

Digital Innovation and Efficiency Committee

Date: Thursday, 12 October 2017

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 Garrod - Chairman	Dr C Jones
Mr D Bills - Vice-Chairman	Mr D Rowntree
Mr E Colman	Ms S Squire
Mr S Eyre	Dr M Strong
Mr T FitzPatrick	

**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

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A g e n d a

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

2. **Dig IE Minutes of 170918 Minutes**

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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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 Monday 9th October 2017**, . For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

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 Monday, 9th October 2017**.

7. Chairman's Update	Page
Verbal update by Cllr Tom Garrod	
8. Finance monitoring	Page 11
Report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services	
9. Strategic and Financial Planning 2018-19 to 2021-22	Page 17
Report by the Executive Director of Finance and Commercial Services	
10. IMT Performance Indicators	Page 29
Report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services	
11. NCC Digital Offer – progress to date	Page 43
Report by the Executive Director of Community and Environmental Services	
12. Local Full Fibre Network Bid	Page 69
Report by the Executive Director of Finance and Commercial Services	
13. Norfolk Counter Fraud Hub	Page 83
Report by the Executive Director of Finance and Commercial Services	
14. Forward Plan	Page 89
Report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services	

Group Meetings

Conservative	9:15am	Leader's Office, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH



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Digital Innovation and Efficiency Committee

Minutes of the Meeting Held on 18 September 2017
10:00am Edwards Room, County Hall, Norwich

Present:

Mr T Garrod (Chairman)

Mr D Bills
Mr E Colman
Mr S Eyre
Mr T Fitzpatrick

Mr D Rowntree
Ms S Squire
Dr M Strong

1. Apologies for Absence

- 1.1 An apology for absence was received from Dr C Jones.

2 Declarations of Interest

- 2.1 Mr T Fitzpatrick declared an “other interest” because he worked as an IT consultant.

3 Items of Urgent Business

- 3.1 There were no items of urgent business.

4 Public Question Time

There were no public questions.

5 Local Member Issues/ Member Questions

- 5.1 There was one member question from Mr S Aquarone which can be found together with the answer as an appendix to these minutes.

6 Chairman’s Update

- 6.1 The Chairman said that he had recently attended a meeting of a steering group of the Norfolk Chamber of Commerce at which a wide range of issues about broadband infrastructure were discussed. It was recognised that businesses and

- communities in Norfolk needed a wider coverage of high speed broadband and mobile connectivity to be competitive.
- 6.2 The Chairman added that mobile phone providers would be invited to attend the January 2018 meeting of this Committee to discuss issues about mobile phone coverage and how mobile phone services could be better delivered in Norfolk. In reply to questions about whether these were issues that fell within the remit of the Committee, the Chairman said that he believed it was the County Council's intention that the Committee should provide the political leadership for ensuring that Norfolk was best placed to exploit fully the opportunities that digital technologies offered and to help identify new ways to generate financial savings.
- 7 **Strategic and Financial Planning 2018-19 to 2021-22**
- 7.1 The annexed report (7) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 7.2 The Committee received a report that set out Policy and Policy and Resources Committee's guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19.
- 7.3 The Executive Director of Finance and Commercial Services said that the Council needed to continue to innovate and exploit digital technology to facilitate the transformation of public services across the county and to help generate technology-driven financial efficiencies in the Council's operations and activities. A wide range of ideas for bringing about innovative efficiency savings would be brought before future meetings of the Committee.
- 7.4 In reply to questions the Executive Director of Finance and Commercial Services confirmed that an additional 1% pay award would add an extra £2.5m to the Council's wage bill. This risk would be included in future budget setting reports that came before the Committee.
- 7.5 **RESOLVED**

That the Committee:

- 1) Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:**
- a. the budget assumptions set out in this report;**
 - b. the budget planning principles for 2018-19;**
 - c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;**
 - d. the allocation of saving targets for the MTFS period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;**
- 2) Agree the service-specific budgeting issues for 2018-19 as set out in**

section 3 of the report,

3) Note that planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and

4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1)c, commission officers to report to the October Committee cycle:

- a. whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
- b. to identify alternative new savings for 2018-19;**
- c. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.**

8. IMT Performance

- 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 that provided an up to date view on performance management information for the IMT Department. It included operational dashboard information which was based on the 'vital signs' performance indicators previously reported to the Policy and Resources Committee. A more detailed monitoring report would be brought to future meetings.
- 8.3 Members' attention was drawn to the high demand from service departments for projects listed on the IMT dashboard. This meant IMT teams were fully committed for the next few months. In reply to questions, the Head of ICT said that capacity constraints meant that some ICT teams might require more resources to address short-term pressures and that the projects listed in paragraph 3.3 of the report had yet to be prioritised.
- 8.4 The Head of ICT said that the Committee would be involved in discussions and decisions about ICT projects that addressed the County Council's most important priorities and desired outcomes, and supported the achievement of savings within the Council. The Committee would be updated about proposed changes in the tendering of ICT services for a wide range of Council services. ICT would explore opportunities for providing an apprenticeship scheme for people looking to work within the IT industry and aim to report back on this matter to a future meeting. A more comprehensive performance monitoring report would be brought before the next meeting.

8.5 RESOLVED

That the Committee:

- 1) Note the information provided in this report**
- 2) Agree the performance reporting dashboard format for future meetings.**

9 Better Broadband for Norfolk Programme update

- 9.1 The annexed report (9) by the Executive Director of Community and Environmental Services was received.
- 9.2 The Committee received a report that described the Better Broadband for Norfolk (BBfN) Programme which underpinned theme 1 within the UK Digital Strategy.
- 9.3 The Committee also received a presentation from the Better Broadband Programme Director that can be found on the Committee pages website. As part of the presentation, Members were informed that proposals to use more technology and provide services online depended on the robustness and reliability of key local infrastructure (broadband, mobile reception). This could present issues for some rural areas, where the infrastructure might not be in place to enable equitable access.
- 9.4 Individuals seeking further information about the infrastructure to their property were encouraged to go to:
<https://www.btwholesale.com/includes/adsl/adsl.htm>
It was pointed out that once a fibre solution was available to them a “VDSL” option would be shown.
To find an Internet Service Provider individuals were encouraged to go to:
<https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/costs-and-billing/price-comparison>
- 9.5 Members were informed that the Programme Director had attended several Parish Council meetings to answer questions about the Better Broadband for Norfolk programme. To make the best use of officer time it was suggested that Parish Councils should group together to make joint requests for talks on this subject.
- 9.6 Members suggested that the district council planning role for new housing development should in some way include a recognition of the need for Broadband services. It was noted that while this was not a statutory requirement Local Planning Authorities and housing developers required more clear planning guidance and policies in relation to broadband services. Members asked officers to provide evidence to a future meeting as to what they saw were the main issues of concern.
- 9.7 Members were reminded that the next meeting of the Committee would be followed by a tour of various Better Broadband for Norfolk (BBfN) implementation sites that was being planned for between 2 pm and 5 pm on Thursday, 12 October 2017. The tour would provide Members with an opportunity to:
- See the programme in action
 - Meet key people within Norfolk’s Openreach Deployment Team
 - Learn more about the technology that BBfN is implementing.
- 9.8 **RESOLVED**

That the Committee:

- 1. Note the progress of the BBfN Programme to date.**
- 2. Receive an update report on BBfN every 6 months.**
- 3. Receive a report at a future meeting on the local planning process and the provision of broadband services.**

10 Digital Inclusion

- 10.1 The annexed report (10) by the Executive Director of Community and Environmental Services was received.
- 10.2 The Committee received a report that explained several initiatives that were underway within Community Information and Learning to address barriers to digital inclusion.
- 10.3 The Assistant Director (Community, Information and Learning) explained the four main barriers to digital inclusion:
- access: the ability to connect to the internet and go online
 - skills: the ability to use the internet and online services
 - confidence: a fear of crime, lack of trust or not knowing where to start online
 - motivation: understanding why using the internet is relevant and helpful
- Several initiatives to address these barriers are currently underway within Community Information and Learning, and the highlights are included in this report.
- 10.4 The majority of Members were of the view that the Committee did not require a more clear definition of its role in relation to digital inclusion than was set out in its existing terms of reference.
- 10.4 It was pointed out that DAB radio had a 90% coverage in Norfolk and was an issue that should be kept under review.
- 10.5 **RESOLVED**

That the Committee:

- 1. Endorse plans currently in place to improve digital inclusion in Norfolk and discuss future aspirations.**
- 2. Task officers to develop a digital inclusion strategy for Norfolk.**

The meeting concluded at 12.10 pm

Chairman

Appendix 1

Question from Mr Steffan Aquarone:

"With the plans underway to promote digital inclusion via training sessions in Libraries, has the committee considered whether Norfolk's mobile

libraries could also be equipped (for example with the 'roaming' iPads we councillors have) to offer these sessions?

Answer:

“Thank you for your helpful question. I do not believe that this option has been considered as yet. However, should this committee decide to initiate the development of a new digital inclusion strategy, then this approach could be added to the options for consideration”.

Digital Innovation & Efficiency Committee

Item No. 1

Report title:	Finance Monitoring
Date of meeting:	12 October 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance & Commercial Services
Strategic impact <p>This report provides the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and details of the capital programme.</p>	

Executive summary

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

The 2017-18 net revenue budget for this committee is £15.982m and this report reflects the risks and forecast outturn position as at period 5, August 2017-18.

The total capital programme, relating to this committee is £10.128m currently profiled for delivery within 2017-18. Details of the capital programme are shown in Section 3 of this report.

The balance of Digital Innovation and Efficiency reserves as of 1 April 2017 was £1.280m, and the forecast balance at 31 March 2018 is £0.000m.

Recommendations:

Members are recommended to note:

- a) **The forecast out-turn position for the Digital Innovation & Efficiency Committee**
- b) **The capital programme for this Committee.**
- c) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

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 budgets and forecast out-turn position as at the end of Period 5, August 2017.

2. Evidence

Revenue budget 2017-18

- 2.1. The services reporting to this Committee are delivered by the Community & Environmental Services, and Finance & Commercial Services directorates.
- 2.2. This report reflects the forecast outturn position for the Services that are relevant to this Committee, which are:
- Information Management Technology
 - Better Broadband for Norfolk
- 2.3. The 2017-18 net revenue budget for this Committee is £15.982m, we are currently forecasting a balanced budget.

Table 1: Digital Innovation & Efficiency Net revenue Budget Forecast Out-turn 2017-18

	2017-18 Budget £m	Forecast Out-turn £m	Forecast Variance £m
Information Management Technology			
Infrastructure	1.683	1.683	0.000
Technical Programme	4.901	4.901	0.000
Applications and Places	1.621	1.621	0.000
Information Management	1.298	1.298	0.000
Capital charges	1.259	1.259	0.000
Better Broadband for Norfolk			
Agency & contracted services	5.417	5.417	0.000
Grants	(0.500)	(0.500)	0.000
Other costs	0.303	0.303	0.000
Total for Committee	15.982	15.982	0.000

3. Capital Programme

3.1. The overall capital programme for the services reported to this Committee is £10.128m, currently profiled to be delivered in 2017-18, detailed as below.

	2017 – 18 Capital Programme £m
Information Management & Technology	5.030
Better Broadband for Norfolk	5.098
Total for Committee	<u>10.128</u>

3.2. The available funding for Information Management & Technology relates to the infrastructure replacement programme and other developments to underpin the Technology Improvement Plan, eg access portals.

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

4. Reserves 2017-18

4.1. The Council holds both provisions and reserves.

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

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

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

4.5. **Local Management of Schools (LMS) reserves that are held on behalf of schools** – the LMS reserve is only for schools and reflects balances held by

individual schools. The balances are not available to support other County Council expenditure.

- 4.6. **General Balances** – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The committees' unspent grants, reserves and provisions as at 1st April 2017 stood at £1.280m.
- 4.10. The table below shows balance of reserves and the current planned usage for 2017-18.
- 4.11. The 2017-18 Budget included plans for available reserves totalling £5.813m to be identified during the process of closing the 2016-17 accounts. We have reviewed the reserves relating to this Committee and have been able to identify £0.456m of reserves relating to Better Broadband for Norfolk that can be released to help support this requirement and this is reflected in the tables below.
- 4.12. The remaining forecast use of the reserves within Information Management & Technology is to support the corporate technology platform to achieve savings in the next budget planning period..

Table 3: Business and Property Reserves & Provisions			
Reserves & Provisions 2017-18	Balance at 01 April 2017	Forecast Balance at 31 March 2018	Planned Change
	£m	£m	£m
Information Management Technology	0.824	0.000	(0.824)
Better Broadband for Norfolk	0.456	0.000	(0.456)
Committee Total	1.280	0.000	(1.280)

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**

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andrew.skiqgs@norfolk.gov.uk



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Digital Innovation and Efficiency Committee

Item 9

Item No 2

Report title:	Strategic and Financial Planning 2018-19 to 2021-22
Date of meeting:	12 October 2017
Responsible Chief Officer:	Simon George – Executive Director, Finance & Commercial Services
Strategic impact <p>This report provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19. The Council's budget setting activity is informed by a range of documents including the Medium Term Financial Strategy, and the County Council Plan, which is currently being updated. Together these help to set the context for the Council's medium term service and financial planning, which will support the development of a robust, balanced budget for 2018-19.</p>	

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees. It provides an update on the Council's budget setting process, and sets out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2018-19.

Recommendations:

Digital Innovation and Efficiency Committee is recommended to:

- 1) **Note that the Council's current budget planning includes an assumed increase in council tax of 3.0% for the Adult Social Care precept, and an inflationary increase of 1.9% in 2018-19.**
- 2) **Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3,**
- 3) **In order to help close the forecast 2018-19 budget gap as set out in section 2 of this report:**
 - a. **Consider whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
 - b. **Agree the proposed new savings for 2018-19 (Table 4) for recommendation to Policy and Resources Committee;**
 - c. **Agree to recommend to Policy and Resources Committee the proposed new savings for 2018-19 which require consultation as set out in section 3.**

1. Introduction

- 1.1. The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.
- 1.2. The MTFS position is updated through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. As previously reported to Committees, Policy and Resources Committee considered a report "Strategic and Financial Planning 2018-19 to 2021-22" on 3 July 2017, which set out a forecast gap of £100.000m for the period to 2021-22.
- 1.3. This year, the budget-setting process is closely aligned with development of the new Council Plan and associated corporate strategy work, to be completed in the autumn. Further details of this were set out in the report "Caring for your County" and in the Strategic and Financial Planning reports considered by Policy and Resources Committee.
- 1.4. This report builds on the position reported to Service Committees in September and represents the next stage of the Council's budget planning process. In particular, the paper sets out details of the saving proposals identified for 2018-19 and subsequent years, for the Committee's consideration.

2017-18 budget position

- 1.5. The latest details of the 2017-18 budget position are set out in the budget monitoring report elsewhere on the agenda. The Council's overarching budget planning assumptions for 2018-19 continue to assume that the 2017-18 Budget will be fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

2. 2018-19 Budget planning

2017-20 Medium Term Financial Strategy

- 2.1. County Council approved the 2017-18 Budget and the Medium Term Financial Strategy for the period 2017-18 to 2019-20 on 20 February 2017. The Medium Term Financial Strategy to 2019-20 set out a balanced budget for 2017-18, but a deficit remained of £16.125m in 2018-19, and £18.890m in 2019-20. The Medium Term Financial Strategy's aim is to ensure a balanced budget to aid forward planning and help mitigate financial risk. The Medium Term Financial Strategy position is shown in the table below.

Table 1: Budget surplus / deficit as reported to Full Council on 20 February 2017

	2017-18 £m	2018-19 £m	2019-20 £m
Additional cost pressures and forecast reduction in Government grant funding	74.212	58.719	52.819
Council Tax base increase	-19.853	-14.722	-9.338
Identified saving proposals and funding increases	-54.359	-27.872	-24.591
Budget gap (Surplus) / Deficit	0.000	16.125	18.890

2.2. The £58.719m assumed cost pressures and forecast reduction in Government grant funding in 2018-19 consists of:

- Inflationary cost pressures for pay and non-pay budgets of £11.548m.
- Legislative changes of £22.891m including responsibilities at the time anticipated relating to the improved Better Care Fund, and pension revaluation costs.
- Demographic cost pressures of -£2.866m. Demographic pressures in Adult Social Services were offset by the fact that additional funding for Children's Services was one-off in 2017-18 and so reversed in the plans for 2018-19. This pressure has subsequently been made ongoing during 2018-19 budget planning.
- NCC policy changes of £2.552m.
- Forecast funding reductions of £24.594m.

2.3. It should be noted that the budget gap of £16.125m in 2018-19 **assumes a CPI (1.9%) increase in council tax** above the 3% Adult Social Care precept, based on the assumptions used by the Government at the time of the 2016-17 local government settlement. Any reduction in this increase will require additional savings to be found. The assumed increases in Council Tax for the Adult Social Care Precept and inflation (the OBR forecast of CPI) are set out in the table below. It should be noted that currently CPI is running at 2.6%¹ and the Council awaits guidance from the Government on the council tax referendum threshold for 2018-19. The assumed council tax increases are of course subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax, the budget assumes modest annual tax base increases of 0.5%.

2.4. The Medium Term Financial Strategy (MTFS) for 2017-20 agreed by Full Council in February therefore set out a forecast gap for the years 2018-19 and 2019-20 of **£35.015m** and included planned net savings of **£72.737m**. Detail of these savings is shown in Appendix 1.

Latest forecast budget gap 2018-19

2.5. As reported to Service Committees in September, since the preparation of the Medium Term Financial Strategy, further pressures on the budget have been identified, resulting in changes to the Council's budget planning position. In September Service Committees also considered the budget planning principles

¹ UK consumer price inflation: July 2017, published by the Office for National Statistics:
<https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/july2017>

for 2018-19. Alongside the assumptions about Council Tax, other key assumptions within the Council's current budget model include:

- **That Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place**
- 2017-18 Budget and savings delivered in line with current plans (no overspend);
- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017;
- 2017-18 growth in Children's Services is included as an ongoing pressure;
- Ongoing annual pressures will exist in waste budgets;
- Council tax increases are agreed (subject to annual decision by Full Council) as shown in the table above for 2018-19 to 2020-21 (including Adult Social Care precept in 2018-19) with no increase in council tax in 2021-22; and
- Moderate council tax base growth over the period of the MTFS.

2.6. The latest estimate of the budget gap for the four year planning period up to 2021-22 is **£100.000m**. The table below sets out the summary County Council forecast position. Further details of the budget planning changes as reported to Policy and Resources Committee are shown in the September report to this Committee.

Table 2: Norfolk County Council budget gap forecast

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Gap as at MTFS February 2017	16.125	18.890	0.000	0.000	35.015
New pressures	13.135	-6.897	20.773	21.366	48.377
Funding changes	-11.612	5.998	42.343	0.000	36.729
Savings changes	0.878	0.535	-10.000	0.000	-8.587
Council tax increase (1.99% 2020-21, 0% 2021-22)	0.000	0.000	-7.657	0.000	-7.657
Council tax base growth (0.5%)	0.000	0.000	-1.914	-1.962	-3.877
Revised gap as at P&R July 2017	18.526	18.526	43.544	19.404	100.000
Reallocate year 4 saving to years 1-3 (split 20/60/20)	3.881	11.642	3.881	-19.404	0.000

Total new savings to find <i>(in addition to savings in 2017-18 MTFS)</i>	22.407	30.168	47.425	0.000	100.000
Note: Budget planning assumes:					
Forecast council tax	373.535	382.873	392.445	394.407	n/a
Forecast increase in council tax in budget planning <i>(including ASC precept, council tax increase and council tax base growth)</i>	14.723	9.338	9.572	1.962	35.595
Council tax increase	1.9%	2.0%	2.0%	0.0%	
Adult Social Care precept increase	3.0%	-	-	-	

2.7. The budget position and the associated assumptions are kept under continuous review, and will be updated to reflect any changes arising from the Government's Autumn Budget, or further information about the Council's funding position as it becomes available. Reports on the latest financial planning position will be presented to Policy and Resources Committee up until budget-setting by County Council in February. The Council is already implementing a number of strategic initiatives focused on demand management, prevention and early help, and a locality focus to service provision. As referenced in the Strategic and Financial Planning 2018 – 19 to 2021 – 22 report presented at Policy & Resources Committee 03rd July 2017, the County Leadership Team has identified a number of corporate priorities (known as Norfolk Futures).

2.8. The outline budget-setting timetable for 2018-19 is set out in Appendix 2 to this report. Norfolk Futures will focus on delivering the administrations manifesto priorities over the MTFS plan period and include:

Local Service Strategy
A new deal for families in crisis
Promoting independence for vulnerable adults
Smarter information and advice
Towards a Housing Strategy
Digital Norfolk
Commercialisation

Allocation of savings required

2.9. The following table sets out the indicative savings by department (excluding Schools and Public Health) as reported to the Committee in September.

Table 3 Allocation of new MTFS 2018-22 savings required by Committee

Allocation of new 2018-22 MTFS savings by Committee excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Adult Social Care	-1.477	-11.480	-18.047	0.000	-31.004
Children's Services	-7.134	-6.369	-10.013	0.000	-23.516
Communities	-2.461	-2.197	-3.454	0.000	-8.112

Environment, Development and Transport	-6.663	-5.950	-9.353	0.000	-21.966
Policy and Resources	-3.553	-3.172	-4.987	0.000	-11.712
Business and Property	-0.362	-0.323	-0.507	0.000	-1.192
Digital Innovation and Efficiency	-0.757	-0.677	-1.064	0.000	-2.498
Total	-22.407	-30.168	-47.425	0.000	-100.000

3. Committee response

3.1. Service Committees considered service-specific budgeting issues in September. These include:

IMT – the new savings allocation to this Committee were detailed in the report of 18th September, the savings proposals below meet the savings allocation.

2018-19 Budget proposals

3.2. The savings applicable to IMT budgets consist of 3 strands –

- The exit from the HPE contract will allow savings opportunities in a number of ways including provision of more efficient data storage facilities, a rolling programme of more efficient device replacement, and the continued development of in house data analysis capabilities
- Restructuring and headcount reduction leading to a reduction in management and technical support costs
- Additional income generation particularly in relation to fully costed services provision to schools

There are no savings proposals directly relating to Better Broadband.

Table 4: New 2018-19 Saving Proposals

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m	Risk Assessment
IMT – various savings within IMT including – <ul style="list-style-type: none"> • Exit from the HPE contract • Restructuring and headcount reduction (management and technical support costs) • Income generation, particularly services for schools 	0.000	-0.941	-0.700		-1.641	Green

- 3.3. Committee discussions about proposed new savings will be reported to Policy and Resources Committee in October 2017 and used to inform development of the Council's 2018-19 Budget to enable an overall assessment of the budget position to be made.

It is not considered feasible to bring forward any of the new savings proposals into 2017 – 18.

It is not considered feasible for new 2019–20 savings to be delivered in 2018–19.

2018-19 Budget proposals requiring consultation

Over the autumn Norfolk County Council will begin engaging residents in a discussion about the council's ideas for the future. We will be giving people the chance to hear more about how Norfolk County Council could change in the future, ask questions and offer their own ideas and aspirations for the county. As well as feeding in their views online, opportunities for people to find out more and contribute their ideas will include a series of roadshows where people can get involved and share their thoughts face-to-face.

Whilst it's important to focus on what Norfolk County Council will look like in the future we also have an immediate need to set a balanced budget for 2018/19. Our budget proposals for 2018/19 are based on the assumption that council tax will increase overall by (1.9% for general council tax and 3.0% for the Adult Social Care precept). As in previous years we are inviting comments on this approach via our consultation hub on Citizen Space.

Where any of our individual budget saving proposals require consultation we will publish them on the Council's consultation hub, Citizen Space. We will make any consultation documents available in other formats on request, make extra effort to find out the views of people who may be affected and carry out impact assessments. Our consultation will take place between November and the new year. Consultation feedback on both individual budget proposals and council tax will be available for Committees in January.

We will promote opportunities for people to get engaged in the discussion around Norfolk County Council's ideas for the future – as well as how to have their say on budget proposals and council tax - through the Your Norfolk residents magazine, news releases, online publications and social media.

None of the savings proposals detailed in this report are considered to require consultation.

4. Financial implications

- 4.1. Financial implications for the Committee's Budget are set out throughout this report.

5. Issues, risks and innovation

- 5.1. Significant risks or implications have been set out throughout the report. 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 risk of failure to effectively plan how the Council will deliver services (RM006).
- 5.2. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

6. Background Papers

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

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2017-20, May 2017:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en>

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 3 July 2017, Item 9:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Finance Monitoring Report Outturn, Policy and Resources Committee, 3 July 2017, Item 11:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Additional Social Care Funding, Adult Social Care Committee, 10 July 2017, Item TBC:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1377/Committee/10/SelectedTab/Documents/Default.aspx>

Officer Contact

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

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Previously agreed MTFS savings 2017-20

Agreed MTFS savings 2017-20 by Committee

	2017-18	2018-19	2019-20	Total
	£m	£m	£m	£m
Adult	-11.213	-18.716	-10.000	-39.929
Children's	-1.854	-0.859	-0.535	-3.248
Communities	-1.906	-0.102	0.000	-2.008
EDT	-5.340	-0.605	0.000	-5.945
Policy and Resources	-23.646	9.100	0.290	-14.256
Business and Property	-1.710	-1.751	-1.000	-4.461
Digital Innovation and Efficiency	-2.105	-0.726	-0.059	-2.890
Total	-47.774	-13.659	-11.304	-72.737

Categorisation of saving	2017-18	2018-19	2019-20	2017-20
	£m	£m	£m	£m
A) Cutting costs through efficiencies	-32.813	8.967	-0.245	-24.091
(i) Efficiency savings	-32.531	9.589	-0.245	-23.187
(ii) Reducing service standards	-0.282	-0.622	0.000	-0.904
B) Better value for money through procurement and contract management	-1.161	-1.044	0.000	-2.205
(i) Efficiency savings	-1.161	-1.044	0.000	-2.205
C) Service Redesign: Early help and prevention, working locally	-8.978	-18.411	-10.000	-37.389
(i) Efficiency savings	-0.458	-0.950	-0.500	-1.908
(ii) Reducing service standards	-1.170	-7.199	-0.800	-9.169
(iii) Ceasing a service	-0.350	0.000	0.000	-0.350
(iv) Providing statutory services differently	-7.000	-10.262	-8.700	-25.962
D) Raising Revenue; commercial activities	-3.059	-1.561	0.000	-4.620
(i) Efficiency savings	-3.049	-1.561	0.000	-4.610
(ii) Reducing service standards	-0.010	0.000	0.000	-0.010
E) Maximising property and other assets	-1.763	-1.610	-1.059	-4.432
(i) Efficiency savings	-1.763	-1.610	-1.059	-4.432
Total	-47.774	-13.659	-11.304	-72.737

Further details of savings by Department can be found in the 2017-18 Budget Book.

2018-19 to 2021-22 New Saving Proposals

Activity/Milestone	Time frame
County Council agree recommendations for 2017-20 including that further plans to meet the shortfall for 2018-19 to 2019-20 are brought back to Members during 2017-18	20 February 2017
Spring Budget 2017 announced	8 March 2017
Consider implications of service and financial guidance and context, and review / develop service planning options for 2018-20	March – June 2017
Executive Director of Finance and Commercial Services to commission review of 2016-17 outturn and 2017-18 Period 2 monitoring to identify funding from earmarked reserves to support Children's Services budget.	June 2017
Member review of the latest financial position on the financial planning for 2018-20 (Policy and Resources Committee)	July 2017
Member review of budget planning position including early savings proposals	September – October 2017
Consultation on new planning proposals and Council Tax 2018-21	October to December 2017 / January 2018
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options	November 2017
Chancellor's Autumn Budget 2017	TBC November / December 2017
Provisional Local Government Finance Settlement	TBC December 2017
Service reporting to Members of service and financial planning and consultation feedback	January 2018
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Late January 2018
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	29 January 2018
Confirmation from Districts of council tax base and Business Rate forecasts	31 January 2018
Final Local Government Finance Settlement	TBC February 2018
County Council agree Medium Term Financial Strategy 2018-19 to 2020-21, revenue budget, capital programme and level of Council Tax for 2018-19	12 February 2018

Digital Innovation & Efficiency Committee

Item 1 Item No.....

Report title:	Performance Management
Date of meeting:	12 October 2017
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 need. This report provides an update to the new Committee for the IMT Department (and other related service areas) 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 is the second performance management report to this committee and incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016. There are currently 7 vital signs indicators under the remit of this committee. Work continues to see what other data may be available to report to committee on a more frequent basis (currently “CES - (CIL) Customer Satisfaction with Web Access” is being developed) and these will in turn be considered for inclusion as vital signs indicators.

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the 7 vital signs indicators that fall within the remit of this committee, none have met the exception criteria.

Recommendations:

- 1. Note the information provided in this report and on the report cards.**
- 2. To consider whether there is any other performance data/information relating to the Committee’s remit, in addition to the 7 vital signs set out in this report, which the Committee would wish to review on a regular basis.**

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 and 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 7 vital signs indicators
 - Report cards for all vital signs
 - Subsequent reports will only contain report cards for measures that have met the exception reporting criteria.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 7 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 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	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Target
{ICT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	12.0%	11.0%	8.0%	7.0%	11.0%	7.0%	12.0%	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	10.0%
		337 / 4280 229 / 2999 631 / 5661 283 / 3780 547 / 4676 740 / 4392 476 / 6027 531 / 5989 321 / 4110 282 / 4175 252 / 3615													
{ICT} ICT incidents per customer per month	Smaller	1.4	1.4	1.3	1.0	1.5	1.3	1.6	1.3	1.8	1.8	1.4	1.5	1.2	1.5
{ICT} First line fix	Bigger	42.0%	41.0%	40.0%	43.0%	40.0%	36.0%	32.9%	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	28.0%
		1706 / 4262 1262 / 2947 1965 / 4857 1383 / 3795 1510 / 4586 1097 / 3175 1017 / 3018 1304 / 4542 1132 / 4259 1030.92 / 3768 1157 / 3810													
{ICT} Incidents resolved within SLA	Bigger	69.0%	72.0%	80.0%	73.0%	80.0%	75.0%	82.2%	80.7%	75.4%	78.0%	77.0%	76.4%	81.0%	80.0%
		3890 / 4860 3089 / 4084 3587 / 4363 2468 / 3059 2623 / 3477 2936 / 3703 2555 / 3282 2427 / 3175 2619 / 3232													
{ICT} Customer satisfaction with ICT services	Bigger						6.4	6.4	6.5	6.2	6.2	6.4	6.5	6.5	6
{ICT} Systems availability	Bigger	99.0%	99.0%	99.0%	98.0%	99.0%	99.0%	98.0%	95.1%	94.0%	97.6%	98.9%	99.0%	99.0%	99.0%
		63.5k / 64.8k 121.2k / 124.2k 102.7k / 108.0k 101.0k / 108.0k 116.0k / 118.8k 112.2k / 113.4k 118.6k / 118.8k 112.8k / 113.4k													
Quarterly / Termly	Bigger or Smaller is better	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger					83.0%		84.0%			86.0%	88.0%	89.0%		
		n/a / n/a n/a / n/a n/a / n/a n/a / n/a													

3. Report Cards

- 3.1. A report card has been 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 and only their report cards are usually included in the performance report. The report cards for those vital signs that do not meet the exception criteria, and so are not formally reported, are also collected and are available to view if requested. For reference on this occasion, the most recent report cards for all the vital signs indicators have been included below:

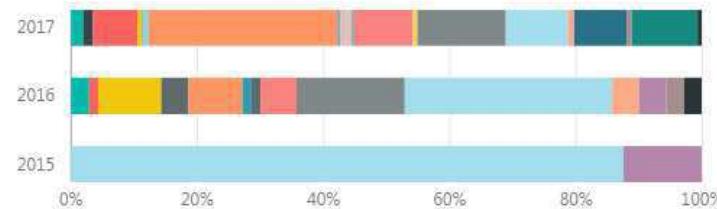
Directorates in Norfolk Slider

- Select All
- (Blank)
- Adult Social Care
- Chief Executive's Office
- Children's Services

IMT Corporate Vital Signs Dashboard

Aged Outstanding Events

Outstanding Events by Year by Team



Abandonment Rate - Target 10%



Incidents Resolved in SLA - Target 80%



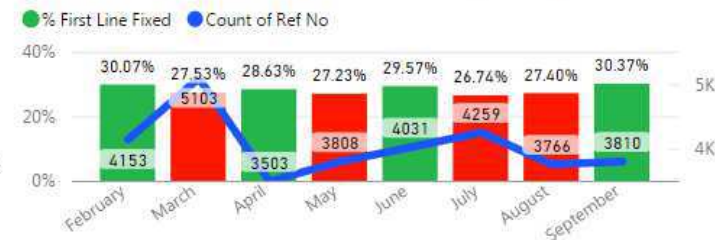
Customer Satisfaction Rating - Target >6



Customer Satisfaction



First Contact Fix - Target 28%



All Open Events

1419
Goal: 998 (-42.18%)

Contact Per User

1.22
Goal: 1.50 (+18.86%)

IMT: Customer satisfaction

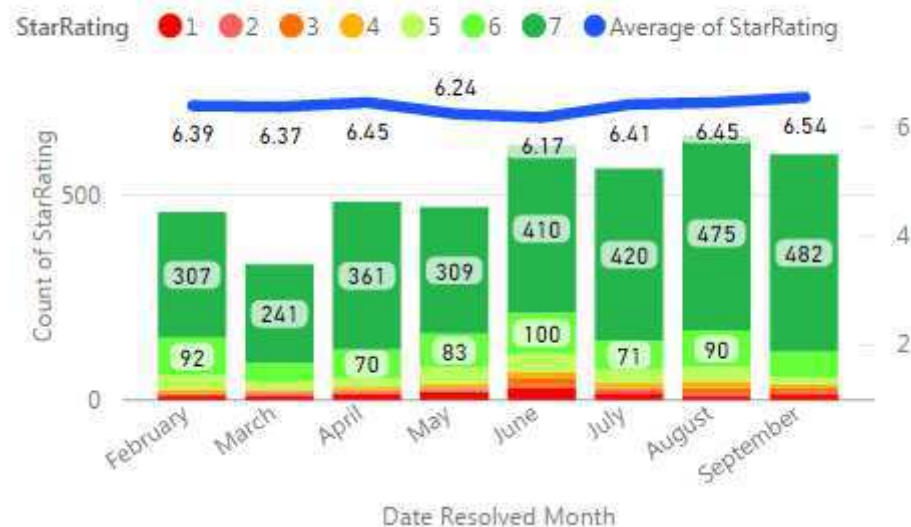
Why is this important?

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

Performance:

What is the background to current performance?

Customer Satisfaction Rating - Target >6



- 14% of our customers returned our survey with an average score of 6.54
- 92% of our customers have awarded IMT 5 to 7 stars
- 6% of our customers have awarded IMT 1 to 3 Stars

What will success look like?

- Score greater than 6

Action required:

- To continue to review the low rated feedback
- Customer feedback around our low scores relates to IMT improving our communication. Service Delivery Manager to build these improvements into our Service Improvement Plans

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 this period was 99%.
- Out of the possible 113,400 minutes for the above systems the IMT service was unavailable for just 622 minutes in September

What will success look like?

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

Action required:

- To identify and add more business-critical systems to the measure, and to review resilience and maintainability for those already measured

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

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

Why is this important?

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

Performance:

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



What is the background to current performance?

- 3% below target and consistently below the target since May 17

What will success look like?

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

Action required:

- To promote the self-service facility
- IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, delivered Q3 17 to bring extra value to the IMT Self-Service Portal

Responsible Officers:

Lead: Rob Price, Service Delivery Manager

Data: Jo Carey, Service Delivery Analyst

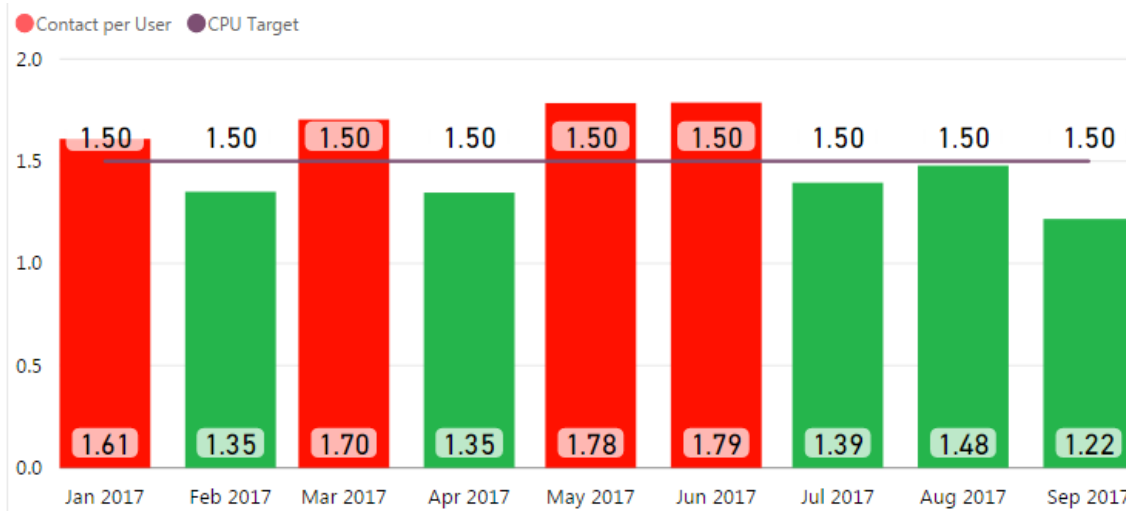
IMT: IMT incidents per customer per month

Why is this important?

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

Performance:

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



What is the background to current performance?

- 1.22 contacts per user back within target of 1.5

What will success look like?

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

Action required:

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

Responsible Officers:

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

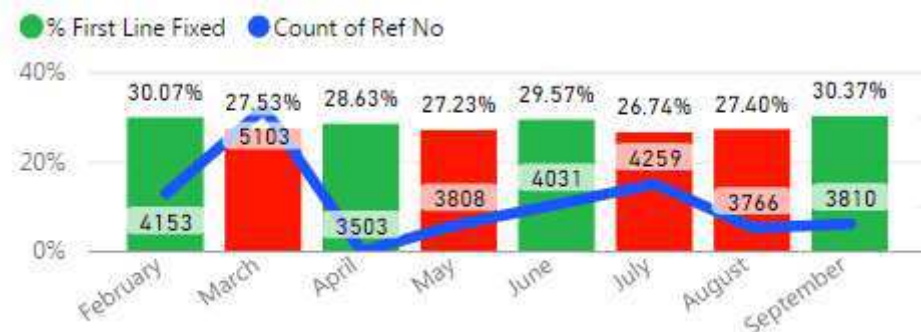
IMT: First Line Fix

Why is this important?

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

Performance:

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



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

What is the background to current performance?

- Exceeded the target for September

What will success look like?

- A first time fix rate of over 50% and improved IMT Customer Satisfaction.

Action required:

- IMT are working to increase their Technical Knowledge base to enable the Service Desk to resolve a higher number of queries at First Line, we believe that this will increase the % achieved in a month, however this is a large task and therefore we would expect a gradual increase rather than a quick noticeable difference

Responsible Officers:

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

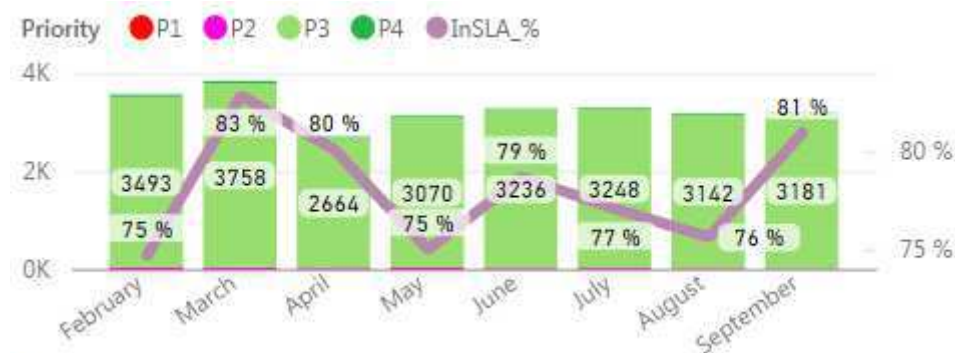
IMT: Incidents resolved within Service Level Agreement

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:

The Incident Resolution Performance and Target



Note the number of Incidents listed represents those which were Categorised as P3 although the Percentage represents the % of Incidents of all Priorities that were resolved within their SLA priority (81%).*

What is the background to current performance?

- Exceeded target for September, full complement of staff following leave period

What will success look like?

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

Action required:

- Review of internal Processes to identify time saving and increase throughput

Responsible Officers:

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

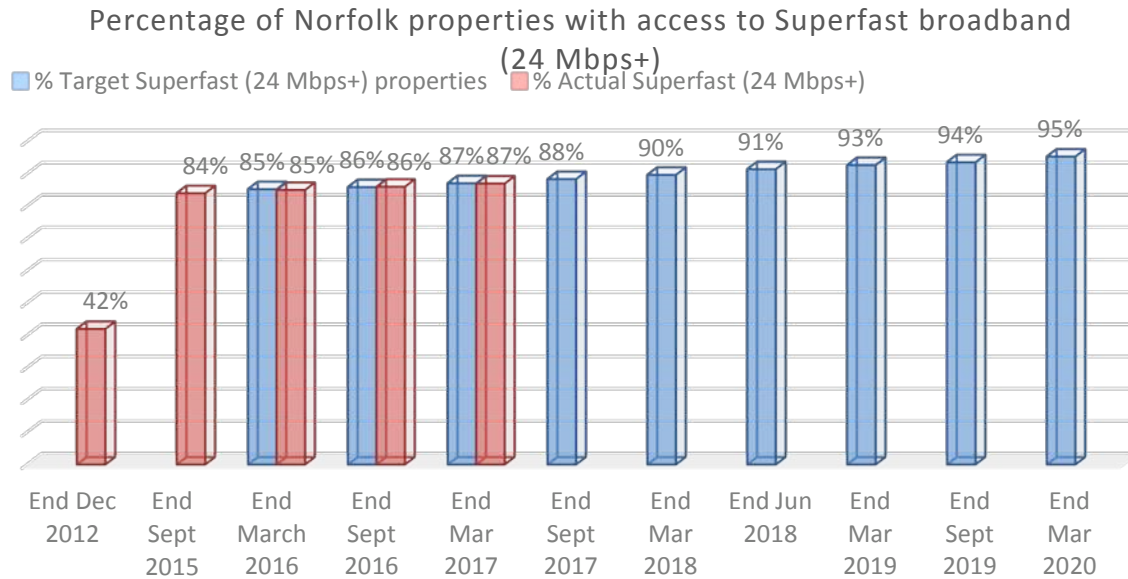
High speed broadband roll-out

Why is this important?

Broadband is the fourth utility, essential to all aspects of modern working, learning and home.

Performance

This graph shows improved coverage to date and agreed targets to achieve 95% Superfast broadband coverage.



What is the background to current performance?

Norfolk had one of the lowest levels of commercially provided broadband coverage in the UK at 43% (the UK average is over 70%).

To achieve the same levels of coverage as the best served places our work needs to ensure the Better Broadband for Norfolk implementation continues. The first Better Broadband for Norfolk deployment is complete and has seen coverage extend to over 80%.

What will success look like?

Targeted levels of access to Superfast broadband speeds (24 Mbps+) will have been achieved, enabling people to benefit from the necessary connectivity for modern life and business.

Action required

The second Better Broadband for Norfolk rollout has begun and the agreed rollout will increase coverage to 95% of Norfolk properties.

In addition to the properties expected to benefit from access to Superfast (24 Mbps+) broadband, all Norfolk properties will have access to Basic Broadband (2 Mbps+). We will strive to find a Superfast solution for the final 5% of hardest to reach properties.

4. IMT programme of work

- 4.1. We are currently prioritising the projects around Norfolk Futures. As a result the IMT programme of work will be updated to the committee in a future report when the outcome of the prioritisation work is known.

5. Recommendations

- 5.1. Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

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



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Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.

Digital Innovation and Efficiency Committee

Item No. 4

Report title:	NCC Digital Offer – progress to date
Date of meeting:	12 October 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact <p>The redesign and digitisation of customer facing transactions will help Norfolk County Council to make the best use of customer access channels and resources, provide better intelligence to support decision making and demand management, and ultimately improve the experience for our customers.</p> <p>Digital transactions and processes are also significantly cheaper to operate and will enable council wide efficiencies.</p>	

Executive summary

The Customer Service Strategy was approved by Communities Committee in March 2015, then by Full Council in April 2015.

The strategy aims to deliver against three main themes:

- **Improved customer experience**
 - services designed around customer need
 - enabling technology to provide an excellent self-service offer
- **Efficient customer access model channel shift and single front door**
 - consolidated web platforms and systems
 - reduced cost to serve
- **Better customer insight**
 - end to end visibility of customer interactions
 - and better management information to support planning and decision making

There was also an aspiration that the majority of customers use digital “self-service” channels as their preferred option and, therefore, resources for vulnerable customers are protected. The strategy relied on the development of some key technical enablers to achieve the above goals including a new web content management solution (Sitecore) and a new Customer Relationship Management system (Microsoft Dynamics CRM).

Since April 2015 significant progress has been made. In addition to the new online platform and “my Norfolk” customer account, we have been able to implement CRM / automated processes for the following business areas:

- Complaints (Corporate, Children’s Act and Adult Social Care cases)
- Member Enquiries
- Information Management (Freedom of Information requests, Subject Access Requests, Information Shares, Data Breaches, Police Requests and general information management enquiries)
- Copy birth, death and marriage certificate requests
- Contact logging for all customer contact into the Customer Service Centre (by phone or email)
- Museums new website (live from 08/09/2017)

Recommendations:

There are no specific recommendations for this paper as it is intended as an introduction to the progress of digital transformation of customer facing services.

1. The Background and Context

- 1.1. The underlying principles of the customer service strategy were to improve service and reduce cost simultaneously; this can be achieved by encouraging the majority of customers to “self-serve” using cost effective digital channels and reserving the use of more expensive specialist staff for the most vulnerable customers.

The enabling technologies required to deliver the strategy were a web content management solution, SiteCore, and a Customer Relationship Management, (CRM) system, MSDynamics these were purchased through the HP DNA partnership.

In order to make significant progress in developing and utilising the CRM system, Norfolk County Council entered into a joint development partnership with the London Borough's of Newham and Havering. The joint development partnership offered significant benefits in terms of cost and time to deliver versus other options, providing access to an MS Dynamics CRM solution, pre-configured for local authority use which was tried and tested for a number of years by the London Boroughs. In addition, it continues to provide access to experienced MS Dynamics technical resource through a pooled arrangement. It also enabled delivery in around 9 months, versus a number of years.

CRM (MS Dynamics 2011) was initially implemented in April 2016 and we upgraded the platform to the cloud based Dynamics 365 solution last month (July 2017).

The new content management system for the corporate website, Sitecore, was implemented with a redesigned look, feel and navigation in April 2016. The design was “user-led” which means our customers decided what was most important and how the site should be organised and named. We used leading edge technology, such as eye tracking software, to ensure the pages were well designed and customers had the best chance of finding what they were looking for. The introduction of the “my Norfolk” customer account also went live with the content management platform in April 2016. For the first time residents are able to log-in to a main account, record their details and start to track their transactions and requests. At present, only Highways defects and Registrars copy certificates are available within the account, but new services will continue to be added over time.

The technology available within the new content management platform means that we can start to present “personalised” information to people based on the things we think they will find most relevant. A trial is currently underway which identifies parents of young children, based on pages they visit within the Children's Services childcare section of the site, and then provides them with “personalised” pages when they visit library pages, such as “bounce and rhyme” or other child related library events.

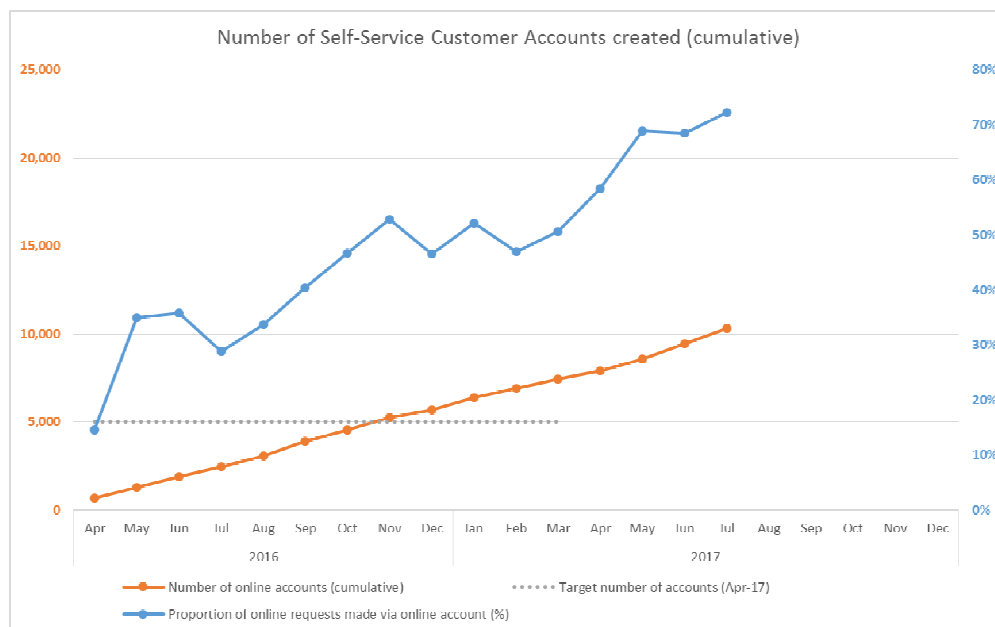
Better management information is already available and starting to be shared with departments to be used proactively. A bespoke Highways defect map has also been developed for Members to help them gain better visibility of the Highways issues and status within their electoral divisions.

2. Evidence

2.1. In order to measure the effectiveness of the Customer Service Strategy, we have developed a performance target around channel shift – this means the number of people moving to an online channel as their main preference. As this is relatively difficult to measure across all services we used a proxy measure of “number of online customer accounts”. The targets set for the number of online accounts were as follows

- Year 1 5,000 (fy 15/16) – Achieved
- Year 2 20,000 – (fy 16/17) On track
- Year 3 and 4 up to 200,000 (fys 18/20)

The graph below shows the number of online accounts has steadily increased and had hit already 10,000 by August 2017. The graph also demonstrates the increasing proportion of highways defects being reported online which is now around the 70% mark. This channel shift has enabled savings within the customer service centre as well as the Highways area itself (however it should be noted that these are enabling savings and there are often other factors involved).



Other benefits

In addition to this channel shift, the new technology has also delivered a rise in satisfaction of over 10% with the Corporate website, with the majority of customer journeys now being rated as 4 star by SocITM (the society of IT managers). The main corporate site has also passed the SocITM accessibility testing for the first time.

2.2. Future development

The Customer Service Programme defined a basic principle around transformation to ensure that high volume, low risk areas were developed first. As a general rule this means that CES and Corporate services will be transformed first, Adult Social Care will come later, and Children's Services will be delivered when the technology is all in place and proven.

This will continue to be the approach for future development, along with increasing the capability and functionality of the enabling technology. As an example the

“apply and pay” capability is next to be developed across a number of services. There will be some exceptions to this principle where enablers are needed for business critical systems, for example we are hoping to deliver a “single sign on” for the customer account to coincide with the replacement of the social care system in April 2018.

3. Financial Implications

- 3.1. The initial phase of the work totalled £540k which included the delivery of all the CRM processes and the SiteCore implementation and portal development. In terms of pay back, the table below show the savings which have been enabled by the digital transformation to date. A return on the initial phase 1 investment has already been made.

Budget reference	Efficiency	Saving £mil
Savings for FY 16/17		
RES079	Review and reduce staffing in customer services to reflect changes in communication practise and business requirements	0.042
CMM017	Customer Service teams – reshape some service delivery teams	0.059
P&R	Review mail team operations	0.065
EDT018	Highways street works delivery redesign	0.050
Savings for FY 17/18		
EDT042	Rationalise our highway depot provision and change inspection frequency for main roads	0.473
EDT036	Service re-design - introduce a locality based structure for the Community and Environmental Services directorate (total of 1.038)	0.400
CMM018	Customer Service delivery re-design - further re-shaping and re-design of some customer service teams -0.200 (includes bringing forward £100k originally planned for delivery in 2018/19)	0.200
Total of savings to date		1.289

The second phase of the project for CRM development is funded through the capital programme to cover the 2016 – 18 programme of work (which included a pre-agreed upgrade of the MSDynamics 2011 to MSDynamics 365 at a total cost of £970k. Savings related to the programme have already been identified in Customer Services and will continue to be identified as work progresses.

The development of the Museums website also formed part of this phase of the programme and was integral to ensuring the ongoing Heritage Lottery Funding for the Castle Keep Development (worth over £8million).

- 3.2. The E-commerce and Employee Digital platforms have received capital funding of £170k and £350K respectively and are currently being scoped and developed.

4. Issues, risks and innovation

- 4.1. The major risk for future development, at present, is lack of resource capacity within IMT. As Sitecore is a leading edge content management system it is relatively difficult to secure staff. This is currently hindering the speed of development and is continuing to be addressed by IMT. We are also still reliant on

external developers for the majority of CRM development.

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 : Ceri Sumner

Tel No. : 01603 223 398

Email address : ceri.sumner@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.



THE DIGITAL OFFER

CUSTOMER SERVICE STRATEGY – THE STORY SO FAR

MEETING OUR CUSTOMERS NEEDS

I can deal with the council at a time that suits me

I am kept up to date with progress

Services are responsive

Information is clear, relevant and meets my needs

I only have to tell my story once

It's easy to find information, and complete transaction

I know what to expect



CURRENT CUSTOMER EXPERIENCE?

Personal budget
management

Care arranging

Blue Badge

Park and Ride
Holdall

Park and Ride
Holdall



Carer personal
budget

Museums pass

Adult Education
Course Enrolment

Registrar service - birth



Library services

Find a childcare provider

Apply for 3/4 year
old funding

Find a school

2 year old childcare
eligibility check

Apply for a school

Eligibility for
free school
meals

Apply for school
transport

Personal budget
management

Care arranging

Blue Badge

Park and Ride
Holdall

Park and Ride
Holdall



Carer personal
budget

Museums pass

Complexity, Cost and Confusion

Adult Education
Course Enrolment

Registrar service - birth

Find a childcare provider

2 year old childcare
eligibility check

Apply for 3/4 year
old funding

Find a school

Apply for a school

Apply for school
transport

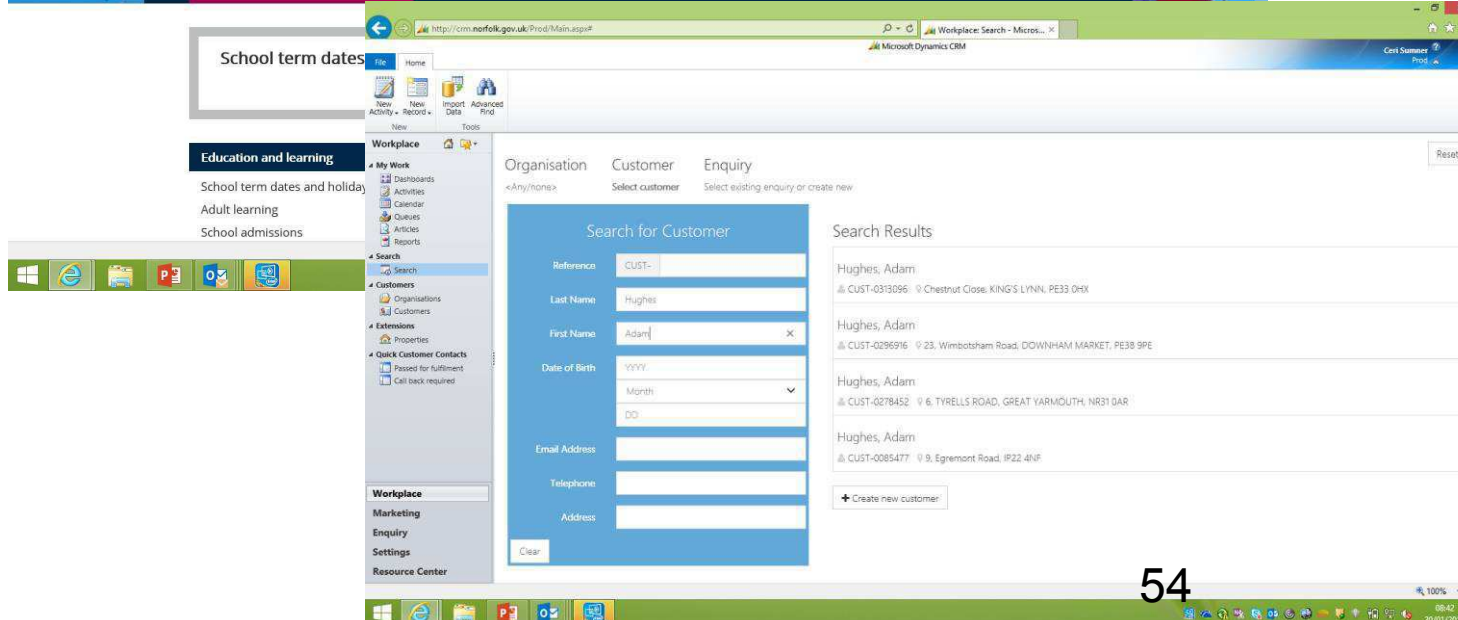
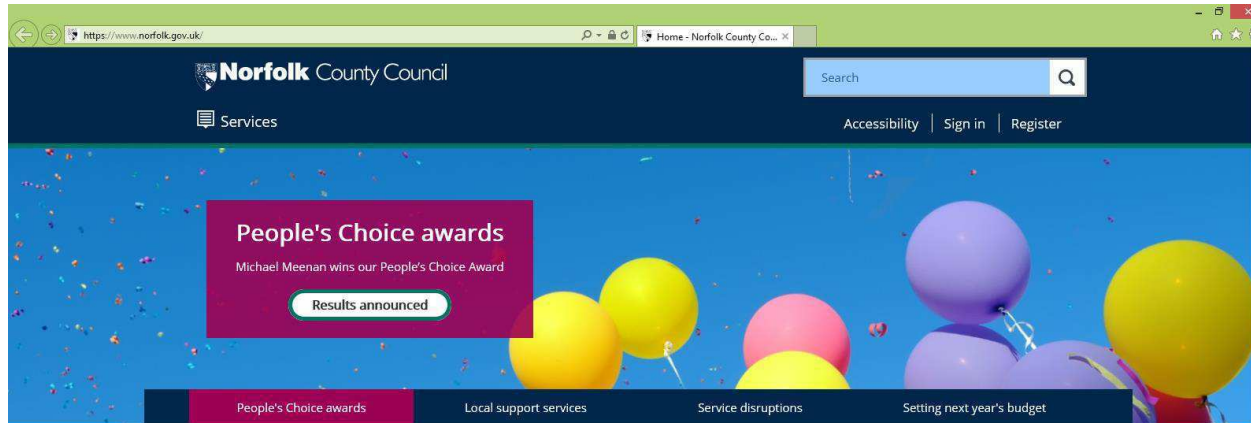
Eligibility for
free school
meals

RECAP ON THE CUSTOMER SERVICE STRATEGY

Themes of the Strategy

- Improved customer experience
 - services designed around customer need
 - enabling technology to provide an excellent self service offer
- Efficient customer access model
 - channel shift and single front door
 - consolidated web platforms and systems
 - reduced cost to serve
- Better customer insight
 - end to end visibility of customer interaction
 - and better MI to support planning and decision making

ENABLING TECHNOLOGY....



PARTNERSHIP WORKING



Joint
Development
Partnership



.....DELIVERING A WHOLE RANGE OF SOLUTIONS



CERTIFIED COPY OF AN ENTRY OF BIRTH

GIVEN AT THE GENERAL REGISTER OFFICE

Application Number _____ COL Number _____

REGISTRATION DISTRICT _____ County Name _____

BIRTH is the Sub-district of _____ Sub-district Name _____ in the _____ County Name _____

Column	1	2	3	4	5	6	7	8	9	10
No.	When and where born	Name, if any	Sex	Name and surname of father	Name, surname and maiden surname of mother	Occupation of father	Signature, description and residence of informant	When registered	Signature of Registrar	Name entered after registration

Col. No.	Date of Birth	Place of Birth	Forename	Sex	Father's Forename and Surname	Mother's Forename and Surname	Father's Occupation	Signature, Description and Residence of Informant	When Registered	Signature of Registrar

SAMPLE CERTIFICATE

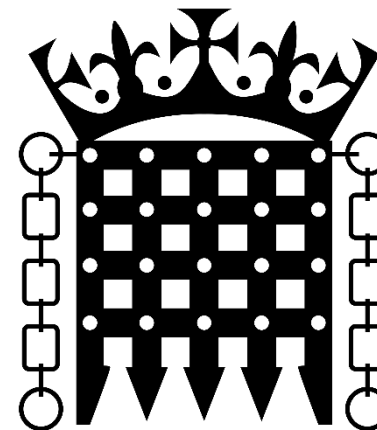
CERTIFIED to be a true copy of an entry in the certified copy of a Register of Births in the District above mentioned.

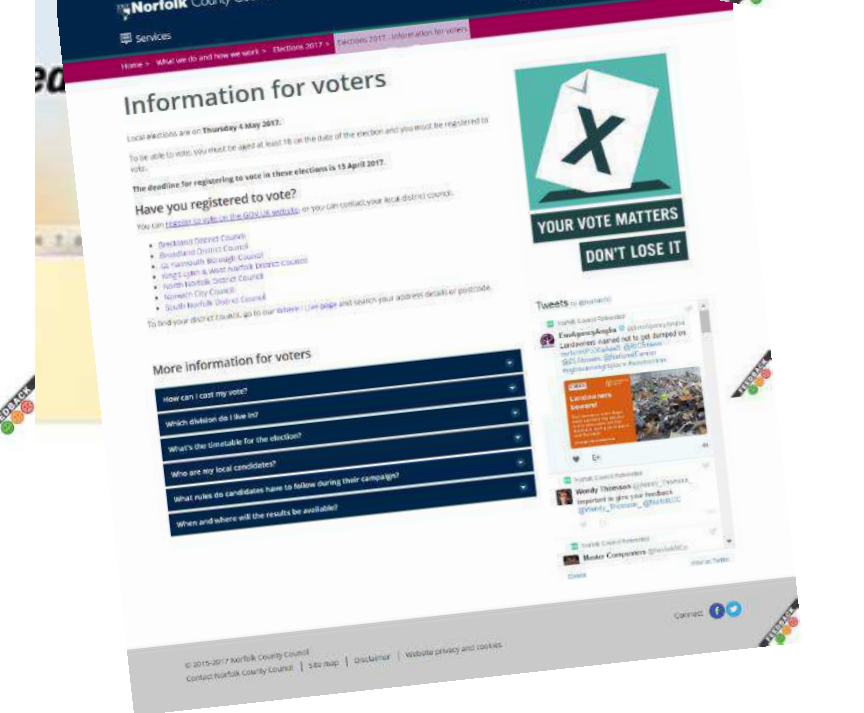
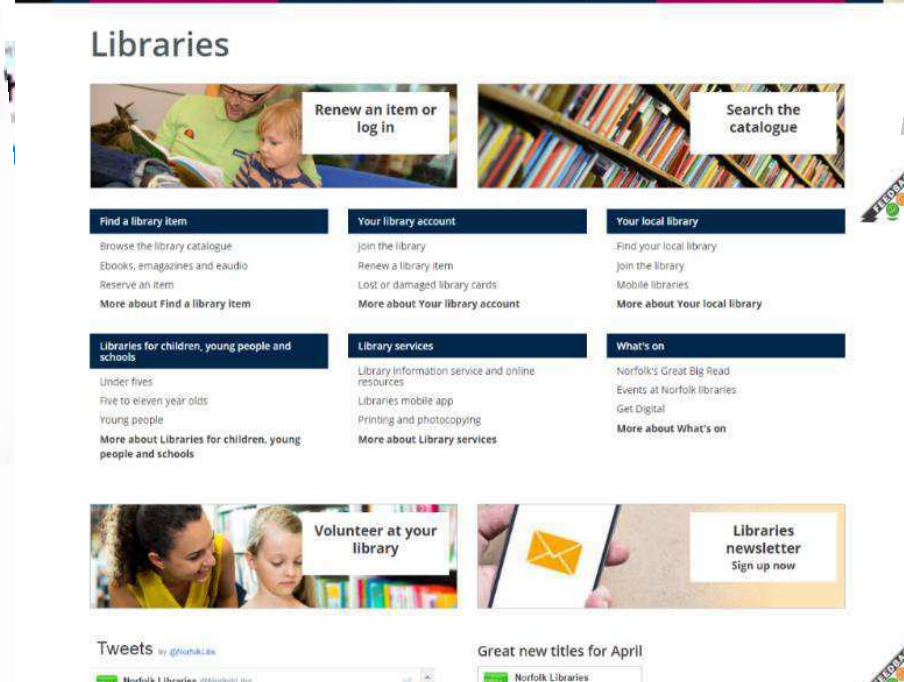
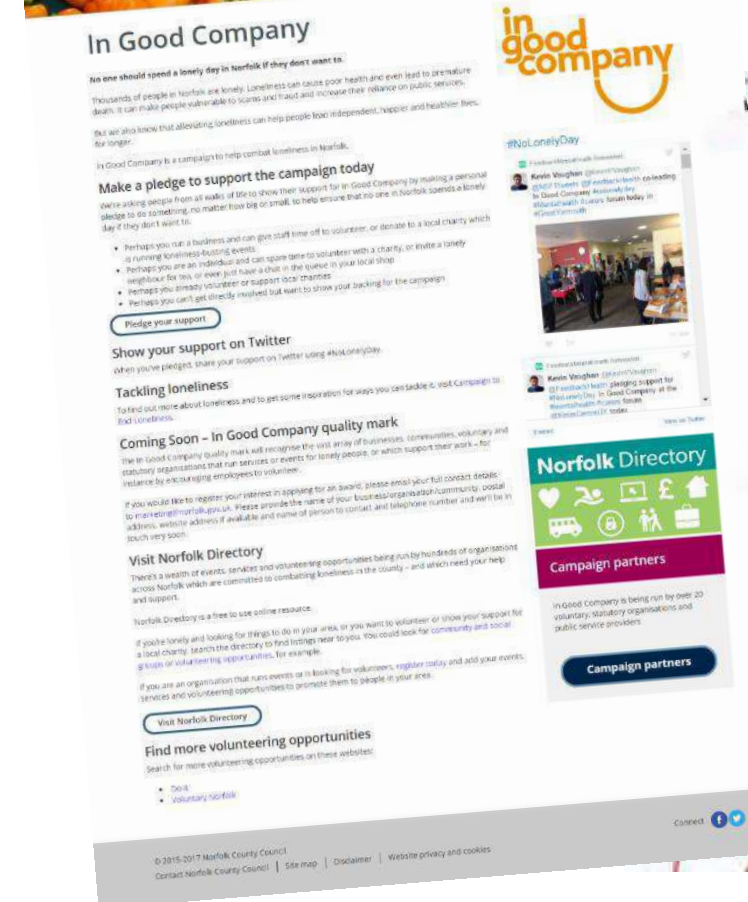
Given at the GENERAL REGISTER OFFICE, under the Seal of the said Office, the _____ Day _____ of _____ Month _____ Year _____

BXCC 000000

CAUTION: THERE ARE OFFENCES RELATING TO FALSIFYING OR ALTERING A CERTIFICATE AND USING OR POSSESSING A FALSIFIED CERTIFICATE. WARNING: A CERTIFICATE IS NOT EVIDENCE OF IDENTITY.

508

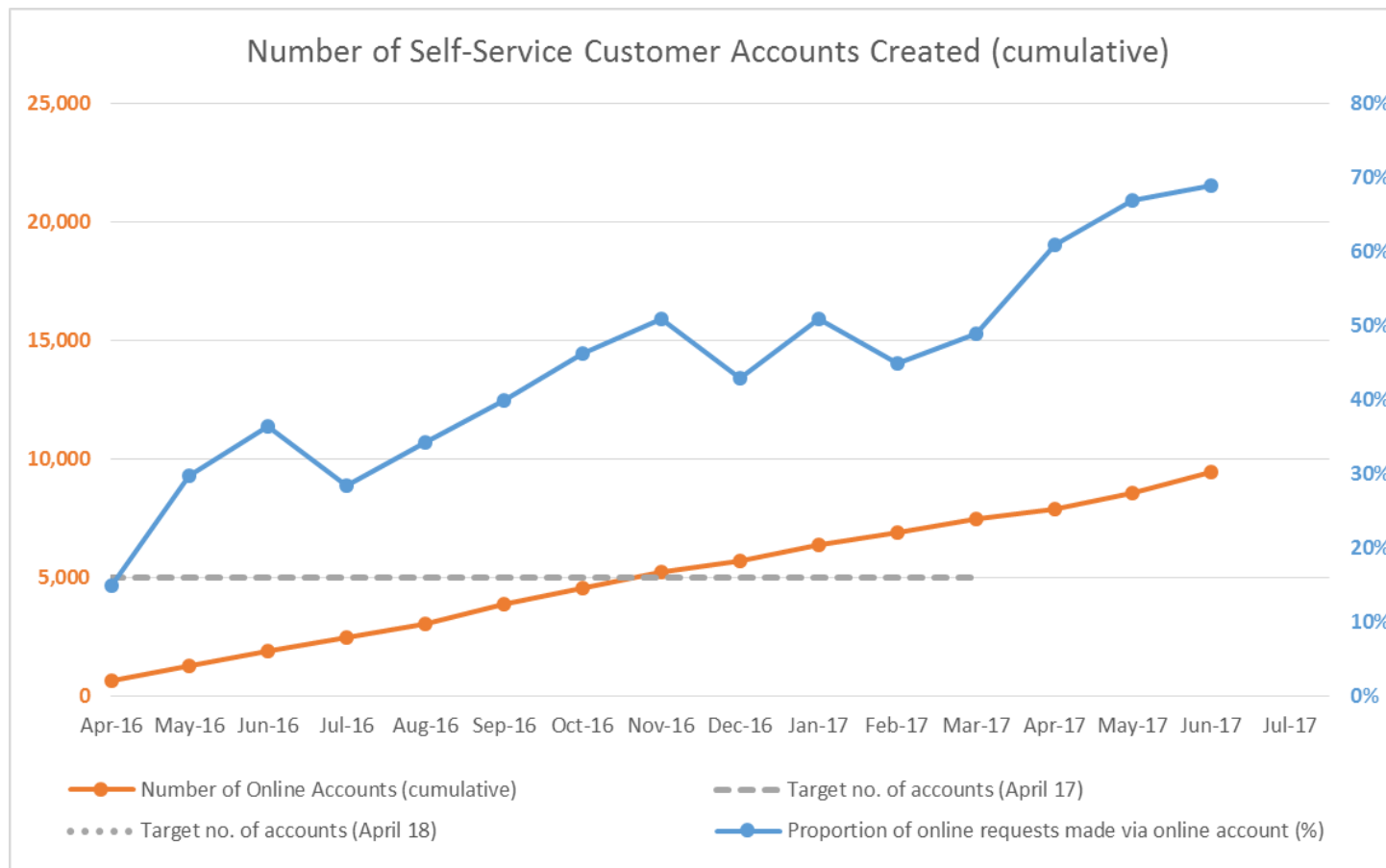




NEW MUSEUMS ONLINE OFFER (7TH SEP LAUNCH)

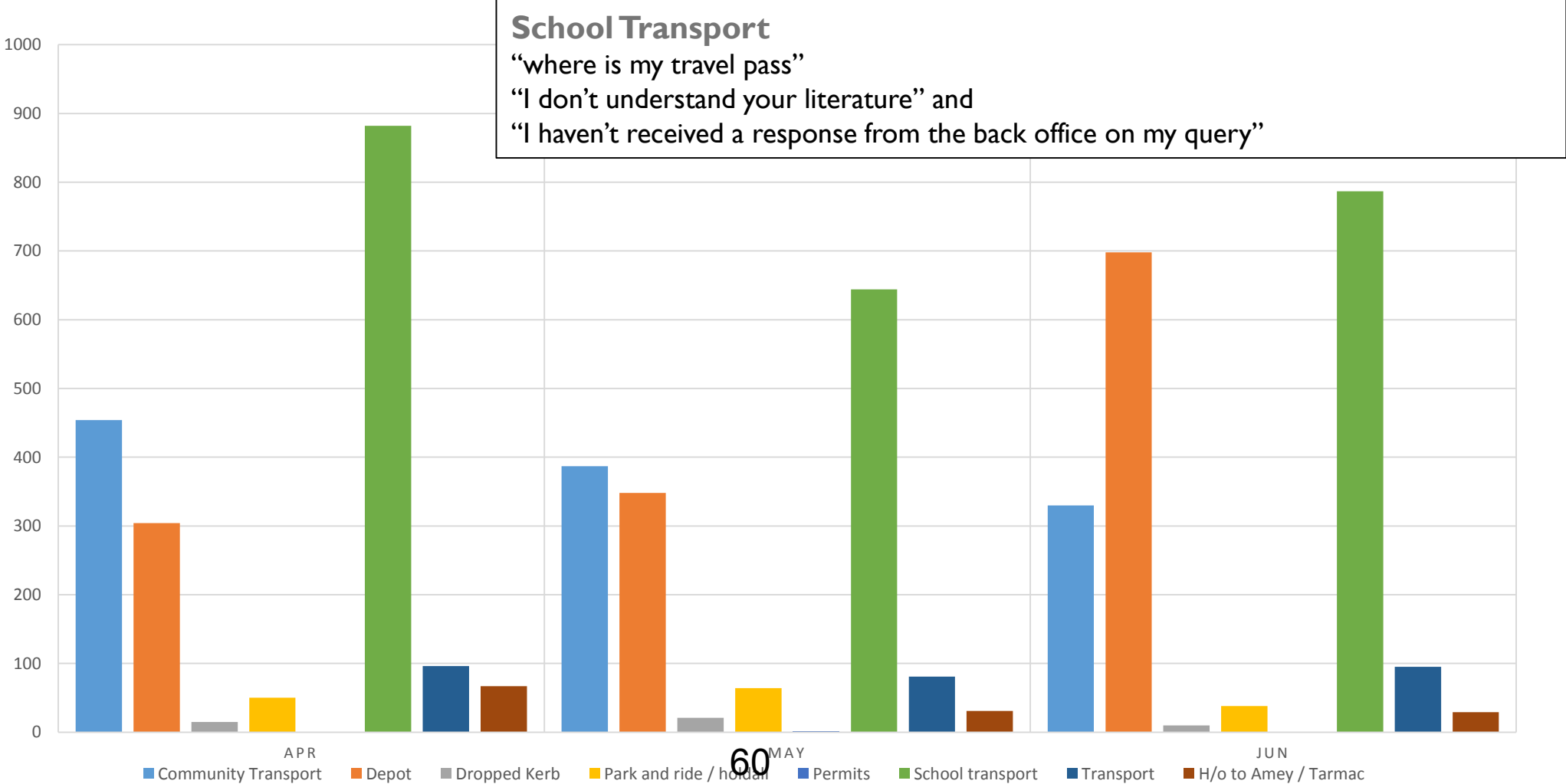


DELIVERING TANGIBLE CHANNEL SHIFT

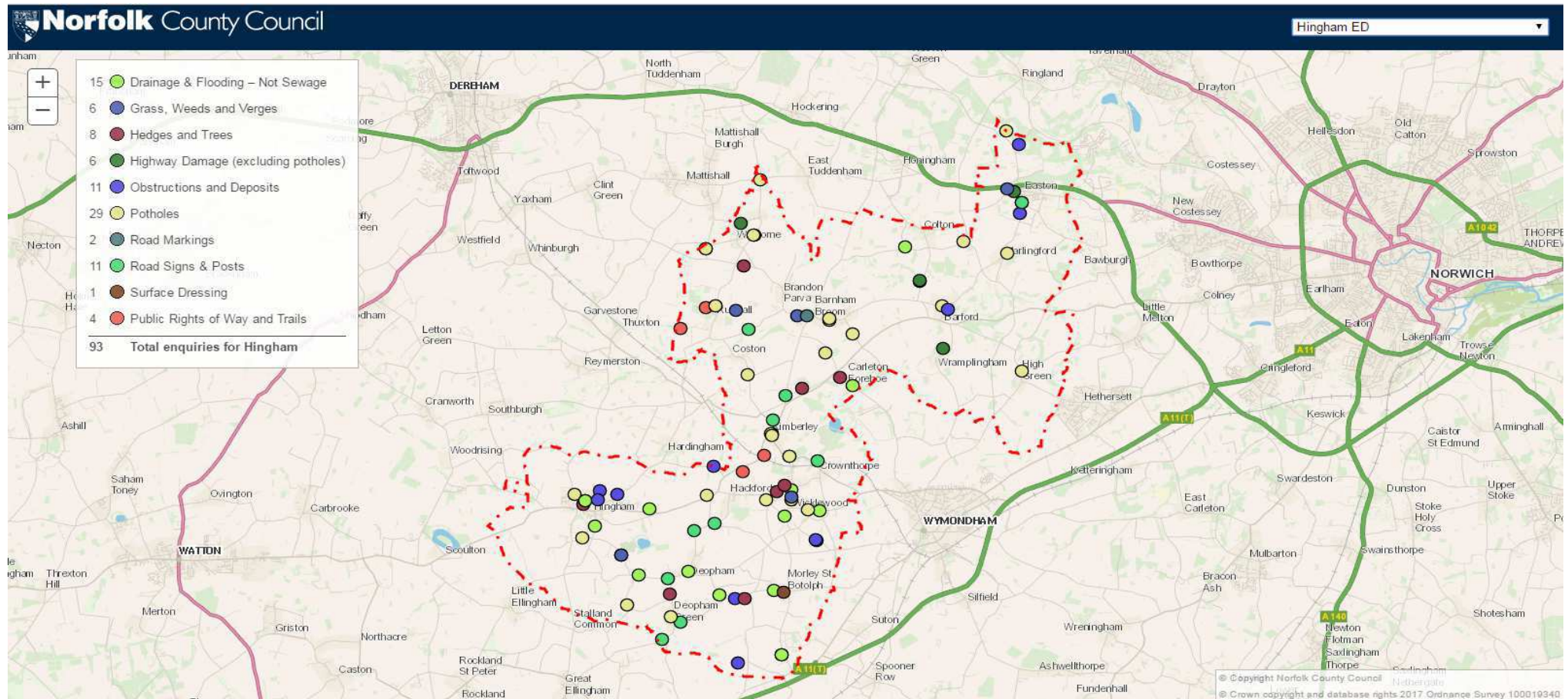


- Targets
- 5000 for year 1
- 20000 for year 2
- 200000 for year 3/4

DELIVERING FURTHER EFFICIENCY

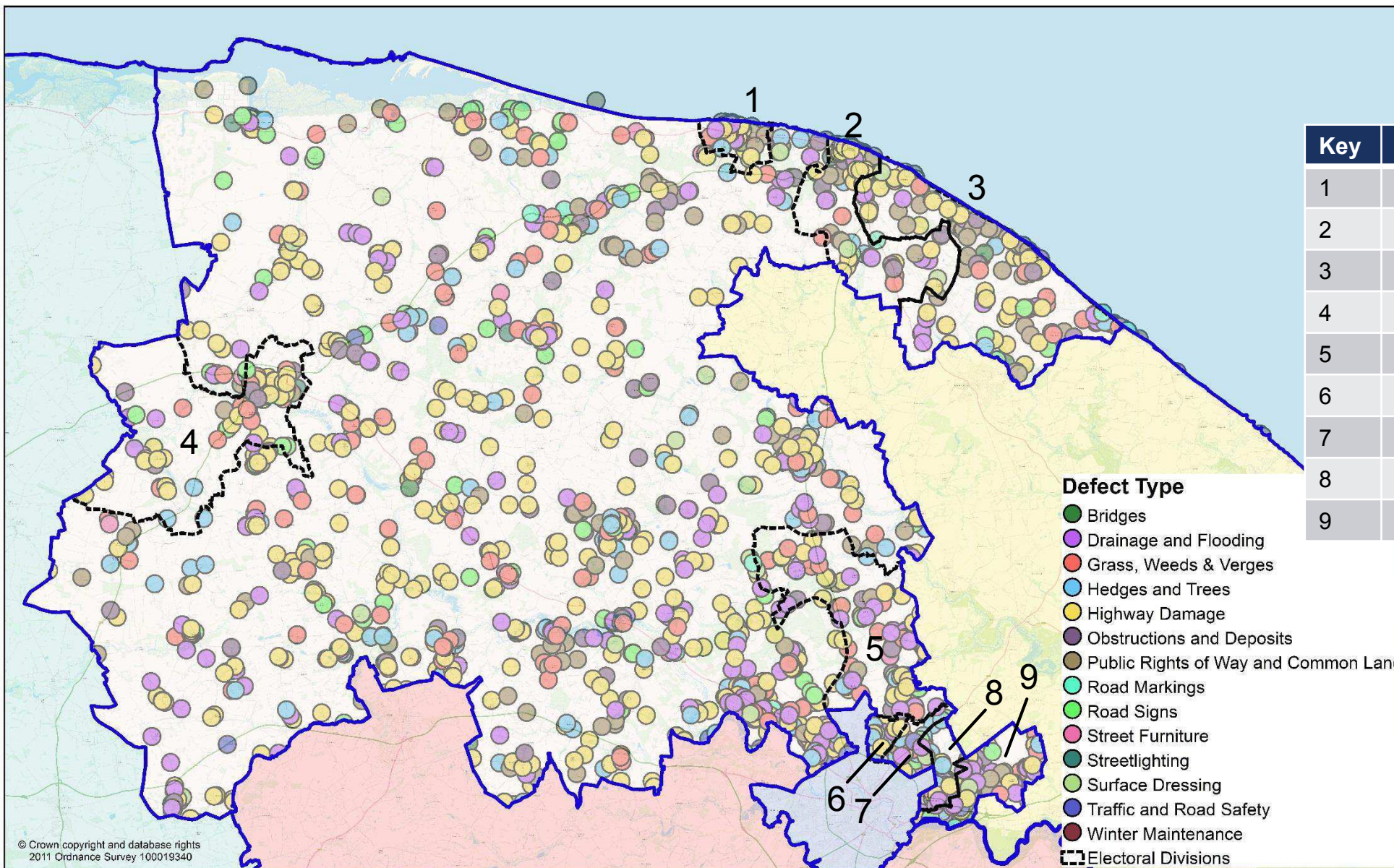


ACTIVE HIGHWAY DEFECTS BY ELECTORAL DIVISION



This supports Members and Parish Councils to report online and promote channel shift

North



Key	Division	Councillor
1	Sheringham	Hannah
2	Cromer	Cox
3	Mundesley	Northam
4	Fakenham	Fitzpatrick
5	Hevingham & Spixworth	Roper
6	Old Catton	Leggett
7	Sprowston	Ward
8	Woodside	Shaw
9	Thorpe St Andrew	Mackie





PERSONALISATION

This is Kayleigh – she has young children, below average income and a fair bit of time. She might be someone interested in events at our libraries.

We identified pages in the Children's Services section that a Kayleigh might look at, and tagged them. When she comes to the library home page the default can be something like this:

Norfolk County Council

Search

Services Accessibility Sign in Register

Home > Libraries, local history and archives > Libraries

Overdue items: We are changing the way we send out notifications about overdue items [Read about the changes](#)

Free books for under fives

If you have a child under 5, have you had a free Bookstart pack for them yet?

[Bookstart packs](#)

DVDs and games Free book packs Free kids events Free mobile app

Libraries

Norfolk County Council

Search

Services Accessibility Sign in Register

Home > Libraries, local history and archives > Libraries

Overdue items: We are changing the way we send out notifications about overdue items [Read about the changes](#)

Libraries mobile app

Search for books, reserve items, download ebooks and audio books and keep track of your library account

[Get the app](#)

Free mobile app Activities and events Download books and magazines Business libraries

SUCCESSSES SO FAR

- Rated four star by SoclTM for e-resources (previously 2 star for renew a library book), as well as numerous others
- We have passed the SoclTM accessibility testing (phase 1 and 2) for the first time
- Percentage of customer satisfied with our website has risen from 62% in Jan 2016 (prior to go live) to 74% in Jan 2017
- Good external stakeholder feedback
- The total number of online accounts (August 2017) is now over 10,000
- The proportion of requests reported online using the online account (compared to anonymously) has been increasing and is now up to 70%.

RECENT ACHIEVEMENTS

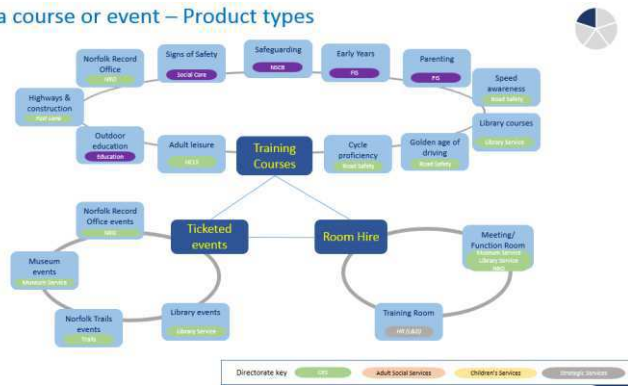
CRM Upgrade to the cloud

- Upgrade to Dynamics 365 – cloud hosted technology
- More robust
- Better user experience (internal)
- Additional benefits such as “Voice of the Customer” automated surveys, turbo forms to speed processes,
- Link to PowerBI to gain further insight into customer behaviour to alter demand, and
- Eventually use link to social media to understand what customers are saying instantly to pre-empt demand
- Unified Service Desk will also link to web chat and speed up Customer Service Agent processes over time

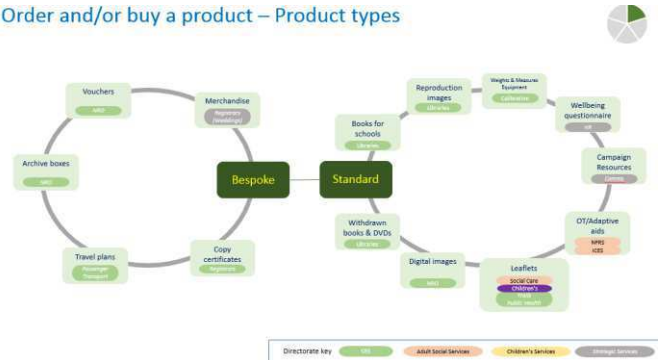
E-commerce exploration – focus on Adult Education and Museums



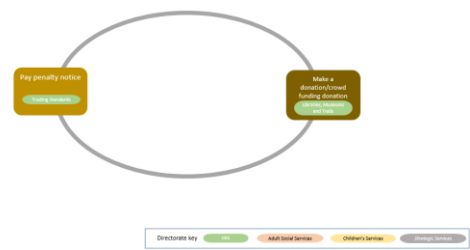
Book a course or event – Product types



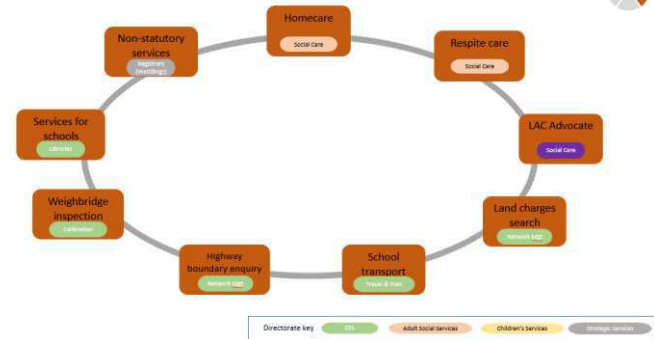
Order and/or buy a product – Product types



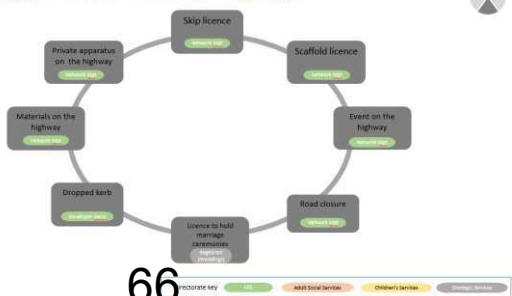
Make a payment or donation – Product Types



Request/Arrange a service – Product types



Request approval or permission – Product Types



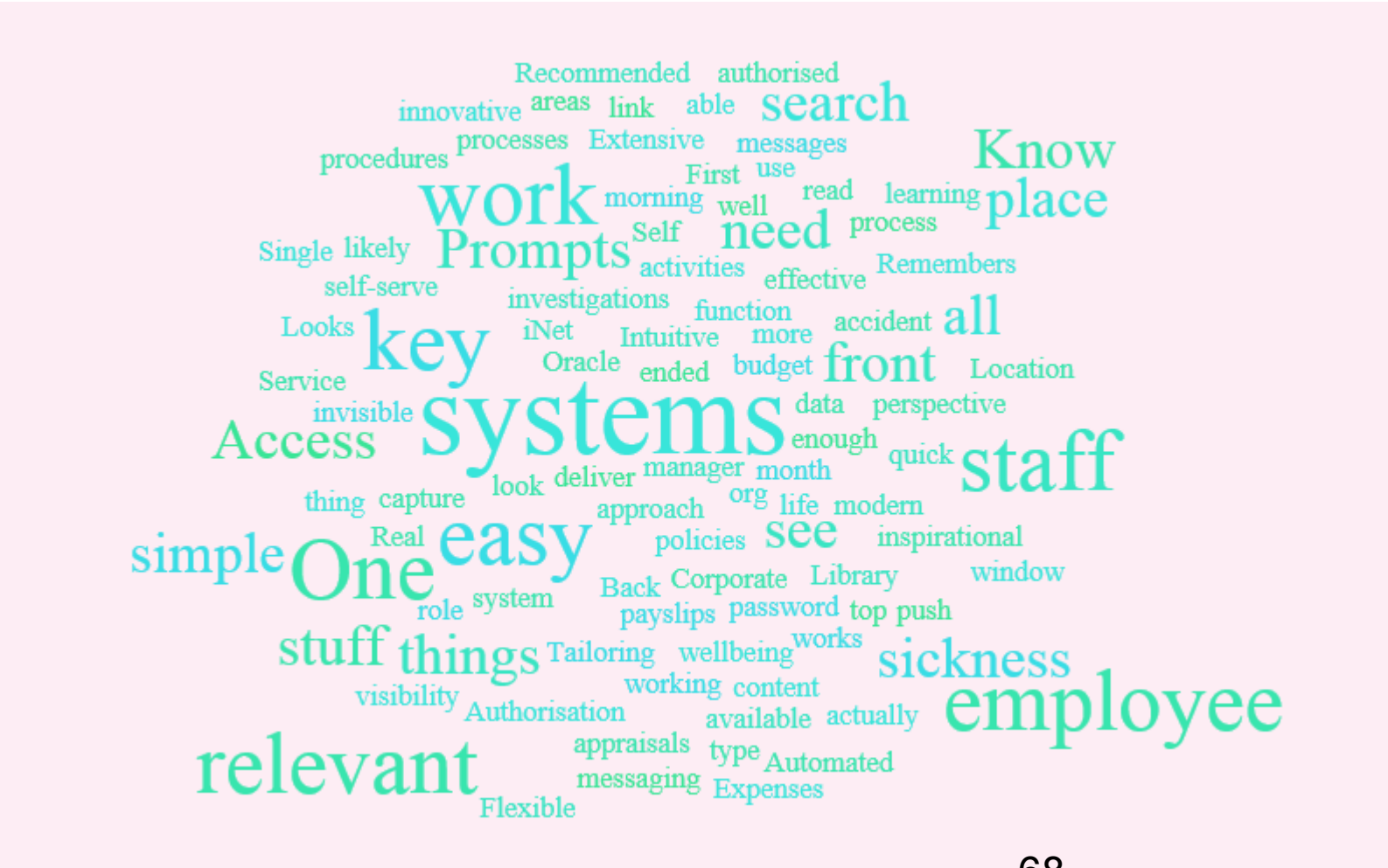


EMPLOYEE DIGITAL OFFER

DRAFT – IN DEVELOPMENT



VISION



To provide an employee digital offer that offers staff easy access to relevant systems and information in one place.

- Overall cost to serve is reduced
- Employee satisfaction is increased by seamless journeys and easy to use HR systems and processes (workflow)
- Management processes and performance information are enabled through self service
- All internal customers fully utilise self-service where it is available
- Professional resources are deployed effectively and where they add value

Digital Innovation and Efficiency Committee

Item 12 Item No.

Report title:	Local Full Fibre Network Bid
Date of meeting:	12 October 2017
Responsible Chief Officer:	Simon George - Executive Director, Finance & Commercial Services
Strategic impact Building upon the successful Better Broadband for Norfolk Programme, there is an opportunity to bid for new funding from the Department for Digital, Culture, Media & Sport (DCMS) to enable further deployment of Fibre Optic Cabling across the county in support of high speed data connectivity for residents and businesses.	

Executive summary

Government has announced that it will invest £200m in locally-led projects across the UK to help provide the fastest and most reliable broadband possible.

Starting in late 2017 the Local Full Fibre Networks (LFFN) programme will invite bids into a Challenge Fund from local bodies who can leverage local investment and activity to stimulate more fibre connections in their local areas.

The programme will include: harnessing long-term public sector internet demand, providing gigabit connection vouchers to increase business take-up, upgrading connections into public buildings with fibre and improving access to publicly-owned infrastructure. These activities will thereby improve the business case for the private sector to invest in fibre networks to connect even more homes and businesses.

Norfolk County Council has submitted an expression of interest (EoI) to bid against the programme on behalf of itself, the Norfolk Districts, Universities, the Local Enterprise Partnership, the Chamber of Commerce and other relevant bodies.

Recommendations:

- To consider the opportunity and approve the development of a full bid in conjunction with Norfolk District Councils and any other relevant bodies.**
- To delegate authority for the submission of the bid to the Head of Information Management & Technology in consultation with the Chair and Deputy Chair of the Digital Innovation and Efficiency Committee.**

1. The Background and Context

- 1.1. To help provide the fastest and most reliable broadband available, Government will invest £200m in locally-led projects across the UK. Starting in late 2017 the Local Full Fibre Networks (LFFN) programme will invite bids into a Challenge Fund from local bodies who can leverage local investment and activity to stimulate more fibre connections in their local areas.

The LFFN programme will have capital funding available from FY18/19 to FY20/21 (with some funding planned for use in FY17/18). Bids must be planned such that all LFFN funding is disbursed no later than March 2021. No revenue funding, or contribution to admin costs will be eligible.

It is not expected to be a condition for support that bidders must provide match funding, however DCMS are more likely to support proposals which either have co-investment from bidders (either capital funding, or committed service charges over several years), or those projects that are most likely to encourage additional investment from other parties.

2. Scope of the proposed bid

- 2.1. Norfolk County, on behalf of the wider public sector, academia and business development groups has submitted an expression of interest in preparation for a full bid against the LFFN Programme.
- 2.2. The DCMS LFFN programme will include four main themes: harnessing long-term public sector internet demand, providing gigabit connection vouchers to increase business take-up, upgrading connections into public buildings with fibre and improving access to publicly-owned infrastructure.

Although the Gigabit Voucher Scheme and Full Fibre Upgrades for Public Sector Sites streams are expected to form the body of Norfolk's Challenge Fund bid. The expression of interest submitted demonstrates that Norfolk will create an integrated programme involving all four themes.

Public Sector Anchor Tenancy

Norfolk's public sector organisations are currently identifying operational buildings where service delivery would be enhanced by full fibre connections, e.g. academy schools where Norfolk County Council host wireless (microwave) telecommunication hardware and there is benefit in switching to full fibre links.

Gigabit Voucher Scheme

Both interest in, and take-up of the Government's Broadband Subsidy Scheme in Norfolk has been amongst the highest in the UK. This demonstrates Norfolk can generate interest and then ensure this translates into take-up of a voucher scheme of the type proposed.

Norfolk organisations have worked together to consider the likely requirements for a Full Fibre Voucher Scheme and how best to promote it. The following is seen as key:

- A Voucher Scheme which is customer driven, bottom up not top down from suppliers.
- Gigabit capable solutions, with customers able to purchase only the bandwidth needed, but able to easily increase capacity when their need grows. Allowing up-scaling over time.
- Grants reflecting actual cost to deploy, not a standard sum which could result in either grants exceeding the actual costs to deploy, or disadvantaging more rural businesses where implementation costs are higher and therefore excess civils costs may be payable.
- Options such as self-dig should be available to reduce the overall solution implementation cost, where the customer has the capacity to do this. Norfolk has practical examples where this has worked well, making solutions affordable when they would not otherwise have been.

Full Fibre Upgrades for Public Sector Sites

The public sector in Norfolk is beginning to explore the concept of Digital Hub sites where residents and businesses can access a full range of integrated digital based services from multiple organisations. Digital Hub sites would be located around Norfolk, offering digital ways to access services, for instance video calls to access specialist health consultations.

It is envisaged these sites will offer Full Fibre Business Incubators Units, providing not just access to high speed broadband but a wide range of specialist support and advice services, to support start-ups.

This approach is understood not to require state aid approval, as it would be similar to procuring a public sector network, albeit asset ownership requirements will need to be considered to ensure there are no state aid implications.

Reuse of Public Sector Infrastructure Assets

Norfolk County Council is conducting an audit of public sector owned assets that could be exploited. These include: office buildings, fire towers, wind turbines & retained schools. Property assets would be documented on an asset inventory which would be made available to support relevant activities associated with the other themes.

3. Financial Implications

- 3.1. The expression of interest was for £13m. The amount of existing or new funding which can be leveraged from the public and private sectors to provide match funding will be established during the development of the bid.

4. Issues, risks and innovation

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

Officer Contact

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

Officer name : Geoff Connell

Tel No. : 01603 222 700

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



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Local Full Fibre Network Programme part of the wider UK Digital Strategy

<https://www.gov.uk/government/publications/uk-digital-strategy>

Geoff Connell

Head of IMT

Digital Economy

Includes people working in digital occupations which are not within digital sectors and many more making use of digital technology to do their work, for example, through e-commerce

UK Digital Strategy supports the Government's Industrial Strategy green paper, via 7 themes:

- **Building world-class digital infrastructure for the UK**
- Giving everyone access to the digital skills they need
- Making the UK the best place to start and grow a digital business
- Helping every British business become a digital business
- Making the UK the safest place in the world to live and work online
- Maintaining the UK government as a world leader in serving its citizens online
- Unlocking the power of data in the UK economy and improving public confidence in its use

Theme One - Building world-class digital infrastructure for the UK

- Continued rollout of 4G
- Superfast broadband by 2020
- Introducing a Broadband Universal Service Obligation
- **£1 billion investment including “Full Fibre” and 5G**
- Support consumers in getting the best deal in digital connectivity
- Roll out free Wi-Fi on trains, and in more public places.

£1 billion investment including “Full Fibre” and 5G

- The Budget announces the first steps, specifically:
 - Up to £16m for leading UK research institutions to cooperate on a cutting edge 5G facility to trial and demonstrate 5G technology. The first step to a new National 5G Innovation Network
 - **£200m investment to leverage commercial investment in Full-Fibre, the ‘gold standard’ of fast and reliable broadband**
- **Digital Infrastructure Investment Fund** will be launched in spring 2017. Government investment of £400 million will be at least matched by private sector investors, and will accelerate the deployment of Full Fibre networks by providing developers with greater access to commercial finance.

Local Full Fibre Network Programme

Expressions of Interest

- An EOI was submitted as required by 23rd August
- There will be further bid guidance, workshops etc. later via DCMS
- This Challenge Fund will support bids from public sector organisations that can leverage local investment and activity to stimulate more fibre connections in their local areas
- EOI / Bids from multiple organisations working as a consortia are preferred. This is the basis of Norfolk EOI

Local Full Fibre Network Programme

Expressions of Interest (cont'd)

- Solutions will need to be State Aid compliant – BDUK advise has been sought and our EOI reflects this
- Capital bids only with funding period 2018/19 – 2020/21
- Although match funding not required, bids including contributions or investment will be preferred

Local Full Fibre Network Programme

Expressions of Interest (cont'd)

- There are four themes, and ideally EOI / bids should include inter-related streams from as many of the themes as possible
 - Public Sector Anchor Tenancy
 - **Gigabit Voucher Scheme** – likely to be a list of approved ISPs / service packages that the end customer can use their voucher with. So, de-minimis aid to the final beneficiary, the customer. Scheme likely to be managed by BDUK
 - **Full Fibre Upgrades for Public Sector Sites** – to establish public sector Digital Hubs to support digital service transformation and offer incubator units for Digital Business start-ups. Public sector procurement of assets / services means state Aid rules unlikely to apply
 - Reuse of Public Sector Infrastructure Assets

Local Full Fibre Network Programme

Expressions of Interest (cont'd)

- Evaluation criteria to be published but are likely to focus on projects that offer:
 - The most 'additionality'
 - Combine different themes
 - Include public sector contribution, can be resource not necessarily money
 - **Align to a local Digital Strategy and delivery plan**
 - Demonstrate positive approaches towards planning, street-works permits, wayleaves, etc.
 - Collaboration between public sector organisations

Digital Innovation & Efficiency Committee

Item 12

Item No 6

Report title:	Norfolk Counter Fraud Hub
Date of meeting:	18 September 2017
Responsible Chief Officer:	Simon George – Executive Director, Finance and Commercial Services
Strategic Impact <p>This report and accompanying short presentation from BAE systems and Cipfa has been scheduled in order to introduce the committee to a new opportunity to drive out savings for Norfolk County Council and Norfolk's District Councils.</p>	

Executive Summary

This report provides an introduction to the Committee of an opportunity to generate savings for the public sector in Norfolk based upon the work in progress across London Boroughs to identify, stop and prevent fraud. London Boroughs collaboratively procured BAE systems as the technology provider, in partnership with Cipfa (the public sector accountancy organisation) to establish the hub, reduce fraud and drive out savings.

The associated presentation will review learning from the London Hub and consider the suitability of a similar approach being pursued across Norfolk County.

Recommendations:

Digital Innovation & Efficiency Committee is recommended to:

- 1) **Note the information provided in this report.**
- 2) **Direct officers to proceed with the development of a business case and implementation plans for a Norfolk County counter fraud hub.**
- 3) **Present the business case at a future Digital Innovation and Efficiency Committee meeting.**

1. Introduction

- 1.1. The Digital Innovation and Efficiency Committee are asked to consider the concept of a regional anti-fraud hub based on the work carried out between London Boroughs, Cipfa and BAE systems. This work should be considered against the background of the government counter fraud and corruption strategy which is summarised below.

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

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

3. The Proposed Business Case

- 3.1. The business case for Norfolk County Council will need to consider the financial scale of the opportunity against the cost to implement and resource the hub, as well as the procurement mechanism. For example the council could follow London with a payment by result mechanism or directly commission the development of the technology and associated services.
- 3.2. As well as the value of fraudulent activity involving public funding and the likelihood of recovery or prevention. The beneficiary of the savings must be established, for example reduction of travel related funding would primarily benefit the County Council, whereas reduction in Housing Benefits, Council Tax or Business rates fraud would primarily benefit district councils finances, although Norfolk County Council would also indirectly benefit.

4. Recommendations

- 4.1. The Digital Innovation and Efficiency Committee are asked to note the content of this report and direct officers to further develop the business case to set up a counter fraud hub for Norfolk in conjunction with Norfolk district councils.

5. Financial Implications

- 5.1. At this stage there are no financial implications for the Committee’s Budget set out in this report.

6. Issues, risks and innovation

- 6.1. At this stage there are no significant risks or implications.

7. Background Papers

- 7.1. Background papers relevant to the preparation of this report are set out below.
7.2. www.gov.uk/government/publications/fighting-fraud-and-corruption-locally-2016-to-2019

8. Officer Contact

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

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Increase Fraud Detection and Improve Local Authority Service Outcomes

Defend yourself from the risk of fraud with NetReveal

The challenge

Recent Studies¹ suggest that unidentified fraud costs UK Local Authorities approximately £1.9bn per annum via non-compliance, waste and fraudulent misuse of a variety of benefit schemes.

Fiscal pressures and demands for Council services are increasing, coupled with wide scale adoption of Digital channels for service delivery. Against this backdrop, the opportunities and incidents of fraud are escalating.

While many Local Authorities have systems in place to detect certain types of fraud, organised criminals and fraudsters continue to target public services in increasingly complex ways – the challenge is to stay ahead of the curve. Improvements in fraud detection and accurate pin-pointing of suspicious behaviours to prevent fraud present a significant opportunity for innovation and improvement. This in turn can lead to more effective use of resources and protection of Council finances while at the same time improving service outcomes for citizens.

The information that distinguishes fraud from honest behaviour is often hidden within a mountain of data and uncovering this insight relies on building an intelligent picture of the extended network of information around the Citizen. There is a growing need to move detection up-stream in order to prevent fraud and to prompt compliant behaviour before it becomes a problem. Local Authorities have an opportunity to enhance and develop their ability to uncover waste and misuse to better protect finances and improve performance in Fraud Detection.

Solution overview

The NetReveal Fraud solution enables Local Authorities to make better-informed decisions on each and every claim, application or case. By creating a single view of all individuals, companies, addresses and other entities, the solution identifies cases with a high risk of error, non-compliance, debt, fraud or serious criminal activity. Our clients have used this technology to achieve a step-change in effectiveness for all aspects of their fraud and compliance strategy: education, prevention, detection, investigations and audit.

Maximising effectiveness and efficiency

The networks created by NetReveal can be automatically characterised by type and complexity so that the whole risk landscape is instantly mapped.

For example:

- Sophisticated avoidance schemes can be traced back to source.
- Entire networks of reimbursement claims can be uncovered as organised crime.
- Complex business structures and ownership networks can be rapidly understood.
- Cases can be segmented and routed to the correct investigation team and simple cases of non-compliance can be identified and acted on using automated workflows.

Taking action on prevention

Once fraud or error has occurred, recovery of lost revenue or criminal investigations can be complex and resource intensive. Prevention can be more effective but any potential solution must be highly accurate to allow legitimate applicants to flow through the system and perform at speed to provide a high level of customer service. NetReveal can be deployed both up-stream at the point of transaction to help accurately identify a high level of fraud without inconveniencing compliant citizens, and downstream to focus on sophisticated frauds involving collusion and organised behaviour. This accuracy is achieved by risk assessing networks of related information rather than simply assessing the limited information contained in the transaction. With the capability to perform risk assessments in real-time, NetReveal can be deployed to detect fraud in areas such as:

- **Travel Concessions** – Ineligible applications for travel concessions such as free bus passes.
- **Business Rates** – Applications for exemptions, relief or unlisted property notification.
- **Council Tax** – Applications for council tax discounts, exemptions or support.
- **Housing** – Fraudulent housing requests, unauthorised changes of tenancy, and property subletting.

¹ Fighting Fraud and Corruption Locally: 2016-2019, Department for Communities and Local Government, March 2016

Key benefits



Spot fraud activity early

Gain a holistic view of risk, evaluating every individual, provider, or other entity, uncovering patterns of relationships and quickly identifying previously undetected methods of fraud.



Automates the assessment of non-compliance

Cases which are risk assessed as low level non-compliance can be handled by personalised automated treatments, to improve investigator efficiency.



Accelerate investigation and resolution

Simplify incident response and reduce time spent on investigations from weeks to days or hours by empowering investigators with intelligent risk prioritisation and intuitive research tools.



Increased level of customer service

Accurately identifying legitimate applicants to flow through the system without unnecessary delay.



Supports a 'high value' detection and prevention strategy

Transforming the capability to detect organised fraud and prevent future fraud.



Single solution covering a wide range of fraud types and business problems

Provides the capability to target non-compliance, opportunistic evasion and sophisticated organised attacks.



Comprehensive data aggregation and analysis to provide highly accurate prioritised assessments

Fuses and interrogates all internal and available third-party data.



Real-time risk assessment at point of transaction or registration

Protecting from sophisticated repayment frauds.



Rapid assessment and development of cases

Automatically generates an analysis picture of a new case.



Increase accuracy at scale

Uncover fraud quickly, risk assessing in real-time through a combination of sophisticated statistical pattern-matching, machine learning and social network analysis.

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Forward Plan for Digital Innovation & Efficiency Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Thursday 12 October 2017			
Forward Plan	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Strategic and Financial Planning 2018-19 to 2021-22	No		Executive Director of Finance and Commercial Services (Simon George)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst.
NCC Digital Offer – progress to date	No		Assistant Director of Community, Information and Learning (Ceri Sumner)
Local Full Fibre Network Bid	No		Head of Information Management and Technology (Geoff Connell)
Norfolk Counter Fraud Hub	No		Head of Information Management and Technology (Geoff Connell)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting : Wednesday 8 November			
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.	Chief Internal Auditor (Adrian Thompson)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst.
IMT Risks and Associated Actions Report	No	Review and comment on the risk information and consider any areas of risk.	Chief Internal Auditor (Adrian Thompson)
Norfolk Futures Digital Plans	No		Head of Information Management and Technology (Geoff Connell)
Proposal to Commission Mobile Voice and Data Study	No		Head of Information Management and Technology (Geoff Connell)
Meeting : Monday 22nd January			
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.	Chief Internal Auditor (Adrian Thompson)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst.

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Digital Inclusion Strategy	No		Assistant Director of Community, Information and Learning (Ceri Sumner)

