

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 26 January 2022
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 21 January. 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 Wednesday 8 December 2021 .**
(attached – page 6)
5. **SPARK Programme Update;**
(attached – page 10)
6. **Joint Website – progress since launch**
(attached – page 26)
7. **Work Programme**
(attached – page 33)
8. **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)
9. **Single IT Solution for Revenues & Benefits**
(attached – page 34)

Agenda Item: 3

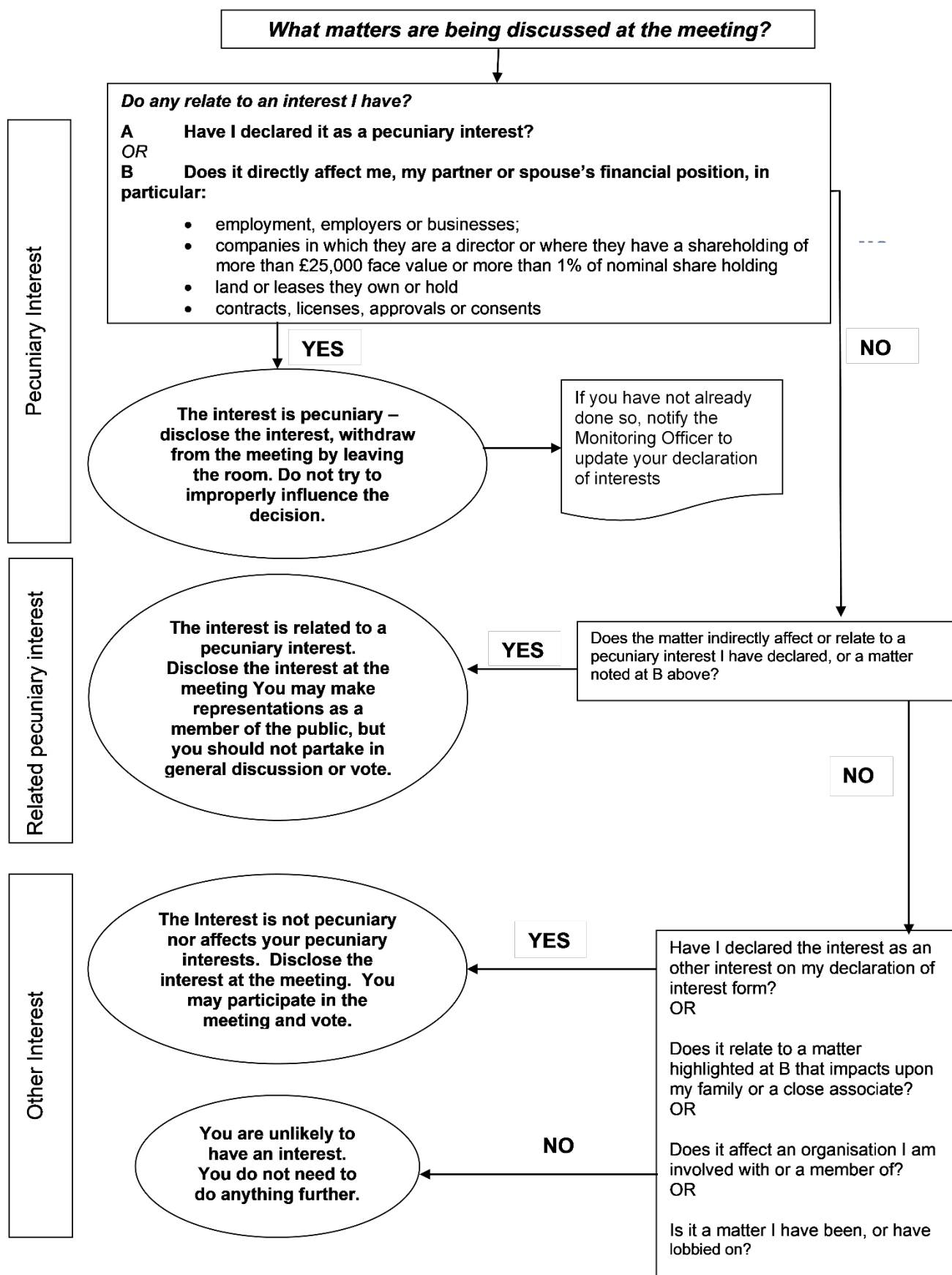
DECLARATIONS OF INTEREST AT MEETINGS

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.
<p>Does the interest directly:</p> <ol style="list-style-type: none">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 Council4. Affect land you or your spouse / partner own5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda item 4

Commercial, Trading and Customer Focus Committee

Minutes of a meeting of the Commercial, Trading and Customer Focus Committee of South Norfolk Council held on Wednesday 8 December 2021 at 2.00pm.

Committee Members Present: Councillors: C Hudson (Chairman), B Duffin, J Easter, F Ellis, T Holden, W Kemp, T Laidlaw and T Spruce.

Apologies: Councillors: F Curson (with Cllr Ellis appointed substitute) and D Burrill

Cabinet Members in Attendance: Councillors: R Elliott and L Neal

Officers in Attendance: The Director of Resources (D Lorimer), the Assistant Director for Planning (H Mellors), the Assistant Director for Finance (R Fincham), the Assistant Director for Regulatory (N Howard), the Assistant Director for IT/Digital and Transformation (C Lawrie), the Business Improvement Team Manager (S Pontin), the Strategy and Programme Manager (S Carey), the Finance System Project Manager (G Harvey) and the System Administrator (J Fancy)

28 DECLARATIONS OF INTEREST

No declarations of interest were made.

29 MINUTES

The minutes of the meeting of the Commercial, Trading and Customer Focus Committee, held on Friday 12 November 2021 were approved as a correct record.

30 SPARK PROGRAMME UPDATE

The Assistant Director ICT/Digital and Transformation introduced the report, which provided the Committee with an update on the major projects currently being progressed through the SPARK Transformation Programme. Members

were advised that there had been little change in the Red, Amber, Green ratings since the last update.

Members noted that phase one of the joint email migration project had been completed. Work had begun within phase two of the project to roll out the applications that had become available following the migration to Office365, such as SharePoint and Teams.

In respect of the One Network, the chips and switches that had been delayed had now been received and it was expected that the delivery of a single IT infrastructure across both Councils would be completed by the end of January 2022.

The Committee noted that the Strategic Approach to Systems Transformation, which included the Finance Cash Receipting System and Planning and Regulatory IT would be considered in detail later in the meeting. Officers were also continuing to look into aligning systems in other service areas.

Officers explained that the Moving towards a First-Class Customer Service was a phased project which was looking at how the Council could gather and utilise customer insight and feedback to improve services for the future.

The new Customer Charter and Strategy was being rolled out across the Council and the Customer Satisfaction Survey had been launched onto the new website and a target of customer satisfaction based on the baseline data received would be identified for Quarter One 2022/23.

Finally, the Business Improvement Project was at the pilot stage and work was being undertaken to create a business intelligence framework that develops the organisation into an insight and intelligence-led culture of continuous improvement.

In answer to a question about why the joint email RAG status was showing at amber, officers explained that this was due to the initial delay but that the scoping of phase two of the project had already started.

Members were advised that generally all projects were progressing well and were unlikely to slip to a lower status.

The Committee was informed that officers were satisfied with the changes made to ensure issues with the programme were resolved. Members noted that there had been some initial issues from migrations within Broadland systems, but work had been undertaken to rectify problems quickly, and officers would continue to monitor both sites.

In answer to a query from the Chairman regarding residents' feedback on the new website. Members were advised that there was currently a customer satisfaction survey on the website where residents could leave feedback. Officers confirmed that they would come back to the Committee with further information on the systems improvements and any customer feedback received in due course.

RESOLVED:

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

31 WORK PROGRAMME

Members noted the Work Programme. The meeting was advised that the Accommodation Review would be brought to a future meeting of the Committee, but that the exact date could not be determined at this stage.

Officers confirmed that the Committee System was currently going through the procurement process and a report would come before the Committee once this had been completed.

In response to a question on whether a leisure services recovery update would come back to the Committee, the Director of Resources confirmed that it would be reported annually to the committee.

32 EXCLUSION OF THE PRESS AND PUBLIC

It was;

RESOLVED:

To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item 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)

33 PLANNING, REGULATORY, HOUSING STANDARDS AND WASTE TEAM SERVICES IT MIGRATION

The exempt report was jointly presented by the Assistant Director of Planning, the Assistant Director of Regulation and the Business Improvement Team Manager , which proposed aligning the IT systems used by the Planning, Land Management, Regulatory, Housing Standards and Waste Teams.

Members were advised that the existing IT contracts for the above systems were either due to expire in 2022 or were (or would become) unsupported. The business case put forward four options for aligning the IT systems. After further questions from the Committee were answered regarding costings, saving and the implementation it was agreed to support option two as set out in the exempt report.

RESOLVED: to recommend to Cabinet,

To approve option two, as set out in the Appendix to the report;

and

To award the contract, as set out in the Appendix to the report.

34 FINANCE CASH RECEIPTING SYSTEM BUSINESS CASE

The Assistant Director of Finance introduced the exempt report, which set out a business case for a joint cash receipting system.

Members were advised that the costs set out in the business case were based on current prices. Regarding the implementation timeframe, it was noted that additional costs would be incurred if it was not possible to achieve a 1st April 22 implementation. If that was the case, then a further report would be brought to the Committee at a later date.

After further questions were answered around timeframes and contracts, the Committee agree to support the recommendation in the exempt report with the caveat that a report would come back if a 1st April 22 implementation could not be met.

RESOLVED: to recommend to Cabinet,

to support the recommendation set out in the exempt report

(The meeting concluded at 3.05pm)

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 2) Current RAG status – Amber (no change from previous report to committee)	Development of a single email system on the new domain (southnorfolkandbroadland) including a migration to o365	<ul style="list-style-type: none">• P1 – Migration of users accounts and computers from legacy networks into new joint network (timeline TBC)
Domain migration Current RAG status – Amber (no change from previous report to committee)	Migrating our systems and services onto the new domain name	<ul style="list-style-type: none">• Scoping work to be undertaken to ascertain project scope, expectations and resource requirement for next steps.
One network	A phased approach of IT infrastructure development to	<ul style="list-style-type: none">• Target delivery date revised to end of January 2022, instead of end of September 2021

Current RAG status – Amber (no change from previous report to committee)	build a single network across the two Councils	(see Appendix 1 for more information).
Strategic approach to systems transformation Current RAG status – Amber (no change from previous report to committee)	Developing a strategy for our wider systems approach to replacement of future service systems.	<ul style="list-style-type: none"> • 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 - June 23 ongoing)
Business Intelligence (BI) and Governance Current RAG status – Green (no change from previous report to committee)	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"> • 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 (no change from previous report to committee)	This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the New ways of working 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	<ul style="list-style-type: none"> • P1 – Delivery of initial phase of Future Office Accommodation, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021 (delayed) • P2 – Delivery of the recommended option from the Future Office Accommodation project.

	Accommodation (FOA) Project, Post and Scanning Project, Hybrid Working Model Project and Hub and Spoke Project.	
<p>Moving Towards a First-Class Customer Service</p> <p>Current RAG status – Amber (delivery timescale re-profiled, therefore there is a slight delay in delivery)</p>	<p>A phased project looking at how we can gather and utilise customer insight and feedback to improve our services for the future.</p>	<ul style="list-style-type: none"> • P1 – Discovery and development of recommendations – Dec 20 (complete) • P2 – Delivery of recommendations – June 21 (complete) • P3 – Implementation – delivery timescale re-profiled to be January 2022 (instead of November 21) (ongoing)
<p>Complaints approach</p> <p>Current RAG status – Green (no change from previous report to committee)</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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)
<p>Broadland Procurement of Waste Contract</p> <p>Current RAG status – Green</p>	<p>Project to procure the new contract for Broadland District Councils waste service.</p>	<ul style="list-style-type: none"> • 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)
<p>Review of Councils' Depots</p> <p>Current RAG status – Amber</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Delivery of new system in April 21 (complete). • Customer Journey – (P1 May 2022) • Temporary Accommodation and Private Sector Leasing – (P1 April 2022)
Joint website	Development & Implementation of a single website across the two Councils.	<u>Project has been delivered.</u>
Telephony roll out	Implementation of a single telephony system across the two councils.	<u>Project has been delivered.</u>
Strategic Reporting	Development and implementation of the new strategic reporting cycle, covering risk, finance and performance to report against our in-year delivery plan.	<u>Project has been delivered.</u>
Best in class housing – policy and system	Upgrading the Housing IT system to fit with the best in class housing model and policy.	<u>Project has been delivered.</u>
Organisational Development Programme	A phased programme of work following on from the development of the OD strategy.	<u>Programme moved into business as usual.</u>
Joint email (Phase 1)	Development of a single email system on the new domain (southnorfolkandbroadland) including a migration to o365	<u>Phase 1 of project has been delivered.</u>

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: 7 January 2022

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)
- Joint Email (phase 1)

Corporate Hub

1 Joint Email Migration of users accounts and computers from legacy networks into new joint network.

RAG Status – Amber ●

This project is currently Amber due to the timelines for Phase 2 still being in development.

Senior Sponsor – Corinne Lawrie

Business Lead – Angela Schug

Project Phasing:

- P1 – Migration of users accounts and computers from legacy networks into new joint network (timeline TBC)

Update:

- @broadland.gov.uk email accounts and calendars were migrated as planned.
- A funding bid was made via the positive variance budget position, to progress the Statements of work (SOW) for Project Management (shaping and managing) of Phase 2. This was agreed by SNC Cabinet but not BDC Cabinet at this point in time.

Priorities:

- Timelines and resources for completion of phase 2: Migration of computers and line of business systems from legacy networks into new joint network will be progressed via with CommsCare and Insight. The line of business system moves will require careful co-ordination and significant resources from the service area system administrators for testing and issue resolution. Resolution of any issues may also require support from the system suppliers.

- We have identified funding options and will progress the 3 new Statements of work with our 3rd parties (CommsCare and Insight) for:
 - **Programme Support – 6 months Project Management support to shape and project managing Phase 2 (compute and line of business system migration into the new domain).**
 - **Security and Information Governance (within the new OneGov tenant)** Recommended strategy for adoption of cloud services, assessing our environment from the perspective of best practice, compliance and governance.
 - **Adoption and Change Management** ‘Show and tell’ sessions around Teams, SharePoint, OneDrive and perhaps OneNote after the Security and Information Governance workshops have been completed. These will also include bespoke recorded content for Members.

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

RAG Status – Amber ●

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 for the new Infrastructure to be in place 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 for installation, testing and handover of the new Infrastructure now end of January 2022, instead of end of September 2021. There is then a significant further phase of work for the ICT and Digital team to plan and deliver the sequencing and movement of servers across to the new Infrastructure. Timings for completion of this movement will be informed by the experience of moving the initial 10 servers by Phoenix.

Update:

- The long-awaited switches (delayed because of global shortage) were received at Thorpe Lodge and South Norfolk House.
- Our third party, Phoenix, commenced installation of the new infrastructure as planned on 29 November 2021 (supported by our internal resources).

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 Technical Project Lead post which was to provide resources to this project and so are continuing to juggle resources within the team.
- Phoenix resources on site at South Norfolk House, Thorpe Lodge & remotely to complete the racking requirements.
- Work will continue within the team to inform the order of events in moving existing infrastructure (physical and virtual servers) onto the new infrastructure.
- Existing infrastructure will be moved over onto the new infrastructure once the new Rubrik back up is in place. Phoenix will move the first 10 servers (the most complicated ones) and then this will transfer to the ICT and Digital team. We have 361 virtual servers plus a number of physical servers to move. This will entail out of hours / weekend working so as to minimise impact and risk for Officers. Planning is currently under way to decide on the priority order for movement of servers onto the new infrastructure and to shape up the project plans, resources (including out of hours) and timescales.

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 - June 23 ongoing)

Update:

- Programme Position Paper presented to CMLT. Agreement secured to revise the programme scope and timelines and to continue to progress with Line of Business systems work alongside scoping of a CRM solution
- Initial draft Programme business case completed.
- Provisional programme budget summary completed.
- **HR/Payroll:** User acceptance testing signed-off. New Project Manager appointed.
- **Finance:** Looking to stagger go live dates to reduce pressure on the Finance team. Now targeting w/c 14 Feb for SNC (brought forward) and 1 Apr for BDC (no change).
- **Income:** Business case presented to CMLT (23 Nov), Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (7-8 Dec). BDC Cabinet approval (21 Dec). Initial installation completed into a test environment ahead of configuration and User Acceptance Testing (20 Dec).
- **Revs & Bens:** Board and Resources Coordination Group sign-off on business case (9 Nov); CMLT sign-off (30 Nov) engagement workshops w/officers and members to help shape user requirements (10-23 Nov).
- **Planning/Regulatory:** Business case re-submitted to CMLT (approved - 23 Nov), to Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (7-8 Dec) and BDC Overview and Scrutiny (14 Dec). Business Case agreed at BDC Cabinet (22 Dec) and SNC Cabinet (4 Jan). New senior sponsor agreed.
- **Committee Services:** Invitation to quote issued to suppliers (9 Dec).

Priorities:

- Follow-up report to CMLT for agreement on revised timeline and scope
- **HR/Payroll:** Section 113 Agreement resolution and sign-off. Full training on Oracle for new Project Manager.
- **Finance:** Complete testing plans and archiving/purging of old data in readiness for system testing in January.
- **Income:** Formation of project team and creation of project plan (in conjunction with Capita). SNC Cabinet (4 Jan). Following Cabinet decisions, formal contract award is required.
- **Revs & Bens:** Continued stakeholder engagement (incl. meeting with Members); Draft user requirement, finalise procurement route proposals and draft committee papers ahead of Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee (SNC) (Jan 2022).
- **Planning/Regulatory:** Appoint a single Project Manager for the whole project.
- **Committee Services:** Bidder approval (17 Jan) and contract award (28 Jan). Agreement on an implementation date – aiming for Feb/Mar, subject to ICT capacity.

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:

- Initial Workshop to look at business need and Azure Synapse configuration options to decide the best deployment option for the councils to agree requirements and success outcomes.
- Insight Workshops held 1-4:
 - Configured BI Azure Staging Server framework.
 - Created 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.
 - Purchased 5 Power BI licences to enable us to test Embedded PowerBI dashboards via a single licence

Priorities:

- Show & Tell workshops with key stakeholders.
- Investigate GOV.UK pilot of Data Maturity Model and LGA Model and the issue Performance Data Measures Maturity Model to managers to assess base level.
- Continue to work with key stakeholders to define and shape Business Intelligence needs as part of the Performance & Planning Framework review.
- Continue to explore dashboarding options within Power BI to display datasets at various organisational levels (Directorate/AD/Team etc)
- Publish Proof of Concept (Pilot) dashboard to a small user group for initial feedback and testing.
- Draft and agree Business Intelligence Principles and Corporate Data Standards.
- Present outputs from Business Intelligence Proof of Concept (Pilot) into CMLT.

6 Future Office Accommodation Programme This programme has been reshaped into the Future Office Accommodation Programme and covers the remaining projects of the New Ways of Working 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 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 Future Office Accommodation, Post and Scanning, Hybrid Working and Hub and Spoke projects – December 2021 (currently delayed due to additional work being scoped)
- P2 – Delivery of the recommended option from the Future Office Accommodation project.

Update:

- Joint informal Service Improvement and Efficiency Committee (BDC)) & Commercial Trading and Customer Focus Committee (SNC) received the final Options Appraisal and Business Case from Ingleton Wood and Roche.
- Separate formal committee meetings agreed a series of recommendations that further work/due diligence should be undertaken prior to them meeting again to make a recommendation to the two Cabinets.
- Discussion with Liftshare regarding sustainable commuting and the services that they could provide conducted.
- Timed delivery of post cancelled at The House – saving £4,920 per year.
- Meetings held with 3 potential digital mail providers.
- A meeting of the Joint Chairs of Service Improvement and Efficiency Committee (BDC) and Commercial, Trading and Customer Focus Committee and the Joint Member Working Group agreed a way forward on how to progress the respective committees common recommendations.
- Officers have successfully procured a number of surveys that will provide the information requested by members.

Priorities:

- Joint Member Working Group to reconvene and agree meeting intervals and agenda items for meeting in January 2022.

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 – Amber ●

This project was previously Green and is now Amber. This is mainly due to there being a delay in delivering the customer satisfaction survey as a result of resourcing issues and delays in system changes to allow for the survey to be added. This has resulted in the timeline being pushed back from November to January 2022.

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 – delivery timescale re-profiled to be January 2022 (instead of November 21) (ongoing)

Update:

- Customer satisfaction survey launched to customers through our resident magazines.
- Customer Satisfaction Survey link displayed on banners in reception areas at House/Lodge.
- Customer satisfaction survey live on the website.
- Customer satisfaction baseline has been set.

Priorities:

- Roll out Customer Satisfaction Survey across other customer channels.
- Develop a report mechanism to ensure service areas have visibility over their customer satisfaction feedback and implement improvements where needed

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 (completed)

Update:

- 3 month pilot concluded. Agreed project will now be moved into business as usual.

Priorities:

- Final report to be produced for CMLT showing the outcomes of the 3 month pilot.

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 – Invitation to submit initial tender 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:

- Implementation progressing well.
- Vehicles still on track to arrive for start of contract with the exception of food waste vehicles which will arrive in August 2022. Existing vehicles to be utilised until then.
- Communications plan being finalised.
- Working with Veolia to implement full roll out of food waste across the district following Cabinet decision.
- Work to commence on a Contracts Manual and staff training end of Jan
- Potential delays with integration of in-cab technology with Council system - currently establishing what the implications of this will be.
- Contract documents to be completed and signed.

Priorities:

- ICT requirements for Management Information System.
- Finalise communications plan.
- Contract Execution – legal documents to be completed.

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 business plan scope and timeline for redevelopment of Frettenham depot produced by Veolia.
- 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 - Various actions to be completed arising from the meeting with Veolia including clarification of electricity availability with National Power Networks, initial discussions with Planners and Veolia to revise costings etc. Initial paper to BDC Informal Cabinet setting out draft proposals and high-level cost plans for new depot.
- SNC - Meeting to discuss with Norfolk County Council to future use of the former Kettringham Household Recycling Centre – potential that site may now be surplus to requirements in short-term. 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)

Update:

- Temporary Accommodation and Private Sector Leasing Project continuing to work through Phase 1, including demand data, forecasting, and modelling alongside process mapping.
- Customer Journey – phase 1 agreed at Resources Coordination Group, work includes customer journey mapping, Customer Feedback, and the development on the online customer portal self-serve.
- Best in Class Housing allocations policy – proposed updates and changes to the Housing Allocations policy currently being presented at Council Committees, due to full Councils in February 2022.

Priorities:

- Continue to progress phase 1 of the Temporary Accommodation and Private Sector Leading projects which includes journey mapping and data collection.
- Continue phase 1 of the Customer Journey project, we are aiming to launch the self-serve accommodation options on the Portal by February 2022.
- Best in Class Housing Allocations Policy updates and changes.

Agenda Item:6
Commercial, Trading and Customer Focus Policy Committee
26 January 2022

Joint Website – progress since launch

Report Author(s): Corinne Lawrie
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Portfolio: Governance and Efficiency

Ward(s) Affected: All

Purpose of the Report:

In June 2021, South Norfolk Council's new website, working jointly with Broadland District Council, went live, as per the ambitions set out in the collaborative Feasibility Study. This report provides an overview of the project, what has been achieved to date and initial benefits as a result of the new website.

Recommendations:

1. Note progress made towards the delivery of the identified project benefits since launching the new joint website with Broadland District Council.

1. Summary

- 1.1 This report provides an update to Members on the Joint Website and the benefits realised since it went live in June 2021.

2. Background

- 2.1 The Collaboration Feasibility Study with Broadland District Council was agreed by South Norfolk Council Members in July 2018. Alongside the key outcomes of driving economic growth and development across the two districts, the Study focussed on the potential benefits that bringing our two sets of staff together as a single team serving two autonomous councils would bring and how IT/Digital would support this transformation through a move towards a single website.

Priorities outlined in the Feasibility Study:

- ‘Developing our **joint digital offer** for our customers’
 - ‘Technology to support our one officer team’ including, ‘a single/shared ICT Network - to achieve the vision of one joint officer team with the ability to seamlessly work across both sites (and from remote locations), **options for a single shared ICT network/domain (i.e. collaborativeworkingtitle.gov.uk) to be developed.** This will provide the one joint officer team with a single ICT platform, with the flexibilities to meet the needs of the two councils.’
- 2.2 Prior to the joint website being developed, the two Councils operated separate domains (s-norfolk.gov.uk (email) south-norfolk.gov.uk (website) and broadland.gov.uk (email and website)), separate websites and separate email systems. As we operated separately, both Councils incurred costs for the running of the systems, emails and websites and this created inefficiencies in the way we work.
- 2.3 To deliver joined up services and realise savings through our collaboration we needed to streamline customer facing online services and be able to service our customers in the most cost-efficient and beneficial way. To enable this and to unlock further digital efficiencies, the proposal was agreed to develop a single domain name and website for the two councils. The single domain name would support and promote our collaboration, giving us a digital presence and a joint website to continue to further our place shaping role and grow our local economy. Alongside this, the purpose of the single domain and website would build trust in the collaboration by having a single point on reference in our digital space.
- 2.4 The website project aimed to deliver a new joint single website and platform for both councils with the following objectives:
- a joint design that maintains the two councils’ individual identities
 - to provide a single platform to focus resources
 - to create one website to replace our existing two sites
 - have updated and fresher/easier navigation for customers to find content and to connect through to relevant back-office systems and teams

- structure content by subject category, based on usage statistics rather than organisational structure
- use a new “.gov” website domain name:
www.southnorfolkandbroadland.gov.uk

2.5 There were three main strands of activity in the development of the website:

- Supplier (Jadu): Providing the content editing system and website templates in the agreed design.
- Content editors: Providing and optimising the content for the website.
- IT Digital team: Providing the platform for functionality through webforms, customer login and postcode lookup.

2.6 Throughout the development of the website, regular touchpoints, updates and reviews took place with Members, Staff and Customers to review design, webpage navigation and content.

2.7 To enable better content management and customer journeys, over 50 staff across all service areas were trained to allow them to edit and publish content to the new website. As part of their training to use the new content editing system, editors were also provided with guidance on how to write in plain English, apply a consistent style and ‘tone of voice’ as well as considerations for content to be accessible.

3. Current position/findings

3.1 The joint website went live successfully in June 2021. Table 1.0. below provides an overview of progress against the objectives, along with the initial benefits highlighted in the last 7 months:

Objective	Progress
A joint design that maintains the two councils’ individual identities	<ul style="list-style-type: none"> • Commercial, Trading and Customer Focus Committee (28 April 2021) were consulted on the draft overarching designs for the website, with the Leader and Portfolio Holder giving the final sign off for the designs. • Design measures taken on ‘Council specific’ pages e.g. where content is only relating to one single Council, to show the Council logo in the heading. Example: https://www.southnorfolkandbroadland.gov.uk/south-norfolk-councillors-committees
To provide a single platform to focus resources / To create one website to replace our existing two sites	<ul style="list-style-type: none"> • We established a single platform for future further development and content production rather than resource duplication (by service area editors and ICT) in having to maintain two sites.
Have updated and fresher/easier navigation for customers to find content	<ul style="list-style-type: none"> • We have had very positive feedback (Member review sessions, staff volunteer reviewers, Youth Advisory Boards and Broadland Older People

and to connect through to relevant back-office systems and teams	<p>Partnership) that the navigation is much better and clearer than the old sites. We have also developed the site so that moving forward navigation buttons/links to content can be changed based on feedback and usage statistics without the need (or cost) of supplier involvement.</p> <ul style="list-style-type: none"> • As part of the launch of the website, we created 'My Area' functionality for both Broadland and South Norfolk. We've seen a 142% increase in unique visitors to My Area from June to November 21. This is further demonstrated by a total of 4,528 (Broadland: 2,277 and South Norfolk: 2,251) account sign ups. A bounce rate¹ of 83.26% on the My Area page would indicate customers access My Area and find the information they need. • We also gave consideration to Search Engine Optimisation, working to ensure our content is specific and targeted, allowing customers to access the information through accurate search engine results. This is important as 31.4% of traffic to the website is from search engines.
Structure content by subject category, based on usage statistics rather than organisational structure	<ul style="list-style-type: none"> • The content structure/navigation was based on a year's worth of usage statistics from both sites and is based on subject category not organisational structure. • Content production is now in the hands of the service areas which enhances ownership, efficiency and resilience. Previously it was mixed and one council was predominately reliant on ICT resources to edit/publish their content.
Use a new ".gov" website domain name: www.southnorfolkandbroadland.gov.uk	<ul style="list-style-type: none"> • The new site uses the new Councils' joint domain name which mirrors the domain being used in the Office365 rollout.
Support the delivery of the Feasibility Study and £8.6m indicative savings target	<ul style="list-style-type: none"> • £40,803 (gross & split 45/55) identified in savings (through annual cost of hosting and support contracts for the two original websites) • Further £10,000 in annual contract fees identified as savings for South Norfolk Council as internal development has taken place to create new functionality on 'My Area' and 'My Account'.

Table 1.0. outlining the objectives the joint website set out to achieve and the benefits realised to date.

3.2 Customer engagement and usage of the website

¹ Bounce rate is defined as a percentage of the number of people who came to our site and only saw the one page they started on

Customer Feedback

3.3 Since launching the new website, we have been continuously gathering feedback through our customer satisfaction survey and the digital mailbox to adapt the website where appropriate.

3.4 Qualitative feedback has been positive:

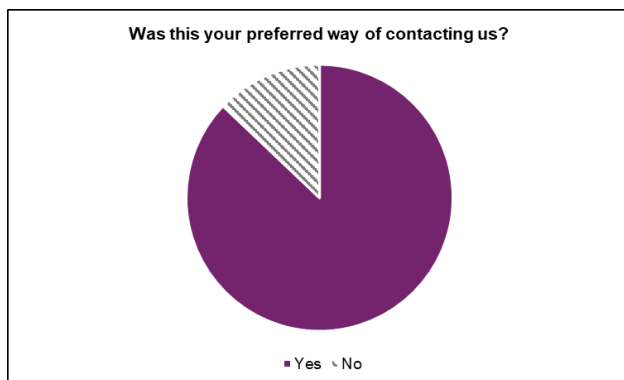
- The navigation of website (e.g. finding the right webpage or content) is much easier and simpler compared to the old sites.
- The new functionality of 'My Area' and the map data overlays is helpful.
- Great to see information relevant to my address on one page
- Looks good, clear and concise

3.5 We recently launched a new customer satisfaction survey on our website to allow us to better understand how our website performs to customer expectations and identify areas for improvement. Image 1.0. below outlines that of those customers filling out the survey, 70% do so via the website. Of those customers using the website, waste/recycling, planning and council tax were the most cited teams they contacted.



Image 1.0. A comparison of survey respondents by contact method between October 21 – December 21.

3.6 Image 2.0 below outlines of those using the website to respond to the satisfaction survey this was overwhelmingly their preferred method of contact.



- 3.7 Over half of survey respondents who left feedback were either very satisfied or somewhat satisfied with the ease of finding content. Whilst 36% were dissatisfied or somewhat dissatisfied citing improvement areas such as:
- Being unable to find the new location of information on the website compared to the old websites
 - On a couple of occasions, the website was reported to have been slow or crashed
 - Information on some website pages needs updating

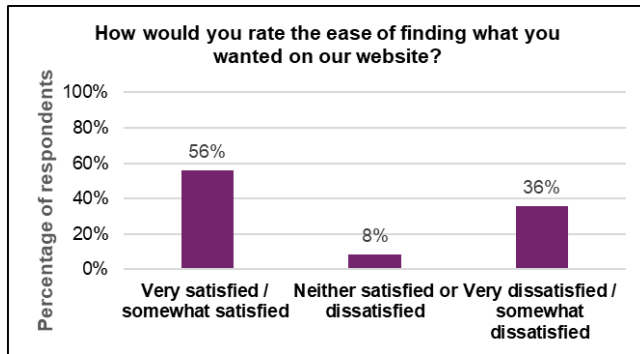


Image 3.0. Comparison of customer satisfaction survey results relating to the ease of finding information on our website.

Customer interactions with our online self-service

- 3.8 Since the new website went live, we have continued to provide a good online self-serve offering to support the 'digital first' principle set out in our ICT/Digital strategy. As we went live, we migrated our existing online webforms and have updated or amalgamated (where possible) into single forms for both Broadland and South Norfolk Councils.
- 3.9 At present, our target for online self-service² is 70%. Since the launch of our joint website the percentage of self-serve has remained in line with pre-website launch levels. We have not seen a reduction in self-service since the new website went live. Looking at the online self-service data in more detail:
- Q1 21/22 post website launch, we were averaging 78% compared to pre-website launch levels of Q1 20/21 at 74%.
 - Q2 21/22 post website launch, we were averaging 74% in comparison to Q2 20/21 pre-website launch levels of 81%. However, we have seen lower rates of online forms being completed due to Leisure Centres being closed for a period of time.
- 3.10 We anticipate that we will continue to see further benefits to our self-service figures as part of our Systems Transformation Programme through the completion of Service Transformation Reviews where changes to our online self-serve model may be recommended.

² Defined as customers filling in web forms on our website

4. Proposed action

- 4.1 Following the launch of the website, work continues to monitor customer feedback through our online survey and ongoing improvements continue to be made to our customer offering and customer journeys.
- 4.2 The ICT and Digital Strategy adopted by Council sets out our vision moving forward to be a Digital First organisation. Below sets out the key objectives for Digital services which continue to shape our work programme in the future:
- Provide an extensive range of end-to-end digital services, digitalising as many services as possible and where it's right to do so
 - We will have a focus on our customers' needs
 - Reduce the number of face-to-face and telephone enquiries to Customer Services
 - Implementing a CRM solution for customer engagement
 - Adopting a single citizen identity to consume digital services
 - Greater efficiencies and user satisfaction when contacting the Councils
- 4.3 The draft Delivery Plan for 22-24 includes Phase 2 of the new website, reviewing the opportunities of new features, services and capabilities in line with the ICT and Digital Strategy. Further updates will be brought through to Members as part of the SPARK Transformation Programme updates.

5. Issues and risks

- 5.1 **Resource Implications** – no implications.
- 5.2 **Legal Implications** – no implications.
- 5.3 **Equality Implications** – no implications.
- 5.4 **Environmental Impact** – no implications.
- 5.5 **Crime and Disorder** – no implications.
- 5.6 **Risks** – no implications.

6. Conclusion

- 6.1 This report has set out the progress which has been made and the initial benefits being seen since the launch of the new joint website with Broadland District Council. Work will continue to improve our online customer offering in the future.

7. Recommendations

1. Note progress made towards the delivery of the identified project benefits since launching the new joint website with Broadland District Council.

Item 7: Commercial, Trading and Customer Focus Policy Committee Work Programme

Date	Subject of Report	Responsible Officer	Notes
26 Jan 2022	SPARK Transformation Programme Update	S Carey	
	Joint Website – progress since launch	C Lawrie	
	Single IT Solution for Revenues & Benefits	Simon Bessey, Mike Pursehouse	Exempt
13 Apr	SPARK Transformation Programme Update	S Carey	
	Food Licensing Services Commercialisation options	Leigh Chant/Nick Howard	
	Licensing Services Commercialisation options	Leigh Chant/Nick Howard	
	Licensing Fees and Charges review	Leigh Chant/Nick Howard	

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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 34 to 63 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