Commercial, Trading and Customer Focus Committee

Agenda

Members of the Commercial, Trading and Customer Focus Committee:

Cllr C Hudson (Chairman)
Cllr F Curson
Cllr T Holden
Cllr T Laidlaw
Cllr T Spruce

Cllr D Burrill
Cllr B Duffin
Cllr W Kemp
Cllr J Overton

Date & Time:

Wednesday 8 December 2021
2:00pm

Place:

Council Chamber at South Norfolk House, Cygnet Court, Long Stratton, Norfolk, NR15 2XE

Contact:

Leah Arthurton   tel (01508) 533610
Email: democracy@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

If a member of the public would like to observe the meeting in person or to speak on an agenda item, please email your request to : democracy@southnorfolkandbroadland.gov.uk, no later than 5.00pm Friday 3 December. Please see further guidance on the options for public speaking at page 2 of this agenda.

Large print version can be made available

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

Guidance on Public Speaking and Attendance

All public wishing to attend to observe, or speak at a meeting, are required to register a request by the date / time stipulated on the relevant agenda. Requests should be sent to: democracy@southnorfolkandbroadland.gov.uk

Public speaking can take place:
- Through a written representation
- In person at the Council offices

Please note that due to the current rules on social distancing, the Council cannot guarantee that you will be permitted to attend the meeting in person.

All those attending the meeting in person are asked to sign in on the QR code for the building and arrive/ leave the venue promptly. 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 initial registration has been accepted.

AGENDA

1. **To report apologies for absence and identify substitute voting members (if any);**

2. **Any items of business the Chairman decides should be considered as matters of urgency pursuant to Section 100B (4) (b) of the Local Government Act, 1972.**
Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

3. **To receive Declarations of interest from Members;**
(Please see guidance form and flow chart – page 4)

4. **To confirm the minutes from the meeting of the Commercial, Trading and Customer Focus Committee held on Friday 12 November 2021.**
(attached – page 6)

5. **SPARK Programme Update;**
(attached – page   )

6. **Work Programme**
(attached – page 2 **)**

7. **Exclusion of the Public and Press**

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)

8. **Planning, Regulatory, Housing Standards and Waste Team Services IT Migration**
(attached -- page 29

9. **Finance Cash Receipting System Business Case**
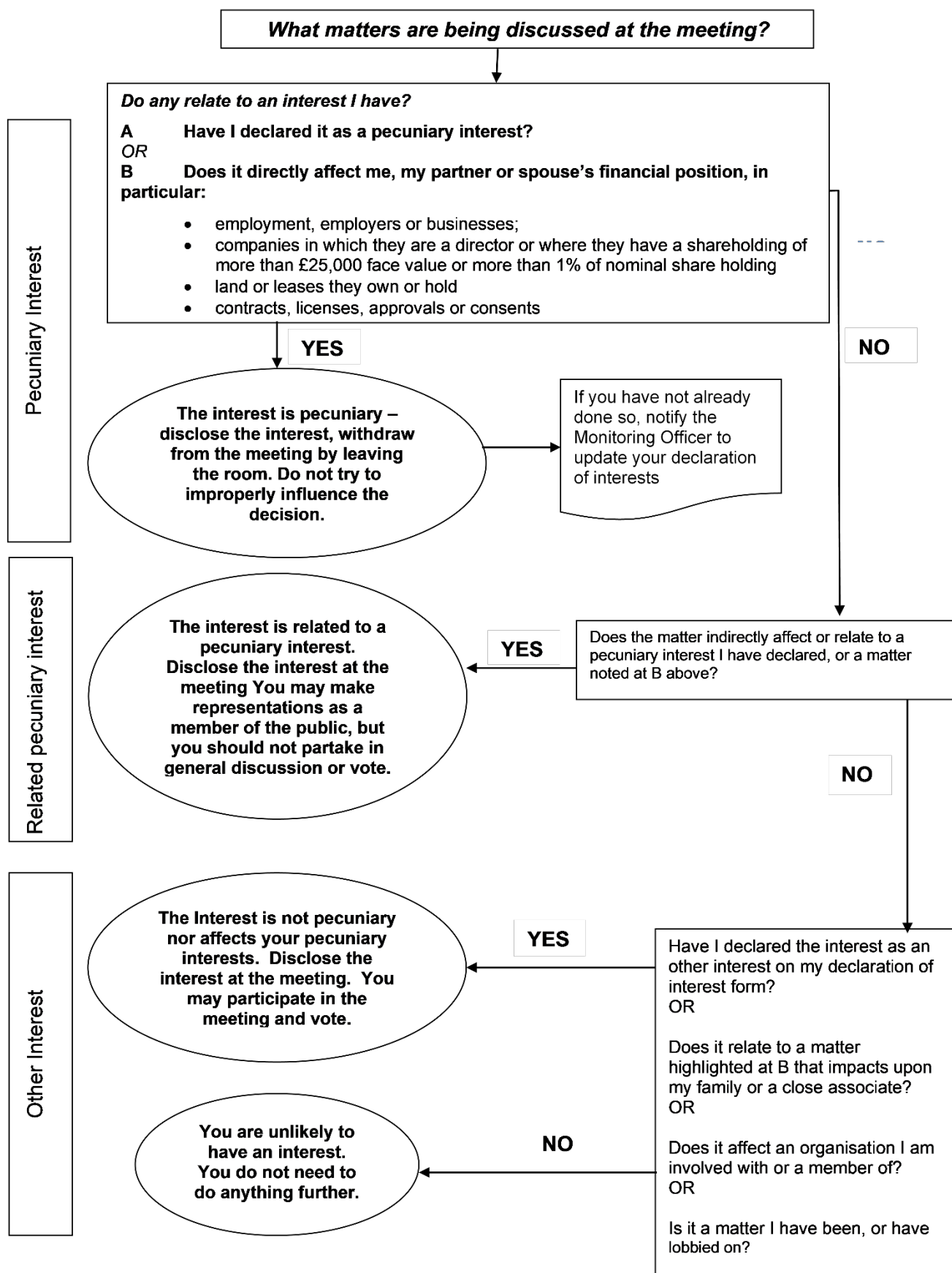(attached – page 65)

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.

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.

Does the interest directly:
    1. affect yours, or your spouse / partner's financial position?
    2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
    3. Relate to a contract you, or your spouse / partner have with the Council
    4. Affect land you or your spouse / partner own
    5. Affect a company that you or your partner own, or have a shareholding in
 	
If the answer is "yes" to any of the above, it is likely to be pecuniary.
 	
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.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? 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.
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.
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.

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

What matters are being discussed at the meeting?

Pecuniary Interest

Do any relate to an interest I have?

A Have I declared it as a pecuniary interest?
OR
B Does it directly affect me, my partner or spouse's financial position, in particular:

- employment, employers or businesses;
- companies in which they are a director or where they have a shareholding of more than £25,000 face value or more than 1% of nominal share holding
- land or leases they own or hold
- contracts, licenses, approvals or consents

YES

NO

The interest is pecuniary – disclose the interest, withdraw from the meeting by leaving the room. Do not try to improperly influence the decision.

If you have not already done so, notify the Monitoring Officer to update your declaration of interests

Related pecuniary interest

The interest is related to a pecuniary interest. Disclose the interest at the meeting You may make representations as a member of the public, but you should not partake in general discussion or vote.

YES

Does the matter indirectly affect or relate to a pecuniary interest I have declared, or a matter noted at B above?

NO

Other Interest

The Interest is not pecuniary nor affects your pecuniary interests. Disclose the interest at the meeting. You may participate in the meeting and vote.

YES

Have I declared the interest as an other interest on my declaration of interest form?
OR

Does it relate to a matter highlighted at B that impacts upon my family or a close associate?
OR

Does it affect an organisation I am involved with or a member of?
OR

Is it a matter I have been, or have lobbied on?

You are unlikely to have an interest. You do not need to do anything further.

NO

Agenda item 4

Commercial, Trading and Customer Focus Committee

Minutes of a meeting of the Commercial, Trading and Customer Focus Committee of South Norfolk Council held on Friday 12 November 2021 at 1.00pm.

Committee Members Present:	Councillors: C Hudson (Chairman), D Burrill, B Duffin, J Easter, F Ellis, T Holden, W Kemp, T Laidlaw and T Spruce.
Apologies:	Councillors: F Curson and J Overton
Other Members in Attendance:	Councillors: J Halls, K Mason Billig and A Thomas
Officers in Attendance:	The Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby) and the Chief of Staff (Monitoring Officer) (E Hodds)

25   DECLARATIONS OF INTEREST

No declarations of interest were made.

26   MINUTES

The minutes of the meeting of the Commercial, Trading and Customer Focus Committee, held on Monday 21 June 2021 were approved as a correct record.

27   FUTURE OFFICE ACCOMMODATION PROJECT – APPRAISAL AND BUSINESS CASE

The Chairman reminded the Committee that Appendix A of the report was exempt due to its commercially sensitive contents.

The Director of Resources introduced the report and briefed members on the salient points, which included the reasoning behind the accommodation review, the criteria given to the Consultants, the recommended option from

the Consultants' independent review and the recommendation of the Joint Member working Group, who requested that option 2 of the business case (move to Thorpe Lodge and sell South Norfolk House) be investigated further.

One member raised a concern about recommending the purchase of the Horizon Building when there were still numerous surveys and due diligence which needed to be carried out, and without realistic costings calculated. The Director of Resources reminded members that the recommendation to be put before Cabinet was to give in principle approval for the negotiations to start, which would allow officers to commence the necessary surveys and further work, which would then feed into the price negotiations. She further added that surveys had not been carried out before members had indicated they wanted to take the recommended option forward, in order to prevent the unnecessary spending of public funds.

Members discussed the financial model and fit-out costings laid out within the report. They indicated that they felt it was not a true reflection of the actual costs involved and requested that the financial model be updated to include best and worst case scenarios in relation to the purchase of the Horizon Building.

Members then discussed the estimated maintenance costs for both Thorpe Lodge and South Norfolk House over the next 5 years. It was suggested by some members that the accommodation review be slowed down to allow for further investigations to take place, as relatively little of the maintenance/repair work needed to be carried out urgently at the two existing offices.

The Joint Member Working Group's recommendation to further investigate option 2 – occupy Thorpe Lodge and sell South Norfolk House, was discussed by members, with concerns raised of the potential costs of refurbishing/renovating the building to be carbon neutral. The Director of Resources advised the committee that the Council had asked a surveyor to provide a high level costing in relation to knocking down and rebuilding the non listed part of the building and they had indicated that approximately £13.7M would need to be spent on Thorpe Lodge for it to meet the One Teams requirements whilst not being carbon neutral, or, approximately £15M for a carbon neutral building which met the One Team's requirements. It was noted that this would not resolve the parking space shortage at Thorpe Lodge, and that Thorpe Road was subject to a travel initiative which limited parking in the area.

Members discussed the hybrid method of working and queried whether the minimum space standard of 3,775 sqm set by the Consultants was sufficient. They raised concerns of the One Team outgrowing an office space of that size with either an enlarged workforce or if current staff decided to work in the office more than the 2.5 days for full-time staff and 1.5 days for part-time staff, projected by the consultants. They considered that 4 days for full-time staff and 2.5 days for part-time staff maybe a more appropriate working pattern for the majority of staff. Using the table at page 28 of the agenda it was

determined that to future-proof an office space, the minimum space standard should be set at 4,900 – 5,000sqm. It was noted that this would rule out Option 2 – Occupy Thorpe Lodge and sell South Norfolk House. Although Option 3 – Occupy South Norfolk House and sell Thorpe Lodge was not ruled out due to its size, Members acknowledged that the option may be geographically and politically unacceptable for Broadland District Members. The Committee determined that all options should be ruled out except for, Option 9 – purchase the Horizon Building and Option 10 – Build new office at Broadland Business Park.

Members further discussed Option 10 – build new office at Broadland Business Park, where it was highlighted that the One Team could design and build an office space that met all of its needs and was:
- Accessible / User friendly
- Carbon Neutral
- Future-proof

A number of members advised the committee that they had spoken to old workers of the Horizon Building who had stated that it was not a nice place to work in, and had highlighted issues related to:
- Poor temperature control
- Loud noise from rainfall hitting the roof
- Poor public transport links

It was noted by some members that you were more likely to hear complaints about an office space from its staff/former staff than you were to hear compliments. Additionally, one member pointed out that the previous occupier of the Horizon Building operated a call centre which had different working patterns, occupancy and requirements than a Council office would have.

The Director of Resources informed members that there had been similar complaints of poor temperature control from staff working at both Thorpe Lodge and South Norfolk House. Several members noted the poor public transport infrastructure across the whole of Norfolk and acknowledged that this was likely to be an issue whichever option was chosen.

One member suggested that improvements could be made to the Horizon Building to address all issues identified and proposed that officers undertook a costing exercise when the surveys were carried out, it was accepted that this would also aid in the understanding of the required fit-out costs of the Horizon Building, and the proposal was supported by members.

One member referred to the Eastern Daily Press article dated 25 September 2021, which had reported on Norfolk County Hall no longer being an option, and queried why Norfolk County Hall had not still been included as an Option 11 within the business case. It was further expressed by members that this option could have been the most cost effective and beneficial to residents, members and staff. It was suggested that a full breakdown of this option be added to the business case. The Director of Resources informed the committee that discussions had taken place with Norfolk County Council

however they had been advised that the option of moving to County Hall was no longer on the table as the County Council continue to review their asset base, the new ways of working for their staff and associated space and options around ongoing consolidation at County Hall. She further explained that Norfolk County Council had requested that the business case did not include this option as there was no potential of this being back on the table. Members reiterated that they felt the option should be included in the business case for transparency and as their responsibility to ensure 'value for money' for residents. The Chief of Staff (Monitoring Officer) explained to members that the Council had no authority to include figures provided by Norfolk County Council within the business case. After further discussion, it was decided to instruct officers to write to Norfolk County Council to ask whether the option to lease office space was definitely 'off the table' or whether it could still be an option in the future.

Members discussed the consultation carried out and the response from Parishes. It was noted that some Parishes were not in favour of the recommended option as they wanted South Norfolk Council to remain within the district for ease of access to the offices and a sense of 'ownership' of the Council. Whilst other parishes did not mind the proposed option as there was no difference in travel time for those particular Parishes. Members acknowledged that the further away the Parish was from the Horizon Building the more likely they were to be against the recommendation.

The Director of Resources reminded members of the proposed Hub and Spoke model which would ensure a South Norfolk Council presence within the district should the office move out of district. She also highlighted the reduced number of visitors to both Thorpe Lodge and South Norfolk House, and that most of the remaining visitors were Taxi Drivers who needed to visit the Licensing Team. She further advised the Committee that home visits carried out by officers had substantially increased as had contact via telephone and email. Members suggested that a public consultation be carried out to gauge residents' views on the options laid out within the business case as well as the proposed Hub and Spoke model. It was agreed that this should be carried out utilising the Council's website, with the consultation to be promoted by district members as well as Parish and Town Councils.

Further discussion was carried out regarding the suitability of the Horizon Building as the preferred option. Members also asked for costings on any enhancements that could be carried out to increase the carbon neutrality and replace the use of gas. Members also considered and agreed the financial model proposed of using the payback period as a reasonable financial assessment methodology.

A vote was carried out, and it was,

RESOLVED:

To

1. Set a minimum space standard for the future office space of 5,000 sqm. in order to allow for potential expansion or different working patterns and to better meet the One Team's needs.
2. Instruct officers to write to Norfolk County Council to seek a formal response that makes it clear if what was Option 11 (Move into County Hall) was definitely off the table or could still be an option in the future.
3. Amend the financial model to include best and worst case scenarios in relation to the purchase of the Horizon Building.
4. Update the cost analysis of Option 10 – build new office space, to include the purchase of land at Broadland Business Park, the delivery of a carbon neutral building and fit-out costs for a 5,000sqm building.
5. Undertake a public consultation process, which would utilise the Council's website. The consultation should be promoted by District Councillors as well as Parish and Town Councils.
6. Update the Commercial Trading and Customer Focus Committee, once the necessary surveys/due diligence were completed, on the cost of improving the Horizon Building to address any issues identified, including temperature control and any noise (if considered an issue) of rainfall on the roof. To also provide costing of any enhancements which would remove the use of gas.

(The meeting concluded at 3.26pm)

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Chairman

Spark Transformation Programme Update

Report Author(s):   Sinead Carey
Strategy and Programmes Manager
Sinead.carey@southnorfolkandbroadland.gov.uk
01508 533661

Portfolio: Governance and Efficiency

Ward(s) Affected: None

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

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

1.   Summary

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

2.   Background

2.1   In July 2018, the Council agreed to the Feasibility Study to progress collaborative working with Broadland District Council.

2.2   The Council has been ambitious in its approach and over the last year 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	• 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)
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	• Target delivery date revised to end of January 2022, instead of end of September 2021 (see Appendix 1 for more information).
Strategic approach to systems transformation Current RAG status – Amber	Developing a strategy for our wider systems approach to replacement of future service systems.	• 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)
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.	• 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 see Appendix 1 for more information) • P4 – Roll out to organisation in line with transformation programme – July 21 onwards (not yet started)
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 the two Councils future office	• P1 – Delivery of initial phase of FOA, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021 (ongoing) • P2 – Delivery of the recommended option from the FOA project.

	accommodation needs. This programme compromised 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.	• P1 – Discovery and development of recommendations – Dec 20 (complete) • P2 – Delivery of recommendations – June 21 (complete) • P3 – Implementation – November 21 (ongoing)
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.	• 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)
Broadland Procurement of Waste Contract Current RAG status – Green	Project to procure the new contract for Broadland District Councils waste service.	• 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)
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.	• Project plan with key milestones currently being developed.

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.	• Delivery of new system in April 21 (complete). • Customer Journey – (P1 May 2022) • Temporary Accommodation and Private Sector Leasing – (P1 April 2022) • RADS – (On hold until Dec 2021)
Joint website	Development & Implementation of a single website across the two Councils.	**Project has been delivered.**
Telephony roll out	Implementation of a single telephony system across the two councils.	**Project has been delivered.**
Strategic Reporting	Development and implementation of the new strategic reporting cycle, covering risk, finance and performance to report against our in-year delivery plan.	**Project has been delivered.**
Best in class housing – policy and system	Upgrading the Housing IT system to fit with the best in class housing model and policy.	**Project has been delivered.**
Organisational Development Programme	A phased programme of work following on from the development of the OD strategy.	**Programme moved into business as usual.**

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

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 compromised 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.

Item 6: Commercial, Trading and Customer Focus Policy

Committee Work Programme

Date	Subject of Report	Responsible Officer	Notes
8 Dec	SPARK Transformation Programme Update	S Carey	
	Planning, Regulatory, Housing Standards and Waste Team Services IT Migration	S Pontin	Exempt
	Finance Cash Receipting System Business Case	R Fincham	Exempt
26 Jan 2022	SPARK Transformation Programme Update	S Carey	
13 Apr	SPARK Transformation Programme Update	S Carey	

Pages 29 to 75 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