



Digital Innovation and Efficiency committee

Committee Plan 2018/2021



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County Council Strategy

Caring for our County: A vision for Norfolk in 2021 was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done well and done once



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to because the council the County needs.

The Digital Innovation and Efficiency Committee's focus

Digital opportunities have the power to transform lives. They can help our residents, businesses and visitors to better transact, learn, communicate, shop, entertain, generate income or savings, be active in communities of interest locally or even worldwide. Digital infrastructure and services can assist people when working, travelling around the county or when at home. Indeed, it can help support people to live independently in their own homes when it would not otherwise be safe to do so.

The council is fundamentally re-thinking its approach to delivering public services. Many of our services were designed in a very different era and policy framework. Funding regimes now do not account fully for demographic change or socio-economic changes, instead the drive is for local government to become self-sufficient through council tax and increased revenue from locally raised business rates.

At the same time as funding has been reduced, our population continues to grow and the pattern of family life has changed. Medical and technological advances have been enormous and people now live longer and more active lifestyles with an expectation of greater quality and availability of services.

A growing 'older' population affects Norfolk more than most other places – it has, and will continue to have, a higher proportion of older people compared to the average for the Eastern Region and for Norfolk's 'family group' of similar councils.

With these pressures in mind and reflecting people's expectations that they will be able to use digital means to interact with the council as with other public and private sector organisations, the committee is expected to play an influential role in the county in the following areas.

- Fixed broadband connectivity for residents and businesses including.
 - the Better Broadband for Norfolk Programme (BBfN).
 - DCMS Local Full Fibre Networks bid.
 - Support for other / alternative network providers.
 - Influencing planning policies for new buildings.
- Mobile voice and data coverage including 4G and Wi-Fi networks.
- Moving all appropriate Council transactions and information provision online and using technology to help people help themselves.
- Generating greater efficiency of our staff through mobile, flexible and partnership working capabilities.
- Improving the efficiency and effectiveness of all council staff and services through better use of data.
- Digital inclusion and digital skills development, including cyber skills to help keep people safe online.

- Facilitating and accelerating the exploitation of emerging technologies such as artificial intelligence, robotics, autonomous vehicles and the “Internet of Things” (IoT), essentially connected devices and associated devices. Use of IoT technologies might include the following.
 - Assistive technology to help people live independently at home.
 - Street based sensors for parking, traffic monitoring, more efficient winter gritting, air quality and intelligent lighting.
 - Agricultural technology applications.
 - Flood warning systems.

Our vision for the future of Digital Norfolk

We have a clear vision - **to support people to be digitally included and active and for council processes and services to be digital by design.**

We want to drive the creation of a sustainable technology infrastructure for better broadband and mobile services so that Norfolk will have more local government services available online and used safely and effectively by people to live, work, learn and play. We will use technological solutions, to provide smarter ways of working and reduce costs within the Council and in frontline services.

Digital Norfolk has these main elements:

1. **Enhancing service delivery to our citizens** –through improved broadband and mobile coverage, our residents will be able to access appropriate services online at a time and place that suits them, and fits with the demands of modern life. Accelerating the use of assistive technologies to give people the skills and confidence to live independently and safely in their own home for as long as possible.
2. **Enable employees** – The Digital Employee: Staff will have access to the right technology and data and have the skills to use them. Taking a systematic approach to transactions and redesigning internal systems to be digital by design. This will improve productivity and take out cost across the organisation
3. **More effective use of data** – Business insight: Data should be exploited effectively for operational and strategic purposes. Data driven decision making will enhance our ability to target services more effectively across the county.

Our three-year service priorities are:

- Improve County wide fixed and wireless networks.
- Seek funding to further improve county wide fixed and wireless networks.
- Reduce digital exclusion across the county.

- Stimulate and support growth in the digital economy.
- To remain cyber secure and continuously improve our capabilities as global cyber-crime threats increase.
- Improve digital skills, cyber security and data protection knowledge amongst staff and residents.
- To continuously improve the services culture for innovation and excellence, to grow and renew skills and capacity, to focus on customer needs first, to work effectively in partnerships internally and externally.
- Develop greater innovation capacity, including R&D and “living lab” demonstration centre.
- To increase operational and contract management efficiency such that IMT revenue budget savings are achieved.
- To continue to achieve agreed performance indicators despite the reducing budget and improve performance wherever possible.
- Ensure all systems, policies and procedures are GDPR/New Data Protection Bill compliant.
- Develop assistive technology and IoT expertise, resulting in business cases and projects to achieve savings and improve services.
- Optimise systems to maximise joined up partnership working with NHS and other local priority service delivery partners.
- Make optimal use of hybrid cloud (on premise, SaaS & commodity cloud) opportunities to achieve financial, performance, resilience and security objectives.
- Exploit our data more effectively to optimise processes, ensure early intervention where appropriate, increase income, reduce fraud and target scarce resources where they are most effective.
- Priority projects include:
 - Roll out new end user devices (laptops, tablets, headsets, smartphones etc) to improve fitness for purpose and ease of use.
 - Redesign and continuously improve all internal and external transactions so they are digital, meet users’ needs and corporate efficiency objectives.
 - Exit current outsourced arrangements to achieve savings and maximise flexibility.
 - Refresh application systems to ensure fitness for purpose, value for money and cyber security. Social Care and ERP (Finance, Payroll, HR & Procurement) are the highest priority areas.
 - Refresh technological infrastructure on a rolling basis.

Our key actions for 2018/19 are:

- Work jointly with Communities to help increase digital inclusion.
- Work jointly with NCC HR to improve staff digital skills.

- Work with county planners to increase fibre broadband provision to new build developments.
- Work with alternative network providers to address the 5% of Norfolk's residents that are not covered through BBfN plans.
- Work with mobile network operators to improve voice and data coverage across the county.
- Work with districts to create a Norfolk wide counter fraud hub to reduce fraud and maximise income collection.
- Seek funding for improved fixed and wireless network connectivity (via the DCMS Local Full Fibre programme, Defra, etc).
- Work with public sector partners to improve cyber security across the county.
- Complete phase 1 of the new social care system implementation (Children's go-live in April), followed by phase 2 projects to fully exploit the new system.
- Achieve approx. £1M efficiency savings through changes to sourcing and staffing.
- Work with Adults service to develop assistive technology solutions for self-funders and to enhance care packages.
- Work with Communities service to improve availability of online information, advice and guidance.
- Roll out new laptop build to improve staff efficiency and exit external support contracts for IMT efficiency savings.
- Continue to improve disaster recovery and business continuity capabilities.
- Replace the aging desktop and contact centre telephony systems.
- Refresh Local Area network infrastructure.
- Replace Oracle ERP hardware.
- Replace legacy web sites and systems.
- Ensure organisational compliance with GDPR/the new data protection bill.
- Revise schools' ICT offer, structure and processes to ensure it remains relevant, provides value for money and fully covers its costs of operation.
- Optimise technological developments to support co-location of NCC staff and NHS under the Section 75 agreement and integration proposals for Health and Social Care arising from the NHS Sustainable Transformation programme.
- Rationalise application systems to reduce cost, complexity and ensure remaining systems meet the organisation's needs.
- Recruit more IMT apprentices.

The voices of people who use our services

In developing the Customer Service Strategy for NCC, customers were consulted around what they would like and expect in terms of their interactions with the council and its staff. Whilst the consultation is now a couple of years old, the responses still fully reflect anecdotal examples and compliments and complaints received by NCC. The main outcomes the people are looking for can be summarised as follows:

The main outcomes the people are looking for can be summarised as follows:

- It's easy to find information, access services and complete transactions
- I can deal with the council in the way that suits me best
- Services are responsive and I am kept up to date with progress
- Information is personalised and meets my needs
- I only have to make a request or tell my story once and the job gets done
- Explanations are clear and I know what to expect

In regard to specific IMT services residents and businesses ask for:

- Better fixed and mobile coverage
- more and better digital interactions with the County Council with more services available online, self-service and 24/7

County Council staff make up a significant proportion of IMT's customer base and staff say:

- The walk-in service is great, staff are knowledgeable and helpful.
- Old devices can be unreliable and could be easier to use, but new devices and build is much better.
- Many internal processes are time consuming and not intuitive to use.
- Some processes and projects can take a long time to deliver.
- Overall satisfaction scores for IMT services are very high, averaging approximately 6.5 out of seven.

Digital Innovation and Efficiency Services in Norfolk

Some **key demographic factors and trends** to take into account when considering the work of the Digital Innovation and Efficiency Committee services are:-

- Norfolk is the most rural county with one of the lowest population densities in England.
- Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. The number of people aged 65 and over in Norfolk is due to increase 31% over 15 years, and will mean the number of people aged 65 and over, as a proportion of Norfolk's total population, will increase from 23.8% to 28.3%.
- Across Norfolk, the average life expectancy is about 80 years for men and about 84 years for women.
- The 85+ age group is Norfolk's fastest growing, and it is this age group which has most impact on demand.
- Life expectancy, levels of educational attainment and a number of other factors are all lower for Gypsy, Roma and Traveller communities, compared to the rest of the population.

- Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of young people who have recognised disabilities.
- Around 92.9% of Norfolk residents are White British, with an estimated 7% from a Black, Asian or minority ethnic (BAME) background. In total, around 130 languages are spoken as a first language other than English in Norfolk.
- Minority faiths in Norfolk represent just under 2% of the population. There are many different faiths represented in Norfolk, which includes several mosques, synagogues, a Sikh temple, a Hindu Temple and numerous Buddhist groups.
- It is estimated that around 6% of the population is lesbian, gay or bisexual.

Key Committee challenges

The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Delivering superfast or better broadband to 100% of the County	Current BBfN plans are to reach 95% of residents by April 2020. Further funding and alternative methods need to be sought to reach the final 5%.
Delivering ubiquitous mobile voice and data coverage.	Current provision is currently unquantified by is patchy at best according to surveys and anecdotal evidence. Government funding is not available for mobile (unlike fixed broadband), so alternatives methods to improve coverage must be sought.
Reducing digital Exclusion	Depending on the definition of exclusion used, at least 10% of resident are excluded. This may be due to lack of connectivity, equipment, skills or motivation.
Achieving savings targets	Ongoing austerity means that council services need to reduce running costs in line with savings targets. However, this is balanced by the availability of capital funding has been made available where a clear invest to save case is made.
Skills gaps in the digital technology market	<p>In the wider digital technology market, there are well-documented national challenges in attracting and keeping good quality staff.</p> <p>Our planned approach in NCC to address this challenge is primarily to recruit and train local apprentices.</p>

Resources and budget

Resources and budget

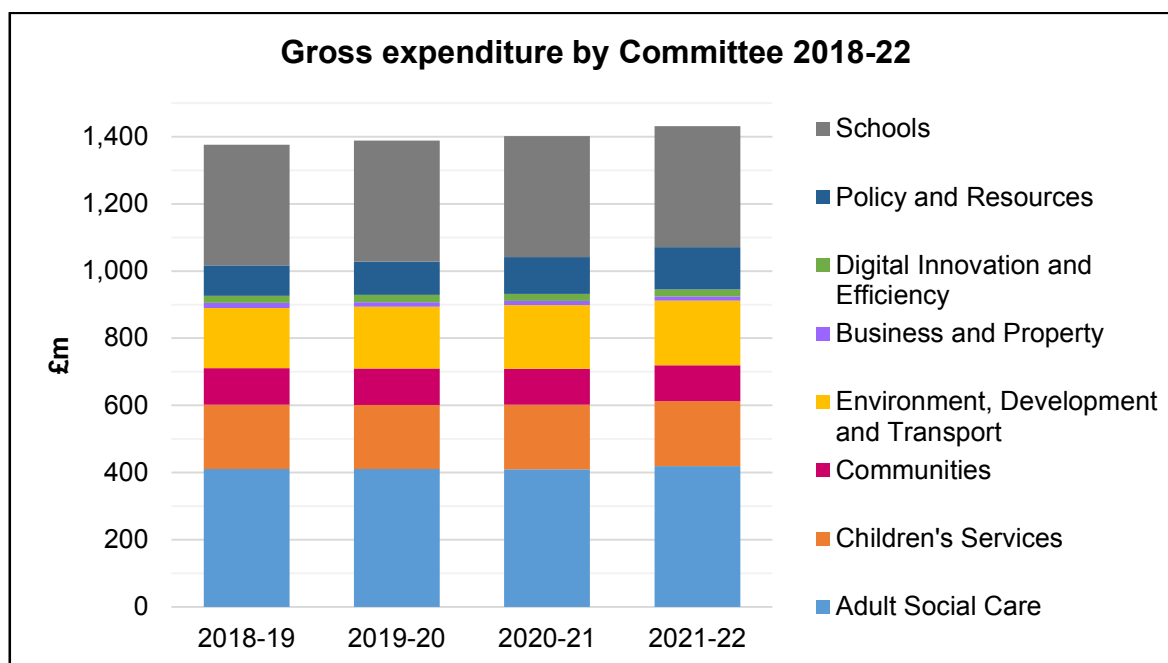
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

Norfolk County Council gross revenue budget 2018-19 to 2021-22

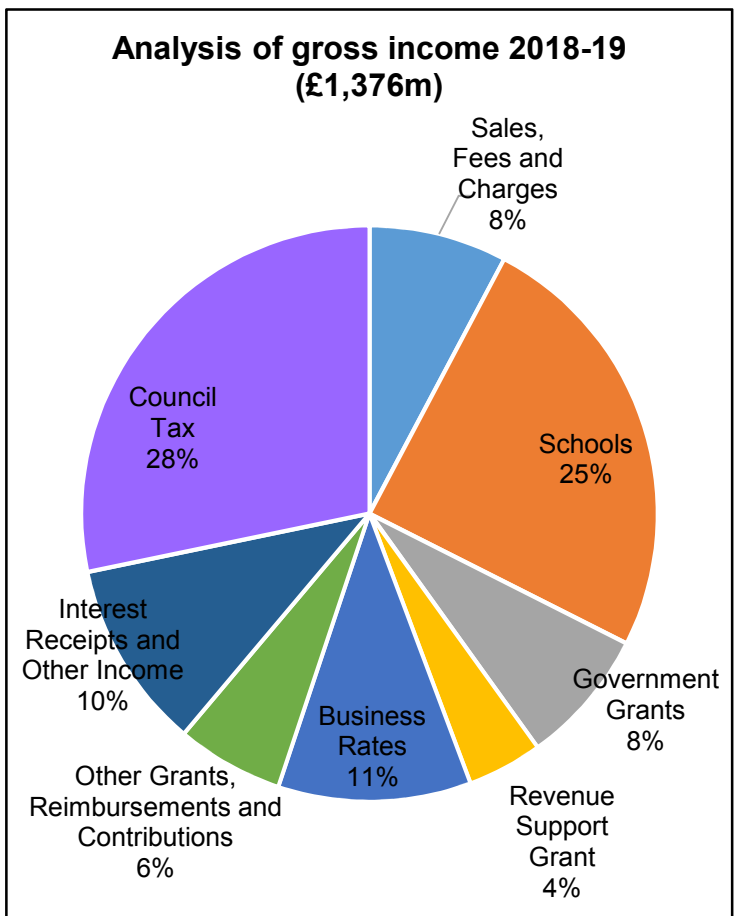
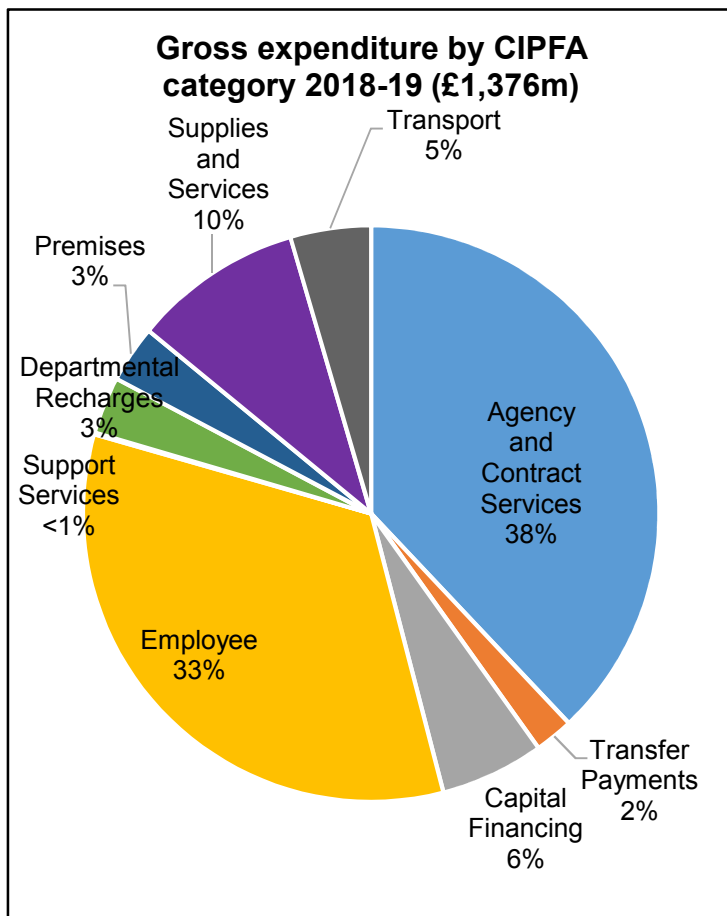
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



Note: the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.

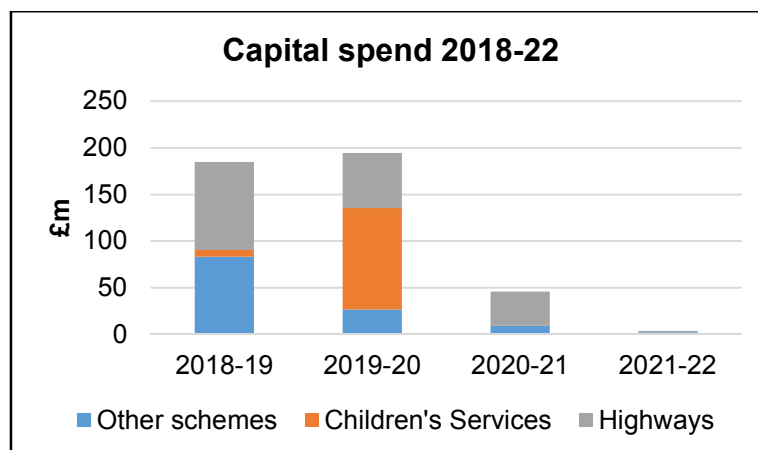


Notes:

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.
Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

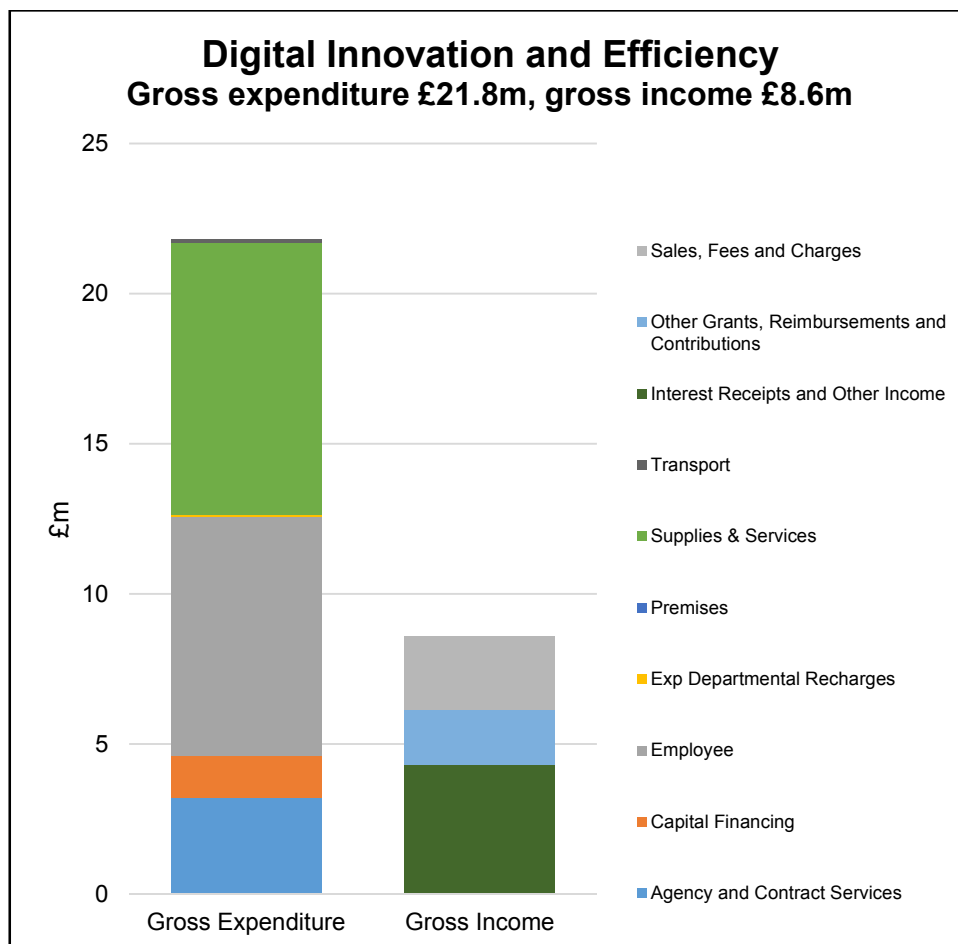
Norfolk County Council Capital Programme 2018-19 to 2021-22

The chart below summarises the County Council's Capital Programme.

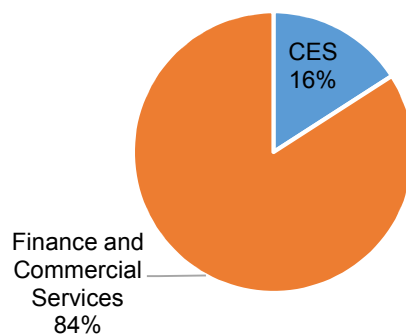


Details of Digital Innovation and Efficiency Committee gross revenue budget 2018-19

The following chart provides details of this Committee's gross expenditure and gross income budgets. The final chart shows the gross expenditure budget by department within the overall Committee budget. The Committee's **net budget for 2018-19 is £13.2m**



Digital Innovation and Efficiency 2018-19 gross expenditure budget by Department



Norfolk Futures

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local services strategy
- Commercialisation

The Digital Innovation and Efficiency Committee will be responsible for **Digital Norfolk**, and oversight for the entire transformation programme will be provided by Policy and Resources Committee. Under this priority we want to drive the creation of a sustainable technology infrastructure for better broadband and mobile services so that Norfolk will have more local government services available online and used safely and effectively by people to live, work, learn and play. We will use technological solutions, to provide smarter ways of working and reduce costs within the Council and in frontline services.

The 3 key focus areas will be

1. **Enhancing service delivery to our citizens** –through improved broadband and mobile coverage, our residents will be able to access appropriate services online at a time and place that suits them, and fits with the demands of modern life. Accelerating the use of assistive technologies to give people the skills and confidence to live independently and safely in their own home for as long as possible.
2. **Enable employees** – The Digital Employee: Staff will have access to the right technology and data and have the skills to use them. Taking a systematic approach to transactions and redesigning internal systems to be digital by design. This will improve productivity and take out cost across the organisation
3. **More effective use of data** – Business insight: Data should be exploited effectively for operational and strategic purposes. Data driven decision making will enhance our ability to target services more effectively across the county.

Risks and Innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.

Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops.

For Communities Committee there are five main areas of risk which could affect what we do in the future.

Risk	How high is the risk? (As of January 2018)
Lack of availability of the council network or data centres such that online services to staff and services for staff are not accessible.	Amber
Data loss caused by human error or cyber crime.	Amber
Failure to meet GDPR requirements.	Amber
Failure to meet budget savings	Amber
Lack of staff capacity in IMT service to support existing services and deliver change programme.	Amber
Data quality compromises effective planning and service delivery.	Amber

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes emerging and maturing technologies such as artificial intelligence, autonomous vehicles, Blockchain, crypto currencies, wearable technologies and the opportunities presented by the Internet of Things.

The nature of technology is such that it is constantly evolving and offering us the opportunity to address existing and future challenges in new and more effective ways.

Some examples of innovative approaches currently underway include the following.

Service Area	Innovation
Attracting external investment to	DCMS, MHCLG, Defra and other agencies have been and will continue to be lobbied to invest in improving fixed and mobile

improve digital infrastructure	coverage across the county. Investment in trials for other emerging technologies will also be considered.
Use of council assets and partnership working to improve mobile coverage.	Mobile voice and data audit, combined with mapping of public sector assets will be used to help network providers to site new masts and improve coverage (and generate some new income).
Partnership working	Actively engaging with all relevant network providers to remove barriers to making further network provision economically viable.
Tackling digital exclusion	A variety of actions will be proposed to address the problem of digital exclusion.
IoT and AT	The committee is actively researching and working on market engagement to enable savings and services through the opportunities presented by connected devices.

Performance

Performance of each committee is measured through a tracker system. The detail of this is reported to service committee and some high level metrics are reported to Policy and Resources.

The Digital Innovation and Efficiency Committee agreed the set of core measures and targets below at their meeting in September 2017. These form the basis of regular, detailed performance reporting to each Committee meeting.

Norfolk County Council

Digital Innovation and Efficiency Committee - Vital Signs Dashboard

NOTES:
In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	6,376	6,924	7,457	7,911	8,572	9,432	10,321	11,156	12,162	13,054	13,933	14,755	16,750	
{CIL} Customer satisfaction with web access	Bigger				76.3%	69.8%	70.5%	66.1%	64.2%	72.1%	71.5%	70.0%	73.7%	73.6%	70.0%
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	11.0%	7.0%	12.0%	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	10.0%
		631 / 5661	283 / 3780	547 / 4675	740 / 4392	476 / 6027	531 / 5989	321 / 4110	282 / 4175	252 / 3615	436 / 5107	611 / 4285	991 / 2927	1255 / 4258	
{IMT} ICT incidents per customer per month	Smaller	1.5	1.3	1.6	1.3	1.8	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.5
{IMT} First line fix	Bigger	40.0%	36.0%	32.9%	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	26.9%	24.6%	29.3%	34.4%	28.0%
		1965 / 4857	1383 / 3795	1510 / 4586	1097 / 3175	1017 / 3018	1304 / 4542	1132 / 4259	1030.92 / 3788	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	
{IMT} Incidents resolved within SLA	Bigger	80.0%	75.0%	82.2%	80.7%	75.4%	78.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	80.0%
		3690 / 4560	3069 / 4084	3567 / 4363	2468 / 3069	2623 / 3477	2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3548 / 4302	
{IMT} Customer satisfaction with ICT services	Bigger		6.4	6.4	6.5	6.2	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6
{IMT} Systems availability	Bigger	99.0%	99.0%	98.0%	95.1%	94.0%	97.6%	98.9%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%
				121.2k / 124.2k	102.7k / 106.0k	101.0k / 105.0k	116.0k / 115.5k	112.2k / 113.4k	115.5k / 115.5k	112.2k / 113.4k	115.5k / 115.5k	117.5k / 115.5k	102.5k / 102.5k	115.4k / 115.5k	
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{BBFN} % of Norfolk homes with superfast Broadband coverage	Bigger				83.0%		84.0%			86.0%	88.0%	89.0%	89.0%	90.0%	
					n/a / n/a		n/a / n/a			n/a / n/a		n/a / n/a			

The Committee's Forward Plan

Each committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Member to ensure the implementation of their vision for each committee. In addition it:

- Ensures performance issues are continually addressed
- Prepares Members for the big decisions coming up allows them to talk to constituents or undertake research in advance of considering issues
- Ensures statutory reports are received in a timely way
- Ensures Members are not surprised by issues without warning
- Coordinates the work of the Council across committees
- Allows issues to be spotted that might be referred to a different committee to work on
- Identifies issues to be discussed at Full Council

The latest forward plan for the committee is currently under review in terms of priority and frequency, but contains the following elements.

Topic	Frequency
Financial monitoring	Every Meeting
Performance monitoring	Every meeting
Better Broadband for Norfolk	6 monthly
Risks	6 monthly
Support for alternative network providers	To be confirmed (summer 2018)
Fibre for new build developments	To be confirmed
Internet of things and associated networks	To be confirmed
Online services	May and to be confirmed
GDPR implementation and cyber security	May & to be confirmed
Mobile voice and data	March & to be confirmed
Public Wi-Fi	To be confirmed (summer 2018)
Digital Exclusion	March & to be confirmed
Counter fraud hub	To be confirmed
Assistive technology	March & to be confirmed
Digital incubator and R&D facilities	To be confirmed
Local Full Fibre Network Bid	To be confirmed (summer 2018)
Agritech	To be confirmed
Digital economy and growth	To be confirmed
New Social Care system	May & to be confirmed
Electric and autonomous vehicles	To be confirmed

- The plans are updated regularly and available to view on the Council's website www.norfolk.gov.uk on the Digital Innovation and Efficiency Committee main page.

Working with other committees

Every committee has set responsibilities which they must work towards achieving. However, they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Environment, Development and Transport	Reviewing networks, connected devices and monitoring systems to optimise the efficiency and effectiveness of the services delivered under this committee.
Children's Services	Implementing the new Social Care system, introducing better mobile and flexible working solutions and helping to improve efficiency through better use of data and business intelligence systems.
Communities	Joint working on digital infrastructure, online services, digital inclusion and mobile flexible working tools so staff can work from any location and with any partner organisations.
Business and Property	Ensuring buildings and staff are suitably equipped with the appropriate technologies to maximise our utilisation of the Council's property portfolio.
Adults	Enhancing and further exploiting the new Social Care system, researching and testing assistive technologies, introducing better mobile and flexible working solutions and helping to improve efficiency through better use of data and business intelligence systems.