

# Digital Innovation and Efficiency Committee

Date: **Friday, 11 May 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](mailto:committees@norfolk.gov.uk)

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

## A g e n d a

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

2. Dig IE Minutes of 6 March 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](mailto:committees@norfolk.gov.uk)) by **5pm Tuesday 8 May 2018**. For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://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](mailto:committees@norfolk.gov.uk)) by **5pm on Tuesday 8 May 2018**.

<b>7. Chairman's Update</b>	<b>Page</b>
Verbal update by Cllr Mr Tom Garrod	
<b>8. Finance Monitoring</b>	<b>Page 11</b>
Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services	
<b>9. IMT Performance Indicators</b>	<b>Page 19</b>
Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services	
<b>10. The results of the mobile telephony review</b>	<b>Page 33</b>
Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services	
<b>11. The Final 5% Fibre Broadband Coverage</b>	<b>Page 39</b>
Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services	
<b>12. General Data Protection Regulations (GDPR)</b>	<b>Page 45</b>
Report by Head of IMT and Data Protection Officer	
<b>13. Forward Plan</b>	<b>Page 51</b>
Report by Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services	

### Group Meetings

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

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

Date Agenda Published: 03 May 2018



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## **Digital Innovation and Efficiency Committee**

**Minutes of the Meeting Held on 6 March 2018  
10:00am, Edwards Room, County Hall, Norwich**

### **Present:**

Mr T Garrod (Chairman)

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

Dr C Jones  
Mr D Rowntree  
Mr T Smith  
Dr M Strong

### **1. Apologies for Absence**

1.1 There were no apologies received.

### **2. Minutes**

2.1 The minutes of the previous meeting held on 22 January 2017 were confirmed by the Committee and signed by the Chairman.

### **3. Declarations of Interest**

3.1 There were no interests declared.

### **4. Urgent Business**

4.1 There was no urgent business received.

### **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. The Chairman didn't have any business to report.

## **8. Finance Monitoring**

8.1 The annexed report (7) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received. The report provided information on the budget position for services relating to Digital Innovation and Efficiency Committee for 2017-18. It provided information on the revenue budget including any forecast over or under spends and any identified budget risks.

8.2 Members were appreciative to see out turn figures and the variances as in table one of the report, as previously requested. It was clarified that only £200k was being taken out of reserves as opposed to £800k as previously expected.

8.3 The Programme Director agreed to provide a written response regarding the costs relating to better broadband, as there was a discrepancy in the report.

### **8.4 RESOLVED**

**That the Committee note:**

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

## **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. The report provided an update to the new Committee for the IMT Department performance monitoring and management and provided the Committee with an update on current trends.

9.2 The Committee heard that the answer phone facility had been removed to provide a better service so that calls were only answered by a member of the IMT staff. The abandonment rate was higher than hoped but it was expected that this would improve over time.

9.3 The recent bad weather received proved a test for the amount of remote access being used at the same time. Data captured at the time revealed that 1500 users were working remotely concurrently. Until Wednesday all was working perfectly until Thursday when there was an external outage due to the Vodafone network. Members heard that more trialling needed to be carried out on users working from home concurrently so it can test the capability of the system.

9.4 **RESOLVED**

**That the Committee:**

- a) **Note the information provided in the report.**
- b) **Note the proposals for automation and two additional apprentices, funded through other IMT staff savings to further improve IMT performance.**

**10. DIE Committee Plan incorporating Norfolk Futures**

- 10.1 The annexed report (10) by the Executive Director, Community and Environmental Services and Executive Director, Finance and Commercial Services was received. The report set out the three year forward plan which in turn set out how its areas of responsibility would be shaped by the ambition of *Caring for our County: A Vision for Norfolk in 2021* and the principles of *Norfolk Futures*, the County Council's new strategy.
- 10.2 The Committee heard that many Local Authorities had similar aims and the Head of IMT confirmed that he was working closely with numerous Local Authorities through various guises so would ensure sharing of best practice.
- 10.3 It was suggested that the plan needed more detail about the delivery of the aims and what could be achieved with better broadband or mobile coverage. It was suggested that the Committee should be seen to be more pro-active in reviewing the workings. This work should continue to come back to the Committee for leadership and coordination.

10.4 **RESOLVED**

**That the Committee:**

- a) **Agree the Digital Innovation and Efficiency Plan, as set out in Appendix 1 of the report.**
- b) **Note the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.**
- c) **Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 in the report.**

**11. Better Broadband for Norfolk Programme Update**

- 11.1 The annexed report (11) by the Executive Director of Community and Environmental Services was received. The report described two new opportunities to support the council's stated aim to achieve superfast access for 100% of Norfolk properties.
- 11.2 Members exclaimed that it was important to move forwards on this especially for rural areas and especially if other objectives in the Committee plan were to be realised. It would be sensible to get the buy in from parishes and town councils as they could help promote it. It would also be useful to push for the fibre for premises and for holiday homes as this would benefit wages and rural unemployment.

- 11.3 There was a suggestion that the money received into North Norfolk District Council for second homes council tax could be spent on North Norfolk's broadband. The percentage which comes into Norfolk County Council was spent on core services across the Council but 2018/2019 would be the last year that some went to the District Council. This would be considered by Officers.

11.4 **RESOLVED**

**That the Committee:**

- a) **Agree the procurement approach as described in section 2 of the report.**
- b) **Delegate authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice Chair of Digital Innovation and Efficiency Committee to enter into contract(s) with the successful bidder(s) for the provision of NGA broadband infrastructure.**
- c) **Recommend to Policy and Resources Committee and then to Full Council for the £11 million of forward funding for the next stage of BBfN.**

**12. Assistive Technology**

- 12.1 The annexed report (12) by the Executive Director of Adult Social Services and Executive Director of Finance and Commercial Services was received. The report gave details of how the assistive technology is used by members of the county and given the developments in the technology it was appropriate that the Council reviews how the technology could be used to help cope with the combined drivers of increasing demand and reducing budgets. The Committee also watched a short video showing the example of when assistive technology was not suitable.
- 12.2 With regards to the demonstrator suite that could be built at County Hall, Members asked if there were portable demonstrators available. Officers confirmed that Social Workers currently took smaller items around with them as they were conscious to be able to show the equipment to all parts of the County.
- 12.3 The equipment can be set up to individually programme to a person's specification. Some equipment was predominantly there to reassure carers and other family members.
- 12.4 Officers were happy to attend meetings which were already set up, rather than set up new meetings to showcase equipment.
- 12.5 Members heard that using more assistive technology would release resource to help those with more complex needs.

12.6 **RESOLVED**

**That the Committee:**

- 1. Note current assistive technology services being delivered.**
- 2. Note current plans to develop the Council's assistive technology offer.**
- 3. Approve development of a demo suite / living lab with partners.**
- 4. Agree that officers should consider options for partnership working.**



5. **Note the ethical dimension which should be considered when reviewing future assistive technology plans.**
6. **Agree to receive a further paper once the review of Assistive Technology has been completed in Adults Social Services.**

### **13. Digital Inclusion Strategy**

- 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. The report outlined why digital inclusion is an issue for Norfolk and the steps proposed to address the barriers that Norfolk people face in getting on line.
- 13.2 Officers confirmed that as part of the strategy, work was already being undertaken with Voluntary Norfolk.
- 13.3 The heatmap caused some concern for Members as there were hot and cold spots within very small areas. More granular data was less robust as it was NCC data and not nationally agreed data, however, the more specific data could be obtained.
- 13.4 It was noted that it is not just older people who are digitally excluded. Many younger people are as well, even though many older people rely on their younger members of the family. Adult Education were rolling out digital skills in line with Government schemes.
- 13.5 It was confirmed that when libraries were open but unstaffed, the computers were still available to be used.
- 13.6 **RESOLVED**

**That the Committee endorse the Digital Inclusion Vision and Strategy and recommend its approval at Policy and Resources Committee to improve digital inclusion in Norfolk.**

### **14. Mobile Telecommunications**

- 14.1 The annexed report (14) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received. The report provided an update on the survey that had been carried out and proposed some steps moving forwards.
- 14.2 The Committee heard that the survey should be finished in the next few days as the bad weather had delayed completion.
- 14.3 Members asked that the results were published with a zoom function as residents would be particularly interested to know the results of their specific area. The results would also be sent to all Members of the Council and ATWG would be attending the next meeting.
- 14.3 **RESOLVED**  
**That the Committee:**

- a) Note the information regarding progress with the survey.
- b) Agree to receive a briefing from ATWG on the final results of the survey after completion on the 22<sup>nd</sup> March.
- c) Approve plans to use the data in further dialogue with mobile network operators to drive coverage improvement through access to public sector buildings and where possible fibre backhaul.
- d) Publish the findings on the Councils internet site to help residents and business make better informed mobile telephony buying decisions.
- e) Consider options for a periodic refresh of the data.

## **15. Forward Plan**

- 15.1 The annexed report (15) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received. The report set out the Forward Plan for the Committee and asked for any future items that the Committee wished to consider.

### **15.2 RESOLVED**

**That the Committee agree the forward plan.**

The meeting finished at 12.05pm

**Chairman**

# Digital Innovation & Efficiency Committee

Item No.

<b>Report title:</b>	<b>Finance Monitoring</b>
<b>Date of meeting:</b>	<b>11 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance &amp; Commercial Services</b>
<b>Strategic impact</b>  <p>This report provides the Committee with information on the budget position for services reporting to Digital Innovation &amp; Efficiency Committee for 2017-18. It provides information on the revenue budget outturn for 2017 – 18, and the revenue budget value for 2018 – 19. It also provides an update 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 2017-18 net revenue budget for this committee was £14.876m, and for 2018 -19 is £13.197m. Details of the 2017 – 18 revenue outturn position are shown in Table 1 of this report.

The capital programme relating to this Committee for the years 2017 – 18 to 2019 / 20 is £47.963m. 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 2017 -18 revenue outturn for this Committee, and the 2018 – 19 revenue budget values**
- b) **The capital programme for this Committee**
- c) **The actual use of reserves in 2017 – 18 and the balance of reserves carried forward to 2018 - 19**

## 1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis, it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.
- 1.2. This report reflects the budgets and outturn position as at the end of March 2018, and the revenue budget for 2018 – 19.

## 2. Evidence

### Revenue budget 2017-18

- 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 2017-18 net revenue budget for this Committee was £14.876m, the outturn is a balanced position, in line with the previous forecast. The use of reserves to support this position is £0.423m (previous forecast £0.638m), and is 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 principal areas of variance between 2017 – 18 outturn and the previously reported forecast are as follows –

- Infrastructure – the contingency for additional expenditure relating to the implementation of the new Voice & Data contract is no longer needed, some costs relating to the implementation of Skype for Business have been delayed
- Applications, Places, People – Services to Schools income was reduced due to the loss of significant clients. A headcount reduction is planned to ensure future budget targets are able to be met
- Information Management – a review of year end expenditure resulted in some costs relating to Portals development to be capitalised

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.

**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 comprises £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.

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

	2017 - 18 Budget £m	2017 – 18 Outturn £m	2017 – 18 Outturn variance £m	2017-18 Forecast variance £m
<b>Information Management</b>				
<b>Technology</b>				
Infrastructure	4.720	3.770	(0.950)	(0.460)
Technical Programme, DNA	1.524	1.479	(0.045)	(0.084)
Applications, Places, People	2.914	3.081	0.167	(0.383)

Information Management	1.149	1.145	(0.004)	0.284
Capital charges	1.395	1.395	-	-
Use of reserves	(0.825)	0.007	0.832	0.643
	<b>10.877</b>	<b>10.877</b>	<b>0.000</b>	<b>0.000</b>

**IMT 2018 – 19**  
**Net Budget - £9.979m**  
**Better Broadband for Norfolk**

Agency & Contracted Services	4.196	4.196	0.000	(0.002)
Grants / Other costs	(0.197)	(0.197)	0.000	0.002
	<b>3.999</b>	<b>3.999</b>	<b>0.000</b>	<b>0.000</b>
	<b>14.876</b>	<b>14.876</b>	<b>0.000</b>	<b>0.000</b>

**Better Broadband 2018 – 19**  
**Net budget - £3.218m**

**Committee total 2018 – 19**  
**Net budget - £13.197m**

### 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**

	<b>2017 – 18 Budget</b>	<b>2017- 18 Actual Spend</b>	<b>2018 – 19 Budget</b>	<b>2019 – 20 Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>IMT</b>				
Server hardware	1.082	1.264	2.235	1.335
Software licensing	0.075	0.033	0.000	2.500
Device refresh rolling programme	1.710	2.382	2.690	1.795
LAN, Wi Fi, security	1.250	0.451	2.400	
Website, portal and BI	1.020	1.164	0.555	0.555
Data centre, disaster recovery	0.050	0.000	1.503	0.000
Skype for Business			0.900	0.000

	<b>5.187</b>	<b>5.294</b>	<b>10.283</b>	<b>6.185</b>
<b>Better Broadband</b>	4.195	4.195	2.154	19.852
	<b>9.382</b>	<b>9.489</b>	<b>12.437</b>	<b>26.037</b>

- 3.1. 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. 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. The website, portal, BI and online transactions development funding will enable customer services to achieve its channel shift savings, enable new social care transactions to go online for both residents and businesses and provide staff with access to business intelligence tools and data to improve operational and strategic decision making.
- 3.5. The available funding for Better Broadband for Norfolk relates to the planned improvements to broadband services throughout Norfolk.

#### **4. Reserves and provisions**

- 4.1. The Council holds both provisions and reserves.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA’s Accounting Code of Practice.
- 4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:
- 4.4. **Reserves for special purposes or to fund expenditure that has been delayed, and in many cases relate to external Grants and Contributions** - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.

- 4.5. **Local Management of Schools (LMS) reserves that are held on behalf of schools** – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- 4.6. **General Balances** – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The Committees' unspent grants, reserves and provisions as at 1<sup>st</sup> April 2018 totalled £0.826m.
- 4.10. Table 3 below shows the balance of reserves and the actual usage during 2017-18.
- 4.11. **IMT** - the remaining reserves will be used to support the corporate technology platform to achieve savings in the next budget planning period.
- 4.12. **Better Broadband** – the £0.430m usage of reserves during 2017 – 18 represented a £0.500m usage in support of the 2017 – 18 corporate budget planning requirement, offset by a £0.070m addition to reserves from unused revenue budget.

<b>Table 3: Digital Innovation &amp; Efficiency: Reserves &amp; Provisions</b>			
<b>Reserves &amp; Provisions 2017-18</b>	<b>Balance at 01 April 2017</b>	<b>Balance at 31 March 2018</b>	<b>Change during 2017 - 18</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Information Management Technology	0.824	0.831	0.007
Better Broadband for Norfolk	0.456	0.026	(0.430)
<b>Committee Total</b>	<b>1.280</b>	<b>0.857</b>	<b>(0.423)</b>







# Digital Innovation & Efficiency Committee

Item No

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

## 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 Customer Satisfaction with Web Access continues 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 8 are within tolerance (green or amber) 7 are on target and 1 (Systems Availability) has missed the target by 0.8%. IMT call abandonment rate, was below target in the last two reports, but performance in this area is now back on target).

The Systems Availability achieved in April was 98% and the target is 99% the issue that caused downtime are due to a 3<sup>rd</sup> party failure which resulted in public access PCs in libraries not being temporarily inaccessible. There was also a problem with Apple Ipad updates and Airwatch which are used by elected members use to access their email. IMT apologises for the impact of these failures and is working on these issues to minimise the likelihood of any recurrence and will also ensure any workarounds (as was issued for the email) are provided sooner.

## 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	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	7,911	8,572	9,432	10,321	11,156	12,162	13,054	13,933	14,755	16,750	18,151	19,627		20,000
{CIL} Customer satisfaction with web access	Bigger	76.3%	69.8%	70.5%	66.1%	64.2%	72.1%	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%		70.0%
		776 / 1017	527 / 755	477 / 677	538 / 814	595 / 927	777 / 1078	631 / 883	550 / 786	521 / 707	1128 / 1533	841 / 1227			
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	10.0%
		740 / 4392	476 / 6027	531 / 5989	321 / 4110	282 / 4175	252 / 3615	436 / 5107	611 / 4288	991 / 2927	1255 / 4258	1231 / 3482	758 / 3818	260 / 3051	
{IMT} ICT incidents per customer per month	Smaller	1.3	1.8	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.1	1.1	1.1	1.5
{IMT} First line fix	Bigger	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.3%	28.0%
		1097 / 3175	1017 / 3018	1304 / 4542	1132 / 4259	1030.92 / 3768	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	1362 / 4133	1577 / 4659	1504 / 4262	
{IMT} Incidents resolved within SLA	Bigger	80.7%	75.4%	78.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.8%	80.0%
		2468 / 3059	2623 / 3477	2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3648 / 4302	2079 / 2601	3311 / 3778	2952 / 3362	
{IMT} Customer satisfaction with ICT services	Bigger	6.5	6.2	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6
{IMT} Systems availability	Bigger	95.1%	94.0%	97.6%	98.93%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	99.0%
		102.7k / 108.0k	101.0k / 108.0k	116.0k / 118.8k	112.2k / 113.4k	118.6k / 118.8k	112.8k / 113.4k	118.8k / 118.8k	117.8k / 118.8k	102.6k / 102.6k	118.4k / 118.8k	80.7k / 81.0k	112.6k / 113.4k	111.3k / 113.4k	

### **3. Report Cards**

- 3.1. A report card is produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis. Report cards will be included in this report whenever there are exceptions. The report cards for those vital signs that do not meet the exception criteria are not normally reported, but are collected and are available to view. They have been included at Appendix 2 this month for information.

## **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, e.g. equality impact assessment, please get in touch with:

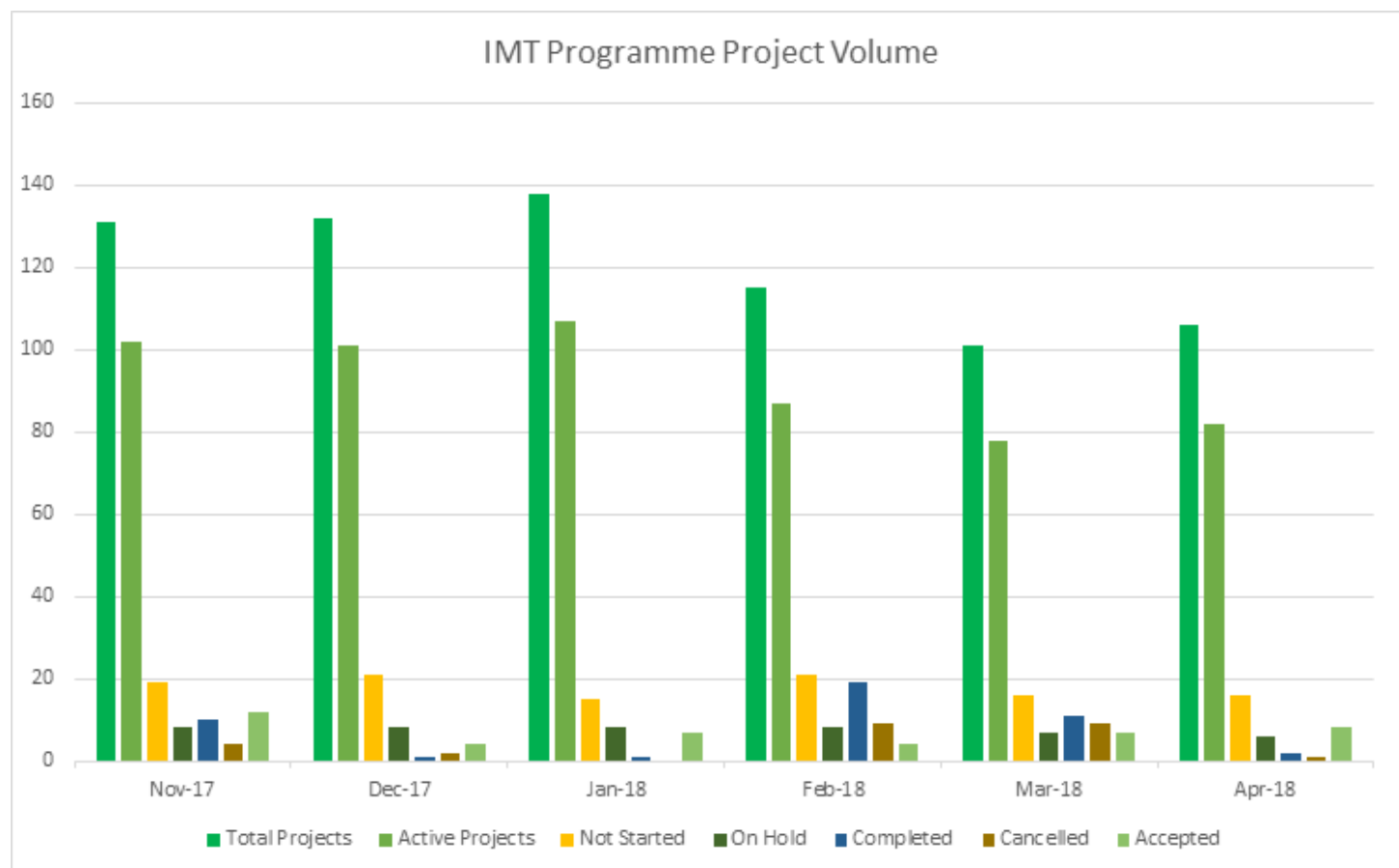
<b>Officer Name:</b>	<b>Tel No:</b>	<b>Email address:</b>
Simon George	01603 222400	<a href="mailto:simon.george@norfolk.gov.uk">simon.george@norfolk.gov.uk</a>
Geoff Connell	01603 222700	<a href="mailto:geoff.connell@norfolk.gov.uk">geoff.connell@norfolk.gov.uk</a>



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

Please find below the list of delivery highlights. These weren't included within the last committee papers but were mentioned within the report.

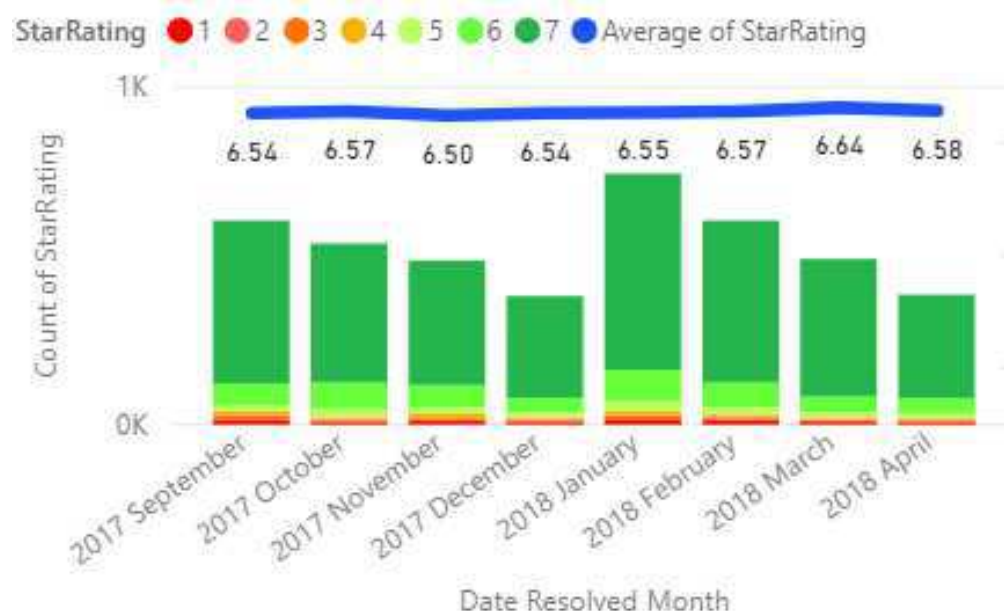
<b>IMT Programme Delivery Highlight</b>
<b>Highlights from March – April 2018</b>
❖ IMT00355 Adults Travel App has been completed
❖ IMT00382 and IMT00383 IMT Schools 17-18 capital and refresh projects are all complete
❖ The IMT00479 Primary Care Mortality Database project has been completed
❖ IMT00521 Care Home Bed Tracker was successfully implemented
❖ IMT00175 Open Plus Phase 1 site installations are complete
❖ NCC have signed a new contract with GYBC to support their IMT service.
❖ The Health & Social Care Integration project is complete, NCC are technically integrated with NCH&C
❖ Over 1000 Windows 10 devices have been deployed to date, as part of the Technology Improvement Programme
❖ Liquid Logic has been implemented for Adult Social Services. The Children's Services' implementation is on target.
❖ Provision of filtered internet access for Children's Services residential centre.
❖ IMT00197 Infrastructure Refresh Compute is complete and all servers have been replicated
❖ Infrastructure Storage Refresh has been completed

## 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?

- 9% of our customers returned our survey with an average score of 6.58
- 96% of our customers have awarded IMT 5 to 7 stars
- 3% of our customers have awarded IMT 1 to 3 Stars

What will success look like?

- Score greater than 6

Action required:

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

Responsible Officers:

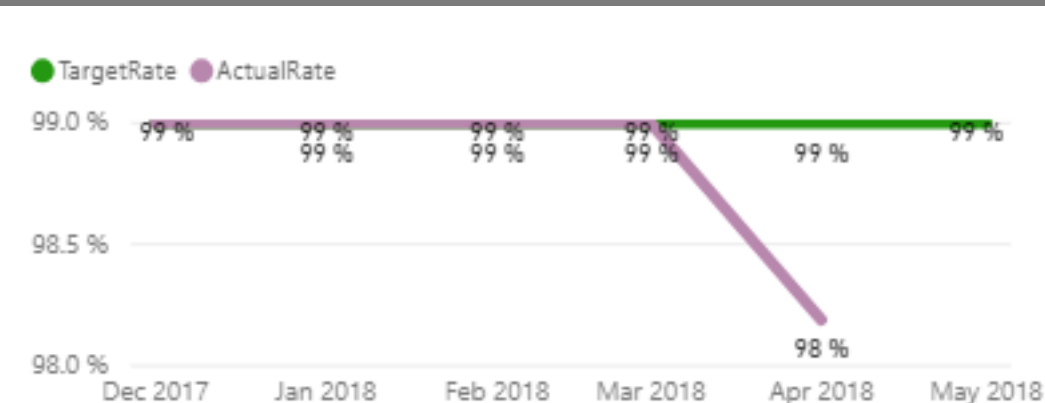
Lead: Rob Price, Service Delivery Manager  
Data: Jo Carey, Service Delivery Analyst

## IMT: Systems availability

### Why is this important?

Users expect systems (Care First, Oracle, Tribal, Spydus, Email, Internet Access, Intranet Access and Telephony) to be available and reliable when they want to use it, within the agreed service level agreement

### Performance:



### What is the background to current performance?

- Services availability during this period, to close of business 27 April was 98%.
- ICAM (effecting public access PC's in Libraries) outage is the primary cause of not achieving target this, this was due to a configuration error by our 3<sup>rd</sup> party that took the system down.
- Airwatch, whilst not measured within our current availability statistics caused the members loss of email functionality on iPads for 2,700 minutes from 16 April until 20 April

### 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



What is the background to current performance?

- 1% within our target for April, so the additional FTE in February has supported the improvement
- The introduction of the Windows 10 deployment has seen a reduction in incidents being raised due to its improved configuration and functionality.

service desk

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?

- 1.10 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 and target of 28%

What is the background to current performance?

- Exceeded the target for last 3 months to date

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



- 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





# Digital Innovation and Efficiency Committee

Item 10 Item No.

<b>Report title:</b>	<b>Results of the Mobile Telephony Review</b>
<b>Date of meeting:</b>	<b>06 March 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services</b>
<p><b>Strategic impact</b></p> <p>While the successful Better Broadband for Norfolk Programme has dramatically improved the availability and performance of fixed internet connectivity, the coverage of good mobile voice and data connectivity lags some way behind.</p> <p>The availability of ubiquitous, fast, reliable mobile voice and data coverage would provide significant benefits for economic development and improved quality of life for the people who live, visit and work in Norfolk.</p> <p>The committee is committed to working with mobile network operators to improve coverage. A mobile voice and data coverage audit has been commissioned and completed in order to better inform this dialogue and also to provide high quality up-to-date information to Norfolk's residents and businesses.</p>	

## Executive summary

<p>The focus of Norfolk County Council and its partners on broadband provision in the county has seen Superfast coverage improve from below 50% just a few years ago to 91% today, with firm plans to rise to at least 95% by April 2020. The council is also pursuing opportunities to increase availability of Ultrafast connectivity via fibre to the premise (FTTP) and working to support alternative network providers.</p> <p>Meanwhile mobile telecommunications facilities have failed to improve at anywhere near the same pace, not least because government funding has only been available to support fixed broadband.</p> <p>In November 2017 the committee agreed to commission an independent study of mobile coverage across the county. The tender process was completed in January and a specialist supplier called AWTG was the successful bidder. The work has now been completed and this report summarises the findings and next steps proposed to improve coverage where it is most needed.</p> <p>The survey process covered over 5,000km of Norfolk's roads and 30 sites on foot, capturing over 6 million data points. This provided coverage maps for all 4 mobile network operators across 2G, 3G and 4G services.</p> <p>The headline results are that where coverage is available the quality of service is good, so there does not appear to be a need to invest in replacing existing equipment. However, there are significant gaps in coverage across all 4 providers such that one call in 5 placed will currently fail.</p>
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The table below shows how often the signal strength matches the mobile network operators minimum target and that of Ofcom (the regulator). When using a regular phone the latter figure would be the one which would relate to a good user experience.

Metric	Summary of Main Findings
2G Coverage	<ul style="list-style-type: none"> <li>• <b>98.83% Service availability on test handset based on MNOs defined threshold</b></li> <li>• <b>74.28% Service availability on test handset based on Ofcom defined threshold</b></li> </ul>
3G Coverage	<ul style="list-style-type: none"> <li>• <b>89.74% Service availability on test handset based on MNOs defined threshold</b></li> <li>• <b>65.68% Service availability on test handset based on Ofcom defined threshold</b></li> </ul>
4G Coverage	<ul style="list-style-type: none"> <li>• <b>98.92% Service availability on test handset based on MNOs defined threshold</b></li> <li>• <b>83.38% Service availability on test handset based on Ofcom defined threshold</b></li> </ul>
Voice	<ul style="list-style-type: none"> <li>• <b>Voice performance acceptable when user is within the coverage area.</b> <ul style="list-style-type: none"> <li>• 82% call attempt success rate and 98% call completion rate.</li> <li>• Average voice quality is 3.93 out of 5</li> <li>• Average call setup time is 3.27 seconds</li> </ul> </li> </ul>
Data	<ul style="list-style-type: none"> <li>• <b>Data performance acceptable when user is within the coverage area.</b> <ul style="list-style-type: none"> <li>• 14.54Mbps average DL speed / 7Mbps average UL speed</li> <li>• Average download time for webpage is 6.86 seconds</li> <li>• 86.46% of web browsing tests completed successfully</li> <li>• 84.90% of video streaming tests completed successfully</li> </ul> </li> </ul>

Suitable county council structures are available for use in many locations which currently have poor coverage so there is reason to believe the council will be able to assist in improving coverage.

#### Recommendations:

1. That the committee note the information provided by the survey.
2. To approve the public release of the coverage maps and associated data via the council's website.
3. To work with the Mobile Network Operators to facilitate early access to council owned assets to improve coverage as soon as possible.
4. That the committee note the impact of code powers on charges.
5. To implement the new, lower code powers based rental rates without delay.
6. To consider the proposal to repeat the survey process for poor coverage areas only in 12 months' time to show what progress has been made.

## 1. The Background and Context

- 1.1. The current mobile phone coverage levels across Norfolk leave much to be desired and are a source of considerable frustration to residents, visitors and local businesses

Norfolk county council therefore wishes to use its assets and its influence to improve the consistency and quality of mobile voice and data coverage across the county.

The survey and engagement with the four main suppliers along with a review of charges is intended to enable use of council and other public sector structures to host equipment to fill current gaps in coverage. Where possible, fibre backhaul will also be provided to improve mobile data network capacity.

## **2. Scope of the completed and proposed activities**

- 2.1. The survey has now been completed and the council is now in possession of a wealth of data with which to engage in well informed dialogue with the Mobile Network Operators (MNOs). The data will help to determine where they need to site additional equipment and where we have existing county council structures or can facilitate dialogue with other local public sector organisations such as the Police and district councils.

The MNOs have confirmed that they welcome the data and the approach of the Council in making more potential sites available, and that it is something they wish to explore. However, they have highlighted that the economics of deploying infrastructure, particularly in rural areas, remains challenging for operators

It has become apparent that the limited coverage in areas like Hunstanton has been exasperated by the high fees previously demanded to site equipment.

The full report provided by AWTG is proposed to be published along with the online maps and associated data on the council's website.

The locations of the most suitable Norfolk County Council assets (including fire towers) is included at appendix 1.

### **2.2. Timing**

The survey results have been shared with the MNOs and calls set up to discuss the results and answer any queries.

The results are planned to be published immediately after Digital Committee meeting, subject to members approval.

Officers are now ready to schedule meetings with the MNOs to discuss site access requirements, including an appropriately reviewed schedule of rates and legal agreements in line with the new code powers and members direction with regards charging principles.

It is proposed that the survey exercise is repeated in 12 months time to assess the degree to which improvements have been made. However, the scope of the survey should be restricted to the areas which currently lack sufficient coverage (to minimise the cost of the exercise).

### 3. Financial Implications

- 3.1. The council currently generates £47k PA of income from telecommunications equipment placed on fire towers and £14K across the rest of the council's property estate. This income, though important to the council is small in relation to the potential economic development and community benefits provided by improving mobile voice and data coverage.

The income is expected to reduce at least in the short term, due to the Electronic Communications Code (schedule 1 of the Digital Economy Act) which came into force on the 28<sup>th</sup> December 2017. This code will affect renewals or new contracts due to the way rentals are evaluated. While this may be negative in terms of the council's income it does mean that some sites which were not previously financially viable for MNOs may become suitable and therefore provide new opportunities to improve coverage. The precise value of any reduction and the associated timescale is not fully understood at this time as new rates are being established over time in light of code powers.

It is proposed that the council moves swiftly to assess the new rates and apply them for any new rentals, this should assist MNOs to commit to new sites sooner and make more rural sites economically viable. However, it should be noted that although the rates will reduce, they must still be in line with market rates in order to avoid state aid issues.

In the medium to longer term overall rental income is likely to increase as demand for 4G (and eventually 5G) causes the MNOs to require many more sites.

The cost of repeating the mobile network review in 12 months' time will be subject to tender and can be minimised by reducing the scope to the areas with the worst coverage.

### 4. Issues, risks and innovation

- 4.1. There are no specific risks arising as a result of this item.

#### Officer Contact

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

**Officer name:** Geoff Connell

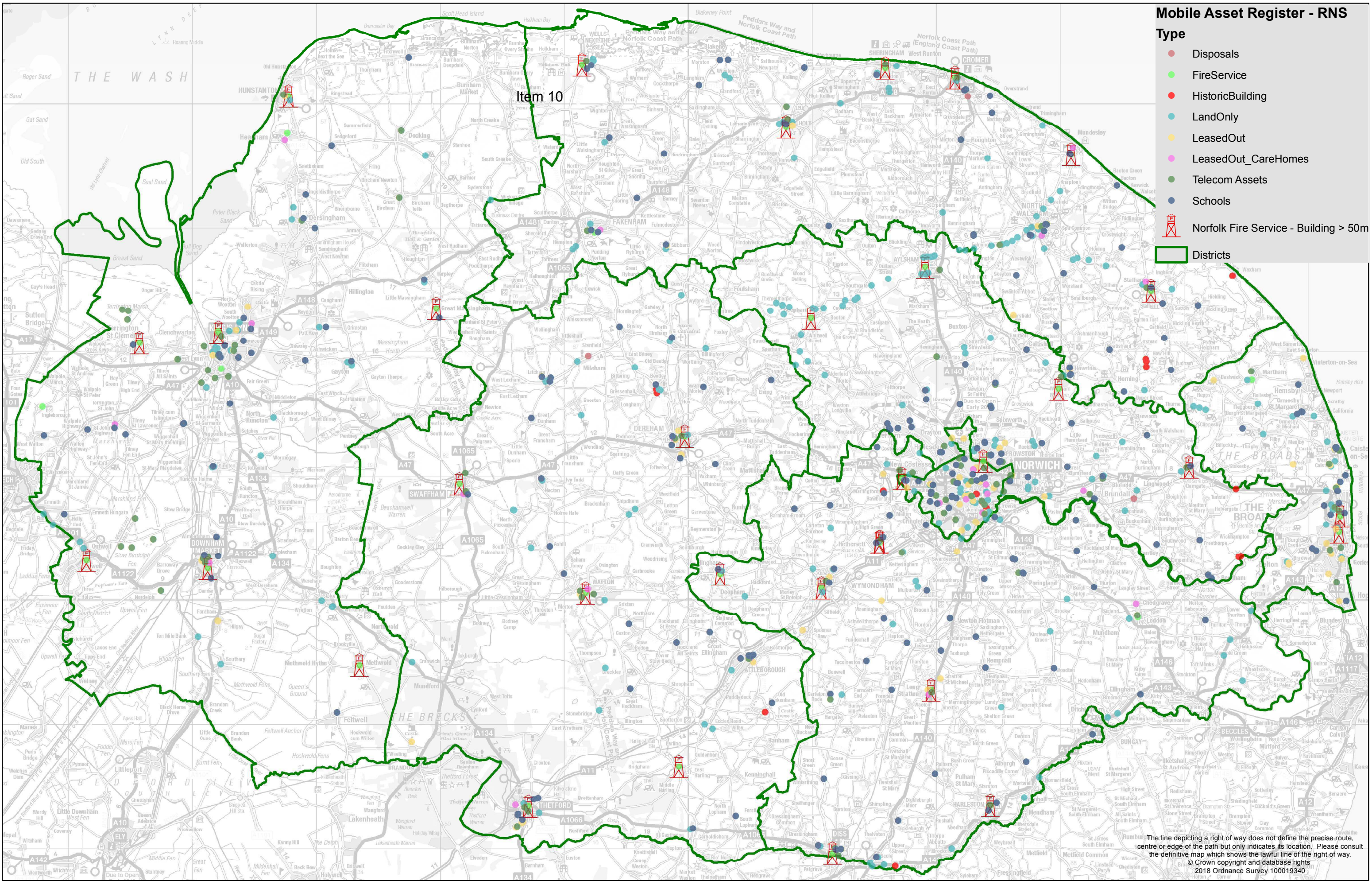
**Tel No.:** 01603 222 700

**Email address:** [geoff.connell@norfolk.gov.uk](mailto:geoff.connell@norfolk.gov.uk)



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# Digital Innovation and Efficiency Committee

Item 1 Item No.

<b>Report title:</b>	<b>The Final 5% Fibre Broadband Coverage</b>
<b>Date of meeting:</b>	<b>11 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services</b>
<p><b>Strategic impact</b></p> <p>The successful Better Broadband for Norfolk Programme (BBfN) has dramatically improved the availability and performance of fixed internet connectivity across the county.</p> <p>However, the programme, which funds Openreach to provide a “superfast” service is not available to all of Norfolk’s residents and businesses. There are currently 9% of Norfolk’s properties which are not yet connected and there are anticipated to be 5% still without superfast connectivity levels when the programme ends in April 2020.</p> <p>Norfolk’s residents and businesses would also benefit from greater choice of provision, this choice could allow buyers to choose lower cost packages (perhaps without landlines) or higher speed connections.</p>	

## Executive summary

<p>The focus of Norfolk County Council and its partners on broadband provision in the county has seen Superfast coverage improve from 42% in 2013 to 91% today, with firm plans to rise to at least 95% by April 2020.</p> <p>The council is also pursuing government funded opportunities to increase availability of Ultrafast connectivity for businesses via fibre to the premise (FTTP).</p> <p>Although there is competition in the marketplace as Openreach provides its infrastructure to over 100 Internet Service Providers (ISPs), there is a gap in provision and alternative options right now which the Council wishes to address by also providing support to alternatives options.</p> <p>Various companies that offer alternatives (to Openreach and Virgin Media) network solutions have been identified as operating in Norfolk. These companies are anticipated to fill the remaining gaps in connectivity where the BBfN programme has not yet and may never provide an option. They are also important for Norfolk’s residents and businesses as they provide healthy competition and different package options in terms of price and speed. It should also be noted that the Government’s Better Broadband scheme offers vouchers (available through BBfN) for use with five of Norfolk’s local providers.</p> <p>The committee is 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 this report covers what they provide and how the Council can assist them to provide the additional services that are needed.</p>
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### **Recommendations:**

- 1. That the committee note the availability of the alternative internet connectivity providers.**
- 2. To help raise awareness and provide publicity to support the providers.**
- 3. To 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. To work with the providers to help them obtain quick and cost-effective wayleaves for works involving council owned land and / or highways.**
- 5. To publish easy to consume intelligence which can be used by the suppliers to inform where they might best target their investments.**

## **1. The Background and Context**

- 1.1. The current superfast broadband coverage levels across Norfolk are at an all-time high of 91% but the committee is committed to delivering 100% coverage. The BBfN target is to deliver 95% coverage by April 2020 and so there will still be a final 5% gap in Openreach superfast availability when the programme ends. The Council is seeking further funding however and so it is possible that this figure may reduce further in time.

It should be noted that the alternative providers can offer higher speeds but are generally below superfast speeds, which will be most relevant to the 6% of Norfolk where coverage is below 10Mbps.

Norfolk county council wishes to use its assets and its influence to improve the consistency and quality of broadband coverage and choice across the county.

The committee leadership and officers have therefore held a series of meetings with a group of the main alternative (to Openreach and Virgin Media) broadband providers currently working to deliver services across the county. These meetings have been held to better understand the current position, the organisations' aspirations and what the Council can do to assist them to provide coverage where BBfN and Openreach cannot.

It should be noted that there is generally a financial rather than a technical reason why Openreach cannot connect more locations within the BBfN funding arrangements. This is particularly the case for remote located properties. The good news for residents and businesses in these locations is that there are some innovative organisations developing and maintaining alternative solutions for cost effective connectivity in Norfolk.

The following organisations were consulted as a representative group of suppliers:

- a. B4RN East Anglia ([www.b4rnorfolk.org.uk](http://www.b4rnorfolk.org.uk)) – community fibre
- b. Better Broadband for East Ruston ([www.bb4er.org.uk](http://www.bb4er.org.uk)) – community fibre
- c. ITSWisp / ThinkingWisp ([www.thinkingwisp.co.uk](http://www.thinkingwisp.co.uk)) – Fibre and Wireless



- d. Wispire ([www.wispire.co.uk](http://www.wispire.co.uk)) – Wireless broadband
- e. Rural Broadband ([www.ruralbroadband.co.uk](http://www.ruralbroadband.co.uk)) – 4G & Satellite broadband
- f. SimRush ([www.simrush.com](http://www.simrush.com)) – 4G broadband
- g. Symmetris ([www.symmetris.co.uk](http://www.symmetris.co.uk)) - Fibre and Wireless broadband
- h. Virgin ([www.virginmedia.com](http://www.virginmedia.com)) – Fibre broadband

The council wishes to thank these organisations for their engagement in these discussions and for their commitment to improving broadband connectivity across Norfolk County.

## **2. How BBfN and the Alternative Network Providers Work**

- 2.1. The superfast broadband provision from Openreach is generally provided through what's known as fibre to the cabinet. This involves digging trenches to the cabinet nearest to the target property, laying ducting and fibre in the trenches and then using existing copper cables to carry the signal from the cabinet to the property (this last leg dependence on copper is why speed at the property is highly dependent on the distance from the cabinet to the property). It should be noted that most BBfN commissioned cabinets are close enough to the cabinets to enable superfast speeds.

As the BBfN investment in Openreach infrastructure comes from public subsidy, the expenditure for the BBfN rollout is based on the cost to provide a specific fibre solution, divided by the number of properties that will benefit, to assess the value for money on a per property basis.

The companies that the committee engaged with provide connectivity in essentially three different ways which makes their solutions cost effective in some cases where Openreach is not. These are as follows:

- a. Fibre to the property made cost effective through a not for profit community group. Where available this approach provides a very high level of connection speed (upload and download) at a very low cost (1000mbps for approx. £30 a month). However, provision of this service is just getting started in Norfolk, though it has proven to be effective in Lancashire where B4RN (Broadband for Rural North) started. This approach is being led in South Norfolk by B4RN East Anglia (Broadband for Rural East Anglia) and another community group operating on a similar model called BB4ER (Better Broadband for East Ruston) operating North East of Norwich.
- b. Use of 4G LTE connectivity, boosted by a dedicated receiver located outdoors to provide stated 30-80mbps speeds. The data usage on these connections is capped but allowances have been increasing significantly. In some rare occasions Satellite connections may be used rather than 4G but these do tend to be more expensive and suffer from higher latency levels. SimRush and Ruralbroadband are currently using these technologies to provide connectivity into hundreds of locations across the county.
- c. Use of fixed wireless so that the final section of the broadband connection is provided by a point to point wireless connection. This well-established approach is already being used by hundreds of properties in Norfolk and has been provided by at least three main companies, including Symmetris (whose prices start at under £20 a month – though speed and data cap levels apply), ITSWisp/Thinking Wisp and WiSpire. It is notable that around

half of all the Churches in the country used for this sort of wireless broadband connectivity are located in Norfolk.

Although not really an alternative provider in terms of the 5% Virgin Media provide an alternative option across approximately 25% of the county in areas which Openreach would also consider financially viable.

There are other organisations operating in Norfolk providing alternative network connectivity. The council would be keen to hear from them to see if it may be able to assist them in providing their alternative broadband solutions.

There is a national funding scheme accessible through BBfN which offers a voucher arrangement for properties which have connection speeds below 2mbps (and where there are no planned improvements coming soon). The voucher scheme may be used to pay up to £400 towards the cost of capital and some installation costs for alternative connection service.

The Better Broadband for Norfolk website ([www.betterbroadbandnorfolk.co.uk](http://www.betterbroadbandnorfolk.co.uk)) has full details of the voucher scheme, including eligibility criteria and contact details for many of the companies listed in this report (and others). See <https://www.betterbroadbandnorfolk.co.uk/better-broadband-subsidy-scheme/> for more information.

## 2.2. **How NCC Can Help**

During the meetings with the representative alternative network providers, it was established that there are many practical ways that the Council can help. It is important to clarify that any support provided must be available to all providers and must comply with state aid regulations.

The proposed ways that NCC can assist are as follows:

- a. To help raise awareness and provide publicity to support the providers, this would be through links from the Council's website and an advice and guidance process which would establish what a consumer needs from their broadband service and listing what types of connectivity would be most suitable (along with links to all the relevant providers). This would be separate to the Better Broadband for Norfolk site, but would be complimentary.
- b. To work with the providers to help them obtain quick and cost-effective access to council owned assets to improve wireless broadband coverage. This would include a more direct route to the right contact in the council, with greater internal capacity and priority allocated to processing applications along with early introduction of code power based rates. In return the council would seek wider public benefits (where possible) and greater flexibilities to allow relocation of masts, in future where required.
- c. To work with the providers to help them obtain quick and cost-effective wayleaves for works involving council owned land and / or highways. As with (b) above this would be a streamlined process which recognises the community and economic development benefits in line with members stated aspiration to provide 100% high speed broadband coverage.
- d. To publish easy to consume intelligence which can be used by the suppliers to inform where they might best target their investments. This would

include datasets in machine readable formats that could be used to assess the market opportunity along with access to mapping and planning information. It should be noted that the BBfN site already includes as much information as we are able to provide regarding when and where BBfN will provide coverage.

### **3. Financial Implications**

- 3.1. Considering community benefits in relation to pricing of wayleaves is not new for the authority, though factoring in broadband connectivity options could reduce income. This would be considered on a case by case basis when setting fee levels in line with members stated aspiration to achieve 100% superfast availability.

### **4. Issues, risks and innovation**

- 4.1. There are no specific risks arising because of this report, but the proposals would be likely to improve broadband coverage and choices.

### **Officer Contact**

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

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# Digital Innovation & Efficiency Committee

Item No.

<b>Report title:</b>	<b>General Data Protection Regulation</b>
<b>Date of meeting:</b>	<b>11 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Geoff Connell Head of IMT and Data Protection Officer</b>
<b>Strategic impact</b>  This report provides the Committee with information on the progress of the Council's preparations for the implementation of the General Data Protection Regulation on 25 <sup>th</sup> May 2018.	

## Executive summary

**The report sets out the progress on the preparations for the implementation of the General Data Protection Regulations (GDPR)**

**Recommendation: to note the progress on the preparations for the GDPR**

## 1. Purpose of the report

1.1 This report sets out the progress on the preparations for the implementation of the General Data Protection Regulations.

1.2 The report is for information.

## 2. Background

2.1 The GDPR will be implemented on 25<sup>th</sup> May 2018.

2.2 NCC has produced a project plan for the GDPR and this report sets out the progress made against the plan.

2.3 The Information Compliance Group (ICG) has considered and discussed the project plan and a GDPR Business Leads Working Group (BLWG) has also been set up to take the plan forward. The business leads have ensured that work required under the project plan is undertaken by the services as necessary.

2.4 The following work streams have been prioritised by the ICG and BLWG

- New consent rules and privacy notices
- Changes regarding data controllers and data processors
- Privacy by Design and Data Protection Impact Assessments (DPIAs)
- Security Breaches
- Record of Processing Activity (ROPA)
- Training
- Communications

2.5 Although there is a considerable amount of work to be done to ensure that the County Council is fully compliant with the GDPR, it should be noted that the Council was in a good position to meet many of the data protection requirements because of the work that was undertaken to prepare the Council for the Information Commissioner Office's audit of the County Council in October 2016.

2.6 Further details of each work stream are set out below.

### **3. New Consent Rules and Privacy Notices**

3.1 The GDPR contains stringent new conditions on data controllers to obtain valid consent from data subjects.

3.2 The GDPR says that consent must be freely given, based on a real choice and without conditions. If someone cannot access a service without the Council collecting and processing their information, or if we ask for their consent but would actually process the information anyway even without their permission, then neither of these meet the criteria and would not be considered as true consent. This means that from 25 May 2018 we will move away from asking for consent and our work will mostly be based on our published privacy notices.

3.3 A privacy notice is how we tell people what we will do with their data. As a large Council providing a wide range of services, one privacy notice will not be enough to cover everything that we do so we will have a layered approach with separate notices for services and the work that they do. What this means in practice is that when we begin talking to someone about providing a service or some help, we will tell them at the beginning what we will do with their information.

3.4 All our privacy notices are currently being reviewed. At the moment our main focus is on the services processing large amounts of sensitive personal data. This means Children's Services and Adult Social Care, Trading Standards, Blue Badge applications and Youth Development in Norfolk Fire and Rescue Service. The remaining services will then be addressed.

3.5 New privacy notices will be available on our website from 25<sup>th</sup> May 2018 and will be provided on paper for people who do not have internet access.

### **4. Changes regarding data controllers and data processors**

4.1 The GDPR requires data controllers to obtain sufficient guarantees from data processors and imposes direct obligations and liability on data processors for the first time. This means that we are amending all our contracts with service providers who act

as our data processor to reflect these more rigorous requirements.

- 4.2 Procurement has reviewed all these contracts and is in the process of sending out amendments to the terms and conditions of these contract. Their focus is on contracts involving the processing of large amounts of sensitive personal data. The remaining contracts will then be addressed.

## **5. Privacy by Design and Data Protection Impact Assessments (DPIAs)**

- 5.1 The GDPR requires data controllers to introduce data protection by design and data protection by default at the time of the determination of the means for processing and thereafter.
- 5.2 The GDPR also requires the completion of DPIAs in respect of processing that is likely to result in “high risk” to the rights and freedoms of data subjects and that the Information Commissioner’s Office should be consulted in respect of any high risks that cannot be mitigated.
- 5.3 This means that any proposed projects/services/other processing activities involving high-risk processing of personal data must consider the privacy risks before implemented and mitigate these risks. This can best be done by undertaking a DPIA before any firm decisions are taken regarding the proposal.
- 5.4 The GDPR also requires data controllers to consult with the Information Commissioner’s Office (ICO) if any high risks cannot be mitigated.
- 5.5 We have revised the County Council’s procedures to reflect this and training will be provided to all relevant staff in early June on how to undertake a DPIA.

## **6. Security Breaches**

- 6.1 The GDPR requires data controllers to report breaches to the ICO without undue delay and where feasible within 72 hours of having become aware of it. All personal data breaches must be documented by data controllers to enable the ICO to verify compliance.
- 6.2 The data controller must also notify individuals affected by the breach in clear and plain language where the breach is likely to result in a high risk to the rights and freedoms of individuals.
- 6.3 We have revised the County Council’s procedures to reflect this and currently piloting the procedures with relevant officers.

## **7. Record of Processing Activity (ROPA)**

- 7.1 The GDPR requires the data controller to maintain records of all processing activities as data controller and data processor.
- 7.2 Work is well underway in producing a ROPA but this is a considerable task so the focus

has been on services processing of large amounts of sensitive personal data. The remaining services will then be addressed.

## **8. Training on the GDPR**

- 8.1 The mandatory e-learning for GDPR was introduced in March for all staff and members. This means that all new staff and members and those staff and members who are required to undertake the two-year refresh training will complete the new course.
- 8.2 All remaining staff and members can undertake this training on a voluntary basis before they are required to do so under the mandatory two-year refresh training.
- 8.3 Training will be arranged for members and will also be offered to staff on privacy notices/consents as required.

## **9. Communications**

- 9.1 A communications plan has been produced to ensure that staff are aware of the changes and kept informed on the progress of the work described above. This includes six articles in Friday Takeaway; Norfolk Manager; departmental newsletters; and references in SMT blogs.
- 9.2 The public will also be informed about the changes in Your Norfolk; Your Norfolk Extra; and on the Council's web site.

## **10. Financial Implications**

- 10.1 There are no decisions arising from this report. Most of the work has been undertaken by services' existing resources but an additional £150k has been set aside to assist with work associated with the GDPR both before and after implementation.

## **11. Issues, Risks and Innovations**

- 11.1 The GDPR provides for the imposition of substantial fines for failure to comply with the Regulation. But the Information Commissioner has confirmed that the ICO's proportionate and pragmatic approach will continue after 25<sup>th</sup> May so that enforcement and fines will be a last resort. Although not all the preparations will be fully complete by the 25<sup>th</sup> May, work will continue with all the services to ensure that the Council is fully compliant, based on a risk assessed and prioritised forward plan of activity.

## **Officer Contact**

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



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# Forward Plan for Digital Innovation & Efficiency Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting: Friday 11<sup>th</sup> May 2018</b>			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Results of the Mobile Telephony Review	No	To update the committee on the findings of the mobile communications review and engagement with network operators.	Head of Information Management and Technology (Geoff Connell)
The Final 5% Fibre Broadband Coverage	No	To consider how the final 5% of homes outside current BBfN plans can be addressed.	Head of Information Management and Technology (Geoff Connell)
General Data Protection Regulations (GDPR)	No	To update the committee on the Council's preparedness for GDPR (the new Data Protection Bill)	Head of Information Management and Technology (Geoff Connell)
<b>Meeting: Wednesday 11<sup>th</sup> July 2018</b>			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)

<b>Issue/decision</b>	<b>Implications for other service committees?</b>	<b>Requested committee action (if known)</b>	<b>Lead officer</b>
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Digital Incubator and R&D Facilities	No	To consider how the committee can support the development of digital start-ups and develop research and development capacity	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
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)
Use of technology by Highways	No	To review how the council's highways service can further develop its use of technology to increase efficiency and improve outcomes.	CES Assistant Director - Highways (Nick Tupper)
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)
Cyber Security update	No	To review the Council's Cyber Security capabilities.	Head of Information Management and Technology (Geoff Connell)
Assistive Technology Update	Yes - Adults	To consider plans to increase take-up of assistive technology in Norfolk.	Head of Information Management and Technology (Geoff Connell)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
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)
Local Full Fibre Network Bid	No	To update the committee on progress with the LFFN bid into the Department of Culture Media and Sport.	Head of Information Management and Technology (Geoff Connell)
<b>Meeting: Wednesday 12<sup>th</sup> September 2018</b>			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
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)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
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)