

## **AGENDA ITEM NO. 4**

Minutes of the meeting of the Transformation Programme Sub-Committee  
held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday  
23<sup>rd</sup> November 2015 at 2:00pm

### **P R E S E N T**

Councillor Anna Bailey (Chairman)  
Councillor Mike Bradley  
Councillor Lisa Stubbs  
Councillor Jo Webber

### **OTHERS PRESENT**

Richard Quayle – Director (Support Services)  
Adrian Scaites-Stokes – Democratic Services Officer  
Hetty Thornton – Programme Manager & Performance Officer  
Annette Wade – Customer Services Manager

#### **1. ELECTION OF CHAIRMAN**

Councillor Anna Bailey was proposed to be elected as Chairman of the Sub-Committee and this was seconded. There being no other nominations, Councillor Bailey was duly elected.

It was resolved:

That Councillor Anna Bailey be elected as Chairman of the Transformation Programme Sub-Committee for the remainder of the municipal year.

#### **2. PUBLIC QUESTION TIME**

There were no questions received from members of the public.

#### **3. APPOINTMENT OF A VICE CHAIRMAN**

Councillor Mike Bradley was proposed to be appointed as Vice Chairman of the Sub-Committee and this was seconded. There being no other nominations, Councillor Bradley was duly appointed.

It was resolved:

That Councillor Mike Bradley be appointed as Vice Chairman of the Transformation Programme Sub-Committee for the remainder of the municipal year.

4. **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were received from Councillor Sue Austen.

5. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

6. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman made no announcements.

7. **UPDATE ON THE DECISION AT REGULATORY AND SUPPORT SERVICES COMMITTEE REGARDING GOVERNANCE AND TERMS OF REFERENCE**

The Committee received a report, reference Q114 previously circulated, that advised on the background to the creation of, and appointment of Members to, the Transformation Programme Sub-Committee.

The Programme Manager & Performance Officer advised the Sub-Committee that this matter was presented to the Regulatory and Support Services Committee on 14<sup>th</sup> September.

*Councillor Jo Webber joined the meeting at this point, 2:05pm.*

The Programme Manager & Performance Officer continued, stating that the recommendations to develop a Sub-Committee had been formerly agreed by that Committee.

It was resolved:

- (i) That the formal agreement at Regulatory and Support Services Committee that there be a Sub-Committee made up of six members be noted;
- (ii) That the formal agreement at Regulatory and Support Services Committee the Governance arrangements and Terms of Reference for the Transformation Programme be noted.

8. **PROJECT UPDATES**

The Committee received a report, reference Q115 previously circulated, that gave progress updates about ongoing projects and requests for approval for other projects.

The Programme Manager & Performance Officer advised the Sub-Committee that the report gave progress updates on a number of projects and sought approval where required. The recommendations were set out in the report. The Transformation Programme set out the projects that were going to be

delivered. All those projects would have an impact assessment, where appropriate. There were no financial implications associated with this report.

### Self Service Project

The Customer Services Manager gave an on-screen presentation to the Sub-Committee showing the proposed new self-service system. When a Customer Relationship Management (CRM) system was purchased in 2008 it had a self-service element to it. However, due to limited resources and other problems this was not developed. A new CRM system had recently been acquired which also had a self-service component. This had been used to create a system built around the customers' experience. On 29<sup>th</sup> July a 'soft launch' had taken place with requests for feedback from users. Five forms had been received back from customers, mostly with a positive view.

The system started with a 'top ten' tasks list with a limited number of forms (to be filled in online). Since then more and more forms had been added until there was currently around 120. The tasks were listed alphabetically and were linked to their appropriate forms. The system could pull up relevant facts associated with an address in the district, for example about bin collections where customers could discover the reasons why their bins had not been collected. The system would be supplemented with other enhancements including paying parking fines online and mapping for dog fouling incidents. Other improvements, which were being looked at, could include using PayPal for online payments.

In response to Councillor Anna Bailey's questions, the Customer Services Manager explained that the self-service system would be available from the Council website's home page. Frequently Asked Questions gave answers provided by the Customer Services team and other departments. Service Champions would be expected to keep the data up-to-date. The My Account tab, set up for use on an individual account basis, was being scoped and was expected to include information on an individual's tax account, their benefits, their local councillor and all contacts made by them. Another potential use was to run public relations campaigns using the Quick Response (QR) code application.

The 'live launch' had been set for 31<sup>st</sup> December, but there were concerns over this date, so it might be delayed. A new update for the CRM was awaited but was not expected until the New Year.

The Director (Support Services) added that the new system could be used to run campaigns and could use residents to identify issues. The campaigns would tie in with local newspapers to raise awareness of those issues. This would give opportunities for Members to run campaigns.

Councillor Lisa Stubbs thought there was some difficulty in getting people and parish councils involved with the Council. Using this system would be simpler and would connect with the right people.

Councillor Jo Webber appreciated the amount of work that had gone into this project. Her biggest concern was whether the system would be robust enough, as the Council did not have much in-house technical support for it. If the QR system failed or there were problems with scanners, it would require software or technical support to ensure it worked. The Council needed someone working for it rather than for the suppliers, as they would charge a premium. With regard the My Account proposals, the Planning department were doing something similar and this needed to be incorporated.

The Director (Support Services) declared that the system would not go live until it had been fully tested. The lack of development skills within the Council had been recognised and this being actively looked at. A local authority of this size had to consider its financial position and look at alternative ways to pull in the skills needed.

Councillor Mike Bradley was also concerned about the launch date, as the system had to be thoroughly tested, though the Council did not have the resources to do that. Councillors could be asked to help test the system, as they would use different machines and different ways to try to use it. Perhaps a test group of Councillors should be formed to do that. The staff and the public could also be asked to help.

Councillor Anna Bailey stated that for this to work properly then the Council needed the systems in place to deal with it. The Committee was reminded that a review of the Council's Information Communication Technology (ICT) department was ongoing. The ongoing review and concerns about the launch date called into question the suggested timetable.

### WiFi Project

The Programme Manager & Performance Officer advised the Sub-Committee that the WiFi project, to roll out WiFi across the Council and Oliver Cromwell's House, had been completed. The project had not gone through the new formal project management procedures but had made cost effective use of the CAMB WiFi service, though it had over run. Funding had been provided via the Capital Fund and it had come in under budget. Tidey Electrical Services had completed the installation in a very professional and discrete manner. Virgin Media, providers of the service, had not done so well and had delayed the project through their lack of understanding about what was required. This meant that in future the Council would need service level agreements with external suppliers. As the project was now finished the Sub-Committee were asked to 'sign it off'.

Councillor Anna Bailey thought it would be useful for officers to be aware of the potential pitfalls for the future. The Council needed someone in-house to oversee these types of projects with someone external to go to for more technical advice. Any Project Manager assigned to a future project had to oversee and control the project and its deadlines and pull in help when needed.

Councillor Lisa Stubbs was disappointed with Virgin Media's performance and thought the Council should have had more control over it.

Councillor Mike Bradley suggested that post implementation reviews should include an impact assessment report. The Legal department could sort out contracts but initially they would not know what was wanted in it. People, particularly the Project Manager, needed to know what they wanted from the contract before Legal tied up the legal side. The Programme Manager & Performance Officer informed the Sub-Committee that there had been some help with the contract but sometimes the response had not been quick.

### Council Website Project

The Sub-Committee was advised that this project related to re-building the Council's website. There would be a number of stages in the process, the first of which was the outline business case (Appendix C). If this was agreed then the next stage would be to create a Project Initiation Document (PID).

The current Council website was subject to a large number of visits, many via mobile telephones or tablets. Customers found the website to be clumsy, full of old data and difficult to navigate. So consideration was being given to working more with the Council's partners and working on the website's governance arrangements to improve it. The content of the website could be updated or a complete re-build could take place. A major overhaul was recommended to provide enhanced content, better governance, a single point of contact and a better written site.

If agreed, the next steps would be to engage external suppliers, estimated costs between £20K and £30K, and put together a PID to be brought back to the Sub-Committee in February, with a view to delivering a new website by the end of next May. To do this, three work streams would be set up. These would look at the design and governance of the website, by involving Members and checking out other similar websites, exploring opportunities for a 'one-stop-shop' and investigating the required IT infrastructure and procurement.

Councillor Mike Bradley thought that this was something that needed to be done. Websites were very different now, as many delivered online services. The key was to produce a website that was fit-for-purpose. However, the timescales suggested were wrong, as completing this in three months was too early. A website ready for beta testing could be set up by next May.

Councillor Lisa Stubbs was concerned about integrating existing systems with the new website. This should include the Facilities team's software used to manage Council assets. The Director (Support Services) assured the Sub-Committee that the self-service element would be fully integrated.

The Programme Manager & Performance Officer said that it was essential to integrate all systems and that the SharePoint platform would be key.

## ICT Infrastructure Review

The Director (Support Services) advised the Sub-Committee that a review had commenced following a survey which showed that the day-to-day service was good but strategic and future development was an issue. It became apparent that requirements over and above the usual service caused problems. As the service was being required to do more, expert help was needed, which the service had not been able to afford within the management of its costs. Key issues revolved around the resilience of the service and improving the in-house provision. Improvements related to the infrastructure, staffing and the better use of technology. A service comparison had looked at three other organisations, which had led to consideration of sharing services with some neighbouring authorities. There were some early indications that between £100K and £200K could be saved from the £670K annual costs.

## SharePoint Platform

The Programme Manager & Performance Officer advised the Sub-Committee that this platform sourced information from databases and could extract data from it. It could provide a new intranet, with rolling programmes and discussion forums, and Skype. The capabilities of this platform were enormous and potentially endless. The Service Leads could be engaged to see what they could use SharePoint for. It could also be very effective if used for performance management. A number of Council services used different datasets, whereas if they used the same type it would make it easier to extract appropriate data.

This project could not yet be pushed forward, due to the ICT Review currently being undertaken, so the dates had been re-profiled.

Councillor Mike Bradley thought SharePoint could be used to easily see relevant data. The problems were that the Council had to know what it wanted to achieve by using it and needed someone to look after the data used. Fitting the data into this system would make it fit for the future. Using this platform as part of a re-structure had the potential to generate savings, which could then be re-invested.

It was resolved:

- (i) That the progress of each project against the milestones indicated within the Programme Plan be noted;
- (ii) That the progress update on the Self Service project (Appendix A) be noted;
- (iii) That the WiFi project Post Implementation Review (Appendix B) be approved;
- (iv) That the Outline Business Case for Council Website project (Appendix C) be approved;

- (v) That the progress updates on the ICT Infrastructure Review and SharePoint Platform (both oral) be noted.

## 9. **PROJECT MANAGEMENT FRAMEWORK AND TRAINING**

The Committee received a report, reference Q116 previously circulated, that set out the background to the project management training provided.

The Programme Manager and Performance Officer advised the Sub-Committee that because of initial concerns about the number of people that might sign up to becoming project managers, only one session had been planned. This had over-subscribed so other sessions were arranged. To date 54 staff had been trained, which was a surprise that so many wanted to become empowered to learn new skills.

Councillor Anna Bailey thought some people might be put off due to the perceived mystery surrounding project management but basically it amounted to common sense. It was fantastic that the staff wanted to upskill and showed the enthusiasm within the organisation. The project management toolkit looked fantastic too.

Councillor Jo Webber thought it important that as many people attend these sessions as possible, as they were very useful.

Councillor Mike Bradley queried why the quality log had been dropped from the toolkit. The Director (Support Services) explained that he had wanted to keep the toolkit as simple as possible, as the staff that would use it had gone from doing nothing straight to this.

It was resolved:

- (i) That the response to the Project Management training and as a consequence the development of a user friendly Project Management Toolkit which has been designed around the needs of the attendees of the courses be noted;
- (ii) That the Project Management Toolkit be endorsed in order to enable the Programme Manager to roll out the document across the Council.

## 10. **RE-PROFILING DATES OF THE TRANSFORMATION PROGRAMME**

The Committee received a report, reference Q117 previously circulated, that set out the re-profiled Programme Plan.

The Programme Manager and Performance Officer advised the Sub-Committee that the programme had to be re-profiled because a lot of it depended on the outcomes of the ICT Review. The changes had been highlighted within the Programme Plan. New projects coming through related to a tourism website and the amendments to universal credit.

Councillor Anna Bailey thought the rest of the organisation should be given a sense of where the Transformation Programme was, possibly using the internal Connect magazine and via system demonstrations.

It was resolved:

- (i) That the new timescales (highlighted in the Programme Plan in red) be approved:
- (ii) That the appointment of some new project managers who are assisting to drive forward positive change within the Council be noted.

The meeting closed at 3:20pm.