

# **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 28 April 2021  
2.00pm

### **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 26 April 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 20 January 2021.**  
(attached – page 5)
5. **Members IT Update;**  
(Verbal Update)
6. **Spark Transformation Programme Update;**  
(report attached – page 9)
7. **Joint Website project update;**  
(report attached – page 26)
8. **Leisure Services Recovery Plan Update;**  
(report attached – page 38)

## 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 Council held on Wednesday 20 January 2021 at 3.00pm.**

|                                    |                                                                                                                                                                         |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Committee Members Present:</b>  | Councillors: C Hudson (Chairman), B Duffin, J Halls, J Easter, T Holden, W Kemp, T Laidlaw and J Overton                                                                |
| <b>Cabinet Member Present:</b>     | Councillor: A Thomas                                                                                                                                                    |
| <b>Other Member in Attendance:</b> | Councillor: V Clifford-Jackson                                                                                                                                          |
| <b>Officers in Attendance:</b>     | The Assistant Director of Governance and Business Support (Monitoring Officer) (E Hodds) the Assistant Director Communities (S Phelan) and the Chief of Staff (H Ralph) |

## **9 DECLARATIONS OF INTEREST**

No declarations of interest were made.

## **10 MINUTES**

The minutes of the meeting of the Commercial, Trading and Customer Focus Committee, held on Wednesday 18 November 2020 were approved as a correct record.

## **11 SPARK TRANSFORMATION PROGRAMME UPDATE**

Members considered the report from the Assistant Director of Governance and Business Support (Monitoring Officer) and the Chief of Staff, which provided an update on the Spark Transformation Programme.

The Chief of Staff advised Members of the progress relating to the joint website project. Officers had been working with Jadu, the Council's website supplier, for a number of months developing the website. Prototypes of the website were currently being tested by officers and training was taking place for staff who will be developing content for it. Members would have the opportunity to see and comment on the website prior to its launch in June.

In response to a query, it was confirmed that amber markers indicated where there were challenges to the timescales or the resources of a project, whereas red would indicate there were serious obstacles to bringing the project forward.

After the Chairman had sought clarification on member and resident engagement to have the opportunity to see the draft form of the website before its final publication, Officers clarified that workshops would be held with both members and customers, to feed into the development of the website.

Officers took members through the report by sections stopping to allow questions and comments.

Members noted that the indicator for the joint email project was amber due to a divert on some resources to the 'One Network' tender process. However, officers explained that testing had taken place with a rollout planned to take place between April and June. Officers would also be arranging a date for a member workshop to look at both the website and the rollout of Office365 and the impact that it would have on their work as a councillor.

In response to a member's question regarding the changeover between the two systems, it was confirmed that there would be at least a six-month transition period which covered the website and the email systems.

Turning to the One Network project, Members were informed that three responses had been received from the original tender and were now in the process of being evaluated for a Cabinet decision in February. In response to queries regarding implications of the proposed new systems, the Assistant Director of Governance and Business Support (Monitoring Officer) explained that it would use a mix of cloud and physical space, but with the opportunity to go onto the cloud entirely if required. She emphasised that the new infrastructure was designed to be both flexible and future proofed.

A Member suggested that the report project numbering should be kept the same throughout the process, to allow members to see the projects delivered and track progression.

Officers gave further updates on the Strategic Approach to Systems Transformation (SATST), which was an analysis of the Council's back office systems to assess the best approach and order to upgrade them. This project was marked amber due to delayed start, but was now on track.

Work on the Business Intelligence and Governance project was at the scoping stage, with work being undertaken with Data and Systems Analysts as well as IT to help understand data storage issues in order to drive forward service improvement. An update would be brought to members on this project in due course.

Members were informed of the progress made in the New Ways of Working programme. This included the phased return of 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. Following the survey completed for the Member IT project, officers were now looking into responses and seeing if they could align equipment across the two councils. It was confirmed that the results of the surveys would be shared with members of both Councils.

The Committee noted that the new approach for gathering insight into Customer Satisfaction would come to the Committee for at a later date.

Members noted work in progress to align the complaints approach across the two Councils and that General Data Protection Regulation (GDPR) would be a key element of this work.

Officers gave further updates to members on the Resource Hub, the strategic aim of becoming an Employer of Choice through effective people management and leadership development.

The meeting was advised that the impact of the pandemic had been taken into account in the development of staff and a platform called SkillGate had been launched to allow staff to receive training via the internet. This resource had also recently been made available Members.

The Chairman reminded the Committee that members were required to complete two of these courses; one on GDPR and the other on cybercrime.

A member expressed concern that SPARK did not appear to have an overarching project plan, with each individual project referenced to it so that the Committee could assess the importance of any slippages in the programme. He, therefore, questioned the rationale for the Committee in positively impacting the successful achievement of the projects.

In response, the Chief of Staff advised the meeting that SPARK was the overarching programme to support the delivery of collaboration taking the Feasibility Study as the key starting point. There were three levels of projects within the SPARK Programme; Blue, which were crosscutting, major, corporate priorities; purple, which sat within Directorate areas and green, which could be identified and implemented at a service level. Each of the blue projects being reported to the Committee today had a comprehensive programme plan that sat beneath it that was managed by a programme board, with key decisions on the projects being brought to members for

determination. Today's report was an update on the key progress with the projects.

The Portfolio Holder for Customer Focus, suggested that part of the difficulty for members was that some members had not been involved at the inception of the SPARK programme and that it could be of benefit to members to take a step back to gain a wider insight into projects and the structure/purpose of the Committee itself.

The Chairman concurred with this view and requested that officers provide the Committee with an informal workshop on the background and original outcomes envisaged for the SPARK project to allow the Commercial, Trading and Customer Focus Committee to undertake informed oversight of the programme.

During further discussion, questions were raised relating to who the customer was when reviewing the reports at the Committee and how the residents could follow the progression of the projects alongside the budget. It was suggested by officers that the workshop would be useful to help situate projects and eliminate concerns raised above. Alongside this, a review of the terms and conditions of the Committee at the workshop would also prove beneficial to Members and customers.

The Chairman thanked officers for their report which was noted by the Committee with the addition of the workshop to be scheduled before the next meeting date.

**RESOLVED:** To note the content of the report with regards to the progress made with the programme.

(The meeting concluded at 3.50pm)

---

Chairman



## **Spark Transformation Programme Update**

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

Hannah Ralph  
Assistant Director Chief of Staff  
01508 533942  
[hralph@s-norfolk.gov.uk](mailto:hralph@s-norfolk.gov.uk)

**Portfolio:** Governance and Efficiency

**Ward(s) 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 Broadland District 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.
- 2.3 SPARK is the title of our transformation approach and programme of work. The SPARK programme was 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 **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. The below table provides a brief overview of these projects:

| Project or Programme | Overview                                                                 | Key Delivery Milestones                                                                                                                                                                                                                                                                                              |
|----------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Joint website        | Development & Implementation of a single website across the two Councils | <ul style="list-style-type: none"><li>• P1 – Initiation and Planning – August 20 (complete)</li><li>• P2 – Systems installation – Sept 20 (complete)</li><li>• P3 – Designs – Nov 20 (complete)</li><li>• P4 – Custom developments – Feb 21 (complete)</li><li>• P5 – Template Build – March 21 (complete)</li></ul> |

|                                              |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              |                                                                                                                | <ul style="list-style-type: none"> <li>• P6 – Training and content population – Apr 21 (ongoing)</li> <li>• P7 – UAT testing – May 21</li> <li>• P8 – Go Live – June 21</li> </ul>                                                                                                                                                                                                                                                    |
| Joint email                                  | Development of a single email system on the new domain (southnofolkandbroadland) including a migration to o365 | <ul style="list-style-type: none"> <li>• P1 – Create new internal network/domain for joint IT systems – Sept 20 (complete)</li> <li>• P2 – Migrate user accounts from legacy networks to new network – Feb 2021 (trial migrations now started)</li> <li>• P3 – creation of single O365 environment – Nov 2020 (complete)</li> <li>• P4 – migrate Members – April – May 2021</li> <li>• P5 – migrate staff – May – Nov 2021</li> </ul> |
| 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           | <p>Phases to be defined with supplier following formal signing of the contract.</p> <p>Target delivery in Q1/Q2 2021/22.</p>                                                                                                                                                                                                                                                                                                          |
| Strategic approach to systems transformation | Developing a strategy for our wider systems approach to replacement of future service systems.                 | <ul style="list-style-type: none"> <li>• P1 – Mobilisation and Discovery – Oct 20 (complete)</li> <li>• P2 – Service and Tech Landscape – workshops – Jan 21 (complete)</li> <li>• P3 – Design Principles and Data Architecture – Jan –</li> </ul>                                                                                                                                                                                    |

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           |                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Feb 21 (ongoing work to finalise)</p> <ul style="list-style-type: none"> <li>• P4 – Options Appraisal and Development of Roadmap – Feb 21 (ongoing work to finalise)</li> <li>• P5 – Finalise recommendations and present – Feb 21 (ongoing)</li> </ul>                                                                                                                                                                    |
| 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.                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• P1 – Discovery and development of recommendations – Jan 21 (complete)</li> <li>• P2 – Agree BI Principles, Data Standards and Proof of Concept – April 21 (ongoing)</li> <li>• P3 – Implementation of outcomes from P2 – July 21</li> <li>• P4 – Roll out to organisation in line with transformation programme – Ongoing</li> </ul>                                                 |
| New ways of working programme             | <p>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.</p> <p>In the longer-term, the programme will also be looking at the impact of our new ways of working on our future requirements for utilising office space.</p> | <p>To be delivered by Q2 21/22:</p> <ul style="list-style-type: none"> <li>• P1 - Rollout of measures to enable staff to return to the office (complete)</li> <li>• P2 - Establish programme / scope remaining projects (complete)</li> <li>• P3 - Rollout desk booking and interim measures for customer reopening and post (ongoing)</li> <li>• P3 - Rollout remaining laptops and member IT solutions (ongoing)</li> </ul> |

|                                         |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                         |                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• P3 - Rollout second phase measures for customer reopening + post (ongoing)</li> <li>• P4 - Scope archiving solutions and future office requirements</li> <li>• P5 - Rollout archiving solution and any further required office space changes</li> <li>• P6 – Develop options for office accommodation in the future (ongoing)</li> </ul> |
| 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.                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• P1 – Discovery and development of recommendations – Dec 20 (completed)</li> <li>• P2 – Delivery of recommendations – June 2021 (ongoing)</li> </ul>                                                                                                                                                                                      |
| 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. | <ul style="list-style-type: none"> <li>• P1 – Implement short term solution – Feb 21 (completed)</li> <li>• P2 – Alignment of processes, policies and systems for complaints handling – April 21 (ongoing)</li> </ul>                                                                                                                                                             |
| Organisational Development              | The projects support the strategic aim of becoming an Employer of Choice through effective people management and leadership development                                                                                                                                                                              | <p>To be delivered by end of Q4 20/21:</p> <ul style="list-style-type: none"> <li>• Project 1 – Cultural Development (ongoing)</li> <li>• Project 2 – OD to support leadership development (in scoping phase)</li> </ul>                                                                                                                                                          |
| Broadland Procurement of Waste Contract | Project to procure the new contract for Broadland District Councils waste service.                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• P1 – Pre procurement Sept – Oct 2020 (completed)</li> </ul>                                                                                                                                                                                                                                                                              |

|                                 |                                                                                                                                                                                           |                                                                                                                                                                                                                                                    |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 |                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• P2 – Selection stage Dec – Feb 2021 (completed)</li> <li>• P3 – ISIT Feb – April 2021 (ongoing)</li> <li>• P4 – Negotiation – May – June 2021</li> <li>• P5 – Decision to award September 2021</li> </ul> |
| 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. | <ul style="list-style-type: none"> <li>• Project plan with key milestones currently being developed.</li> </ul>                                                                                                                                    |
| 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.              | <ul style="list-style-type: none"> <li>• Delivery of new system in April 21 (completed)</li> </ul>                                                                                                                                                 |

## 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: 12 April 2021

### **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 (complete)
- P5 – Template Build – March 21 (complete)
- P6 – Training and content population – Apr 21 (ongoing)
- P7 – UAT testing – May 21
- P8 – Go Live – 2 June 21

#### **Update:**

- Content owners from across Directorates continue to review and migrate content.
- Jadu (the supplier) has uploaded the branded templates into our content editing system which provided us with the first opportunity to see both our content and the designs of the website together.
- Integration of content editors content with the new templates and navigation has now started.
- Member review sessions held between 6 to 15 April.

#### **Priorities:**

- Training sessions on accessibility for content editors to finalise and be published to the Councils' Skillsgate system for all staff to be able to access.
- User Acceptance testing of templates, content and functionality of the new website to continue, along with final fixes and changes following the testing period.
- Final agreement to be sought from Leaders and Portfolio Holders for a go-live in June so that communications can be produced.



**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 out O365 to Members commenced 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 (ongoing)
- P5 – migrate staff – May – Nov 2021

### **Update:**

- Preparation for migrations has progressed, including:
  - Application testing continues for users/computer/mailboxes moved to the new joint network and new O365 environment.
  - Licencing arrangement have been finalised with Microsoft to provide appropriate licencing for Members in the new O365 environment from 1st April.
  - Work has continued with our third-party support provider to ensure the requirements for Members were in place for the start of April.
  - Reconfiguration and testing have commenced to ensure the existing remote working platforms for users migrated to the new joint internal network/domain are available and function.
- New SharePoint sites have been created within the new O365 domain and populated with copies of committee papers– these sites will be used as an interim measure, to bridge the gap between moving away from blackberry/filedirector and procuring a new committee services system. There will be a period of dual running / duplication for the Committee services team.

### **Priorities:**

- Recruitment underway to appoint a dedicated training resources to support the roll out of this project – although to date, no successful candidates. As a result, we have engaged a consultant to deliver the O365 training for members.
- Ongoing testing of applications in the new domain.
- Ongoing reconfiguration and testing of existing remote working platforms.

- Planning the operational aspects of Members migration, working closely with the Service Desk team and Committee Services.
- Ongoing engagement with the 3rd party who will facilitate the technical elements of the members migration.
- Planning for the roll out to staff, including training options (to mitigate the risk posed by lack of suitable trainer candidates) will be progressed with a view to commencing in June 2021 at the earliest.

**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 following formal signing of the contract.

Target delivery Q1/Q2 2021/22

**Update:**

- Crown Commercial Services contracts terms drafted to reflect the purchase of goods and services.
- Initial conversations with the 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.
- Supplier contract awarded at the end of March.

**Priorities:**

- Internal communications to raise awareness of the project and benefits it will provide to staff and members.
- 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:**

- Deep dive review of final report by project sponsors has taken place.
- Wash-up session with sponsors/Methods taken place and final changes agreed.
- Revised final reports completed.

**Priorities:**

- 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 – Amber** ●

This project is currently amber due to resources needing to be sought to deliver the pilot.

**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 (Pilot) – April 21 (ongoing)
- P3 – Implementation of outcomes from P2 – July 21
- P4 – Roll out to organisation in line with transformation programme – July 21 onwards

### **Update:**

- ‘Data Standards’ document drafted.

### **Priorities:**

- Agree and sign off Corporate Principles and Data Standards.
- Scope out Pilot project, including the funding and resources needed to deliver the piece of work.

**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:

- **Post:** Process mapping current cheque process completed.
- **Laptops:** Continued roll out of laptops, bags, wireless mice and keyboards to staff.
- **Member IT:** Project communications plan agreed and comms issued to members. Consultant appointed to deliver the O365 training for members.
- **Customer Reopening:** Soft opening of our offices took place w/c 12 April.

#### Priorities:

- **Customer Reopening:**
  - Complete Phase 2 recommendations paper
- **Member IT:** Complete all prep activities and commence roll out of O365 to Members first.
- **Canteen Project:** Decision on whether to provide some form of catering in the short-term.
- **Future Office:** (post-CMLT/informal Cabinet) Completion of follow-up actions and agreement on next steps.

**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 – June 21 (ongoing)

#### Update:

- Customer Strategy, Charter and service standards presented into CMLT for review and agreement.
- Developed survey in draft and begun testing of the survey (Smart Survey).
- Pilot survey launched externally on the website for customers to access.

#### Priorities:

- Finalise and submit Customer Service resource proposals to CMLT.
- Begin member engagement on the draft Customer Strategy and Charter.

**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:**

- Joint policy, structure and procedure drafted.
- Joint policy, structure and procedure presented at CMLT and next steps agreed.

### **Priorities:**

- Further paper to be presented at CMLT including simplified processes and policies.

## **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.
- Contact in place with Management Development Programme provider (MTD) and project plan under development for programme delivery.

**Priorities:**

- Project 1
  - Myers Briggs Type Indicator assessments to be included as part of Management Development programme. Assessments and coaching sessions to be scheduled and run during May/June
  - 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.
  - Manager tiers to be agreed with CMLT.
  - Project plan under development for delivery however key milestones over the next few months are: clarity in on programme structure to be provided to MTD (supplier) by March; 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 (completed)
- P3 – ISIT Feb – April 2021 (ongoing)
- P4 – Negotiation – May – June 2021

- P5 – Decision to award September 2021

**Update:**

- Clarification questions process managed – 262 questions received.
- Received completed ISIT bids (ISIT = Invitation to submit initial tender)

**Priorities:**

- Evaluate ISIT bids – currently in process

**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:**

- Initial scheme design for new South Norfolk depot completed.

**Priorities:**

- Initial cost plan for outline scheme design being developed for South Norfolk depot.

**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 – Green** ●

This project was previously Amber due to a delay in the User Acceptance Testing phase, however, this is now completed and the project is now back to being Green.

**Senior Sponsor –** Mike Pursehouse

**Business Lead –** Louise Tiernan

**Project Phasing**

- Delivery of new system in April 21.



**Update:**

- User Acceptance testing completed.
- Review and re-registration of BDC clients on the register completed.
- Customer Portal Content created and uploaded ready for the go live date.
- Abritas upgrade went live – 8 April.

**Priorities:**

- Continue to work through system teething issues with system supplier.
- Continue communications plan, including to residents, members, Landlords, other agencies and internal.
- Finalise working practise and procedures with other internal teams and systems (e.g. Finance and Benefits).

## **Joint Website project update**

**Report Author(s):** Andrew Mewes  
Programme Manager  
01508-533683  
andrew.mewes@s-norfolk.gov.uk

**Portfolio:** Customer Focus

**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](http://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 as part of the 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, has developed 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 The supplier loaded the branded templates into the content editing system on 29 March 2021 which was the first time we had the opportunity to see both content and design together. From this the editors have been reviewing their initial published content and making changes as necessary to tidy it up, prior to our window for review and testing in April. Three All-Member reviews sessions took place between 6 to 15 April.

- 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, the website templates in the agreed design and will support the systems that the website runs on.
  - Content editors: Providing the content for the website.
  - IT Digital team: Providing the platform for functionality through electronic forms (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 improvements and functions for the customer.

### 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 including three Member review sessions, followed by fixes and content tidying                                                           |
| 3.12 | May 2021             | Complete content tidying, issue customer communications, set up websites' redirects and IT/systems switch over                                  |
| 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 following the review phase 6 to 15 April, content editors will by tidying their content and the site's navigation whilst also continuing to publish new content to the site prior to "go-live", when it becomes publicly visible.

## 4 PROPOSED ACTION

### Testing and review window (6 to 15 April)

- 4.1 A series of All-Member sessions were held in this review window to walk through the website with Members and seek feedback.
- 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) in May to issue communications to customers to pre-warn them about the new website going live on 2 June. Just prior to “Go-Live”, we will set up the web “redirects” which will take customers seamlessly to the new website once it is live if they try to go to the existing sites.
- 4.3 We need to provide communications to customers to give them sufficient notice 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.
- 4.4 The Leisure service is currently reviewing a proposal that they requested from the website supplier. This would provide Leisure with the ability to create web pages that have a different styling to the main website with a more commercial look and feel for their needs.

## 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 web content 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 showing examples of the design of the new website.

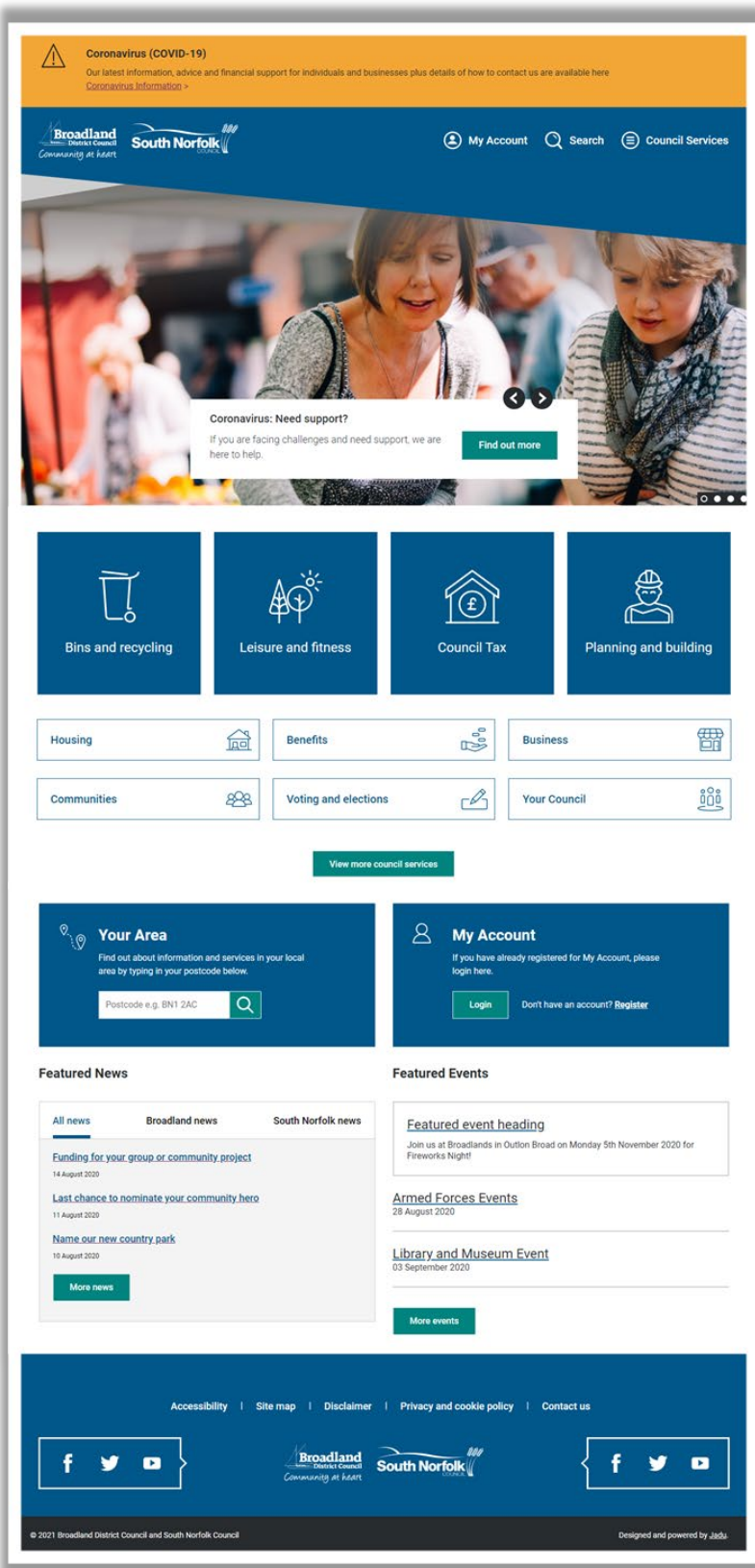
There are 3 main categories of templates:

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 temporary 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

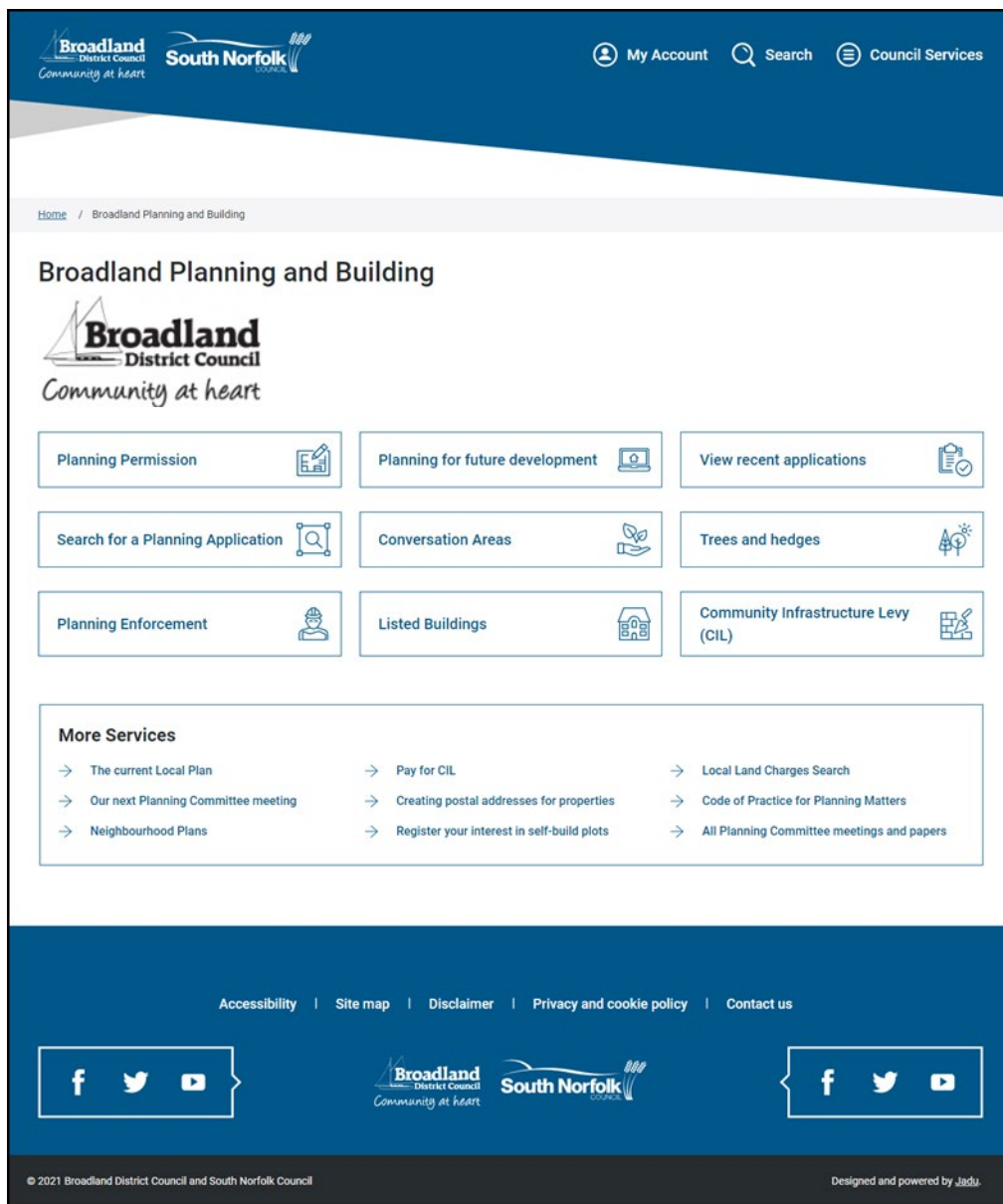




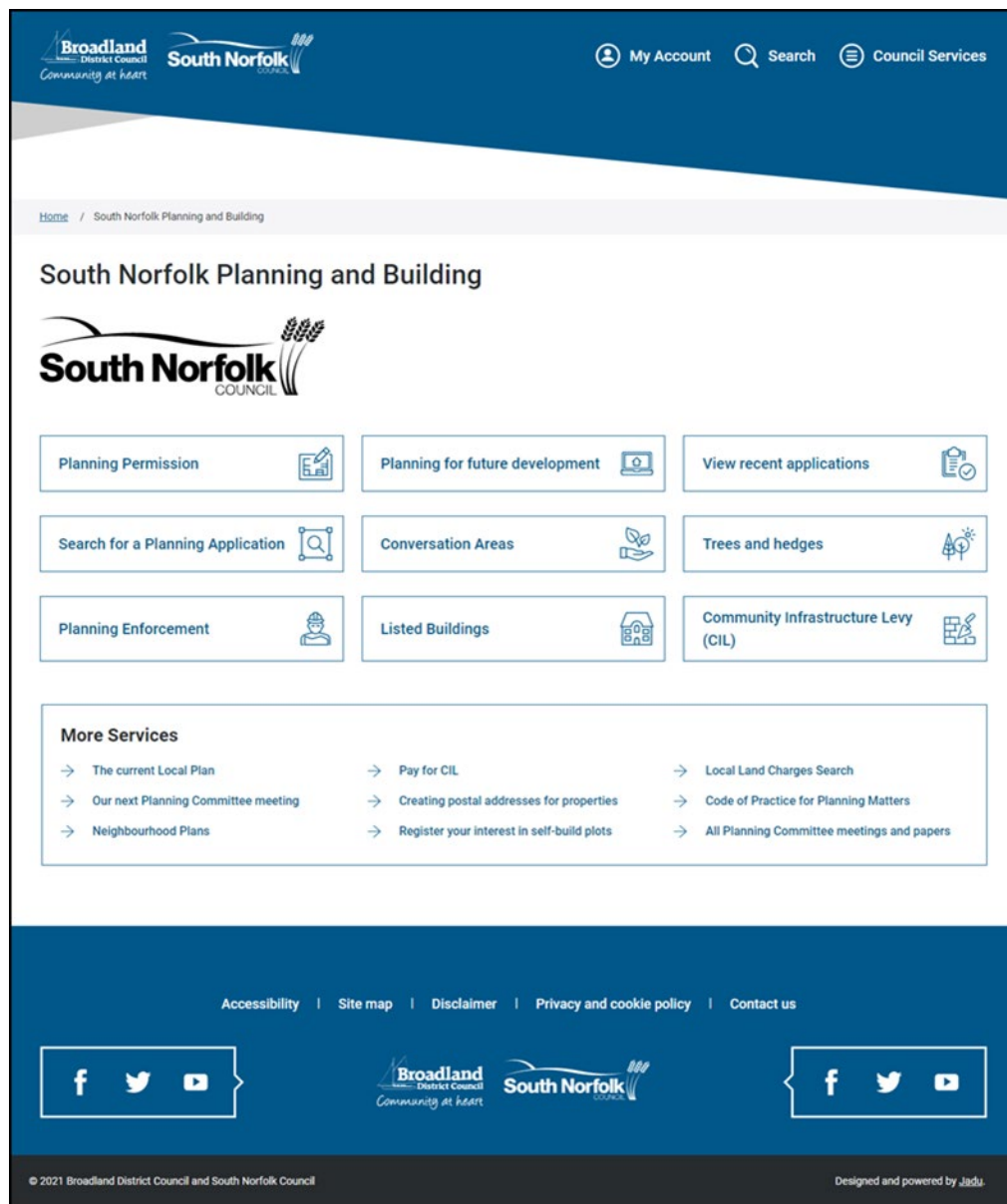
2. A Landing Page (both Councils): This first example shows the styling when a page is applicable to both Councils. The menu contents are shown as examples only.



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. The menu contents are shown as examples only.

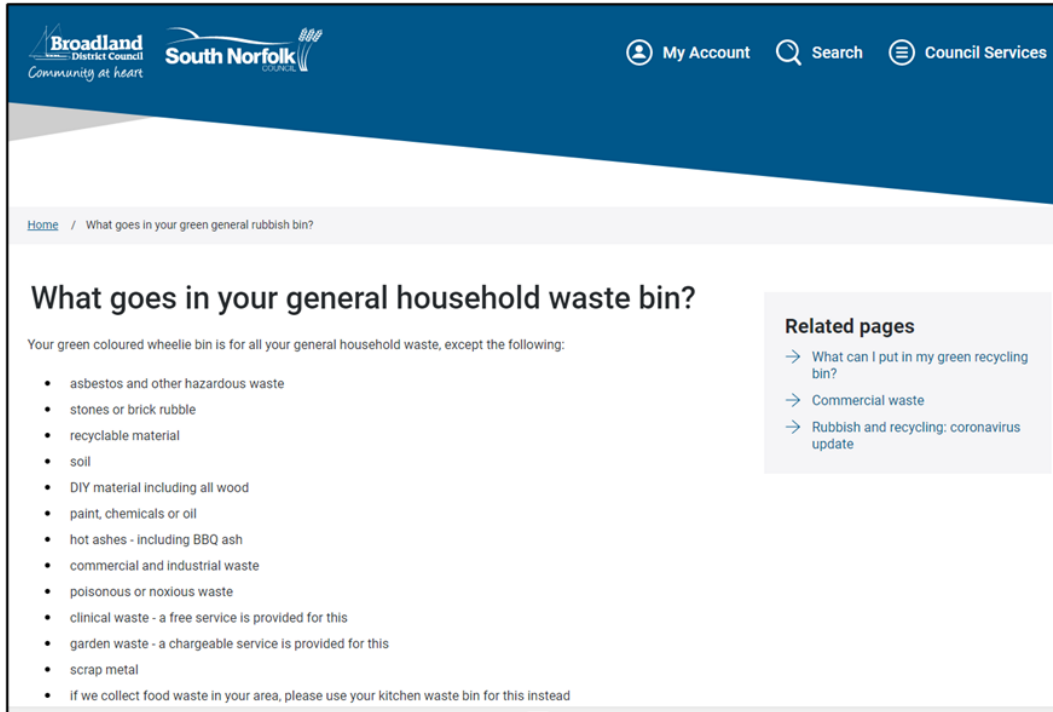


2b. A Landing Page (SNC-specific): The styling when a page is specific to just South Norfolk. The logo is added and 'South Norfolk' appears in the Heading. The menu contents are shown as examples only.

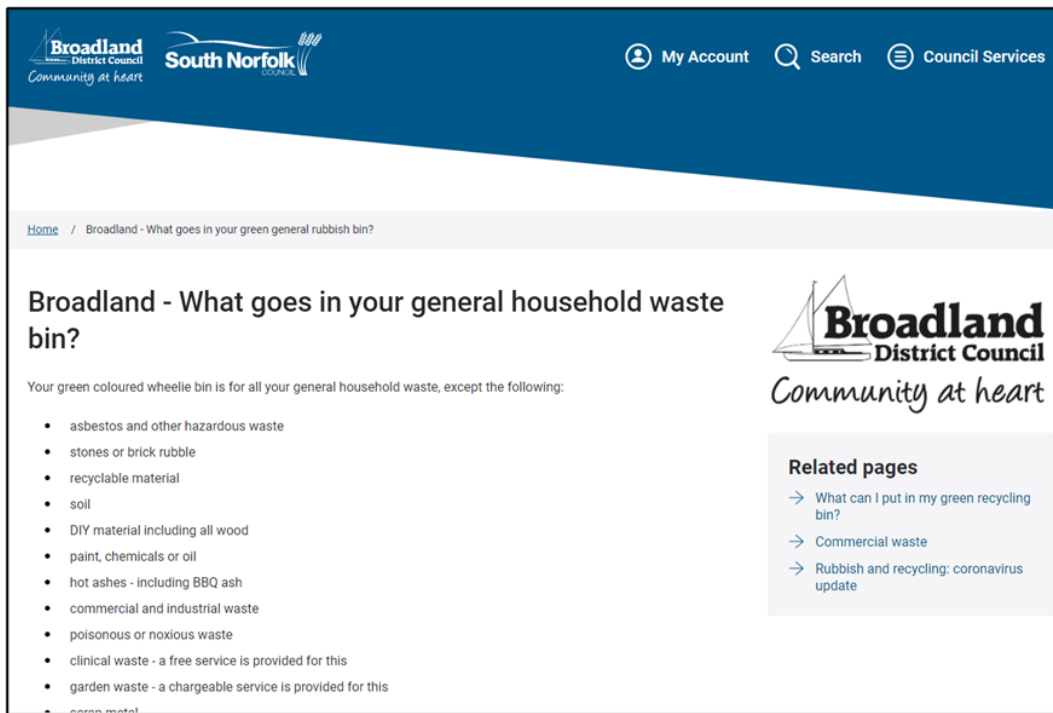


3. A Document page: The following shows the different styling when content is either applicable to both Councils or is specific to only one. The menu contents are shown as examples only.



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):




 My Account

 Search

 Council Services

[Home](#) / [South Norfolk - What goes in your green general rubbish bin?](#)

## South Norfolk - What goes in your general household waste bin?



Your green coloured wheellie bin is for all your general household waste, except the following:

- asbestos and other hazardous waste
- stones or brick rubble
- recyclable material
- soil
- DIY material including all wood
- paint, chemicals or oil
- hot ashes - including BBQ ash
- commercial and industrial waste
- poisonous or noxious waste
- clinical waste - a free service is provided for this
- garden waste - a chargeable service is provided for this
- large metal

### Related pages

- [What can I put in my green recycling bin?](#)
- [Commercial waste](#)
- [Rubbish and recycling: coronavirus update](#)

## **LEISURE SERVICES RECOVERY PLAN UPDATE**

**Report Authors:** Simon Phelan, Assistant Director – Communities  
Assistant Director – Communities  
01508 533707  
[sphelan@s-norfolk.gov.uk](mailto:sphelan@s-norfolk.gov.uk)

Mark Heazle  
Leisure Business Development Manager  
01508 533979  
[mheazle@s-norfolk.gov.uk](mailto:mheazle@s-norfolk.gov.uk)

**Portfolio:** Cllr Alison Thomas - Customer Focus

**Wards Affected:** All Wards

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

This report and associated presentation provide an update on the recovery plan for the Council's leisure service from Spring 2021 onwards

### **Recommendations:**

It is recommended that the Committee:

- a) Note the efforts made by officers in ensuring that the facilities were able to reopen in the safest possible manner at the various points on the Government's roadmap out of lockdown.

- b) Note the financial projections for the service based on the participation, membership recovery and second closure.
- c) Note the various workstreams outlined by officers in their presentation.

## **Introduction**

1. The 20/21 financial year was a very difficult one for South Norfolk Council's Leisure Service, having been able to open the doors to the majority of the facilities for just four months of the year, due to the Covid-19 pandemic. The Government's roadmap out of lockdown now provides a framework for the phased reopening of the Council's sport and leisure facilities, allowing officers to plan effectively.
2. Elected members of South Norfolk Council have received regular updates on the service throughout the last twelve months, including reports to this committee on 15 July 2020 and 18 November 2020. The presentation that forms the main part of this agenda item gives an overview of the key workstreams that are underway in order to give the service the best possible chance of not just recovering to pre-Covid levels, but to continue to grow participation and income past where it was when the Covid-19 pandemic struck in early 2020.
3. Officers will talk members of the Committee through the appended presentation, which covers the following key workstreams:
  - Driving the service forward
  - Commercial Monitoring Board
  - Four-year financial scenarios, including pricing
  - Marketing and communications
  - Your Home Workout
  - Staff restructure
  - Leisure Service recovery roadmap
4. Officers will also provide members with the most up-to-date membership and participation data following reopening of facilities on 12 April, including the Direct Debit Income expected on 1 May.
5. Officers will bring further reports to this committee and Cabinet, starting in the summer of 2021, so that elected members can be kept fully apprised of the recovery of the service and the likely financial implications. This will allow for early customer trends to be identified and any interventions or actions out in place.

## **Summary and Recommendations**

As per the previous reports on the subject, the Leisure Service is facing an unprecedented situation following the enforced closure due to Covid-19. With the relaxation of lockdown and the reopening of some facilities from 29 March 2021, officers have been working to ensure that the facilities are as safe as possible for customers on their return, and work will continue to ensure that the service experiences the strongest possible recovery over coming weeks, months and years.

It is recommended that the Committee:

- d) Note the efforts made by officers in ensuring that the facilities were able to reopen in the safest possible manner at the various points on the Government's roadmap out of lockdown.
- e) Note the financial projections for the service based on the participation, membership recovery and second closure.
- f) Note the various workstreams outlined by officers in their presentation.