



**Norfolk County Council**

# **Digital Innovation and Efficiency Committee**

**Date: Wednesday, 14 November 2018**

**Time: 10:00**

**Venue: Edwards Room, County Hall,  
Martineau Lane, Norwich, Norfolk, NR1 2DH**

**Persons attending the meeting are requested to turn off mobile phones.**

## **Membership**

Mr T FitzPatrick - Chairman Mr G Middleton

Mr E Colman Mr D Rowntree

Mr S Eyre Mr T Smith

Mr J Fisher Dr M Strong

Dr C Jones

**For further details and general enquiries about this Agenda  
please contact the Committee Officer:**

Tim Shaw on 01603 222948 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

## A g e n d a

1. To receive apologies and details of any substitute members attending

2. To confirm the minutes of the meeting held on 12 September 2018

Page 5

3. **Declarations of Interest**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Public QuestionTime**

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 9 November 2018**. For guidance on submitting a public question, view the Constitution at [www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee](http://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee)

**6. Local Member Issues/ Member Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Friday 9 November 2018**.

**7. Chairman's Update**

Verbal update by Cllr Tom FitzPatrick

**8. Finance Monitoring Report**

**Page 13**

Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services

**9. IMT Performance Indicators**

**Page 20**

Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services

**10. LoRaWAN conference & Hackathon Update**

**Page 34**

Report by Executive Director, Finance and Commercial Services

**11. Innovative Use of Technology for Highways**

**Page 38**

Report by the Executive Director of Community & Environmental Services.

**12. Better Broadband for Norfolk Programme Update**

**Page 41**

Report by Executive Director, Community and Environmental Services

**13. Counter Fraud Hub**

**Page 49**

Report by Executive Director, Finance and Commercial Services

**14. Local Full Fibre Network Bid**

**Page 53**

Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services

**15. Use of Technology by Education**

**Page 63**

Report by Executive Director, Finance and Commercial Services and Executive Director, Children's Services

**16. Forward Plan and Delegated Actions**

**Page 73**

Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services

**Chris Walton**  
**Head of Democratic Services**  
County Hall  
Martineau Lane  
Norwich



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## **Digital Innovation and Efficiency Committee**

**Minutes of the Meeting Held on 12 September 2018  
10:00am, Edwards Room, County Hall, Norwich**

### **Present:**

Mr T FitzPatrick (Chairman)

Mr E Colman  
Mr S Eyre  
Mr G Middleton

Dr C Jones  
Mr D Rowntree

### **Substitute Members Present:**

Mr T Adams for Dr M Strong  
Mr P Duigan for Mr T Smith  
Michael Chenery of Horsbrugh for  
Mr J Fisher

### **1. Apologies for Absence**

- 1.1 Apologies for absence was received from Mr J Fisher, Dr M Strong and Mr T Smith.

### **2 Minutes**

- 2.1 The minutes of the previous meeting held on 11 July 2018 were confirmed by the Committee and signed by the Chairman.

### **3 Declarations of Interest**

- 3.1 There were no declarations of interest.

### **4 Items of Urgent Business**

- 4.1 There were no items of urgent business.

5        **Public Question Time**

5.1        There were no public questions.

6        **Local Member Issues/ Member Questions**

6.1        There were no Local Member Issues/ Member Questions.

7        **Chairman's Update**

7.1        The Chairman reported on the launch of Building Mobile Britain which was seeking to work with national and local government, as well as industry groups, to overcome the challenges of improving mobile networks. Deputy Chair Cllr Graham Middleton & Geoff Connell (Head of IMT) attended the launch where Norfolk's approach to improving coverage was referenced verbally and in a case study as National best practice. An article about this matter which also referenced MP Henry Billingham had recently appeared in the local press, including Lynn News.

7.2        The Chairman also reported on plans for the launch of the Norfolk Enterprise Festival which would be hosting Norfolk-based entrepreneurs, start-ups and micro businesses from around Norfolk. He said that the festival would include plenty of inspiring activities within the stunning setting of the Westacre Estate.

Everyone was encouraged to visit the website for the festival at:

<http://norfolkenterprisefestival.co.uk/>

8        **Finance Monitoring**

8.1        The annexed report (8) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.

8.2        The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation and Efficiency Committee. The report also provided information on the use of reserves and details of the capital programme.

8.3        In introducing the report, the Executive Director of Finance and Commercial Services drew the Committee's attention to the revenue budget reduction in 2018 – 19 of £1.179m, of which £0.898m would be managed through the termination of the existing DNA contract in autumn 2018, and the additional savings to be realised via the Voice and Data contract in a full operational year, and £0.281m related to the cost neutral transfer of the budget held by IMT in relation to Liquid Logic support to Adults Services.

8.4        **RESOLVED**

**That the Committee note:**

1. The 2018 - 19 revenue position for this Committee.
2. The 2017 - 18 to 2020 – 21 capital programme for this Committee.
3. The 2018 – 19 reserves position for this Committee.

## 9 Strategic and Financial Planning 2019-20 to 2021-22

- 9.1 The annexed report (9) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 9.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that explained the actions that the Committee was taking to support the Council to set a balanced budget for 2019-20. The report also sought Members' views on the Committee's approach to developing savings for 2019-20.
- 9.3 Members' attention was drawn to the proposed savings within IMT that arose from exiting the HPE contract and from a restructuring and headcount reduction (management and technical support costs) and the reduction in IMT admin and licence budgets that were mentioned in table 5 of the report. Members were assured that these savings would not have an adverse impact on service delivery or prevent IMT from exploring opportunities for providing apprenticeships for people looking to work within the IT industry. The Council would continue to be able to focus on digital innovation and on ways to exploit emerging technology to facilitate the transformation of public services across the county and to help generate technology-driven financial efficiencies in the Council's operations and activities. Because the Committee was not scheduled to meet in October 2018 Members were asked to recommend the proposed savings to Policy and Resources Committee from today's meeting.
- 9.4 Members drew attention to the indicative savings by Committee that were set out in table 4 of the report. Members asked that this table include an additional column to show the share of proposed savings as a percentage of each committee's total budget when it was reported to other committees. This was considered necessary for Members to be able to gain a wider understanding of the overall approach within the Council to developing savings proposals for 2019-2020 and the budgetary pressures that would fall on committee budgets.
- 9.5 **RESOLVED**

### **That the Committee:**

1. **Note the Council's budget assumptions and the budget planning principles for 2019-20 which have been approved by Policy and Resources Committee (paragraph 3.3 and 3.4 of the report);**
2. **Note the forecast budget gap of £94.696m (table 3 of the report), which reflects the changes from the 2018-22 Medium Term Financial Strategy, and the resulting indicative savings targets for the Committee over the period 2019-20 to 2020-21 (table 4 of the report);**

3. Note further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in section 5 of the report, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;
4. Agree the proposed approach and key themes to focus on in developing savings proposals for 2019-20 to 2021-22, including how the principles of the Council's Strategy, Norfolk Futures, will inform and shape budget planning activity set out in section 5 of the report, having regard to the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round (table 1 of the report);
5. Note additional detailed savings proposals in order to help close the forecast 2019-20 to 2021-22 budget gap (section 5 of the report);
6. Note the budget planning timetable (section 6 of the report).
7. Approve the proposed savings for 2019-20 Budget Round for recommendation to Policy and Resources Committee in October (table 5 of the report).

#### 10. **IMT Performance Indicators**

- 10.1 The annexed report (10) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 10.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee. All IMT indicators were reported as on target (green).
- 10.3 The Committee was informed of two further indicators that were recorded at this committee periodically and then passed onto Policy & Resources Committee. These were Better Broadband for Norfolk Coverage and 4G Mobile telephony coverage. These indicators were currently at 92% (1% higher than reported against a target of 90% for 2018/19 Q1) and 83% respectively (which was the baseline measure). Work continued to review what other data might be appropriate to report to committee. Items under consideration included digital inclusion indicators which continued to be developed as a vital signs indicator.
- 10.4 Members congratulated the Head of IMT and other officers on the step changes that they continued to make to provide Members with improved and up to date performance management information for the vital signs performance indicators that were within the remit of the Committee.
- 10.5 Further details regarding the operational measures that were being taken to improve performance (for issues such as IT telephone response times) were said to be available from officers on request. Customer satisfaction with web access was addressed by the Committee as a separate issue at item 13 on the agenda.
- 10.6 **RESOLVED**



**That the Committee note the information provided in the report.**

**11 Use of Technology by Highways**

- 11.1 The annexed report (11) by the Executive Director of Community and Environmental Services was received.
- 11.2 The Committee received a report by the Executive Director of Community and Environmental Services that explained how the Highways Service were exploiting digital and technological innovations that delivered efficiencies, service improvements and a better way of working. The report provided examples of these technological developments and highlighted areas of work that were being considered for the future.
- 11.3 Members were pleased to hear about an initiative that had been taken in conjunction with Tarmac to use digital data collected from gully cleaning records, flood risk maps and reported drainage deficits to determine a risk based approach to the frequency of gully cleaning operations. This initiative had been shortlisted for the national Highways Maintenance Efficiency award which would be known in October 2018.
- 11.4 Members were informed that the issue of who was responsible for the maintenance of street lights was a difficult one for the public to understand. Some street lights were owned and maintained by District, Borough, Parish or Town councils. It was suggested that where members of the public had problems with street lights or other illuminated street furniture then they should be encouraged to report the matter by completing an online fault reporting form that could be found by following the web link set out below:

<https://norfolkstreetlighting.amey.co.uk/>

If the street light was maintained by another organisation, then on completion of the form the information would be forwarded on their behalf.

- 11.5 It was pointed out that the next phase of work for the installation of a further 13,000 street lamps with more energy efficient LEDs would start in December 2018 and run until the end of December 2019.
- 11.6 The initiatives that were being taken in some parts of North Norfolk to allow the public to pay for parking with a smart phone were welcomed. It was suggested that Cromer should be considered within the upcoming review into the Better Parking Strategy as an area of Norfolk where local authorities could look to provide an innovative approach to parking using new technologies.
- 11.7 The Committee placed on record thanks to Nick Tupper (Assistant Director- Highways & Waste) and Grahame Bygrave (Highways Service Manager) on their work in keeping Members updated on the potential opportunities to improve the

Highways Service using new technology and asked to receive a further update report sometime in the new year.

11.8 **RESOLVED**

**That the Committee note the information provided in the report and ask for a further update report sometime in the new year.**

12 **Fibre Broadband for new build developments**

12.1 The annexed report (12) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.

12.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that was intended to provide an update on progress with fibre Broadband for new build developments since the matter was last discussed in January 2018.

12.3 Members spoke about how house buyers as well as Local Planning Authorities had a pivotal role to play in encouraging and supporting developers to future-proof their developments and maximise their value by installing faster gigabit connections using fibre to the premises where possible. Members said that in addition to encouraging developers to future proof their developments the County Council should actively promote public demand from potential house buyers for reliable, high speed broadband connectivity on new developments.

12.4 **RESOLVED**

**That the Committee direct NCC IMT and Planning officers to continue to work with the Norfolk Strategic Planners group to ensure the updated Norfolk Strategic Planning Framework requires fast broadband connectivity for new developments using Fibre to the Premises wherever possible.**

13 **Website satisfaction**

13.1 The annexed report (13) by the Executive Director of Community and Environmental Services was received.

13.2 The Committee received a report and a presentation by the Executive Director of Community and Environmental Services that gave Members the background to the changes and factors which were impacting website satisfaction on an ongoing basis. Appendix 1 to the report gave a breakdown of areas of the website with most feedback. The presentation would be made available on the committee pages website.

13.3 During the presentation the following key points were made:

- The Digital Content Team in Customer Services, part of Community and Environmental Services, was responsible for the content on

www.norfolk.gov.uk and for associated websites such as Norfolk Museums and the Norfolk Record Office.

- The Digital Content Team used a web based product which presented the smileys on the website, and by clicking them meant a rating of good, average or poor. A significant number of those who responded (over 70%) did not progress further than clicking one of the faces. Of those that did continue, 11% were commenting on a policy or service, as opposed to the website itself.
- Good quality information about bank holiday open times, and the hazardous waste amnesty information provided some noticeable peaks in positive satisfaction. There were some issues around the school admissions log on, caused by confusion over the My Norfolk account, and a peak in negative feedback in August, where school transport and what could be recycled seemed to feature prominently.
- School term dates was one of the most viewed areas of the website overall, and had a lot of positive feedback, but the way the information displayed on mobile devices was confusing some customers so the Digital Content Team were currently looking at ways to address that.
- Some customers had also said they wanted the information to save directly to the calendars on their devices, so the Digital Content Team were also looking at ways to make that happen.
- In 2017 the Digital Content Team had relaunched the museums site and when building it had used some of the lessons learned from www.norfolk.gov.uk to make some improvements.
- In April 2018 after a bit of a push on events content on museums, there was a 88% satisfaction with the Museums Service website. The Digital Content Team was now looking at ways to feed some of this back into www.norfolk.gov.uk, where the more visual museums approach might work well, an early example of this was fostering, which had been restructured last autumn.

- 13.4 Members discussed the corporate purpose to which the public responses about council decisions or services might be put and the importance that the Council gave to these responses in relation to other forms of public consultation. It was agreed that Members of the Committee should be provided with a link to the “have your say” section of the corporate site for their consideration. This could be found at:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/have-your-say>

Officers would be happy to receive feedback directly about the “have your say” section of the corporate site or more formally at the next meeting.

13.5 **RESOLVED**

**That the Committee note the content of the presentation (see Appendix 4 of the report) and approve the proposals for ongoing website satisfaction improvement.**

14 **Forward Plan and decisions taken under delegated authority**

- 14.1 The annexed report (14) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 14.2 It was noted that no decisions had been taken under delegated authority since the previous meeting.
- 14.3 **RESOLVED**
- That the Committee amend the forward work programme so that it includes an update on the use of technology by Highways being taken to a future meeting sometime in the new year.**

**The meeting concluded at 12.40 pm**

**Chairman**

# Digital Innovation & Efficiency Committee

Item No.

<b>Report title:</b>	<b>Finance Monitoring</b>
<b>Date of meeting:</b>	<b>14th November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance &amp; Commercial Services</b>
<b>Strategic impact</b>  <p>This report provides the Committee with information on the revenue budget position for services reporting to Digital Innovation &amp; Efficiency Committee for 2018 -19. It also provides information on the use of reserves and details of the capital programme.</p>	

## Executive summary

The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

The 2018-19 net revenue budget for this committee is £12.916m, unchanged from the previous report. Details of the 2018 – 19 revenue position are shown in Table 1 of this report.

The capital programme relating to this Committee for the years 2018 – 19 to 2020 - 21 is £51.257m, unchanged from the previous report. Details of the capital programme are shown in Table 2 of this report.

The balance of reserves and provisions relating to this Committee as of 01 April 2018 is £0.857m. Details are shown in Table 3 of this report.

### Recommendations:

**Members are recommended to note:**

- a) **The 2018 - 19 revenue position for this Committee**
- b) **The 2017 - 18 to 2020 – 21 capital programme for this Committee**
- c) **The 2018 – 19 reserves position for this Committee**

## 1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position

and reserves held by the service. Although budgets are set and monitored on an annual basis, it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This report reflects the financial position relating to this Committee as at the end of September 2018.

## **2. Evidence**

### **Revenue budget 2018-19**

2.1. The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

2.2. This report reflects the forecast outturn position for the Services that are relevant to this Committee, which are:

- Information Management Technology (IMT)
- Better Broadband for Norfolk

2.3. The 2018-19 net revenue budget for this Committee is £12.916m, unchanged from the previous report. The outturn forecast is a balanced position, as shown in Table 1 of this report, (see also paragraphs 2.4 and 2.5). The estimated use of reserves to support this position is £0.000m, as shown in Table 3 of this report. This is a reduction in the use of reserves of £0.208m from the previous report.

2.4. **IMT** - continues to allocate available budget to changing activities and demands.

The principal activities supported by the IMT budget lines are as follows –

- Infrastructure – the Infrastructure budget supports the delivery of services relating to Voice and Data, and the Managed Print Service, in addition to the provision and support of the corporate servers.
- Technical Programme, DNA – this budget supports the programme and project staff, in addition to the current payments due within the HP contract, due to terminate in November 2018.
- Applications, Places, People – this budget supports key corporate applications, eg Oracle, IMT Services to Schools, key external customers, and also holds the budget for the IMT Management Team.
- Information Management – this budget is almost entirely staff costs relating to compliance management and the development of improvements to information access by way of portals.

During 2017 – 18 IMT made significant savings in excess of those planned resulting in a small addition to reserves at year end, when a usage of £0.824m was budgeted.

The revenue budget reduction in 2018 – 19 is £1.179m, of which £0.281m relates to the cost neutral transfer of the budget held by IMT in relation to Liquid Logic support to Adults Services.

A balanced budget is forecast for 2018 – 19 without the use of reserves, primarily due to the termination of the existing DNA contract costs in autumn 2018, and the full year savings realised from the Voice & Data contract. In addition IMT has been successful in the use of the capital programme to support the revenue budget.

**2.5 Better Broadband for Norfolk** – the programme is funded by both NCC funding and government grant funding, allocated over the life of the programme.

The 2018 – 19 budget consists of £2.950m net for BT costs, and £0.268m for staff and overheads.

The BT costs are revenue expenditure funded by capital budget, hence this line of the revenue account shows no variance from budget.

The 2018 – 19 underspend is forecast as £0.018m, shown as being transferred to reserves to support the future Programme, hence this line of the revenue account also shows no variance to budget.

**Table 1: Digital Innovation & Efficiency Committee: Net revenue budget and forecast outturn 2018 – 19**

	2017 - 18 Outturn	2018 – 19 Current Budget	2018 – 19 Actual Year to date	2018-19 Outturn Forecast	2018-19 Outturn Variance
	£m	£m	£m	£m	£m
<b>Information Management Technology</b>					
Infrastructure	3.770	4.170	2.159	3.600	(0.570)
Technical Programme, DNA	1.479	1.196	0.633	1.113	(0.083)
Applications, Places, People	3.081	2.577	1.326	2.407	(0.170)
Information Management	1.145	1.184	0.798	1.183	(0.001)
Capital charges	1.395	1.395	0.000	1.395	0.000
	0.007				
Use of reserves		(0.824)	0.000	(0.000)	0.824
	<b>10.877</b>	<b>9.698</b>	<b>4.916</b>	<b>9.698</b>	<b>0.000</b>

## Better Broadband for Norfolk

Agency & Contracted Services, net of recharges	3.765	2.950	0.917	2.950	0.000)
Staff / Overheads	0.234	0.268	0.080	0.268	0.000
	<b>3.999</b>	<b>3.218</b>	<b>0.997</b>	<b>3.218</b>	<b>0.000</b>
	<b>14.876</b>	<b>12.916</b>	<b>5.913</b>	<b>12.916</b>	<b>0.000</b>

### 3. Capital Programme

The capital programme for the services reported to this Committee is currently profiled to be delivered as detailed below.

**Table 2: Digital Innovation & Efficiency Committee: Capital Programme**

	2017 – 18 Actual spend	2018- 19 Budget	2018 – 19 Spend to date	2019 – 20 Budget	2020 – 21 Budget
	£m	£m	£m	£m	£m
<b>IMT</b>					
Server hardware	1.264	1.323	0.065	1.335	1.335
Software licensing	0.033	1.000	1.007	2.500	0.000
Device refresh rolling programme	2.382	0.900	1.609	1.795	1.795
LAN, Wi Fi, security	0.451	2.400	0.000	0.000	0.000
Website, portal and BI	1.164	0.555	0.161	0.555	0.555
Data centre, disaster recovery	0.000	1.503	0.016	0.000	0.000
Skype for Business	0.000	0.700	0.030	0.000	0.000
	<b>5.294</b>	<b>8.381</b>	<b>2.888</b>	<b>6.185</b>	<b>3.685</b>
<b>Better Broadband</b>	4.195	2.154	1.147	20.958	9.894
	<b>9.489</b>	<b>10.535</b>	<b>4.035</b>	<b>27.143</b>	<b>13.579</b>

3.1. **Server hardware and devices** - the proposed future capital requirements are



predominantly needed to refresh the Councils existing computer hardware estate (this is usually a recurring cost on a 4 year cycle). However, the “rolling” refresh of PC and mobile phones is designed to ensure each worker type in the council has access to the right technology package to enable them to work efficiently and flexibly. A quarter of the workforce is planned to be provided with new equipment each year. Having access to up-to-date, easy to use mobile and flexible working technology will improve staff efficiency, reduce travel costs and enable better use of council office accommodation. This investment also underpins planned property related savings.

3.2. Bringing currently outsourced services associated with management of the PCs back in house will save approximately £1.000m per annum.

3.3. **Data Centre** - the relocation of the data centre and disaster recovery facilities will enable better use of the Councils property assets and supports their savings objectives while also improving the resilience of the council's technological infrastructure.

3.4. **Website, portal and BI** - the website, portal, BI and online transactions development funding will enable customer services to achieve its channel shift savings, enable new social care transactions to go online for both residents and businesses and provide staff with access to business intelligence tools and data to improve operational and strategic decision making.

3.5. The available funding for **Better Broadband** for Norfolk relates to the planned improvements to broadband services throughout Norfolk.

#### 4. Reserves and provisions

4.1. The Council holds both provisions and reserves.

4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.

4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:

4.4. **Reserves for special purposes or to fund expenditure that has been delayed, and in many cases relate to external Grants and Contributions** - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.

4.5. **Local Management of Schools (LMS) reserves that are held on behalf of schools** – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council

expenditure.

- 4.6. **General Balances** – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The Committees' unspent grants, reserves and provisions as at 1<sup>st</sup> April 2018 totalled £0.857m, and is estimated to be £0.875m at 31<sup>st</sup> March 2019.
- 4.10. Table 3 below shows the balance of reserves and the estimated usage during 2018 - 19.
- 4.11. **IMT** - the reserves will only be used as necessary to support the corporate technology platform to achieve savings in the next budget planning period.
- 4.12. **Better Broadband** – the reserves are not currently planned to be used in 2018 – 19.

Table 3: Digital Innovation & Efficiency: Reserves & Provisions			
Reserves & Provisions 2018 - 19	Balance at 01 April 2018	Forecast Balance at 31 March 2019	Change during 2018 - 19
	£m	£m	£m
Information Management Technology	0.831	0.831	0.000
Better Broadband for Norfolk	0.026	0.044	0.018
<b>Committee Total</b>	<b>0.857</b>	<b>0.875</b>	<b>0.018</b>

## 5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for the Digital Innovation & Efficiency Committee is set out within this paper.

## 6. Issues, risks and innovation

6.1. This report provides financial performance information on the range of services responsible to the Committee.

### Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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# Digital Innovation & Efficiency Committee

Item No

<b>Report title:</b>	<b>IMT Performance Indicators</b>
<b>Date of meeting:</b>	<b>14 November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b> <b>Simon George – Executive Director, Finance and Commercial Services</b>
<b>Strategic impact</b>  <p>Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified needs. This report provides an update to the Digital Committee for the IMT Department (and other service areas related to web and broadband) performance monitoring and management. It also provides the Committee with an update on current trends, some of which were previously reported to the Policy and Resources Committee.</p>	

## Executive summary

This performance management report to this committee incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016.

There are currently eight vital signs indicators under the remit of this committee which are reported monthly.

Two further indicators are recorded at this committee periodically and then passed onto Policy & Resources Committee. These are Better Broadband for Norfolk Coverage and 4G Mobile telephony coverage. These indicators are currently at **91%** (against a target of 90% for 2018/19 Q1) and **83%** respectively (which is the baseline measure).

Work continues to review what other data may be appropriate to report to committee. Items under consideration include digital inclusion indicators which continue to be developed as a vital signs indicator.

Performance data reported is for the period up to the end of October 18.

### Recommendations:

- 1. Note the information provided in this report.**
- 2. To advise if any further performance information should be added or if any of the measures should be removed.**

## **1. Introduction**

1.1. This paper presents up to date performance management information for those 'vital signs' performance indicators that were agreed previously by the P&R Committee for the day to day operational service in IMT, as well as other vital signs identified as having relevance and/or significance to the remit of this committee.

1.2. The paper highlights any key issues or trends for members to note with more detail in the Appendices. This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 8 vital signs indicators
- Report cards for all vital signs

## **2. Performance dashboard**

2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 8 monthly vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.

2.2. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance.

2.3. The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.
- Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

2.4 Digital Innovation and Efficiency Committee "Vital Signs" performance 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	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	12,956	13,832	14,653	16,640	18,033	19,504	20,944	21,958	22,905	23,848	24,615	25,308	25,972	25,005
{CIL} Customer satisfaction with web access	Bigger	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%	57.1%	56.2%	54.5%	57.4%	57.0%	60.0%
		631/883	550/786	521/707	1128/1533	841/1227	1358/2233	939/1790	2701/4807	2688/4705	2366/4213	2592/4755	1748/3047	1755/3079	
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.5%	7.6%	15.9%	6.3%	7.8%	10.0%
		436/5107	611/4288	991/2927	1255/4258	1231/3482	758/3818	260/3051	484/3621	134/2987	241/3187	585/3676	221/3489	276/3525	
{IMT} ICT incidents per customer per month	Smaller	1.2	1.2	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.2	1.1	1.1	1.2	1.5
{IMT} First line fix	Bigger	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.8%	31.2%	32.0%	33.3%	30.4%	28.0%
		1003/3734	1063/4294	977/3331	1771/5156	1362/4133	1577/4659	1601/4492	1561/4742	1440/4386	1290/4132	1359/4253	1388/4172	1277/4200	
{IMT} Incidents resolved within SLA	Bigger	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.4%	84.0%	82.0%	84.0%	79.5%	80.0%
		2477/3010	2575/3096	2167/2741	3648/4302	2079/2601	3311/3778	3131/3573	3302/3747	2995/3351	2691/3197	2745/3330	2725/3242	2675/3366	
{IMT} Customer satisfaction with ICT services	Bigger	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	4.3	6.5	6
{IMT} Systems availability	Bigger	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.3%	97.4%	99.0%	99.0%	99.0%
		118.8k/118.8k	117.8k/118.8k	102.6k/102.6k	118.4k/118.8k	80.7k/81.0k	112.6k/113.4k	111.3k/113.4k	112.0k/113.4k	113.1k/113.4k	118.0k/118.8k	115.7k/118.8k	107.3k/108.0k	123.7k/124.2k	
Quarterly / Termly	Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Target

### **3. Report Cards**

- 3.1. A report card is produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis. Report cards will be included in this report whenever there are exceptions. The report cards for those vital signs that do not meet the exception criteria are not normally reported but are collected and are available to view. The IMT report cards have been included at Appendix 2 this month for information as the committee has expressed in seeing the cards even while on target.

### **4. IMT programme of work**

- 4.1. A list of current priority projects along with information about new projects added and projects closed is included in appendix 1.

### **5. Review of Provided Information**

- 5.1. Committee Members are asked to:
- Review and comment on the performance data, information and analysis presented in the report cards and determine whether any recommended actions identified are appropriate or whether another course of action is required.
  - Advise if any further performance management information would be of interest.

### **6. Financial implications**

- 6.1. There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

### **7. Issues, risks and innovation**

- 7.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

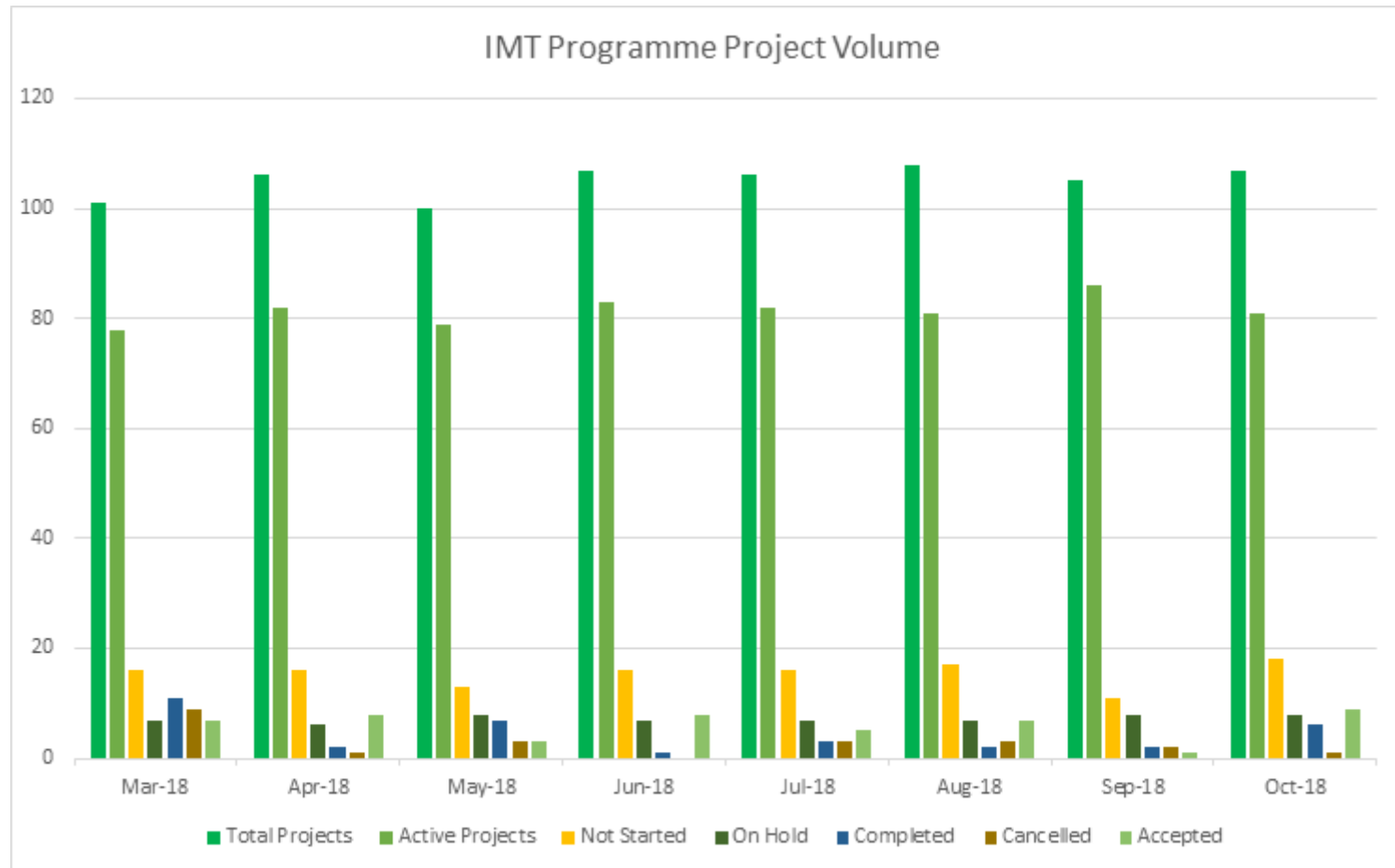
<b>Officer Name:</b>	<b>Tel No:</b>	<b>Email address:</b>
Simon George	01603 222400	<a href="mailto:simon.george@norfolk.gov.uk">simon.george@norfolk.gov.uk</a>
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## IMT Programme Information

The graph below shows the volume of projects that IMT is currently working on and also tracks the status of the overall programme, including how many projects are active, how many new projects have been added each month and how many have been closed.





The table below lists the highest priority projects currently being worked on by IMT.

Priority Projects September – December 2018

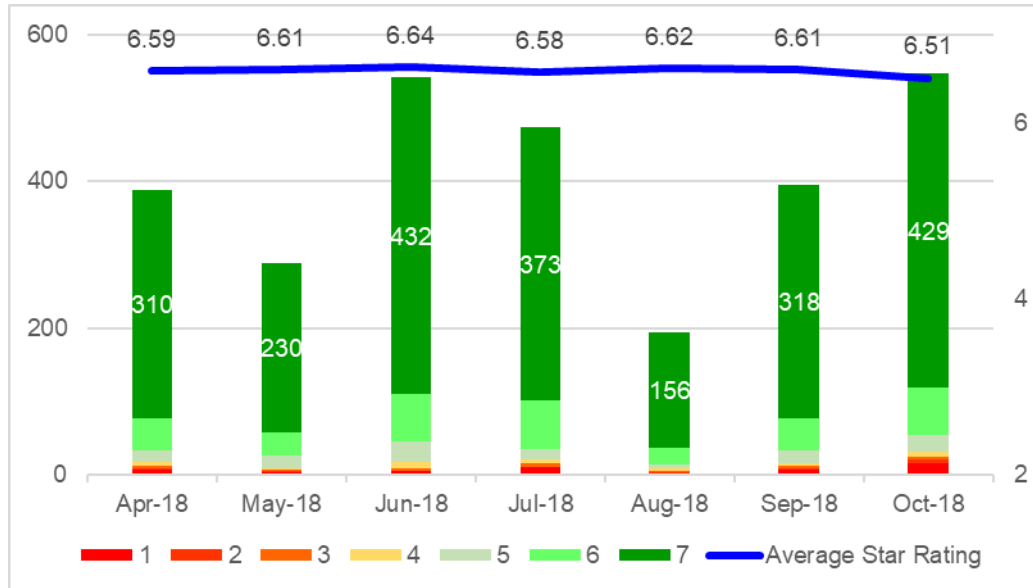
Priority Projects for IMT	
September - December	
❖	Social Care System Delivery Phase 2
❖	Technology Improvement Programme – Windows 10 Upgrade for whole estate
❖	GDPR
❖	Norfolk Futures Programme
❖	Corporate Property Programme
❖	Windows Server Re-Platform
❖	Risk Stratification for Children's Services and Adult Social Services
❖	PSN Compliance Upgrades; SMIS Upgrade and Windows 2008 Server Upgrades
❖	LAN Refresh
❖	Technology Improvement Programme – Skype for Business Pilot
❖	Oracle Infrastructure Refresh
❖	Reducing Service Desk Call Backlog
❖	Libraries move to Open + Phase 2 and 3
❖	N3 Migration to HSCN
❖	Improving Digital Access in Libraries
❖	Improvements to IMT Asset Reporting
❖	Reviewing the starters, movers and leavers processes
❖	Sustainability Transformation Programme
❖	IMT Customer Satisfaction

## IMT: Customer satisfaction

Why is this important?

Every customer deserves to feel valued and experience an excellent journey through the IMT process

Performance:



What is the background to current performance?

- 13% of our customers returned our survey with an average score of 6.51 out of 7
- 94% of our customers have awarded IMT 5 to 7 stars
- 6% of our customers have awarded IMT 1 to 4 Stars

What will success look like?

- Score greater than 6

Action required:

- To continue to review the low rated feedback
- Customer feedback around our low scores relates to IMT improving our communication. High volume areas will be focused on to reduce the number of 1-4 stars

Responsible Officers:

Lead: Rob Price, Service Delivery Manager

Data: Jo Carey, Service Delivery Analyst

## IMT: Systems availability

Why is this important?

Users expect systems (Care First, Oracle, Tribal, Spydus, Email, Internet Access, Intranet Access and Telephony) to be available and reliable when they want to use it, within the agreed service level agreement

Performance:



What is the background to current performance?

- Services availability during October are in Target
- The variances experienced during Aug & Sept related to the intermittent performance of the Network infrastructure, IMT have amended the routing and throttling to prevent this reoccurring.

What will success look like?

- Systems to be available to users 99% of the time

Action required:

- To identify and add more business-critical systems to the measure, and to review resilience and maintainability for those already measured
- IMT are currently working with the 3rd Party network provider on a Service Improvement Plan to mitigate the number of Network outages we have encountered.
- The LAN Refresh Project due to be delivered during 2019 will update our Network supporting the mitigation of these issues.

Responsible Officers:

Lead: Rob Price, Service Delivery Manager  
Data: Jo Carey, Service Delivery Analyst

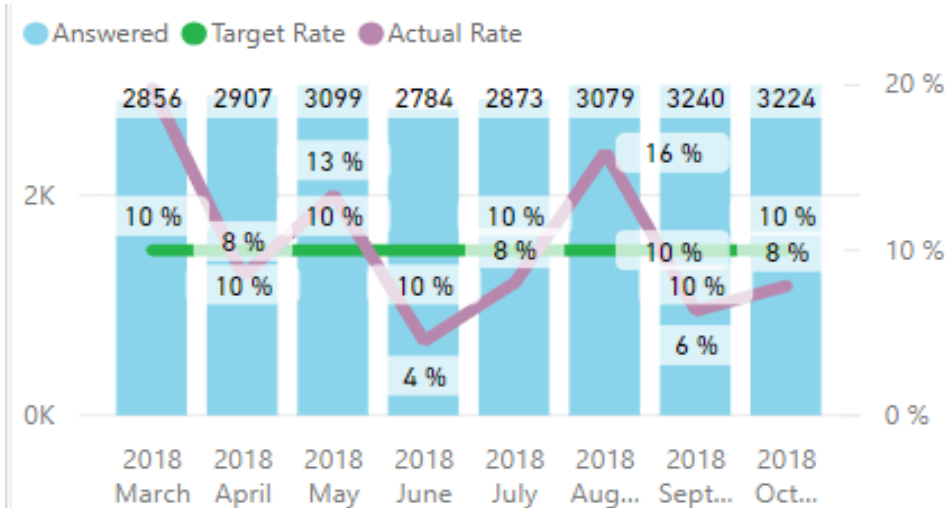
## IMT: Abandonment Rate – Percentage of calls abandoned on the IMT Service Desk

Why is this important?

The inability for an IMT Customer to progress with an incident or service request hinders the Customer and the Council from working effectively and efficiently.

Performance:

The Percentage of Customers (excluding Schools) that abandon their call to IMT service desk



What is the background to current performance?

- 2% under our target for October

What will success look like?

- IMT Service Desk call abandonment rate to fall below the target of 10%
- Users routinely using the new Assyst IMT Service Desk system self-service functionality rather than calling or emailing the Service Desk.

Action required:

- To promote the self-service facility
- IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, delivered Q1 2019 to bring extra value to the IMT Self-Service Portal

Responsible Officers:

Lead: Rob Price, Service Delivery Manager  
Data: Jo Carey, Service Delivery Analyst

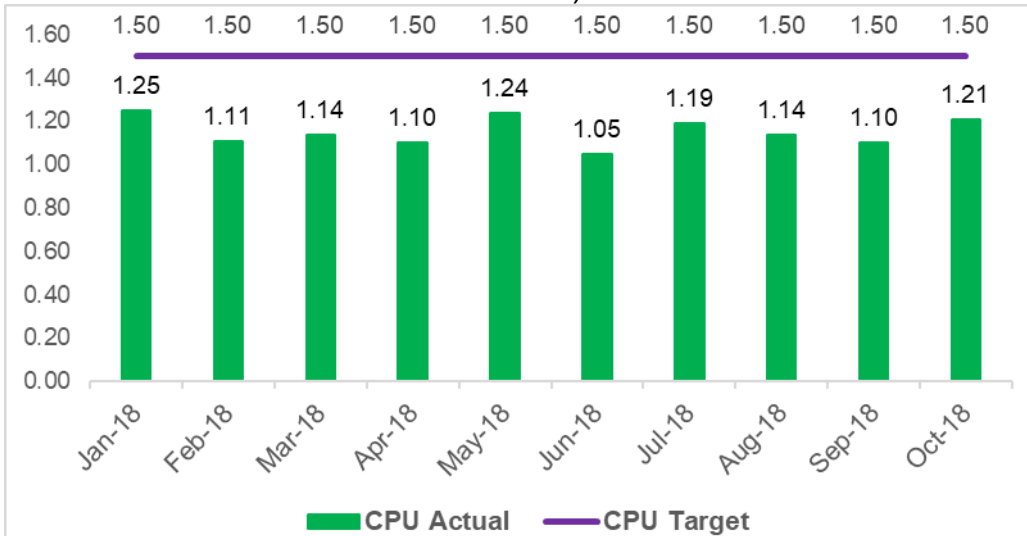
## IMT: IMT incidents per customer per month

Why is this important?

Excessive Customer Contacts to the IMT Service Desk indicates a high level of day-to-day IMT problems being experienced by IMT users, which hinders the Council from working effectively and efficiently.

Performance:

How many times within a month the customers contact the Service desk, (by any method)



What is the background to current performance?

- 1.21 contacts per user within target of 1.5

What will success look like?

- The contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5 or below
- Fewer Priority 1 Incidents (i.e. significant IMT problems affecting multiple users).

Action required:

- The level of contact correlates to the availability of systems
- IMT to be mindful of user impact when implementing any changes to ensure stability of Service

Responsible Officers:

Lead: Rob Price, Service Delivery Manager  
Data: Jo Carey, Service Delivery Analyst

## IMT: First Line Fix

Why is this important?

The inability to address the customer's incident on first time contact with IMT (so called "one and done") can impact the Council in working effectively and efficiently.

Performance:

The percentage of customers that have their incidents resolved by the First Line support (Service Desk)



This graph shows the first line fixed performance against the target of 28%

What is the background to current performance?

- Exceeded the target for 2018

What will success look like?

Action required:

- To maintain the first line fix rate and improve IMT Customer Satisfaction.

- IMT are working to increase their Technical Knowledge base to enable the Service Desk to resolve a higher number of queries at First Line

Responsible Officers:

Lead: Rob Price Service, Delivery Manager  
Data: Jo Carey Service, Delivery Analyst

## IMT: Incidents resolved within Service Level Agreement

Why is this important?

This measures our ability to achieve and manage IMT customer expectations for the resolution of an incident they have experienced to an agreed standard.

Performance:

What is the background to current performance?

The Incident Resolution Performance and Target (80%)



- A reduction in performance has coincided with the need to recruit 4 x FTE to the Field Support Team.

What will success look like?

- Reduction in our outstanding calls in the short term.
- Achieve 80%Target

Action required:

- Review of internal Processes to identify time saving and increase throughput
- Complete recruitment of 4 x FTE to the Field Operations Team

Responsible Officers:

Lead: Rob Price, Service Delivery Manager  
Data: Jo Carey, Service Delivery Analyst

### (320) Channel Shift: The number of online accounts (starting from a baseline of 0 at 1 April 2016)

#### Why is this important?

Delivery of 'channel shift' enables cost reduction, internal digital transformation and digital inclusion. Residents who have registered for an online account will also be able to receive early help / marketing and promotional information from NCC, if they choose to do so.

#### Performance



#### What is the background to current performance?

Channel shift: The number of Norfolk Households with an online account (starting from a baseline of 0 at 1st April 2016).

- There were 25,972 online accounts at 30 October 2018.
- 76% of online enquires recorded in CRM during October were made using an account (922 of 1214).
- There is steady organic growth in account numbers as more customers register to use the existing range of online services offered in the account.
- A new My Norfolk account service went live in July 2018 - customers can now use it to apply and pay for scaffold licences. This is not expected to generate significant new account numbers as the customer base is small but it is a useful 'pathfinder', providing a platform which can be built on and reused to extend the range of 'apply and pay' services available in the account.

#### What will success look like?

- The overall ambition for the Customer Service programme is to have 75% of Norfolk Households registered for an online account by 2020.
- This figure is based on the Newham figure of 85%, which has been adjusted for the higher digital exclusion rates for Norfolk.
- There is a shorter-term target of 40,000 customer accounts by 31 March 2019.

#### Action required

- Develop and launch new services – current forward plan includes apply and pay for a skip licence, book and pay for a leisure course, and adult social care services
- Switch to new identity provider (Microsoft Azure B2C) so:
  - Customers can be verified and authenticated for social care services online
  - Online services which currently sit outside the online account can be incorporated into it via a single sign on
- Monitor and respond to customer feedback so the customer experience relating to the online account is continually improved

#### Responsible Officers

Lead: Michelle Carter, Customer Services Transformation Consultant; Data: Amy Hanner – Customer Insight and Reporting Officer

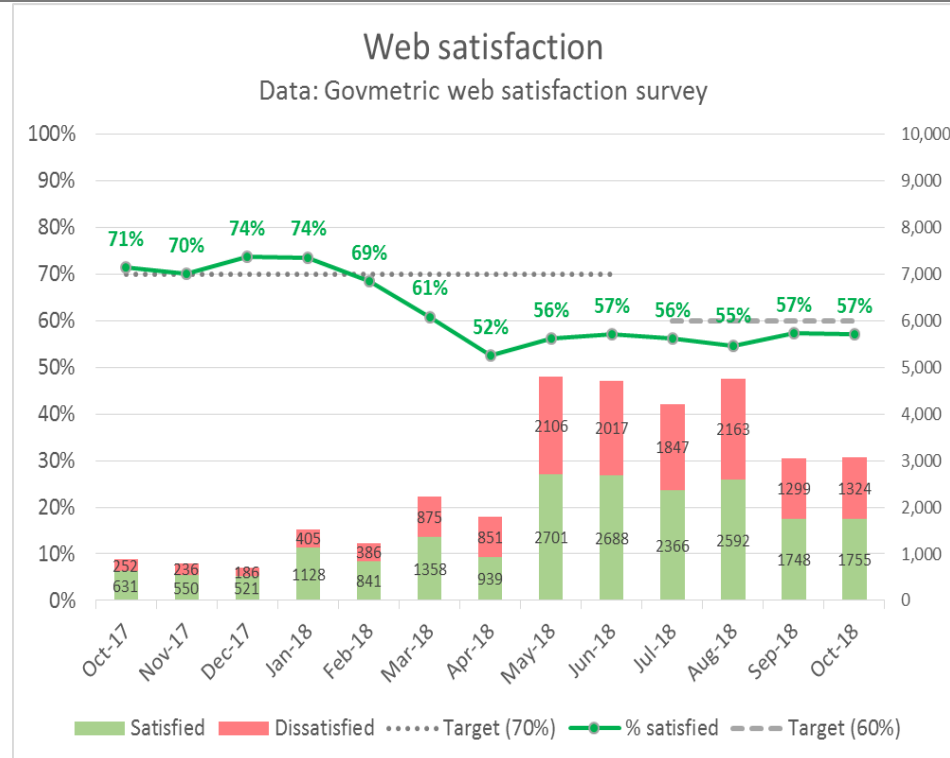


## 323 Customer Satisfaction with Web Access

Why is this important?

This measures the organisations ability to shift customers towards web access and deal with them effectively. Web access reduces the demand for and cost of customer services.

### Performance



### What is the background to current performance?

- **Customer satisfaction**, as measured by Govmetric, provides NCC with real time data on customer experience and perception with the service provided.
- **Web satisfaction has increased over the last quarter to 57%.**
- There were two key themes running through much of the dissatisfied feedback received during the last quarter:
  - being able to find or understand the required information
  - issues with the My Norfolk account
- We have amended an error which meant news releases were appearing in an unfiltered search by default, rather than as a filter option. We have also added more search options to the general search template and the 'no results found' template, linking customers to areas like job search and the library catalogue. In July we had 161 searches 'poor' pieces of feedback, compared to 91 in September and 44 in October.
- We have removed the My Norfolk account link from sections that currently have their own separate account as it was causing confusion. Another fix was deployed in October to make the password recovery on locked accounts clearer. In July we had 245 accounts 'poor' pieces of feedback, compared to 201 in September and 159 in October.
- We currently have a look up for what you can recycle where, in development with IMT. We plan to start testing it on the live site before the end of the year.

Note: There has been an issue for a significant number of NCC staff reviewing the website in Internet Explorer in September and October, due to laptop browser compatibility settings. It does not affect external customers. This meant one week of feedback in September, when the problem was at its peak, has been disregarded, for the purposes of the overall volume.

### What will success look like?

- Over 60% of customers are satisfied with the service they receive
- As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online.

### Action required

- See actions noted above.

Responsible Officers

Lead: Fran Grimmer, Digital Experience Manager. Data: Amy Hanner, Customer Insight and Reporting Officer

# Digital Innovation and Efficiency Committee

Item No.

<b>Report title:</b>	LoRaWAN conference & Hackathon Update
<b>Date of meeting:</b>	<b>14th November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director, Finance and Commercial Services</b>
<b>Strategic impact</b>  Networks of connected devices and associated systems provide new opportunities to achieve savings for the Council and improve outcomes in Norfolk.	

## Executive summary

The Digital Innovation and Efficiency Committee approved support for The Things Network LoRaWAN conference held in Norwich on the 15<sup>th</sup>/16<sup>th</sup> October. This included supporting the “Hackathon” setting a number of challenges for alternative ways of delivering services and achieving outcomes for the people of Norfolk.

The Conference was a success and many of those present complimented NCC on our willingness to innovate.

One result has been an immediate opportunity for our Highways Winter services to explore an initiative in relation to savings.

### Recommendations:

- **To note the contents of this report**

## 1. The Things Network Conference

- 1.1. The Things Network conference was held at St Andrew’s hall in Norwich on the 15<sup>th</sup>/16<sup>th</sup> October promoting the use of long range wide area network technology LoRaWAN.
- 1.2. The conference was attended by over 200 people over the two days which included SME’s, NCC staff, council members, young entrepreneurs and the public.
- 1.3. The key note speech was given by the Leader of the Council, who was then followed by the Chairman of the Digital Innovation and Efficiency Committee.
- 1.4. The conference provided an opportunity for officers to explore the technology and understand what others are doing but also it presented an immediate opportunity to consider prototyping sensors to monitor road surface in a field trial for our winter services.

## **2. Hackathon**

- 2.1. In addition, we partnered with 'The Things Network' to conduct a Hackathon on as part of the conference to set a series of challenges for teams to explore if the LoRaWAN technology could solve them.

These included how can we use technology to:

- Monitor air pollution.
- Notify a trusted friend or neighbor if someone has fallen or is taken ill.
- Tackle dementia.
- Alert someone if a person's normal activities have not happened.
- Tackle loneliness and isolation.
- Do things differently in Libraries
- How can we enable people with learning difficulties to travel independently?

- 2.2. The competitors choose to tackle

- How can we people with learning difficulties to travel independently?
- How can we monitor lone workers and alert someone if help is required?

- 2.3. The two Hacks were presented back to the audience and a panel of judges on day two of the event. They were judged and awarded prizes as part of the conference. Our Deputy Head of Information Management & Technology (Kurt Frary) presented two awards, 'People's choice' and 'Best Pitch'

- 2.4. Winners have been invited to county hall on the 1<sup>st</sup> November to explore if we can develop their solution into a prototype fit for a field trial.

## **3. Digital Marketplace**

- 3.1. The conference highlighted that there are many initiatives across the country using this type technology, but many are re-inventing the wheel each time. We will lead the creation a Digital Marketplace, a list of initiatives, detail of what they are and contact names to freely share with the public sector and Norfolk Business community.

## **4. Norfolk Hackathon**

- 4.1. The Hackathon provided an insight into how such an event can tackle challenges for services, bring innovation, support young entrepreneurs and provide opportunities for SME's. Therefore, we will explore how we can hold an event focused on public sector challenges and innovation.

## **5. Step Into Tech**

- 5.1. We have sponsored 'Step Into Tech,' a Norfolk social enterprise group that brings together parents, educators, employers and tech specialists, that have successfully run competitions previously.

5.2. The Council sponsored the event, accessing its existing social value funding from large contracts by:

- Funding equipment for the event.
- Setting a challenge to monitor air pollution.

5.3. We supported the event on the 25<sup>th</sup> and 26<sup>th</sup> of October at Norwich school encouraging young people to use new technology, programming and building sensors.

## **6. Financial Implications**

6.1. The use of social value funding from the Council's existing Capita/Updata network contract and officer time, to develop, implement and organise.

## **7. Issues, risks and innovation**

7.1. Significant innovation opportunities across all sectors, including Norfolk County Council's services.

7.2. The future opportunity to extend the network to cover the whole county for the benefit of residents and businesses.

## **8. Background**

8.1. The Things Network (TTN) <https://www.thethingsnetwork.org/>

8.2. The Things Network is building a network for the Internet of Things by creating abundant data connectivity, so applications and businesses can flourish.

The technology used is called LoRaWAN and it allows 'things' to talk to the internet without cellular mobile or Wi-Fi networks.

It features low battery usage, long range and low bandwidth. No Wi-Fi codes and no mobile subscriptions.

8.3. Step Into Tech (<http://stepintotech.org/>)

8.4. Step Into Tech is a social enterprise founded to make sure we are doing all we can to help all our children reach their full tech potential. The group brings together parents, educators, employers and tech specialists.

## **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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**Email address :** Kurt.Frary@norfolk.gov.uk

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# Digital Innovation and Efficiency Committee

Item 11

<b>Report title:</b>	<b>Innovative use of Technology for Highways</b>
<b>Date of meeting:</b>	<b>14 November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Networks of connected devices and associated systems provide new opportunities to achieve savings for the Council and improve outcomes in Norfolk.	

## Executive summary

The Internet of Things (IOT) and associated networks provides new opportunities for the Council to explore alternative ways of delivering services and achieving outcomes for the people of Norfolk.

This paper proposes a field trial using LoRaWAN and low-cost road surface temperature sensors in Great Yarmouth to;

1. Gather road surface temperature profile data to inform a feasibility study on whether the introduction of an urban domain could reduce the number of gritting treatments in Great Yarmouth, and;
2. To better understand the benefits and limitations of LoRaWAN in order to determine the most appropriate future business uses it could be applied to.

### Recommendations:

1. To approve the field trial of roadside sensors.
2. To direct officers to return to committee with the results and potential options if successful.
3. To consider the results of the trial at a future meeting to decide on next steps.

## 1. Background

- 1.1. Following previous approval by the Digital Innovation and Efficiency Committee, gateways have been installed on the Millennium Library and County Hall to provide LoRaWAN coverage across Norwich.
- 1.2. Funding has been secured for more gateway installations elsewhere in the County in conjunction with developing business needs.
- 1.3. Low-cost, mobile devices fitted with a wide variety of sensors including temperature, humidity and movement can now be installed anywhere within the LoRaWAN coverage area to record and transmit data wirelessly to a central data hub.

## **2. Strategic Context**

- 2.1. Under Section 41 of the Highways Act 1980 Norfolk County Council has a statutory duty to ensure that the roads, for which it is the highway authority, are reasonably free of ice/snow. This duty is discharged by CES Highways and is funded through the Highways Maintenance Revenue Fund.
- 2.2. Norfolk County Council's priority 1 & 2 gritting network is 3,500km long and is routinely treated throughout the winter season. This network is covered by 49 individual routes, each with its own gritter and two drivers.
- 2.3. Specialist forecasts are obtained from an external provider, driven by weather models combined with sensor data from twelve roadside weather stations that monitor road surface temperature, humidity, wind speed and direction, air temperature, surface state (dry/wet/ice/snow), visibility and grip levels.
- 2.4. The county is currently divided into 6 forecasting domains, and a decision on what treatments are required is made every 24 hours for each of these 6 domains. The purpose of these domains is to minimise the number of unnecessary treatments by taking into account variations in climate conditions across Norfolk, including the impact of the coastline and urbanisation in Norwich.
- 2.5. During the 2017/18 season, the two Inland Norfolk domains were treated 117 times and Norwich was treated 90 times. The separate Norwich domain has therefore saved 100 tonnes of salt, 189 hours of driver time as well as fuel; an approximate saving of £8,500 over the season.
- 2.6. King's Lynn and Great Yarmouth are two other major urban areas in Norfolk, but these are not yet ring fenced in their own domain like Norwich is. Due to their urban nature it is likely that significant parts of these towns will be warmer than the rest of the domain they currently reside in. However, we do not yet have sufficient data on road surface temperatures to prove if this is the case or not.
- 2.7. The cost of each gritting treatment in Great Yarmouth is estimated at £540.

## **3. Pilot Scope**

- 3.1. The pilot will utilise LoRaWAN technology to deploy low-cost road surface temperature sensors across Great Yarmouth to gather data to determine whether Great Yarmouth could be treated less than currently, saving salt, fuel and driver time. This will result in improved cost efficiency and environmental benefits including reduction in carbon emissions.
- 3.2. The installation of an additional gateway to provide LoRaWAN coverage across Great Yarmouth will be arranged by IMT.
- 3.3. A number of suppliers present at the The Things Conference held in Norwich 15<sup>th</sup>-16<sup>th</sup> October 2018 have expressed an interest in working with Norfolk County Council, including supplying sensors on loan free of charge in order to facilitate a trial.
- 3.4. Suitable locations to install the trial sensors will be identified by Highways using thermal mapping data and Google Street View. As well as strategic locations around Great Yarmouth, a control site will be chosen at one of the existing roadside weather stations and also a demo site within the County Hall grounds.

Installation will be arranged by the Highways team.

- 3.5. The sensors will be left in-situ throughout the remainder of the current winter season, which runs until 15<sup>th</sup> April 2019.
- 3.6. Data will be regularly downloaded manually onto a file directory on a local server throughout the trial so that the data can be used to inform the Great Yarmouth forecasting domain feasibility study.

#### **4. Financial Implications**

- 4.1. The use of social value funding from the Council's existing Capita/Updata network contract to purchase and install gateways.
- 4.2. Installation of road surface temperatures ideally needs to be embedded into the road surface, and will involve operative and traffic management costs.
- 4.3. Officer time in IMT and Highways to plan and organise the trial as well as remotely extracting and reviewing data from sensors.

#### **5. Issues, risks and innovation**

- 5.1. This is the first trial of sensors utilising LoRaWAN technology in Norfolk, reliability has therefore not previously been proven.
- 5.2. Sensor data may show that an additional forecast domain in Great Yarmouth may not introduce a cost efficiency.
- 5.3. This is innovative use of new technology and will help identify the future opportunity to utilise more sensors to cover the whole county, to either complement or even replace the existing network of roadside weather stations, as well as in other business use applications both within and outside of Highways.

#### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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# Digital Innovation and Efficiency Committee

Item 12

<b>Report title:</b>	<b>Better Broadband for Norfolk Programme update</b>
<b>Date of meeting:</b>	<b>14 November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>  The Better Broadband for Norfolk (BBfN) Programme is working to extend access to Superfast (24Mbps+) broadband across Norfolk, beyond the reach of commercially funded deployments.  Since the first BBfN cabinet was implemented in July 2013 access to Superfast broadband in Norfolk has increased from 42% to 92% of properties. Coverage is expected to reach 95%, by the completion of the current rollout at the end March 2020.	

## Executive Summary

This paper describes progress to date for the current procurement which supports the council's stated aim to achieve access to Superfast broadband for 100% of Norfolk properties, including:

- The outcome of the State aid consultation which has identified 22,801 properties within the scope of the new procurement
- The activities and timescales associated with the procurement which aims to complete during February 2019.
- Performance of the current Better Broadband for Norfolk contract

## Recommendations:

Members are asked to review:

1. Details regarding the current procurement described in section 1
2. Progress of the current rollout described in section 2

## 1. Proposal

There are two opportunities to expand NGA broadband coverage across Norfolk:

- Further rebates based on higher than expected levels of Take-up, available via protection against over-subsidy contained within the initial and current BBfN contracts
- The DEFRA Rural Broadband Grant, £30 million national fund. The fund is targeted at establishing Next Generation Access (NGA) infrastructure for business properties in the final 5% where there is a defined business need to enable economic growth. Norfolk's bid was submitted 19<sup>th</sup> March 2018. DEFRA raised clarification questions on 24<sup>th</sup> July, responses were submitted 25<sup>th</sup> July 2018. A decision is expected by December 2018.

In order to invest further in broadband infrastructure for Norfolk, the current procurement is required. This was preceded by a mandatory public consultation in accordance with the European Union State Aid decision 2016. The State aid process is complete and involved two stages:

- Open Market Review
- State aid consultation

### 1.1. Open Market Review (OMR)

The overall process began on 27<sup>th</sup> November 2017. This first stage enabled infrastructure suppliers to confirm those properties that each supplier's infrastructure already reaches and the speed available at each property, along with any network extensions that are planned within the next 3 years via commercially funded plans.

### 1.2. State aid consultation

The State aid consultation was based on aggregated infrastructure suppliers' OMR responses at postcode level.

Any infrastructure provider or member of the public could have responded to the public State aid consultation, however its main purpose was for current and potential infrastructure suppliers to provide further information on the extent of current and planned coverage which could have changed the State aid coverage status of individual properties.

The State aid processes refined the State aid status of each Norfolk property via each iteration. It allocated each Norfolk property with one of the following definitions:

- GREY, if there is only one broadband infrastructure operator providing NGA infrastructure, current or planned (with speeds greater than 30Mbps)
- BLACK, if there are at least two broadband infrastructure operators providing NGA infrastructure, current or planned (with speeds greater than 30Mbps)
- BLUE - Under Review (BLUE), either:
  - o Properties already have access to broadband infrastructure capable of a download speed of 24-30Mbps

- New properties that operators do not currently have details for
- Properties where a supplier has indicated it has planned commercial coverage to implement NGA capable broadband infrastructure. However, those plans are considered 'At Risk'
- WHITE, a property does not have access to NGA broadband infrastructure and none is planned.

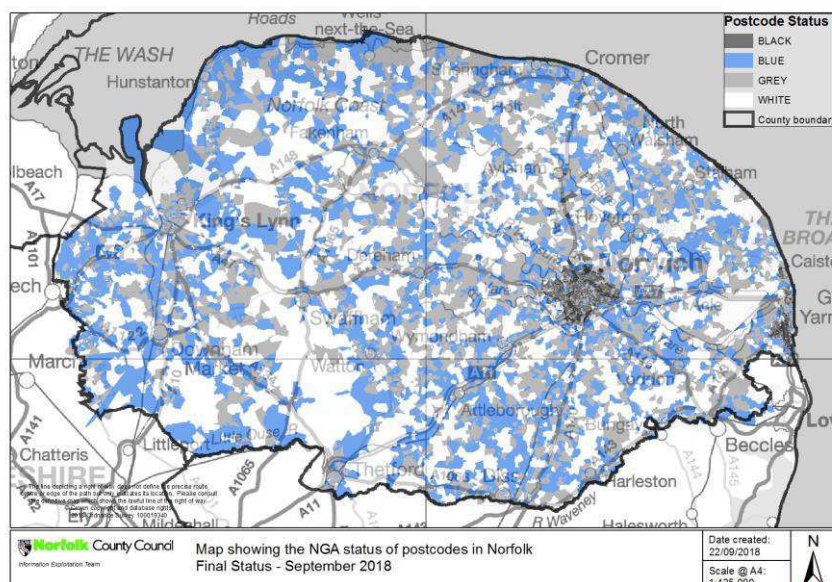
### 1.2.1. State aid consultation outcome

The State aid process aggregated information from existing and potential infrastructure providers. The outcome of the State aid consultation was to identify:

- 469,901 properties within 27,161 postcode areas across Norfolk
- 324,015 State aid GREY properties with access to a download speed of 30Mbps+ from one infrastructure provider
- A further 102,071 State aid BLACK properties with access to a download speed of 30Mbps+ from two or more infrastructure providers
- 10,145 State aid BLUE properties with access to existing speeds of 24-30 Mbps
- 9,126 State aid BLUE properties which infrastructure providers do not have records for. These are new build properties and are likely to already be covered
- 1,743 State aid BLUE properties that are within one or more infrastructure providers commercial deployment plans, however these plans are considered 'At risk'
- There are 22,801 Norfolk properties where there is no existing or planned infrastructure capable of providing access to a broadband download speed of 24Mbps+. These properties are within the scope of the third Better Broadband for Norfolk procurement

**Note:** State aid BLUE properties remain under review and if access to a NGA infrastructure does not occur, these properties can be included within the scope of the new BBfN contract.

1.2.2. This map shows the Intervention area at postcode level. It is important to note, only one property within a postcode area need have a State aid status of WHITE or BLUE for that entire postcode area to be colour coded WHITE or BLUE. The majority of properties in these postcode areas are State aid GREY or BLACK.



1.2.3. Norfolk State Aid documentation can be found on the BBfN website:

<https://www.betterbroadbandnorfolk.co.uk/further-information/>

1.2.4. Norfolk submitted a State Aid Application Form Part One to BDUK for the B2 Checkpoint Assurance – “Ready to Procure”. BDUK gave approval without condition on 19<sup>th</sup> July 2018. This allowed Norfolk to move to procurement.

1.3. The following Norfolk County Council team is in place to complete the proposed procurement:

Better Broadband for Norfolk – Karen O’Kane

Finance – Roland Rivington

NPLaw - Mike Garwood

Procurement – Sarah Hardy

1.4. Procurement process

On 23<sup>rd</sup> July 2018, Norfolk commenced procurement using the Open procedure, with an “Expression of Interest” step instead of PQQ (Pre-qualification Questionnaire). This route was agreed by DIEC on 6<sup>th</sup> March 2018.

The procurement is based on the same principles as previous BBfN procurements – to achieve maximum coverage for the available funding. This is consistent with the State aid requirement that the Most Economically Advantageous Tender must be selected.

State aid requirements also mean that procurements must be technologically neutral.

1.4.1. To comply with State Aid requirements the proposed procurement must also consider potential funding models and lotting strategies. One-to-One Market Supplier Engagement meetings took place and informed the procurement approach agreed by DIEC on 6<sup>th</sup> March 2018. In summary:

- A Gap Funding Model. The subsidy only funds the cost to deploy the infrastructure, minus the revenue the infrastructure generates in the seven years following its implementation. State Aid rules protect against over subsidy via the post implementation clawback rebate mechanism which Norfolk has already benefitted from via its first BBfN contract
- A single Norfolk wide lot, maintaining the current approach to achieve the maximum NGA coverage for the available funding. Avoiding smaller lots which would provide less overall coverage across Norfolk. This approach also avoids suppliers bidding for only a sub-set of the Intervention Area, with the hardest to reach areas attracting no bids

1.4.2. In order to comply with State aid, there are also key requirements which bidders must meet:

- Must target NGA white areas (not commercially covered) only, with NGA qualifying technologies, e.g. FTTP, HFC (docsis 3), FTTC, and Fixed Wireless Access (configured appropriately)

- Infrastructure must be capable of delivering access speeds over 30Mbps and a “step-change” in capability – including at least a doubling of speeds
- Infrastructure providers must provide ‘wholesale access’ to the passive and active network. This must be made available to third parties ISPs. This access must be provided for at least 7 years after implementation is complete (indefinitely for passive assets)
- Prices to use the infrastructure must be based on those available in more competitive areas.

1.4.3. The Procurement process has the following key stages:

- OJEU Notice published and Invitation to Tender launched via Norfolk County Council’s procurement portal - complete
- Expression of Interest, three potential bidders have indicated an intention to bid - complete
- Bidders submit bids 9th November 2018
- Evaluation completed by 21st December 2018
- By 4th January 2019, Executive Director of Community and Environmental Services in consultation with the Chair of Digital Innovation & Efficiency Committee agree outcome of evaluation and preferred bidder
- Standstill period completed 18th January 2019
- BDUK approval by 1st February 2019
- NCC final approval by 8th February via Delegated authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice Chair of Digital Innovation & Efficiency Committee to enter into contract(s) with the successful bidder(s) for the provision of NGA broadband infrastructure.
- Contract signed 15th February 2019

Note: This timetable is largely dependent on receipt of appropriate bids

1.5. Evaluation of bids

The Evaluation criteria has been defined within the European Commission decision 2016 (State aid), including details of the scoring approach and weighting range percentages to be used.

Norfolk determined the weightings that met its priorities within these ranges and will use the evaluation approach defined within the European Commission decision.

1.5.1. The first level of evaluation is PASS / FAIL for three specific criteria:

- Contract acceptance - bidders must confirm agreement to the key commercial principles/non-negotiable terms of the draft contract in bid responses
- Funding availability - bidders will be assessed on whether the overall subsidy

requirement in the bid is within Norfolk's budget and that sufficient evidence has been provided of Bidder's ability to fund the project, i.e. from private funding sources

- Solution design compliance - The Bidder's solution must demonstrate compliance with Next Generation Access technology State aid requirements.

1.5.2. For those bids which pass the PASS/FAIL evaluation, detailed assurance takes place covering the following specific criteria:

- Value and price (40% weighting)
  - o Financial Model (the Bidder's detailed business/financial model)
  - o Commercial sustainability and viability
  - o Solution coverage at NGA speeds
- Quality (60% weighting)
  - o Solution design quality
  - o Wholesale network design and retail pricing
  - o Implementation Plan
  - o Contractor and Stakeholder Management

1.6. Letting a contract

Contract(s) cannot be let without prior BDUK approval. BDUK performs rigorous assurance of State Aid compliance and that Value for Money has been achieved, including national benchmarking against other county contracts. BDUK Checkpoint C – Ready to contract. This checkpoint takes place at the end of BDUK assurance processes and confirms that the contract will be State Aid compliant and that Value for Money will be achieved.

At its meeting on 6<sup>th</sup> March 2018 DIEC agreed: 'Delegated authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice Chair of Digital Innovation & Efficiency Committee to enter into contract(s) with the successful bidder(s) for the provision of NGA broadband infrastructure.'

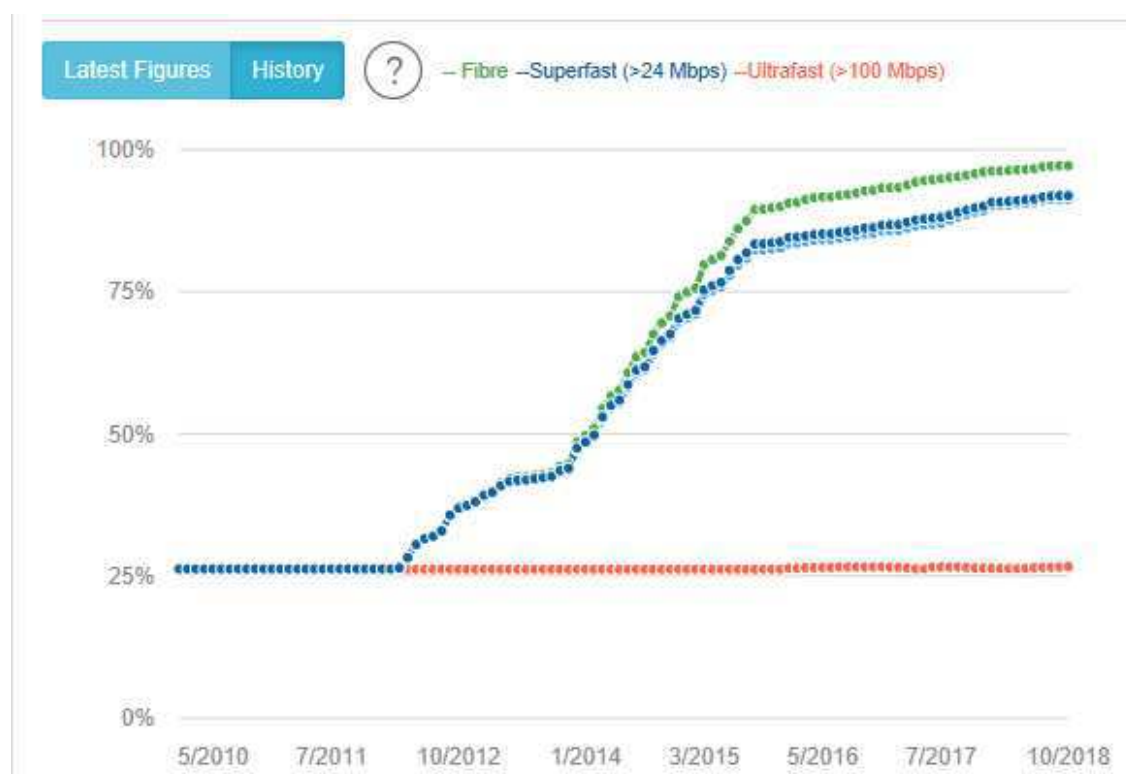
## **2. Evidence**

2.1 Both the initial and second BBfN contracts were let as call-off contracts under the national Broadband Delivery UK (BDUK) Framework contract. This ensured both met EU State Aid requirements, complied with procurement legislation and achieved value for money.

2.1.1 The initial BBfN contract delivered on time and under budget.

The current BBfN contract is on track, with access to Superfast broadband expected to reach 95% of Norfolk properties by the end March 2020.

As demonstrated in this chart from the independent Think Broadband website coverage in Norfolk has reached 92%:



<http://labs.thinkbroadband.com/local/index.php?area=E10000020>

- 2.2 Once NGA broadband infrastructure is implemented, speeds do not improve automatically. People need to contact their Internet Service Provider (ISP), or another, to discuss suitable broadband service packages.

In most cases, residents & businesses can choose to use one of over 100 ISPs to provide their broadband service.

The most recent type of broadband infrastructure, Fibre to the Premises (FTTP), currently has less ISPs offering services using this infrastructure, however the use of this technology is rapidly expanding and consequently the number of ISPs offering services using FTTP infrastructure is increasing.

### 3. Financial Implications

- 3.1. Total public subsidy for the initial and second BBfN contract is:

	Initial BBfN contract	BBfN SEP contract	Total
BDUK	£15,440,000	£9,210,000	<b>£24,650,000</b>
Breckland DC	£0	£950,000	<b>£950,000</b>
Broadland DC	£0	£560,000	<b>£560,000</b>
Kings Lynn and West Norfolk Borough Council	£0	£500,000	<b>£500,000</b>
New Anglia Local Enterprise Partnership	£0	£5,000,000	<b>£5,000,000</b>
Norfolk County Council	£15,000,000	£1,000,000	<b>£16,000,000</b>
North Norfolk District Council	£0	£1,000,000	<b>£1,000,000</b>
South Norfolk District Council	£0	£570,000	<b>£570,000</b>
<b>Total Public Subsidy</b>	<b>£30,440,000</b>	<b>£18,790,000</b>	<b>£49,230,000</b>

Protections within the initial and SEP BBfN contracts mean if Take-up of services using the new infrastructure is higher than expected, a unit margin is recovered for each additional property that takes a fibre service, over the number specified in contract – known as Gain Share rebate.

BDUK estimate that by the end of the State Aid protection period in 2023 a further £11.1 million rebate will be due. The final post implementation clawback rebate will not be confirmed until the end of the protection period in 2023. This led to a recommendation within the 'Better Broadband for Norfolk Programme update' report to the Digital Innovation & Efficiency Committee (DIEC) held on 6<sup>th</sup> March 2018, 'that Norfolk County Council borrow to fund this proposed new contract prior to the receipt of anticipated Gain-share rebates from BT.'

At its 6<sup>th</sup> March meeting, DIEC agreed to 'Recommend to Policy and Resources Committee and then to Full Council for the £11 million of forward funding for the next stage of BBfN.' This recommendation was agreed by P&R and Full Council.

## **4. Issues, risks and innovation**

- 4.1. Risks have been identified and managed using the Corporate Risk Management Framework. The BBfN Steering Group reviews programme risks and proposed mitigations at its quarterly meeting.
- 4.2. The environmental impact of the contractor proposals and, specifically, what steps the contractor will take to minimize the environmental impact of the programme are assessed as part of Norfolk's procurement processes.

## **5. Background**

- 5.1. County Councilors identified that the lack of broadband infrastructure disadvantages parts of Norfolk both economically and socially. This is identified in the Council's Economic Growth Strategy as key infrastructure to support economic development.
- 5.2. Better Broadband for Norfolk contracts are managed within nationally agreed contract management and assurance processes.

## **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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# Digital Innovation & Efficiency Committee

Item 13

Item No

<b>Report title:</b>	<b>Counter Fraud Hub</b>
<b>Date of meeting:</b>	<b>14 November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Simon George – Executive Director, Finance and Commercial Services</b>
<b>Strategic Impact</b>  <p>Local authorities face a significant fraud challenge. Fraud costs local authorities an estimated £2.1bn a year. Any money that a local authority loses to fraud reduces its capacity to support the community. Fraud and corruption are a drain on local authority resources and can also lead to reputational damage.</p> <p>While it is difficult to quantify the precise value of fraudulent or erroneous public-sector expenditure and lost income across Norfolk it is in the order of millions of pounds every year.</p> <p>The technological investment proposed in this report builds upon investigations into the scale of the problem and the possible solutions that have been under review since late 2017.</p>	

## Executive Summary

In September 2017 Cipfa and BAE systems presented a summary of the London Counter Fraud Hub and discussed how a similar approach could be taken in Norfolk or even the East of England region.

Since then Norfolk County Council has been working with Cipfa to help clarify the extent of fraud and error on local government expenditure and lost income.

The council has also engaged Norfolk district & borough colleagues in reviewing the Cipfa / BAU system and services used in London to develop a proposed scope and cost for the county. With this is a benchmark for functionality and cost, a further soft market review has been undertaken which has recently identified a new Cabinet Office Fraud Hub system as a potentially compelling option for the County.

Due to the nature of the challenge, it is difficult to clearly and accurately state how much money is being lost across Norfolk due to fraud and error. However, it has been possible to review Norfolk fraud figures where they have been published and to consider national and regional figures provided by sources such as Cipfa (the public-sector accountancy institute) and the Cabinet Office.

Based upon the analysis of various reports and published data, it is proposed that the priority areas for a technological system are as follows:

1. Maximising Business Rates income.
2. Maximising Council Tax Collection, incorporating reduction of single person's discount cases where it is not justified.
3. Reduction in procurement fraud and error related to Social Care payments.

The county council maintains a revenue budget assigned to funding activities with Norfolk's districts and boroughs to maximise Council tax and business rates collection which could be used to fund the implementation of a county wide fraud hub.

### **Recommendations:**

#### **Digital Innovation & Efficiency Committee is recommended to:**

- 1) **Direct officers to assess the suitability of the Cabinet Office NFI Fraud Hub system for Norfolk's needs and its financial benefit potential (in conjunction with district and borough colleagues).**
- 2) **Delegate authority to the Head of IMT in consultation with the chair and deputy chair of this committee, to implement the Cabinet Office System if the cost is less than £100k and has an expected return on investment of less than 3 years.**

## **1. Introduction**

- 1.1. The Digital Innovation and Efficiency Committee are asked to consider the proposal to implement a regional fraud and error detection hub. This proposal is built upon learning gathered from the work carried out with London Boroughs, Cipfa and BAE systems. Subsequent Norfolk specific studies into local fraud & error related losses as well as soft market testing to find suitable systems were also incorporated. This work should be considered against the background of the government counter fraud and corruption strategy which is summarised below.

## **2. The local government counter fraud and corruption strategy 2016 - 2019**

- 2.1. "Fighting Fraud and Corruption Locally" is the new counter fraud and corruption strategy for local government. It provides a blueprint for a tougher response to fraud and corruption perpetrated against local authorities. By using this strategy local authorities will develop and maintain a culture in which fraud and corruption are understood to be unacceptable, understand their fraud risk and prevent fraud more effectively, use technology to improve their response, share information and resources more effectively to prevent and detect fraud loss, bring fraudsters account more quickly and efficiently, and improve the recovery of losses.
- 2.2. Local authorities face a significant fraud challenge. Fraud costs local authorities an estimated £2.1bn a year. Every £1 that a local authority loses to fraud is £1 that it cannot spend on supporting the community. Fraud and corruption are a drain on local authority resources and can lead to reputational damage.
- 2.3. Fraudsters are constantly revising and sharpening their techniques and local authorities need to do the same. There is a clear need for a tougher stance. This includes tackling cross boundary and organised fraud and corruption attempts, as well as addressing new risks. In addition to the scale of losses, there are further challenges arising from changes in the wider public-sector landscape including budget reductions, service remodelling and integration, and government policy

changes. Local authorities will need to work with new agencies in a new national counter fraud landscape.

### **3. The Proposed Business Case**

- 3.1. The business case for Norfolk County Council will need to consider the scale of the financial opportunity against the cost to implement and resource the hub.
- 3.2. The initial scope of the system is on the following (a) reduction of expenditure on social care budgets where ineligible or over payments are made due to fraud or error (b) maximisation of council tax income through reduction of ineligible single person discounts (c) maximisation of business rates income through identification of new businesses and rateable assets.
- 3.3. The proposed system would be made available for use by Norfolk County Council, all Norfolk districts, boroughs and city councils along with Anglia Revenues Partnerships. All organisations have volunteered officer time to participate in workshops to assess potential solutions and have been very positive regarding the opportunities that a shared system, data and closer joint working could provide.
- 3.4. For NCC the emerging risk of adult social care fraud has grown year on year since the introduction of the Care Act in 2014 and currently sits at £5.6m nationally according to the Cipfa Fraud & Corruption tracker summary. The actual scale of this fraud is unknown due to a lack of capacity for detection work in this area locally and nationally.
- 3.5. The recent National Fraud Initiative (NFI) report, identified £0.5 million where LA's have not been informed when care home residents are deceased, this has led to overpayments being made and when those payments continue (fraud by failure to disclose). For NCC in the 2016 NFI exercise it was identified (across a sample data set) that there was an average overpayment to care homes of £2800 per service user. Although this is clawed back it was evident the council is dependent on the care home to inform them that the service user is deceased thus increasing the risk of fraud or error.

### **4. Recommendations**

- 4.1. The Digital Innovation and Efficiency Committee are asked to approve the implementation of a counter fraud hub system for the county subject to the technical suitability of the proposed system and its expected return on investment.

### **5. Financial Implications**

- 5.1. The cost of the proposed system appears to be well under £100k to implement and run for 1 year. It is proposed that this funding comes from the existing Council Tax and Business rates collection budget held by Norfolk County Council. Futures years expenditure would depend on the system proving itself within the first year.

### **6. Issues, risks and innovation**

- 6.1. The usual data sharing and protection issues are negated in this case by the statutory use for counter fraud purposes.

6.2. Cyber security concerns are minimised through re-use of existing NFI related assets which are already in use by Norfolk local authorities.

6.3. Financial risks are minimised by the relatively low cost of the proposed solution and the short contract period for which commitment is required.

## 7. Background Papers

7.1. Background papers relevant to the preparation of this report are set out below.

7.2. [www.gov.uk/government/publications/fighting-fraud-and-corruption-locally-2016-to-2019](http://www.gov.uk/government/publications/fighting-fraud-and-corruption-locally-2016-to-2019)

7.3. <https://www.cipfa.org/services/counter-fraud-centre/fraud-and-corruption-tracker>

7.4. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/737146/National-Fraud-Initiative-Report-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/737146/National-Fraud-Initiative-Report-2018.pdf)

## 8. Officer Contact

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# Digital Innovation and Efficiency Committee

Item 14 Item No.

<b>Report title:</b>	<b>Local Full Fibre Network Bid</b>
<b>Date of meeting:</b>	<b>14th November 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services</b>
<b>Strategic impact</b> Building upon the successful Better Broadband for Norfolk Programme, Norfolk County Council has been developing proposals to bid for new funding from the Department for Digital, Culture, Media & Sport (DCMS). This funding would enable further deployment of “Full” Fibre Optic Cabling all across the county to upgrade Public Sector buildings to Gigabit (1000Mbps) speeds.	

## Executive summary

This report is intended to inform the Committee of progress being made by Norfolk County Council on behalf of the County of Norfolk to seek DCMS Local Full Fibre Network Programme funding. Our original expression of interest was submitted late last year following the committee’s approval to do so and to develop and apply with the full proposal when ready.

The proposal has been developed in conjunction with all Norfolk districts, boroughs, Norwich city, the chamber of commerce, the LEP and other relevant regional groups and bodies. The DCMS LFFN team, the barrier busting and 5G teams have been consulted along with district economic development and planning officers.

In September 2018 NCC submitted a bid for £18-20 Million to upgrade public sector sites across the length and breadth of the county. The benefit of this approach is that it would take fibre optic cabling out into all areas of the county where public sector buildings and surrounding businesses appear to be aligned with the DCMS LFFN programme’s funding criteria. As well as upgrading public sector capacity (at no cost to Norfolk public sector) a successful bid would also have the benefit of enabling local businesses and residences to access ultrafast fibre circuits.

This investment could also be used in conjunction with the LFFN Gigabit voucher scheme which provides grants of up to £3000 pounds to individual businesses that wish to upgrade their broadband connections to Ultrafast speeds. Note that a smaller grant can also be provided to residential properties and multiple applications can be combined.

The LFFN Gigabit voucher scheme is already available and is being accessed by some Norfolk Businesses, but take-up would be much increased if fibre was available in nearby public-sector buildings as this would significantly lower the initial connection cost.

The bid has to proceed through a number of stages and so far, we have gone through the first two. The phase we have just been through is known as the “revolving door” which we were one of the very few authorities to proceed straight through. We have now been allocated a member of the DCMS team to work with us on preparing our proposals to go in front of their investment board.

If the bid is ultimately successful, DCMS would fund the capital for the engineering works but NCC would need to fund the staff time and any consultancy costs required to manage the project in much the same way that we have for Better Broadband for Norfolk superfast programme.

**Recommendations:**

- 1. To continue to develop the bid with DCMS and keep all Norfolk partners informed of progress.**
- 2. To delegate authority to commit necessary bid development and project management resources to the Head of Information Management & Technology in consultation with the Chair and Deputy Chair of the Digital Innovation and Efficiency Committee.**

## **1. The Background and Context**

- 1.1. To help provide the fastest and most reliable broadband available, Government will invest £200m in locally-led projects across the UK. Starting in late 2017 the Local Full Fibre Networks (LFFN) programme has invited bids into a Challenge Fund from local bodies who can leverage local investment and activity to stimulate more fibre connections in their local areas. This process progressed slowly in waves 1 & 2 but appears to be moving at greater pace now (our submission is a wave 3 bid). Rural connectivity is now being given increased priority as illustrated by the additional £200M for rural full fibre as announced by the chancellor in the 2018 budget.

The LFFN programme has capital funding available from FY18/19 to FY20/21. Bids must be planned such that all LFFN funding is disbursed no later than March 2021. No revenue funding, or contribution to admin costs will be eligible.

It is not expected to be a condition for support that bidders must provide match funding, though authorities would need to provide project management resources as was the case for the Better Broadband for Norfolk Programme.

If successful, Norfolk would need to procure swiftly and so the preferred options available to the Council would include our existing contract with Capita Updata and the Suffolk led wide area network tender which included Norfolk public sector in its scope.

## **2. Scope of the proposed bid**

- 2.1. Norfolk County, on behalf of the wider public sector, academia and business development groups has submitted bid for £18-20m of capital to upgrade up to 471 public sector sites across the county.
- 2.2. The bid documentation (excluding spreadsheets) is attached as Appendix A (Strategic Narrative).
- 2.3. Although the Gigabit Voucher Scheme is already in operation across Norfolk. Take-up by local businesses would be much greater if LFFN funding can be used to take fibre connections to public sector sites closer to the businesses, thereby reducing excess construction charges.

### **3. Financial Implications**

- 3.1. The expression of Interest was for £13m. The bid submitted is for £18-20m plus income provided to individual businesses under the voucher scheme. The actual amount of funding could be anywhere from zero if we are unsuccessful up to the figure requested depending on the development of the business case with DCMS. Costs to NCC for project management will also clarified through this process but are likely to be approximately one full time senior member of staff plus ad-hoc specialist support (approx. £200k over 3 years).

### **4. Issues, risks and innovation**

- 4.1. The major risk for this activity is the time and effort required to develop the bid / proposals which may or may not be successful in obtaining some or all of the funding sought.

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

## **Strategic Narrative Norfolk County Council LFFN Bid**

### **Background and context**

As expressed in our Norfolk Digital Vision, we are seeking to invest in, stimulate and establish world class digital infrastructure within the County of Norfolk. Our politicians have been quoted as saying that we don't have, or want motorways in Norfolk, but we do want the digital equivalent. We believe that greater availability of ultrafast and Gigabit fibre infrastructure will enable the economic growth that the county needs so urgently, not least with government grants being ceased in the near future. In the introduction to "Caring for Our County: A Vision for Norfolk In 2021", Norfolk's leader Andrew Proctor talks about "installing Infrastructure First" and "Growing our Digital Economy".

Full fibre connectivity availability for Norfolk residents and businesses is minimally available outside of Norwich and this is a real problem for many businesses, schools and in specific sectors such as mobile network operators. We believe that improving high speed internet availability across Norfolk will enhance the current and future strategic importance of Norfolk as a location for new and developing businesses, not least because of the location of Norfolk and its proximity to Cambridge. Greater availability of fibre can help ensure long term economic and social benefits that are critical for transforming the County and improve educational achievement and secure high quality of life for our residents.

In Norfolk's published vision for the county, the following excerpts illustrate the expected regional growth and our recognition of the need for improved digital infrastructure.

Good Growth: Building communities we can be proud of.

#### **In twenty years' time:**

- **Norfolk's population could be significantly greater than 1 million people**
- **The economy will have 55,000 new jobs, and**
- **80,000 new homes will be needed**

A growing population is good for Norfolk as it drives economic growth, creating more demand for goods and services, but it will put increased pressure on infrastructure: requiring new schools, community facilities and doctor's surgeries, as well as improved road and communications networks and utilities.

Our planned investment in our road network and improvements to broadband and communications will give businesses better access to new markets, a wider workforce, and lead to an increase in productivity. We are working with our key growth sectors – digital, biosciences and renewables – to bring new, high value, jobs to the county.

In addition Norfolk faces particular challenges with an aging community and rapidly reducing budgets following the removal of central government grants.



- Norfolk's biggest population growth is in those over 65 years, and in this demographic category it is the very old that is growing fastest bringing with it increasing challenges around care and support.
- Norfolk currently spends £1 million every day on caring for vulnerable adults
- Considerable resources are spent supporting children in care and we want to use this money in a different way, supporting them to remain at home when it is safe and appropriate to do so.

The county needs access to ultrafast and Gigabit broadband connectivity to enable new delivery models such as telecare and other assistive technology for vulnerable adults and people with learning disabilities.

➤ **Our response to the challenge is being developed on three key strategic fronts:**

1. Through the enabling role of council owned assets and infrastructure to achieve better sustainable social and strategic outcomes for our residents and businesses in both our urban and rural localities.
2. By creating the right conditions to stimulate the market and attract investment to improve 2/3/4G coverage now and drive early adoption of the 5G Ecosystem across the County. We have been at the forefront UK wide in implementing a model to engage with the mobile operators.
3. Through the development of our Digital Vision that sets out our digital ambitions for the County of Norfolk. This is driven through our Digital Innovation and Efficiency Committee and identifies our desired outcomes, develops understanding our existing assets and future needs, drives improvements to the connectivity infrastructure, anticipates how drivers from Government and the business world facilitate the roll out of enabling digital infrastructure and providing an agile, robust base from which future bids, innovative partnerships and collaboration can be launched.

The development of the Local Full Fibre Network deployment proposal from the County of Norfolk is fully and actively supported by all of the local authorities and public-sector partners (such as the New Anglia LEP and the Chamber of Commerce). These proposals build upon the proven commitment to partnership working on digital infrastructure development across the County as demonstrated by the highly successful Better Broadband for Norfolk Programme.

➤ **Local Full Fibre Network Bid**

The bid has been through a thorough and detailed developmental process that has benefitted from input by officers and elected representatives from all the local authorities within the County and reflects the local geography of the County from the City of Norwich, to Market Towns, from Great Yarmouth to the rural areas of North Norfolk, Breckland and South North Norfolk and in so doing captures the diverse economic, social and strategic opportunities and challenges of the County of Norfolk.

Part of our bid preparation has been focused on a circuit upgrade model as currently defined by DCMS (potentially utilising PIA) which would result in 471 public sector sites within the County, where existing points of fixed connectivity are present being upgraded to a Gigabit fibre to the premise solution and the resultant creation of 471 new meet me points within our communities across the County. By extending fibre

connectivity to public sector locations across the County this will create an infrastructure and network which will:

1. Provide access to Gigabit connectivity to public sector points of presence including public buildings which will support and enable the County's One Public Sector digital transformation strategy.
2. Provide an infrastructure capable of taking Gigabit connectivity into local communities both rural and urban and transform the lives of residents (social benefit).
3. Provide the scope to create meet me points at public sector sites which will enable businesses to have greater access to Gigabit connectivity within the County and in doing so create the conditions for economic growth, investment (building on the vibrant digital community which is at present largely restricted to operating out of Norwich) and business retention.
4. Provide a platform which will contribute to an uplift in GVA countywide and in particular in areas identified through our due diligence and mapping as areas subject to social and economic deprivation.
5. Provide the opportunity to enable and accelerate take up of the Gigabit Fibre Business and Residential Vouchers Scheme.
6. Provide the scope for Gigabit backhaul to County Council owned assets including Fire Towers which would significantly contribute to the current County Council strategy of engaging with the Mobile Network Operators and improving mobile coverage across the County.
7. Provide the scope for Gigabit backhaul provision which will create a sustainable technical platform to support and deliver a 5G Ecosystem across the County. County already piloting a LoRaWAN Network.
8. Build upon the successful implementation of Better Broadband for Norfolk.

➤ **Business Case:**

Whilst still subject to more detailed survey, design and consultation we have developed a business case which will reflect the following project scope and potential cost (with option to scale).

**Proposed Circuit Upgrades of 471 public sector sites with existing connectivity to a fibre to the premise solution**

Please refer to the link detailed which will provide an insight into the scale and scope of the proposed bid.

<https://norfolkcc.maps.arcgis.com/apps/MapTools/index.html?appid=b9338c7dadc5473f919e85c58d820245>

Beyond this exercise we are developing other technical and commercial options which subject to further dialogue with the market and community groups we may be in a position to develop as a hybrid solution which would involve a combination of three further delivery methods within the County.

1. Engagement with Network Rail with a view to creating a high capacity fibre backbone across the County and creating the opportunity to deliver an open access fibre infrastructure network within the County.
2. We are supporting community fibre groups with free wayleaves and low-cost access to council assets where needed. To take fibre into communities where it is not otherwise commercially viable. Taking full fibre connectivity nearer to these resident's groups would significantly reduce their costs and accelerate their efforts where the market is failing.
3. We are supporting alternative network suppliers with low cost access to council owned assets such as tall buildings and fire towers to provide high speed wireless connections to homes and businesses that are not yet commercially viable for fibre connections.

➤ **Considerations:**

- The business cases are being developed with a view to their sustainability and liability for Norfolk County Council. In this respect the proposition as developed will:
  - ensure on going engagement with the market to attract private investment
  - demonstrate a commitment and proactive development of a regional based Digital Infrastructure Planning Strategy which will build upon the Governments Future Digital Infrastructure Review
  - though residents and educational institutions would undoubtable benefit from wider availability of full fibre connectivity, the primary driver for the counties bid is business growth. This is a stated priority for the counties politician and is fully aligned with the objectives of the New Anglia Local Economic Partnership (LEP).
  - lead on creating a consistent and shared telecom planning strategy and policy which can be implemented locally by local authorities in Norfolk.
  - demonstrate through both working with DCMS's Barrier Busting Team and the creation of its own Barrier Busting Board a clear commitment to identifying hurdles limiting or delaying digital infrastructure investment and developing processes which proactively overcomes these barriers

In this respect Norfolk's County Council's Digital Innovation and Efficiency committee has effectively acted as a local barrier busting team, promoting improvements to rural connectivity over commercial income from wireless infrastructure rentals. The committee's engagement with mobile network operators has led to its work being highlighted by the industry body MobileUK and the Chamber of Commerce as an example national best practice in public – private partnership working.

The committee has also worked with county and district planners to ensure wherever possible that all new developments are built with full fibre connectivity from the outset. These activities have been conducted while engaging proactively and productively with the DCMS barrier busting team.

- reflect a quantifiable outcome-based model which will realise Gigabit connectivity to all parts of the Region and in doing so deliver economic growth and social wellbeing
- make accessible Gigabit connectivity whether wireless or fibre to the whole Region
- create a technology agnostic IOT/5G ecosystem within the Region

- Should Norfolk's bid for LFFN funding be successful, we would develop and deliver a project governance and processes in relation to major digital infrastructure projects based on the proven successful arrangements for the Better Broadband for Norfolk Project.

#### ➤ **Key Headlines Upgrade Option:**

471 sites and clusters identified broken into 350 Sites enabling economic clusters (clusters 5 plus businesses within a 500 metre radius of a public sector site) and an additional 121 sites enabling social and strategic clusters (sites not justified purely on economic grounds but on other social data).

Business due diligence based on reviewing FAME data of over 30,000 Businesses within the County and applying a SIC Code criteria which identified over 13,000 business which were subsequently mapped.

**Through mapping of the business data and subsequent evaluation of each cluster identified 13,000 businesses within a designated 500 metre cluster criteria and potential additional 3,000 businesses would be captured when applying additional business parks, enterprise parks and workspaces.**

**Indicative Upgrade Costs (more definite figures will be produced but for the purposes of an overview we have used the following scenario:**

#### **Cost of Upgrade**

#### **Projected Bid Value £18-20M**

#### ➤ **Mapping:**

As part of our outcome based strategy we also have mapped the following:

1. all the business hubs, business parks, industrial estates, innovation hubs and workspaces across the County of Norfolk with a view to understanding the scale of the opportunity, how Gigabit connectivity could be delivered and how the DCMS business voucher opportunity could be promoted.
2. all planned residential and business developments across the County with a view to identifying actual opportunities to promote and implement a fibre to the premise strategy
3. all private and public residential care homes within the County with a view to identifying the means by which the Gigabit business voucher scheme could be enabled by the LFFN Bid and in doing so enable better connectivity for residents (potentially Wi-Fi) as well as providing a level of connectivity which will support the delivery of Adult Social Care and NHS Services.
4. public buildings and street furniture which could improve existing mobile coverage and support the deployment of IOT/5G Networks including LoRaWAN, Wireless, Narrow Band Wireless and 5G.
5. ONS data relating to social and economic deprivation with a view to identifying how we could quantify the impact of improved connectivity on future well being.
6. Rail Network Infrastructure with a view to understanding the potential benefit of including such infrastructure within our Bid.

#### ➤ **Project Management Costs:**

There will be a project management element that Norfolk County Council and its partners will be required to contribute. As part of a wider digital strategy remit which

would include a project management element it is envisaged that over a three year period and based on a fixed commercial term, a budget of £150,000 - £200,000 should be assigned to this role.

Any such budget allocated to support this role will be considered the 'match' and will only be progressed if funding is secured.

The figures quoted above would be the maximum likely grant request made of Government to deliver the scheme within the County of Norfolk and would not include any additional financial drawdown from the County Council.

➤ **Project Specific Outcomes:**

• **Scale and Scope of Coverage:**

This will cover and benefit the whole of the County of Norfolk

- County of Norfolk 2,074 square miles
- a combined population of 898,000 (based on 2017 figures)
- over 30,000 registered businesses
- over 150 business parks and enterprise zones
- a predominately rural county but with key strategic urban areas which will offer opportunities for Norfolk County Council to work with DCMS and other public agencies to explore and subsequently implement technical and economically viable business cases which will drive Gigabit connectivity and ensure that the interests of all communities are captured in our wider digital strategy.

- **GVA Growth:** contribute to an uplift countywide of GVA
- **Business Retention and Growth:** the potential to enable over 16,000 businesses and 150 business parks/enterprise hubs with access to affordable and accessible Gigabit Connectivity which will transform these businesses, stimulate future business investment and have a positive impact on business rate value and retention.
- **Economic Benefit:** to create a platform of connectivity which will attract long term investment
- **Rural Communities:** ensure a real and deliverable focus for rural communities and businesses ensuring that rural communities are part of this exciting future. This is critical given that half of Norfolk's people live in rural areas.
- **Tourism:** create a platform which can support the important and growing tourism sector within Norfolk
- **Agriculture:** create a platform which can support the important sector of agriculture and how technology will contribute to the evolution of agriculture.
- **Smart Borough 5G Ecosystem:** create an accessible fibre platform which would support a future 5G ecosystem and enable Norfolk County Council to promote and proactively implement a Smart County Strategy with real tangible outcomes.
- **Independent Living:** contribute to creating a platform which will improve access and connectivity into homes and in doing so support the County and other key public sector partners key objective of enabling Independent Living.
- **Residential Care Homes:** drive and promote improved access to all private and public Residential Care Homes providing potential to deliver Wi-Fi but also provide a platform for the NHS and local Care Services to support residents.
- **Social Wellbeing:** enable access to Gigabit fibre connectivity to all residential homes within the County.

- **Support and enable Strategic Objectives:** Align and proactively contribute to the realisation of the County's "Caring for Our County: A Vision for Norfolk In 2021"
  - **Social Benefit:** improve access to Gigabit fibre connectivity in some of the economically and socially deprived areas within the County.
  - **Tackling Skills and Training:** improve access to digital services which would stimulate business which in turn will generate sustainable job opportunities that could be accessed by local people and in turn generate genuine opportunities to raise aspirations and positively influence skills development.
  - **Housing:** become a default requirement in all new housing development regardless of tenures
  - **Public Sector Services:** enable innovative ways of delivering Norfolk County Councils stated vision of One Public Sector across the County (potential creation of a platform to deliver a One Public Sector Network within Norfolk).
  - **Mobile Coverage:** enable and support Norfolk County Council's innovative approach to engaging with the Mobile Operators to improve mobile coverage in Norfolk.
  - **Higher Education:** enable closer engagement with the UEA & NUA potential of enabling Eduroam in public sector sites..
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# Digital Innovation and Efficiency Committee

Item 15  
Item No.

<b>Report title:</b>	<b>Use of Technology in Education</b>
<b>Date of meeting:</b>	<b>14<sup>th</sup> November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Simon George – Executive Director, Finance and Commercial Services</b> <b>Sara Tough – Executive Director, Children’s Service</b>

## Strategic impact

The Norfolk County Council Strategy 2018-21 recognises that we need to transform the way we work to keep up with changing demands and better ways of working. With an increase of over 40,000 homes a year planned for Norfolk, the County’s population is forecast to grow to be more than a million in twenty years’ time. With this growth, more school places will be needed with an estimated 9% increase and the current trend of increased children with special needs who require learning support is set to grow further.

This proposal focuses on:

- 1) Making best use of digital technology to increase engagement with parents to provide information and decisions quicker
- 2) Improving our customer journey, with reduced number of handoffs and login details
- 3) Continuing to build on the transformation programmes already under way in Children Services
- 4) Enhancing the NCC core system already in place to ensure value for money and growth for the future demands
- 5) Reviewing our internal processes to ensure efficiency savings and adopting to customer changing digital behaviours
- 6) Improved data quality for children services
- 7) Reduction in number of customer complaints

## Executive summary

Synergy is NCC’s Children Services’ Education case management system used since 2000. It is a core system for NCC and its availability and functionality are business critical to provide information about Admissions, Free School Meals, Family Information Service, Special Education Needs and Pupil Support Services. It currently has 450 NCC users and a number of children’s centre users. The growth of the population and demands on this service is set to rise, but unfortunately there is no expected growth for Children Services’ budget so transforming the way we work needs to be reviewed.

There is a general impression that in recent years the focus on Social Care has meant that the development of Synergy system has been lacking and the efficiency of education services is being adversely affected. The following report outlines examples of where the education team can introduce additional functionality to provide process efficiencies and better interactions with parents thus delivering a more efficient customer journey and outcome for the child.

## Recommendations:

Members are asked to review the content provided in this report and to approve the proposal for:

- 1) Parent Portal Implementation for 2 Year old funding, Free School Meals and Education Health and Care Plans
- 2) Parent Portal implementation for Children Centres online registrations
- 3) Integration of a parent portal with My Norfolk accounts for Single Sign On phase 1

## 1 Proposal (or options)

### Parent Portal

The modules mentioned below are additional to the Parent Portal which is already utilised for online admissions applications. Expanding its use within other Education areas provides the parents with a one stop shop for its interaction with NCC and thereby improving their customer journey with us. There are currently 37,000 active accounts on the parent portal and we are estimating this will increase to approx. 100,000 active accounts with the introduction of this proposal.

#### 1.1.1 2 Year Old Funding

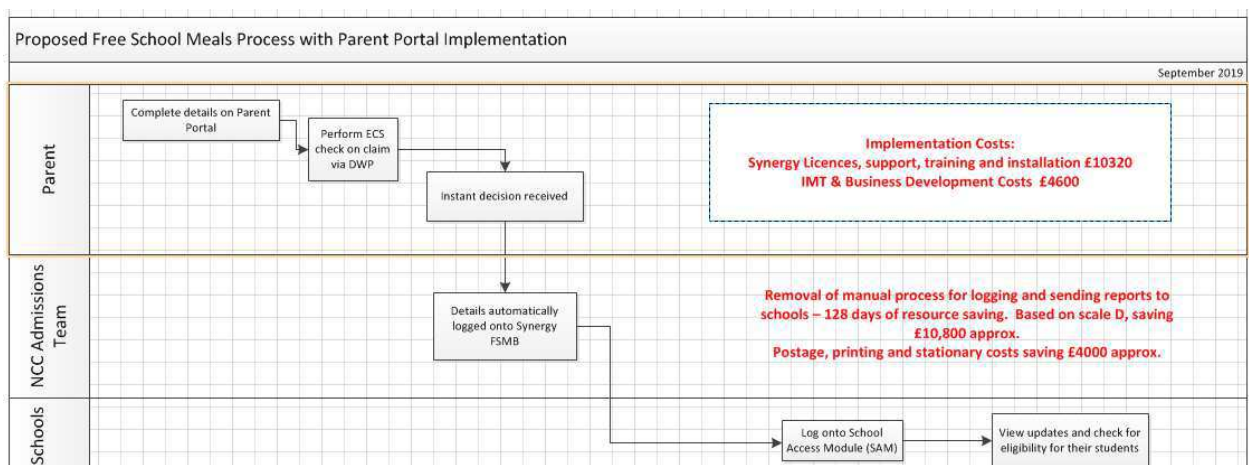
This module enables the parent to check if they are eligible for 2 year old funding and apply online. This functionality will only be available when the system identifies a 2 year old child linked to the parent, to avoid other people selecting this by mistake. The system is linked directly to the ECS checking system, giving parents an instant decision. Imported directly into the Synergy back end system, this module will reduce the current manual entry process and improve decision times for parents.

This proposal recommends this functionality be available for parents from September 2019 in line with admissions round for 2020/21.

#### 1.1.2 Free School Meals Applications

This module enables parents to apply for Free School Meals at the same time as the admissions process. The module is linked to the ECS checking service for parents to receive an instant decision.

By automatically importing into the system, this module will reduce the manual paper process and subsequent manual entry keying into the Synergy system for NCC staff, thus saving resources and time as demonstrated in the below process flow:





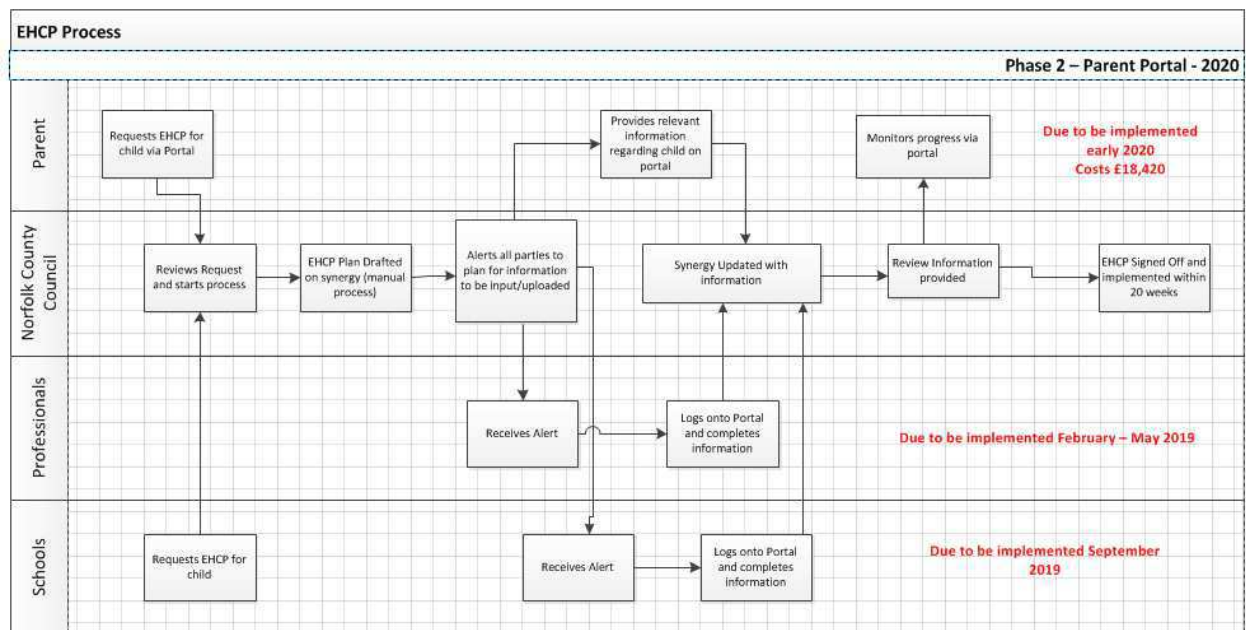
This proposal recommends this functionality be available for parents from September 2019 in line with admissions round for 2020/21.

### 1.1.3 Education Health and Care Plans (EHCP)

The parent and child are a key part of the EHCP. The parent will be able to complete information, be kept up to date with progress and fully collaborate with the development of the plan. By using the information and reports already held by the parent, it is estimated we can reduce the gathering evidence process by five and a half weeks of the current six it takes. Control is placed in the hands of the NCC SEN team so only information they want to display to the parent is published. By being able to upload the plan onto the portal will enable increased process time, avoid the need for paper copies to be produced and improve data storage/accessibility. This will in-turn allow better efficiency within the team to produce plans within deadlines and increase performance to Norfolk Children.

This proposal recommends this functionality be available for parents from early 2020, due to dependencies on professional portal deliverables during 2019 and the SEND transformation programme.

Revised new process:



### 1.1.4 Children Centres Online Registration

Registering with a Children's Centre is currently a paper based exercise at each building but this module will enable the automatic feed into Connect + with the parent details. This module will allow a parent to register at their local children's centre, or one which they wish to go to outside of the outreach area to provide choice and flexibility. This engagement will mean they are more likely to return to the parent portal in the future for 2 year old funding and school admissions.

This proposal recommends this functionality be available for parents from September 2019 in line with parent portal implementation.

### 1.2 My Norfolk Single Sign On (phase 1)

This module and development work will allow for the parent portal to be accessed via their My Norfolk account to provide a single point of interaction with NCC for all of our services. The proposal for phase 1 is to adopt the same approach as liquid logic of a link

to the parent portal once on the NCC landing page. At this phase there will be no integration with our CRM system to provide details of these transactions under their My Norfolk account, this is to be considered for future development. Existing parent accounts used for admissions will be migrated across to My Norfolk ones.

This proposal recommends this functionality be available for parents from September 2019 in line with the increased parent portal functionality implementation.

## **2 Evidence**

## 2.1 Parent Portal

In 2018, 88% of Primary and 84% of Secondary Admissions applications were submitted via the current Parent Portal. This means that many Norfolk parents are familiar with the functionality of the portal.

### 2.1.1 Free School Meals

NCC receive approx. 4,000 paper applications for free school meals each year as part of the admissions process. Each of these has to be manually logged onto the Synergy system and an ECS check performed.

### 2.1.2 2 Year Old Funding

The DfE Statistics for January 2018 show 2170 children in Norfolk benefited from funded early education.

### [Provision for Under 5 tables January 2018](#)

### 2.1.3 EHCP

- Existing SEND transformation programme
- Complaints regarding EHCP received to NCC increased by 82% from 95 to 173 (information from Policy and Resources committee).
- Norfolk are processing only 8% of plans within the 20 week statutory deadline, making us within the bottom 3 on the national local authority league tables.
- The Local SEND offer and the requirement for children to have an EHCP plan in place to secure additional school funding has seen an increase of referrals of approx. 200% in Norfolk, which is higher than the national average.
- We are seeing an increase in the number of parents requesting plans directly, previously 80% came from schools, but now the number of requests come from parents equates to 80%.
- There are currently 6000 EHCP live in the Synergy system, with another 902 currently going through the assessment process.

#### Links to:

**Department for Education Statistics – Statements of SEN and EHC Plans in England 2018**

<https://www.gov.uk/government/statistics/statements-of-sen-and-ehc-plans-england-2018>

**Policy and Resource Committee Annual Reports of Complaints and Complaints**

[24<sup>th</sup> September 2018 Meeting – Page 215](#)

### 2.1.4 Children Centres Online Registration

- Norfolk is reported to have 47,000 children aged between 0-5, of which 41,455 are currently registered with one of the 53 children's centre.
- Current consultation regarding Children Centres in Norfolk is likely to increase the demand at centres.

## Children Centre consultation documentation

<https://norfolk.citizenspace.com/consultation/childrenscentres-2/>

### 2.1.5 My Norfolk Single Sign On (SSO)

The multiple customer accounts in use across [www.norfolk.gov.uk](http://www.norfolk.gov.uk) have proved confusion for some customers. The roadmap for Customer Services transformation looks to join up these accounts as part of our Single Sign On project. This would be via the My Norfolk account and the aim would be to make sign in, password, account profile updates etc. much more consistent and only done once.

## 3. Financial Implications

	<b>Year 1 costs (incl. Licence, development and implementation)</b>	<b>Year 2 Costs (excl. BAU Support costs)</b>	<b>Cashable Savings</b>	<b>Non-Cashable Benefits</b>
<b>2 Year Old Funding</b>	£11,520.00	£1,000.00	Switch off the current NCC developed EYPP checker on Norfolk.gov.uk Reduction in manual process for applications	Improved and quicker customer journey for parents, with instant decisions
<b>Free School Meals</b>	£14,920.00	£1,000.00	£4000 p.a. postage, printing and stationary costs £10,800 p.a. - 128 days of resource saving by removing manual process	Improved and quicker customer journey for parents, with instant decisions Reduction of paper applications being stored within NCC
<b>Education Health and Care Plans</b>	£18,420.00	£1,000.00	Resource saving for dealing with complaints Reduction in paper	Improved and quicker process for child to get help they require NCC meeting the statutory requirement to deliver plans within 20 weeks No resource saving for Children Services to maintain volume and review of plans Improved data quality and compliance
<b>Children Centres online registration</b>	£13,520.00	£1,000.00	Removal of paper form for registration	Access to a wider area of children centres for parents Beginning of My Norfolk

				account journey
<b>My Norfolk SSO</b>	£14,000.00	£1,000.00	Less than £1000 p.a. - reduction in calls to Customer Services / Children Services regarding logins and passwords for the current admissions portal.	Increased digital interactions with parents through a NCC single gateway for all services Avoids confusion for parents over logins and passwords for multiple accounts
<b>Total</b>	<b>£72,380.00</b>	<b>£5,000</b>		

## 4 Issues, risks and innovation

### 4.1 Issues:

- A lack of robust Synergy application support structure is creating a risk in the continuing operation of the system. Increased usage of the application will increase the demand for support and some of the financial savings highlighted will need to be spent on an enhanced support model.
- Where the parent does not have access to the internet at home, they will be encouraged to use public libraries, schools and community groups to complete the process. If this is not possible, we will still receive a small proportion of paper based applications, less than 10% is anticipated.

### 4.2 Risks:

- These proposals are considering low risk as the portal is already being used by the admissions team, and the liquid logic My Norfolk model is being used for the Single Sign On approach. Any lessons learnt from these implementations will be incorporated into this programme of work.
- Staff not fully embracing changes in ways of working that are required. The teams have responded very positively to the recommendations in this report and communication and training of staff are a key deliverable of this proposal to minimise this risk.

### 4.3 Innovation:

- Joined up services between Children Services and Customer Services on My Norfolk implementation to deliver a Single Sign On portal for our customers for all their digital interactions with NCC.
- Ofsted CQC check for SEN services is due to be completed on Norfolk Children Services within the next 2 years. By having a plan of transformation will evidence that we want to improve our services and have a plan available on how we are going to achieve it.
- Removal of current spreadsheets used across many areas of the business by holding the data in the Synergy system will enable the business to produce intelligent reports,

statistical analysis, KPI measures and better predictive analysis that will help inform the future needs for supporting children.

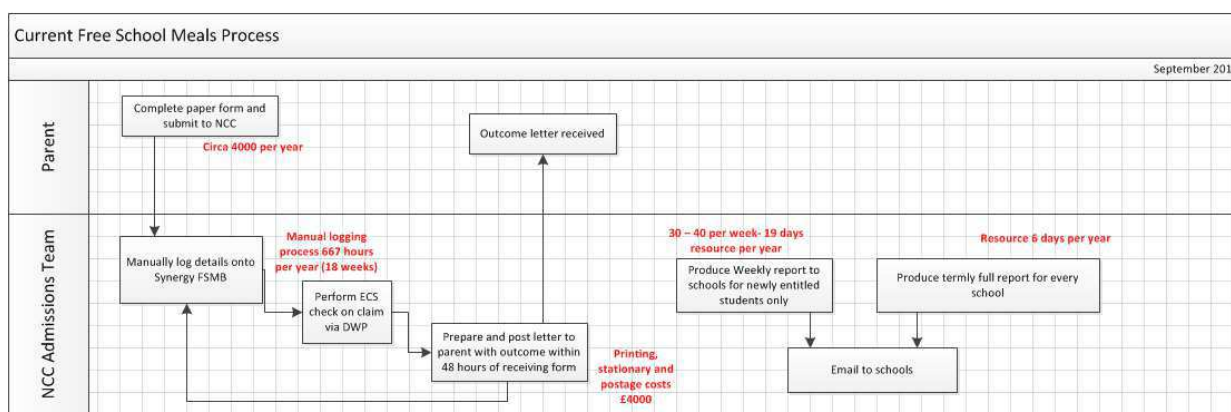
- Building on Children Services transformation journey further

## 5 Background

5.1 Children Services are undergoing a transformation programme for SEND and other services it provides. Successful implementations and current projects underway include:

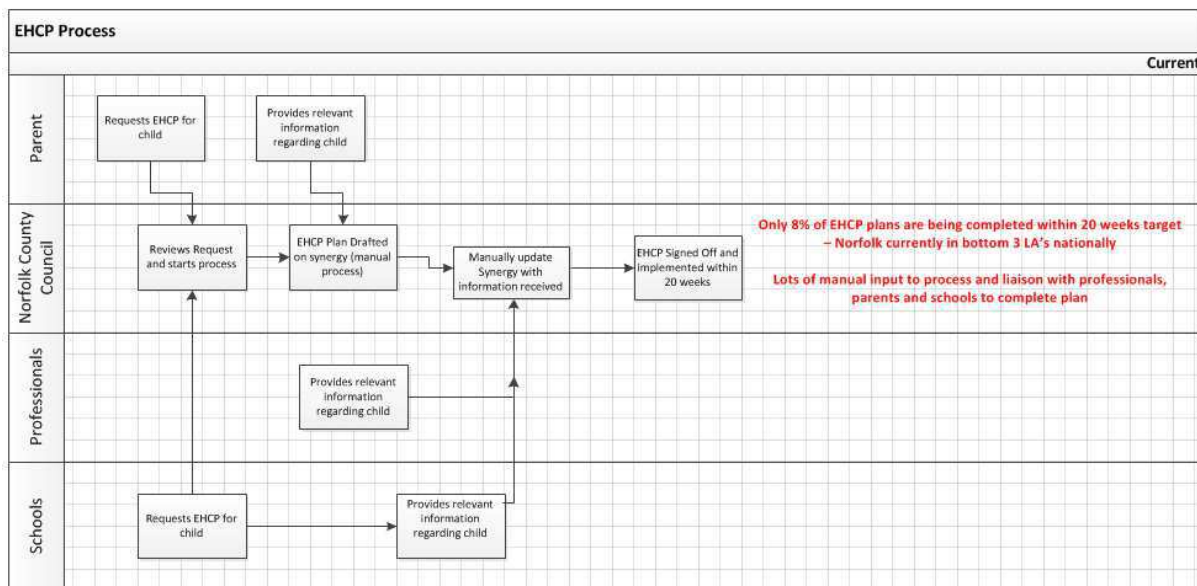
- Parent portal implementation for the admissions sign up process, currently used by 37,000 parents to request places in both primary and secondary schools in Norfolk.
- SEND transformation programme – a detailed review has been carried out of the EHCP process which the recommendations are feeding new developments, including the ones mentioned in this proposal.
- Utilising automatic integration tools with Schools' MIS systems to collect real-time attendance and exclusion data within Synergy which reduces our vulnerability as an Authority of not having this accurate up-to-date data.
- Introduction of professional portal for health care officials, child specialist services and School to securely input data directly onto the EHCP plan to improve process time and compliance with GDPR. This is also being explored as an option for schools to log/upload information pertain to prosecutions.
- Encouraging the use of schools to use the School Access Model (SAM) to gain access to information instead of receiving reports from NCC. Currently only 2% of schools use this module and there is an ambitious target to have 90% using it by September 2019.

5.2 Current Free School Meals Process to be enhanced by the introduction of the parent portal

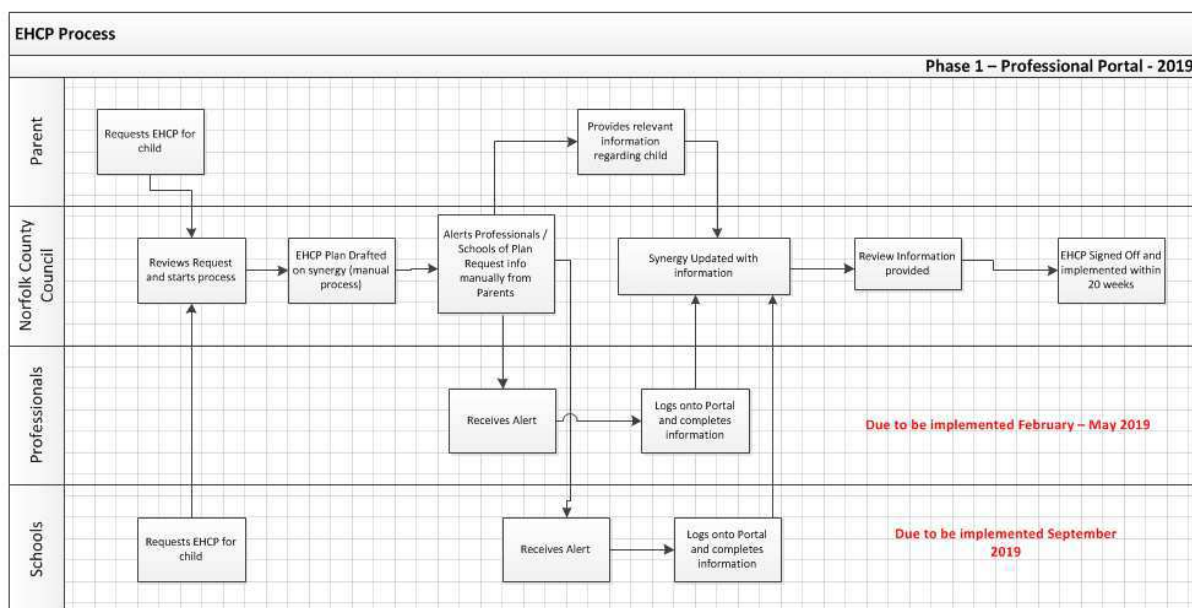


### 5.3 EHCP Plan Process

#### 5.3.1 Current process:

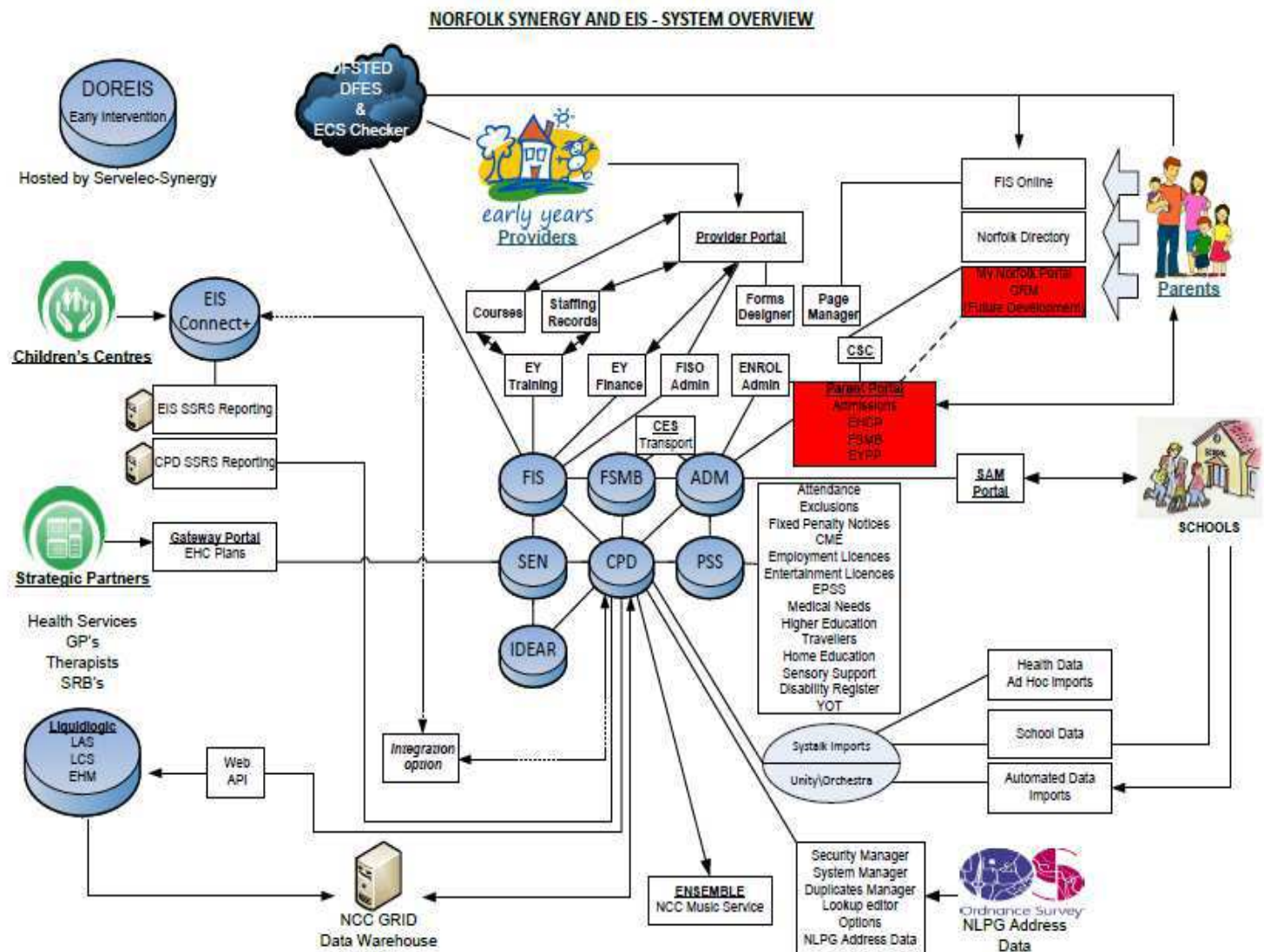


5.3.2 Changes post professional portal implementation during 2019 (this project is currently underway within Children Services and is not part of this proposal but a dependency for EHCP plans on the parent portal).





Below is a picture of how the Synergy system fits together, the boxes indicated in red are the areas that this proposal refers to.



## Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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# Digital Innovation and Efficiency Committee

Item No.

<b>Report title:</b>	<b>Forward Plan and decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>14th November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services</b>
<b>Strategic impact</b> Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

## Executive summary

This report sets out the Forward Plan for the Digital Innovation and Efficiency Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 3rd September) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee.

### Recommendations:

**1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**

**2. To note any delegated decision detailed in section 2.1.**

## 1. Proposal (or options)

### 1.1. Forward Plan

1.2. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to Digital issues in Norfolk.

1.3. The current version of the Forward Plan is attached at Appendix A.

- 1.4. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

## **2. Delegated Decisions**

- 2.1. There are no relevant delegated decisions to report to this meeting.

## **3. Financial Implications**

- 3.1. There are no financial implications arising from this report.

## **4. Issues, risks and innovation**

- 4.1. There are no other relevant implications to be considered by Members

## **5. Background**

- 5.1. N/A

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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# Forward Plan for Digital Innovation & Efficiency Committee

## Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting: Wednesday 14<sup>th</sup> November 2018</b>			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Committee Performance Indicators	Yes Policy & Resources	To review performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
LoRaWAN conference & Hackathon Update	No	To update the committee about the recent event in Norwich including the Hackathon.	Head of Information Management and Technology (Geoff Connell)
Innovative use of Technology for Highways	Yes	To update the committee on a key initiative in using innovative Technology for Highway maintenance and monitoring to drive further efficiencies.	Executive Director of ETD (Tom McCabe)
Better Broadband for Norfolk Programme Update	No	To review performance and receive an update on plans to further extend coverage.	Better Broadband for Norfolk Programme manager (Karen O'Kane)
Counter Fraud Hub	No	To review options to develop a Norfolk wide Counter Fraud Hub.	Head of Information Management and Technology (Geoff Connell)
Local Full Fibre Network Bid	No	To update the committee on progress with	Head of Information

		the LFFN bid into the Department of Digital Culture Media and Sport.	Management and Technology (Geoff Connell)
Use of Technology by Education	No	To review how the council's Education service can further develop its use of technology to increase efficiency and improve outcomes.	Head of Information Management and Technology (Geoff Connell)
<b>Meeting: Wednesday 23<sup>rd</sup> January 2019</b>			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Strategic & Financial Planning	No	The report sets out how actions are being taken by the Digital Innovation & Efficiency Committee to support the whole Council to set a balanced budget for 2019-20 and provides Members with an overview of the approach to developing savings for 2019-20 ahead of the detailed proposals being presented in October.	Executive Director of Finance and Commercial Services (Graham Jermy)
Committee Performance Indicators	Yes Policy & Resources	To review performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Digital skills for business	No	To review current digital skills levels for business and plans for improvement.	Employment and Skills Manager (Jan Feeney)
Digital economy development proposals	No	To consider proposals to develop the digital economy across the county	Economic Development Manager (David Dukes)
Agritech	No	To receive a briefing on the use of technology in Norfolk's agricultural economy and consider options to promote uptake.	Head of Information Management and Technology (Geoff Connell)
Electric and autonomous	No	To receive a briefing on the anticipated	Head of Information

vehicles		increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.	Management and Technology (Geoff Connell)
Cyber Security update	No	To review the Council's Cyber Security capabilities.	Head of Information Management and Technology (Geoff Connell)
Assistive Technology	No	To receive an update on planned actions to increase exploitation of assistive technology.	Assistant Director Early Help and Prevention (Janice Dane)
Use of mobile working technology across council services	No	To review efficiency opportunities through further use of mobile working technologies across NCC.	Head of Information Management and Technology (Geoff Connell)