

# Digital Innovation & Efficiency Committee

Item No.

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

## Executive summary

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

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

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

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

### Recommendations:

**Members are recommended to note:**

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

## 1. Proposal

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

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

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

## **2. Evidence**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Better Broadband for Norfolk

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

### 3. Capital Programme

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

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

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

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

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

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

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

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

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

#### 4. Reserves and provisions

4.1. The Council holds both provisions and reserves.

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

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

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

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

expenditure.

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

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

## 5. Financial Implications

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

## 6. Issues, risks and innovation

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

## Officer Contact

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

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