

Digital Innovation and Efficiency Committee

Date: **Wednesday, 11 July 2018**

Time: **10:00**

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

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

Membership

Mr T Garrod - Chairman	Dr C Jones
Mr D Bills - Vice-Chairman	Mr D Rowntree
Mr E Colman	Mt T Smith
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 11 May 2018

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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 Friday 6 July 2016**. 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 Friday 6 July 2018**.

7. Chairman's Update

Verbal update by Cllr Mr Tom Garrod

- | | |
|--|----------------|
| 8. Finance Monitoring Report
Report by Executive Director, Community and Environmental Services
and Executive Director, Finance and Commercial Services | Page 13 |
| 9. IMT Performance Indicators
Report by Executive Director, Community and Environmental Services
and Executive Director, Finance and Commercial Services | Page 21 |
| 10. Digital Economy and Growth
Report by Executive Director, Finance and Commercial Services and
Executive Director, Community and Environmental Services | Page 39 |
| 11. Internet of things and Associated Networks
Report by Executive Director, Finance and Commercial Services | Page 47 |
| 12. Digital Inclusion Action Plan
Report by Executive Director, Community and Environmental Services
Note: There will be a presentation given to the Committee on this item. | Page 53 |
| 13. Assistive Technology
Report by Executive Director, Adult Social Services | Page 63 |
| 14. Liquidlogic/Social Care System Replacement Implementation
Report by Executive Director of Adult Social Services | Page 73 |
| 15. Risk Management Update
Report by Executive Director, Finance and Commercial Services | Page 79 |
| 16. Forward Plan for Digital Innovation & Efficiency Committee
Report by Executive Director, Community and Environmental Services
and Executive Director, Finance and Commercial Services | Page 93 |

Group Meetings

Conservative	9:00am Conservative Group Room, 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 11 May 2018
10:00am, Edwards Room, County Hall, Norwich**

Present:

Mr T Garrod (Chairman)

Mr D Bills
Mr S Eyre
Mr T Fitzpatrick
Dr C Jones

Mr D Rowntree
Mr T Smith
Dr M Strong

Substitute Members Present:

Mr V Thomson for Mr E Colman

1. Apologies for Absence

- 1.1 An apology for absence was received from Mr E Colman.
Apologies were also received from Mr S George and Mr T McCabe.

2 Minutes

- 2.1 The minutes of the previous meeting held on 6 March 2018 were confirmed by the Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Items of Urgent Business

- 4.1 There were no items of urgent business.

5 Public Question Time

- 5.1 There were no public questions.

6 Local Member Issues/ Member Questions

- 6.1 There were no Local Member Issues/ Member Questions.

7 Chairman's Update

- 7.1 The Vice-Chairman, Mr D Bills, said that he had recently attended a Smart Cities Conference in London at which city leaders and business figures from across the UK and internationally had met with smart cities experts. Delegates at the conference had received detailed insights from experts on the latest thinking regarding the future digital infrastructure and, through the use of case studies, had learnt about how successful cities were driving economic growth by keeping pace with demands on connectivity and sustainability, as well as meeting the increased expectations for improvements in the quality of life of citizens. The Vice-Chairman added that the Smart Cities Conference had shown that the digital initiatives that were being taken in Norfolk, on issues such as smart LED Street Lighting and network connectivity, were in many ways ahead of those that were being taken in some internationally recognised cities.
- 7.2 In reply, the Head of IMT said that there were great opportunities for future efficiencies and increased data connectivity which would emerge as new forms of smart street lighting systems were implemented. These would be reported to a future meeting of the Committee.

8 Finance Monitoring

- 8.1 The annexed report (8) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 8.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee. It provided information on the revenue budget outturn for 2017/18, and the revenue budget value for 2018-19. It also provided an update on the use of reserves and details of the capital programme.
- 8.3 Members were informed that the forecast revenue out-turn position for the services that were relevant to this Committee was for a balanced budget and to be able to return £7,000 from 2017/18 to the revenue reserve. Details regarding the capital programme were as set out in table 2 of the report.
- 8.4 In reply to questions, the Head of IMT said that details regarding a small underspend on the Better Broadband for Norfolk programme in 2017/18 (which was funded by both Norfolk County Council and Government grant funding allocated over the life of the programme) would be reported as part of the finance monitoring report to the next Committee meeting.

8.5 RESOLVED

That the Committee note:

- 1. The 2017 -18 revenue outturn for this Committee, and the 2018 – 19 revenue budget values.**
- 2. The capital programme for this Committee.**
- 3. The actual use of reserves in 2017 – 18 and the balance of reserves carried forward to 2018 – 19.**

9 IMT Performance Indicators

- 9.1 The annexed report (9) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 9.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided operational dashboard information based on the eight vital signs performance indicators that fell under the remit of this Committee. The Committee heard that all eight vital signs indicators were within tolerance (green or amber), 7 were on target and 1 (Systems Availability) had missed the target by 0.8%. Performance in the area of the IMT call abandonment rate, which was reported as being below target in the last two reports to the committee was now back on target.
- 9.3 It was pointed out that the Systems Availability achieved in April 2018 was 98% against a target of 99%. The primary cause of being just below the target was because of a 3rd party configuration error that had resulted in the temporary inaccessibility of public access PCs in libraries. There had also been a problem with Apple iPad updates and Airwatch which caused the Members loss of email functionality on iPads from 16 April until 20 April 2018. To address this issue (which was not currently measured within the availability statistics) IMT would add more business-critical systems to the Systems Availability measure and review resilience and maintainability for those systems that were already measured. This would ensure any workarounds (as were issued for Members email) were provided sooner.
- 9.4 The Committee was informed that the Council remained on track to achieve its ambitious target for a steep rise in the number of on-line digital accounts. Significant progress continued to be made with the NCC digital offer; the addition of new digital services and of more automated processes was leading to a continual increase in the number of on-line digital accounts. Feedback surveys showed that the public were happy with the accessibility and quality of the content management website. An analysis of where there were lower customer satisfaction scores, had shown this to have more to do with concerns about changes to council policy and services than it had to do with the availability and quality of information contained on Council websites.
- 9.5 Members asked for the report cards for all vital signs to be included in future reports so that they could gain an overview of performance and actions that were being taken to maintain or improve performance. Members asked for a report on website satisfaction to be brought to a future meeting.

9.6 **RESOLVED**

That the Committee:

- 1. Note the information provided in this report.**
- 2. Note the performance data/information relating to the Committee's remit, in addition to the 8 vital signs that were set out in this report, which the Committee wish to continue to review on a regular basis.**
- 3. In order for Members to gain a succinct overview of performance and actions that were being taken to maintain or improve performance, the report cards for all vital signs should be included in future reports.**
- 4. Receive a report outlining customer satisfaction with the council website.**

10 **The results of the Mobile Telephony Review**

- 10.1 The annexed report (10) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 10.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that provided the Committee with the results of the mobile voice and data coverage audit that had been commissioned and completed in order to better inform the dialogue with mobile network operators and also to provide high quality up-to-date information to Norfolk's residents and businesses.
- 10.3 In welcoming the results of the audit, Members noted that the headlines had shown that there did not appear to be a need to invest in replacing existing equipment, however, there were significant gaps in coverage across all four providers such that one call in five placed currently failed. Suitable County Council and other public sector structures were available for use in many locations which currently had poor coverage. It was, therefore, possible for the County Council and other public bodies in Norfolk to be able to assist in improving coverage.
- 10.4 Members were informed that the survey data (which had already been shared with the Mobile Network Operators (MNOs) and would be made publicly available at the end of this meeting) would be used to determine where to site additional equipment and where existing County Council and other public sector owned structures could be used to host equipment to fill current gaps in coverage. The survey data would also be used to help determine the level of support that the Council could provide to alternative internet connectivity providers.
- 10.5 The Head of IMT was asked to release the full set of raw mobile coverage data for public use (when this became available) and to provide Members at a future meeting with examples of where the need for mobile phone connectivity might outweigh the benefits of fully realising commercial income from rentals.
- 10.6 The Committee heard that the Council was committed to working with the MNOs and other service providers to improve coverage across the whole county,

including the hard to reach areas. Subject to the Council's tender process, the survey exercise would be repeated in 12 months' time in those areas which currently lacked sufficient coverage. This would allow for the degree to which improvements had been made to be fully assessed.

- 10.7 The Committee was informed that the rental income that the Council generated from the use of its assets was expected to reduce in the short term due to the impact of the Electronic Communications Code. This new law affected the way in which rentals on renewals and new contracts were evaluated. The change was expected to make it cheaper in the short term for MNOs to provide mobile phone coverage. In the medium to longer term overall rental income from the use of Council owned structures was expected to increase as demand for 4G and 5G meant that more sites were required.

10.8 **RESOLVED**

That the Committee:

- 1. Note the information provided by the survey.**
- 2. Approve the immediate public release of the coverage maps and associated data via the council's website.**
- 3. Approve the release of the full set of raw mobile coverage data for public use when this became available.**
- 4. Work with the Mobile Network Operators to facilitate early access to Council owned assets to improve coverage as soon as possible.**
- 5. Note the impact of code powers on charges.**
- 6. Agree to implement the new, lower code powers based rental rates without delay.**
- 7. Agree to repeat the survey process for poor coverage areas only in 12 months' time to show what progress has been made.**

10.9 **It was also RESOLVED**

- 8. That, based on the results of the survey, the Chairman should write to the Borough/City/District Councils in Norfolk to seek their assistance in improving mobile phone connectivity through the potential use of their publicly sector owned structures and to ask that they support mobile phone providers to find suitable locations for new infrastructure, particularly in the "not-spots" in their areas where coverage was lacking.**

11 **The Final 5% Fibre Broadband Coverage**

- 11.1 The annexed report (11) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.
- 11.2 The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial

Services that provided the Committee with information to show that the Council was committed to working in partnership with alternative network providers to improve broadband coverage and options. The Council recently met the main companies and organisations providing (or starting to provide) these services and the report covered what they provided and how the Council could assist them to provide the additional services that were needed.

11.3 In reply to questions, Members were informed that providers were being assisted to obtain speedy and cost-effective wayleaves for works involving council owned land and / or highways. Members were also reminded that Better Broadband for Norfolk was delivering a broadband subsidy scheme to premises that were currently not able to access internet speeds of greater than 2 Mbps and were unable to benefit from the roll out of fibre deployment. The scheme helped with a contribution towards an alternative solution such as a wireless broadband connection. Applications for an eligibility code could be made by completing an online form through the BBfN website (www.betterbroadbandnorfolk.co.uk). It was possible for alternative internet connectivity providers, as broadband providers, to register to participate in the voucher scheme and to have their details made available to everyone who was eligible to receive a voucher.

11.4 Members spoke about how In the past the high fees demanded to site equipment on private land had prevented the deployment of infrastructure, particularly in rural areas. Members were informed that the Council was committed to working in partnership with alternative network providers and community not for profit groups to improve broadband coverage and increase consumer choice.

11.5 **RESOLVED**

That the Committee:

- 1. Note the availability of the alternative internet connectivity providers.**
- 2. Help raise awareness and provide publicity to support the providers.**
- 3. Work with the providers to help them obtain quick and cost-effective access to council owned assets to improve wireless broadband coverage as soon as possible.**
- 4. Work with the providers to help them obtain quick and cost-effective wayleaves for works involving council owned land and / or highways.**
- 5. Publish easy to consume intelligence which can be used by the suppliers to inform where they might best target their investments.**

12 **General Data Protection Regulations (GDPR)**

12.1 The annexed report (12) by the Head of IMT and Data Protection Officer was received.

12.2 The Committee received a report by the Head of IMT and Data Protection Officer that provided the Committee with information on the progress of the Council's preparations for the implementation of the General Data Protection Regulation on 25th May 2018.

12.3 It was noted that in data protection terms while Members were categorised as employers when acting on behalf of the Council or their political party, they were personally subject to the full requirements of GDPR for the personal data they processed when representing constituents. A training session to raise Members awareness of the implications of GDPR had recently been held and would be repeated shortly. Mr Rowntree suggested that Members should be issued with guidance on the personal data they might have to process when representing constituents and asked to be kept informed of any future developments concerning this matter.

12.4 **RESOLVED**

That the Committee note the progress on the preparations for the GDPR.

13 **Forward Plan**

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

13.2 It was noted that an update on the implementation of the Liquid Logic System for Children's Services and other related developments would be reported to the next meeting. It was suggested that future meetings should receive updates on improvements in broadband coverage, cyber security for school aged children and the possibility of introducing a case management information system for Members.

13.3 **RESOLVED**

That the Committee agree the forward plan subject to the above mentioned comments.

The meeting concluded at 11.30 am

Chairman

Digital Innovation & Efficiency Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	11th July 2018
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 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.</p>	

Executive summary

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

The 2018-19 net revenue budget for this committee is £13.197m. 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 £40.257m. 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 May 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 £13.197m, the outturn forecast is a balanced position, as shown in Table 1 of this report, (see also paragraph 2.5). The estimated use of reserves to support this position is £0.824m, as shown in Table 3 of this 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, Liquid Logic, 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 most notable savings related to licencing costs, contractor costs and overall salary costs (£0.254m).

The revenue budget reduction of £0.898m in 2018 – 19 will be managed through the termination of the existing DNA contract in autumn 2018, and the additional savings to be realised via the Voice & Data contract in a full operational year.

As the available IMT budget has recently been disaggregated to the 2018 – 19 programme, there are no reportable variances at this early stage of the year.

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 2017 – 18 net revenue expenditure of £3.999m comprised £4.195m BT costs, £0.234m relating to staff and overheads, and income represented by a transfer from reserves of £0.430m.

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

The underspend on other (non BT) costs was £0.070m, which was transferred to reserves to support the future Programme, hence this line of the revenue account also shows no variance to budget.

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

Table 1: Digital Innovation & Efficiency Committee: Net revenue budget and forecast outturn 2018 – 19, actual outturn 2017 - 18

	2017 - 18 Outturn	2018 – 19 Budget	2018 – 19 Year to date	2018-19 Outturn Forecast	2018-19 Outturn Variance
	£m	£m	£m	£m	£m
Information Management Technology					
Infrastructure	3.770	4.218	0.470	4.218	0.000
Technical Programme, DNA	1.479	1.479	0.181	1.479	0.000
Applications, Places, People	3.081	2.837	0.605	2.837	0.000
Information Management	1.145	1.184	0.330	1.184	0.000
Capital charges	1.395	1.395	0.000	1.395	0.000
Use of reserves	0.007	(0.824)	0.000	(0.824)	0.000
	10.877	9.979	1.586	9.979	0.000

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	0.008	0.268	0.000
	3.999	3.218	0.925	3.218	0.000
	14.876	13.197	2.511	13.197	0.000

3. Capital Programme

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

Table 2: Digital Innovation & Efficiency Committee: Capital Programme

	2017 – 18 Actual spend	2018- 19 Budget	2018 – 19 Spend to date	2019 – 20 Budget	2020 – 21 Budget
	£m	£m	£m	£m	£m
IMT					
Server hardware	1.264	1.323	0.033	1.335	1.335
Software licensing	0.033	0.000	0.000	2.500	0.000
Device refresh rolling programme	2.382	1.900	0.747	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	0.000	0.555	0.555
Data centre, disaster recovery	0.000	1.503	0.000	0.000	0.000
Skype for Business	0.000	0.700	0.000	0.000	0.000
	5.294	8.381	0.780	6.185	3.685
Better Broadband	4.195	2.154	0.347	18.958	0.894
	9.489	10.535	1.127	25.143	4.579

3.1. Server hardware and devices - the proposed future capital requirements are predominantly needed to refresh the Councils existing computer hardware estate (this is usually a recurring cost on a 4 year cycle). However, the “rolling” refresh of

PC and mobile phones is designed to ensure each worker type in the council has access to the right technology package to enable them to work efficiently and flexibly. A quarter of the workforce is planned to be provided with new equipment each year. Having access to up-to-date, easy to use mobile and flexible working technology will improve staff efficiency, reduce travel costs and enable better use of council office accommodation. This investment also underpins planned property related savings.

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

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

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

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

4. Reserves and provisions

4.1. The Council holds both provisions and reserves.

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

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

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

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

- 4.6. **General Balances** – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have 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 2018 totalled £0.857m.
- 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	0.007	(0.824)
Better Broadband for Norfolk	0.026	0.026	0.000
Committee Total	0.857	0.033	(0.824)

5. Financial Implications

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

6. Issues, risks and innovation

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

Officer Contact

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

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

Andrew Skiggs **Tel no. 01603 223144**

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

andrew.skiggs@norfolk.gov.uk



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Digital Innovation & Efficiency Committee

Item No

Report title:	IMT Performance Indicators
Date of meeting:	11th July 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services

Strategic impact

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified needs. This report provides an update to the Digital Committee for the IMT Department (and other 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 performance management report to this committee incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016.

There are currently 8 vital signs indicators under the remit of this committee. Work continues to review what other data may be appropriate to report to committee. Items under consideration include digital inclusion indicators which continue to be developed as a vital signs indicator.

Two indicators are recorded at this committee and then passed onto Policy & Resources Committee. These are Better Broadband for Norfolk Coverage and 4G Mobile telephony coverage. These indicators are currently at 91% and 83% respectively.

Of these 8 vital signs indicators, all 6 IMT indicators are above target (green) and two (customer services) are not available at the time of the submission of this report and will be added verbally at the committee meeting.

Recommendations:

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

1. Introduction

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

committee.

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

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

2. Performance dashboard

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

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

2.3 The current exception reporting criteria are as below:

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

2.4 Digital Innovation and Efficiency Committee "Vital Signs" performance dashboard.

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.

'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	9,349	10,234	11,065	12,067	12,956	13,832	14,653	16,640	18,033	19,504	20,944	21,958		40,000 by end 1
{CIL} Customer satisfaction with web access	Bigger	70.5%	66.1%	64.2%	72.1%	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%		70.0%
		477 / 677	538 / 814	595 / 927	777 / 1076	631 / 883	550 / 786	521 / 707	1128 / 1533	841 / 1227	1358 / 2233	939 / 1790	2701 / 4807		
{CIL} Increased digital inclusion levels- Under Development	Bigger														
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.9%	10.0%
		531 / 5985	321 / 4110	282 / 4175	252 / 3615	436 / 5107	611 / 4288	991 / 2927	1255 / 4258	1231 / 3482	758 / 3818	260 / 3051	484 / 3621	143 / 2899	
{IMT} ICT incidents per customer per month	Smaller	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.5
{IMT} First line fix	Bigger	28.7%	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.9%	28.0%
		1304 / 4542	1132 / 4259	1030.92 / 3768	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	1362 / 4133	1577 / 4659	1601 / 4492	1561 / 4742	1402 / 4255	
{IMT} Incidents resolved within SLA	Bigger	78.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.3%	80.0%
		2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3648 / 4302	2079 / 2601	3311 / 3778	3131 / 3573	3302 / 3747	2923 / 3273	
{IMT} Customer satisfaction with ICT services	Bigger	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6
{IMT} Systems availability	Bigger	97.6%	98.93%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.0%
		116.0k / 118.8k	112.2k / 113.4k	118.6k / 119.5k	112.8k / 113.4k	118.8k / 117.8k	118.8k / 102.6k	118.4k / 118.8k	80.7k / 81.0k	112.6k / 113.4k	111.3k / 113.4k	112.0k / 113.4k	113.1k / 113.4k		
Quarterly / Termly	Bigger or Smaller is better	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Target

3. Report Cards

3.1. A report card is produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve

- 3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis. Report cards will be included in this report whenever there are exceptions. The report cards for those vital signs that do not meet the exception criteria are not normally reported, but are collected and are available to view. The IMT report cards have been included at Appendix 2 this month for information as the committee has expressed in seeing the cards even while on target.

4. IMT programme of work

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

5. Review of Provided Information

5.1. Committee Members are asked to:

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

6. Financial implications

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

7. Issues, risks and innovation

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

Officer Contact

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

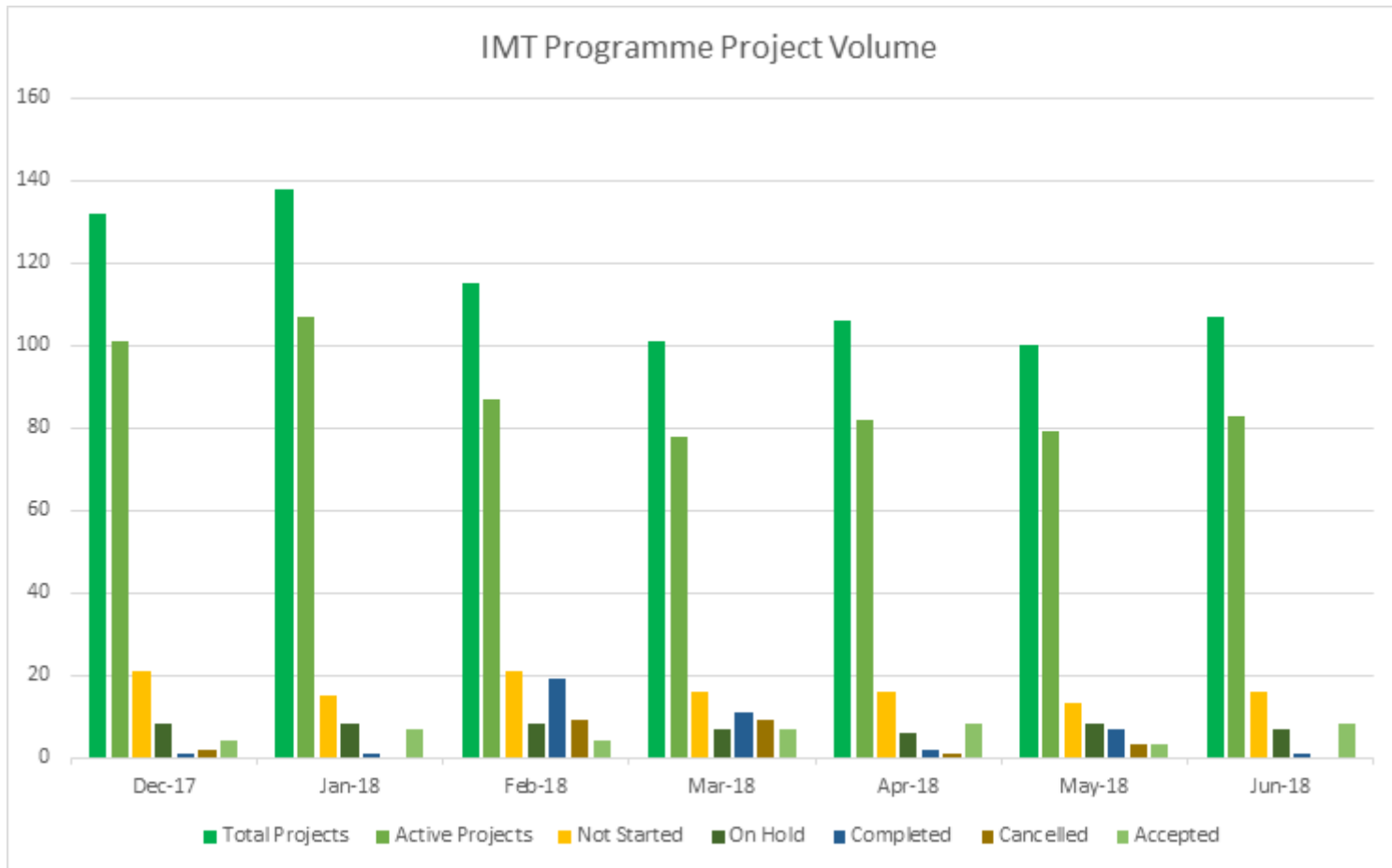
Officer Name:	Tel No:	Email address:
Simon George	01603 222400	simon.george@norfolk.gov.uk
Geoff Connell	01603 222700	geoff.connell@norfolk.gov.uk



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

IMT programme Information

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



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

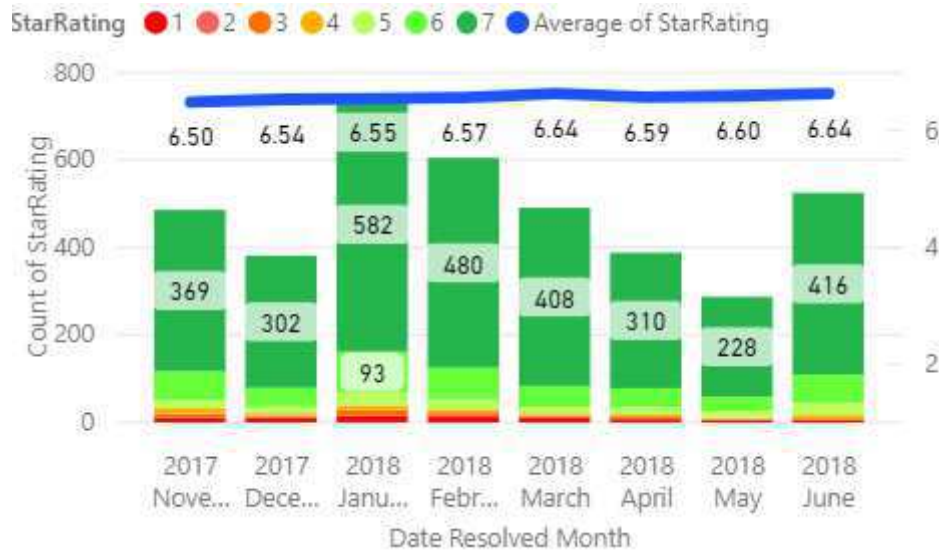
Priority Projects for IMT	
April – June	
❖	Social Care System Delivery for Children’s Services
❖	Technology Improvement Programme – Windows 10 Upgrade
❖	GDPR
❖	Norfolk Futures Programme
❖	Windows Server Re-Platform
❖	PSN Compliance
❖	CRM Upgrade
❖	Oracle Infrastructure Refresh
❖	Migration of Children’s Services Connect Plus System
❖	Reducing Service Desk Call Volumes
❖	Libraries move to Open + Phase 2 and 3
❖	N3 Migration to HSCN
❖	LAN Refresh
❖	Building the Disaster Recovery Site
❖	Improving Digital Access in Libraries
❖	Improvements to IMT Asset Reporting
❖	Reviewing the starters, movers and leavers processes
❖	Sustainability Transformation Programme
❖	IMT Customer Satisfaction

IMT: Customer satisfaction

Why is this important?

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

Performance:



What is the background to current performance?

- 13% of our customers returned our survey with an average score of 6.64 out of 7
- 97% of our customers have awarded IMT 5 to 7 stars
- 3% of our customers have awarded IMT 1 to 4 Stars

What will success look like?

- Score greater than 6

Action required:

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

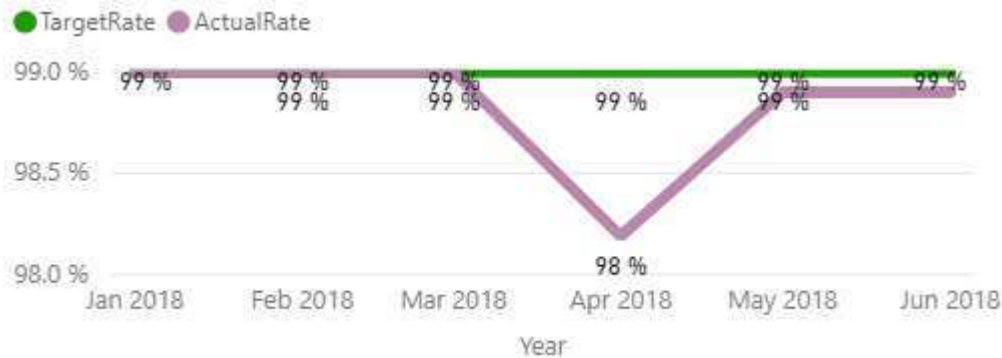
Responsible Officers: Lead: Rob Price, Service Delivery Manager

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, to close of business 28 June was 99%
- O365 intermittent “Not Responding” issues are still being experienced, network changes have taken place to bypass the proxy servers for all Office 365 traffic however, additional configuration is still required to resolve issues being experienced, this is being prioritised. This has not impacted the systems availability

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?

- 5% within our target for June
- The introduction of the Windows 10 deployment has seen a reduction in incidents being raised due to its improved configuration and functionality
- 60% reduction in calls offered in June 18 compared to June 2017 with the introduction of Windows 10

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 Q2 18 to bring extra value to the IMT Self-Service Portal
-

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

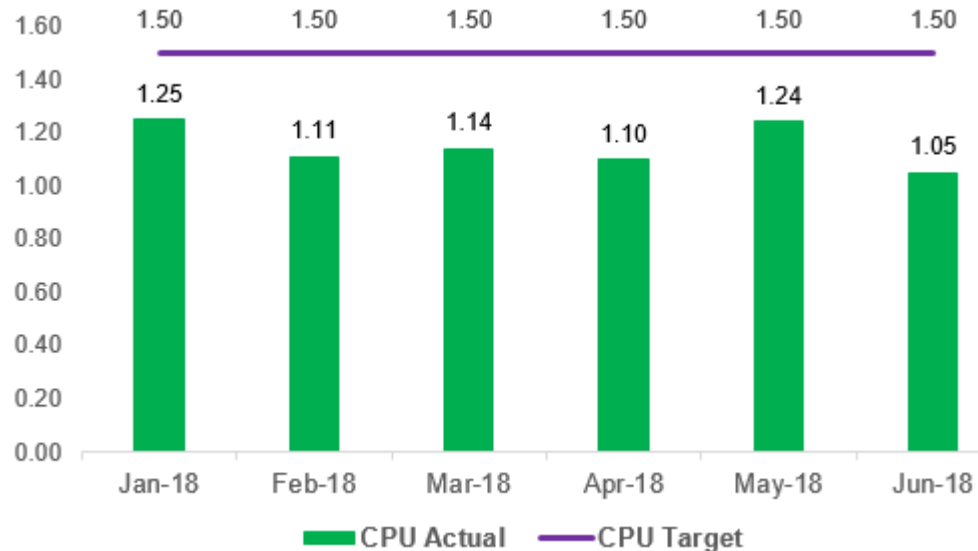
IMT: IMT incidents per customer per month

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?

- 1.05 contacts per user within target of 1.5

What will success look like?

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

Action required:

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

Responsible Officers:

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

IMT: First Line Fix

Why is this important?

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

Performance:

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



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

What is the background to current performance?

- Exceeded the target for 2018

What will success look like?

- 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:

What is the background to current performance?

The Incident Resolution Performance and Target (80%)



- On or above target for 2018

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:

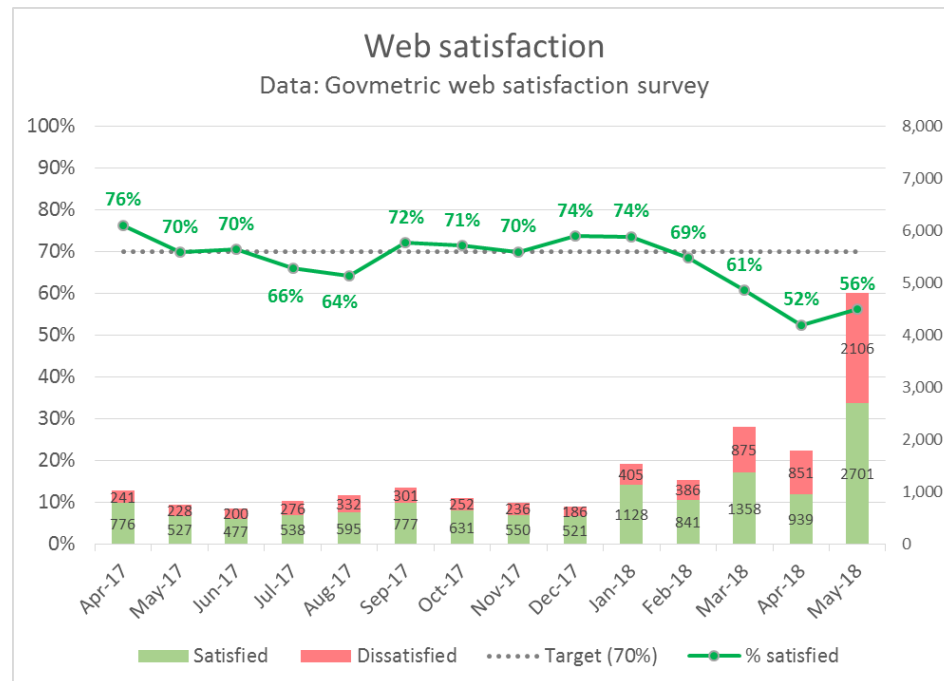
Lead: Rob Price, Service Delivery Manager
Data: Jo Carey, Service Delivery Analyst

Customer Satisfaction

Why is this important?

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

Performance



What is the background to current performance?

- **Customer satisfaction**, as measured by Govmetric, provides NCC with real time data on customer experience and perception with the service provided.
- We were recently advised that the NCC website has received a 4* review from Socitm, ranking our website in the top 10% of UK Council websites
- Since early March the feedback icon on the website has been moved from being integrated within the page to the bottom of the content, which has resulted in higher volumes of feedback.
- 79% of customers leaving poor feedback did not leave a comment this makes it difficult to understand how we can improve customer satisfaction.
- Web satisfaction has increased since last month to 56%.
- Feedback mainly included reference to:
 - Highways pages (434) – for example:
 - **roadworks / closures webpage** – in particular finding information on the third party map that the page links to
 - **the NDR** – e.g. information not being up-to-date
 - **the Western Link** – mainly wanting to see maps of the proposed route(s)
 - **concessionary travel** – issues with finding / downloading an application form and the process for changing address
 - Waste & recycling pages (176) – for example:
 - **DIY waste policy** – dissatisfaction with the policy and lack of clarity around the charging criteria (i.e. interpretation of 80 litres)
 - **Waste disposal charges** - clarification of general charges for waste disposal.
 - My Norfolk Account (203) – for example:
 - **Registering for / signing into My Norfolk account** – issues with passwords expiring / not working
 - **Highway defects** – chasing for updates, frustration with being passed between agencies to report info (e.g. Norwich City Council, Highways England, NCC)

What will success look like?

Action required

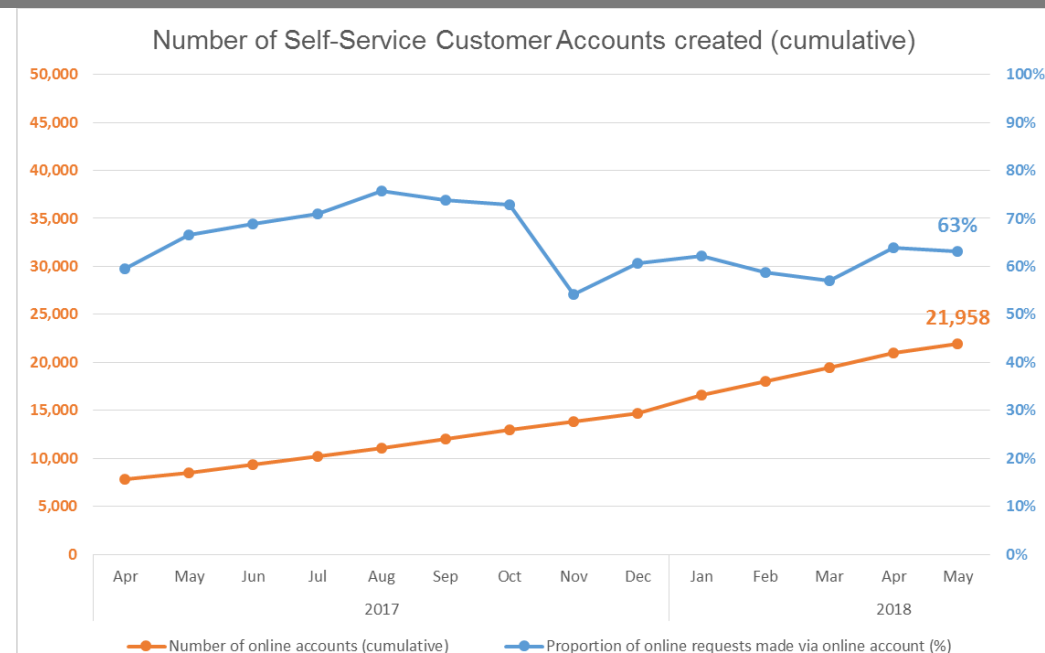
<ul style="list-style-type: none"> • Over 70% of customers are satisfied with the service they receive • As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online. 	<ul style="list-style-type: none"> • Drive forward delivery of customer account covering multiple transactions • Set customer expectations with regard to how or when updates will be received • Use webchat to keep customers online wherever possible
Responsible Officers	Lead: Ceri Sumner, Assistant Director - Community, Information and Learning. Data: Amy Hanner, Customer Insight and Reporting Officer

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

Why is this important?

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

Performance



What is the background to current performance?

- Channel shift: The number of Norfolk Households with an online account (starting from a baseline of 0 at 1st April 2016).
- There were 21,958 online accounts at 31 May 2018. The account has not been actively promoted as a result of issues identified with the user journey.
- 63% of highway defects reported online and copy certificates requested were via a customer account (1088 out of 1724 online requests in May).
- A multi skilled team of staff from across NCC have carried out two sprints to rectify areas of the Highways customer journey. The positive impact of this is starting to be seen in the increased usage of the customer account since January.
- We have also collated a work package to remedy some aspects of the Registrars online certificate request journey and this work is currently underway, this should result in further increases to the usage of the "My Norfolk" account.

What will success look like?

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

Action required

- Continued roll out of the customers service strategy, including implementation of CRM system, BPR and automation / redesign of key customer journeys to encourage take up.
- We are continually responding to customer feedback on how to make the account more user friendly.

Responsible Officers

Lead: Ceri Sumner, Assistant Director Community Information and Learning; Data: Natasha Morter – Customer Experience and Systems Manager

Digital Innovation & Efficiency Committee

Item No.....

Report title:	Digital Economy and Growth
Date of meeting:	11 July 2018
Responsible Chief Officers	Simon George - Executive Director, Finance and Commercial Services Tom McCabe - Executive Director, Community and Environmental Services
Strategic Impact: <p>The ICT and digital creative sector is recognised both nationally and regionally for its importance in delivering innovation and economic growth.</p> <p>This paper introduces the Norwich technology sector within the wider context of the national picture.</p>	

Executive summary

Nationally and locally, the ICT and digital creative sector is important for Economic growth delivered through innovation and productivity.

Nationally, Artificial Intelligence (AI) and big data analysis underpins the government's Industrial Strategy. Regionally the New Anglia Local Enterprise Partnership (NALEP) regard the digital sector as one of three sectors crucial for delivering growth across all sectors.

Whilst the sector has potential to provide strong employment growth and productivity increases, shrewd and focussed knowledge transfer could support productivity gains across all industrial sectors.

Recommendations:

- 1. To note the Economic Development Service areas of activity in relation to economic growth and support for the ICT digital creative sector**
- 2. To approve direction of travel of future activity**

1. The National Picture

1.1. The UK's technology sector is important. The May 2018 Tech Nation report, states that:

- The UK's digital tech sector grew 2.6 times quicker than the rest of the economy between 2016 and 2017.
- Digital tech companies' turnover grew by 4.5% between 2016 and 2017, whilst UK GDP grew by 1.8%.
- Tech employment is rising at five times the rate of the rest of the economy.
- Workers in 'digital tech' are more productive (by around £10,000 per year) than those in the economy as a whole.

British digital tech companies raised £5.8 billion in venture capital investment during 2017, almost double that of the year previous.

1.2. Terms such as "Industry 4.0" have become familiar (the next phase of the digitisation of the manufacturing sector); driven by computational ability to crunch and analyse big data: artificial intelligence: human-machine interactions and advanced robotics.

1.3. Sectors remain important as a basis for obtaining funding from national government. The Industrial Strategy's funding interventions are based around sectoral interventions. Sector Deals are the BEIS chosen mechanism for funding interventions. Likewise, the Department of International Trade uses sector propositions to market UK PLC overseas.

2. The Regional Picture

2.1. The Norfolk and Suffolk Economic Strategy (NSES) was published in autumn 2017 – a collaboration between business, education providers, local authorities and the voluntary and community sector. It outlines ambitious plans for future growth and focusses on actions needed to deliver success.

2.2. It promises to:

- improve digital connectivity, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.
- prioritise digital and physical infrastructure projects to support businesses to develop.
- help high growth businesses improve access advice and funding for commercial innovation.
- establish new centres of excellence to improve productivity and innovation
- work across sectors to help businesses collaborate on increasing common requirements for technical know-how and access to new markets, and sharing technologies across sectors to encourage growth

- 2.3. Delivery will be measured by the following:
- Improved gross value added:
 - additional jobs:
 - greater delivery of new housing
 - increased employment;
 - increased productivity;
 - increased numbers of new businesses started:
 - increased median wages;
 - increased numbers of local residents with an NVQ 3 or above.

3. The Norwich Tech Economy

- 3.1. Norwich is identified as one of the five fastest growing cities in the UK, and performs strongly on a range of economic indicators, including productivity and share of knowledge-based jobs (Centre for Cities, 2016).
- In May 2017 CBRE included Norwich in its list of the top 25 creative locations outside London.
 - In August 2017 the Digital Catapult ranked Norwich 19th overall out of 36 UK cities in the UK Tech Innovation Index.
 - The city is ranked as the best place in the East of England and one of the best in the UK outside London to grow a business in (Start-Up Cities Index, 2016).
 - In 2011 Norwich was ranked 15th in the UK in terms of global connectivity (UK Cities in Globalisation, 2011).
- 3.2. The 'digital sector' is notoriously difficult to define. Traditional SIC codes (Standard Industrial Classification) are updated infrequently. As Tech Nation reports, there is a SIC for hunting, but not one for animation.
- 3.3. By Tech Nation definitions, there are around 1,750 digital sector jobs and 280 businesses in Norwich, accounting for perhaps 2% of all employment and 6% of total business stock. The NSES evidence base suggests 7,500 jobs within the digital sector, and 13,411 tech jobs across all industries in Norwich.
- 3.4. Norwich City Council have recently completed a review of the Norwich digital economy. With thanks to Norwich City Council, we note some of their general findings here.
- 3.5. In the five years from 2010-2015 digital employment grew by around 40% and the stock of digital business by around 30% - substantially faster than the growth in the Norwich economy overall, (although broadly in line with the national average).
- 3.6. Micro businesses account for 91% of the sector. This reflects the national picture and the fact that most businesses are relatively new.
- 3.7. The Norwich study identified approximately 100 businesses in the city active in digital innovation, with sub sector specialisms including publishing of computer games, web portals and other ICT and computer service activities.

- 3.8. The NALEP evidence base lists Norwich digital strengths in telecoms, cyber security, quantum technology, Internet of Things and user experience design.
- 3.9. There is anecdotal evidence of a lack of grow on space for businesses wishing to scale from micro to small, and a need for flexible space to allow for growth for time limited project work.
- 3.10. Alongside this, additional business support services appear to be required to nurture the growing business community. Access to local venture capital is an issue for the community.
- 3.11. The complementary strengths of our two universities, UEA and Norwich University of the Arts (NUA) have been crucial to the strong development of our tech and digital creative sectors locally.

4. Our Support for the digital sector

- 4.1. Norfolk County Council interacts with and supports the digital sector in a number of ways, and previous and current reports to DIEC will have covered some of the crucial work delivered by IMT.
- 4.2. The Council's Economic Development and Strategy team support the digital sector as part of our work with the New Anglia Local Enterprise Partnership (NALEP), through:
 - Support for the development of the Norfolk and Suffolk Economic Strategy and the evidence base underpinning it
 - Development support for Sector Delivery and Sector Skills plans
 - Facilitating the creation of Tech East Limited as a lobbying forum for the ICT and digital creative sector in Norfolk and Suffolk.
 - Influence of Tech East deliverables for the Norfolk digital economy, including engagement in developing and implementing a digital skills plan: and in cross sector discussions to enable knowledge transfer events to be developed and delivered over the next 12 months.
 - Support for the Creative Industries Group (whose community form part of the wider digital economy in Norwich), and committing resource to developing
- 4.3. Current supporting activities include
 - Working with IMT to deliver and support the Internet of Things as per the "Internet of Things and Associated Networks", another paper delivered to today's committee.
 - Supporting the annual "Sync the City" hackathon, which has encouraged student enterprise, business mentoring and, in 2017, provided the impetus for the creation of Senlab, a Fintech company. With Norfolk Chamber of Commerce and LEP we're designing a short business survey into broadband access and availability to inform plans to encourage increased take up by the business community.
 - Given the difficulty in defining the Tech sector the Council is working with TechEast Ltd and a local company to part sponsor and shape a local digital directory to better inform future public and private sector analysis

- 4.4 We're investigating how public sector can facilitate the drawdown of national funding schemes for the benefit of our local tech community
- GovTech challenges are currently being investigated – public sector “problems” offered up for technological solutions, and national funding available to support rapid prototyping of potential solutions.
 - We're developing support local businesses to bid for national funds. In the East of England we bid to Innovate UK, for example, less often and for lower amounts of money than elsewhere in the country.
 - The economic development team will commission a short study into incubator and accelerator operating models elsewhere in the UK to determine best practice and supply business case evidence towards any public sector accelerator support intervention in Norwich.
- 4.5. Skills remain a crucial area for all sectors, including ICT / digital sector. The EDS skills teams are working with business, educational and community partners to
- support apprenticeships, and schools work placements
 - create new mechanisms for skills based training: the International Aviation Academy and Lintott Institute provide examples of our collaborative working to bring new forms of skills based training to the Norfolk landscape
 - Developing with partners' plans for an Institute of Productivity.
- 4.6. The tech sector itself have strong community members who are pressing forward independently (but seeking public sector funding support where possible) to deliver new pilot projects
- Step into Tech has been created by Claire Riseborough and is providing useful out of school clubs for young people. The Economic Development team introduced Step Into Tech to IMT who have been able to provide valuable resources to the venture.
 - Digital East Anglia has launched in 2017 and is arranging meet ups to encourage new coding skills, and specifically to encourage more women into coding

5. Future activity

- 5.1. This last year has brought closer working relationships between Economic Development and IMT teams. Joint working has added value to our individual efforts to develop the business community - and improved opportunities for public-private interventions.
- 5.2. It is proposed that the Economic Development Team:
- Work with IMT to better understand departmental challenges
 - Explore opportunities in our digital sector relationships so we can creatively promote opportunities to our local business community
 - Provide resource to support the drawdown of national funding for private sector interventions in support of NCC delivery
 - Actively promote and encourage knowledge transfer between the digital and other sectors

- Support business to business mentoring to enable greater success in targeting of Innovate UK and other grants by the private sector locally.
- Deliver discrete feasibility studies to support gap analysis and potential public sector funding opportunities.

5.3. We seek member endorsement for the planned activity.

6. Financial Implications

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

7. Background

Tech Nation (<https://technation.io/insights/report-2018/>)

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

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

New Anglia Local Enterprise Partnership works with businesses and local authority partners to drive growth and enterprise in Norfolk and Suffolk. We achieve this by securing public and private investment and delivering a range of programmes and initiatives with partners to improve infrastructure, skills and business support.

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

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

Industrial Strategy

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

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

Industrial Strategy Sector Deals

<https://www.gov.uk/government/publications/industrial-strategy-sector-deals/introduction-to-sector-deals>

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

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

CBRE <https://www.cbre.co.uk/>

CBRE Group, Inc. is the world's largest commercial real estate services and investment firm. In 2017 they published "Creative Regions: top 25 regional creative locations in the UK".

UK Tech Innovation Index: <https://theodi.org/article/where-are-the-uks-most-active-tech-innovation-cities/>

The UK's most active innovation communities by industry sector, in an online interactive map.

Start-Up Cities Index, 2016: <https://startups.co.uk/the-uks-top-25-cities-to-start-a-business/>

Start-up Cities Index has identified and examined the most important factors new businesses need to consider when selecting the right location to start or grow a business. Using official data on everything from business survival rates, house prices, and commercial rent prices the city by city statistics are created, to provide a detailed picture of exactly what each city has, or hasn't, got to offer start-up entrepreneurs and, therefore, which city is the best place to start a business in 2017.

UK Cities in Globalisation 2011:
<http://www.lboro.ac.uk/gawc/rb/rb357.html>

Global Urban Analysis provides an insight into the contemporary world economy through a focus on cities. It is based upon a large-scale customised data collection on how leading businesses use cities across the world.

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

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

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

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

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

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

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

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

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: Kurt Frary **Tel No. :** 07545 777205
Email address: kurt.frary@norfolk.gov.uk

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



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Digital Innovation and Efficiency Committee

Item No.

Report title:	The Internet of Things and Associated Networks
Date of meeting:	11th July 2018
Responsible Chief Officer:	Executive Director, Finance and Commercial Services
Strategic impact <p>Networks of connected devices and associated systems provide new opportunities to achieve savings for the Council and improve outcomes in Norfolk.</p>	

Executive summary

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

These technologies present a significant opportunity to quickly trial new approaches and consider how they can transform the way services are delivered and achieve savings.

In addition, they present an opportunity for schools, colleges and universities to create, learn and experiment with the technology. Local small to medium enterprises and entrepreneurs will also be able to exploit the proposed Norwich based network in order to develop new solutions to old problems and thereby stimulate economic growth.

While researching this paper, an extensive soft market testing exercise was undertaken which involved many companies ranging from blue chip multinationals, such as Microsoft, IBM, Cisco, Amazon, Phillips and Huawei, through to local small to medium enterprises and local academia. Officers and members also attended several conferences and vendor events to ensure we are aware of all the latest technologies and use cases.

Recommendations:

1. To approve the launch of the Norwich based LoRaWAN network in July 2018.
2. To approve the launch of a schools' competition in October 2018.
3. To approve the Hackathon proposals scheduled in October 2018.
4. To direct officers to develop and return to committee with specific business cases, to exploit sensors and networks in areas such as street lighting and social care.

1. Background

- 1.1. The Internet of Things (IOT) refers to the concept of connecting a device (any device) with a sensor to the Internet to collect data to monitor, manage, control

or report. This includes everything from kettles, light bulbs, pollution monitors and flood warning sensors to almost anything else you can think of.

- 1.2. As Internet connectivity becomes more widely available, more connected devices are being created that have sensors built into them that use broadband, low-power wide area networks and mobile phone networks.
- 1.3. Smart doorbells, light bulbs, television controls, buttons, central heating controls, cameras and doorbells can already be purchased relatively cheaply by consumers: easily connected and controlled through home broadband, linked to products such as the Amazon Echo and Google Home, to enable voice capability and control.

2. Sensors

- 2.1. The function of a sensor is to collect information from the real world, then process it, send it over the internet or perform an action according to some rules.

Examples include:

- Detection if a kettle is turned on before 10am; if it is not, a member of a person's family is alerted to check on them.
 - Highway sensors that dim or brighten lights, depending on detection of movement.
 - Automatic opening of the correct compartment of a pill box to administer medications and detect if it has been taken.
 - Tracking of herds of cattle, via a sensor that is swallowed, to reduce theft or detect illness.
 - Detection if a bin is full and needs to be emptied, which notifies the bin collection service.
 - Detection if parking spaces are all full and notifying traffic control systems to redirect traffic
- 2.2. In addition to consumer based technologies, sensors can also be designed, developed and tested by anyone using low cost computing devices such as Raspberry Pis or Arduinos (technology used in many schools), which enables rapid creation of sensors as they use simple connectivity of electronic components and can be programmed with some intelligence.

3. Associated Networks

- 3.1. Sensors send information to the internet or a specific destination, using a variety of networking technologies such as Bluetooth between devices, Wi-Fi often through home broadband, mobile phone networks using a mobile phone SIM card and through licenced or unlicensed low-power, long-range networks, such as LoRaWAN.
- 3.2. Broadband is ideal for sensors located in the home but would not be suitable for connection of sensors to be used outside over wide areas.
- 3.3. Mobile phone connectivity is good for outside sensors but not available

everywhere and requires payment per use.

- 3.4. LoRaWAN is a low-power, long-range network using mobile phone technology without the need for Wi-Fi or cellular (2G/3G/4G), designed to wirelessly connect battery operated 'things' to the internet.
- 3.5. We have chosen to deploy LoRaWAN as our trial network, over alternatives such as Sigfox because it is free to use and subscription free. Companies such as Microsoft are supporting innovation with the technology as are independent groups in Norwich and we can "try it" at very low cost.
- 3.6. Anyone can deploy a LoRaWAN gateway connected to the internet: they are relatively low cost and the range can extend 10km-15km outside; relatively small numbers of them could cover large areas.
- 3.7. This sort of connectivity is suitable for sensors that only need to send small amounts of data, perhaps only occasionally. This is also the type of network that the Council can deploy to rapidly test solutions and stimulate local educational institutions and companies.

4. Service Transformation

- 4.1. The Internet of Things and associated networks, present a significant opportunity to trial new technology to understand how it could transform the way services are delivered and achieve savings, for example, it could be used to:
 - Reduce electricity costs associated with street lighting, by dimming and brightening based on whether movement is detected by sensors.
 - Detect if someone has fallen and then alert a family member or a trusted neighbour, via mobile phone text message.
 - Detect if a person suffering from conditions such as dementia, has roamed outside a certain area and then alert a family member or carer.
- 4.2. It presents opportunities for schools, colleges and universities to create, learn and experiment with the technology.
- 4.3. It also presents opportunities for small to medium enterprises and entrepreneurs to identify new opportunities and develop new solutions.

5. What are we doing?

- 5.1. We have been preparing to launch a LoRaWAN gateway on the Millennium Library in Norwich and another on County Hall; a third site is currently being identified. This will enable anyone to develop and use sensors with 'The Things Network' to rapidly prototype ideas and test if they work.
- 5.2. The 'Making It Real Group,' is a group made up of carers and people who use services, brought together to have a real say in the way services are shaped. We will be providing the group with a number of Amazon Echo Dots to experiment with, to see how they can help with everyday life and feedback examples of use.
- 5.3. We have provided the Assistive Technology Team (in Adults Social Care) with IoT buttons, which can be linked to other consumer technology, to experiment with how they can be used to help people stay living independently in their

homes longer.

- 5.4. We attended the Royal Norfolk Show in June 2018 to introduce 'The Things Network' and LoRaWAN as part of the Norfolk County Council stand, supported by Microsoft.
- 5.5. We propose launching Norfolk joining 'The Things Network' in July 2018, once the LoRaWAN gateway has been installed on the Millennium Library, announcing it is available for the use by SMEs, schools, colleges, universities, businesses and the public.
- 5.6. We propose the announcement of Norfolk's sponsorship of a schools' competition in October 2018. The Council would sponsor the competition, accessing its existing social value funding from large contracts by:
 - Funding equipment for the competition.
 - Setting competition challenges, e.g. monitoring air pollution in Norfolk.
 - Providing the overall prize.

We propose to work with 'Step Into Tech,' a Norfolk social enterprise group that brings together parents, educators, employers and tech specialists, that have successfully run competitions previously.

- 5.7. We also propose to work in partnership with 'The Things Network' to conduct a Hackathon in October 2018, which sets a series of challenges for SMEs that benefit the people of Norfolk. These could include how can we use technology to:
 - Monitor air pollution.
 - Notify a trusted friend or neighbour if someone has fallen or is taken ill.
 - Tackle dementia.
 - Alert if a person's normal activities have not happened.
 - Tackle loneliness and isolation.

6. Evidence

- 6.1. We have researched numerous organisations which are demonstrating the 'art of the possible' using IoT devices and networks including the following.
- 6.2. The Dementia Buddy provides secure location finding for people living with dementia. Ensuring carers and emergency services can quickly locate lost individuals. The key fob sized device uses a city wide LoRaWAN network and a combination of technologies to send back, on authorised request, location data enabling the individual to be quickly found.
- 6.3. The Home Alone Guardian monitors home water usage to build a pattern of routine usage. Unusual water usage triggers a notification to registered family and friends, via email and text, to 'get in touch'. For example, excessive water usage may indicate illness or accident or just a leak, no water usage suggests the occupant may be incapacitated by illness or accident.
- 6.4. The Homecare Service Watchdog uses RFID cards to enable care givers to log their presence and delivery of service so that interested parties can be assured the service has been delivered and at an appropriate time. The recognised impact on urinary tract infections (UTI) in recipients of 'put to bed' services.

Recipients of the service typically stop drinking sometime before being put to bed, to avoid overnight bed wetting. When the put to bed service is delivered too early in the day, recipients of the service become dehydrated which can lead to a UTI. A UTI in the elderly is treated with a prolonged stay in hospital, at the end of which the individual may be determined by social services as unable to care for themselves, prematurely ending a person's independence simply because a home care service was poorly timed.

7. Financial Implications

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

8. Issues, risks and innovation

- 8.1. Significant innovation opportunities across all sectors, including Norfolk County Council's services.
- 8.2. The future opportunity to extend the network to cover the whole county.

9. Background

- 9.1. The Things Network (TTN) <https://www.thethingsnetwork.org/>
- 9.2. The Things Network is building a network for the Internet of Things by creating abundant data connectivity, so applications and businesses can flourish.

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

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

- 9.3. Digital Catapult
- 9.4. Digital Catapult joins TTN for UK: https://thethingsnetwork.pr.co/166907-digital-catapult-joins-forces-with-the-things-network-expanding-uk-lorawan-coverage?reheat_cache=1
- 9.5. LoRa Alliance(<https://lora-alliance.org/>):
- 9.6. A non-profit worldwide association of more than 500 member companies, committed to enabling large scale deployment of Low Power Wide Area Networks (LPWAN) IoT through the development and promotion of the LoRaWAN open standard. Members benefit from a vibrant ecosystem of active contributors offering solutions, products & services, which create new and sustainable business opportunities.
- 9.7. Google
- 9.8. Google has joined the LoRa Alliance: <https://lora-alliance.org/in-the-news/lora-alliancetm-announces-google-cloud-joins-sponsor-member>
- 9.9. Step Into Tech (<http://stepintotech.org/>)

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

Officer Contact

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

Officer name : Kurt Frary

Tel No. : 07545 777205

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



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Digital Innovation & Efficiency Committee

Item No.

Report title:	Digital Inclusion action plan
Date of meeting:	11 July 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Service
Strategic impact Ensuring the residents of Norfolk are digitally included has the following strategic impacts <ul style="list-style-type: none"> Improving people's economic and life chances – through employment, education, saving money, creativity and entrepreneurialism Supporting health and social progress – healthy lifestyles, communicating and connecting, leisure and entertainment, democratic and civic participation Supporting social inclusion and equality 	

Executive summary

The Norfolk County Council Digital Innovation and Efficiency Committee agreed the Digital Inclusion Strategy at its meeting on 6th March 2018

The vision and strategy is set out below;

Every Norfolk resident has ability to take full advantage of the opportunities and benefits of accessing online services and harnessing internet technology.

- Prioritise activity that will have the highest impact, both for individual outcomes and NCC cost avoidance
- Improve communication and co-ordination of activities related to digital inclusion
- Focus on initiatives that will reduce barriers to digital exclusion by harnessing the motivations of digitally excluded individuals
- Work with partner organisations, both public and private sector, to agree local priorities and maximise impact

This report gives committee members an update on work carried out since March to promote digital inclusion in Norfolk

Recommendations:

Members are asked to note progress with the strategy and approve the proposed action plan.

1. Proposal

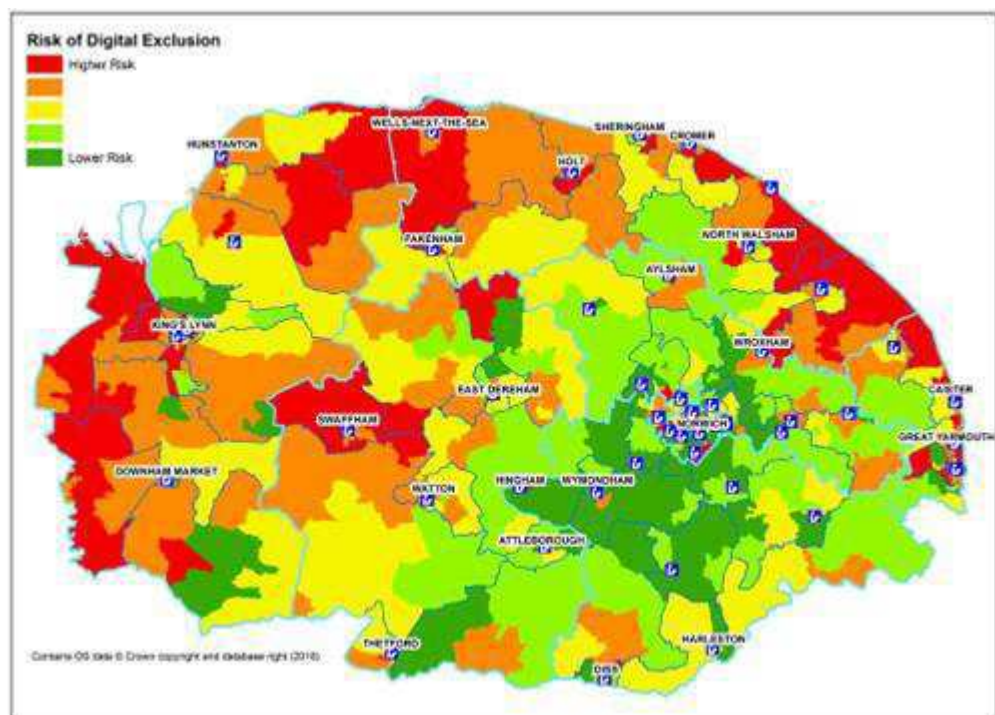
- 1.1. This report sets out progress and proposed actions in relation to the Digital Inclusion Strategy, as agreed at committee in March 2018. Section 1.3 provides detailed information on the breakdown of the digitally excluded population of Norfolk, which will be provided in more detail as a presentation to Members.

1.2. **Prioritise activity that will have the highest impact, both for individual outcomes and NCC cost avoidance.**

The strategy set out that we would aim to work with disadvantaged groups where the returns will be greatest, not just for the individuals concerned, but also in terms of return on investment for Norfolk County Council.

In response to Members' requests for a more detailed understanding of digital exclusion at a neighbourhood level the Insight Team developed a 'heat map' to identify areas at higher risk of being digitally excluded. Based on nationally published data, each Norfolk neighbourhood (LSOA) has been ranked against six risk indicators (older age, low income, disability, low adult skills, unemployment and poor broadband speed). A combined ranking (based on 'rank of average rank') presents an overall Norfolk picture.

- 1.3. The heatmap suggests that there are communities located throughout Norfolk at high risk of digital exclusion, in both rural and urban areas. Much of North and West Norfolk appear to be at particularly high risk, with additional pockets in the more urban areas. The highlighted areas are places where households 'do the least digital' which means that many households in the area will be active online and already use online banking, pay for utilities, use Facebook, own a smart phone and use the internet. The factors such as age, income, skill levels, social isolation etc may create a barrier to digital inclusion.



- 1.4. To make the biggest impact, the digital inclusion work carried out by the County Council will concentrate on areas highlighted in red. Please see associated presentation for more detail.
- 1.5. **Improve communication and co-ordination of activities related to digital inclusion**

The second element of the digital inclusion strategy is related to better co-ordination of provision, progression and referral routes for digital skills. There is no county wide approach of branding of digital services and limited information is provided to citizens around current access and skills training availability. We have already made progress in co-coordinating our Library and NCLS offers, and plan to extend this to other organisations and partners. A survey has been distributed to VCSE and public sector organisations to gain information to help us provide a coordinated and cohesive approach to digital inclusion across Norfolk.

Within Norfolk County Council we plan to provide opportunities for Norfolk County Council staff and members to develop their wider digital skills and potential to become digital champions.

- 1.6. A marketing and communications plan is in preparation. We have also diverted resource to create a short term, designated role, within the Library and Information Service to progress this strategy. The recruitment of this role is currently underway.
- 1.7. Initial conversations with district councils have been positive and we have an agreement in place with Breckland Council where they will provide digital skills support in libraries, at allocated times, for individuals impacted by the rollout of universal credit. Early conversations have also taken place with South Norfolk and Kings Lynn and West Norfolk Council.
- 1.8. **Focus on initiatives that will reduce barriers to digital exclusion by harnessing the motivations of digitally excluded individuals**
In March, we identified a number of innovative actions that can be progressed quickly to support digital inclusion in the county. Highlights from the period can be found at appendix 1 and progress including a detailed action plan can be found at appendix 2.

2. Evidence

- 2.1. The evidence in relation to digital inclusion for Norfolk is set out in the associated presentation

3. Financial Implications

- 3.1. There are no additional financial implications in relation to the digital inclusion strategy at this time. Planned activity will be delivered from existing revenue budgets or through grant funding where applicable.
- 3.2. 2 successful small grant applications in relation to this programme have been made and include:
Norfolk Library and Information Service (NLIS) is one of six organisations that have been awarded a place on the Carnegie Trust “#NotWithoutMe Accelerator” programme, which includes a £3000 grant, to develop cyber safety work with vulnerable young people. The project will focus on working with care-experienced young people.
NLIS has also been successful in its application for a grant from the Good Things Foundation to deliver “Voicebox Cafes” – a women’s democracy project aimed at excluded women aged 18 – 30 which involves elements of activity to promote digital inclusion.

4. Issues, risks and innovation

- 4.1. None.

5. Background

- 5.1. The background to this paper is contained in the original committee paper recommending the Digital Inclusion Strategy for Norfolk, March 2018.

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. : 223398

Email address : ceri.sumner@norfolk.gov.uk



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Appendix 1

Highlights from the period include:

Google Digital Garage in conjunction with Post Office Broadband

Post Office broadband commissioned a study into digital enablement and found that 20% of the UK do not feel digitally confident and 73% said they would like some digital support to upskill and boost their confidence. They are joining forces with Google Digital Garage, hosting events across the UK this summer to help support those wanting to build their digital confidence.



There will be six Digital Drop-Ins in the cities that we found were the least digitally confident: Plymouth, Cardiff, Leeds, **Norwich** and Belfast and Southampton covering the following topics:

First steps: Build your online confidence with support for everything from sending emails to all things internet

Safety online: All the basics on how to protect you and your family online.

Device advice: Bring your devices or borrow ours for hands on support to get the most from your phone, laptop, tablet and more.

The event will be at the Norfolk and Norwich Millennium Library on the 17th August

#Not without Me

Norfolk Library and Information Service has been awarded £3,000 from the Carnegie UK Trust #NotWithoutMe digital inclusion programme and has been given a unique opportunity to gain valuable 'start-up' support from industry experts helping to design and refine our project idea. Our idea is aimed at supporting cyber safety amongst care leavers.

Only six initiatives across the UK were selected for the highly competitive Carnegie #NotWithoutMe programme, which supports the development of new and engaging digital inclusion projects. At the end of this process, the project will have an opportunity to apply for a further £40,000 funding and ongoing support.

As a society, technology and digital skills are now a fundamental part of everyday life. However, we must not assume that just because young people have grown up in the digital age that they automatically have the skills and confidence to navigate the digital world effectively. Many young people need support to develop their skills, to take advantage of the many benefits that technology can bring while also managing the risks. Removing barriers and creating opportunities to facilitate digital inclusion will have a positive impact on our society as a whole.

Cisco Networking Academy

Norfolk Library and Information Service now provides access to the CISCO Networking Academy, which has developed a range of courses aimed at people wishing to build their skills or seek a career in the IT profession. Sign Ups are now being welcomed

Women's Vote Centenary Grant 2018 – The Good Things Foundation

Since the Representation of the People Act and the Parliament (Qualification of Women) Act came into effect in 1918, women have been voting and standing in elections. The centenary is an opportunity to celebrate 100 years since women gained the right to vote. Voicebox Cafés is an innovative England-wide democracy project, aimed at encouraging excluded women to understand, celebrate and participate in democracy and public life. The project offers a range of digital learning opportunities for excluded groups

Our project will focus on engaging women aged 18 - 30 who have traditionally not engaged in democracy, particularly:

- Women from BAME groups, especially female migrants who have the Right to Stay
- Women with low levels of educational attainment.

In Norfolk the Voicebox Cafes will take place at Great Yarmouth Library, King's Lynn Library and the Norfolk & Norwich Millennium Library.

£2,700 has been received from the Good Things Foundation via the Government Equalities Office Women's Vote Centenary Grant Scheme.

Donation

Following on from the successful introduction of micro:bits and code-a-pillars in libraries, Norfolk based **Learning Resources UK** have recently agreed to donate a number of Botleys for use in creative digital sessions in libraries. This is part of a developing strategy to encourage children, young people and families to develop digital skills, with plans to deliver a children's Festival of Tech in early 2019.

<https://www.learningresources.co.uk/product/botley-coding-robot-kit.do>

Delivery Action Plan 2018-2020

Barrier		Action	Owner	Update	Timescale
Access					
	1	Build Broadband infrastructure as a condition into housing planning		With Digital Innovation and Efficiency Committee	
	3	Improve WIFI in libraries and key public buildings	NLIS / IMT	<ul style="list-style-type: none"> Identify additional buildings to libraries – as part of NCC programme Install and activate This is a key tenet of the local service strategy 	31/3/19
	3	Link to redesign of mobile library service	NLIS	<ul style="list-style-type: none"> Options appraisal to Communities Committee in July 2018 Consultation with public Agreement Implementation 	31/3/19
Affordability					
	4	Provide “recycled” computers for priority groups, based on key criteria / skills course completion	NLIS/NCLS/IMT/ Voluntary and Community sector	<p>Approximately 7000 NCC devices to be made available</p> <p>We need to understand the supply flow and over what period</p> <ul style="list-style-type: none"> Specification Criteria for distribution Learning Outcomes Evaluation 	Initial distribution of first batches (as pilots) September 2018

	5	Work with voluntary sector to develop schemes for vulnerable groups		Digital Inclusion Strategy has been circulated to VCSE Sector Support Organisations Survey distributed to VCSE organisations in Norfolk	On going
Skills					
	6	Enable NCC workforce – promote digital training to NCC staff and members	CIL / OWD	Part of the Norfolk Futures – Digital Norfolk	On going
	7	Develop coherent and comprehensive digital training offer	NLIS/NCLS	Joint offer between NLIS and NCLS in preparation for both Adults and Children	September 2019
	8	Family learning in conjunction with schools	NCLS / Schools	Library Family Cyber offer in preparation Festival of Tech planned for February 2019	February 2019
	9	Norfolk as a test site for digital “entitlement” offer		While NCLS pitched for involvement in the pilot, it is likely that this will be put out to tender. NCLS are preparing for this, ready to be part of the tender process	On going
	10	Develop a standard digital accreditation		Plan to develop a joint brand and accreditation scheme for non-accredited digital learning.	March 2019
Motivation					
	11	Develop specific “hook” based		<ul style="list-style-type: none"> Iconnect 	Feed into the shared offer

		courses e.g. how to manage finances, how to change your energy supplier		<ul style="list-style-type: none"> • Computer Buddies • Job Clubs • Assisted Digital – UC, Visa, Bus Pass etc • Match/LD programme – using council services online 	
	12	Create digital leaders / champions across NCC and wider Norfolk volunteer network		Discussions with VCSE sector begun	March 2019
	13	Communications campaign on benefits of digital	Comms	<ul style="list-style-type: none"> • Marketing brief being developed • Marketing plan will kick in when activity begins • Identify budget 	On going
	14	Develop “model” of assistive technology and adaptations to show social workers and carers		Assistive Technology paper presented to Digital Innovation and Efficiency Committee in March.	On going
Trust					
	15	Work with voluntary sector to develop a network of volunteers		See 12 above	
	16	Develop Buddy schemes		Library buddy scheme in operation	

		(intergenerational partnering)			
Other					
	17	Employ a co-ordinator to deliver the digital inclusion action plan		<ul style="list-style-type: none"> • Library budget identified for 1 year • Job description written • Being graded • Plans in place to recruit 	In progress
	18	Look for funding opportunities to support digital inclusion		<p>Carnegie #Not without me accelerator https://www.carnegieuktrust.org.uk/project/notwithoutme/ <i>Application successful</i></p> <p>Voice Box Cafes <i>Application successful</i></p>	On going
	19	Evaluation	NLIS	<p>We need to ensure that we can prove that the action plan is making a difference to Digital Inclusion in Norfolk</p> <p>Use IMPACT to measure skills learnt, what they are doing with the skills and progressions – on completion of learning (filling out the form online is an example of digital learning)</p>	On Going

Digital Innovation and Efficiency Committee

Item No. 15

Report title:	Assistive Technology
Date of meeting:	11 July 2018
Responsible Chief Officer:	James Bullion – Executive Director, Adult Social Services
<p>Strategic impact</p> <p>In Norfolk County Council:</p> <ul style="list-style-type: none"> • We spend about £1 million a day on adult social care in Norfolk. • On any given day, we will be securing services for around 14,000 people • Last year 20,205 people received short term and long-term adult social care packages • Last year, almost 5,000 had reablement services helping them get back on their feet after a crisis. <p>We are fundamentally re-thinking our approach to delivering public services. Many of our services were designed in a very different era and policy framework. Funding regimes now do not account fully for demographic change or socio-economic changes, instead the drive is for local government to become self-sufficient through council tax and increased revenue from locally raised business rates.</p> <p>At the same time as funding has been reduced, our population continues to grow and the pattern of family life has changed. Medical and technological advances are huge – people live longer and have access to many more medical specialists than in the past. More profoundly disabled young people with increasingly complex needs are coming into adulthood every year. People move around more for jobs than in previous generations, so families cannot always be near to older relatives to help and care.</p> <p>A growing ‘older’ population affects Norfolk more than most other places – it has, and will continue to have, a higher proportion of older people compared to the average for the Eastern Region and for Norfolk’s ‘family group’ of similar councils.</p> <p>Adult Social Services’ vision is to support people to be independent, resilient and well. To help achieve the vision, the department has its Promoting Independence strategy which is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. Assistive technology (AT) has a key role to play in supporting people to live independently for as long as possible and providing support to family carers to enable them to continue caring for as long as they are able and willing to do so.</p>	

Executive summary

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

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

Norfolk's Assistive Technology team, which is part of Adult Social Services, currently assesses approximately 2,000 people a year and figures recently received from n-able show that there is a total of approximately 7,000 people currently receiving assistive technology in Norfolk. Most assessments undertaken by the Assistive Technology team result in the provision of equipment. However, there is currently no way of establishing the impact of the service and long-term benefits to both the individual and the Department. A few key issues have been identified during the review that need to be addressed to ensure that the benefits of AT are maximised to prevent, reduce and delay the need for formal care and support and that consideration of assistive technology is fully integrated into practice across all areas of the Department.

Recommendations

Digital Innovation and Efficiency Committee Members are asked to:

- 1. Note progress to date on the review and work in progress.**
- 2. Receive further updates on the development and implementation of the new strategy and model.**

1. The Background and context

- 1.1 The Care Act (2014) gives local authorities a clear and new responsibility across the whole population to prevent, reduce and delay the need for care and support.
- 1.2 Operating under increased financial pressure, Norfolk County Council is committed to helping more people to be independent, resilient and well and has endorsed a strategy and programme of work, Promoting Independence, to achieve this.
- 1.3 Part of the Adult Social Services Promoting Independence programme is the roll-out of a new social work model '*Living Well/Three Conversations*'. Increasing the use of technology is seen as a key enabler of this. The Promoting Independence Programme also includes an overarching Technology Enabled Care (TEC) Strategy which has three key components:
 - Digitally enabled workforce
 - Digitally enabled services
 - Digitally enabled citizens – assistive technology is one of the strands within this component.
- 1.4 Adult Social Services' vision for Assistive Technology is that:

- Technology plays a major role in supporting people to live independently for as long as possible, and in helping carers to continue caring for as long as they are able and willing to do so
- Assistive technology will be widely accessible, easy to use, and available for people when it can make most difference to maintaining independence
- Our own staff are champions for assistive technology and use it widely to prevent people needing formal care services
- Providers embrace technology to help people stay independent in all types of settings, and maximise the efficiencies it can bring

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

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

2. Update on Progress

- 2.1 As part of Adult Social Services' ongoing work to develop a new strategy for assistive technology (AT), a few key issues have been identified that need to be addressed to maximise the potential offered by AT to prevent, reduce, delay and meet the need for care and support and to realise cost savings. These are:
- 2.2 **Those at risk of losing independence who may benefit from AT are not consistently being identified at the right time in the referral, assessment and review pathway:** further work is being undertaken to review and revise the referral, assessment and review pathway to ensure that a broader range of practitioners is able to refer to the Assistive Technology service and that full consideration is given to the potential of AT at the start of, and at key points along, the customer journey.
- 2.3 **The impact AT can make in keeping a person independent or delaying/reducing the need for formal care and support is generally not well understood by practitioners:** referrals from teams and practitioners are patchy and inconsistent, with some practitioners referring regularly and others not at all resulting in an inequitable offer and missed opportunities to maintain independence and reduce the cost of packages of care. A key element of the work moving forwards is to develop a new training programme for all potential referrers that focuses on developing skills and knowledge to identify the potential of AT to support people across the whole customer pathway from early help through to support for people living with complex needs
- 2.4 **There is limited understanding of the benefits of AT by the public and partners:** service users and the public have limited knowledge and understanding of AT and its benefits or how mainstream technology can be utilised to support them to be independent and/or to carry on caring. The information on NCC's website is limited and does not enable people to find their

own solutions. In addition, Norfolk County Council has ambitions to maximise the use of mainstream technology and to promote technology as a means of helping people to live good, independent lives and find their own solutions rather than come to NCC for support.

- 2.5 **There is insufficient capacity in the current AT team to meet current demand and any growth in the service, including further pilots/new projects:** the AT team currently has a small backlog of people awaiting assessment. Whilst the backlog has reduced slightly over the last three months, the service does not have capacity to absorb any increase in referrals and/or increasing requests for involvement in new projects and provide a timely response. As part of the Outline Business Case submitted to the Promoting Independence Board meeting in May 2018, it was agreed that an additional three practitioners be recruited to the team and the process is now underway to recruit to these posts.
- 2.6 **The current delivery model is not efficient, cost-effective or responsive enough:** the current contract arrangements with n-able were put in place as part of the agreement around the transfer of the Assistive Technology practitioners back to Adult Social Services. The contract is currently under discussion with n-able – both Norse and Adult Social Services agree that the current contractual arrangement is not affordable or sustainable moving forwards, both at the current activity level and for a scaled up AT offer from Adult Social Services. The delivery model is inefficient in that there are multiple contact points for the customer with different agencies which result in unnecessary delays in the customer being able to benefit from AT. Two workshops have been held with n-able to examine the pathway in detail and identify changes and improvements to the processes, some of which have already been implemented. Discussions are continuing to inform the future delivery model.
- 2.7 **Lack of reliable data from NCC systems to establish usage and benefits of AT:** at present it is not possible to extract reliable information from Liquidlogic to understand fully the usage and benefits of AT. Although outcomes for individuals are recorded at the time of assessment, these are not currently reported on. Monthly KPIs are received from n-able which report on the contract KPIS and we also receive a detailed report on the orders placed for each month down to service user level. We have recently worked with n-able to receive a transfer of data to enable further analysis and triangulation with NCC data. A key priority is to establish robust methods for capturing and reporting on AT that provide evidence for demonstrating the effectiveness of AT in meeting both departmental and person-centred objectives and its impact on reducing spend. Work is currently taking place to write a detailed specification for a LAS report and to develop a comprehensive performance dashboard.

3 Assistive Technology service development and pilots

- 3.1 The following are highlights of some of the key areas of work the service is taking forward as part of its service development and testing of future potential application through new pilots. Data gathered from the new developments and pilots will be evaluated to inform the Full Business Case and development of the benefits model.
- 3.2 **The Herbert Protocol** – the Assistive Technology Team is working with Norfolk Constabulary and the Safeguarding Team on the re-launch of the Herbert

Protocol in Norfolk for vulnerable people who go missing. For each person with dementia that is visited by Norfolk Constabulary following a missing person incident, Norfolk Constabulary will make a direct referral to the AT team for assessment and where appropriate provision of suitable equipment, which may include GPS location devices. This new approach will be trialled for a period of six months with a review at the three-month point.

This pilot will test the benefits of an early referral and capturing a group of people we might not otherwise have 'access' to until the point of crisis.

- 3.4 **Reablement** – as part of the new in-house accommodation-based reablement service at Benjamin Court, an AT Practitioner has been appointed who is based on site at Benjamin Court. This will provide an opportunity for AT to be considered at an early stage in someone's reablement journey. It is anticipated that this will lead to increased take up at the right point in the pathway and have a positive impact on reducing the number of people who go on to need additional services.

Work is also planned with the home-based reablement service to pilot a more proactive approach to the use of AT as part of a reablement package rather than as an 'onward referral' at the end of the reablement intervention.

This will test the benefits of an Assistive Technology offer at a key point in the pathway and will test the premise that 100% of people on the reablement pathway are considered for AT and the benefits of this.

- 3.5 **Delayed Transfers of Care (DToc)** - The AT service is currently working with the Social Work Team at NNUH to look at how AT can support timely discharge from hospital and looks at ways of ensuring that any delays in accessing AT are minimised as far as possible.

Two champions have been identified in the hospital social work team who will develop skills and knowledge about AT to provide an expert resource to colleagues in the team. This will include looking at whether the champions can be provided with a suite of AT equipment which can be provided at the time of discharge.

This pilot will test whether small scale 'simple' equipment can be provided directly by the hospital social work team thereby facilitating discharge and reducing delays caused by onward referrals.

- 3.6 **Occupational Therapy (OT) pilot** – the AT service is undertaking a pilot to work with the existing Occupational Therapy/Assistant Practitioner service in Northern Locality so that OTs will be able to assess for AT and prescribe any relevant equipment. This would complement the OTs' existing role, ensure that AT is considered early in the pathway and reduce onward referrals to other teams.

This pilot will test the benefits of other practitioners being able to assess and prescribe for AT, which potentially could add some additional capacity to the AT offer within existing resources and streamline the customer journey.

- 3.7 Further work is also planned to explore opportunities to maximise the use of AT working with providers of care and support, health partners and colleagues in Childrens' Services.

4. Financial Implications

- 4.1 At present there is a lack of a sound evidence base, both locally and nationally, on which to model the potential for savings achievable through the use of assistive technology. In their recent report for Adult Social Services, Socitm cited savings from Hampshire, Glasgow and West Berks. Hampshire County Council are frequently cited as a 'leader' in terms of achieving significant savings through the use of assistive technology, primarily telecare, to support older people to continue to live at home and prevent early or unnecessary admissions to residential care.

A visit was recently undertaken by officers from ASS and IMT and the Chair of the Digital Innovation and Efficiency Committee to visit Hampshire County Council to learn more about their approach, model and savings. A further telephone conference is booked with Hants CC to examine in more detail the methods used for identifying and tracking the financial benefits of utilising assistive technology at scale and to help us understand fully the potential savings in Norfolk.

We will also examine in detail reported savings in other authorities to help test our assumptions and inform our model in Norfolk.

In the absence of a strong evidence base, Adult Social Services has produced an initial benefits model which will be tested and refined as steps are put in place to capture and track the financial benefits arising from AT provision. This will be done using a number of sources, including evaluation of pilots/new activity, data captured from the recent changes to the LAS (Liquidlogic Adults System) AT assessment and review forms and a new LAS Performance dashboard.

5. Issues, risks and innovation

- 5.1 Key issues are identified in Section 2 above. These will be addressed as part of the on-going development of the new strategy and approach and the Full Business Case, which will be presented to the Promoting Independence Board.
- 5.2 Risks will be monitored through the project governance and reporting arrangements in Adult Social Services. The use of pilots gives us an opportunity to test thoroughly new ways of working and approaches, thereby minimising the risks.
- 5.3 We are also continuing to explore and learn from research and the experience and work of other authorities to inform our approach. In February 2018, Adult Social Care commissioned Socitm to undertake a high-level strategic review and challenge of the savings assumptions for NCC's digital transformation and the AT service. Socitm worked with us for a short period and provided us with some reference sites demonstrating good practice which we are now exploring. We are currently analysing the feedback from the recent trip to Hampshire to gather

learning points and ensure these are considered in the development of Norfolk's model.

- 5.4 **Innovation Centre at County Hall:** as agreed at the March Committee meeting, work has been progressing with the set-up and configuration of an Innovation Centre located in the County Hall Mezzanine which will allow us to work with services to demonstrate new technology in several familiar environments including:

- Office of the future
- In the Home
- Meeting spaces
- Canteen / Coffee shop

We will show Technology, how it can be used out of the box and explore stories of how it is used elsewhere.

IMT has now secured the space, the internet has been installed ready for use and furniture and the initial Technology has been ordered.

IMT will be testing some of the initial technology such as Amazon Echo, Amazon show, Internet of things buttons, Logitech Harmony and LoRaWan in the next two to three weeks.

- 5.5 **Smart flat, Norwich:** Adult Social Services is working in partnership with Rotary House for the Deaf to open a new 'smart flat' this summer on King Street, Norwich. The flat will allow demonstration of various types of assistive technology, designed to support elderly and vulnerable adults to remain living independently at home and in their community. As well as technology to help with hearing impairment, it will include:

- telecare sensors linked to a community alarm monitoring centre
- devices to provide localised and distant alerts to a person or their carer
- GPS location devices
- home activity monitoring systems
- other mainstream technology such as Wi-Fi sensors, Amazon Echo 'Alexa' devices and useful tablet based apps

The 'smart flat will' be available to view by appointment through the Assistive Technology Team or Deaf Connexions, who are based at Rotary House, and will provide both the opportunity for individual service users to try out the different technologies as well as provide a venue for events, training and drop-in sessions.

- 5.5 **Amazon Innovation Day:** early in March 2018, Amazon Web Services hosted an Innovation Day in Norwich with 40 attendees, including Members, officers, practitioners, service users and carers. Feedback from the day was positive and provided an opportunity to start to explore how mainstream technologies could support people to live independently for as long as possible.

The output of the day was a long list of potential uses or skills where Amazon Echo could be developed further which has now been distilled down to some key areas where we feel Amazon Echo could both support individuals' outcomes and Promoting Independence objectives. Amazon devices have also been trialled by some staff in IMT and some service users with sensory impairments. The use of

Amazon devices has also been included in the design of the new supported living flats for people with learning disabilities at Netherwood Green. The development work with Amazon will be taken forward as part of the ongoing development of the assistive technology strategy and service.

6 Conclusion

- 6.1 Assistive technology (AT) has a key role to play in supporting people to live independently for as long as possible and providing support to family carers to enable them to continue caring for as long as they are able and willing to do so. A review is being carried out of Assistive Technology by Adult Social Services, which will lead to the development of a new strategy and approach.
- 6.2 A few key issues have been identified during the review that need to be addressed to ensure that the benefits of AT are maximised to prevent, reduce and delay the need for formal care and support and that consideration of assistive technology is fully integrated into practice across all areas of the Department.
- 6.3 The report highlights of some of the key areas of work the service is taking forward as part of its service development and testing of future potential application through new pilots, including:
- The Herbert Protocol
 - strengthening working with the reablement service
 - looking at how AT can support timely discharge from hospital
 - a pilot to work with the existing Occupational Therapy/Assistant Practitioner service
 - developing a new training programme for all potential referrers
 - development work with Amazon
 - examining in detail reported savings in other authorities to help test our assumptions and inform our model in Norfolk.
- 6.4 Data gathered from the new developments and pilots will be evaluated to inform the Full Business Case and development of the benefits model.

7 Recommendations

Digital Innovation and Efficiency Committee Members are asked to:

1. Note progress to date on the review and work in progress.
2. Receive further updates on the development and implementation of the new strategy and model.

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: Veronica Mitchell

Tel No: 01603 223853

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



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Digital Innovation and Efficiency Committee

Item No:

Item 14

Report title:	Liquidlogic/Social Care System Replacement Implementation
Date of meeting:	11 July 2018
Responsible Chief Officer:	James Bullion, Executive Director of Adult Social Services

Strategic impact

CareFirst was NCC's social care system from November 2007. It was a key core system for NCC and its availability and functionality were business-critical. The system was used until recently by Adult Social Services, Children's Services, and by Finance Exchequer Services for paying providers and charging for adult social care and Procurement for contract administration.

The objective of the Social Care System Replacement programme is to procure and implement a social care information system for Norfolk County Council that will meet current and future business requirements, including integration with partners, which will enable us to support vulnerable people most effectively. This is the platform on which savings, integration and service improvements can be developed and delivered.

Executive summary

The purpose of this report is to inform the Digital Innovation and Efficiency Committee of the progress of the Social Care System Replacement (SCSR) programme.

It should be read in conjunction with the previous report presented to this Committee on 22 January 2018, which included more detail on the reasons for replacing CareFirst, the benefits and the work to that date.

Following a rigorous procurement process NCC awarded the contract for the new system to Liquidlogic in August 2016.

Phase One has now been delivered: the Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017; Children's and Finance Go Live went live on 3 May, with the completion of the first pay run for Direct Payments on 11 May.

The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme is underway.

The programme is forecast to be on budget.

Based on other local authorities' experience it is very rare to deliver this volume of functionality in Phase One and is testament to the quality, dedication, hard work and determination of the project team.

Recommendation:

The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance and to consider whether they would like any further reports at future meetings of this Committee.

1 Introduction and Background

- 1.1 CareFirst was NCC's social care system since November 2007. It was a key core system for NCC and its availability and functionality were business-critical. The system was used until recently by Adult Social Services, Children's Services, and by Finance Exchequer Services for paying providers and charging for adult social care and Procurement for contract administration.
- 1.2 There were a number of reasons for replacing CareFirst. The key benefits are:
 - a) A resilient and adaptable system to underpin our planning and delivery of social care through to 2025;
 - b) Efficiencies, integration and service improvement through an intuitive, flexible system;
 - c) Compliance with the legal and procurement imperatives.
- 1.3 The Policy and Resources Committee agreed on 8 February 2016 to the procurement of a replacement social care recording system. NCC awarded the contract to the new system provider, Liquidlogic, on 31 August 2016.

2 Phase One

- 2.1 The project scope and timescales were ambitious and challenging. The project implemented the new system (LAS – Liquidlogic Adults System) for Adult Social Care and associated Finance functions (ContrOCC) on 22 November 2017.

LCS (Liquidlogic Children's System) and EHM (Early Help Module) for Children's Services and associated finance functions (ContrOCC) went live on 3 May 2018. Following this the programme successfully went live on 3 May 2018 with the new integrated system covering social care LCS (Liquidlogic Children's System), Early Help Module (EHM) and ContrOCC for financial payments. This also includes Adoption and, Fostering pathways and four unique workspaces for specialist areas e.g. Legal work.
- 2.2 The new Children's and Finance systems have been live for approximately a month at the time of writing this report and the project team are continuing to support the business as usual teams as planned. Overall the implementation of the new system has been received positively. There are a few issues being addressed by the helpdesk and project team. These are in line with our expectations based on the experience of the Adults implementation and those from other local authorities. The main issue remains improving the accuracy of some reports. This is being monitored at Programme Board level and is being addressed by LiquidLogic and NCC staff.
- 2.3 The transition from project to Business as usual has started in a limited way and will be completed when the new support team model is in place in September.
- 2.4 Based on other local authorities experience it is very rare to deliver this volume of functionality in Phase One and is testament to the quality, dedication, hard work and determination of the project team.

3 Phase Two

- 3.1 The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems. Early work was carried out to shape up a programme of work for Phase 2 Adult Social Services and Finance so that the momentum carried on after November 2017 and the following projects have been initiated to date:

3.1.1 Mobile App and Device

This project is delivering a 100-user pilot of two types of touchscreen devices to five teams to determine which works best in a front line working environment, and whether the Mobile app with offline working capability provides a better balance of cost / benefit, usability and service user experience than LAS accessed on the move via data SIM.

Preparations for the pilot are progressing well. Testing of the mobile application has completed and defects have been raised with the supplier for resolution action. The roll out plan is to take the app and devices out to five teams in the weeks following provision of the updated mobile app on 13 July.

The teams have responded very positively to the pilot so far and workshops are being booked with each team to agree specific changes to their ways of working that they believe the device, app and connectivity will enable and these will be tracked through the pilot.

The principal concern is with the availability of devices to support the pilot. There were issues with the delivery of 10 devices in the initial two batches. A third procurement of 80 devices has been initiated and hopefully this supplier will be better able to meet their commitments. Late delivery will impact the timescales of the pilot.

3.1.2 Client and Online Financial Assessment Portals

This project enables online interaction with citizens and service users, thus giving people another option of how to work with NCC. Primarily it enables online referrals, needs assessment and financial assessment. It also enables secure sharing of documentation and update of personal details. Other portals are under development in the Finance area to provide online access to invoices and statements, ability to make online payment and secure communication. These will be brought in to the project as they become available.

This work is also progressing well. The project team are working with Customer Services to design the customer journey and placement of the portal in relation to the corporate website and the new Norfolk Community Directory. Initial configuration of the Online Financial Assessment is complete and early testing is expected to be carried out from 4 June.

A presentation was made to the Making It Real board in line with the plan to engage user reference groups. Members of the group are concerned that it was not possible to attach sign language clips to each form screen or to use third party screen reader software (for data security reasons / hack risk). The project team is working with the Making it Real board to explain the reasons and with the supplier to progress accessibility tools.

3.1.3 MarketPlace e-Brokerage module

This will improve the efficiency of the Council's processes with the care and support market, provide information about capacity and increase the Council's ability to create new markets to meet care and support needs. By linking this with the new Norfolk Community Directory it will also help NCC to improve its offer to people who fund their own care, voluntary organisations supporting people, unpaid carers and others. This is in accordance with duties outlined in the Care Act around Information, advice and support, as people will be able to see what care there is, the quality etc and then potentially buy it on-line.

The project has successfully recruited a Business Lead and work is starting in earnest to shape up this piece of work. The business lead has met with some key stakeholders and has also visited two reference site contacts provided by the software supplier at their home location: West London Alliance at Ealing Council; and Surrey County Council. These have provided live system demonstrations and some high-quality information on implementation planning and provider engagement.

3.2 Integration

One of the benefits of Liquidlogic is that it can facilitate integrated working and data sharing with NHS and other public sector partners. Adult Social Services locality teams are integrated with NCH&C. NCH&C use SystmOne as their recording system, which is provided by TPP. The project team have pursued TPP to work with Liquidlogic to integrate SystmOne and LAS. TPP have said they would be willing to work with Liquidlogic if they will work to NHS Standards (CareConnect) however these are not yet published/formalised so Liquidlogic cannot do this. IMT are looking at how we can work around this problem.

IMT are also progressing taking a single care record forward using feed from the Eclipse system, used by many GPs in Norfolk, with Liquidlogic data.

3.3 Children's Phase Two

A couple of sessions have been held with Children's Services Leadership Team (CSLT) to understand the high-level requirements for Phase Two deliverables for Children's, Early Help and Finance. These include piloting mobile working using new NCC hardware and software from LiquidLogic, establishing the use of the Professional Portal and Children's Portal. In addition, finance related projects have been initiated to extend the use of ContrOCC to other contract areas and to implement the Children's Finance Provider Portal. This is currently being ratified by CSLT and programme governance. Discussions are ongoing with the supplier to secure appropriate delivery slots and initial work is underway to understand and plan the resource needed to deliver the Phase Two items.

4 Financial Implications

4.1 The programme overall remains forecast to be on budget.

5 Issues, risks and innovation.

5.1 At the time of Policy and Resources Committee on 8 February 2016 the major risks identified were:

- a) Being unable to resource the project to meet the April 2018 deadline
- b) Setting a scope that is either too ambitious or not challenging enough
- c) The market may not provide an affordable solution
- d) It may be difficult to establish costs and fund the project
- e) National and local agendas may cause our requirements to change radically between procuring and implementing the system
- f) Corporate governance may be challenging to establish standard requirements for a complex project involving users from four council departments and three committees.

These risks are being successfully managed.

5.2 The Programme has a Risk Register which is reviewed regularly by the JLAG Leads and by the Programme Board. Given the scope, size and nature of the programme the project team and Board are managing risks and issues all the time.

The key risks, issues and the mitigations currently are:

- a) Ensuring sufficient resources are in place to deliver the Phase Two projects. Phase Two of the programme is in a very different form to Phase One with several small projects rather than the two large Phase One projects. There is no longer a need for specialist workstream lead roles for Testing, Data Migration etc. Instead the programme has small multifunctional teams to support the projects. People are being recruited to the roles in Phase Two or moved across into them from other programme roles as appropriate.
- b) Staff not fully embracing changes in ways of working that are required, for example mobile app. The teams have responded very positively to the mobile app pilot so far and workshops are being booked with each of the five teams to agree specific changes to their ways of working that they believe the device, app and connectivity will enable. These will be tracked through the pilot and used to inform the full roll-out.

6 Conclusion

- 6.1 The SCSR programme has progressed well with an ambitious scope and timeline since the Policy and Resources Committee agreed on 8 February 2016 to the procurement of a replacement social care recording system.

The Adults and Finance Go Live took place on schedule and after live testing, was successfully released to staff on 22 November 2017.

Children's and Finance Go Live went live on 3 May, with the completion of the first pay run for Direct Payments on 11 May.

The departments want to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme is underway.

The programme is forecast to be on budget.

7 Recommendation

- 7.1 **The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance and to consider whether they would like any further reports at future meetings of this Committee.**

Officer Contact

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

Officer Name:	Tel No:	Email address:
Janice Dane	01603 223438	Janice.Dane@norfolk.gov.uk



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Digital Innovation and Efficiency Committee

Item No.
Item 15

Report title:	Risk Management Update
Date of meeting:	11 July 2018
Responsible Chief Officer:	Executive Director, Finance and Commercial Services
Strategic impact Risk management contributes to achieving the Digital Innovation and Efficiency Committee's objectives, and is a key part of the performance management framework. Assurance on the effective governance of risk management helps the Committee undertake some of its key responsibilities.	

Executive Summary

This report provides the latest corporate and departmental level risks, relating to this Committee, as at July 2018, following the review conducted in June 2018. Risk management is reported in its own right but the reporting is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Committee Members are asked to consider:

- **The risks identified and reported to this Committee at corporate and departmental level at Appendix A**
- **A reconciliation of progress in the management of the risks identified in Appendix A since the last Committee meeting, in Appendix B**
- **if any further action is required (Appendix C)**
- **The background information in Appendix D**

1. Proposal

- 1.1. The relevant Departmental Management teams have been engaged in the updates to the corporate and departmental level risks within this report. Any additional risks identified will be added to be reported at future Committee meetings appropriately.

2. Evidence

2.1. Direction and Development

- 2.1.1. This report reflects two key business risks, relating to this Committee, that are managed in both the Finance and Commercial Services, and Community and Environmental Services departments. Key business risks materialising could

potentially result in the departments failing to achieve one or more of their key objectives and/or suffer a financial loss or reputational damage. Two risks are presented in **Appendix A**, which contains a full description of each risk, with the tasks to mitigate it and the progress of each mitigation;

- **RM010 - The risk of the loss of key ICT systems including:**
 - internet connection;
 - telephony;
 - communications with cloud-provided services; or
 - the Windows and Solaris hosting platforms.
- **RM14223 - Payment Card Industry compliance of call monitoring system**

- 2.1.2 There are six further risks that underpin the corporate risk RM010, which are being managed at a service level by the appropriate service managers.
- 2.1.3 There are three risk tolerance scores (original, current, and target), with each score expressed as a multiple of the impact and the likelihood of the event occurring.
- 2.1.4. The Council has a [Risk Management Policy](#) which was refreshed and signed off by the Audit Committee and Policy and Resources Committee in September and October 2017 respectively. As part of the overall development of the performance and risk management framework for the Council, an approach to corporate and departmental risk management has been developed. This approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics.
- 2.1.5 A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.
- 2.1.6 To assist Members with considering whether the mitigations identified in this report are appropriate, or whether other mitigations or another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**.
- 2.1.7 The criteria for corporate, departmental and service level risks are described in **Appendix D**, along with a description of the different risk scores.

3. Risk Management Reporting to Committees

- 3.1. Risk management is reported separately to Financial and Performance Management at Committees, although there continue to be close links between financial, performance, and risk reporting.
- 3.2. Risks that, by their nature, are either directly or indirectly related to this Committee are referenced in this report. Going forward, the reporting to this Committee will be by exception, including full information for risks with a current risk score of 12 and above where the prospects of meeting the target score by the target date is reported as amber or red.
- 3.3. As per a recommendation from the June 2017 Audit Committee, full Committee risk registers are reported at least once per year, detailing all the Committee's departmental level and corporate risks for consideration.

4. Financial Implications

- 4.1. The financial implications of this Committee's risks will be reported to this Committee. At present, there are no financial risk implications to report.

5. Issues, risks and innovation

- 5.1. Risks affecting the better Broadband for Norfolk programme of work are managed and reported separately to the Better Broadband for Norfolk Steering Group.
- 5.2. Since the last Risk Management report to this Committee, ICT Continuity presentations have been delivered at the Council's Resilience Board, outlining measures being taken to ensure effective ICT continuity.

6. Background

- 6.1 The review of existing risks has been completed with responsible officers.

Officer Contact

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

Officer name : Adrian Thompson **Tel No. :** 01603 222784

Email address : adrian.thompson@norfolk.gov.uk

Officer name : Thomas Osborne **Tel No. :** 01603 222780

Email address : thomas.osborne@norfolk.gov.uk



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Risk Number	RM010					Date of update		20 June 2018		
Risk Name	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.									
Risk Owner	Simon George					Date entered on risk register		02 September 2015		
Risk Description										
Loss of core / key ICT systems, communications or utilities for a significant period - as a result of loss of power, physical failure, fire or flood, supplier failure or cyber attack - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Overall risk treatment: treat.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	1	3	3	Sep-18	Amber
Tasks to mitigate the risk										
<p>'1) Full power down completed periodically.</p> <p>2) Voice and Data reprocurement.</p> <p>3) Commision Independant Data centre and power audit</p> <p>4) Reprocure storage with suitable resilience and Disaster Recovery (DR)</p> <p>5) Reprocure Microsoft Server Infrastructure with suitable resilience and DR</p> <p>6) Replace ageing Local Area Network (LAN) equipment</p> <p>7) Identify a suitable DR site to replace Carrow House</p> <p>8) Ensure access to services if county hall lost by reconfiguring Core Infrastructure Services (DHCP, DNS, Active directory)</p> <p>9) Implement Cloud-based business systems with resilient links for key areas</p> <p>10) Replace voice services (contact center / desk phones) with resilient cloud based service including Relocate resilient Network Routing Server to allow call routing to continue for other sites if County Hall failed</p> <p>Reconfigure sites to point to an active Survivable Media Gateway (one of the 4 ISDN sites) so if Avaya fails a reduced fall back service is available</p> <p>11) Review and Implement suitable arrangments to protect against possible cyber / ransomware attacks including</p> <ul style="list-style-type: none">• Carry out recommendations from Cyber Security Audit• Carry out recommendations from Phishing Simulation exercise, and repeat• Retire Windows 2003• Implement new client service security for Windows 10 build• Independent IT Health Check for PSN accreditation (Oct 2017) <p>Overall risk treatment: Treat</p>										
Progress update										

Progress update

Progress completed to date

- 1) Full power down completed and procedures updated from lessons learned.
- 2) Voice and Data reprocurement complete and implemented significantly increasing resilience for the Wide Area Network and internet.
- 3) Commissioned Independant Data centre and power audit, complete August 2017, recommended separate diverse power supply and new data centre's, costing additional power and plan (subject to approval) new data centre's as part of basement / lower ground refurbishment.
- 4) New storage procured, implemented in July 2017, providing additional resilience and necessary DR capability once a full DR site is implemented
- 5) New Microsoft Server Infrastructure procured implementation complete ready for migration when ready to test full DR capability.
- 8) All core infrastructure services (DNS, AD, ADFS, NPS, AlwaysOn VPN) are now clustered across to the Secondary site ;
 - All production Wintel servers (380) are now replicated to the Secondary site;
 - Email system is now able to operate independent of County Hall campus. This includes user's access to mailbox as well as ability to send/receive internal and external emails.
- 9) Cloud-based highways management system has been implemented; Liquid Logic replacement is remotely hosted with resilient network connections ordered; review of Oracle hosting has commenced.
- 11) To mitigate against a cyber attack Network segregation has been improved over the Wide Area Network (WAN), ensuring all partners that use the NCC network are fully segregated. Denial of Service (DDOS) and Intrusion Prevention system (IPS) implemented on our internet gateways and robust patching and host based protection implemented on all NCC devices that attach to the network (This is a pre-requisite of PSN accreditation, and is an on-going task). A simulated phishing attack has been run (we are one of few Councils to have undertaken such an exercise) and results are being analysed. New client service security for Windows 10 has been successfully implemented and is being enforced as the new build rolls out.

Actions to be completed

- 6) Replacement New Local Area Network (LAN) to be procured to reduce risk of network failure.
- 7) New DR site work permissions approved, building work complete. The server, network and storage DR equipment will be moved into the identified site providing full failover facilities in the event of loss of County Hall. This is still on target to be complete by late Summer 2018.
- 8) All core infrastructure services (DNS, AD, ADFS, NPS, AlwaysOn VPN) to be moved Q3 2018 to the new DR site;
 - Work started on the new Solaris EBS platform which by design is replicated to the Secondary site (go live Q4 2018);
 - Network layer resilience main concepts agreed, design work initiated. This will be enhanced by the LAN refresh (Q4 2018);
 - Works have started to reorganise/improve the site's Comms Room which will become ready as Secondary site Q3 2018;
- 10) Replacement of contact centre system to a cloud based service taking longer than expected. Skype for business project being reset and replanned to improve resilience and reduce dependencies on onsite infrastructure.
- 11) Work to complete recommendations from Cyber Security Audit is ongoing 5 out of 25 actions now complete with a target of December 2018, the work to retire Windows 2003 servers 26 remain 16 due to be complete by Jun 2018 leaving 10 including Oracle UCM, SMIS, call pilot which are all dependant on other projects but will be patched with security patches provided by the NHS, the recommendations from the Independent IT Health Check for PSN accreditation are 69% complete. We are working through the recommendation/actions from the phishing exercise and have completed 1 of the 12 we will complete all actions by October 2018.

Risk Number	RM14223		Date of update		19 June 2018					
Risk Name	Payment Card Industry compliance of call monitoring system									
Risk Owner	Andrew Blaxter		Date entered on risk register		10 March 2015					
Risk Description										
The current call monitoring system is not up to current PCI compliance standards, potentially leaving the organisation exposed from a compliance perspective.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	3	6	1	3	3	Oct-18	Amber
Tasks to mitigate the risk										
New call monitoring capability will be brought in. Implementation date to be confirmed.										
Progress update										
Voice and data contract awarded. Updata have produced a Project Initiation Document (PID) and solution.										
Implementation has been rolled back.										
Finance are looking at new payment system, where calls are transferred to an automated service, removing all PCI risk of card data.										
New call recording from Updata was available for release to NCC in May but no confirmed date for NCC implementation to the Customer Service Centre. New pay.net system is scheduled to go live in September 2018, where the Customer Service Centre will transfer calls to a payment line, removing the need to take credit card details.										

Risk Reconciliation Report

Significant changes to risks under the remit of the Digital Innovation and Efficiency Committee since they were last presented in October 2017.

RM010 - The risk of the loss of key ICT systems including:

- internet connection;
- telephony;
- communications with cloud-provided services; or
- the Windows and Solaris hosting platforms.

Progress has been made with the mitigations listed within the risk. Key progress includes;

- New client service security for Windows 10 has been successfully implemented and is being enforced as the new build rolls out.
- The Disaster Recovery site has now been modified to the specifications required, and building work is complete. The Disaster Recovery site is ready to host the server, network and storage DR equipment, which will be moved into the identified site providing full failover facilities in the event of loss of County Hall.

RM14223 - Payment Card Industry compliance of call monitoring system

- New pay.net system is currently scheduled to go live in September 2018, where the Customer Service Centre will transfer calls to a payment line, removing the need to take credit card details.

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below. Item 15

Suggested prompts for risk management improvement discussion

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

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress 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 risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress 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

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management 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 risk management 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 risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

Background Information

Item 15

A **corporate risk** is one that:

- requires strong management at a corporate level thus the County Leadership Team (CLT) should direct any action to be taken;
- requires input or responsibility from more than one Executive Director for mitigating tasks;
- if not managed appropriately, could potentially result in the County Council failing to achieve one or more of its key corporate objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that:

- requires strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- if not managed appropriately, could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that:

- requires strong management at a service level, thus the Head of the Service should direct any action to be taken.
- requires input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Forward Plan for Digital Innovation & Efficiency Committee

Meeting: Wednesday 11th July 2018			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Graham Jermy)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Digital Economy and Growth	No	To receive a briefing on the digital economy in Norfolk and consider options to promote growth.	Economic Development (David Dukes)
Internet of things and associated networks	No	To examine the opportunity for networks of connected devices and associated systems to achieve savings and improve outcomes in Norfolk	Head of Information Management and Technology (Geoff Connell)
Digital Inclusion Action Plan	No	To consider action plans to reduce digital exclusion in Norfolk.	Assistant Director of Community, Information and Learning (Ceri Sumner)
Assistive Technology Update	Yes - Adults	To consider plans to increase take-up of assistive technology in Norfolk.	Head of Information Management and Technology (Janice Dane)
New Social Care System Progress Update	No	To update the committee on the implementation of the Liquid Logic System for Children's Services and other related developments.	Assistant Director Early Help and Prevention (Janice Dane)
Risk Management Update	No	To review IMT risks	Risk Management Officer (Thomas Osborne)

Meeting: Wednesday 12th September 2018			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Graham Jermy)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Public Wi-Fi	No	To review the availability of Wi-Fi networks across the county and consider options for increasing coverage.	Head of Information Management and Technology (Geoff Connell)
Counter fraud hub	No	To review development of a Norfolk wide counter fraud hub.	Head of Information Management and Technology (Geoff Connell)
Assistive technology	No	To receive an update on planned actions to increase exploitation of assistive technology.	Head of Information Management and Technology (Geoff Connell)
Agritech	No	To receive a briefing on the use of technology in Norfolk's agricultural economy and consider options to promote uptake.	Head of Information Management and Technology (Geoff Connell)
Electric and autonomous vehicles	No	To receive a briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.	Head of Information Management and Technology (Geoff Connell)
Fibre Broadband for new build developments	No	To review progress in promoting fibre connectivity for new build developments in the county.	Head of Information Management and Technology (Geoff Connell)

Cyber Security update	No	To review the Council's Cyber Security capabilities.	Head of Information Management and Technology (Geoff Connell)
Local Full Fibre Network Bid	No	To update the committee on progress with the LFFN bid into the Department of Digital Culture Media and Sport.	Head of Information Management and Technology (Geoff Connell)
Meeting: Wednesday 14th 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.	Executive Director of Finance and Commercial Services (Graham Jermy)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Public Wi-Fi	No	To review the availability of Wi-Fi networks across the county and consider options for increasing coverage.	Head of Information Management and Technology (Geoff Connell)
Electric and autonomous vehicles	No	To receive a briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.	Head of Information Management and Technology (Geoff Connell)
Cyber Security update	No	To review the Council's Cyber Security capabilities.	Head of Information Management and Technology (Geoff Connell)

