



Digital Norfolk Strategy Progress Report

Corporate Select Committee
September 24th 2020

Cllr Tom Fitzpatrick &
Geoff Connell – Director of IMT & CDO



Agenda:

- 2018 Digital Norfolk strategic plans
- Progress & achievements
- 2020/21 Priorities
- Impact of Covid-19 on the Strategy
- Technology Roadmap to 2030

Digital Norfolk Strategy – Published 2018

The current Digital Norfolk Strategy was developed as part of the “Caring for our county” 3 Year Strategic plan in early 2018. The work programme arising from the strategy was delivered as part of the Norfolk Futures Transformation Programme. Cllr Tom Fitzpatrick is the Cabinet lead for the Strategy.

The top priorities were as follows:

- Improving digital infrastructure for the county.
 - Broadband
 - Wireless coverage – Mobile & IoT
 - Online Council Transactions
 - Assistive Technology to support independent living
 - Helping residents and businesses to develop the digital skills to exploit the connectivity & online services
- Improving digital infrastructure for staff to improve the efficiency and effectiveness of council services
 - Core technology infrastructure, for performance, cost savings and resilience
 - Access to good quality, easy to use equipment and supporting services for all staff
 - Encouraging development of service owned digital transformation activities such as ASTEC (in Adults)
- Better use of data
 - To improve both strategic and operational decision making.



Progress & achievements

- Digital Infrastructure
- Digital Transformation
- Better Use of Data



Progress & achievements

- Digital Infrastructure

**Working to make Norfolk
the **best connected** rural county in the UK**



**Fibre Broadband
Mobile & 5G
LoRaWAN for IoT**



Fibre Broadband

Superfast & Gigabit

95% of Norfolk properties now have access to Superfast (>24mbps) connections

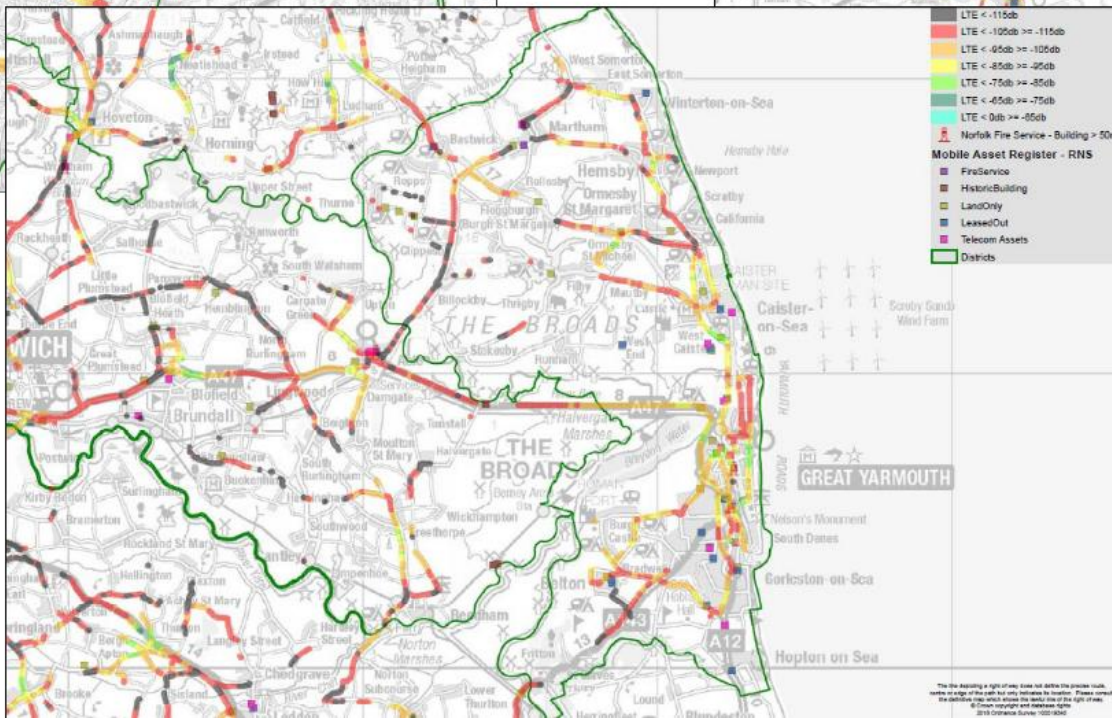
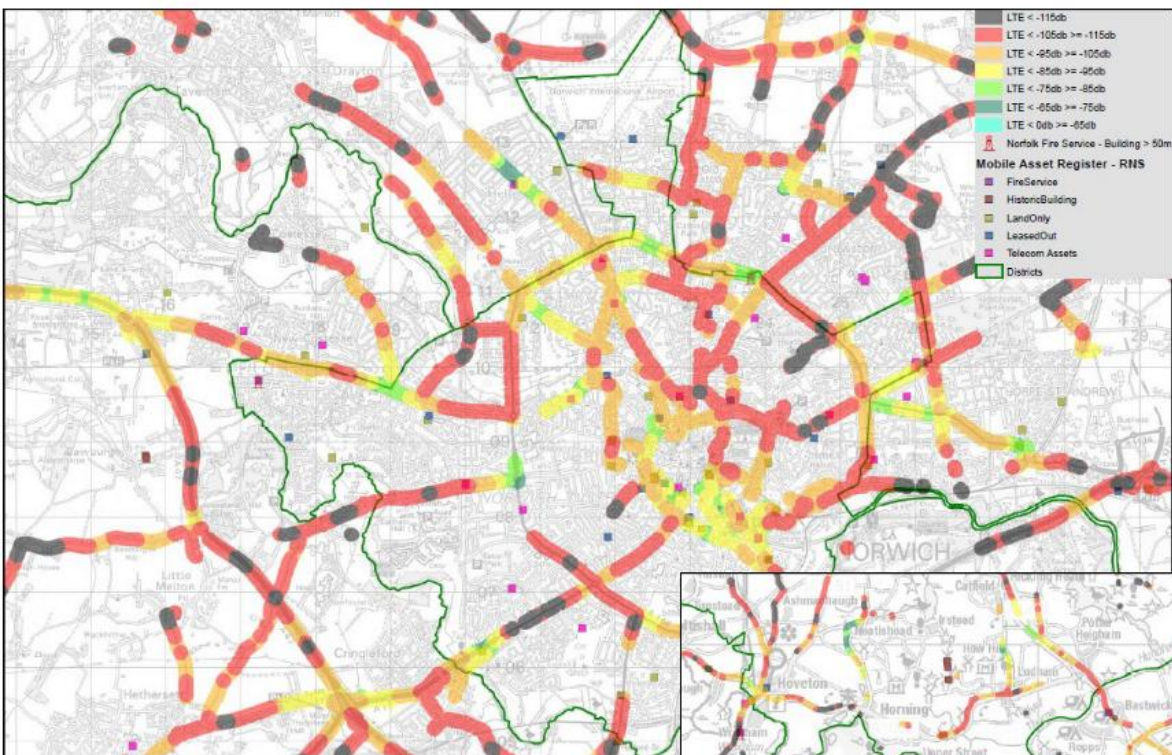
This will increase to **at least 97%** by September 2022

All new connections are ultrafast capable fibre to the premise (FTTP Connections)

We secured an additional **£13m** of funding to bring us closer to 100% coverage since 2018

We secured **£8m** funding from DCMS for “Full Fibre” connections to Council buildings in 2019 and an additional **£2m** so far in 2020 (from MHCLG). This will fund new fibre infrastructure to upgrade over **400** public sector sites such as offices and schools by July 2021.

Various signal strength maps using signal strength data collected and published by NCC in 2018, remapped in 2020



Mobile

- Good relationship with MNOs aiding progress
- Coverage improvements
- Shared Rural Network
- Small cells & 5G in Norwich
- Repeat Survey **completed.**



LoRaWAN

Long Range Wide Area Network



Sensor



Gateway



Dashboard

The **largest** free to use public sector LoRaWAN deployment in the UK



NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk

NORFOLK & SUFFOLK INNOVATION — NETWORK —



Use Cases		
Winter Gritting	Bridge clearance (boats)	Traffic/signal fault monitoring
Crop Monitoring	Air quality	Wind Farms
Walking Trails	Farm Security	Bin monitoring
GPS Tracker	Independent Living	Smart Smoke Alarms
Desk Occupancy	Museums people tracker	Flooding
Archive Store Monitoring	Covid e.g. waste water	Non-native species monitoring
Morgue	Car Park Space Monitoring	Water extraction; Soil monitoring



Progress & achievements

- Digital Transformation

NCC Digital Transformation

- **Corporate NCC IT Infrastructure**
- The hardware infrastructure upgrade and replacement work is now essentially complete and moved into a rolling refresh programme to keep it all up-to-date. This solid foundation allows the council to focus on exploitation of the infrastructure
- Home working due to Covid-19 was a great example of the infrastructure enabling rapid changes to ways of working
- This year there has been a concerted focus on improving digital skills for all users of NCC infrastructure

Corporate Digital Work Programmes

- HR & Finance Systems Transformation Programme
- Customer Service Transformation Programme
- Business Transformation (including the following Digital Norfolk workstreams)
 - Smarter Working enabled by technology, property & HR developments
 - Paperchase (Digital Print, Post, Scan and Storage)
 - Counter Fraud Hub (in partnership with district, borough & city councils)
 - Robotic Process Automation
 - Data Enabled Efficiencies

Departmental Digital Programmes

- ASTEC (Adults Digital Programme). Highlights include use of assistive technology which is on course to achieve £3.2m savings and is targeting an increase from approx. 2500 to 4000 referrals per annum.
- Childrens Digital Transformation Programme
- Highways – Street Lighting, IoT Projects and EV projects

Digital Skills for NCC Staff

Highlights include well over 5,000 online Teams training sessions and extensive, bespoke training for over 1,500 Adults & Children's social workers.

Teams Training Sessions March-July	Count of unique attendees
Breakout Rooms	200
Document Sharing	720
Managing teams channels	143
Meetings in Channels	383
Teams in Call Options	517
Teams Meetings	637
Teams Non Personal Number Queues	157
Teams Settings	138
Teams Telephony	1834
Teams Voicemail	394
Control Chat Access	39
Grand Total	5162

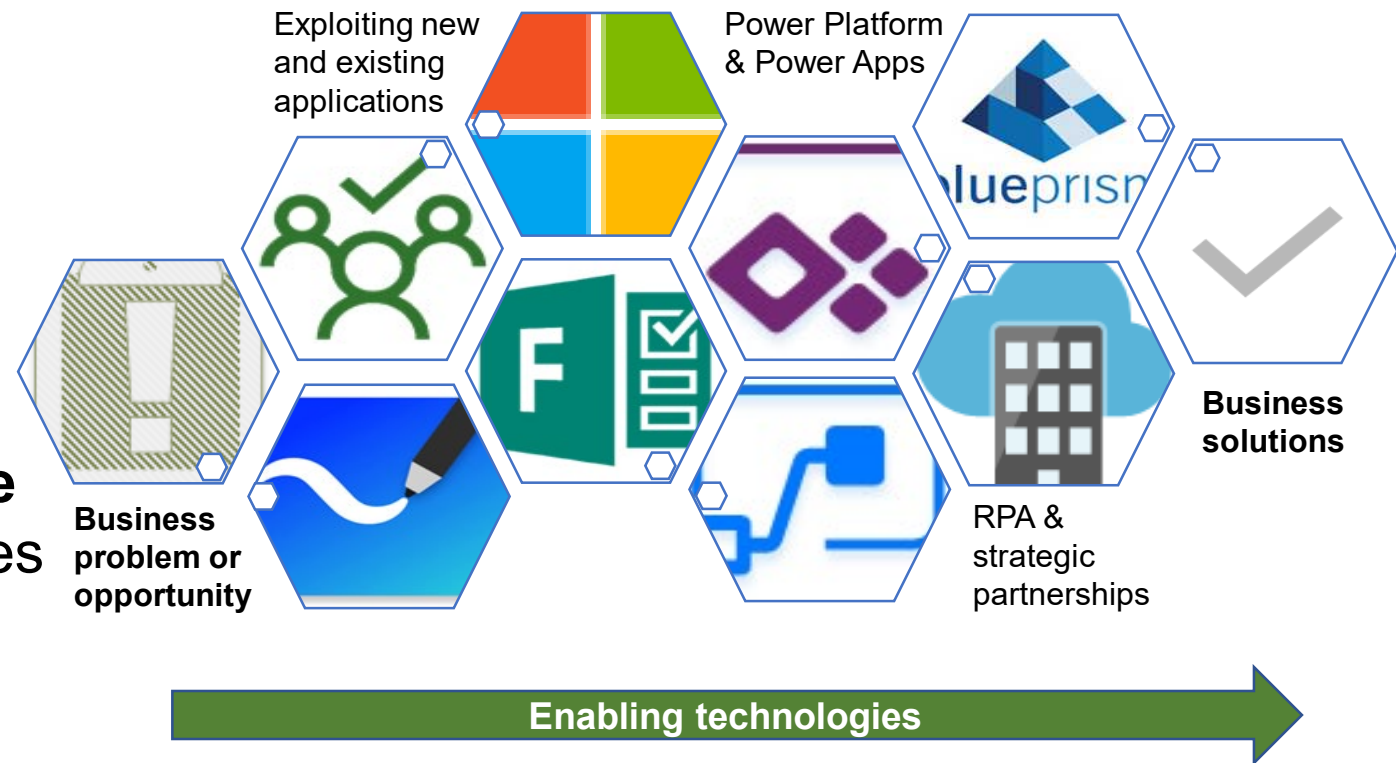


Service Led Development

Service Led development is about empowering non-IT staff to **build and deliver solutions** that quickly **exploit business opportunities** and **solve problems**

To get the best from our **enabling technologies** we need the **right people** and a clear operating model that provides a **support framework** while **encouraging innovation**

The technology offer includes Microsoft PowerApps, E5 tools, Chatbots & **RPA**.



Customer interaction across access channels



Phone

- 20% Adult Social Care
- Highways/ Childrens social care each 7%
- Consciously driving traffic to 'digital' solutions over phone channel (e.g. automated payments)



Online

- My Norfolk accounts up 45% over 12 months
- 48% usage when office is 'closed'
- 30% increase in Adult learning leisure bookings
- 'Market leading' take up for blue badge apps (72%)
- 64% highways defect reports
- 100% shift for skip, scaffold and approved venue licence applications
- 50% copy certificate orders
- High volume, high take up for school admissions and libraries (not included in 'front door' data)



Email

- Volume driven down significantly and shifted to online via (more structured) web forms



webchat

- Not yet proven as a significant channel shift enabler
- shown to create demand if used in the wrong place
- Some success for blue badge, adult learning and school admissions
- Developing proof of concept for chatbots



Paper

- Minimal 'front door' volume – blue badge/ concessionary travel applications
- Digital post developments accelerated in response to covid-19 are an enabler to usage of paper channel council wide (inbound and outbound)

Digitisation of Paper Files

Adult Social Care Historic Documents—

This is the first batch of 3,000 boxes of long terms storage files which are being processed in the newly opened facility in Scottow.

These files will be reviewed and deleted or scanned if they need to be retained.





Progress & achievements

- Better Use of Data
 - ✓ NODA & Covid-response
 - ✓ Cloud based data lakes
 - ✓ Combined Health & Care data and analytics
 - Working on data exchange for direct provision of care



2020 / 2021 Priorities



**Promoting
Independence**



Adult Social Services | **Norfolk** County Council

2020 /2021 Priorities

Corporate Initiatives

- **Progress Smarter Working & Digital Norfolk workstreams**
 - Smarter Working enabled by technology, property & HR developments
 - Mobile & Flexible working, Wi-Fi, New Intranet, online self-service, process redesign
 - Paperchase (Digital Print, Post, Scan and Storage)
 - Counter Fraud Hub (in partnership with district, borough & city councils)
 - Robotic Process Automation
 - Data Enabled Efficiencies
- **New Finance & HR Systems Replacement**
- **Digital skills development for officers & members, citizens and businesses**

Key Departmental Initiatives

- ASTEC (Adults Digital Programme)
- Childrens Digital Transformation Programme
- Highways – Street Lighting, IoT Projects, electric vehicles
- Fire & Rescue Digital Programme (delivered through a new joint IMT service)

Partnership Working Initiatives

- Integration with NHS Partners, web and data projects with Districts and Norfolk Constabulary





Impact of Covid-19 on the
Strategy

Recovery – Theme H

Impact of Covid-19 on the Strategy

- **No material change to strategy... but some items were delayed during the Response phase**
 - Counter Fraud Hub (in partnership with district, borough & city councils)
 - Wi-Fi upgrades at Libraries etc
 - Local Full Fibre work & LoRaWAN IoT rollout
 - Digitisation / destruction of historical boxes of paperwork (Scottow was used for Covid Response purposes)
- **Some items were accelerated during the Response phase**
 - Teams soft telephony rollout (to 6000+ staff in a matter of days/weeks in business priority order)
 - Data Integration with NHS partners (Covid Response work)
 - Digital Signatures & other Theme H “Response” work (**next slides**)
- **Some new items were initiated during the Response phase**
 - Vulnerability Hub
 - Local Outbreak Management System
- **Our confidence in delivering digital transformation, at pace, has grown and our ambition increased**
 - % of staff who can work remotely in future
 - Appetite for migrating off paper processes and correspondence
 - Appetite for automation through Service Led Development
 - Appetite for collaborative, multi-agency working & data exploitation (NODA)

Smarter Working Capability	Accountable Business Owner	Approval to Proceed	Capability in Development	Capability in Delivery	Capability Sustainable	Benefit Measures Realised
Digital Mailroom – Incoming Mail	MC JB					
Digital Mailroom – Outgoing Mail (Simple Letters)	MC					
Digital Mailroom – Outgoing Mail (Volume Print)	MC + Business Leads x5					
Digital Signatures	AT					
Digital File Archive Acceleration	SR + Business Leads x 5					
Soft Telephony Rollout + Video	Geoff Connell					
Contact Centre Remote Working (CSC)	MC					
Remote contact Centre Expansion	Geoff Connell Business Leads x5					

Smarter Working Capability	Accountable Business Owner	Approval to Proceed	Capability in Development	Capability in Delivery	Capability Sustainable	Benefit Measures Realised
Service Led Development –E5, Power Apps, RPA	SRa SRh JL					
Outlook Room Bookings	Geoff Connell					
Norfolk Vulnerability Hub	CS					
Member Case Management System	ZH					
Consolidated Customer Portals Strategy	MC + Business Leads x5					
Contact Centre Chat and AI	MC					
STP Digital Data Hub – LL Update	TH					
Online Client Consultations	SR + TBC					

Capability	Name	Digital Mailroom - Incoming Mail								
	Short Description	Digitise all incoming mail and distribute electronically								
	Benefit Area	Workforce Flexibility	Business Efficiency	Staff Engagement	Service Delivery	Business Intelligence	Joined Up Working			
Enablers	Products & Features									
	<ul style="list-style-type: none">• Canon Multifunctional devices used for scanning• MS SharePoint used for secure electronic distribution									
Gap	Current State				Desired State					
	<ul style="list-style-type: none">• Incoming mail digitisation taken on by Finance Exchequer Services (FES) as an extension of their existing transactional services capability• Electronic distribution within departments taken on by departmental business support teams• Four teams not yet signed up to the digital service				<ul style="list-style-type: none">• Permanent business owner for incoming mail digitisation service• Departmental business support teams use intelligence from incoming post to inform service improvement projects• All teams signed up to the digital service, no exceptions					
Business Action	Required Business Changes									
	People		Property		Policy		Process		Technology	
	<ul style="list-style-type: none">• Finalise ongoing management and resourcing		<ul style="list-style-type: none">• Agree ongoing location of incoming transactional activity		<ul style="list-style-type: none">• Agree ‘no exceptions’ to digitisation		<ul style="list-style-type: none">• Business Support Teams identify ongoing service improvements		<ul style="list-style-type: none">• Optimise proportion of automatic routing to end users	
Tracking	Benefit Measures			Current Value			Target Value			
	Number of teams signed up to the new service			All except four			All			
	Value of service improvement projects identified			£0			£ Contribution to Smarter Working Budget Savings			
Lead	Accountable Business Owner		MC JB			Lead Delivery Manager		GB		

NCC 10 Year Technology Roadmap

A Technology Roadmap is a document that outlines how technology will support our corporate strategy and our long-term vision

Why does NCC need a Tech Road Map?

- New tech has the power to transform lives and the way that we deliver our services
- Local government is unique in the number of lines of services it operates
- Set against a backdrop of rising citizen expectations and budget cuts, this poses a significant public policy challenge
- In our connected, customer-centric world, citizens have come to expect that their needs will be met quickly and with minimal friction. Local government, however has too often offered a different experience in which citizens find it easier to compare hotels than residential homes
- Councils need to embrace the opportunities that digital, data and technology offer as an enabler to doing things differently, deliver more efficient services and improve outcomes for citizens

Phase 1: Understand the 2 to 3 year tech direction of NCC and align to the corporate vision and IT and departmental strategies

Phase 2: Engagement with departments, external stakeholders and citizens to develop 5 to 10 year horizon

Phase 3: Implement roadmap as a living document supporting the organisations strategic direction

NCC 10 Year Technology Roadmap

Progress Update

1. Introduction – written
2. Executive Summary – to do and will be the last piece written
3. The Future of Tech – part written and being updated with Covid impacts
4. Digital Maturity of the Organisation – nearing completion.
5. Partners direction of travel – written
6. Key Infrastructure drivers – written
7. County Council Strategic Context – written
8. Departmental engagement – key themes starting to be identified and part written up with the rest of the engagement due in September
9. Current Tech Priorities – written
10. Recommendations – Along with the Exec Summary, this will be the last piece we write.

It is proposed that the technology roadmap be reviewed by this Committee in January 2021.

Phase 2:
Engagement with departments, external stakeholders and citizens to develop 5 to 10 year horizon

Phase 3:
Implement roadmap as a living document supporting the organisations strategic direction

Example - Adults Engagement Feedback

Data:

- Wider system data integration
- AI/ Machine Learning
- Multiple internal systems and sources of data

Business Practices:

- Smarter working
- Accurate, real-time management information
- Better, more accurate data inputting with common universal indicators

Key Service Issues:

- 2025 switch off of analogue phones - covers care lines etc how are we going to manage this and impact on providers etc

Digital Skills:

- Citizens to help themselves – build capacity for independence
- Provider technology improved skills and connectivity

Partner Networks:

- Integrating digital across the wider network of organisations operating within the care system
- Improving data flow between organisations

Summary & Conclusion

We are committed to bringing world class digital connectivity to Norfolk to support business growth, social mobility, tourism, efficient public services & quality of life for our residents.

Digitally enabled new ways of delivering our services and achieving outcomes are one of our best opportunity to transform to cope with funding cuts and growing demand.

Good progress has been made in the delivery of the Strategy and continues, we appreciate the input of the committee as we look forward into the 2020s.

Digital Connectivity

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