transformation journey. The SPARK Transformation Approach and Programme were established in January 2020 and work has been underway to progress and implement a range of transformational projects.
- 2.4 During the height of the Covid-19 response, a number of these projects were put on hold, with the urgent ones continuing to be progressed between April and June 2020. All projects were reviewed in July 2020 and work has either continued or recommenced on the priority projects, as referred to in **Appendix A**.

## 3. Current position/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:
- Joint website
  - Joint email
  - Domain migration

- One network
- Strategic approach to systems transformation
- Business Intelligence and Governance
- New ways of working programme
- Customer satisfaction / experience
- Complaints approach
- Organisational Development
- Broadland Procurement of Waste Contract
- Best in Class Housing Programme

#### **4. Issues and Risks**

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

#### **5. Conclusion**

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

#### **6. Recommendations**

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

## Spark Transformation Programme Highlight Report

Document Version No.	V2
Date	January 2021

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

			and a delay in getting the final designs agreed. It is anticipated the website will still be delivered within Q1 21/22.		
<b>2 Joint Email</b>  Development of a single email system on the new domain (southnofolkandbroadland) including a migration to o365	Q4 20/21	Asst Director Governance & Business Support	<b><u>Update:</u></b> <ul style="list-style-type: none"> <li>Trial migrations commenced mid October 2020. Whilst the Technical Project Leads (TPL) have succeeded in migrating users/computers to the new Domain from both the SNC and BDC Domains, there is still further work to do on the process. More work will continue, with guidance from our 3<sup>rd</sup> party, TDA, to refine the migration process and understand impacts to be addressed before live users are migrated. There has been a knock on impact from the Infrastructure to support One Network project, which has been at a critical stage in terms of the planned 3 week tender evaluation process, meaning that the TPL resource leads have not been focussed on O365. At this stage, it is not anticipated that this will impact on the O365 timeline.</li> </ul>	Active	Amber

		<ul style="list-style-type: none"> <li>Initial testing of applications using the new test accounts in the new joint network/domain have commenced and initial signs are promising e.g. Finance systems and Idox.</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>Ongoing shaping and revision of detailed internal project plan – key requirements including resources</li> <li>Significant, intensive progression by our 3 Technical Project Leads to refine the processes for the core elements of equipment and users and additionally, to start to work through the testing of our considerable estate of applications.</li> <li>Ongoing engagement and work with our Organisational Development team to shape our training approach (&amp; resources) for supporting staff and members through the migrations and beyond that, for rolling out /using/ supporting the suite of applications within the O365 licencing model</li> </ul>		
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			<ul style="list-style-type: none"> <li>Update session for all Members on progress with the key project and what it means from a user perspective.</li> </ul>		
<b>3 Domain Migration</b>  Migrating our systems and services onto the new domain name	Through Q3 20/21 to Q3 21/22	Asst Director Governance & Business Support	As above	Active	Amber
<b>4 One Network</b>  A phased approach of IT infrastructure development to build a single network across the two Councils	March 2021	Asst Director Governance & Business Support	<p><b><u>Update:</u></b></p> <ul style="list-style-type: none"> <li>Further technical specification to inform/shape tender requirements has taken place.</li> <li>Shaping of evaluation criteria for selection of preferred supplier.</li> <li>Tender documentation published under Crown Commercial Services framework and tenders invited.</li> <li>Tender process (3 weeks) taken place.</li> <li>Tender evaluation and draft recommendations taken place.</li> </ul> <p><b><u>Priorities for next month:</u></b></p>	Active	Amber

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

that develops the organisation into an insight and intelligence led culture of continuous improvement.	January 2021 due to delays in first phase of project.		<ul style="list-style-type: none"> <li>Workshop with IT to understand Data Storage.</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>Wrap up session with Data/System Analysts.</li> <li>Analysis of survey and workshops to determine current state.</li> <li>Engage with senior leaders to determine expectation levels.</li> <li>Draft Paper and research what others do and draft Paper 2.</li> <li>Pull together recommendations and proposals for Paper 3.</li> </ul>		
<p><b>7 New ways of working (NWOW) Programme</b></p> <p>A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.</p> <p>The programme comprises several interdependent strands; the phased return of our staff to the office, reopening to our customers, equipping all staff with</p>	<p>Programme as a whole – April 2021</p> <p>Each project within this programme has its individual project timelines</p>	Asst Director Chief of Staff / Asst Director Governance & Business Support	<p><b><u>Update:</u></b></p> <ul style="list-style-type: none"> <li>Scoping papers signed-off.</li> <li><b>Return to Office:</b> remaining work on desk moves moved to BAU.</li> <li><b>Customer Reopening:</b> service area workshops held, risk assessments completed, processes/resource provision/physical workplace arrangements agreed. CMLT agreement to review opening timescale in the New Year.</li> <li><b>Post:</b> current and proposed interim processes mapped. Some interim measures already up and running.</li> </ul>	Active	Amber

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.			<ul style="list-style-type: none"> <li>• <b>Laptops:</b> requirement and funding discussed at both Cabinets and Councils, tender undertaken and final approval to award contract pending.</li> <li>• <b>Member IT:</b> survey issued to all BDC Members to capture requirements and follow-up Q&amp;A sessions held. Report for SIEC on 11 January 2020.</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Desk Booking + Customer Reopening &amp; Post:</b> interim measures finalised and fully implemented.</li> <li>• <b>Laptops:</b> commence procurement and build of laptops.</li> <li>• <b>Member IT:</b> Issue survey to SNC Members</li> </ul> <p>This programme is Amber due to timing issues – some time lost following pause to allow for resource to be redirected to the Covid-19 recovery effort and for a review to be undertaken of the original programme of work and vehicle for delivery.</p>		
<b>8 Customer Satisfaction/Experience</b>  A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the	Initial Research Paper – 1 December (completed)	Asst Director Chief of Staff	<p><b><u>Update:</u></b></p> <ul style="list-style-type: none"> <li>• Completed research and final CMLT papers submitted.</li> <li>• CMLT agreement to next phase of delivery work.</li> </ul> <p><b><u>Priorities for next month:</u></b></p>	Active	Green

future.	Delivery phase 1 – March 2021		<ul style="list-style-type: none"> <li>• CMLT debrief</li> <li>• Create plan for Delivery phase 1</li> <li>• Begin delivery phase 1</li> </ul>		
<b>&lt;NEW&gt; 9 Complaints Approach</b> 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.	December 2020 phase 1	Asst Director Chief of Staff	<b>Update:</b> <ul style="list-style-type: none"> <li>• Workshop meeting held to understand current complaint processes, issues and a proposed interim solution.</li> <li>• Updated directorates on current complaints system.</li> <li>• Added a drop down to current complaints system of “Council” to have the ability to log both councils’ complaints on existing system in the interim.</li> </ul> <b>Priorities for next month:</b> <ul style="list-style-type: none"> <li>• Meeting to discuss the current processes for complaints handling and updating this where applicable.</li> <li>• Implement interim solution.</li> </ul>	Active	Green
Resources Hub					

<p><b>1 Organisational Development</b></p> <p>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 &amp; Strategic plans. The projects support the strategic aim of becoming an Employer of Choice through effective people management and leadership development</p> <p>The Areas of Focus:</p> <ol style="list-style-type: none"> <li>1. Our People, Our Approach</li> <li>2. Performance Lifecycle</li> <li>3. Strategic Projects</li> <li>4. Development of Management Cohorts</li> <li>5. Wellbeing</li> </ol>	<p><b>March 2021</b></p>	<p>Asst Director Governance &amp; Business Support</p>	<p><b><u>Update:</u></b></p> <p>To be delivered by the end of Q4 20/21:</p> <ul style="list-style-type: none"> <li>• Project 1 - Cultural Development; foster a cohesive One Team working environment &amp; philosophy.</li> <li>• Project 2 - OD to develop Leadership Development course in line with One Team values / Management Development including New Manager induction</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>• Project 1 – scope out project requirements and link relevant framework for delivery</li> <li>• Project 2 – agree management tiers and link relevant training to the tiers</li> </ul>	<p><b>Active</b></p>	<p><b>Green</b></p>
<p><b>People and Communities Hub</b></p>					

1 Broadland Procurement of Waste Contract	March 2022	Asst Director Community Services	<p><b><u>Update:</u></b></p> <ul style="list-style-type: none"> <li>• Soft market testing</li> <li>• Draft contract documentation received and being proofread.</li> <li>• NPLAW appointed and briefed.</li> <li>• OJEU Notice published.</li> <li>• All Member briefing held to provide update on project.</li> <li>• First phase of contract documentation signed off 6/11/2020 (Specification, method statements, terms and conditions, payment and performance mechanism, Pricing schedule, ISIT, evaluation criteria, SQ selection questionnaire). These have now been issued to the bidders for the SQ stage of the procurement and will now go through their final review before final sign off at the end of January.</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>• Answer all clarification questions raised from OJEU etc.</li> <li>• SQ Evaluation and SQ Moderation.</li> <li>• SQ report produced.</li> </ul>	Active	Green
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<p><b>2 Best in Class Housing Programme</b></p> <p>Includes upgrading the Housing IT system to fit with the best in class work stream whilst also mitigating the impact of the capita (BDC housing system) revocation of licence notice.</p>	<p>April 2021</p>	<p>Asst Director Individuals &amp; Families</p>	<p><b><u>Update:</u></b></p> <ul style="list-style-type: none"> <li>• Specifications for the upgraded system and Customer Portal are all complete.</li> <li>• Both Broadland and South Norfolk Councils have agreed the Best in Class Housing Allocations Policy.</li> <li>• Designed the process for reregistration for those already on the housing register, including data migration.</li> </ul> <p><b><u>Priorities for next month:</u></b></p> <ul style="list-style-type: none"> <li>• Specification for the Policy changes for the system.</li> <li>• Continue process mapping the customer journey from April 2021, to include project team, Housing teams and stakeholders.</li> <li>• Training plan, team requirements and resources – please note this will include and policy changes.</li> </ul>	<p><b>Active</b></p>	<p><b>Green</b></p>
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