

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:

Friday 1 April 2022
10:00am

Place:

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

Contact:

Leah Arthurton tel (01508) 533610
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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 :
committee.snc@southnorfolkandbroadland.gov.uk , no later than 5.00pm Wednesday 30 March 2022. 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: committee.snc@southnorfolkandbroadland.gov.uk

Public speaking can take place:

- Through a written representation
- In person at the Council offices

AGENDA

1. To report apologies for absence and identify substitute voting members (if any);
2. **Any items of business the Chairman decides should be considered as matters of urgency pursuant to Section 100B (4) (b) of the Local Government Act, 1972.**
Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. **To receive Declarations of interest from Members;**
(Please see guidance form and flow chart – page 3)
4. **To confirm the minutes from the meeting of the Commercial, Trading and Customer Focus Committee held on Wednesday 26 January 2022.**
(attached – page 6)
5. **Investing in our Staff, Systems and Apprenticeships – In-Year Opportunities**
(attached – page 10)

Agenda Item: 3

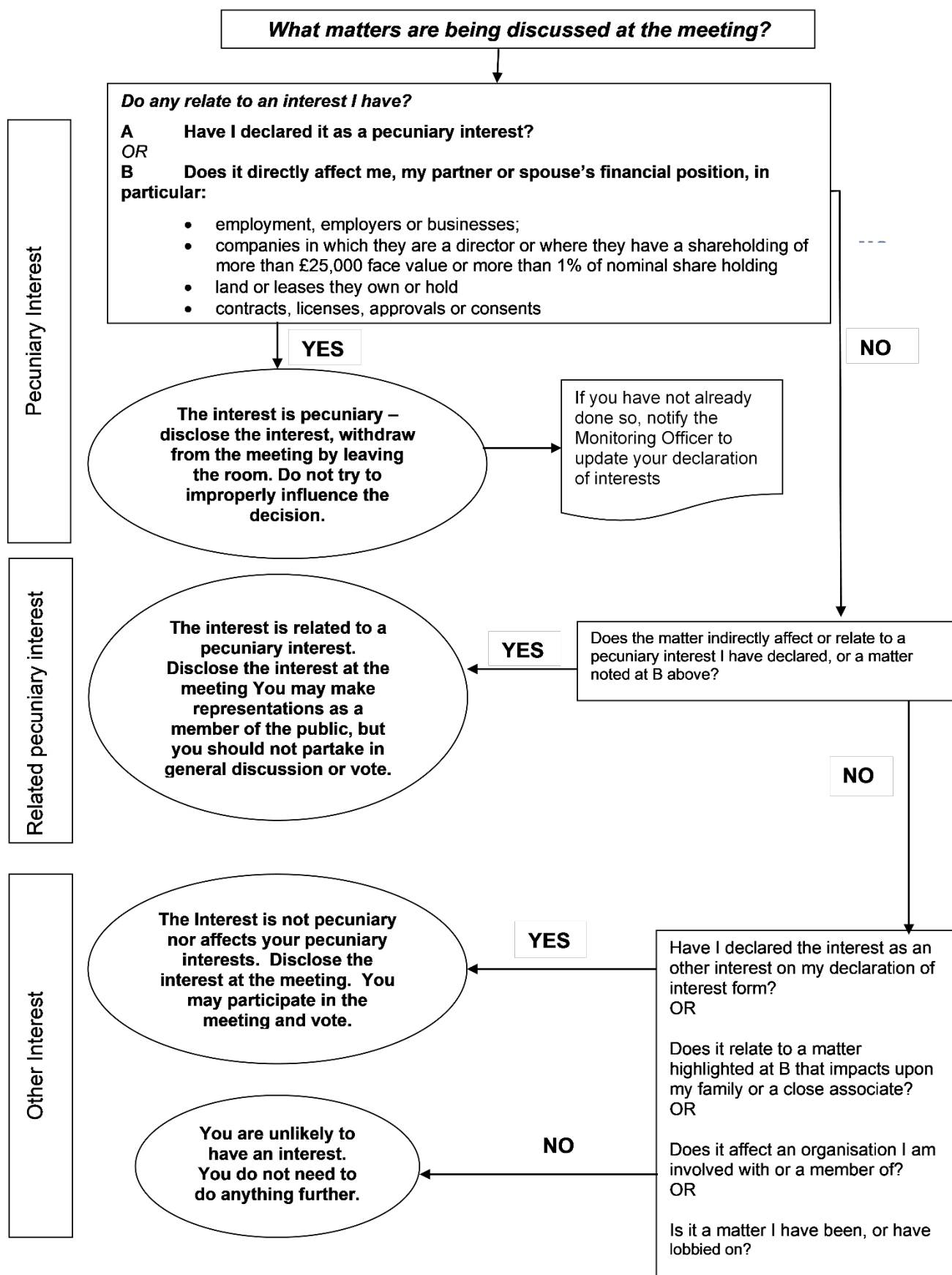
DECLARATIONS OF INTEREST AT MEETINGS

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 26 January 2022 at 2.00pm.

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

Apologies: Councillor: F Curson

Cabinet Members in Attendance: Councillors: R Elliott and K Mason Billig

Officers in Attendance: The Director of Resources (D Lorimer), the Assistant Director for IT/Digital and Transformation (C Lawrie), the Assistant Director of Individuals and Families and the Strategy and Programme Manager (S Carey)

35 DECLARATIONS OF INTEREST

No declarations of interest were made.

36 MINUTES

The minutes of the meeting of the Commercial, Trading and Customer Focus Committee, held on Wednesday 15 November 2021 were approved as a correct record.

37 SPARK PROGRAMME UPDATE

The Strategy and Programme Manager introduced the report, which provided the Committee with an update on the major projects currently being progressed through the SPARK Transformation Programme. The Committee noted that five projects were on track with a green status and six on amber with minor delays, but no major issues. Four further projects had also been completed.

The Committee noted that phase one of the joint email migration project had been completed. Work had begun with phase two of the project looking at the wider Office 365 applications Share Point, Teams and OneDrive.

In respect of the One Network, the project was progressing well with preparation for the physical move of the servers taking place at the end of the month. A further update would come before members at the next meeting in response to a question raised by a member regarding whether the project would meet its January deadline. The Assistant Director for IT/Digital and Transformation confirmed that it was still on track and work would continue to make sure the movement of the physical servers progress well.

The Strategy and Programme Manager explained that the Business Intelligence and Governance project was progressing well. Officers were currently working on a final report which would contain the completed Proof of Concept work.

Lastly, the Strategic Approach to Systems Transformation project had seen a lot of systems implemented including the Finance Cash Receipting System and Planning and Regulatory IT, which came before members at the last meeting. Members noted that the Planning and Regulatory IT project had appointed a new lead sponsor. A further update was given on the Joint Finance system where the Committee noted that a staggered approach was being taken to help with workloads. This would see South Norfolk Council move on the 14 February and Broadland District Council move on the original date of the 1 April 2022. A further system business case would be considered by the Committee later in today's meeting.

In answer to a query regarding the Future Office Accommodation Programme updated timescale that could see an increased budget spend. Members were advised that the original project aims had been delivered with the assistance of the consultants, which resulted in the list of possible options. Following the meeting of both retrospect Committees, two sets of recommendations had been made which officers had continued to work on and provide further information. The Committee noted that alongside this the Joint Accommodation Working Group had continued to meet and discuss options. The Director of Resources also gave updates on the surveys which had been carried out on the proposed building and explained that work had also started on investigating the costs of a developing a new building. The Chairman added that future dates were currently being investigated with the intention of a joint briefing being held with formal meetings of the two Committees after.

RESOLVED:

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

38 JOINT WEBSITE – PROGRESS SINCE LAUNCH

The Assistant Director for IT/Digital and Transformation introduced the report which had been requested by members at the last meeting. The report

detailed the progress made with the joint website as well as customer feedback. Members noted the objectives and achievements of the project:

- Joint design which maintained the two council's identity
- A single platform to focus resources
- Easier navigation for customers to find content on the Website
- Connections between back-office systems and the main site

The Committee noted that since the launch of the new website the team had been gathering feedback through the customer satisfaction survey and digital mailbox. Of the qualitative data received the majority of it was positive with key areas highlighted including the navigation of the website, the functionality of the 'My Area' section and the ease of access to information.

The Chairman noted that 70 per cent of the responses of the customer satisfaction survey were made through the website. The Assistant Director for IT/Digital and Transformation confirmed that searches through search engines were the most popular form of access to the website.

In answer to a question about any negative feedback received regarding the joint website since its launch. Officers confirmed that to date no negative feedback had been received relating to that area.

The Chairman thanked officers for their report and the work of the wider team, which delivered the new joint website.

RESOLVED:

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

39 WORK PROGRAMME

Members noted the Work Programme. Following the discussion earlier in the meeting officers confirmed that the Accommodation Review would be brought to a future meeting of the Committee once further work had been completed.

Officers also 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.

40 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)

41 SINGLE IT SOLUTION FOR REVENUES & BENEFITS

The Assistant Director for Individuals and Families introduced the exempt report, which presented a business case for a joint Revenues and Benefits IT solution.

It was explained that moving to a single solution would realise significant financial savings for both Councils in the form of reduced software licensing and annual support costs.

A single solution would also increase resilience across the service and the alignment of working practices, which in turn would improve the overall customer journey offered to residents and businesses.

It was confirmed that if agreed the Council would go through a full procurement process to secure the best product.

RESOLVED: to recommend to Cabinet,

to support the recommendations set out in the exempt report

(The meeting concluded at 2.29pm)

Chairman

Agenda Item: 5
Commercial, Trading and Customer Focus Policy Committee
1st April 2022

Investing in our Staff, Systems and Apprenticeships - In-Year Opportunities

Report Author(s): Corinne Lawrie
Assistant Director ICT/Digital and Transformation
01508 505267
Corinne.lawrie@southnorfolkandbroadland.gov.uk

Portfolio: Various

Ward(s) Affected: None

Purpose of the Report:

This report provides members with proposed projects and initiatives regarding the use of the in-year additional income, savings and efficiencies that will enable us to accelerate our progress towards the initiatives set out in the delivery plan.

Recommendations:

To recommend to Cabinet the projects and initiatives that Commercial, Trading and Customer Focus Policy Committee agree to progress inside the £0.3m earmarked reserves relating to Investing in our Staff, Systems and Apprentices.

1. Summary

- 1.1. The financial performance so far this year has been strong.
- 1.2. Additional exceptional income has been received, Covid has delayed some expenditure, and the One Team have identified significant revenue savings and efficiencies from continuing activities.

- 1.3. This in-year surplus of income over expenditure, gives the Council a one-off opportunity to: further invest in our economy; invest in carbon reduction initiatives; invest in our staff; bring forward future service enhancements; and put aside money to support future initiatives to further accelerate the delivery plan and move us closer to our vision “working together to create the best place for everyone, now and for future generations”.
- 1.4. On 22nd February 2022, Council agreed that a series of Earmarked Reserves to be established in the following thematic areas in pursuance of Council objectives and to the aggregate sum of £2.5m. The following thematic areas and relating reserves were subsequently created:
- | | |
|--|--------------|
| Positive Planning for a post-carbon Economy | £1.3m |
| Accelerating the Economic Growth & Prosperity | £0.5m |
| Supporting our communities | £0.4m |
| Investment in our Staff, Systems & Apprenticeships | £0.3m |
| Total | £2.5m |
- 1.5. The projects and initiatives in this paper have been put forward for your consideration in relation to the theme, Investment in our Staff, Systems & Apprenticeships.
- 1.6. Some of the projects and initiatives outlined in this paper may be subject to a further business case before the draw down from reserves is agreed. Where this is applicable, it has been detailed in the report and will come back to the Committee for decision in due course.
- 1.7. An overview of the proposed projects and initiatives with estimated costs totalling £732,000.00 with a total contribution from South Norfolk Council of £437,250 as detailed in Table 1.0. below.

Initiative	Est.Total Cost	South Norfolk Council Cost	Broadland District Council Cost	Subject to Business Case
Domain Migration Project	£30,000	£16,500	£13,500	No
Customer Relationship Management	£110,000	£46,750 – £60,500	£38,250 - £49,500	Yes
Single Image Laptop Build	£15,000	£8,250	£6,750	No
Apprenticeships	£500,000	£275,000	£225,000	No
Depot Facilities	£43,000	£43,000	£0	No
Vehicle Lifting Equipment	£34,000	£34,000	£0	No
Total Costs	£732,000.00	£437,250	£294,750	-

Table 1.0. An overview of the proposed projects and estimated costs.

2. The Opportunities

Domain Migration

- 2.1. Following the successful completion of the new joint website (southnorfolkandbroadland.gov.uk), Government Digital Services require the two old domains; Southnorfolk.gov.uk and Broadland.gov.uk to be decommissioned within 12 months of the new domain being live; this takes us to December 2022.
- 2.2. As the two old domain names have been vital to marketing material and a key identifier of the two Councils' it is anticipated that a vast amount of printed marketing and communications materials and system templates will need replacing.
- 2.3. An audit to understand the volumes of material that will need replacing and associated costs is underway and expected to be completed by April 2022 to further inform costs.
- 2.4. The benefits sought from undertaking this Domain Migration project are: support and promote our collaboration giving us a consistent digital presence, build trust in the collaboration by having a single point of reference in our digital space, improve customer journeys through more effective search engine results as old domains become decommissioned and the reduction of technical support to administer separate domains.
- 2.5. There is no existing project budget to draw on for the completion of this project. Therefore, Members are asked to consider the total cost outlined in Table 2.0 as an in-year opportunity.

South Norfolk Council	£16,500
Broadland District Council	£13,500
Estimated Total Cost	£30,000
Subject to Business Case approval	No
Timescales	
Audit complete	April 2022
Domain extension where required	May 2022
Domains decommissioned – project complete	December 2022*subject to Audit results

Table 2.0. Outlining costs and key milestones of the Domain Migration project.

The Single Image Build

- 2.6. Laptop imaging is an overview of the software and settings in an installation file that when consistent, allows for effective and efficient deployment and setup of new and replacement laptops.
- 2.7. The current laptop imagery process is inconsistent with two sets of builds, based on different policies, different systems, two different deployment software programmes, high levels of manual intervention and applied across two locations: South Norfolk House and Thorpe Lodge.

- 2.8. Undertaking a single image build will allow for a consistent build process that will increase the customer experience as the time to prepare and replace laptops will reduce, the amount of manual intervention lessens. We also anticipated a small saving from the reduction of use of two separate software programmes to one. Most importantly, the use of a single image will allow for shared knowledge across the IT and Digital Team supporting the One Team ethos.
- 2.9. Members are asked to consider the total cost for a single image build outlined in Table 3.0 as an in-year opportunity. The cost is estimated on a 6-month completion timescale with a 2-person effort. The delivery of this project is dependent on the delivery timescale of O365 phase 2.

Estimated Total Cost	£15,000
South Norfolk Council	£8,250
Broadland District Council	£6,750
Subject to Business Case approval	No

Table 3.0. Outlining the costs of the delivery of a Single Image Build

Customer Relationship Management System

- 2.10. In July 2021, South Norfolk Council and Broadland District Council approved the ICT and Digital Strategy setting out four key principles to achieving our digital vision:
- **Digital First** - true end-to-end digital services that make the lives of our customers easier, improve customer services and enable customers to interact with us in a modern and efficient way,
 - **Digital Working** - use digital services to allow more flexible, collaborative ways of working
 - **Data-driven Digital** - secure and resilient ways to collect, collate and use data to create business intelligence and drive efficiencies
 - **Digital Capabilities** - the right tools and technologies to deliver real value.
- 2.11. The Strategy recommended the implementation of a Customer Relationship Management (CRM) system to support our 'Digital First' and 'Digital Working' principles.
- 2.12. It's widely known that a CRM can deliver the following benefits:
- Better knowledge of customers using a single customer account
 - Efficient communication through customisable and varied communication methods
 - Improved customer experience and satisfaction through effective and timely communication on updates and reminders on transactional services
 - Efficient working practices and processes through the introduction of workflows and automation of processes
 - Reduction in the use of multiple and duplicate software applications as multiple functions can be performed within the CRM.

2.13. We are currently working with Methods to produce a full-detailed business case to assess the viability of a CRM and the quantifiable benefits it could bring the One Team.

2.14. The CRM implementation would take a phased and agile approach to delivery. The deliverables of each phase are set out in image 1.0. below.

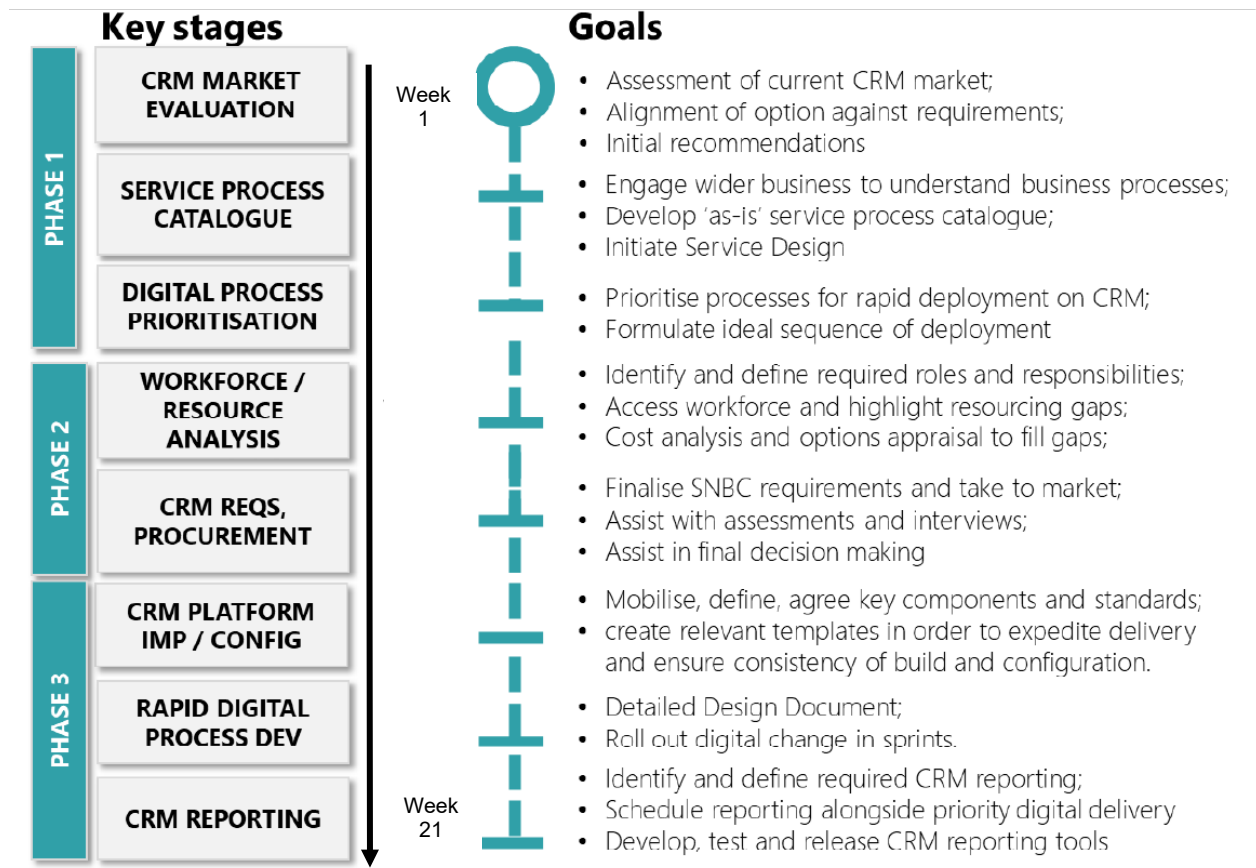


Image 1.0. representing the phased delivery approach to CRM implementation.

2.15. For this paper, Methods have provided estimated costs based on their knowledge of CRM implementation projects delivered at other comparable local authorities. The costings provided assume the implementation of a low-code CRM platform, delivered via a partnership model and inclusive of 50 end-to-end customer journeys. A breakdown of estimated total costs for full CRM implementation can be seen in Table 4.0 below with the majority of spend in Year 1.

Activity	Year 1	Year 2
Phase 1	£50,000 - £60,000	
Phase 2	£20,000 - £30,000	
Configuration ONLY	£15,000 - £20,000	
Rapid Digital Process Development	£400,000 *50 digital processes (£35,000 – £40,000 per sprint *5-10 processes per sprint)	
CRM Reporting	£40,000 - £50,000	
Resourcing	£122,000 *based on a partnership delivery	The ongoing resourcing model is dependent on the support model that we choose to pursue. Detailed options to this will be outlined in the next business case.
Licensing costs	£105,600.00	£105,600.00/year

Estimated Total Cost	£787,600.00	£105,600.00

Table 4.0. outlines full CRM implementation costs for year one and year two.

- 2.16. It's important to outline the estimated costs for full implementation to provide an overview of the total costs associated to the implementation of a CRM. Members are asked to consider using only some of the in-year surplus to support phase 1, phase 2 and the configuration phase of this project to the total cost of £110,000 with a total contribution of £46,750 – £60,500 from South Norfolk Council. The profile of this spend is detailed in table 5.0. below.

Activity	Est. Cost
Phase 1	£50,000 - £60,000
Phase 2	£20,000 - £30,000
Configuration ONLY	£15,000 - £20,000
Estimated Total Cost	£85,000 - £110,000
South Norfolk Council	£46,750 – £60,500
Broadland District Council	£38,250 - £49,500

Table 5.0. profile of spend across the relevant delivery phases.

- 2.17. The project will be subject to a full outline business case with timescales detailed in the table 6.0. below.

Timescales for Business Case	
Business case sign-off - CMLT	April '22
Business case sign-off - CTCF	June '22
Business case sign-off - SIEC	June '22
Business case sign-off - Overview and Scrutiny	July '22
Business case sign-off - South Norfolk Cabinet	July '22
Business case sign-off – Broadland District Council	July '22

Table 6.0. outline of timescales for the full business case sign off

Ketteringham Depot Project – Improved Facilities

- 2.18 The Council's waste service operation has been based at the Ketteringham Depot for the past 50 plus years, with very little investment, with both equipment and staff facilities being poor and outdated.
- 2.19 Currently, the Depot utilise a maintenance area located within the large bin storage shed. The area is unheated and when both doors at either end of the shed are open it funnels the wind through this area reducing the temperature profile. This is especially problematic during the colder months of the year. This initiative would provide a partition wall for segregation of the maintenance area which could then have a heating system installed as this maintenance area is currently at ambient temperature, this in turn would improve the efficiency of the building reducing the carbon footprint.
- 2.20 Minor Improvements would also be carried out to staff welfare facilities which are also located within the building.

Costs

- 2.21 The cost of the two initiatives would be approximately £43,000.
- 2.22 The pay back for these initiatives is estimated to be one winter as the conditions are currently substandard, meaning work must be outsourced at additional costs to the Council.
- 2.23 The works would take approximately 3 months to complete.

Risks

- 2.24 The future operational life of the current depot is limited; these works would therefore have a limited life as the building would need to be demolished as part of any potential redevelopment of the site.

Ketteringham Depot Workshop Lifting Equipment

- 2.25 This initiative involves the purchase and installation of modern HGV lifting equipment to allow the servicing of all vehicles to be carried out onsite, as the current equipment is unreliable. The inspection, repair and maintenance requirements of the vehicles is also increasing in scope and complexity requiring access to more modern lifting equipment.
- 2.26 The improved maintenance of vehicles will also lead to improved efficiency and reduced CO2 emissions.

Costs

- 2.27 The cost would be circa £34,000 with an anticipated payback period of approximately 12 months. This is based upon the downtime when the current equipment is unavailable as this effectively closes down one of the two truck vehicle inspection / maintenance lanes meaning vehicle repairs have to be outsourced.
- 2.28 The equipment could be purchased and installed within 3 months.

Risks

- 2.29 The operational life of the current depot is limited, however, this equipment could be moved and reinstalled in any new facility.

Apprenticeships – Further Investment in the One Team Talent Pipeline

- 2.30 Following a successful relaunch of our apprenticeship scheme in 2021, the One Team now has approximately 21 apprentices in situ. This has meant a full and extended utilisation of our apprenticeship levy. Critically, the relaunch allowed the One Team to ensure that existing and enhanced investment in apprentices are in the areas of our One Team in which we have an ongoing requirement for core skills or difficulty to recruit.

- 2.31 This scheme therefore represents an opportunity for additional investment in the future of our talent, as well as providing career opportunities for our younger residents as part of our wider skills programme.

Costs

- 2.32 A profile of apprenticeships the One Team would be looking to recruit is below. The costs for each of these is based on the total cost per apprenticeship – recognising that apprenticeships at different levels and for different disciplines can last for different lengths of times. Each of these roles is an area we know the One Team has current issues with recruitment and recognised issues with pipeline supply in the future.

Apprenticeship	Qty	Level	Duration	Approx. Cost*
Environmental Health Practitioner	2	6	4 years	£201,000.00
Chartered Town Planner	1	7	5 years	£169,750.00
Regulatory Compliance Officer	1	4	2 years	£44,720.00
AAT (Finance)	1	3	2 years	£44,720.00
Apprentice Admin Support (FTC)	1	n/a	1 year	£29,800.00
				£489,990.00

Risks

- 2.33 The longerterm risk to the council and the One Team lies in our ability to produce a talented pipeline of officers to ensure our statutory functions run effectively and meet demand.

3. Proposed action

- 1.1 **Resource Implications** – There will be resource implications across all in-year opportunities presented. They will be managed through the Resource Coordination Group and allocated accordingly with other projects included in the delivery plan.
- 1.2 **Legal Implications** –
- 1.3 **Equality Implications** –
- 1.4 **Environmental Impact** –
- 1.5 **Crime and Disorder** –

4. Recommendations

To recommend to Cabinet the projects and initiatives that Commercial, Trading and Customer Focus Policy Committee agree to progress inside the £0.3m earmarked reserves relating to Investing in our Staff Systems and Apprentices.