

# **Service Improvement and Efficiency Committee**

## **Agenda**

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

Cllr J L Thomas (Chairman)

Cllr G K Nurden (Vice Chairman)

Cllr P E Bulman

Cllr I J Mackie

Cllr S J Catchpole

Cllr M L Murrell

Cllr S M Clancy

Cllr S M Prutton

Cllr S I Holland

Cllr D Roper

Cllr K S Kelly

Cllr J J Emsell (ex officio)

### **Date & Time:**

Monday 25 October 2021 at 6.00pm

### **Place:**

Council Chamber Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich NR7 0DU

### **Contact:**

James Overy tel (01603) 430540 Email: [james.overy@broadland.gov.uk](mailto:james.overy@broadland.gov.uk)

Website: [www.broadland.gov.uk](http://www.broadland.gov.uk)

### **PUBLIC ATTENDANCE:**

If a member of the public would like to attend to speak on an agenda item, please email your request to [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk), no later than 5.00pm Wednesday 22 October 2021 Please see further guidance on the options for public speaking at page 2 of this agenda.

## **Rules on Public Speaking**

All public speakers are required to register a request to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:  
[committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk)

Public speaking can take place:

- Through a written representation (which will be read out at the meeting)
- In person at the Council offices

Please note that the Council cannot guarantee the number of places available for public attendance, but we will endeavour to meet all requests.

All those attending the meeting in person must, sign in on the QR code for the building and promptly arrive at, and leave the venue. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your public speaking registration has been accepted.

# AGENDA

<b>1.</b>	<b>To receive declarations of interest under Procedural Rule no 8</b>	<b>4</b>
<b>2.</b>	<b>Apologies for absence</b>	
<b>3.</b>	<b>Minutes of the meeting held on 24 June 2021</b>	<b>6</b>
<b>4.</b>	<b>SPARK Programme Update</b>	<b>13</b>
<b>5.</b>	<b>Update on Member IT</b>	<b>29</b>
<b>6.</b>	<b>Work Programme</b>	<b>34</b>
<b>7.</b>	<b>Exclusion of the Public and Press</b>	
	To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)	
<b>8.</b>	<b>Committee Management System</b>	<b>35</b>
<b>9.</b>	<b>Exempt Minutes of the meeting held on 24 June 2021</b>	<b>41</b>

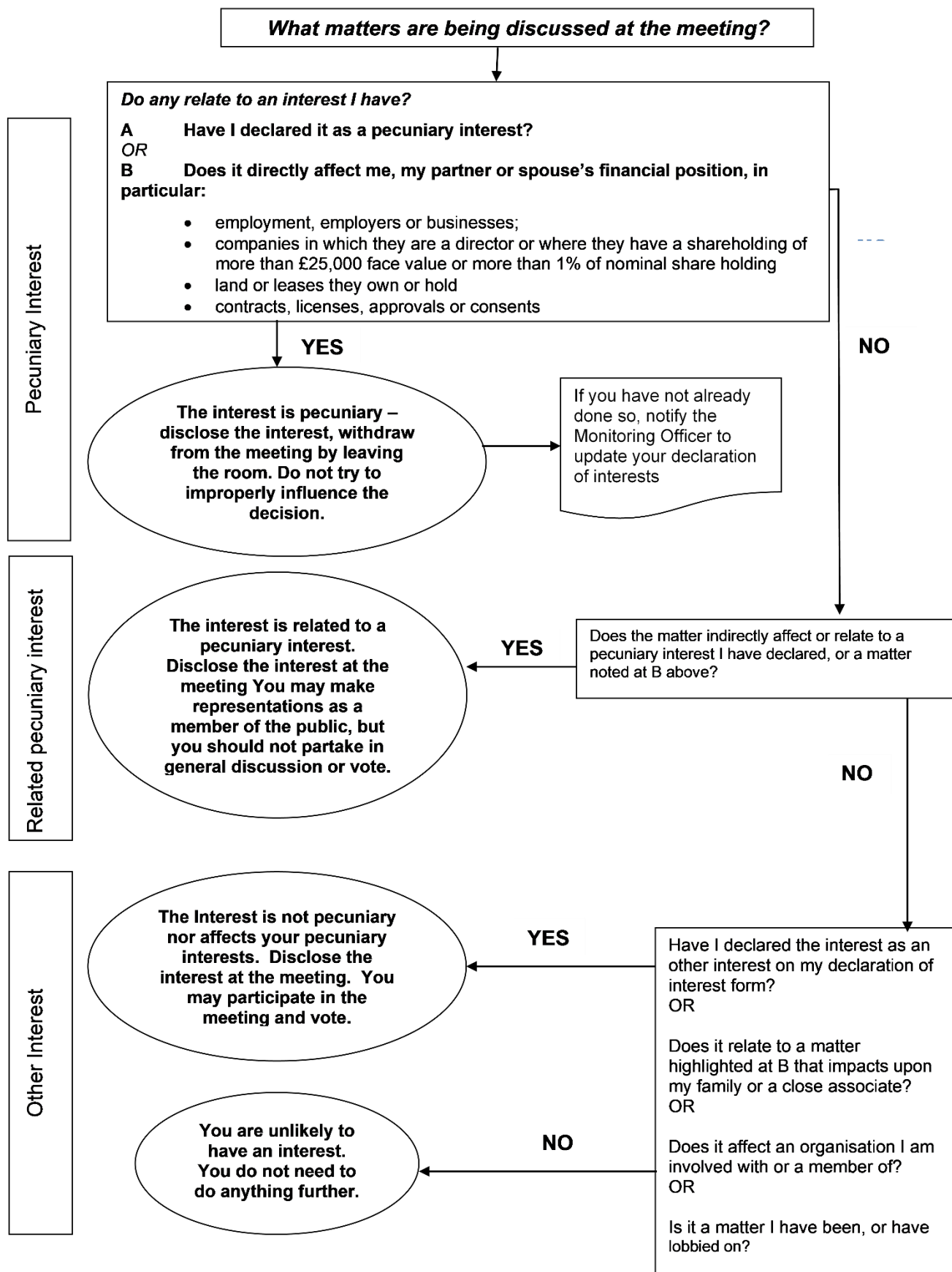
## DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## **Agenda Item 3**

# **SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE**

**Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Thursday 24 June 2021 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.**

**Committee Members Present:** Councillors: J Thomas (Chairman), P Bulman, S Catchpole, S Holland, K Kelly, I Mackie, M Murrell, G Nurden, S Prutton and D Roper

**Cabinet Member Present:** Councillor: J Emsell,

**Officers in Attendance:** The Director of Resources (D Lorimer), the Chief of Staff (Monitoring Officer) (E Hodds), the IT and Digital Manager (C Balmer) and Democratic Services Officers (LA, JH)

### **29 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8**

None made.

### **30 MINUTES**

The Minutes of the meeting of the Service Improvement and Efficiency Committee held on 6 April 2021 were agreed as a correct record.

### **31 SPARK TRANSFORMATION PROGRAMME UPDATE**

Members considered the report from the Director of Resources, which provided the Committee with an update on the projects processed under the SPARK Transformation Programme.

The Committee was asked to note the positive progress made across the SPARK Transformation Programme and the following areas were highlighted:

### Joint Website

The new joint website went live successfully on the 2 June 2021 following final content checks. The Committee noted that there had been a small number of issues with the new website, but that these had all been resolved quickly. The Director of Resources further explained that there had been a development change since the website went live which replaced the inbuilt Jadu search function with Google.

### Joint Email

The majority of members had been migrated onto the new Office 365 platform, and the IT Team was currently assessing any issues which had arisen from the migration.

### Domain migration & One Network

The Committee noted that the domain migration was ongoing and would feed into other IT projects. The One Team Network contract had been signed off by both Councils with the team now focusing on the delivery of the project.

### Strategic approach to systems transformation

This item would be explored in more detail later in the meeting.

### Business Intelligence (BI) and Governance

Officers explained that the project was currently sitting at an amber indicator, due to the lack of available resources needed to deliver the pilot. Members noted that additional funds had been requested to take the project forward.

### New Ways of Working (NWOW) Programme

The Committee noted that the outstanding projects of archiving and desk booking had now been incorporated under the accommodation review project.

After discussion, during which some members raised concerns over the speed that the accommodation review project was occurring and the impact that it would have on the organisation. The Director of Resources explained that officers were working to future-proof the organisation and that a business case would be brought to Cabinet in September to review different options. Members noted that the timescales were in place to help collaboration to move onto the next stage. Surveys had been carried out over the past year to determine how officers wished to work going forward, and results had seen that staff wanted to work in a hybrid model. This would include a mixture of working from home and in the office. Further

concern was expressed regarding the long-term implications of the project if the organisation would need to increase office space again. Officers explained that there had been a move in how workplaces operated over the last year, which had led to more agile working that would require less office space.

In response to a question members were advised that there was no canteen provision at either site as they had become financially unviable with the reduced number of officers in the offices. A staff working group had been created which had identified local traders from which staff could order food for delivery. Officers also explained that due to the ongoing COVID restrictions the communal spaces in the office were still closed, but microwaves, fridges and kettles were available for staff to use.

### Organisational Development

Officers explained that leadership and management training was currently being rolled out, alongside a further training programme open for all staff. Members were also advised that work was being undertaken for a recruitment and apprenticeship drive within the organisation. It was also reported that this project would now be managed as business as usual.

A member stressed the importance for all members to complete assigned training offered to them.

In response to a question regarding the next review date for the organisational effectiveness of the One Team, the Chief of Staff explained that it was considered best to wait until current demands on the organisation caused by the pandemic decreased, before a review was carried out. The Director of Resources added that part of the transformation progression was looking into different services when a review of systems was taking place.

In respect of the role of the Committee, officers explained that policies would follow through the relevant panels and the Service Improvement and Efficiency Committee would review any structural changes. Several members suggested that higher-level summaries, which included performance data and KPI's needed to report to the Committee.

The discussion turned to the Culture Development project where questions were raised over the completed status of the project and staff exits. The Chief of Staff agreed that the Culture Development of the organisation was continually evolving, and further surveys were being developed to capture this. Officers explained that an ongoing live survey was being investigated, which would allow quarterly reviews to keep in touch with staff. Officers also confirmed that a Time and Task Panel was currently reviewing staff turnover, and all leavers were offered an exit interview.



In answer to a query about staff recruitment the Chief of Staff explained that it had been a difficult time, but she was hopeful that a push for apprenticeships and a recruitment drive would see the vacancies filled.

#### Broadland Waste Procurement of Waste Contract/ Review of Council's Depot

Members noted that the waste procurement contract was on track and a decision would take place over August and September. Officers explained that a review of the Council's depot would take place after the waste contract had been awarded.

#### Best in Class Housing Programme

The Committee noted that the Best in Class Housing Programme was working efficiently across both locations and would shortly be closed and no longer reported upon.

It was then;

#### **RESOLVED:**

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

## **32 MOVING TOWARDS A FIRST CLASS CUSTOMER SERVICE**

The Director of Resources gave members an overview of the progress and findings of the Customer Satisfaction and Complaints projects. The report set out the proposal for the Council's Customer Strategy and Customer Charter alongside the creation of:

- A Customer Experience and Insight Lead
- A New Complaints Handling Policy incorporating an Unreasonably Persistent Complaints Policy.

Members noted that delivering a First-Class Customer Service would allow engagement with customers in multiple ways to help capture as many people as possible. The data collected through the new approach would give a clear insight into the key demand areas of the Council. Officers gave further background on the report highlighting that the complaints policy incorporated a two-stage approach following a recommendation from the Local Government Ombudsman, ensuring the correct procedures were in place and keeping track of progression.

In answer to a question regarding the two-stage approach, it was confirmed that if a complaint was made against a Director it would be escalated to the Managing Director.

A member of the Committee requested that the Customer Services Team had up-to-date contact details made available to allow residents calling in to be directed to their required service efficiently.

Several members expressed the need for communication channels to be accessible to all residents, highlighting that some people would have difficulty accessing information online. The Director of Resources advised members that work had begun to investigate a Hub and Spoke model which would offer residents support and engagement within their communities. Further concerns were noted over the older generation's access to the Council if all communication were to move online.

Officers confirmed that any information or data collected through the new approach would comply with General Data Protection Regulations.

In response to a question raised around repeat complainers, officers confirmed that these were dealt with appropriately and that they were small in number, however were time consuming.

During discussion, a member raised concerns that there were no performance standards within the document and the wording was too vague on its approach for a first-class service. Officers explained that performance standards were reported in the Council's Delivery Plan, which went to Cabinet and then onto Council. It was noted that the Strategy was in its first stage, and was a work in progress with more data needing to be collected.

The Committee was advised that the proposed new role of the Customer Experience and Insight Lead, would work gathering data from the new approach and provide independent oversight over any complaints received.

Officers gave further clarification on points raised in the report and confirmed that the next Delivery Plan including performance measures was scheduled for after September i.e. quarter two reporting.

In response to a query raised around the setup of a resident focus group to look into the document, the Chief of Staff confirmed that external feedback had been received. Officers would also look into establishing a customer focus group.

Voting was carried out separately on the recommendations, with four members voting for, three against and two abstentions for the first recommendation. Nine members voted for recommendation two and one abstained. The third recommendation received nine votes for and one against. It was then;

## **RESOLVED**

To recommend to Cabinet;

1. The adoption of the proposed Customer Strategy and Customer Charter

2. The Adoption of the proposed Complaints Handling Policy
3. The adoption of the Unreasonable Persistent Complaints Policy

And

Note and comment on the appointment of a new Customer Experience and Insight lead role

### **33 EXCLUSION OF THE PUBLIC AND PRESS**

#### **RESOLVED**

That the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

### **34 ICT & DIGITAL STRATEGY REVIEW**

Members considered the exempt report from the Chief and Staff and IT and Digital Manager, which provided a review of the ICT and Digital Strategy. It sought approval for the direction of travel and action plan for the ICT & Digital Strategy alongside proposals for delivery of the digital services for customers.

The Committee was informed by officers of the background of the report and the reasons behind the final decision.

A detailed discussion took place and a number of questions were raised, as set out in the exempt appendix to these minutes. Members then voted on the recommendations contained in the report, and it was,

#### **RESOLVED**

**To recommend to Cabinet,**

to support the recommendations set out in the exempt report

### **35 FINANCE SYSTEM BUSINESS CASE**

The Committee considered the exempt report of the Director of Resources regarding the Finance System Business Case.

The Director of Resources outlined progress to date on the project, explained the background to the report, and the reasoning behind the decision.

A detailed discussion took place and a number of questions were raised, as set out in the exempt appendix to these minutes. Members then voted on the recommendations contained in the report, and it was,

**RESOLVED**

**To recommend to Cabinet,**

to support the recommendations set out in the exempt report.

(The meeting concluded at 8pm)

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Chairman

## **SPARK TRANSFORMATION PROGRAMME UPDATE**

**Report Author:** Sinead Carey  
Strategy and Programmes Manager  
[scarey@s-norfolk.gov.uk](mailto:scarey@s-norfolk.gov.uk)  
01508 533661

**Portfolio:** Transformation and Organisational Development

**Wards Affected:** None

**Purpose of the Report:**

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

**Recommendations:**

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

## 1. Summary

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

## 2. Background

- 2.1 In July 2018, the Council agreed to the Feasibility Study to progress collaborative working with South Norfolk Council.
- 2.2 The Council has been ambitious in its approach and over the last year and a half, has achieved significant progress including establishing the one joint team serving the two councils and beginning on the transformation journey. The SPARK Transformation Approach and Programme were established in January 2020 and work has been underway to progress and implement a range of transformational projects as referred to in **Appendix 1**.

## 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 1** provides an update on each of the corporate wide projects (see below) which form the programme, including a RAG status and delivery milestones.

**Table 1 - Overview of SPARK Transformation Programme**

Project or Programme	Overview	Key Delivery Milestones
Joint email  Current RAG status – Amber	Development of a single email system on the new domain (southnorfolkandbroadland) 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 (complete)</li><li>• P3 – creation of single O365 environment – Nov 2020 (complete)</li><li>• P4 – migrate Members – April – May 2021 (complete)</li><li>• P5 – migrate staff – May – Nov 2021 (ongoing)</li></ul>
Domain migration	Migrating our systems and	As above.

As above.	services onto the new domain name	
One network  Current RAG status – Amber	A phased approach of IT infrastructure development to build a single network across the two Councils	<ul style="list-style-type: none"> <li>Target delivery date revised to end of January 2022, instead of end of September 2021 (see Appendix 1 for more information).</li> </ul>
Strategic approach to systems transformation  Current RAG status – Amber	Developing a strategy for our wider systems approach to replacement of future service systems.	<ul style="list-style-type: none"> <li>Initiation - Agree requirements/delivery partner/procurement/project team (Oct 20 complete)</li> <li>Discovery -Methods review of key business systems (Nov 20 - Feb 21 complete)</li> <li>Planning - Sign-off recommendations and plan delivery approach (Feb - Apr 21 complete)</li> <li>Implementation - 4-yr programme of phased transformation (Apr 21 - Mar 23 ongoing)</li> </ul>
Business Intelligence (BI) and Governance  Current RAG status – Green	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 (Pilot) – April 21 (complete)</li> <li>P3 – Implementation of outcomes from P2 – July 21 (ongoing – timeline delayed see Appendix 1 for more information)</li> <li>P4 – Roll out to organisation in line with transformation programme – July 21 onwards (not yet started)</li> </ul>
Future Office Accommodation Programme (previously New ways of working (NWOW) Programme)	This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the NWOW programme. This programme aims to secure approval for the recommended option to meet the two Councils future office	<ul style="list-style-type: none"> <li>P1 – Delivery of initial phase of FOA, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021.</li> <li>P2 – Delivery of the recommended option from the FOA project.</li> </ul>

Current RAG status – Green	accommodation needs. This programme comprised of 4 key projects: Future Office Accommodation (FOA) Project, Post and Scanning Project, Hybrid Working Model Project and Hub and Spoke Project.	
Moving Towards a First Class Customer Service  Current RAG status – Green	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 (complete)</li> <li>• P2 – Delivery of recommendations – June 21 (complete)</li> <li>• P3 – Implementation – November 21 (ongoing)</li> </ul>
Complaints approach  Current RAG status – Green	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 (completed - delivered in July 21 due to papers going to July Cabinet meetings)</li> <li>• P3 – Processes to be piloted for 3 months (ongoing)</li> </ul>
Broadland Procurement of Waste Contract  Current RAG status – Green	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> <li>• P2 – Selection stage Dec – Feb 2021 (completed)</li> <li>• P3 – ISIT Feb – April 2021 (completed)</li> <li>• P4 – Negotiation – May – June 2021 (completed)</li> <li>• P5 – Decision to award September 2021</li> </ul>
Review of Councils' Depots  Current RAG status – Amber	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	Enabling anyone in housing need to resolve their own accommodation needs, whilst focusing scarce resource on households in housing crisis to	<ul style="list-style-type: none"> <li>• Delivery of new system in April 21 (complete).</li> <li>• Customer Journey – (currently in project scoping phase, timelines TBC)</li> </ul>



Current RAG status – Green	avoid homelessness and secure sustainable accommodation options, delivered within a sustainable service delivery model and an extensive partnership framework. The IT System and Allocation Policy element of this programme has now been completed.	<ul style="list-style-type: none"> <li>• Temporary Accommodation and Private Sector Leasing – (currently in project scoping phase, timelines TBC)</li> <li>• RADS – (On hold until Dec 2021)</li> </ul>
Joint website	Development & Implementation of a single website across the two Councils.	<b><u>Project has been delivered.</u></b>
Telephony roll out	Implementation of a single telephony system across the two councils.	<b><u>Project has been delivered.</u></b>
Strategic Reporting	Development and implementation of the new strategic reporting cycle, covering risk, finance and performance to report against our in-year delivery plan.	<b><u>Project has been delivered.</u></b>
Best in class housing – policy and system	Upgrading the Housing IT system to fit with the best in class housing model and policy.	<b><u>Project has been delivered.</u></b>
Organisational Development Programme	A phased programme of work following on from the development of the OD strategy.	<b><u>Programme moved into business as usual.</u></b>

#### **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 directorate risk registers and 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**

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

## Appendix 1 - Spark Transformation Programme Highlight Report – Blue/Corporate Projects

Updates as of: 12 October 2021

### Completed and closed projects:

- Joint Website
- Telephony
- Strategic reporting approach
- Best in class housing – policy and system
- Organisational Development Programme (moved to business as usual)

### Corporate Hub

**1 Joint Email** Development of a single email system on the new domain (southnorfolkandbroadland) including a migration to O365.

**RAG Status – Amber** ●

This project is currently Amber due to the resources required from IT/Digital to deliver this to timelines, alongside the other Spark IT/Digital projects and programmes of work.

**Senior Sponsor** – Corinne Lawrie

**Business Lead** – Angela Schug

### 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 (complete)
- P3 – creation of single O365 environment – Nov 2020 (complete)
- P4 – migrate Members – April – May 2021 (complete)
- P5 – migrate staff – May – Nov 2021 (ongoing)

### Update:

#### Roll out to Members

- This has now been completed.

#### Roll out to Staff

- Prior to the staff Mailbox Migration, a 'back to the office' exercise has been completed to ensure that laptops have been patched and updated with the latest Microsoft O365 Apps and other security and remote management fixes.

- Work has been completed to ensure the new single Multi Factor Authentication solution is configured for remote access for staff using a s-norfolk.gov.uk mailbox.
- Shared / team mailboxes have been reviewed with ADs and future requirements captured and feed into the migration process.
- Staff who have both BDC and SNC mailbox have been contacted and surveyed to enable the project team to understand their requirements and cater for these during the migrations.
- A group of SNC primary account pilot members have been identified and migrated and have undertaken user testing, including identification of an email configuration issue within some key back office systems.
- A group of BDC primary account pilot members have been migrated and user testing is underway.
- 'Release 1 and Release 2' of more detailed communications encouraging staff to prepare for the upcoming migrations has been published via Connect, along with Broadcast messages and an update at the October All Staff Briefing.
- Migration Comms: It's coming, It's here, what to expect, pointers to training materials, support arrangements.
- Migrations took place during October (2<sup>nd</sup>-3<sup>rd</sup> October for SNC users, 16<sup>th</sup>/17<sup>th</sup> October for CNC and Big Sky users and are planned for the weekend of 6<sup>th</sup> / 7<sup>th</sup> November for BDC users)

#### **Priorities:**

- s-norfolk mailbox and OneDrive data will begin to be pre-populated into the new environment.

## **2 Domain Migration** Migrating our systems and services onto the new domain name

**RAG Status – Green** ●

**Senior Sponsor –** Corinne Lawrie

#### **Project Phasing**

- As above.

## **3 One Network** A phased approach of IT infrastructure development to build a single network across the two Councils, which includes physical infrastructure replacement.

**RAG Status – Amber** ●

This project is Amber as it has been impacted by the global shortage of components (chips and switches) required for the delivery of the project, resulting in the delivery timescale being pushed out to end of January 2021, instead of September 2021.

**Senior Sponsor** – Corinne Lawrie

**Business Lead** – Chris Balmer

**Project Phasing:**

Target delivery now end of January 2022, instead of end of September 2021.

**Update:**

- Remedial work at Thorpe Lodge data centre underway with new data cabinet currently being installed and commissioned.
- Site visits completed for new Wide Area Network connections and additional data circuits currently being commissioned to support required connectivity between sites.
- Meeting with security advisors to check viability of network design in terms of PSN compliance and discussions with other Local Authorities that have adopted these technologies.
- Thorpe Lodge data centre refurb to be completed and options understood in relation to redundancy for cooling systems.

**Priorities:**

- Further planning workshops are being hosted by our supplier; Phoenix Software Limited, to focus on delivery planning and low-level design.
- Final hardware (network switches) to be delivered to site (planned for 26 November), following agreement at the recent network design workshop.
- Sign off Network High Level Design (HLD) 29 November and Phoenix on site (Thorpe Lodge and South Norfolk House) from 30 November to complete the Network racking.
- Ongoing review of the delivery plan and timescales in light of progress to date and resource options.

**4 Strategic Approach to Systems Transformation** Developing a strategy for our wider systems approach to replacement of future service systems. The project will define and develop an architectural framework, governance and roadmap which will enable the IT team to balance the delivery of technology harmonisation and modernisation, whilst also enabling the wider transformation programme.

**RAG Status** – Amber ●

This programme of work is currently Amber due to a slippage in the original timelines proposed by Methods and projects within the programme still being scoped.

**Senior Sponsor** – Debbie Lorimer

**Business Lead** – David French

**Project Phasing**

- Initiation - Agree requirements/delivery partner/procurement/project team (Oct 20 complete)
- Discovery - Methods review of key business systems (Nov 20 - Feb 21 complete)
- Planning - Sign-off recommendations and plan delivery approach (Feb - Apr 21 complete)
- Implementation - 4-yr programme of phased transformation (Apr 21 - Mar 23 ongoing)

#### **Update:**

- Overarching programme:
  - Terms of Reference for the Programme Board overseeing implementation of the programme agreed.
  - A project manager has been appointed to oversee the implementation of the Finance System.
  - A visioning workshop held on the CRM project.
- Projects within the programme:
  - HR/Payroll system: Implementation currently underway and internal communications ongoing.
  - Finance system: Transformation Service Review has started which will run alongside the implementation of the system.
  - Income system: Conversations currently taking place with the supplier to determine the options available.
  - Revenues & Benefits system: A revised business case is in development.
  - Planning system: A business case is being drafted in conjunction with technical leads.
  - Regulatory system: Business case not yet started.
  - CRM: Still in Discovery Stage to determine the business need. Initial requirements gathering in progress to inform draft business case scheduled for kick off in October.
  - EDRMS: Work not yet started.

#### **Priorities:**

- Complete draft Programme Brief and Comms Plan.
- Completion of business cases for Planning and Revs & Bens systems.

**5 Business Intelligence and Governance** Developing and implementing a business intelligence framework that develops the organisation into an insight and intelligence led culture of continuous improvement.

**RAG Status – Green** ●

Funding and resources have now been allocated. The time element of the RAG rating is currently Amber due to delays in securing both funding and resource which means the project is behind the original timelines set for phase 3, however, is on track in line with the new timeline.

**Senior Sponsor** – Corinne Lawrie

**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 (complete)
- P3 – Implementation of outcomes from P2 – July 21 (ongoing – timeline delayed as set out above)
- P4 – Roll out to organisation in line with transformation programme – July 21 onwards (not yet started)

### **Update:**

- Pilot has commenced which has included building the data warehouse in Microsoft Azure and importing test data into the database for use.
- Power BI system functionality testing has started.
- Initial scope for the Pilot including funding, resources and timeline has been produced.

### **Priorities:**

- Issue Performance Measure Maturity Model to managers to assess base level.
- Import 'live' test data set into Microsoft Azure.
- Work up pilot dashboard from 'live' test data using Microsoft PowerBI.
- Draft and agree Business Intelligence Principles and Corporate Data Standards.
- Work with key stakeholders to define and shape Business Intelligence needs as part of a Performance Framework review.

**6 Future Office Accommodation Programme (previously New ways of working (NWOW) Programme)** This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the NWOW programme. This programme aims to secure approval for the recommended option to meet the two Councils future office accommodation needs. This programme comprised of 4 key projects: Future Office Accommodation (FOA) Project, Post and Scanning Project, Hybrid Working Model Project and Hub and Spoke Project.

**RAG Status** – Green ●

**Senior Sponsor** – Debbie Lorimer

**Business Lead** – Leigh Booth

## Project Phasing

- P1 – Delivery of initial phase of FOA, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021.
- P2 – Delivery of the recommended option from the FOA project.

## Update:

### FOA

- Formulation of a Future Office Accommodation Project and Joint Member Working Group (JMWG).
- Creation of and first meeting of the FOA Programme Board.
- Agreement to delay the timescale to deliver Phase 1 in order to meet the desire of the Joint Member Working Group to have more time to consider the consultant's report after it is made available to all Members on 5 October. This means the Cabinets will now consider the consultant's report in November 2021 and not October 2021 as originally planned.

### Post and Scanning

- Interim Post and Scanning options and recommendations finalised.
- Update report presented to CMLT.

### Hybrid Working

- Presentation to JMWG conducted.
- Draft scope prepared.

### Hub and Spokes

- Project Group formed and met twice to agree 3 key work streams and delivery leads.
- Presentation to JMWG conducted.

## Priorities:

### FOAP

- Further JMWG meetings to consider the consultant's report and make recommendation to Cabinet (25 October).
- All Member Briefing to be held.
- Distribution of the confidential report to all Members.

### Post and Scanning

- Consideration of next steps at CMLT.
- Future Post & Scanning options detailed and ready to action depending on outcome of FOA.

**7 Moving Towards a First Class Customer Service** 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** – Corinne Lawrie

**Business Lead** – Julia Tovee-Galey

### **Project Phasing**

- P1 – Discovery and development of recommendations – Dec 20 (complete)
- P2 – Delivery of recommendations – June 21 (complete)
- P3 – Implementation – November 21 (ongoing)

### **Update:**

- Recruitment process of Customer Insight & Engagement Lead completed, and role appointed to on 13 August.
- Project team held initial briefings with the new Customer Insight & Engagement Lead who has started to lead and coordinate on customer related issues.
- Customer Charter launched internally on Connect and onto the website on 1 October with supporting social media posts.

### **Priorities:**

- Launch Customer Satisfaction Survey onto new website from 1 October.
- Roll out Customer Satisfaction Survey across other customer channels.

**8 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** – Debbie Lorimer

**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 (completed - delivered in July 21 due to papers going to July Cabinet meetings)
- P3 – Processes to be piloted for 3 months (ongoing)

### **Update:**

- New processes and policies related to the new Complaints approach rolled out across the organisation and the website updated to reflect the new approach.
- Project Team have held initial briefing with the Customer Insight & Engagement Lead

### **Priorities:**

- Process being piloted for 3 months with close monitoring by Transformation Team and Executive Assistants Team.
- Customer Insight & Engagement Lead is working with the Project Team and then take ownership of the process.
- Conduct the first month review of the new processes which include a spot check on stage 1 complaints and a review of lessons learnt.

## **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 (completed)
- P4 – Negotiation – May – June 2021 (completed)
- P5 – Decision to award September 2021 (completed)

#### **Update:**

- Cabinet Award Report was presented to Broadland's Environmental Excellence Panel, Overview and Scrutiny Committee and Cabinet, with Cabinet agreeing to award the contract to Bidder C, with Service Delivery option A (infill of food waste to 6,000 households). Members were informed on 14 September that Veolia were the successful bidder and had been awarded the ten-year contract. Following agreement, notifications were sent to the successful Bidder and unsuccessful Bidders

### **Priorities:**

- Conduct wider internal and external communications on the project following the end of Purdah.
- Mobilisation of the contract from October onwards – Joint Project Mobilisation Board established .

**2 Redevelopment of the local authority waste depots** 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 plans for each depot with key milestones currently being developed.

### **Update:**

- Site options for South Norfolk have now been narrowed down to three potential sites, these are now being discussed further with planning and highways colleagues to understand whether they would be suitable for development.
- Site visit to potential Costessey site – subsequently discounted due to size.
- Discussions and clarifications with all bidders for Broadland's waste contract completed as part of ISFT stage and bidders indicated, that if they were successful, they intended to continue to operate from the Frettenham depot.

### **Priorities:**

- Clarification discussion with Big Sky on access issues.
- Initial paper to SNC Board setting out draft proposals and high-level cost plans for new depot.
- Initial discussions with Veolia over the proposed improvements, costings, timelines and management of the works to the Frettenham depot.
- Business case to be submitted to Broadland Cabinet

**3 Best in Class Housing Programme** Enabling anyone in housing need to resolve their own accommodation needs, whilst focusing scarce resource on households in housing crisis to avoid homelessness and secure sustainable accommodation options, delivered within a sustainable service delivery model and an extensive partnership framework. The IT System and Allocation Policy element of this programme has now been completed.

**RAG Status** – Green ●

**Senior Sponsor** – Mike Pursehouse

**Business Lead** – Louise Tiernan

## **Project Phasing**

- Delivery of new system in April 21 (complete).
- Customer Journey – (currently in project scoping phase, timelines TBC)
- Temporary Accommodation and Private Sector Leasing – (currently in project scoping phase, timelines TBC)
- RADS – (On hold until Dec 2021)

### **Update:**

- Temporary Accommodation and Private Sector Leasing Scopes completed and escalated to the officer Resources Coordination Group for prioritisation. Temporary Accommodation and Private Sector Leading projects approved for phase 1.

- Temporary Accommodation and Private Sector Leasing Project Team established, and initial meeting held.
- Best in Class Housing Programme Board established and first meeting held.

**Priorities:**

- Escalate the scope of the Customer Journey project to the officer Resources Coordination Group for prioritisation.
- Progress phase 1 of the Temporary Accommodation and Private Sector Leading projects which includes journey mapping and data collection.

## **UPDATE ON MEMBER IT**

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**Portfolio:** Transformation and Organisational Development

**Wards Affected:** All

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

This report is provided to the Service Improvement and Efficiency Committee, and then Cabinet, to update on the progress to date with the Member IT, the outcomes from the recent survey, the plan for Committee papers and the plan for trialling options ahead of the May 2023 elections.

### **Recommendations:**

1. To accept the report on current IT provision for Members and note the plans for the trial period.

## **1. Summary**

- 1.1 This report is provided to the Service Improvement and Efficiency Committee, and then Cabinet, to update on the progress to date with the Member IT, the outcomes from the recent survey, the plan for Committee papers and the plan for trialling options ahead of the May 2023 elections.

## **2. Current Position**

- 2.1 The decision from the latest report to Cabinet in April 2021 was to approve the recommendation from the Service Improvement and Efficiency Committee to retain the current provision of iPads; with a review in July covering the O365 rollout and training undertaken by members with another member to enable officers to have information on software improvements to report back to the October Cabinet.
- 2.2 Earlier in the year all Members moved over to the new southnorfolkandbroadland.gov.uk email address and with this the Office365 suite was also provided for all Members. This includes the use of all Office applications, the ability to access the Council intranet and the use of SharePoint for all Committee papers.
- 2.3 Over the summer months a survey was sent to all Members to understand the use of the iPads and whether any issues remained. The questions asked of Members were as follows:
- Please tell us what you like / what works for you regarding the current ICT provision and use of Office 365?
  - Please tell us what you don't like / what doesn't work for you regarding the current ICT provision and use of office 365?
  - What are the main things you need to do within your role, using ICT equipment? We have your previous survey responses and are interested to understand if the way you work has changed, e.g., if ongoing use of virtual meetings has changed your needs.
  - If you had a magic wand, and budget available, what would be your ideal ICT solution in order to carry out your role?
  - Is there anything else ICT related that you'd like us to be aware of?
- 2.4 There were only 11 responses received to the survey from Broadland Members, which can be summarised as follows:
- 2.5 What do you like and what works?
- Respondents confirmed that they like the wider use of the Office 365 application and what this can provide, such as word and excel. Respondents were also complimentary that they could now access the Office 365 environment from any device through the web browser, giving much more flexibility.
- 2.6 What don't you like and what doesn't work?
- It was recognised by respondents that there were some issues initially but that these, in the main, have been addressed. The main issue remaining relates to the

restriction with the apps, in terms of what you can have on the iPad and the apparent restriction with these.

The IT team are currently rolling out Office365 to all staff, this is currently taking a lot of the team's time, however once any issues with the rollout have been achieved the next task will be to review the way the security has been set up on the iPad to ensure that there is an improved ability to download the apps that Members require without compromising the data that is held on the devices.

In addition, the size of the screen for the iPad does limit the effectiveness of some functionality, such as split screen.

A solution to this could be the provision of a second screen to Members, whilst this will only mirror the screen that is being viewed, it can help to see two lots of information on a bigger screen. In discussing this with the IT team this can be achieved through a lightning cable and connected to a second screen.

In reviewing the current Member help calls that are being looked into by the IT team it can be seen that these fall under the following categories: four in relation to iTrent issues, one in relation to apps, one in relation to website page access and the remaining four relate to issues with Committee papers / iAnnotate. These are all currently being worked on by the team.

There was also some feedback that indicated that some further training was needed around the use of iAnnotate, SharePoint and document management. This can be provided, and it is suggested that Members request this via the IT helpdesk so that this can be arranged.

It is also noted that some Members responded also about the access issues with iTrent, although this is a side issue it is worth recognising that there has been issues with this for both Members and Officers. The Council is at the early stages of moving to a new IT platform for Members and Officers, through which Members will be able to submit expenses claims. Full training will be provided on this in due course, however in the interim period all Members will be written to by the Democratic Services Manager asking for any claims to be submitted to her via email, this will reduce the frustration in the interim period.

## 2.7 What do you use your equipment for?

Responses have indicated that Members are using the full suite of applications available to them through Office365, which is encouraging. The area where improvement was asked for was the ability to have hybrid meetings, as Members are aware the Council has responded to the consultation on this and are awaiting this to be discussed by Parliament.

## 2.8 What would be your ideal solution?

Responses were varied in this regard, with one request for a laptop, six responses indicating that they are happy with the iPad, one response requesting a ThinkPad, one request for further training and one request for a mobile phone. This indicates that the iPad currently is meeting the needs of Councillors in the majority of cases.

However, it is recognised that as technology develops it is always worthwhile reviewing this on a regular basis. As Members are aware the iPads have a life of four years, therefore following the May 2023 elections new equipment will

provided. It is therefore proposed that in Spring 2022 trials will be undertaken with different hardware so that feedback can be provided, and a decision made as to what will be provided post the elections, based on this. By progressing this next spring there will be sufficient time to trial, procure and set up the equipment ready for post May 2023 elections.

## 2.9 Anything else?

A Member, who is a twin hatter, has requested that the IT team link in with the County IT team to look at how one solution could meet both needs, this can be reviewed in due course as part of the trial for the new equipment described above.

- 2.10 Finally, there is a report on today's agenda which refers to the recent decision to procure a Committee system, this will bring further benefits for Members as outlined in the report and will remove the use of SharePoint for Committee papers and information.

## 3. **Proposed action**

- 3.1 As noted within the report and as previously agreed by Cabinet a trial will commence in Spring 2022 to look at the best option that could be adopted from May 2023. In addition, the new electronic Committee system will bring further benefits for Members.

## 4. **Other options**

- 4.1 Not applicable to this report.

## 5. **Issues and risks**

- 5.1 **Resource Implications** – There is a budget in place for Member IT and the Council is now in year three of the four-year life cycle of the Council provided iPad (hardware), with software provision also budgeted for and now provided through the Officer 365 suite. Resource within the ICT and Digital team continues to be available to deliver the transformational projects for staff and Members, including commitment to ensuring that support is provided to enable the flexibility required.
- 5.2 **Legal Implications** – not applicable this report.
- 5.3 **Equality Implications** – individual assessments are made as and when needed, with a commitment to ensure that if a need is identified, e.g., via a Display Screen Equipment assessment, those individual needs will continue to be considered on their own merits.
- 5.4 **Environmental Impact** – the ability to undertake remote / virtual meetings with residents, communities and for non-decision-making meetings does provide a positive impact on the Councils carbon footprint.
- 5.5 **Crime and Disorder** – not applicable to this report.



- 5.6 **Risks** – risks associated with security of the iPads is addressed through the security policy and all Members are requested to sign up to the Acceptable Use Policy.

## **6. Conclusion**

- 6.1 Members are requested to note the update in relation to Member IT and also to note the future steps that are being taken in relation to an electronic Committee system and the trial of other hardware options ahead of the May 2023 elections.

## **7. Recommendations**

- 7.1 To accept the report on current IT provision for Members and note the plans for the trial period.

## Item 6: Service Improvement & Efficiency Committee Work Programme

Date	Subject of Report	Responsible Officer	Notes
<b>25 Oct</b>	Electronic Cttee System and FOI	E Hodds	
	Members ICT	E Hodds	
	SPARK Transformation Programme Update	S Carey	
<b>12 Nov</b>	Accommodation Review	D Lorimer	
<b>17 Jan 2022</b>	SPARK Transformation Programme Update	S Carey	
<b>26 April</b>	SPARK Transformation Programme Update	S Carey	

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1  
PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY  
THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER  
2006 (contains information relating to the financial or business affairs of any  
particular person (including the authority holding that information))**

Pages 35 to 42 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person