

# **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:**

Tuesday 7 December 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.southnorfolkandbroadland.gov.uk](http://www.southnorfolkandbroadland.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 Thursday 2 December 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 12 November 2021</b>	<b>6</b>
<b>4.</b>	<b>SPARK Programme Update</b>	<b>10</b>
<b>5.</b>	<b>Work Programme</b>	<b>26</b>
<b>6.</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>7.</b>	<b>Planning, Regulatory, Housing Standards and Waste Team Services IT Migration</b>	<b>27</b>
<b>8.</b>	<b>Finance Cash Receipting System Business Case</b>	<b>65</b>

## DECLARATIONS OF INTEREST AT MEETINGS

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

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

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

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Friday 12 November 2021 at 1.00pm at South Norfolk House, Cygnet Court, Long Stratton, Norfolk, NR15 2XE.

**Committee Members Present:** Councillors: J Thomas (Chairman), G Nurden (Vice-Chairman), T Adams, S Beadle, P Bulman, S Catchpole, S Clancy, S Holland, K Kelly and S Prutton.

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

**Other Members in Attendance:** Councillors: S Gurney, K Leggett, S Riley

**Officers in Attendance:** The Managing Director, the Director of Place, the Internal Consultancy Lead – Future Office Accommodation Project and the Democratic Services Officer (JO)

### 44 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Mackie and Cllr Roper.

### 45 MINUTES

The minutes of the meeting held on 25 October 2021 were agreed as a correct record, save for the following amendments:

*Minute No: 40 – Work Programme*

The Chairman wished it recorded that not all members had been invited to tour the Horizon building.

*Minute no: 42 – Committee Management System*

The first sentence of paragraph six was amended to:

The Committee was informed that the Chairman had attended ~~been invited~~ to a demonstration of the committee management systems, which had been quite technical and more related to usage by staff than members.

**46 FUTURE OFFICE ACCOMMODATION PROJECT – APPRAISAL AND BUSINESS CASE**

On the suggestion of the Chairman the Committee agreed that as they had already received a comprehensive briefing on the project earlier today from the consultants there was no need for officers to present the report.

The Chairman, therefore, asked members of the Joint Member Working Group to present their findings and recommendations.

The Vice Chairman of the Working Group referred members to Appendix B of the report, which set out the Working Group's recommendations and the rationale behind them.

He emphasised that Appendix B did not comprise a full report, as the Working Group had not been able to access the level of information required to conduct a due diligence appraisal of the project. Similarly, the timetable for the project was very tight for the Working Group. However, the members had carried out a lot of work outside of meetings.

The Vice Chairman of the Working Group advised the meeting that he had submitted a paper to the 2 November 2021 meeting, which had identified that greater savings would be made by moving the One Team to Thorpe Lodge instead of the Horizon building.

The papers also raised questions over the energy needs and gas usage at both buildings and the possibility of increasing car parking at Thorpe Lodge.

Members were also advised that the Horizon building had an air recirculation system, rather than air heated and drawn in by internal heat exchangers to capture energy, which was recognised as the best, most efficient system and was healthier for staff than recirculating air systems.

The paper concluded that further due diligence must be undertaken to assess the office accommodation project and that Thorpe Lodge could not be ruled out at this stage.

The Chairman noted that members of the Working Group felt that they needed to carry out more work and it was confirmed that it should be

possible to complete this work within three months, as long as the Working Group was provided with sufficient officer support, could meet on a regular basis and receive the information from the various surveys that had been requested.

A member proposed and it was seconded that no decision should be made today regarding the recommendation from the consultants and that the Working Group should carry out a thorough investigation of all the options, as had already been suggested.

The Committee generally agreed with this proposal and a member noted that the project should have started by identifying the accommodation requirements of both Councils and proceeding from there, rather than looking for an existing building first.

Another member of the Working Group emphasised that they had also raised a number of concerns relating to the finance of the project, such as the costs of surveys, solicitors fees and stamp duty, which should have been made available to members at an earlier stage.

It was also suggested that the consultant's brief should have been wider, in order to address some of the concerns raised and especially in respect of financial matters

The Managing Director advised the meeting that the broad financial information was contained within the report to help members with their decision and that it was self-evident that surveys and studies would need to be carried out before a commitment could be made to purchasing a building. He emphasised, however, the legal duty of officers to advise members on achieving value for money with the public purse and he asked them to note the level of savings that would be achieved by agreeing the consultant's recommendation.

The Chairman noted that from what she had heard from members today there was a preference to look at wider options before they focused on just the Horizon building option at this stage.

In summary, the Chairman noted that the Working Group wanted a further three months of resourced meetings held on a regular basis to carry out due diligence for the project and to investigate further the Thorpe Lodge option. The Working Group would then report back through the formal committee cycle to both Councils.

## **RECOMMENDED TO CABINET**

1. That there was no decision in principle at this stage regarding the purchase of the Horizon Building on Broadland Business Park, due to further information being required; and



2. That the option to occupy Thorpe Lodge be investigated further, looking at the potential renovation of the building to make it carbon neutral, and to address the car parking issues; and
3. That the Future Office Project Joint Member Working Group should consider all the options for office accommodation and be provided with adequate officer support to complete their investigation within three months, or upon receipt of the relevant information from the surveys requested and then to report their recommendations to the Service Improvement and Efficiency Committee and Commercial, Trading and Customer Focus Policy Committee and then on to their respective Cabinets.

The Chairman noted and thanked officers for the hard work that they had put into the Office Accommodation project so far.

(The meeting concluded at 2.17pm)

---

Chairman

## **SPARK TRANSFORMATION PROGRAMME UPDATE**

**Report Author:** Sinead Carey  
Strategy and Programmes Manager  
[sinead.carey@southnorfolkandbroadland.gov.uk](mailto:sinead.carey@southnorfolkandbroadland.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 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 (Phase 1)  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 (complete)</li></ul>

Domain migration As above.	Migrating our systems and services onto the new domain name	As above.
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  Current RAG status – Green	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	<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 (ongoing)</li> <li>P2 – Delivery of the recommended option from the FOA project.</li> </ul>

	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.	
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 (completed)</li> <li>• P6 – Implementation of contract – by end of March 2022 (ongoing)</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  Current RAG status – Green	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.	<ul style="list-style-type: none"> <li>• Delivery of new system in April 21 (complete).</li> <li>• Customer Journey – (P1 May 2022)</li> <li>• Temporary Accommodation and Private Sector Leasing – (P1 April 2022)</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: 25 November 2021

### Completed and closed projects:

- Joint Website
- Telephony roll out to BDC users
- 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 (Phase 1)

**RAG Status – Amber** ●

This project is currently Amber as the original delivery timelines slipped from to mid November 2021 due to an issue with email configuration which was identified by testing as part of the SNC pilot group migrations.

**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 (complete)

### Update:

#### Roll out to Staff

- Phase 1 of the O365 project has now been completed (email and calendar migrations)
- Circa 1000 @s-norfolk mailboxes and calendars (staff and shared mailboxes) have been migrated to the new tenant and are now using the new @southnorfolkandbroadland.gov.uk account. These staff are all now visible in the GAL (Global address list).



- Migration of the @broadland.gov.uk users and shared mailbox accounts completed on Saturday 6th and Sunday 7th November 2021.
- Pilot Migrations for broadland.gov.uk mailboxes have been expanded and completed to help refine the proposed migration process for the wider cohort of staff. A review was held with the pilot group on 15 October and feedback was overwhelmingly positive.
- A steer was provided from our Project sponsor to postpone the @broadland.gov.uk migrations to mitigate any potential impact on the elections team from the upcoming Parish elections on 21 October.
- Following on from the @s-norfolk account migrations, the team engaged with our Big Sky and CNC colleagues and agreement was reached to proceed with their migrations over the weekend originally earmarked for the @broadland.gov.uk migrations. CNC and Big Sky accounts (staff and shared mailboxes have been completed.

#### **Priorities:**

- We are now moving into the Phase 2 of the O365 project.
- 3 new SOWs (Statements of work) have been received from our 3rd parties (CommsCare and Insight) to explore options for:
  - **Project Support**  
To look at support they can provide in terms of Phase 2 of O365 Project management.
  - **Information Governance**  
Recommended strategy for adoption of cloud services, assessing our O365 environment from the perspective of best practice, compliance and governance in order to achieve a coordinated and effectively delivery of the O365 applications
  - **Adoption and Change Management**  
'Show and tell' sessions around Teams, SharePoint, OneDrive and OneNote to ensure stakeholders are provided with the information to fully utilise and realise the benefits of the new O365 applications

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

**RAG Status – Green** ●

**Senior Sponsor –** Corinne Lawrie

#### **Project Phasing**

- Scoping work to be undertaken to ascertain project scope, expectations and resource requirement for next steps.

**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 2022, instead of September 2021.

**Senior Sponsor –** Corinne Lawrie

**Business Lead –** Chris Balmer / Angela Schug

**Project Phasing:**

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

**Update:**

- Chips and switches arrived at site w/c 22 November.
- 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.
- Further planning workshops have been hosted by our supplier; Phoenix Software Limited, to focus on delivery planning and low-level design. Low-level design will be picked up in November.

**Priorities:**

- Weekly 'sync' calls will be established by Phoenix to ensure that we track the detailed requirements (deliverables and resources) within the plan. We have, as yet, still been unable to recruit to the vacant TPL (Technical Project Lead) post which was to provide resources to this project and so are continuing to juggle resources within the team.
- Sign off the High-Level Design document with Phoenix.
- Phoenix resources on site at South Norfolk House and Thorpe Lodge to complete the racking requirements.
- Work will commence within the team to inform the order of events in moving existing infrastructure (physical and virtual servers) onto the new infrastructure.

**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:**

- Programme health check/timeline review session held with transformation and technical leads.
- **HR/Payroll system:** UAT complete (28 Oct); new April go-live date agreed with Suffolk County Council.
- **Finance system:** Test archive and purging of old data in Integra system completed (Oct); archive and purging in live system commenced (Oct); initial 'awareness' comms issued to all staff (Oct); Transformation Service Review underway to support the review of processes.
- **Revs & Bens system:** Project plan completed (26 Oct); Business Case submitted to the Programme Board and Resources Co-ordination Group for approval (29 Oct)
- **Planning/Regulatory system:** Business case presented to CMLT (2 Nov); New schedule of Member meetings agreed for business case approval.

### **Priorities:**

- Complete Programme business case and seek sign off from CMLT.
- **Finance:** Complete archiving/purging of old data (Nov/Dec); testing plans completed (Nov).
- **Revs & Bens:** Programme Board and Resources Co-ordination Group sign-off on business case (9 Nov); engagement workshops with officers and members to help shape user requirements (10-23 Nov)
- **Planning/Regulatory:** Meeting on Award of Contract (9 Nov); project sponsor meeting with Managing Director to review updates to the business case; SEIC & CTCF dates to be arranged.

**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 – Amber** ●

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:**

- Imported 'live' test data set into Azure.
- Developed pilot dashboard from 'live' test data using Microsoft PowerBI.
- Engaged with Insight (our Microsoft Consultants) for advice and agreed 5 days consultancy to develop Microsoft Azure framework using Microsoft Synapse.

### **Priorities:**

- Issue Performance Measures Maturity Model to managers to assess base level.
- Work with key stakeholders to define and shape Business Intelligence needs as part of the Performance Framework review.
- Run a workshop with Insights to look at business need and Azure Synapse configuration options to decide the best deployment option for the councils.
- Work with Insights:
  - To configure Azure Synapse Analytics framework.
  - To create Business Intelligence data sets for Power BI (reporting tool) to use in dashboards with advice from Insights in using the best business data modelling options for the councils.
  - To set up Embedded Power BI to enable staff to view dashboards via a single licence.
- Continue to explore dashboarding options within Power BI to display datasets at various organisational levels (Directorate/AD/Team etc).
- Publish proof of concept dashboard with small user group for initial feedback and testing.

- Draft and agree Business Intelligence Principles and Corporate Data Standards.
- Take draft Performance Framework (to include PoC summary) into CMLT.
- Present outputs from Proof of Concept (Pilot) into CMLT.

**6 Future Office Accommodation Programme** This programme has been reshaped into the Future Office Accommodation Programme (FOAP) 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 Locality Working 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**

- Ingleton Wood/Roche report received, and All Member Briefing delivered.
- Confidential report circulated to all Members.
- All Staff Briefing included presentation on recommended option.
- Staff Survey devised and sent to all staff seeking views on the recommended option.
- Meeting of the FOA Joint Member Working Group held to consider recommended option.
- Series of member and staff visits to the recommended option location.
- FOA JMWG considered options in the business case and formulated a response to Broadland SIEC Committee & South Norfolk CTCF Committee.
- Informal CTCF and SIEC committees held and next steps in train.

#### **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.

#### Locality Working

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

#### Priorities:

#### FOAP

- Joint **informal** meeting of SIEC and CTCF.
- Separate formal meetings of SIEC and CTCF.

#### 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:

- Drafted and issued internal communications for staff to formally launch the new Customer Charter and Strategy.
- Drafted and issued external communications for customers to formally launch the new Customer Charter and Strategy.
- Launched Customer Satisfaction Survey onto new website.

#### Priorities:

- Roll out Customer Satisfaction Survey across other customer channels.
- Set a target of customer satisfaction based on the baseline data received.

**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:**

- Month one review of the new process which will include a spot check of stage 1 complaints and lessons learned templates, this will be reported to CMLT.

### **Priorities:**

- Process in pilot for 3 months with close monitoring by Transformation Team and Executive Assistants Team.

## **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)
- P6 – Implementation of contract – by end of March 2022 (ongoing)

### **Update:**

- Press release issued to confirm Veolia have been successful in getting the waste contract.

- Mobilisation Plan developed and team formed to implement contract.
- Letter of Comfort signed.
- Vehicles Ordered.

#### **Priorities:**

- ICT meeting to discuss requirements for Management Information System.
- Develop Communications Protocol.
- Contract Execution – legal documents to be updated.
- Depot Redevelopment Proposal (linked to project 2 below)

**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 plan with key milestones currently being developed.

#### **Update:**

- BDC - Initial mobilisation discussion taken place with Veolia to establish mobilisation plan for new contract, to include a stand-alone project plan for redevelopment of the Frettenham Depot.
- SNC - Clarification discussion held to establish likelihood of identified sites being suitable for development as new depot. Big Sky have clarified Costessey site previously discounted due to size is surplus to owners' requirements – establishing extent of site required and potential remedial costs.

#### **Priorities:**

- BDC - Initial business plan scope and timeline for redevelopment of Frettenham depot produced by Veolia end November. Initial paper to BDC Informal Cabinet setting out draft proposals and high-level cost plans for depot redevelopment.
- SNC - Clarification with Norfolk County Council over future plans for Park and Ride sites following Covid-19 to establish whether any may now be surplus to requirements. Initial paper to SNC Board setting out draft proposals and high-level cost plans for new depot.
- Both - Dedicated Project Manager to be recruited to oversee Programme



**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 – (scope complete, Phase 1 – May 2022)
- Temporary Accommodation and Private Sector Leasing – (Phase 1 – April 2022)
- 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 working through tasks for Phase 1.
- 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.
- Continue to progress phase 1 of the Temporary Accommodation and Private Sector Leading projects which includes journey mapping and data collection.

**Service Improvement & Efficiency Committee**

**Work Programme**

<b>Date</b>	<b>Subject of Report</b>	<b>Responsible Officer</b>	<b>Notes</b>
<b>25 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 27 onwards 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