Norfolk County Council

Digital Innovation and Efficiency Committee

Date: **Wednesday, 23 January 2019**

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	Mt 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

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. **Dig IE Minutes of 14 November 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) by **5pm Friday 18 January 2019.** 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

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) by **5pm on Friday 18 January 2019.**

7. **Chairman's Update**   **Page**

    Verbal update by Cllr Tom FitzPatrick

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane

Norwich
NR1 2DH

Date Agenda Published: 15 January 2019

If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020, or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

Norfolk County Council

Item 2

Digital Innovation and Efficiency Committee

Minutes of the Meeting Held on 14 November 2018
10:00am, Edwards Room, County Hall, Norwich

Present:

Mr T FitzPatrick (Chairman)

Mr S Eyre   Dr C Jones
Mr J Fisher   Mr T Smith
Mr G Middleton

1.   Apologies for Absence

1.1   Apologies for absence was received from Mr E Colman, Mr D Rowntree and Dr M
           Strong.

           An apology was also received from Mr Geoff Connell, the Head of IMT, who was
           engaged on County Council business elsewhere. Mr Kurt Frary, Infrastructure
           Services Manager, would be deputising for the Head of IMT for this meeting.

2   Minutes

2.1   The minutes of the previous meeting held on 12 September 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 success of The Things Network Conference which was held at St Andrew's Hall in Norwich on the 15th/16th October 2018 in promoting the use of long range wide area network technology, LoRaWAN. The conference was attended by over 200 people of all ages and included NCC staff, Council Members, equipment suppliers and the public. Some of the suppliers who had attended the event had expressed an interest in working with the County Council in supplying sensors to monitor road surfaces in a field trial for winter highway services. The Committee would be able to consider this issue at item 11 on the agenda for today's meeting.

7.2   The Chairman also said that Members of the Committee would have an opportunity at the end of today's meeting to take part in a tour of the Innovation Centre in the mezzanine area of County Hall. Members would be able to see for themselves how the Innovation Centre was a "living lab" that enabled staff to test new business systems, consumer technology, internet of things and assistive technology all from one place.

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   The Executive Director of Finance and Commercial Services drew the Committee's attention to table 1 of the report and said that a balanced revenue budget was forecast for 2018-19. This was a better revenue position than had been reported previously. There was a strong possibility that that the Committee might be able to make a small addition to reserves at year end.

8.4   Members were pleased to note that bringing currently outsourced services associated with the management of PCs back in house would save approximately £1.000 m per annum.

8.5   **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.   **IMT Performance Indicators**

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 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) with the exception of "Incidents resolved within SLA."

9.3   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 91% (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.

9.4   **RESOLVED**

        That the Committee are content with the existing use of IMT Performance Indicators and note the information provided in the report.

10.   **LoRaWAN conference & Hackathon Update**

10.1   The annexed report (10) by the Executive Director of Finance and Commercial Services was received.

10.2   The Committee received a report by the Executive Director of Finance and Commercial Services about how The Things Network Conference which was held in Norwich on 15th/16th October 2018 had provided an opportunity for officers to explore the technology and understand what others were doing to promote the use of long range wide area network technology LoRaWAN. LoRaWAN was designed to allow low-powered devices to communicate with Internet-connected applications over long range wireless connections.

10.3   In addition, the report explained how the County Council had partnered with 'The Things Network' to conduct a Hackathon on a series of challenges for teams to explore if the LoRaWAN technology could solve them.

10.4   The Infrastructure Services Manager said that the audience and a panel of judges at The Things Network Conference had awarded two prizes of 'People's Choice' and 'Best Pitch' for those who had participated in the Hackathon.

10.5   In reply to questions, the Infrastructure Services Manager said that the idea behind a Hackathon was to create an environment where programmers and developers of all ages and abilities could get together to exchange ideas, develop technological breakthroughs, and create innovative new applications. A Hackathon provided an invaluable source of information to supply chain companies and gave them guidance and direction as to what areas of innovation the County Council were looking for. The challenges were set using local Hackathons to find solutions to a mixture of public sector needs that Norfolk County Council wanted to see solved utilising the Public LoRaWAN Network.

10.6   Because of the successful use of Hackathons at the Conference, the Committee was keen to support local Hackathons being held throughout Norfolk.

10.7   The Committee also gave its support to the work that was being done with schools to encourage pupils of 8-14 years of age to participate in a series of Step into Tech Hackathon challenge events where teams of school pupils explored how LoRaWAN technology could be used to find technological solutions to issues that they found of interest. This approach had already led pupils at a school in the Dereham area to successfully design a device which monitored air pollution in the vicinity of that school.

10.8   In addition, the Committee supported the setting up of a local digital market place which would provide a valuable new online platform for bringing together a single place for ideas and initiatives. A successful digital market place would stimulate technological solutions to issues of relevance to the County Council and when linked with other initiatives within the County Council's economic development agenda would bring jobs into Norfolk and provide for more investment in the local economy.

10.9   **RESOLVED**

That the Committee note the information provided in the report and support the initiatives that were being taken.

11   **Innovative Use of Technology for 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 a pilot project mentioned in the report that would see low-cost road surface temperature sensors embedded in roads in Great Yarmouth to gather data up until the end of the winter season in April next year.

The data from those sensors would be used to determine whether the town could be treated less than currently, saving salt, fuel and driver time.

11.4   It was noted that due to its urban nature significant parts of Great Yarmouth were likely to be warmer than gritting areas elsewhere. Suitable locations to install the trial sensors would be identified using thermal mapping data and Google Street View. A long range, low power wireless platform would be used to provide the necessary data coverage across Great Yarmouth. Suppliers had expressed an interest in working with Norfolk County Council, including supplying sensors on loan for free, so the trial could be done.

11.5   **RESOLVED**

   That the Committee:

   1. **Approve the field trial of roadside sensors.**
   2. **Direct officers to return to Committee with the results and potential options if successful.**
   3. **Consider the results of the trial at a future meeting to decide on next steps.**

12   **Better Broadband for Norfolk Programme update**

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

12.2   The Committee received a report by the Executive Director of Community and Environmental Services that provided an update on progress with the Better Broadband for Norfolk project.

12.3   Members were informed that currently 92% of homes and businesses had access to download speeds of 24Mbps+ per second. The Better Broadband for Norfolk (BBfN) programme was set to deliver 95% coverage across the county by the end of March 2020, but the Council was not content to stop there. The Council was committed to making sure that every home and business in Norfolk had access to Superfast Broadband. Some of the remaining "not-spots" were the most time-consuming and costly to reach, but because the County Council had secured an extra £11m of funding further steps would be taken to plug the gaps.

12.4   The Committee noted that activities and timescales associated with the current procurement were due to be completed during February 2019.

12.5   **RESOLVED**

   That the Committee note:

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

13   **Counter Fraud Hub**

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

13.2   The Committee received a report by the Executive Director of Finance and Commercial Services that explained how the County Council had engaged with other Local Authority colleagues in Norfolk in reviewing the Cipfa / BAU counter fraud system and services used in London to develop the scope and cost for a counter fraud hub for Norfolk. The report explained how a soft market review had identified a new Cabinet Office Fraud Hub system as the compelling option for Norfolk.

13.3   Members heard from the Infrastructure Services Manager about how the Cabinet Office Fraud Hub system would strengthen existing data sets, address new risks and ensure the sharing of best practice.

13.4   In reply to questions about the suitability of the proposed system and its expected return on investment, the Executive Director of Finance and Commercial Services said that it was difficult to accurately state how much money was lost across Norfolk due to fraud and error, however, there were huge potential savings to be made and the proposed business case that was put before the Committee was the right one for Norfolk. He said that he was confident that a Cabinet Office Fraud Hub system would pay for itself within 12 months by maximising business rates income and reducing single persons council tax discounts where this was not justified.

13.5   The Chairman added that the Cabinet Office Fraud Hub system would also offer good value for money by putting in place the necessary tools to reduce error as well as fraud related to Social Care payments.

13.6   After having carefully considered the suitability of a Cabinet Office Fraud Hub system for Norfolk, Members supported the County Council going to the next stage in the preparation of a business case.

13.7   **RESOLVED**

        That the Committee:

        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.**

14   **Local Full Fibre Network Bid**

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 together with a PowerPoint presentation.

14.2   The Committee received a report and a PowerPoint presentation about the progress being made by Norfolk County Council on behalf of the County of Norfolk to seek DCMS Local Full Fibre Network Programme funding.

14.3   It was noted that the information included in the PowerPoint presentation related only to rural areas of the county. Because Norwich and Kings Lynn were omitted from the most recent analysis the figures had changed in terms of the number of sites reviewed from 470 to 384. There was the potential to include an additional 150 GP and NHS surgery sites depending on additional analysis and overlap.

14.4   The Committee fully supported the work that was being done to develop the project and noted that the PowerPoint presentation would be placed on the County Council's committee pages website.

14.5   **RESOLVED**

        That the Committee:
        1. **Continue to develop the bid with DCMS and keep all Norfolk partners informed of progress.**
        2. **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.**

15   **Use of Technology in Education**

15.1   The annexed report (15) by the Executive Director of Finance and Commercial Services and Executive Director of Children's Services was received.

15.2   The Committee received a report by the Executive Director of Finance and Commercial Services and Executive Director of Children's Services that explained the means whereby the County Council intended to make better use of digital technology to increase engagement with parents and provide for quicker decisions while at the same time ensuring efficiency savings and adopting to customer changing digital behaviours.

15.3   Members said that while they fully supported the proposals set out in the report it was important that those parents who did not use digital technology were not disadvantaged. In reply, Members were assured that the use of new digital technology would not imply the withdrawal of other forms of communication between the parent and the Council.

15.4   **RESOLVED**

That the Committee 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.**

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

16.1   The annexed report (16) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.

16.2   **RESOLVED**

That the Committee note the forward work programme at Appendix A to the report and that no decisions were taken under delegated authority since the previous meeting.

The meeting concluded at 11.25 pm

Chairman

Digital Innovation & Efficiency Committee

Report title:	Finance Monitoring
Date of meeting:	23 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services Simon George – Executive Director, Finance and Commercial Services

Strategic impact

This report provides the Committee with information on the revenue budget position for services reporting to Digital Innovation & Efficiency Committee for 2018 -19. It also provides information on the use of reserves and details of the capital programme.

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 programe 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 November 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 breakeven position after adding back underspends of £0.074m to reserves (previous report balanced position after adding back £0.018m to reserves), as shown in Table 1 of this report, (see also paragraphs 2.4 and 2.5).

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, e.g. 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.

An underspend of £0.056m is forecast for 2018 – 19, (previous report breakeven), shown as being added back to 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, shown in the Infrastructure line.

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**
Information Management Technology					
Infrastructure	3.770	4.170	2.405	3.677	(0.493)
Technical Programme, DNA	1.479	1.196	0.835	0.986	(0.210)
Applications, Places, People	3.081	2.577	1.960	2.400	(0.177)
Information Management	1.145	1.184	0.973	1.184	0.000
Capital charges	1.395	1.395	0.000	1.395	0.000
Use of reserves	0.007	(0.824)	0.000	0.056	0.880
	10.877	**9.698**	**6.173**	**9.698**	**0.000**

Better Broadband for Norfolk

Agency & Contracted Services, net of recharges	3.765	2.950	1.234	2.950	0.000
Staff / Overheads	0.234	0.268	0.110	0.268	0.000
	3.999	**3.218**	**1.344**	**3.218**	**0.000**
	14.876	**12.916**	**7.517**	**12.916**	**0.000**

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
IMT					
Server hardware	1.264	1.323	0.080	1.335	1.335
Software licensing	0.033	1.000	1.007	2.500	0.000
Device refresh rolling programme	2.382	0.900	1.940	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	0.285	0.555	0.555
Data centre, disaster recovery	0.000	1.503	0.084	0.000	0.000
Skype for Business	0.000	0.700	0.058	0.000	0.000
	5.294	**8.381**	**3.454**	**6.185**	**3.685**
Better Broadband	4.195	2.154	3.988	20.958	9.894
	9.489	**10.535**	**7.442**	**27.143**	**13.579**

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 receive 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 1st April 2018 totalled £0.857m, and is estimated to be £0.931m at 31st March 2019. The increase is due to underspends in both IMT and Better Broadband being added back to reserves.

4.10.   Table 3 below shows the balance of reserves and the estimates 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	0.887	0.056
Better Broadband for Norfolk	0.026	0.044	0.018
Committee Total	**0.857**	**0.931**	**0.074**

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:

Officer name: **Graham Jermy** **Tel No.:** **01603 638091**

Andrew Skiggs **Tel no.:** **01603 223144**

Email address: **graham.jermy@norfolk.gov.uk**

andrew.skiggs@norfolk.gov.uk

Digital Innovation & Efficiency Committee

Report title:	Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20
Date of meeting:	23 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services Simon George – Executive Director, Finance and Commercial Services

Strategic impact

The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute to the Council setting a legal budget for 2019-20 which sees its total resources targeted at meeting the needs of residents. Budget planning has been undertaken in the context of the Council's overarching Vision and Strategy.

The information in this report is intended to enable the Committee to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 28 January 2019 before the Full Council meets 11 February to agree the final budget and level of council tax for 2019-20.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees and provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2018 and the provisional Local Government Finance Settlement for 2019-20. It summarises this Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme for 2019-20 to 2021-22.

In order to inform decision making, details of the outcomes of rural and equality impact assessments of the 2019-20 Budget proposals are set out in the paper, alongside the findings of public consultation in respect of specific savings proposals, where they are relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the final stages of the Council's budget process for 2019-20. The County Council is due to agree its budget for 2019-20, and Medium Term Financial Strategy to 2021-22, on 11 February 2019.

Digital Innovation & Efficiency Committee is recommended to:

1) Consider the content of this report and the continuing progress of change and transformation of Business and Property services;

2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5;

3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22;

4) Consider the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

   - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
   - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
   - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;

6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;

7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2:

   a. including all of the savings for 2019-20 to 2021-22 as set out. *Or*
   b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit.

   For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.

8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

1. Introduction

1.1. The Council's approach to medium term service and financial planning is based on the preparation of a rolling Medium Term Financial Strategy, with an annual budget agreed each year. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February

2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures.

1.2.   The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation.

1.3.   Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2019-20 to 2021-22 on 11 February 2019. In support, this paper sets out the latest information on the provisional Local Government Finance Settlement and the financial and planning context for the County Council for 2019-20 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2019-20, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2.   County Council Strategy and Norfolk Futures

2.1   Caring for our County, the vision for Norfolk, was approved by members in February 2018 and outlines the Council's commitment to:

- Building communities of which we can be proud
- Installing infrastructure first
- Building new homes to help young people get on the housing ladder
- Developing the skills of our people through training and apprenticeships
- Nurturing our growing digital economy
- Making the most of our heritage, culture and environment

2.2   The Council's Strategy for 2018-2021 – Norfolk Futures – was approved at the same time. It focuses our transformation plan on priority areas of Council work, delivering in a context where demand for our services is driven both by demographics and social trends, and when increasingly complex and more expensive forms of provision are becoming prevalent.

2.3   Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:
- Offering our help early to prevent and reduce demand for specialist services
- Joining up work so that similar activities are easily accessible, done once and done well
- Being business like and making the best use of digital technology to ensure value for money, and
- Using evidence and data to target our work where it can make the most difference.

2.4   These four principles continue to underpin, inform and test everything that we do as an organisation.
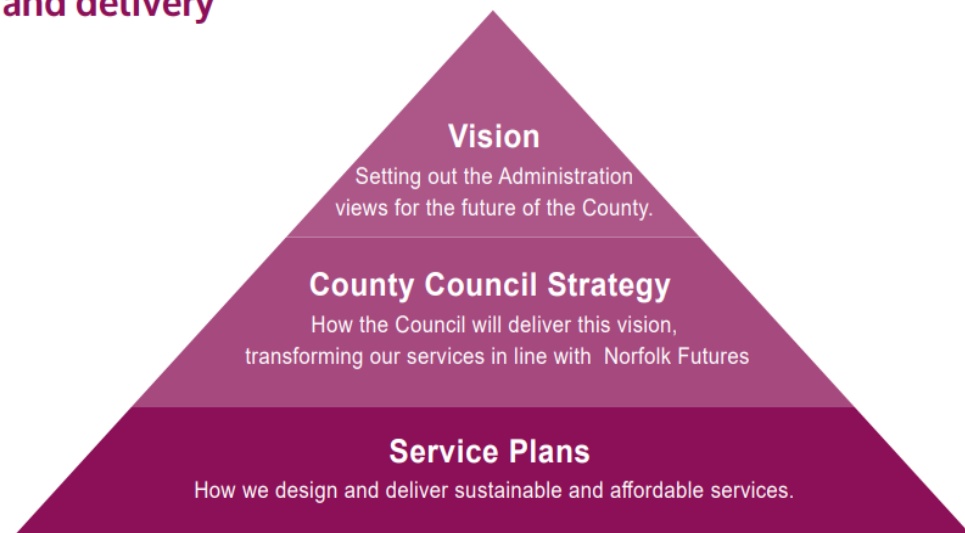
2.5   The integrated transformation programme is also well underway and starting to deliver change across our critical priorities.

2.6   Each of the Service Committees has produced a 3 year forward plan setting out what will be delivered over the next 3 years within the resources available. These in turn

3

are operationalised through annual Plans on a Page setting out aims and measurable objectives for each service area.

2.7 The alignment of our vision, to our strategy and to our service planning is shown below.

Service planning and delivery

Vision
Setting out the Administration views for the future of the County.

County Council Strategy
How the Council will deliver this vision, transforming our services in line with Norfolk Futures

Service Plans
How we design and deliver sustainable and affordable services.

How the Vision, Strategy and Service plans align

3. Strategic financial context

3.1. 2019-20 represents the final year of the four-year funding allocations for 2016-17 to 2019-20. These allocations have provided the Council with a degree of certainty about core elements of funding over the period, and only minimal changes to the funding in scope of the certainty offer have been made. Nonetheless, allocations still have to be confirmed annually in the Local Government Finance Settlement. The end of the four-year settlement combined with uncertainty about the outcomes of the Comprehensive Spending Review (CSR), Fair Funding Review (FFR), and 75% Business Rates Retention Scheme (BRRS) means that the Council faces a very significant level of uncertainty about funding levels after 2019-20.

3.2. The Chancellor of the Exchequer, Philip Hammond, announced the **Autumn Budget 2018** on Monday 29 October 2018. The Chancellor stated that the Budget was based on planning for all eventualities in relation to the UK leaving the EU, but that in the event of material changes to economic or fiscal forecasts, there remained the possibility of upgrading the Spring Statement to a full Budget if required. In contrast to recent Budgets, there were a number of announcements with implications for Local Government. Significantly for the 2019-20 Budget planning, this included additional funding for social care in 2019-20 worth £11.317m in total for Norfolk County Council broken down as follows:

4

- £4.179m Winter Pressures Grant (to be pooled into the Better Care Fund via the iBCF and reported on accordingly in 2019-20. Government will confirm reporting requirements relating to the 2018-19 allocation separately).
- £7.139m Social Care Support Grant (MHCLG advises that "where necessary" this should be used "to ensure that adult social care pressures do not create additional demand on the NHS" and to improve the social care offer for older people, people with disabilities and children. However, it is not ring-fenced, and there is no requirement for a specific adult or children's share).

3.3. Further details of the Autumn Budget can be found in the November 2018 report to Policy and Resources Committee.

3.4. The **Provisional Local Government Finance Settlement 2019-20** was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire, on 13 December 2018. The full details of the announcement can be found here[1] and the Secretary of State's statement to parliament here[2]. Funding allocations arising from the Autumn Budget were confirmed. The following announcements were made as part of the Provisional Settlement:

- Norfolk's application to become a 75% Business Rates Retention Pilot in 2019-20 was successful. This is forecast to deliver a benefit of almost £8m to Norfolk as a whole and £3.9m for Norfolk County Council individually. The financial benefits of a pilot are likely to arise in 2020-21.
- Norfolk County Council's Settlement Funding Assessment has been confirmed as £191.233m for 2019-20 (compared with £207.151m 2018-19). Funding allocations are broadly in line with the four-year certainty offer previously announced, however this funding will now be delivered via the Business Rates Pilot. In overall terms, the Provisional Settlement indicates a cash change in the County Council's core spending power of 2.6% between 2018-19 and 2019-20. This includes Government assumptions about local decisions to raise council tax and is slightly below the national cash increase of 2.8%.
- Additional Rural Services Delivery Grant is to be provided in 2019-20 to maintain the allocation at the same level as 2018-19. This means an additional £0.786m for the County Council, which will also be delivered through the Pilot.
- £20m is being provided nationally to maintain the New Homes Bonus baseline at 0.4%. This will mean a lower reduction in New Homes Bonus allocations than previously assumed, providing £0.183m.
- The Secretary of State announced plans to distribute increased growth in business rates income which has generated a surplus in the business rates levy account in 2018-19. For Norfolk this amounts to £2.340m. 2018-19 is the first year this account has been in surplus and as a result £180m is being

[1] https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020
[2] https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2019-to-2020-statement

5

distributed to councils. This is not technically "new money" but funding as a result of growth nationally in business rates. It has not previously been included in budget planning as councils do not know the overall position until Government announces it. Funding is due to be paid by Section 31 grant in 2018-19, but is anticipated to be available to support the 2019-20 Budget.

- The Government also confirmed the intention to fund the issue of "negative RSG" through forgone business rates. Norfolk County Council is not in a negative RSG position and so does not benefit from this decision.

3.5. In respect of **council tax**, the provisional thresholds for a council tax referendum have been announced as 3.0% for the general element of council tax with discretion for a further 2% to be raised for the adult social care precept (subject to a maximum adult social care precept increase of 8% in the period 2016-17 to 2019-20). The County Council's planning assumes an increase of 2.99% in general council tax. The Council has previously taken decisions to raise the full adult social care precept across the period 2016-17 to 2018-19 and as such there can be no increase in the adult social care precept in 2019-20 and it will therefore continue at the same level as in 2018-19 (£96.05 for a Band D property). A 2.99% increase in council tax is forecast to raise approximately £11.635m. This contributes to closing the forecast 2019-20 budget gap and mitigating the gap in future years. A council tax increase of 2.99% therefore enables a substantially more robust budget for 2019-20 and reduces risks for the council over the Medium Term Financial Strategy period.

3.6. Alongside the usual consultation on the Provisional Settlement, the Secretary of State announced two further consultations on reforms to the business rates retention system, and the new approach to distributing funding through the Review of Relative Needs and Resources. The Council will respond to these in due course. The Government also confirmed that the long-awaited social care green paper will be published "soon".

3.7. On 16 December, the Government also announced[3] additional funding to support children with special educational needs. The allocation of this to individual councils has now been announced and Norfolk should receive £3.605m of the £250m being provided nationally to support children and young people with complex SEND. This will be received as £1.803m in both 2018-19 and 2019-20. Government has also confirmed funding of £100m nationally for investment to create more specialist places in mainstream schools, colleges and special schools in 2019-20. The allocation of this has not yet been confirmed, but Norfolk could potentially expect approximately £1.268m if this were to be distributed on the usual basis. The additional SEND funding is expected to flow through Dedicated Schools Grant, however it is not anticipated to be sufficient to address the High Needs Block overspend position.

3.8. The latest estimate of the Council's overall budget position for 2019-20 as a result of the above, and any other emerging issues, will be reported to Policy and Resources Committee in January.

---

[3] https://www.gov.uk/government/news/new-funding-to-support-children-with-special-educational-needs

4.   2019-20 Budget Planning

2018-19 Medium Term Financial Strategy

4.1.   The current year's Budget and Medium Term Financial Strategy (MTFS) for the period 2018-19 to 2021-22 was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided the starting point for the Council's 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council's MTFS are set out in the 2018-19 Budget Book.[4]

2018-19 budget position

4.2.   The latest information about the Committee's 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. The Council's overarching budget planning for 2019-20 is based on the assumption that a balanced 2018-19 Budget is delivered (i.e. that all savings are achieved as planned and there are no overall overspends). Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

The budget planning process for 2019-20

4.3.   In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources agreed budget assumptions, budget planning principles and guidance for 2019-20 which were then communicated to Service Committees.

4.4.   In September, Service Committees therefore began their detailed budget planning by discussing both their approach to savings development and any key risks for the Council's budget process.

4.5.   Following further input from Policy and Resources Committee, in early October, Service Committees then considered and agreed their detailed saving proposals for 2019-20, which were recommended to Policy and Resources Committee for consultation where appropriate. Policy and Resources duly considered the latest budget planning position for 2019-20 at its meeting on 29 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining **budget gap for 2019-20, which at that point stood at £6.369m. Over the three-year planning period, a gap of £45.980m remained to be closed**. In November, Policy and Resources was advised that following the announcements of additional funding at the Autumn Budget, it was anticipated these would assist in closing the gap identified for 2019-20, and as a result Services were not asked to seek additional savings. However, **Policy and Resources agreed that any change to planned savings or removal of proposals would require alternative savings to be identified by the relevant Service Committee.**

4.6.   The budget position and associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in

---

[4] https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en

February. The outline budget-setting timetable for 2019-20 is set out for information later in this report.

Latest 2019-20 Budget position

4.7.   Since the last report to Service Committees in October 2018, a number of additional pressures have emerged, including:

- Pressures arising in Schools' High Needs Block budgets with a potential impact on the Council's General Fund;
- Significant additional pressures in Children's Services budgets;
- The addition of "Winter Pressures" funding within the Adult Social Care budget, and pressures relating to continuing support for the care market, and continued enhanced levels of social work capacity. The Adult Social Care budget makes use of some one-off funding and use of reserves.
- Recognition of a part funded pressure in 2019-20 relating to an increase in the employer contribution rates for Fire Service pensions;
- Final changes to inflation forecasts for 2019-20 and future years; and
- Updated council tax forecasts from Districts for tax base and collection fund which will be finalised in January.

4.8.   These additional pressures have been offset by proposed changes following a thorough review of all other pressures included in budget planning, and by additional funding announced in the Autumn Budget and the provisional Local Government Finance Settlement as set out in section 3. As a result, a balanced budget is therefore expected to be presented to Policy and Resources Committee for 2019-20. Details of the remaining gap over the Medium Term Financial Strategy will be confirmed to Policy and Resources in January.

Budget planning assumptions 2019-20

4.9.   In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2019-20. Further details are provided below, and the full report will be included in the Budget papers for Policy and Resources Committee.

4.10. The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2018-19 Budget is substantially based upon the following assumptions.

- A 2.99% increase in council tax in 2019-20 and 1.99% in both subsequent years 2020-21 and 2021-22 based on the current amounts allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year. In future years there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review.
- In addition to an annual increase in the level of council tax, the budget assumes annual tax base increases in line with recent trends.

- Revised assumptions about the future funding changes to be delivered through the Comprehensive Spending Review and Fair Funding Review based on recent announcements including those made at the Autumn Budget. Until now, the Council's assumptions about funding reductions have been based on the Government's stated intention to end Revenue Support Grant, with an expectation that all Revenue Support Grant would therefore cease after 2019-20. This would result in a cliff edge in 2020-21 and a budget pressure of almost £39m. Such a significant funding reduction would be out of line with recent experience and does not reflect the fact that Government has sought to provide additional levels of one-off funding for key areas such as social care. Taking all these funding sources in the round, the Council's current budget planning is therefore now based on an assumption that effectively half of the impact of the loss of Revenue Support Grant would occur in 2020-21 and half in 2021-22, although Revenue Support Grant itself may disappear. In other words, it is assumed that Government will provide alternative (potentially transitional) funding to mitigate the effect of a Revenue Support Grant cliff edge.
- No increase in the Adult Social Care precept from the 2018-19 level.
- 2018-19 Budget and savings will be delivered in line with current forecasts and plans (no overall overspend).
- Use of additional Adult Social Care funding for 2018-19 and 2019-20 as agreed with partners and in line with conditions, and that market pressures can be absorbed within existing budgets.
- Growth pressures forecast in Children's Services relating to Looked After Children, and the overspend on High Needs Block, can be contained within the additional funding allocations.
- Pressures forecast within waste and highways budgets can be accommodated within the additional funding allocations.
- Revised assumptions to use an additional £5m capital receipts in 2020-21 rather than £10m (with £10m being required in 2021-22 and the balance of £5m in 2022-23 resulting in the use of an additional £20m capital receipts in total to support the revenue budget over the period 2020-21 to 2022-23).
- The assumed use of one-off funding including:
  - £1m from the Insurance Fund in 2019-20; and
  - £6m from the Adult Social Care business risk reserve over the budget planning period.
- That all the savings proposed and included for 2019-20 can be successfully achieved.

5. Service Budget, Strategy and Priorities 2019-20

5.1. Service Transformation

This Committee oversees the Norfolk Futures – Digital Norfolk priority area. Digital Norfolk is currently responsible for the direct delivery of over £2M of savings. It also plays a very important role in ensuring that existing savings targets in service areas such as Adults and Customer Services are delivered. The Committee is also responsible for uncovering new savings opportunities enabled by innovative new uses of technology and data.

Digital Norfolk also underpins many millions of pounds of savings across other Norfolk Futures Priorities such as Promoting Independence and IAG. The developing Smarter Working activity has also identified a further £2M per annum savings target for delivery within the next 3 years.

Since its inception the committee has worked closely with Adults Services to develop proposals to achieve £7.5M of digitally enabled savings over the next three years. The committee will continue to support and challenge services to examine how they can achieve early and complete delivery of existing savings targets as well as find new savings opportunities. Building on the success with Adults, Highways presented to the September 2018 committee and Education to the November committee. In addition to the immediate actions agreed for these directorates the committee has agreed to receive further invest to save proposals at the March committee meeting.

The Committee will continue to direct officers to bring any new digitally enabled savings opportunities for its consideration. Recent papers on the Internet of Things and Associated Networks report has also directed officers to return with business case proposals and finally the Counter Fraud Hub work is another area where the committee expects to uncover further savings / income generating opportunities

5.2. **Service specific budgeting issues**

6. Revenue Budget

6.1. The tables in Appendix 2 set out in detail the Committee's proposed cash limited budget for 2019-20, and the medium term financial plans for 2020-21 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October, which have been updated in this report to reflect any changes to assumptions.

6.2. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2019-20 to 2021-22 paper which will be presented on 28 January 2019.

6.3. The Revenue Budget proposals set out in Appendix 2 form a suite of proposals which will enable the County Council to set a balanced Budget for 2019-20. **As such, any recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals, will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**

6.4. As set out elsewhere in this report, the Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This full assessment will be reported to Policy and Resources Committee and County Council.

6.5. **2019-20 budget proposals**

The savings proposals relating to this Committee are shown in Appendix 2 and summarised in the table below –

10

Proposal Note: savings are shown as a negative figure	2019-20	2020-21	2021-22	2019-22 Total	Risk Assessment
	£m	£m	£m	£m	RAG
IMT - lease budget no longer required	-0.059			-0.059	Green
IMT – various savings including – • Exit from the HPE contract • Restructuring and management support costs • Income generation & contract savings	-0.941	-0.700		-1.641	Green
IMT – reductions in licensing costs	-0.060			-0.060	Green
Total new savings proposed	**-1.060**	**-0.700**	**0.000**	**-1.760**	

6.6. **Changes to the proposals since last reviewed by Committee in September**

6.6.1. Since the Committee last reviewed the proposals in September, there have been no amendments to the savings proposals, except to recognise that there is potential to better ensure savings targets are achieved through further IT service contract reviews.

7. Capital Programme 2019-20

7.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix 3.

7.2. The bidding process for LLFN (ultrafast fibre provision) funding from DCMS continues and if successful will realise additional capital for 2019/20 and 2020/21.

8. Public Consultation

8.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority, and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

8.2. Saving proposals to bridge the shortfall for 2019-20 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users. **There were no proposals relating to this Committee which required public consultation**.

8.3. Where individual savings for 2019-20 required consultation:

11

- Consultation took place between 5 November and 23 December with consultation feedback on both individual budget proposals and council tax available for Committees in January;
- Proposals were published and consulted on via the Council's consultation hub, Citizen Space https://norfolk.citizenspace.com/consultation/budget2018/;
- Consultation documents were made available in large print and easy read as standard, and other formats on request;
- The Council made extra effort to find out the views of people who may be affected by the proposals and carry out impact assessments;
- Opportunities for people to have their say on budget proposals and council tax were promoted through the Your Norfolk residents' magazine, news releases, online publications, and social media.
- Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives.

9. Equality and rural impact assessment – findings and suggested mitigation

9.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination. Equality and rural impact assessments have been carried out on Digital Innovation & Efficiency Committee's budget proposal for 2019 / 20, to identify whether there may be any detrimental impact on people with protected characteristics or in rural areas. There is no evidence to indicate that the proposals will have a detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.

10. Budget Timetable

10.1. The councils overarching budget setting timetable for 2019-20 was agreed by the County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing of Government announcements). The latest version of the timetable is set out in the table below.

Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Chancellor's Autumn Budget 2018	29 October 2018
Consultation on new planning proposals and council tax 2019-22	5 November to 23 December 2018
Provisional Local Government Finance Settlement	13 December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Final Local Government Finance Settlement	TBC January / February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

11. Financial implications

11.1. Potentially significant financial implications for the Committee's Budget, including those arising from the Autumn Budget 2018 and the Provisional Local Government Finance Settlement, are discussed throughout this report. The implications of the three changes expected to be implemented in 2020-21 remain the subject of considerable uncertainty and although they have been reflected as far as possible in the Council's 2019-20 budget planning, these impacts will need to be refined as further information is made available by Government.

12. Issues, risks and innovation

12.1. Significant risks, assumptions, or implications have been set out throughout the report. Some general risks relating to the development of budget proposals for Business and Property services are as follows:-

- Income generation - as we continue to maximise and increase reliance on generation of income from various sources and become more reliant on market factors, we increase our risk. This includes work as part of the Commercialisation priority under Norfolk Futures.

12.2. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the potential risk of failure to deliver our services within the resources available over the next 3 years commencing 2018-19 to the end of 2020-21 (RM006).

12.3. Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.

12.4. Decisions about significant savings proposals with an impact on levels of service delivery have required public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, have been subject to equality and rural impact assessments as described elsewhere in this report.

Background Papers

Norfolk County Council Vision and Strategy
https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx

Norfolk County Council Budget Book 2018-22
https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx

Strategic and Financial Planning reports to Committees in September 2018
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Policy and Resources Committee, 24 September 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1420/Committee/21/SelectedTab/Documents/Default.aspx

Strategic and Financial Planning reports to Committees in October 2018
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx

Strategic and Financial Planning 2019-20 to 2021-22 (Item 12, Policy and Resources Committee, 29 October 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/SelectedTab/Documents/Default.aspx

Implications of the Autumn Budget 2018 (Item 9, Policy and Resources Committee, 26 November 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1422/Committee/21/SelectedTab/Documents/Default.aspx

Officer Contact

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

Officer Name:	Tel No:	Email address:
Tom McCabe – Executive Director, CES	01603 222500	tom.mccabe@norfolk.gov.uk
Graham Jermy – Senior Accountant	01603 638091	graham.jermy@norfolk.gov.uk
Simon George – Executive Director, Finance and Commercial Services	01603 222400	simon.george@norfolk.gov.uk
Fiona McDiarmid – Executive Director, Strategy and Governance	01603 223810	fiona.mcdiarmid@norfolk.gov.uk

IN TRAN
communication for all

If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 18001 0344 800 8020 (textphone) and we will do our best to help.

15

Digital Innovations Committee budget proposals 2019-2020

Equality and rural assessments – findings and recommendations

January 2019

Lead officer – Bev Herron, Equality Officer

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Equality & Diversity team, email: equality@norfolk.gov.uk or tel: 01603 222611.

Contents

The purpose of equality and rural assessments

1. The key aim, with both equality and rural assessments, is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can then be developed if adverse impact is identified.

2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or people in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:

    *   Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act[i];
    *   Advance equality of opportunity between people who share a relevant protected characteristic[ii] and people who do not share it[iii];
    *   Foster good relations between people who share a relevant protected characteristic and people who do not share it[iv].

4. The full Act is available [here.](#)

The assessment process

5. This assessment comprises three phases:

    *   **Phase 1** – evidence is gathered on the proposal, to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Where appropriate, public consultation takes place.

    *   **Phase 2** – the results are analysed. The assessments are drafted, making sure that any potential impacts are fully assessed. If the evidence indicates that a proposal may have a detrimental impact on people with protected characteristics or in rural communities, mitigating actions are considered.

    *   **Phase 3** – the findings are reported to service committees, to enable any impacts to be taken into account before a decision is made.

Digital Innovations budget proposal 2019-2020

6. Digital Innovations Committee has put forward one budget proposal for 2019-2020:

	Title of proposal	Description
1.	Reduce IMT admin and licence budgets	1. There is no evidence to suggest that Digital Innovations Committee's budget proposals for 2018/19 will have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery. The impact internally will improve response times for service requests and remove licences that are not being used, or replace them with alternatives where there is minimal difference from a staff perspective.

Potential impact

2. There is no evidence to indicate that this budget proposal will have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because there will be no change to service standards, quality or delivery.

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Norfolk County Council published public consultation documents for budget proposals 2019/20

Further information

For further information about this equality impact assessment please contact Beverley Herron, Email beverley.herron @norfolk.gov.uk

If you need this document in large print, audio, Braille, alternative format or in a different language please contact Beverley Herron on 0344 800 8020.

18

[1] **Prohibited conduct:**

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

1 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).
Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
Gender reassignment - the process of transitioning from one gender to another.
Marriage and civil partnership
Pregnancy and maternity
Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).
Sex - a man or a woman.
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

1 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

1 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

19

Reference	Budget change forecasts for 2019-22 Digital Innovation and Efficiency	2019-20 £m	2020-21 £m	2021-22 £m
	OPENING BUDGET	**13.198**	**13.124**	**12.654**
	ADDITIONAL COSTS			
	Inflationary			
	Basic Inflation - Pay (2% for 19-22)	0.157	0.161	0.164
	Basic Inflation - Prices	0.084	0.069	0.071
	Additional pay inflation National Living Wage	0.033		
	Sub total	**0.273**	**0.230**	**0.235**
	SAVINGS			
	Brought forward from 2017-20 budget round			
P&R082	Release ICT lease budget no longer required	-0.059		
	Sub total	**-0.059**	**0.000**	**0.000**
	Brought forward from 2018-22 budget round			
	H - Other			
DIE001	IMT – various savings within IMT including: · Exit from the HPE contract · Restructuring and headcount reduction (management and technical support costs) · Income generation, particularly services for schools	-0.941	-0.700	
	Sub total	**-0.941**	**-0.700**	**0.000**
	New 2019-22 budget round savings			
DIE002	Reduce IMT admin and licence budgets	-0.060		
	Sub total	**-0.060**	**0.000**	**0.000**
	Sub total	**-1.060**	**-0.700**	**0.000**
	BASE ADJUSTMENTS			
	Sub total	**0.000**	**0.000**	**0.000**
	COST NEUTRAL ADJUSTMENTS			
	Brought forward from 2017-20 budget round			
	End of lease CFL068	0.059		
	P01-19 to P06-19 recurring virements			
	Carefirst budget transfer to Adult Social Care	-0.281		
	2019-20 budget round			
	Depreciation transfer	0.145		
	Debt management transfer	0.000		
	REFCUS transfer	0.800		
	Mental Health Recharge from ASC	0.036		
	Responsibility for Bottomline maintenance	-0.045		
	Sub total	**0.714**	**0.000**	**0.000**
	NET BUDGET	**13.124**	**12.654**	**12.889**

Capital Programme

	2019 / 20 £m	2020 /21 £m	2021 /22 £m	2022 /23 £m
Server hardware	1.335	1.335	1.335	1.335
Software licensing	2.500	-	1.000	1.000
Device refresh rolling programme	1.795	1.795	1.795	1.795
Website, portal and BI	0.555	0.555	0.555	0.555
	6.185	**3.685**	**4.685**	**4.685**
Better Broadband - *future funding from DEFRA to be confirmed*	20.958	9.894	-	-
	27.143	**13.579**	**4.685**	**4.685**

21

40

Digital Innovation & Efficiency Committee

Report title:	IMT Performance Indicators
Date of meeting:	23 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services Simon George – Executive Director, Finance and Commercial Services

Strategic impact

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.

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 92% (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 December 2018.

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	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Target
320	{CIL} Number of active My Norfolk accounts	Bigger	14,653	16,640	18,033	19,504	20,944	21,958	22,905	23,848	24,615	25,308	25,972	26,526	27,003	31,005
323	{CIL} Customer satisfaction with web access	Bigger	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%	57.1%	56.2%	54.5%	57.4%	57.0%	60.2%	63.5%	60.0%
			521 / 707	1128 / 1533	841 / 1227	1358 / 2233	939 / 1790	2701 / 4807	2688 / 4705	2366 / 4213	2592 / 4755	1748 / 3047	1755 / 3079	1881 / 3122	1488 / 2344	
608	{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.5%	7.6%	15.9%	6.3%	7.8%	6.2%	7.4%	10.0%
			991 / 2927	1255 / 4258	1231 / 3482	758 / 3818	260 / 3051	484 / 3621	134 / 2987	241 / 3187	585 / 3676	221 / 3489	276 / 3525	186 / 3017	168 / 2264	
609	{IMT} ICT incidents per customer per month	Smaller	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.2	1.1	1.1	1.2	1.1	0.8	1.5
610	{IMT} First line fix	Bigger	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.8%	31.2%	32.0%	33.3%	30.4%	28.8%	27.5%	28.0%
			977 / 3331	1771 / 5156	1362 / 4133	1577 / 4659	1601 / 4492	1561 / 4742	1440 / 4386	1290 / 4132	1359 / 4253	1388 / 4172	1277 / 4200	1111 / 3856	712 / 2592	
611	{IMT} Incidents resolved within SLA	Bigger	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.4%	84.0%	82.0%	84.0%	79.5%	84.1%	73.9%	80.0%
			2167 / 2741	3648 / 4302	2079 / 2601	3311 / 3778	3131 / 3573	3302 / 3747	2995 / 3351	2691 / 3197	2745 / 3330	2725 / 3242	2675 / 3366	2367 / 2813	1562 / 2113	
626	{IMT} Customer satisfaction with ICT services	Bigger	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.5	6.6	6.6	6
636	{IMT} Systems availability	Bigger	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.3%	97.4%	99.0%	99.0%	99.9%	99.3%	99.0%
			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	118.6k / 118.8k	101.9k / 102.6k	

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 & Appendix 3 this month for information as the committee has expressed interest 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:

Officer Name:	Tel No:	Email address:
Simon George	01603 222400	simon.george@norfolk.gov.uk
Geoff Connell	01603 222700	geoff.connell@norfolk.gov.uk

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 manty have been closed.

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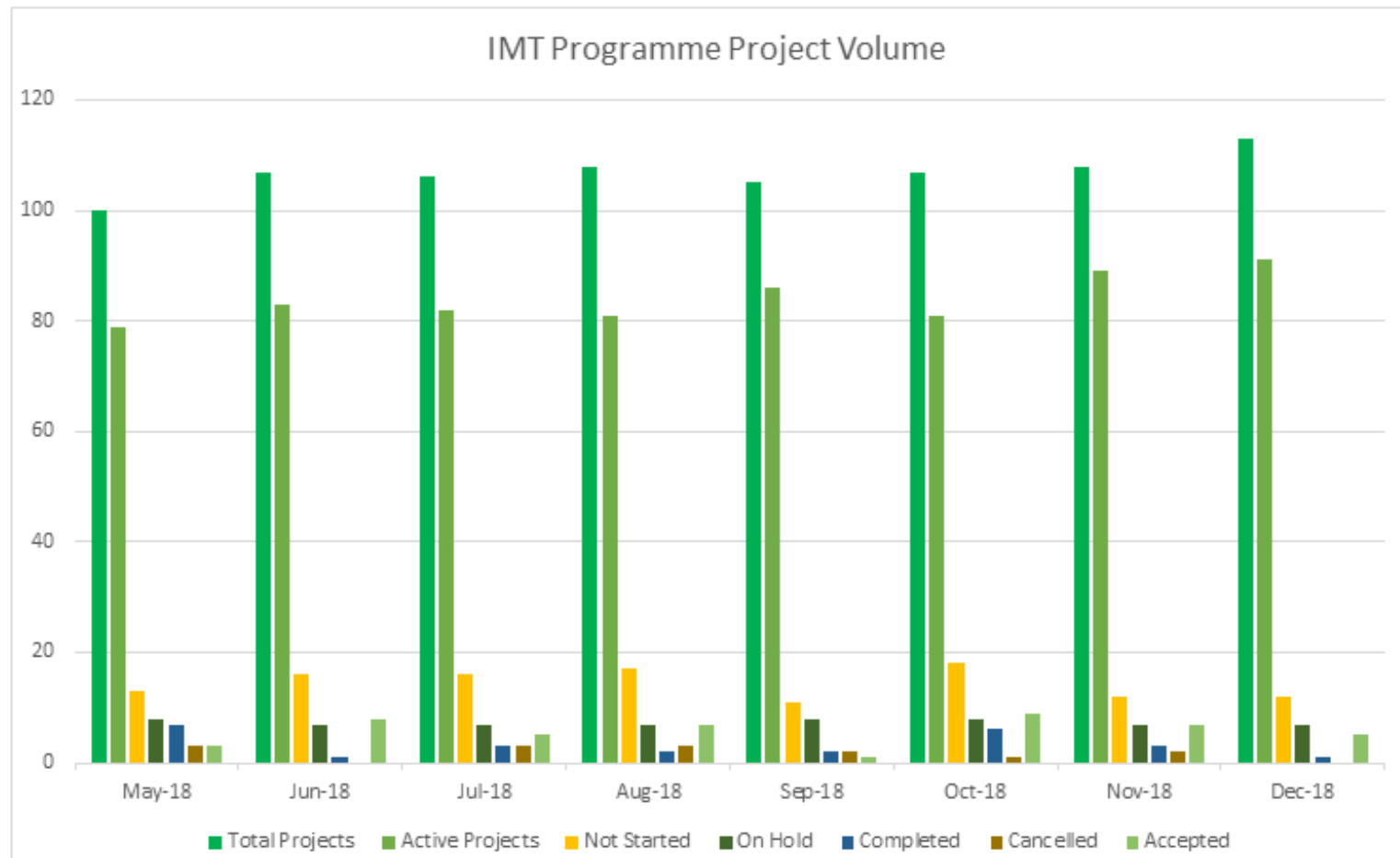
The table below lists the highest priority projects currently being worked on by IMT.

Priority Projects January 19 – March 2019

| Priority Projects for IMT |
| --- |
| January - March |
| • 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
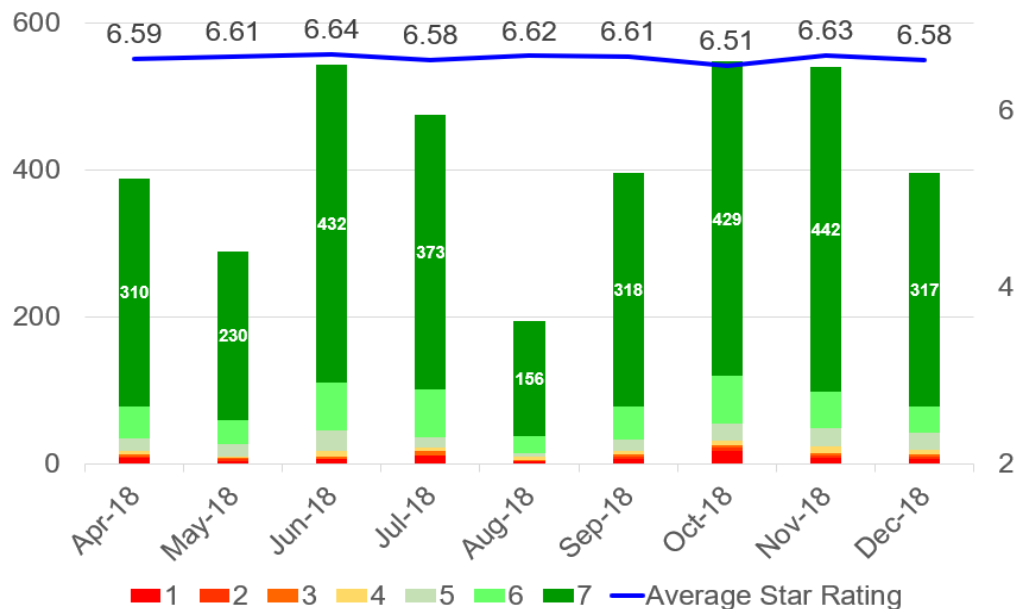
Performance:	What is the background to current performance?
	• 14% of our customers returned our survey with an average score of 6.58out of 7 • 95% of our customers have awarded IMT 5 to 7 stars • 5% of our customers have awarded IMT 1 to 4 Stars

| What will success look like?	Action required:
• Score greater than 6	• 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
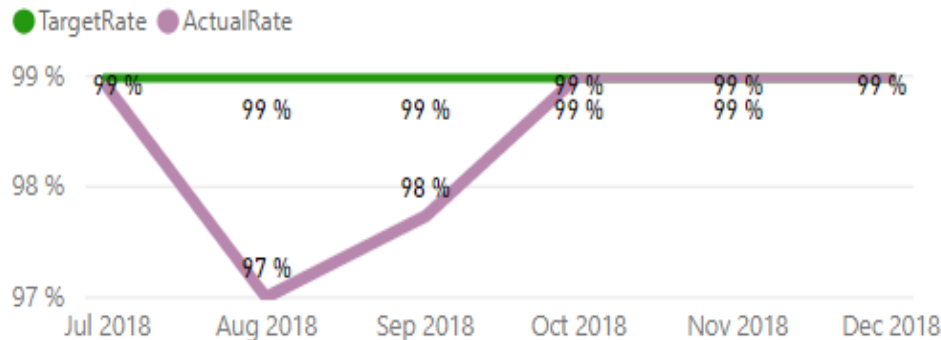
Performance:	What is the background to current performance?
	- Services availability during November and December are in Target - The variances experienced during Aug & Sept related to the intermittent performance of the Network infrastructure, IMT have amended the routing and throttling to prevent this reoccurring. - This diagram will be recalibrated for the next committee meeting as we are consistently delivering availability significantly over 99%.

What will success look like?	Action required:
Systems to be available to users 99% of the time	- 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 in the past. - 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:	What is the background to current performance?
The Percentage of Customers (excluding Schools) that abandon their call to IMT service desk	• 3% under our target for October

What will success look like?	Action required:
• 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.	• To promote the self-service facility • IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, to be delivered 21st January 2019, to bring extra value to the IMT Self-Service Portal

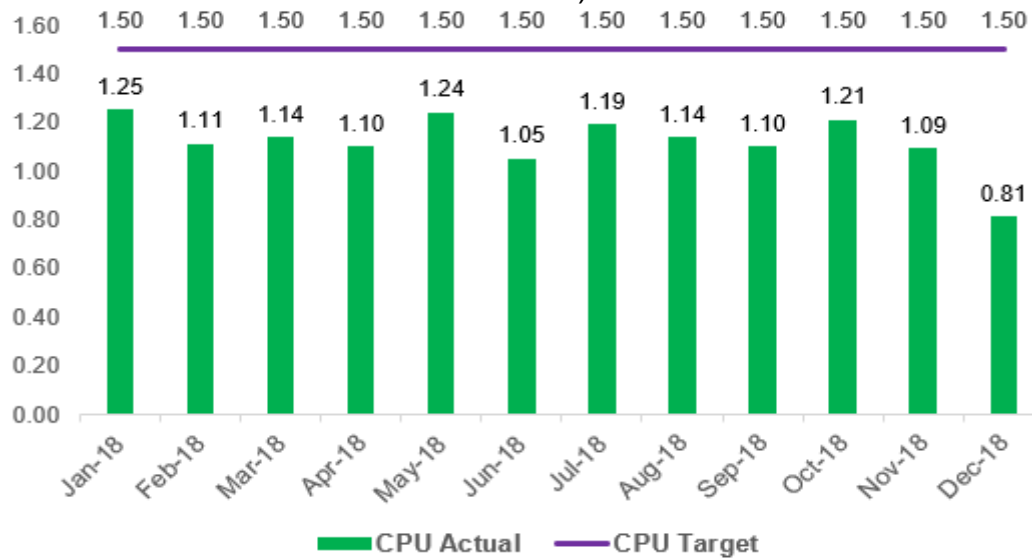| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

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:	What is the background to current performance?
How many times within a month the customers contact the Service desk, (by any method) 	• 0.81 contacts per user within target of 1.5

What will success look like?	Action required:
• 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).	• 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

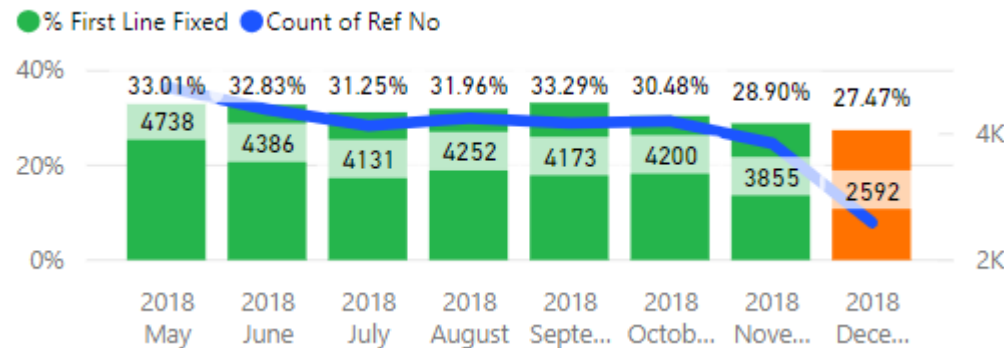| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

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:	What is the background to current 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%	• Exception of the target for December, the first time in 2018 • A marginal reduction in this target was experienced in December due to staffing during the holiday period and also a decline in the simpler calls as the overall services have become more reliable.

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%)
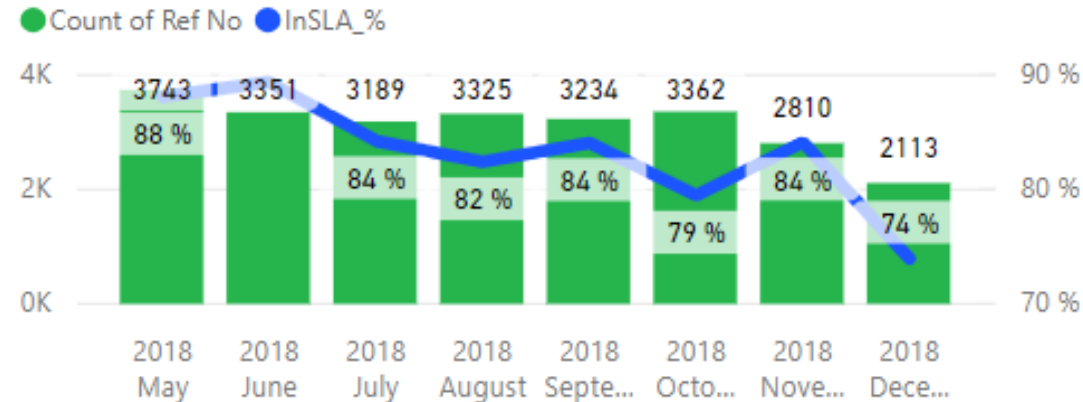
- The inability to contact users during the festive period has affected our performance figure for this month.
- IMT have also carried out a considerable amount of housekeeping, reducing older calls during the festive period on old support tickets which has impacted this figure.

What will success look like?	Action required:

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

- 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?

Number of Self-Service Customer Accounts created (cumulative)

Legend: Number of online accounts (cumulative) — Proportion of online requests made via online account (%)

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

- There were 27,003 online accounts at 31 December 2018.
- 65% of online enquires recorded in CRM during December were made using an account (614 of 950).
- Steady growth in account numbers continues as more customers register to use the range of online services offered in the account.
- New services continue to be developed and launched, most recently skip licensing in November. Whilst in isolation this will not generate significant new account numbers (due to the niche and limited customer base) it reuses the solution previously launched for scaffold licensing and on which we will continue to build to extend our range of online 'apply and pay' services.
- Adult social care services expected online in December are delayed, now expected February (earliest)
- Book and pay online for a leisure course (Norfolk Community Learning Services) due to launch February. Over the course of a term this should generate around 600 new accounts.
- Access to online education services via My Norfolk is planned for go live September 2019. This will deliver a significant increase in account numbers beyond the target set for March 2019.
- The delay in the implementation of single sign on capability, largely due to external providers, has meant that the target for online accounts has not yet seen the step change that will come with the new technology and associated services. Growth is continuing at a steady pace and we would still envisage a large increase when key services such as school admissions and adult social care are brought online.

What will success look like?	Action required
- 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.	- Develop and launch new online services available via My Norfolk account – book and pay for a leisure course, adult social care services, education 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: Paul Green– Customer Services Reporting Officer

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?

Web satisfaction
Data: Govmetric web satisfaction survey
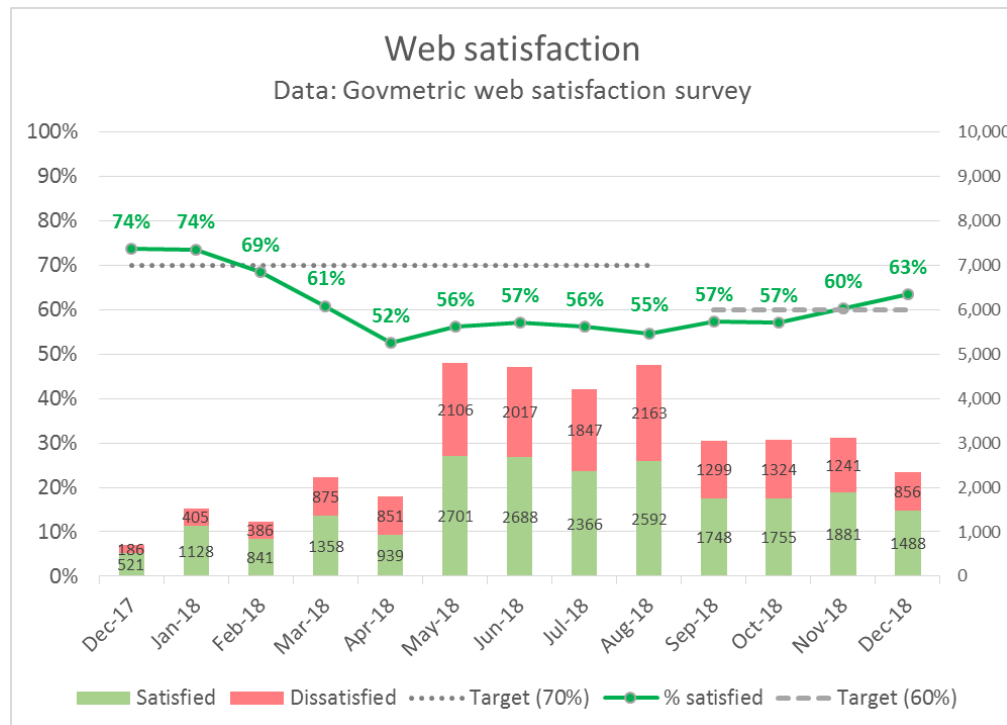
- **Customer satisfaction**, as measured by Govmetric, provides NCC with real time data on customer experience and perception with the service provided.
- **Web satisfaction has increased to 63% for December 2018.**
- **SEO –** the team is now focussing more on improvements to search engine optimisation – which pages are surfaced in search engines and the metadata that supports that. With IMT's portal team we are due to implement image compression on the sites in January, which could halve load times on image heavy pages, significantly improve the experience for customers with slow internet speeds and also increase our SEO 'score'.
- **Search templates made clearer** - In the last quarter we have added more search options to the general search template and the 'no results found' template, linking customers to areas like the job search and the library catalogue. This has led to a reduction in negative feedback about search.
- **Account changes -** 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. This has led to a reduction in negative feedback about the account.
- Web satisfaction continues to increase based on the improvement priorities agreed with Digital Innovation and Efficiency Committee at the September 2018 committee. In addition, we continue to respond to real time feedback left by customers using the site.

	• We have now paused further enhancements to the account as we plan to move to a new account sign in process in the cloud (Azure b to c) in early January.

What will success look like?	Action required
• 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.	• Drive forward delivery of customer account covering multiple transactions • Use webchat to keep customers online wherever possible

Responsible Officers	Lead: Fran Grimmer, Digital Experience Manager. Data: Paul Green, Customer Services Reporting Officer

Digital Innovation & Efficiency Committee

Report title:	Digital Economy Development proposals
Date of meeting:	23 January 2019
Responsible Chief Officers	Tom McCabe - Executive Director, Community and Environmental Services

Strategic Impact:

The ICT and digital creative sector is recognised both nationally and regionally for its importance in delivering innovation and economic growth. It is identified in the Norfolk and Suffolk Economic Strategy (NSES) as one of the 3 priority sectors to enable the growth of higher value businesses and jobs.

Members requested, following the July 18 paper which introduced the Norwich technology sector within the wider national picture, that the Economic Development team bring back a further paper which outlined proposals to develop the digital economy across the county.

This paper therefore brings members up to date with current activity in the technology sector and explores options for further strengthening the sector.

Executive summary

Nationally and locally, the ICT and digital creative sector is important for Economic growth delivered through innovation and productivity. The sector continues to be seen as a major driver of growth, with the UK established as having a globally significant tech sector, second only to the USA in terms of reach and scale. Looking forward, there are predicted to be continued advances in technology linked to Artificial Intelligence (AI) and big data analysis, which underpins the government's Industrial Strategy, offering opportunities to our locally based cluster. Regionally the County Council and the New Anglia Local Enterprise Partnership (NALEP) continue to regard the digital sector as one of three sectors crucial for delivering growth across all sectors, and we have sustained our support for TechEast, as well as undertaking a significant number of projects that directly contribute to sector growth, or support the wider economy. Of particular note is the bid to deliver a Full Fibre Network across rural Norfolk. The sector has potential to provide strong employment growth and productivity increases, although established businesses need to monitor impacts on current service and product delivery.

Recommendations:

> 1. **To endorse the areas of activity being pursued to support growth in the ICT digital creative sector**
> 2. **To approve direction of travel of future activity**

1. The National Picture

1.1.   An overview of the national picture was presented in the July 2018 report to this committee, highlighting the size and growth of the sector nationally. With London at its heart, the UK sector is seen as second only to the US, in terms of global reach and sector growth.

1.2.   There have not been any new major national reports published since the last report to this committee, although a recent commentary by KMPG has provided some useful insights. It predicts 2019 will see a continued or even an accelerated adoption of technology and connectivity by business and residential consumers alike. For example, in "mass personalisation", thanks to society becoming better connected and the increasing availability of customer data. This will lead to more tailored products and services. There are major opportunities for firms that can manage and harness vast quantities of data to cultivate loyalty and protect market share in a competitive environment.

1.3.   The continued adoption and deployment of artificial intelligence (AI) should also increase in 2019. KPMG predicts that soon, AI will no longer be seen as just for the technologically savvy, but instead "It will be embedded in all our day-to-day lives as machine learning delivered through the cloud makes it more accessible to a broader audience." This is enabled by ever "smarter homes", with ever greater computing power. Plus, more augmented reality (AR) with tech integrated into phones and other devices and we can expect more apps to help us redesign our homes or pick out the style of our next car or clothes. We may well start to see autonomous vehicles and rolling drones handling deliveries on the streets.

1.4.   It is worth considering these and other potential tech trends as it will be innovative companies and tech entrepreneurs who will develop products and services using the technology. Our tech community has already shown it is capable of being at the forefront, and our continued support for the sector is partly driven by the opportunities this presents for future growth.

1.5.   The report goes on to say that skills will continue to be the sector's biggest challenge. We are lucky to have two excellent universities producing highly capable graduates, but in addition it is clear that businesses will need to invest a great deal in attracting and in developing its people.

1.6.   A recent report by Rural England - Unlocking the digital potential of rural areas - explores the economic potential of rural based businesses across the UK taking-up digital opportunities that arise from broadband, mobile and other networks. It looked at the use businesses make of digital

connectivity, including how they use it, what benefits arise, what barriers they face and what future potential there is if barriers can be overcome.

1.7.   The important conclusion of the report was that unlocking the digital potential of rural areas across the UK could add between £12 billion and £26 billion (Gross Value Added) annually to the UK economy. This would result from the additional turnover achieved by rural based businesses, which would be between £15 billion and £34 billion annually. The analysis was carried out at district level, and in Norfolk only Breckland, North Norfolk, South Norfolk and KLWNBC were included. Clearly there are rural areas in Broadland and GYBC, so the impacts will potentially be even greater.

1.8.   The research shows that most of that productivity growth (more than £9 billion of the £12 billion) would come from micro-businesses which have up to nine employees. Many of the smallest are family run or home based. Indeed, the main potential from increased digital adoption in rural areas would come from assisting the bulk of ordinary small and micro businesses to raise their digital game. Whilst technology-driven businesses should not be overlooked, it is growing digital adoption across sectors such as agriculture, retail, tourism, construction, leisure and business services which the report says will pay the highest productivity dividend.

1.9.   The digital appetite of rural businesses is illustrated by the fact that four in five of them believe digital tools and services will be important to their future growth. Cloud computing is seen as important by 67%, 5G mobile by 54%, the Internet of Things by 47% and Machine Learning/Artificial Intelligence by 26%.

1.10.   It is important to note that considerable threats lay alongside these significant opportunities. Many tech developments, whilst offering us major enhancements, also threaten established operations and practices and it is therefore vital that all businesses keep a watchful eye on emerging trends, embracing and exploiting opportunities where they emerge, and responding appropriately. Taking no action is not an option.

2.   The Regional Picture

2.1.   The previous report to this committee gave an overview of the Norfolk and Suffolk Economic Strategy (NSES), which was published in autumn 2017. The most relevant sections are repeated below:

- improve digital connectivity, with a focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.
- prioritise digital and physical infrastructure projects to support businesses to develop.
- help high growth businesses improve access advice and funding for commercial innovation.
- establish new centres of excellence to improve productivity and innovation

- work across sectors to help businesses collaborate on increasing common requirements for technical know-how and access to new markets, and sharing technologies across sectors to encourage growth

2.2.   A key intervention has been the creation of TechEast in 2016, which we have supported with funding through the Business Rates Pool in 2018. A summary of their key outcomes in 2018 shows significant local business engagement, regional and national profile raising, support for a number of partner events (including our own) and supported a number of funding bids and other projects. They have support MP briefings and engaged at a national level with DCMS, Office of Artificial Intelligence and Centre for Data Strategy.

3.   Local Picture

3.1.   In the previous report to this committee we described the size and value of the local tech sector, which is centred around Norwich, but with many significant tech companies based across the whole county. There are strong connections with Suffolk, hence the rationale for TechEast's establishment and remit, and in turn that organisation has identified a number of strong synergies with Cambridge and North Essex.

3.2.   The next section describes how we are supporting our local sector.

4.   Our Continued Support for the Digital Sector

4.1.   The previous report explained how Norfolk County Council has been interacting with and supporting the digital sector. This section covers more recent activity, although much of what was previously reported is ongoing.

4.2.   **Local Full Fibre Network (LFFN) –** This is a major project, being led by the IMT team, with the Economic Development team focussing on partner engagement and gaining crucial business and community support. The project is to undertake a Circuit Fibre Upgrade of 390 Public Sector Sites within Norfolk, with a specific focus on rural areas. It is an £8m bid and will aim to improve the efficiency of local government, educational and health operations, which will host the infrastructure, but the overriding objective is to bring full fibre, gigabit capacity to rural communities and businesses.

Economic Development has supported our IMT lead in two ways.   Firstly, our district partners have been encouraged to support the mapping of our business community across the county, helping map the many business parks, estates, clusters and farm diversification sites in rural areas. Secondly, we've been able to use district and partner networks to promote the request to the business community to provide letters of support for the bid. At the time of writing over 90 businesses have responded, some with excellent case studies giving detail of how the technology will benefit them, and how they are currently constrained.

4.3.   **Strength in Places** – UEA and NUA were part of a joint bid to UK Research and Innovation back in July 2018, in which we participated. We

have yet to hear whether the bid has been successful. The aim is to increase the amount of collaborative working within the digital community to achieve business transformation. This will be achieved by providing research and other expertise, professional development and training to encourage more investment in R&D and innovation, and greater use of local, or other research capacity. Both universities have significant, complementary research and academic capacity.

4.4 **Office for Students (OFS) –** Both universities have bid separately to the OFS for funding to deliver a range of support to encourage greater student retention in the local area, by highlighting (especially) job opportunities with tech content. They will also be working with local micro enterprises to help build knowledge and confidence to create more positions of this nature within those companies. Better brokerage between the two will be mutually beneficial. Discussions with local tech businesses that have grown to be significant enterprises have suggested this type of support would have enabled them to grow faster and sooner. The County Council has supported the development of each bid, as well as offering ongoing in-kind support if either or both are successful.

4.5 **Fintech Lab –** The County Council has been working with the UEA to extract more value from a facility within the Business School. The Fintech Lab is a physical space that has 20 state of the art "innovation machines" equipped with the latest hardware and software in financial technology. (Data Collection, Games, Data Crunching, Coding, AI, Blockchain). The exciting development is a proposal to create a "Reverse Social Impact Bond (SIB)" that will allow the UEA to open up the facility at weekends to people (especially children and women) from disadvantaged backgrounds. The idea emerged from the Financial Industry Group (which we support) and has a number of other corporate supporters. Norfolk County Council's expertise in SIBs has also been instrumental.

4.6. **Sync the City 2018 –** This annual event, now in its 5th year was the most successful yet with over 130 participants from both universities and local industry who came together to build businesses in 54 hours to tackle identified opportunities or challenges. The County Council has supported this initiative from the outset, and we are clear that local businesses value the event highly. It has led to more student retention, and innovative ideas being commercially developed. This year over 40 ideas were pitched, with 13 being selected to take forward. The winning project has piqued the interest of our Waste team – it is an app that will identify and enable the sorting of different waste items in the home by the bin. The app identifies (for e.g.) different types of plastic packaging to help householders place each item in the appropriate bin.

4.7. **Internet of Things (IoT) Conference** - The Things Network Norwich Launch attracted over 200 people, at St Andrews Hall in October 2018. Follow up activity includes: a Step into Tech schools "Hack-a-Thing" (students designed and built air quality sensors): a County Council Highways gritting pilot project will run this winter in Great Yarmouth: a second pilot with the Norfolk Rivers Trust will trial water quality sensors.

4.8   **Low Range Wide Area Network (LoRaWAN)** - The Economic Development and IMT teams are bidding to the New Anglia Capital Grant Programme to provide Norfolk wide coverage of a LoRaWAN, by establishing over 110 external and 50 internal gateways across the county. This will enable business, public sector, educational organisations and the public to explore, trial and implement Internet of Things (IoT) technology. The infrastructure provides the foundation for a whole ecosystem that could transform our economy.

- Teaching school children and students about the Technology
- Entrepreneurs being able to try out and demonstrate their ideas
- Creation of new businesses in Norfolk and Suffolk based on innovation

This project, which will include a dedicated website, has the potential to open new market opportunities to develop new products and services. Two pilot projects, mentioned in 4.6 are already underway. It will be UK first, bringing the county up to the same standard that exists in other parts of Europe which is already exploiting the technology. It will add to the county's digital profile and should lead to new investment.

4.9.   **Digital Incubator –** This has been under discussion for over a year. The concept is to add to the current incubation and grow on space offer within the city, which could include targeted support to help entrepreneurs start and grow their businesses, particularly those being spun out of our universities. A study is due to commence shortly and will look at demand, need and feasibility. It will examine best practice elsewhere and look at possible financial models that will lead to sustainability.

4.10   IMT and the Economic Development Team will continue to collaborate to:

- Explore opportunities in our digital sector relationships so we can creatively promote opportunities to our local business community. The digital community in the county has been highly appreciative of the more outward, proactive role that the IMT team is taking
- Actively promote and encourage knowledge transfer between the digital and other sectors
- Support business to business mentoring to enable greater success in targeting of Innovate UK and other grants by the private sector locally
- Deliver discrete feasibility studies to support gap analysis and potential public-sector funding opportunities

We seek member endorsement for current and planned activity.

5.   Skills

5.1   Skills remain a crucial area for all sectors, including ICT / digital sector which provides underpinning skills that support many other sectors within the economy. The NALEP digital Tech Sector Skills plan produced in November 2017 articulates an ambition to ensure that the local skills infrastructure enables sector growth supporting the predicted 10,000 jobs growth within the sector by 2024. The plan goes on to define three priorities that will deliver a major contribution to growth of the sector:

- Local Employer Skills Leadership
- New and Broader Talent Pipelines
- In-career Learning and Development

5.2. Tech East has established a skills group chaired by Chris Sargisson (Norfolk Chamber) to drive forward this agenda for the NALEP area. In addition, the County Council has recently been granted funding from the Pooled Business Rates Fund aiming to deliver a programme of intensive engagement with smaller employers across the sector to:

- Understand in greater detail the skills gaps within the companies
- Identify specific courses which are not currently being delivered in Norfolk and the scale of demand for those courses
- Identify barriers to training the existing workforce
- Undertake an analysis of vacancies across the ICT Digital sector to create a detailed understanding of the skills and qualifications that employers typically seek

This project aligns with the work to deliver the plan and Tech East are supportive of the approach.

5.3. The tech sector itself has strong community members who are pressing forward independently (but seeking public sector funding support where possible) to deliver new pilot projects.

- Step into Tech has been created by Claire Riseborough and is providing useful out of school clubs for young people. The Economic Development team introduced Step Into Tech to IMT who have been able to provide valuable resources to the venture.
- Digital East Anglia has launched in 2017 and is arranging meet ups to encourage new coding skills, and specifically to encourage more women into coding

6. Financial Implications

6.1. Officer time, to develop, implement and organise events. Should bids be developed, we may require expert bid writing resource.

7. Background

7.1. **Tech Nation** (https://technation.io/insights/report-2018/)

The Tech Nation 2018 Report is one of an annual series of reports that captures the strength, depth and breadth of digital tech activity in the UK. The first Tech Nation report was published in 2015 to help develop an understanding of the digital tech landscape in the UK. The 2018 Report continues to map the evolution of the UK tech sector.

New Anglia Local Enterprise Partnership https://newanglia.co.uk/

New Anglia Local Enterprise Partnership works with businesses and local authority partners to drive growth and enterprise in Norfolk and Suffolk.

We achieve this by securing public and private investment and delivering a range of programmes and initiatives with partners to improve infrastructure, skills and business support.

Industry 4.0 https://en.wikipedia.org/wiki/Industry_4.0

Industry 4.0 is a name for the current trend of automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing. Industry 4.0 is commonly referred to as the fourth industrial revolution.

Industrial Strategy
https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future

The Industrial Strategy white paper sets out a long-term plan to boost the productivity and earning power of people throughout the UK.

Norfolk and Suffolk Economic Strategy https://newanglia.co.uk/our-economic-strategy/

The Economic Strategy for Norfolk and Suffolk outlines ambitious plans for future growth across Norfolk and Suffolk. Bringing together public and private sector partners, it focuses on the actions we need to take in the coming years to help secure long-term success.

Rural England - https://ruralengland.org/unlocking-the-digital-potential-of-rural-areas-research/

A report looking at the uplift in GVA that could be achieved through investment in digital infrastructure in rural areas.

Tech East Ltd: https://techeast.com/

Techiest Ltd is a not for profit limited company, set up in 2016, and funded initially by Norfolk and Suffolk local authorities and the Local Enterprise Partnership, in order to promote the ICT and digital creative sector within Norfolk and Suffolk. A membership organisation, the company advocates and provides thought leadership for the sector to national government; connects technologists across sectors and supports its membership.

Sync the City: http://syncthecity.com/

Developed into an annual 54 hours "start-up" event. Budding entrepreneurs are linked with experienced business mentors and technology expertise and invited to pitch ideas for new start-ups – and then spend 54 hours working in teams to deliver project ideas. A 2017 UEA student has since gained over £500k plus investment for his start up Senlab following engagement in the event.

Step into Tech: http://stepintotech.org/

A not for profit organisation that aims to provide services for free by recruiting volunteers and delivering tech and coding clubs for children.

Digital East Anglia: https://www.meetup.com/digital-east/

Started as a meet up group of developers and designers, now aiming to deliver both beginner friendly and hardcore technical coding content. In particular, the facilitator wishes to encourage women into computing.

KPMG report:

https://www.manchestereveningnews.co.uk/business/business-news/what-developments-lies-store-tech-15572421

Article refers to a number of insights by KPMG.

Officer Contact

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

Officer name: David Dukes   **Tel No.:** 01603 223142
Email address: david.dukes@norfolk.gov.uk

Officer name: Kate de Vries   **Tel No.:** 01603 637167
Email address: kate.devries@norfolk.gov.uk

Digital Innovation and Efficiency Committee

Report title:	Agritech
Date of meeting:	23rd January 2019
Responsible Chief Officer:	Executive Director, Finance and Commercial Services
Strategic impact	
Use of technoholgy in agriculture must evolve to embrace new technological opportunities in order to increase the competitiveness and profitability of Norfolk's agricultural sector.	

Executive summary

Wikipedia defines Agri-tech as the use of technology in agriculture, horticulture, and aquaculture with the aim of improving yield, efficiency, and profitability.

Agri-tech incorporates such technology as drones, self-driving vehicles (such as tractors), sensors, livestock and equipment tracking, precision control of heating, lighting, watering, pesticides and fertilisers.

Agri-tech has been identified by the Government as of national importance and one of the world's fastest growing markets. Norfolk's expertise in food, plant and health science, combined with an innovative farming community, offers business extraordinary potential to contribute to that growth.

In 2013 (when last surveyed by UK Government) the agri-tech sector contributed £14 billion to the UK economy and is growing rapidly. Gartner claims that at present less than 10% of farms are exploiting agri-tech, but that this will "grow" to 50% by 2025.

When surveyed in 2018 over 70% of East Anglian farmers and landowners were reported to be exploring the use of agri-tech in future farming plans.

Norfolk is home to a number of world class capabilities in agri-tech and the related areas of food and life science.

"Brexit" may well result in reduced availability of itinerant labour and so agri-tech will present an important opportunity to cope with this risk.

Norfolk County Council Operates County Farms, which is the 2nd largest estate in the county after Holkham estate, therefore agri-tech offers the County Council and its tenants an opportunity to increase our productivity and profitability.

Recommendations:

1. **To note the information provided in this report.**

> **2. To direct officers to further investigate the opportunity to promote the use of agri-tech across the County Farms estate.**

1. Background

1.1. Although tools and technology have always been used in farming and agriculture, modern "Internet of Things" (IoT) sensors, low cost drones, low cost big data systems, cloud services and a healthy, competitive supplier market mean that agri-tech is now able to make a real difference to the effectiveness of the industry.

1.2. The likely reduction in access to cheap seasonal labour due to "Brexit" means that Norfolk farmers will be under increased pressure to look to technological automation in order to cope in future. Evolving legislation appears conducive to the adoption of agri-tech in farming.

1.3. The uptake of Agri-tech in Norfolk has already started. In a recent EDP publication, Chris Hill reported that "Farmers and landowners in East Anglia are embracing new technology and diversification in a bid to future-proof their business ahead of Brexit, according to a survey of rural professionals. Of those surveyed… 71% said clients were exploring the use of agri-tech in future farming plans.

1.4. The pace of change in the sector is accelerating such that Norfolk's farmers and landowners will need to adapt and adopt new technologically enabled approaches or risk being left behind by their competitors.

1.5. Back in 2013 (the latest year for which data was available), the agri-tech sector contributed £14.3 billion to UK Gross Value Added and employed over half a million people. Agri-tech output grew by 16% between 2008 and 2013, however, this masks the rapid growth of some sub-sectors over the period. The animal sub-sector, environment and physical sub-sector, and ICT and decision support sector have all grown at more than 20%.

2. Precision Farming

2.1. One of the fastest growing agri-tech subsectors is expected to be precision farming and engineering. It's already (in 2013) worth over £1 billion to the UK economy and employs 21,000 people.

2.2. Agricultural robotics are now being developed to drive tractors, kill weeds with lasers to avoid using chemicals, pick and grade strawberries, mow grass, scout for pests, weeds and diseases and plant seeds. This new wave of smart machines is set to revolutionise the way in which crops are grown in the future by using intelligently targeted inputs. Hi-tech areas like this are expected to expand as the core agriculture sector continues to seek efficiency improvements and adopts new technologies.

2.3. Drones are also being used to provide overhead views of farms and to target the use of chemicals such as pesticides and fertiliser to specific areas where they are needed rather than across much wider areas.

3. IoT / Sensors, Networks

3.1. While reviewing the "Internet of Things (IoT) opportunities for the Digital Committee in 2018, a number of agri-tech examples were referenced relating to such areas such as: crops and livestock, buildings, vehicles and equipment, product processing, manufacturing, and distribution. A few examples are listed below.

3.2. Heard tracking – sensors ingested by cows (and other livestock) that track the location of the heard and also provide advanced warning of impending ill health by measuring and transmitting their temperature.

3.3. Sensors in the soil that measure and report on moisture, temperature and chemical levels to inform the need for watering or drainage, pesticides, fertilisers etc. This can allow actions to be targeted to specific areas of a farm, field or crop.

3.4. Sensors which detect movement can be connected to high value machinery such as combine harvesters to provide early warning is they are being tampered with or moved, thereby reducing the risk of theft.

3.5. Sensors and linked systems in buildings to control lighting, humidity, temperature, air quality, automated feeding, watering and harvesting in relation to crops or livestock.

3.6. Sensors need to communicate over networks and the lack of continuous, ubiquitous connectivity to cellular (mobile phone) networks in some rural areas has been highlighted as a barrier to adoption. Norfolk's existing LoRaWAN (low power wide area radio network) can provide an easy to access low cost alternative for Norfolk's farming community as an alternative to use of mobile telephony infrastructure (where it is available). Norfolk County Council is currently bidding for capital funding from the New Anglia LEP to extend the LoRaWAN coverage across the whole of the county (and Suffolk).

4.   County Farms

4.1. Norfolk's County Farms Estate extends to over 6,800 hectares of prime agricultural land and has 145 tenants.

The estate provides significant income for the Council, which helps to pay for services and to meet our ongoing sustainable development commitments by:

- Providing a framework for local produce, goods and services
- Sustaining and creating rural employment
- Developing business opportunities throughout the County
- Improving and developing access for recreation and education
- Creating and improving biodiversity
- Providing land for affordable housing

4.2. Officers managing County Farms Estate have agreed that we should (a) investigate our current use of agri-tech and (b) engage with our regional expert organisations to see how we can raise awareness and deploy agri-tech solutions to increasing productivity and profitability.

5.   Support for Agri-tech Take-Up in Norfolk

5.1. IMT Officers attended the Royal Norfolk Show in June 2018 to introduce 'The Things Network' and LoRaWAN as part of the Norfolk County Council stand.

We noted a significant presence by agri-tech vendors at the show and Agritech-East www.agri-tech-east.co.uk which is "a local independent, member-led organisation catalysing innovation in agriculture and horticulture".

5.2. Agri-tech-East is one of a number of credible organisations providing access to conferences, online materials, networking and awareness raising in the Norfolk area. Others include the Eastern Daily Press (EDP), Savilles, the Royal Norfolk Agricultural Association, The Chamber of Commerce & the New Anglia LEP.

5.3. Agri-tech Grants are highlighted on the New Anglia LEP's website, stating:

The Eastern Agri-tech Growth Initiative supports the development of new and innovative ideas within this important sector. The Agri-Tech Growth Fund provides grants between £10,000 and £150,000 to support product development and improve agricultural productivity.

5.4. In the document "A Growth Prospectus for Norfolk", produced by the Norfolk Growth Group the Norwich Research Park & UEA facilities are described as follows.

A world class agri-tech and life science skills base… Norfolk's expertise in food, plant and health science, combined with an innovative farming community, offers business extraordinary potential to contribute to that growth. Norwich Research Park (NRP) houses a unique cluster of organisations in the vanguard of global food and health research, including food security, healthier and more nutritious food, resilient crops and industrial biotechnology. The Park is home to six leading research organisations employing over 3000 scientists (12,000 staff) at the John Innes Centre, Institute of Food Research, Sainsbury Laboratory, the Genome Analysis Centre and University of East Anglia (UEA).

6.   Financial Implications

6.1. There are no immediate financial implications arising from this report. However, increased uptake of agri-tech solutions across county farms tenants could increase their income and help protect ours. There are also significant business growth opportunities arising from the increased take-up of agri-tech across Norfolk's agricultural industries.

7.   Issues, risks and innovation

7.1. The adoption of some agri-tech solutions is a low risk activity with potential regional and national grants available to further de-risk the investment. The greater risk is perhaps to fail to adapt and adopt the new technologies and risk going out of business if our agricultural industry becomes uncompetitive. Some of the latest approaches are highly innovative and might represent a much higher risk. Each investment would require its own invest to save business case and associated risk assessment.

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:

Officer name :   Geoff Connell   **Tel No. :**   01603 222 700

Email address :   geoff.connell@norfolk.gov.uk

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.

DIGITAL INNOVATION AND EFFICIENCY COMMITTEE

Report title:	Cyber Security Update
Date of meeting:	23 January 2019
Responsible Chief Officer:	Executive Directors of Finance and Commercial Services and Strategy and Governance
Strategic impact: Cyber-attacks and the risk of cyber-crime against Norfolk County Council continues to increase and so it is essential that the Council's ability to protect itself from these attacks and to minimise the impact of any breach is continuously improved.	

Executive summary

The Authority commissioned an expert independent Cyber Security Audit in 2017. This paper provides an update of the subsequent actions that we are undertaking to improve the Authority's Cyber Security position.

In September 2017 the Cyber Security Audit findings were reported to this committee; the Audit found the Authority's Cyber Security posture was "Good" with 25 recommendations providing opportunities to move the Authority to "Excellent".

Cyber Security threats continue to grow in frequency and complexity

50% of the "High Priority" recommendations have been completed

80% of the remaining "High Priority" recommendations will be completed by Q2 2019

40% of the "Medium and Low" Priority recommendations have been completed

Recommendations:

1. **To note the information provided in this report and the importance of ongoing investment in the continuous improvement of our cyber security capabilities.**

1. Background

1.1 In May 2017 the Authority commissioned Silverthorn Ltd to complete an independent Cyber Security Audit of the ICT facilities.

1.2 The Audit found the Authority's Cyber Security posture was "Good" with 25 recommendations providing opportunities to move the Authority to "Excellent".

2. Progress

2.1 High Priority recommendations – 50% completed. Completed actions:

ID	Recommendation	Closing Actions
9 & 16	Ensure there is a formal process and responsibility as part of the Security Incident and Event Management (SIEM) system, and we recommend reviewing what is currently monitored and deploy the SIEM system to monitor internal servers.	Formal operation process designed and implemented; identified and added missing critical systems
10	Proactive monitoring of network logs must be a daily activity of the Network Team	Daily monitoring process designed and added to SIEM management processes
11	RACI approach be used across all of these areas as the biggest single improvement to NCCs Cyber Risk and threat profile will be through closer integrated working between ICT on the technical side and Information Management on the information governance and risk side.	RACI matrix and responsibilities have been generated and approved
17	Put a robust SIEM policy and regime in place, this needs to cover at a minimum the logs and configurations for; · Website · Firewalls · Proxy Servers (Including Digital Certificates) · VPN Servers · Wifi (Radius) servers · Mail Servers · Active Directory · Key Routers, bridges and switches	SIEM Policy has been developed and implemented. Listed configuration items have been added where not already monitored by SIEM system

2.2 Outstanding High Priority Recommendations:

ID	Recommendation	Progress & Expected Close Date
15	Review the SIEM platform. It may be more cost effective to renew/replace the existing appliance with a software / cloud solution from the same or different supplier.	Contract for new SIEM platform awarded 2nd Jan 2019, implementation expected by March 2019.
18	We recommend regular patching of all web services. All web applications pen	RACI responsibilities completed; developing

	tested before they go live. Web services to be scanned quarterly to ensure all patches are applied. SIEM monitoring to be proactive and near real time	cost justification to enable onsite security testing capability; review of procurement processes to ensure testing is included in future procurements. September 2019
19	A good SIEM and pro-active web monitoring and response process can mitigate a lot of issues. The OWASP controls will help here. If NCC moves to a full cloud service, then these protections and monitoring can be built in as part of the core (either Amazon Web Services or Microsoft Azure), for instance.	All web services have been added to SIEM monitoring. OWASP review of controls within Web development environment due for completion March 2019
21	We recommend NCC check their Office 365 configurations against the NCSC (CESG) Guidance.	Initial review complete, generation 2 work packages; 1 complete, 1 scheduled for completion by March 2019
23	Define and update the whole Incident Management and Incident response process. This should include the policy, forms, quantifying the incident levels and impacts	Template developed based on industry best practice, circulation & signoff scheduled March 2019.

2.3   Of the 12 Medium Priority recommendations, 4 have been completed and 8 remain open.

2.4   Of the 3 Low Priority recommendations, 2 have been completed and 1 remains open.

3.   Other Cyber Security Improvements

3.1   One of the most critical aspects of improving Cyber Security is the education and training of users, to ensure they practice good cyber hygiene and are informed enough to identify Cyber Security risks

3.2   A major program of training and education will be provided to all Norfolk County Council users and Members from Q2 2019 to increase Cyber Security awareness and skills

3.3 A significant investment has been made in Microsoft products this year to improve cloud security of the Office 365 service to further reduce the risk of a Cyber Security Breach.

4. Financial implications

4.1 There are no significant financial implications arising from this report. The IMT budget includes sufficient allocated funds to carry out and maintain the improvements described in this report.

5 Issues, risks and innovation

5.1 There are no significant issues arising from this report. All identified improvements will be made as identified in the original audit and IMT officers will continue to work with external expert's agencies, individuals and our network of peers and vendors to ensure we continuously assess cyber risks and seek innovative solutions for ongoing improvement.

Officer Contact

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

Officer Name: **Tel No:**   **Email address**:
Andy Ambridge   01603 973115   andy.ambridge@norfolk.gov.uk

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.

-

Digital Innovation and Efficiency Committee

Item 14   Item No:

Report title:	**Assistive Technology Update**
Date of meeting:	**23 January 2019**
Responsible Chief Officer:	**James Bullion, Executive Director of Adult Social Services**

Strategic impact

In Norfolk County Council:

- We spend about £1 million a day on adult social care in Norfolk.
- On any given day, we will be securing services for around 14,000 people
- Last year 20,205 people received short term and long-term adult social care packages
- In 2017-18, over 6,000 had reablement services helping them get back on their feet after a crisis.

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

At the same time as funding has been reduced, our population continues to grow and the pattern of family life has changed. Medical and technological advances are huge – people live longer and have access to many more medical specialists than in the past. More profoundly disabled young people with increasingly complex needs are coming into adulthood every year. People move around more for jobs than in previous generations, so families cannot always be near to older relatives to help and care.

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

Adult Social Services' vision is to support people to be independent, resilient and well. To help achieve the vision, the department has its Promoting Independence strategy which is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care.

Assistive technology (AT) has a key role to play in supporting people to live independently for as long as possible and providing support to family carers to enable them to continue caring for as long as they are able and willing to do so.

Executive summary

Norfolk's Assistive Technology team, which is part of Adult Social Services, assesses approximately 2,000 people a year and there is a total of about 7,000 people currently receiving assistive technology in Norfolk. Most assessments undertaken by the Assistive Technology team result in the provision of equipment.

In March 2018, the Digital Innovation and Efficiency Committee received a report summarising Adult Social Services' approach to assistive technology and outlining work to explore new opportunities to maximise the use of AT to support people to live independently for longer and reduce demand on services and budgets.

This was followed by a report in July which provided an update on work undertaken since then and an overview of the work in progress and planned work to support the development of a new strategy and approach for assistive technology in Adult Social Services.

This report provides a further update of work undertaken since then.

Recommendation:

Digital Innovation and Efficiency Committee Members are asked to:
1. **Note progress to date and work in progress.**
2. **To consider whether they would like any further updates at future meetings of this Committee.**

1   Introduction and Background

1.1   The Care Act (2014) gives local authorities a clear and new responsibility across the whole population to prevent, reduce and delay the need for care and support.

1.2   Operating under increased financial pressure, Norfolk County Council is committed to helping more people to be independent, resilient and well and has endorsed a strategy and programme of work, Promoting Independence, to achieve this.

Part of the Adult Social Services Promoting Independence programme is the roll-out of a new social work model 'Living Well/Three Conversations'. Increasing the use of technology is seen as a key enabler of this. The Promoting Independence Programme also includes an overarching Technology Enabled Care (TEC) Strategy which has three key components:

- Digitally enabled workforce
- Digitally enabled services
- Digitally enabled citizens – assistive technology is one of the strands within this component.

1.3   Adult Social Services' vision for Assistive Technology is that:

- Technology plays a major role in supporting people to live independently for as long as possible, and in helping carers to continue caring for as long as they are able and willing to do so

- Assistive technology will be widely accessible, easy to use, and available for people when it can make most difference to maintaining independence

- Our own staff are champions for assistive technology and use it widely to prevent people needing formal care services

- Providers embrace technology to help people stay independent in all types of settings, and maximise the efficiencies it can bring

1.4   Assitive technology is currently committed to deliver £1.5m savings over the next three years distributed as follows:

Reference	2018/19 £	2019/20 £	2020/21 £	2021/22 £
In Adult Social Services budget	None	0.300m	0.500m	0.700m

2   Update

2.1   At its meeting in May 2018, the Adult Social Services Promoting Independence Board agreed the overall objectives and measures for the Assistive Technology (AT) review. The key objectives are:

- To ensure that the referral, assessment and review pathway maximises the potential benefits of AT and interventions are targeted at relevant points on the customer pathway
- To raise staff awareness of the benefits of Assistive Technology
- To provide a comprehensive information and advice service re AT
- To ensure that the delivery model is efficient, cost effective and responsive
- To establish a comprehensive performance and monitoring framework for AT.

This section provides an update on work being undertaken to deliver these.

2.2   Service Data, Growth and Capacity

The original business case used data collated manually by the AT team in March 2018 and extrapolated this for an estimate of annual activity which showed:

- Approximately 2,100 referrals arising from either a preventative assessment or Care Act assessment are received by the AT team per annum
- Of these, 1,800 resulted in an assessment
- Approximately 93% of the assessments result in the provision of equipment

Since May 2018, the AT team have received an average of 46 referrals per week, an increase of approximately 12%. As there has not been a significant increase in the amount of training or promotion, it is assumed that the growth is due to a general greater awareness of the benefits of assistive technology.

The team are completing an average of 34 assessments per week, approximately 5.5 per week per practitioner. Since May, the waiting list has increased from 125 to 300. These figures do not reflect the impact of the three new full-time equivalent AT Practitioners posts who started in post at the end of October 2018.

2.2.1   The ambition is to increase the take-up of Assistive Technology to prevent/reduce/delay the need for care and support and to maximise peoples' independence for as long as possible. It is therefore reasonable to expect that with an increase in staff training and raised awareness and information amongst both staff and the public, that there will be further increases in the number of referrals and assessments for Assistive Technology. This will necessitate additional investment in assistive technology.

Based on an assumption of an increase of 20% in referrals during 2019-20, which would lead to approximately 2,500 assessments, Adult Social Services approved funding in November 2018 for:

- Three more full time AT practitioners, additional management capacity (two Team Leaders) and more business support
- Some additional funding for equipment for 2018-19 and 2019-20 onwards
- A small amount of funding for e-learning for 2018-19
- To support a bid to the Adult Social Services Capital Steering Group for capital funding for AT equipment and/or use of the underspend on Strong and Well capital.

The current AT Team structure is flat with the Team Manager managing 13 people. The two Team Leaders will provide further management capacity to free up the Team Manager to take forward key areas of strategic and developmental work and any further growth in the team.

2.3   Referral Assessment and Review

As part of the improvements work is being undertaken to review and revise the referral, assessment and review pathway to ensure that a range of practitioners are able to refer to the assistive technology service and that full consideration is given to the potential of AT at the start of, and at key points along, the customer journey.

2.3.1   Occupational Therapy (OT) pilot

Initial discussions have taken place regarding the potential for Occupational Therapists and Assistant Practitioners to be able to assess for AT and it has been agreed that this will be piloted in Northern Locality. Due to other commitments, the locality requested that training took place in late 2018 and was arranged to take place in the Smart House. At this stage, some reservations have been expressed about the possible implications of this which require further consideration as the pilot is implemented.

2.3.2   Herbert Protocol

The Assistive Technology Team worked with Norfolk Constabulary and the Safeguarding Team on the re-launch of the Herbert Protocol in Norfolk for vulnerable people who go missing. The official relaunch of the Herbert Protocol was in November 2018 and the AT team participated in the event.

For each person visited by Norfolk Constabulary following a missing person incident, Norfolk Constabulary makes a direct referral to the AT team for assessment and where appropriate provision of suitable equipment, which may include GPS location devices. From May to November 2018, the AT team received six referrals from the Police for assessment. Feedback to date has been positive and this will be formally reviewed over the next two months.

2.3.3   LAS (Liquidlogic Adults System)

Consideration of a referral to Prevention Services, including Assistive Technology, has now been incorporated into the Process Map for Living Well as part of Conversation One. A meeting has been held to discuss opportunities to build consideration of AT into other key areas of the LAS process, including risk

assessment, the annual review process and how to record AT if assessed for and provided by other practitioners.

2.3.4 Reablement

An Assistive Technology Practitioner is now based full time at the accommodation-based reablement unit at Benjamin Court. The practitioner is an integral part of the multi-disciplinary team there and has identified significant potential savings arising from their interventions. Some examples of these are included below.

Client	Reason for admission	Equipment Provided	Cost £	Prevented	Cost per year	Annual saving/ cost avoided £
A	Fall at home wasn't wearing pendant alarm as unable to wear neck pendant at night due to setting off accidently. Difficulties with mobility, therefore at risk if there was a fire. Not managing diabetes	2 x carbon monoxide detectors Smoke alarm Heat Sensor Wrist fall detector	208.58 54.78 74.60 89.12 _____ 427.08	Residential care admission	25,894.24 _____ 25,894.24	25,467.16
B	Had a fall at home which resulted in a broken right hip. Has high blood and a diagnosis of skin cancer on her legs.	Falls detector Heat sensor Smoke alarm	89.12 74.60 109.56 _____ 273.28	2 weeks respite care Ambulance – see/treat/ & convey Non-elective A&E admission	993.22 248.00 1,590.00 _____ 2,831.22	2,557.94
C	Was admitted to NNUH following a fall at home.	Community alarm required Requested Wellbeing 2 x carbon monoxide detectors Falls detector Heat sensor Smoke alarm	193.80 90.00 66.30 48.96 _____ 399.06	Delaying enhanced residential care (4.5 weeks)	2,501.82 _____ 2,501.82	2,102.76

2.3.4.1 The potential savings will be tested out in the development of the benefits model and tracking of individuals to assess to what extent the need for care and support has been prevented, reduced or delayed.

2.3.4.2 The outline business case also outlined a proposal for a pilot project with a couple of teams in the home-based reablement service. Although this has been agreed in principle, due to lack of capacity in the AT service, it has not yet been possible to commence this project, and this is planned for later in 2019.

2.3.5 Prompt Service

A meeting has been held with the Medicine Support Service to discuss the need to change the referral pathway for the Prompt Service element of the Medicine Support Service so that AT is considered first: there are many devices and options now available that will provide prompts for this purpose. The current Prompt Service is provided at a cost of approximately £0.060m per annum. The provider has been advised that the service will be reviewed with a view to providing alternative solutions for people who need this kind of support.

2.3.6 Portal

Discussions have taken place with the project team for the Liquidlogic Portals work with a view to setting up an online guided questionnaire around AT so that people will

78

be able to identify and find their own solutions where appropriate. This will be an extension to the Wellbeing Questionnaire which is currently in development and due to go live in early 2019.

2.4 Information and advice

The original business case identified the need to: ensure comprehensive information and advice is available to users and carers to enable people to assess their own needs and find their own solutions; to develop the NCC website including the use of videos; and identify and promote trusted suppliers of AT equipment, linking in with Norfolk Community Directory and Marketplace.

A draft Communications and Engagement plan has been produced and is being finalised.

The AT section on NCC's website has been identified as one of the priority areas for redevelopment. The web team ran two workshops at the end of November to undertake a range of user-journey mapping to inform the new content.

2.5 Staff Awareness and Practice

2.5.1 Smart Flat

The Smart Flat is part of improving staff awareness of AT and practice. The smart flat at Rotary House has been receiving visitors since the end of November 2018 and has already been an invaluable training and testing resource for our newest practitioners. Scheduled training sessions for social care staff (booked via Learning and Development) will start in March following existing sessions at County Hall in January and February. February and March will include training sessions for the NNUH (Norfolk and Norwich University Hospital) AT champions and the Northern locality Occupational Therapists and Assistant Practitioners to further explore pilots of low level equipment assessment and provision. Open visiting times (by appointment) for other professionals will be scheduled from February.

No plans have been made yet for public access. Short device demonstration video productions, using the smart flat, should commence by Spring to facilitate better online AT content and contribute to potential e-learning and remote training.

An official launch (with host Rotary House and Deaf Connexions) is due to be scheduled for later in February or early March.

Now that there is a working template, the AT service plans to replicate the smart home at the Acorn Centre in Great Yarmouth and explore potential venues within Wells Hospital and in Cromer. Potential venues for South or West Norfolk have yet to be identified.

2.5.2 The Innovation Centre

 Alongside the Smart Flat, the Innovation Centre at County Hall has been set up by IMT and enables demonstration of new technology in several familiar environments: Office of the future; In the home; Meeting spaces; and Canteen/coffee shop.

The space includes technology such as Amazon Echo, Amazon show, Internet of things buttons, Logitech Harmony and LoRaWan (Long Range Wide Area Network)

and a range of AT equipment. The AT team recently used this space for awareness raising sessions as part of the recent Ageing Well network events.

2.5.3 Training

The AT Team has continued to deliver the bi-monthly scheduled training sessions. The Learning and Development Team reported an increase in requests for training and therefore an additional session was booked in for December. This will mean that approximately 60 social care staff will have attended the face to face Understanding AT training sessions in 2018/19.

The AT team are going to provide a wider range of options to improve staff awareness and to develop their knowledge and skills:
- The development of an e-learning package by AT staff;
- more face to face sessions;
- the offer 'drop-in' days at the Smart Flat and Innovation Centre at County Hall;
- plus they will continue to offer the option of visit to Team Meetings for a shorter 'training/information' session.

The take-up of these options will be monitored and reviewed to assess the impact.

2.5.4 Information/Guidance Sheets

As part of the work to take forward the OT/AP pilot in Northern Locality, some draft guidance/information sheets on a few different types of equipment have been produced for staff. The aim is to develop these further and make them widely available to support development of knowledge and understanding of the range of equipment.

2.6 Data capture/analysis

A key priority is to establish robust methods for capturing and reporting on AT that provide evidence for demonstrating the effectiveness of AT in meeting both departmental and person-centred objectives and its impact on reducing spend. This includes implementing changes to the AT Assessment and Review forms in LAS (Liquidlogic Adults System) to enable recording of outcome measures and having a new LAS report that captures the relevant information and evidence for tracking benefits and costs.

This has been a priority area of work since May 2018 as information captured primarily through LAS is crucial to testing and refining the initial benefits model included in the original business case.

The changes to the LAS forms went live on in October, and the report should be ready soon.

An additional LAS change has been made to allow capture on the system of the end date for the AT service: previously this was recorded as a service in perpetuity and therefore it was not possible to capture information on how long people were in receipt of AT to inform the benefits model. N-able will provide the AT team with weekly data on any end dates for services so that these can be added to LAS. The AT team will also add this data on a retrospective basis from 1 July 2018 to build up the evidence base.

2.7 New delivery model

The short-term priority and approach for Assistive Technology is to be able to respond to demand and demonstrate benefits, whilst at the same time developing a long term sustainable approach.

2.7.1   The AT service is currently working with the Social Work Team at NNUH to look at how AT can support timely discharge from hospital and looks at ways of ensuring that any delays in accessing AT are minimised as far as possible. Two champions have been identified in the hospital social work team who will develop skills and knowledge about AT to provide an expert resource to colleagues in the team. This will include looking at whether the champions can be provided with a suite of AT equipment which can be provided at the time of discharge. Initial training has taken place with the champions and will be completed shortly with further training at the Smart Flat.

2.7.2   Workshops have been held with key staff at n-able and the AT service to examine the customer journey and contact points to identify any efficiencies and 'quick wins' within the current arrangements. As a result of this, n-able has taken on the task of arranging community alarm installations which was previously done by the AT Team. By doing this, n-able are now able to co-ordinate their visit to install equipment at the same time as the alarm installation which will reduce delays for the customer. The AT Team has also been set up as one of n-able's 'satellite stores' and set up with bar code scanners so that they can keep a small stock of equipment at the team base for practitioners to take out on visits with them and install at the time of assessment.

2.7.3   Monthly contract meetings are taking place with n-able to develop a new delivery model which is sustainable, cost-effective and more responsive moving forwards. It has been agreed that this will be completed by March 2019.

2.7.4   The AT Team continue to look at opportunities for innovation, utilising new technologies and work with organisations to improve our AT offer, including:
- trialling a small robot which can be set up for reminders and prompts as well as potentially reducing social isolation and loneliness (Vector)
- actively contributing to the recent Hackathon
- developing productive links with one of the alarm providers around opportunities for piloting new approaches
- assessing the value and potential of new developments made by organisations and developers approaching NCC
- Exploring opportunities around the use of video technology as part of our offer, linking with the organisation we're currently piloting video interpreting with.

3   Financial Implications

3.1   Assitive technology is currently committed to deliver £1.5m savings over the next three years distributed as follows:

Reference	2018/19 £	2019/20 £	2020/21 £	2021/22 £
In Adult Social Services budget	None	0.300m	0.500m	0.700m

3.2   In the absence of a strong evidence base, Adult Social Services produced an initial benefits model which will be tested and refined as we use: evaluations of pilots/new activity; data captured from the recent changes to the LAS (Liquidlogic Adults System) AT assessment and review forms; and a new LAS Performance dashboard.

3.3   At present there is a lack of a sound evidence base, both locally and nationally, on which to model the potential for savings achievable using assistive technology. We will continue to examine in detail reported savings in other authorities to help test our assumptions and inform our model in Norfolk.

4   Issues, risks and innovation.

4.1   Risks will be monitored through the project governance and reporting arrangements in Adult Social Services. The use of pilots gives the department an opportunity to test thoroughly new ways of working and approaches, thereby minimising the risks.

Adult Social Services are also continuing to explore and learn from research and the experience and work of other authorities to inform its approach. In February 2018, Adult Social Care commissioned Socitm (Society of Information Technology Managers) to undertake a high-level strategic review and challenge of the savings assumptions for NCC's digital transformation and the AT service. Socitm worked with us for a short period and provided us with some reference sites demonstrating good practice which we are exploring.

5   Conclusion

5.1   Assistive technology (AT) has a key role to play in supporting people to live independently for as long as possible and providing support to family carers to enable them to continue caring for as long as they are able and willing to do so.

Adult Social Services have reviewed Assistive Technology and identified some improvements to ensure that the benefits of AT are maximised to prevent, reduce and delay the need for formal care and support and that consideration of assistive technology is fully integrated into practice across all areas of the Department.

The report provides an update on some of the key areas of work the service is taking forward as part of its service development and the testing of future potential applications through new pilots.

6   Recommendation

6.1   **Digital Innovation and Efficiency Committee Members are asked to:**

1   Note progress to date and work in progress.

2   To consider whether they would like any further updates at future meetings of this Committee.

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

Officer name:	Veronica Mitchell	Tel No:	01603 223853
	Janice Dane		01602 223438

Email address:	veronica.mitchell@norfolk.gov.uk
	janice.dane@norfolk .gov.uk

IN TRAN
communication for all

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.

Report title:	Video streaming proposals for future NCC Cabinet Meetings
Date of meeting:	**23 January 2019**
Responsible Chief Officer:	**Executive Directors of Finance and Commercial Services and Strategy and Governance**

Strategic impact: The Council has resolved to move from the current Committee system to an Executive system of Governance from May 2019. Livestreaming meetings will ensure the Council continues to be accountable to its residents and stakeholders.

If Members wish to pursue this option, it is suggested that any livestreaming is to be piloted with the key decision-making bodies of the new structure (Council and Cabinet) with effect from the new governance in May 2019 and reviewed fully before Members consider any possible further rollout.

Executive summary

A number of Council's webcast their meetings. Norfolk County Council does not currently do so, but since 2011 has posted audio recordings of County Council meetings on its website. During the Cabinet Working Group's deliberations, the issue of webcasting was raised, and the Working Group asked that it be investigated. This report summarises the work undertaken by Officers and asks Members to provide a steer on the preferred way forward.

Recommendation:

To consider the information set out in the report and in the presentation to be given by officers at the meeting and provide a steer to Officers on the preferred way forward.

1.   Proposal

1.1   It has been suggested that providing live streaming of council proceedings grants citizens immediate access to the Council's decision making and enables a greater number of people to get involved. Following Member discussions in various fora, Officers have been considering possible options for webcasting meetings if Members wish to proceed. The proposals set out in this report would be for a pilot period and are suggested to apply to Cabinet and County Council meetings in order that Members may undertake a full assessment before any decision to roll out further is taken

1.2   If the Authority wishes to video broadcast meetings live on the Internet, it is suggested that the YouTube webcam service is explored as a first step.   That would still give us flexibility to investigate hosted services in future.

1.3. Broadcasts would take place from one of two rooms. In the pilot period the Council Chamber could broadcast Full Council meetings approx. 6 times a year and the Edwards Room broadcast Cabinet meetings) approximately 12 times per annum.

1.4 A procurement would be required for the camera and associated equipment required to capture the meetings, zoom and highlight current speakers, integrate with microphone systems where required and format the video for a final output that can be streamed live to YouTube.

Council Chamber

1.5 Any solution would require the procurement of 3 cameras for the Council Chamber, each with pan-tilt-zoom capability, one each side of the Chair's platform to capture Members in the "horseshoe area", and one at the rear of the Council Chamber facing the Chair, capturing the Chairman those Members at the "top table" seated either side. Alternative camera suggestions could also be considered. The microphone system will interface with the cameras to allow them to focus on the speaker. Any cameras provided will need to operate within the current light levels in the Council Chamber. It is anticipated the main lights will be on during the County Council meetings, but no additional lighting is required. A member of Democratic Services staff would attend all Full Council Meetings to control the broadcast.

Edwards Room

1.6 Due to the layout of the room, it would require only two fixed cameras, without a zoom or pan facility. The two cameras could sit either side on the wall as you come into the room directing towards the projector screen end. This would be the best option to direct the cameras away from the public seating area. Both images would be combined into the video feed to ensure all Members can be seen. It is accepted that the feed from any single one of the cameras will show the back of some of the seated Members, but between the two displayed feeds at least a side or front view of all Members can be presented. It is not intended to have staff monitoring meetings in this room, they will set up the broadcast at the start of the meeting and return at the end to shut down. Options will be considered as to whether the fixed cameras can provide sufficient audio for the broadcast, or whether an integration into the Bosch microphone system is possible and desirable.

2. Evidence

2.1 Officers will make a presentation to the meeting to demonstrate how the proposal could work in order for Members to make a fully informed decision.

3. Financial Implications

3.1 Soft market testing indicates the initial purchase cost of the camera system for two rooms to be between £10,000 - £20,000 as a one-off capital cost. There is

no requirement to incur a revenue-based hosting system at this stage. It is assumed that the existing RCF-9000 microphone system in the Council Chamber can support the "zoom to speaker" function for the camera system and will not need replacing as part of this project, however this assumption has not been tested. If this is not technically possible, options include replacing the microphone system (potential £100,000 cost) or sacrifice the "zoom to speaker" facility.

4.0 Issues, risks and innovation

4.1 Further work including developing protocols to support the practical elements such as implications for the public attending meetings will be undertaken if Members wish to pursue the pilot.

5. Background

5.1 In 2011, the Council agreed to post sound recordings of full Council meetings on its website. Since 2014, regulations have been in force allowing members of the public to film, photograph or make sound recordings of proceedings at public council meetings. This is reflected in the Council's constitution and exercised from time to time. Prior to this, the permission of the Council was required. The following motion to Council in April 2018 moved by Councillor Rowntree was lost by 45 votes to 28.

"With the expansion of reliable broadband links Council believes it is now appropriate to live stream full council meetings and to improve public access to the proceedings at council committee meetings. Council therefore resolves to:

1. begin live web streaming of full Council meetings from the Annual Meeting in May 2018
2. make audio recordings of main Council committee meetings that will be available to the public on request from May 2018
3. request Policy and Resources Committee to include arrangements for streaming of all main Council and committee meetings in any proposals for a return to a cabinet system
4. request Policy & Resources Committee to make the necessary funds available to implement this decision".

5.2 The issue of livestreaming was subsequently raised in the Cabinet Working Group who asked for the issue to be investigated. At Council on 10 December 2018, in response to a question, the Chairman replied that he was happy for the topic to be added to the Committee's Forward Plan for discussion at this meeting. This report sets out the results of Officer consideration and seeks a steer from Members on the preferred way forward.

Officer Contact

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

Officer Name: **Tel No:**   **Email address**:
Zoe Holmes   01603 222043   zoe.holmes@norfolk.gov.uk

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.

Digital Innovation and Efficiency Committee

Report title:	**Forward Plan and Delegated Actions**
Date of meeting:	**23 January 19**
Responsible Chief Officer:	**Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services**

Strategic impact
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 11th January) 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.   The decision was taken under delegated authority by the Head of IMT and the Chair of the Digital Committee to procure the Counter Fraud System from the cabinet office as agreed at the December 2018 Committee.

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:

Officer name: **Geoff Connell**   **Tel No:**   **01603222700**

Email address: **Geoff.connell@norfolk.gov.uk**

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.

Forward Plan for Digital Innovation & Efficiency Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting: Wednesday 13th March 2019			
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)
Electric and autonomous vehicles	No	To receive a briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.	Head of Information Management and Technology (Geoff Connell)
Counter Fraud Hub Update	No	To brief members on progress with the implementation of the Norfolk County Counter Fraud Hub	Head of Information Management and Technology (Geoff Connell)
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)
Smart Lighting Upgrades	No	To brief the committee on plans to upgrade the county's street lighting.	Nick Tupper, Assistant Director - Highways and Waste

Digital skills for business	No	To review current digital skills levels for business and plans for improvement.	Employment and Skills Manager (Jan Feeney).
DCMS Local Full Fibre Bid	No	To update members on the progress of the bid into DCS for investment in Full Fibre Network investments across Norfolk county	Head of Information Management and Technology (Geoff Connell)