Norfolk County Council

Digital Innovation and Efficiency Committee

Date: **Monday, 22 January 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	Mr 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

A g e n d a

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

2. **Dig IE Minutes of 8 November 2017**   **Page 5**

3. **Declarations of Interest**
   If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

   If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

   In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

   If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects
   -       your well being or financial position
   -       that of your family or close friends
   -       that of a club or society in which you have a management role
   -       that of another public body of which you are a member to a greater extent than others in your ward.

   If that is the case then you must declare such an interest but can speak and vote on the matter.

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Public QuestionTime**
   Fifteen minutes for questions from members of the public of which due notice has been given.

   Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Wednesday 17 January 2018.** For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

. **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 Wednesday 17 January 2018.**

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: 12 January 2018

Norfolk County Council

Digital Innovation and Efficiency Committee

Minutes of the Meeting Held on 8 November 2017
10:00am, Edwards Room, County Hall, Norwich

Present:

Mr T Garrod (Chairman)

Mr D Bills	Dr C Jones
Mr E Colman	Mr D Rowntree
Mr S Eyre	Ms S Squire
	Dr M Strong

Substitute Member Present:
Michael Chenery of Horsbrugh for Mr
T Fitzpatrick

1.   Apology for Absence

1.1   An Apology for absence was received from Mr T Fitzpatrick.

2A   **Minutes**

2.1   The minutes of the previous meeting held on 17 October 2017 were confirmed by the Committee and signed by the Chairman.

2B   **Matter Arising- Numbers of On-Line Digital Accounts**

2B.1   With reference to paragraph 11.5 of the minutes, Dr C Jones asked for an update on whether the Committee remained on track to achieve its ambitious target for a steep rise in the number of on-line digital accounts. He also asked for an explanation of the risks to the Council if this target was not met.

2B.2   In reply, the Executive Director of Finance and Commercial Services said that significant progress was being 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. An update on progress would be reported to the Committee in March 2018. The corporate and departmental risks of not achieving the required increase in on-line digital accounts were directly and indirectly related to performance targets found in existing risk management plans reported to service committees at regular intervals.

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 Chairman reported that he had recently met with representatives of Amazon to discuss the potential for the introduction of new technologies to provide for better engagement with the social care market at a time when IT systems were being updated more quickly than ever before.

8   **Proposal to commission a mobile voice & data study**

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 proposed the Council commence a procurement process to commission an independent review of mobile telecommunications coverage across the county. This would provide a baseline from which informed decisions could be made about what improvements were required and where they were needed.

8.3   The Committee was informed that the commission would determine how the County Council could help to improve mobile phone coverage and generate income from its assets through the potential use of some 500 public sector owned structures, such as council offices, fire towers, wind turbines and existing telecommunications masts. The information provided by the commission would help the Council to engage with mobile phone providers in a meaningful way and assist the providers to find suitable locations for new infrastructure in the "not-spots" where coverage was lacking, offering access (for an appropriate fee) to Council or other public sector owned assets. The commission would also be able to assist in identifying how the planning and access requirements of the providers could be streamlined in order to accelerate deployment. The commission would be funded from within existing budgets and could be expected to be completed by 30th January 2018.

8.4   In reply to questions, officers said that the commission would require a survey that used typical handsets to test all major networks on issues such as quality of service, signal strength and channel availability at major urban destinations, major road and rail routes and in significant tourism areas of the county.

8.5   In welcoming the wide scope of the proposed survey, Members asked for it to examine patchy mobile voice and data coverage in parts of the University area of the City, measure the robustness (as well as the coverage) of mobile services in populated rural areas, and look into the safety needs of mobile phone users in isolated coastal communities (in particular near Blakeney).

8.7   **RESOLVED**

That the Committee:

1. **Note the scope of the proposed survey.**
2. **Delegate authority for the procurement and award of contract to the Head of Information Management & Technology.**
3. **Add to the forward work programme for March 2018 informed targets for an improvement in reliable mobile voice and data coverage in Norfolk.**

9   **Finance Monitoring**

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 that provided information on the budget position for services reporting to Digital Innovation & Efficiency Committee for 2017-18.

9.3   Members were informed that the Committee was on target to achieve a balanced net revenue budget for 2017-18.Work in the directorates relating to this Committee included a continued focus on taking forward the digital transformation agenda that would drive efficiency savings throughout the work of the County Council.

9.4   In reply to questions, the Executive Director of Finance and Commercial Services said that it would be a false economy to try to make savings in ICT spending in 2018/19. The ICT budget required a year of consolidation. Savings of £1m (out of a total expenditure of £10m) could be made in 2019/20 and 2020/21 from contract renewals at reduced contract prices aimed at a refresh of the Council's existing computer hardware estate. It would be a false economy and the wrong time in the cycle of contract renewals to attempt to make savings of that kind in 2018/19.

9.5   The Executive Director of Finance and Commercial Services agreed to bring year to date expenditure figures for 2017/18 back to the next meeting of the Committee.

9.6   In reply to questions, the Head of Information Management & Technology said that components of open source software were used within the County Council where

they did not compromise security or business efficiency. The County Council took a similar approach on this issue to that taken by other public sector organisations.

9.7   **RESOLVED**

        That the Committee note:

        1. **The forecast out-turn position for this Committee.**
        2. **The current capital programme for this Committee.**
        3. **The draft capital programme for IMT from 2018 - 21 which will be taken to the P&R Committee in November and then on to Full Council in February 2018.**
        4. **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**
        5. **Year to date expenditure figures for 2017/18 will be brought back to the next meeting of this Committee.**

10.   **Performance Management**

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 its third performance management report for the IMT Department. The report included operational dashboard information based on the seven vital signs performance indicators that fell under the remit of this Committee, none of which had met the exception criteria.

10.3   Members referred to how libraries were working on a digital inclusion strategy which specifically included older people. This strategy was commissioned by DIEC at the September meeting and is due by March 2018.

10.4   **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 are set out in this report, which the Committee would wish to review on a regular basis.**

11   **New Social Care System**

11.1   The annexed report (11) by the Executive Director of Adult Social Service was received.

11.2   The Committee received a report by the Executive Director of Adult Social Services that informed Members of the progress of the Social Care System Replacement (SCSR) programme and outlined the benefits and future development.

11.3   Members were informed that live testing was proceeding according to plan and no "show stopping" issues had arisen against any of the acceptance criteria. The new system for Adult Social Care and associated Finance functions was due to be implemented by the end of November 2017, and for Children's Services and associated finance functions by the end of March 2018,. Detailed planning for Phase Two was due to start after the Adults and Finance Go Live in November 2017.

11.4   Members asked to receive a further update on the programme and a demonstration of the new social care system at their January meeting. Members asked to be shown examples at that meeting of how the new social care system would provide for integrated working and data sharing with NHS and other public sector partners. Members also asked for an update on the continuing work by NCC and Liquidlogic to diagnose performance issues being experienced as the Briefcase' offline working performance was improved on the NCC infrastructure.

11.5   The Head of Information Management & Technology agreed to check if there were any lessons that could be learnt from how the Police made use of handsets and mobile phone technologies and report back to the Committee on this matter as part of the update report.

11.6   **RESOLVED**

That the Committee:

Note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and agree to a further report and a working demonstration to the January 2018 meeting of this Committee.

12   **IMT Risks and Associated Actions Report**

12.1   The annexed report (12) by the Executive Director of Finance and Commercial Services was received.

12.2   This was the first Risk Management report to this Committee and reflected two key business risks that were explained in the report.

12.3   **RESOLVED**

That the Committee note:

1. **That risk management reporting to this Committee will be no less than twice per year;**
2. **The risks reported to this Committee can be found at Appendix A to the report;**
3. **The risk management actions can be found at Appendix B to the report;**
4. **The background information can be found at Appendix C to the report.**

13   **Business Intelligence**

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

13.2   The Committee received a report by the Executive Director of Finance and Commercial Services and a presentation by the Head of ICT that showcased the Council's Business Intelligence technology, including some specific examples of where this was making a real difference.

13.3   During the presentation, the Head of Information Management & Technology explained how the Council's data warehouse and associated technology (known as GRID) was developed earlier in the year by Norfolk County Council staff and had already shown signs of significant capacity to improve the efficiency and effectiveness of the organisation through consolidated reports, dashboards and GIS applications.

13.4   Members were shown examples of how different data-sets were analysed and brought together to enable better commissioning, to provide for whole system health and care redesign, to provide for better engagement with the social care service market and make use of an award winning children's SEN transport application. It was pointed out that the ongoing use of the system did not attract any direct licence or service fees. This meant that there were no financial implications apart from staff time and use of Microsoft technologies upon which the GRID was based.

13.5   The Committee was pleased to note that the experience to date had shown that the GRID could be a valuable asset to help the Council's services achieve their savings targets and maximise the effectiveness of future budgets.

13.6   **RESOLVED**

        That the Committee note:

        The development of the Council's Business Intelligence technology and plans for ongoing development.

        The meeting concluded at 11.40 am

        Chairman

Digital Innovation & Efficiency Committee

Item No.

Report title:	**Finance Monitoring**
Date of meeting:	**22nd January 2018**
Responsible Chief Officer:	**Executive Director, Community and Environmental Services, Executive Director, Finance & Commercial Services**

Strategic impact

This report provides the Committee with information on the budget position for services reporting to Digital Innovation & Efficiency Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and details of the current and draft future capital programme.

Executive summary

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

The 2017-18 current net revenue budget for this committee is £15.972m and this report reflects the risks and forecast outturn position as at period 8, November 2017-18. Details are shown in Table 1 of this report.

The capital programme relating to this committee to 2019 – 20 is £44.727m. Details of the capital programme are shown in Table 2 of this report.

The balance of Digital Innovation and Efficiency reserves as of 1 April 2017 was £1.280m, and the forecast balance at 31 March 2018 is £0.562m. Details are shown in Table 3 of this report.

Recommendations:

    Members are recommended to note:

a) **The forecast out-turn position for this committee.**
b) **The current capital programme for this committee.**
c) **The draft capital programme for IMT from 2018 - 21 which will be taken to the P&R Committee in November and then on to full council in February 2018.**
d) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

1. Proposal

1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis, it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This report reflects the budgets and forecast out-turn position as at the end of Period 8, November 2017.

2. Evidence

Revenue budget 2017-18

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

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 current net revenue budget for this Committee is £15.972m, we are currently forecasting a balanced budget. The planned use of reserves to support the IMT budget to this position is £0.262m as shown in Table 3 below. The Better Broadband programme will return any underspends to reserves to cover the future years programme spend. The use of reserves to support the IMT position has improved since the previous Committee report due principally to a deferment of some costs relating to the new Voice & Data programme to 2018 – 19.

2.4. It should be noted that the Infrastructure budgets support delivery of services relating to voice and data, servers, printers and photocopiers, the existing HP contract services, as well as the staff required. Applications and Places budget supports the licensing costs of corporate applications including Oracle and CareFirst, (to be replaced by Liquid Logic), as well internal trading and external customers supported by IMT.

2.5. The Infrastructure revenue budget is significantly supported by the capital programme, as such any revenue variances will be minimal. The Technical Programme budget is showing a slightly increased overspend due to some delays in the final transition to the new Updata contract. Applications & Places continues to forecast an underspend due to increased cost recovery, and Information Management costs are showing an increased underspend due to further use of in house resource.

Table 1: Digital Innovation & Efficiency Committee: Net revenue budget and forecast outturn 2017 - 18

	Budget	Actual year to date	Forecast outturn	Forecast variance
	£m	£m	£m	£m
Information Management Technology				
Infrastructure	4.997	5.123	4.992	(0.005)
Technical Programme	1.273	0.492	1.537	0.264
Applications and Places	1.911	1.936	1.864	(0.047)
Information Management	1.312	0.871	1.100	(0.212)
Capital charges	1.259	-	1.259	-
	10.752	**8.422**	**10.752**	**0.000**
Better Broadband for Norfolk				
Agency & Contracted services	5.417	1.995	5.365	(0.052)
Grants	0.500	0.500	0.500	-
Other costs	0.303	0.200	0.355	0.000
	5.220	**1.695**	**5.272**	**(0.052)**
	15.972	**10.117**	**16.024**	**(0.052)**

2018-19 to 2021-22 Budget planning update

This Committee discussed and recommended budget saving proposals for 2018-22 in October. Policy and Resources Committee then considered the latest budget planning position for 2018-19 at its meeting on 30 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining budget gap for 2018-19, which is now £7.806m. Over the four year planning period, a gap of £63.351m remains to be closed. Officers continue to work following Policy and Resources Committee to develop the 2018-19 Budget and close the gap for next year, this will include consideration of the implications of the Autumn Budget (due 22 November) and the Local Government Finance Settlement. Service Committees are not being asked to identify further savings, however in view of the remaining gap position for 2018-19, any change to planned savings or removal of proposals will require alternative savings to be identified.

Consultation has begun on £3.580m of savings for 2018-19, and the level of council tax for the year. Committees will receive feedback on the outcomes of the consultation in January to inform their budget setting decisions. In addition, Committees will need to consider the financial risks for their services that could affect the 2018-19 budget plans, and any changes in the overall planning context for the Council.

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				
	Budget 2017 - 18	Spend to date 2017 - 18	Budget 2018 - 19	Budget 2019 - 20
	£m	£m	£m	£m
IMT				
Server hardware	1.082	0.916	2.235	1.335
Software licensing	0.075	0.027		2.500
Device refresh rolling programme	1.710	0.975	1.795	1.795
LAN, Wi Fi, security	1.250	0.245	2.400	
Website, portal and BI	1.020	0.260	0.555	0.555
Data centre, disaster recovery	0.050		1.533	0.030
	5.187	**2.423**	**8.518**	**6.215**
Better Broadband	3.898	3.551	2.201	18.708
	9.085	**5.974**	**10.719**	**24.923**

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 £1.0m 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 2017-18

4.1. The Council holds both provisions and reserves.

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

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

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

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

4.6. **General Balances –** reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.

4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have receive the income but are yet to incur the expenditure, or the grant was planned to be used

over a period of time, not related to a specific financial year.

4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.

4.9. The Committees' unspent grants, reserves and provisions as at 1st April 2017 totalled £1.280m.

4.10. Table 3 below shows balance of reserves and the current planned usage for 2017-18.

4.11. The 2017-18 Budget included plans for available reserves totalling £5.813m to be identified during the process of closing the 2016-17 accounts. We have reviewed the reserves relating to this Committee and have been able to identify £0.500m of reserves relating to Better Broadband for Norfolk that can be released to help support this requirement and this is reflected in the tables below.

4.12. The remaining forecast use of the reserves within Information Management & Technology is to support the corporate technology platform to achieve savings in the next budget planning period.

Table 3: Digital Innovation & Efficiency: Reserves & Provisions			
Reserves & Provisions 2017-18	**Balance at 01 April 2017**	**Forecast Balance at 31 March 2018**	**Planned Change**
	£m	**£m**	**£m**
Information Management Technology	0.824	0.562	(0.262)
Better Broadband for Norfolk	0.456	0.000	(0.456)
Committee Total	**1.280**	**0.562**	**(0.718)**

5. Financial Implications

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

6. Issues, risks and innovation

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

Officer Contact

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

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	Andrew Skiggs	**Tel no.**	**01603 223144**
Email address :	**graham.jermy@norfolk.gov.uk**		
	andrew.skiggs@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.

Digital Innovation & Efficiency Committee

Report title:	Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19
Date of meeting:	22nd January 2018
Responsible Chief Officer:	Executive Director, Community and Environmental Services, Executive Director, Finance and Commercial Services

Strategic impact

The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19 which sees its total resources targeted at meeting the needs of residents.

The information in this report is intended to enable the Committee to take a considered view of all the relevant factors to agree budget proposals for 2018-19 and the Medium Term Financial Strategy to 2021-22, and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 29 January 2018 before the Full Council meets 12 February to agree the final budget and level of council tax for 2018-19.

Executive summary

This report sets out details of the County Council's strategy which will set out the future direction, vision and objectives for the Council across all its services. It also provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2017 and the Local Government Finance Settlement for 2018-19. It then summarises this Committee's saving proposals for 2018-19, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme.

Details of the outcomes of rural and equality impact assessments in respect of the 2018-19 Budget proposals are set out in the paper, alongside the findings of public consultation around specific savings proposals, where relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19. The County Council is due to agree its budget for 2018-19, and Medium Term Financial Strategy to 2021-22 on 12 February 2018.

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Digital Innovation & Efficiency Committee is recommended to:

1) **Note the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.**

2) **Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 5 of this report.**

3) **Consider and comment on the Committee's specific budget proposals for 2018-19 to 2021-22, noting the findings of public consultation in respect of the budget proposals set out in section 8 of this report.**

4) **Consider the findings of equality and rural impact assessments detailed in section 9 of this report and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:**

   - **Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;**
   - **Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
   - **Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

5) **Consider and agree any mitigating actions proposed in the equality and rural impact assessments;**

6) **Consider the recommendations of the Executive Director of Finance and Commercial Services, and:**

   a. **Recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;**
   b. **Note that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.**

7) **Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4:**

   a. **including all of the savings for 2018-19 to 2021-22 as set out.** *Or*
   b. **removing any savings unacceptable to the Committee and replacing them with alternative savings proposals within the Committee's remit.**

   For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.

8) **Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.**

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1. Introduction

1.1. The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.

1.2. The MTFS position is updated through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. As previously reported to Committees, Policy and Resources Committee considered a report "Strategic and Financial Planning 2018-19 to 2021-22" on 3 July 2017, which set out a forecast gap of £100.000m for the period to 2021-22.

1.3. This year, the budget-setting process is closely aligned with development of the new Council Plan and associated corporate strategy work. Further details of this were set out in the report "Caring for your County" and in the Strategic and Financial Planning reports considered by Policy and Resources Committee.

1.4. Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2018-19 to 2021-22 on 12 February 2018. This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2018-19 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2018-19, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. County Council Strategy and Norfolk Futures

2.1. The County Council Strategy will set out the future direction, vision and objectives for the Council across all its services.

2.2. A key plank of the new strategy will be Norfolk Futures. This comprises a number of initiatives focused on demand management, prevention and early help, and a locality focus to service provision, as referenced in the Strategic and Financial Planning 2018-19 to 2021-22 report presented at Policy and Resources 30 October 2017.

2.3. Norfolk Futures will focus on delivering the administration's manifesto priorities over the Medium Term Financial Strategy period and include:

Local Service strategy:

- We want to proactively target our services in the places where they are most needed in our market towns, Norwich, Great Yarmouth and King's Lynn.
- Joining up different areas of the council's work under one roof will enable the closure of little-used buildings and remodelled services.
- Refocusing our investment, based on the evidence we have of service usage will mean we can create services that meet the need of the residents in that place, rather than a one size fits all offer.

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A new deal for families in crisis:

- We want to keep families together when life gets tough, and reduce the number of children entering the care system.
- To achieve this will we focus on early intervention to keep children safely at home.
- When we have to help and offer care we will use foster care and adoption where appropriate, which we know deliver better outcomes for our children.
- We will reduce our use of residential care and invest in specialist support alternatives.
- Care leavers will be better supported through high quality post 16 provision.

Promoting independence for vulnerable adults:

- We want to give people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- To do this we will focus on those most likely to need our formal services at some point to help them to stay independent for longer.
- This will involve supporting people to overcome problems and find renewed levels of independence.
- Helping people with learning difficulties to do the things we all want to do in life.
- Strengthen social work so that it prevents, reduces and delays need.

Smarter information and advice:

- We want to make it easier for people to find trusted, reliable information to make decisions that improve their independence and well being.
- Direct and connect people to services in their local community.
- This will help people to take control of their lives and their futures and to reduce reliance on health and local authority services.

Towards a Housing Strategy:

We care about the large number of people who are not able to afford a home of their own. As a county council we can help by accelerating the delivery of new housing, in all forms, throughout Norfolk by:

- Using county council landholdings to undertake direct development via Repton Property Developments Ltd, NCC's development company.
- Providing up-front finance for infrastructure development.
- Acquiring strategic landholdings with a view to development.
- Working in partnership with housing authorities, the HCA, and the LEP to secure additional investment.
- Highlight gaps in the type and location of accommodation to meet the needs of the people of Norfolk today and in the future.

Digital Norfolk:

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Driving the creation of a sustainable technology infrastructure for better broadband and mobile services.

- Norfolk will be a place where all appropriate local government services are available online and are used safely and effectively by people to live, work, learn and play.
- We want to use technological solutions, to provide smarter ways of working and reduce costs within the council and in frontline services.
- Support provision of smarter information and advice by providing quicker, reliable access.
- This could include more online transactions, which are more convenient for many people and are more cost effective.

Commercialisation:

- Sweating our assets to maximise return on investment to invest in frontline services. Making the most of our under-utilised buildings and land by selling or leasing it to generate rent income.
- Running traded services profitably to make a return for the County Council to invest in frontline services.
- Seeking out new commercial opportunities.
- Managing the council's services in the most efficient way.
- Make sure the £700m we spend through contracted out services is managed and reviewed to ensure value for money.

3. Strategic financial context

3.1. Through the submission of an Efficiency Plan in 2016[1], the Council has gained access to confirmed funding allocations for the four years 2016-17 to 2019-20. As a result, the Council's main funding settlement in the period to 2019-20 is not expected to change substantially, although allocations are confirmed annually in the Local Government Finance Settlement.

3.2. The Autumn Budget, announced by the Chancellor of the Exchequer, Philip Hammond, on Wednesday 22 November 2017 contained relatively few announcements with implications for the County Council. The Chancellor characterised it as a "balanced approach" being adopted in the Budget, including preparing for the exit from the EU, maintaining fiscal responsibility, investing in skills and infrastructure, supporting housebuilding and home ownership and helping families with the rising cost of living.

3.3. The provisional Local Government Finance Settlement for 2018-19 was announced on 19 December 2017. The 2018-19 Settlement represents the third year of the four year certainty offer which began in 2016-17, and was described by the Government as providing a path to a new system which will build on the current 50% retention scheme and will see councils retain an increased proportion of locally collected business rates. The Department for Communities and Local Government plans to implement the latest phase of the Business Rates Retention Scheme (BRRS) in 2020-21, which will see 75% of business rates retained by local government. This is to be achieved by rolling in existing

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grants including Public Health Grant and Revenue Support Grant. Local Government will also retain a 75% share of growth from the 2020-21 reset onwards. 100% Business Rates pilots are continuing with a number of new pilots announced for 2018-19. Norfolk was not one of the 2018-19 pilots, although there may be a further opportunity to apply to participate in 2019-20.

3.4. In recognition of the pressures facing local government, the settlement includes plans for the core council tax referendum limit of 2% to be increased by 1% to **allow a maximum increase of 3%** before a local referendum is required (in line with inflation) in both 2018-19 and 2019-20. The implications of this are discussed in the section on the latest 2018-19 budget position below.

3.5. The Settlement acknowledged concerns about planned reductions to Rural Services Delivery Grant (RSDG) and as a result this is to be increased by £15m in 2018-19 – so that RSDG will remain at £65m throughout the settlement period (i.e. to 2019-20). There has been no change to the distribution methodology, which means an additional (one-off) £0.737m for the County Council in 2018-19.

3.6. The Government set out plans to look at options for dealing with the negative Revenue Support Grant (RSG) allocations within the settlement which appear in 2019-20, and intends to consult in the spring to inform planning for the 2019-20 settlement. It should be noted that Norfolk is not in a negative RSG position during the four year settlement. The Government has also published a formal consultation on the review of relative needs and resources, intended to deliver an updated and more responsive distribution methodology for funding to be implemented from 2020-21.

3.7. No new funding has been announced for social care. However the Government has recognised that a long term solution to adequately funding social care services is required, and confirmed that a green paper on future challenges within adult social care is due to be published in summer 2018. There was no mention in the Settlement of any funding for the recently announced local government pay offer for 2018-19 and 2019-20 of 2% in each year, with higher increases for those earning less that £19,430. There was also no extension of the Transitional Grant provided in 2016-17 and 2017-18, which has ceased in 2018-19.

3.8. The latest estimate of the Council's overall budget position for 2018-19 as a result of the above, and any other issues, will be reported to Policy and Resources Committee in January.

4. 2018-19 Budget planning

2017-20 Medium Term Financial Strategy

4.1. County Council approved the 2017-18 Budget and the Medium Term Financial Strategy for the period 2017-18 to 2019-20 on 20 February 2017. The Medium Term Financial Strategy to 2019-20 set out a balanced budget for 2017-18, but a deficit remained of £16.125m in 2018-19, and £18.890m in 2019-20. The Medium Term Financial Strategy for 2017-20 therefore set out a forecast gap for the years 2018-19 and 2019-20 of **£35.015m** and included planned net savings of **£72.737m**.

2017-18 budget position

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

The budget planning process for 2018-19

4.3. As reported to Service Committees in September, since the preparation of the Medium Term Financial Strategy, further pressures on the budget were identified, resulting in changes to the Council's budget planning position. At that point, the estimate of the budget gap for the four year planning period up to 2021-22 was **£100.000m**, and in September Service Committees were informed of the allocation of savings targets to aid in closing this projected gap.

4.4. In October, Service Committees then reported to Policy and Resources on the savings proposals identified to assist in closing the forecast gap for 2018-19. The total **gross** savings proposed were £41.593m. Policy and Resources Committee also considered a number of further changes to the Council's budget planning including the reversal and delay of a number of savings agreed as part of the 2017-18 Budget that had been identified as no longer deliverable in 2018-19. After new savings had been included, against the target **a budget gap of £7.806m remained for 2018-19 and £63.351m for the MTFS planning period 2018-22**. Policy and Resources Committee launched consultation on £3.580m of savings for 2018-19, and the level of council tax for the year, in order for Service Committees to consider the outcomes of consultation in January to inform their budget setting decisions.

4.5. In November Service Committees were updated on the position reported to Policy and Resources Committee but were not asked to identify further savings. In view of the remaining gap position for 2018-19, Committees were advised that **any change to planned savings or removal of proposals would require alternative savings to be identified**.

4.6. The budget position and the associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2018-19 is set out for information in Appendix 1 to this report.

Latest 2018-19 Budget position

4.7. The council's budget planning was originally based on an increase in council tax of 4.9%, and the general approach set out in the council's Medium Term Financial Strategy has been to raise general council tax in line with inflation, reflecting the Government's assumptions within the local government financial settlement.

4.8. The Government has now provided the discretion to raise general council tax by an additional 1% without the need for a local referendum in both 2018-19 and 2019-20, recognising the higher forecast rate of inflation. This means council tax can be raised by 3% for general council tax and 3% for the adult social care precept, a total of 5.99% in 2018-19. The Government's core spending power

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figures now assume the council will raise council tax by the maximum amount available of 5.99%.

4.9. Since the last budget report to Policy and Resources Committee in October 2017, a number of pressures have emerged which require funding in 2018-19. These include:

- Additional on-going funding to support Children's Services;
- Funding for the £12m investment in Children's Services;
- The national pay award offer of 2% plus higher increases for those earning less than £19,430;
- Changes to planned savings; and
- Continuing higher inflation rates.

4.10. **An additional 1.09% increase in council tax, to raise council tax by the maximum amount of 5.99% without requiring a local referendum would be worth approximately £3.9m in 2018-19 based on current tax base estimates. This would contribute to funding the above pressures, closing the gap in 2018-19, and reducing the 2019-20 forecast budget gap. <u>A council tax increase of 5.99% would therefore enable a substantially more robust budget for 2018-19 and significantly reduce the risks for the council over the Medium Term Financial Strategy period.</u>**

4.11. In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2018-19.

Budget planning assumptions 2018-19

4.12. Key assumptions within the Council's current budget model include:

- **A CPI (1.9%) increase in council tax** above the 3% Adult Social Care precept, based on the assumptions used by the Government at the time of the 2016-17 local government settlement. Any reduction in this increase will require additional savings to be found. It should be noted that currently CPI is running at 3.0%[2] and the Council awaits guidance from the Government on the council tax referendum threshold for 2018-19. The assumed council tax increases are subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax (but with no increase in council tax in 2021-22), the budget assumes modest annual tax base increases of 0.5%;
- **That Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place;**
- 2017-18 Budget and savings delivered in line with current plans (no overspend);

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[2] UK consumer price inflation: October 2017, published by the Office for National Statistics: https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/october2017
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- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017, with no changes to the overall funding allocations in 2018-19
- 2017-18 growth in Children's Services is included as an ongoing pressure and additional investment is included within Children's Services budgets to reflect 2017-18 pressures
- Ongoing annual pressures will exist in waste budgets; and
- That undeliverable savings have been removed as set out elsewhere in this report, and that all the remaining savings proposed and included for 2018-19 can be successfully achieved.

4.13.   The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2018-19 Budget is substantially based upon these assumptions.

5. Service Budget, Strategy and Priorities 2018-19

5.1. IMT will underpin the digitally enabled transformation change activity required across the Council, through the deployment and continuous improvement of existing and new technologies, whilst continuing to ensure value for money. We will promote, design and implement, both in house and with other organisations both public and private sector, solutions to deliver the Council's objectives for digital innovation and efficiency.

5.2. The IMT Service approach and strategy is supported by both revenue and capital funding and will consist of –
- Development of public and employee portals to enable online self-service supporting digital inclusion and savings initiatives.
- Development of our information management service to support service business intelligence and performance management needs, including the establishment of a counter fraud hub.
- Upgrading and optimisation of our digital infrastructure, building on recent WAN, and server replacements and covering WAN and Wi-Fi network improvements.
- Rolling refresh of our end user devices to support changing business needs and maximise effectiveness of mobile and flexible working. This in turn will also support property rationalisation.
- Rationalisation of software to ensure that we maximise investment and avoid duplication.
- Continuing to work with Services to digitally enable their change programmes.

5.3. The budget proposals contained in Appendix 4 of this report have remained unchanged from the previous report to this Committee.

5.4. The Better Broadband for Norfolk programme will continue to implement planned improvements to broadband services throughout Norfolk.

6. Revenue Budget

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6.1. The tables in Appendix 4 set out in detail the Committee's proposed cash limited budget for 2018-19, and the medium term financial plans for 2019-20 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October, which have been updated in this report to reflect any changes to assumptions. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2018-19 to 2021-21 paper which will be presented on the 29 January 2018.

6.2. The Revenue Budget proposals set out in Appendix 4 form a suite of proposals which will enable the County Council to set a balanced Budget for 2018-19. **As such recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**

6.3. The Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This assessment will be reported to Policy and Resources Committee and County Council.

7. Capital Programme 2018-19

7.1. A summary of the Capital Programme and schemes relevant to this Committee can be found in Appendix 3.

7.2. 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.

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

8. Public Consultation

8.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

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8.2. Saving proposals to bridge the shortfall for 2018-19 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users.

8.3. Where individual savings for 2018-19 required consultation:

- The public consultations ran from the 6 November 2017 to 2 January 2018.
- Those consultations were published and consulted on via the Council's consultation hub Citizen Space at: https://norfolk.citizenspace.com/consultation/budget2018/
- We promoted the consultation through Your Norfolk residents' magazine, online publications, social media and our website.
- People were able to respond online and in writing. We also received responses by email to HaveYourSay@norfolk.gov.uk and accepted responses in other format, for example, petitions.
- Consultation documents were available in hard copy, large print and easy read as standard and other formats on request.
- Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives.

None of the savings proposals for this Committee detailed in the Strategic & Financial Planning 2018 – 19 to 2021 – 22 report taken to October Committees were considered to require consultation.

9. Equality and rural impact assessment – findings and suggested mitigation

9.1. There is no evidence to suggest that Digital Innovation and Efficiency Committee's budget proposals for 2018 / 19 will have any detrimental or disproportionate impact on people with protected characteristics in rural areas. This is because there is no change to service standards, quality or delivery.

10. Financial implications

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

11. Issues, risks and innovation

11.1.   Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).

11.2.   Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

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12. Background Papers

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

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx

Norfolk County Council Budget Book 2017-20, May 2017:
https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 30 October 2017, Item 7:
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/638/Committee/21/SelectedTab/Documents/Default.aspx

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1. Budget Timetable
2. Findings of Public Consultation
3. Summary of Rural and Equalities Impact Assessments
4. 2018-19 to 2021-22 Proposed Committee Revenue Budget
5. 2018-19 to 2021-22 Capital Budget Proposals

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2018-19 Budget Timetable

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

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Findings of Public Consultation

Not applicable to this Committee

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Summary of Rural and Equalities Impact Assessments

Not applicable to this Committee

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2018-19 to 2021-22 Proposed Committee Revenue Budget

Reference	Budget change forecasts for 2018-22 Digital Innovation and Efficiency	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m
	OPENING BUDGET	16.048	13.488	12.791	12.401
	ADDITIONAL COSTS				
	Inflationary				
	Basic Inflation - Pay (2% for 18-22)	0.174	0.171	0.175	0.175
	Basic Inflation - Prices	0.144	0.133	0.135	0.135
		0.318	0.304	0.310	0.310
	SAVINGS				
EDT048	Use of Better Broadband reserves	0.500			
P&R050	Cutting costs through efficiencies by a zero based review of our services - working with services to establish the base requirement and shape of resources to support the future needs of the organisation	-0.339			
P&R062	Raising revenue through recharging the full costs of our services to external customers - ensuring that ICT services to schools, and other external clients, fully reflect both the direct and indirect costs incurred	-0.302			
P&R063	Cutting costs through efficiencies by menu based pricing - the services provided have evolved since the formation of Shared Services in 2010, services have had little visibility of costs or the ability to control them. A full review of the prices of services and equipment would offer visibility and choice to services - alternatives may include self service	-0.264			
P&R064	Cutting costs through efficiencies by reducing unit costs - the menu based proposition above offers the opportunity to reduce costs by reduced demand, this proposition offers the opportunity to reduce unit costs, e.g. by benchmarking and taking any appropriate resulting actions	-0.321			
P&R082	Release ICT lease budget no longer required		-0.059		
DIE001	IMT – various savings within IMT including: · Exit from the HPE contract · Restructuring and headcount reduction (management and technical support costs) · Income generation, particularly services for schools		-0.941	-0.700	
		-0.726	-1.000	-0.700	0.000
	COST NEUTRAL ADJUSTMENTS				
	Budget moved to Customer Services	-0.065			
	Print recharge	-0.008			
	Depreciation transfer	0.136			
	Debt management transfer	0.000			
	REFCUS transfer	-2.215			
		-2.152	0.000	0.000	0.000
	NET BUDGET	13.488	12.791	12.401	12.711

2018-19 to 2021-22 Capital Budget Proposals

	Budget 2018 - 19	Budget 2019-20	Budget 2020 - 21	Budget 2021 - 22
	£m	£m	£m	£m
IMT				
Server hardware	2.235	1.335	2.235	1.335
Software licensing		2.500		
Device refresh rolling programme	1.795	1.795	1.795	1.795
LAN, Wi Fi, security	2.400		2.400	
Website, portal and BI	0.555	0.555	0.555	0.555
Data centre, disaster recovery	1.533	0.030	1.533	
	8.518	**6.215**	**8.518**	**3.685**
Better Broadband	2.201	18.708	0.644	
	10.719	**24.923**	**9.162**	**3.685**

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Digital Innovation & Efficiency Committee

Item No:

Item 9

Report title:	**New Social Care System**
Date of meeting:	**22 January 2018**
Responsible Chief Officer:	**Executive Director of Adult Social Services**

Strategic impact

CareFirst has been NCC's social care system since November 2007. It is a key core system for NCC and its availability and functionality are business-critical. The system was used until recently by Adult Social Services, Finance Exchequer Services for paying providers and charging for social care and Procurement for contract administration. It is still used by Children's Services, and by Finance Exchequer Services for paying providers and Procurement for contract administration of providers of services/support to Children's. The current contract with OLM for the CareFirst system should have expired in March 2016 and has been extended to March 2018. There are a number of reasons for replacing CareFirst which are summarised in the body of this report.

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 will form 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 to this Committee on 8 November 2017.

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

The Children's, Early Help and Finance project continues to move forward to plan and the fourth round of testing started on 27 December 2017.

Recommendation:

The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and to agree to a further report to the May meeting of this Committee.

1	**Introduction and Background**
1.1	CareFirst has been NCC's social care system since November 2007. It is a key core system for NCC and its availability and functionality are business-critical. The system was used until recently by Adult Social Services, Finance Exchequer Services for paying providers and charging for social care and Procurement for contract

	administration. It is still used by Children's Services, and by Finance Exchequer Services for paying providers and Procurement for contract administration of providers of services/support to Children's. The current contract with OLM for the CareFirst system should have expired in March 2016 and has been extended to March 2018.
1.2	There were a number of reasons for replacing CareFirst. The key benefits are: 1) A resilient and adaptable system to underpin our planning and delivery of social care through to 2025; 2) Efficiencies, integration and service improvement through an intuitive, flexible system; 3) Compliance with the legal and procurement imperatives.
1.3	The Policy and Resources Committee agreed on 8 February 2016 to: • Allow an exemption to Contract Standing Orders to extend the contract for the current CareFirst system to March 2018, to permit a phased transition; • the procurement of a replacement social care recording system that meets current and future business requirements, effectively; • associated capital funding of £7.926m; • recommend the revenue funding of £0.150m for 2015-16 and £2.271m over the three years 2016-17 to 2018-19. Reports had been presented to the Adult Social Care Committee on 25 January 2016 and to the Children's Services Committee on 26 January 2016 and their recommendations were presented to the Policy and Resources Committee.
1.4	In February 2016 the project to replace Care First had been provisionally planned as follows: • Phase 1 (Requirements) – to inform the development of an agreed Requirements Specification by March 2016; • Phase 2 (Procurement) – selection of a solution and supplier by October 2016; • Phase 3 (Implementation) – configuration of solution, business process review, training, migration of data and go-live by April 2018.
1.5	NCC awarded the contract to the new system provider, Liquidlogic, on 31 August 2016.
1.6	The cross departmental nature of this programme dictates that it sits under its own governance hierarchy and provides reporting for information to each departmental transformation change programme. There is a SCSR Programme Board that meets monthly and includes: the Executive Director of Adult Social Services; the Executive Director of Children's Services; the Executive Director of Finance and Commercial Services; the Strategy Director; the account manager for Liquidlogic; the External Quality Assurance Consultant; the Head of IMT; the Joint Leadership Advisory Group Leads; and the two Senior Project Managers. Updates are provided regularly to CLT (County Leadership Team) and CLT make key decisions.
1.7	The Joint Leadership Advisory Group (JLAG) meets weekly to monitor progress, resolve issues and make decisions. It consists of: the Assistant Director Early Help and Prevention (Adult Social Services); the Assistant Director Performance and Challenge (Children's Services); the Head of Finance Exchequer Services; and the two Senior Project Managers. Other people attend as required.
1.8	The project implemented the new system (LAS – Liquidlogic Adults System) for Adult Social Care and associated Finance functions (ContrOCC) on 22 November 2017, and

	aims to implement LCS (Liquidlogic Children's System) for Children's Services and associated finance functions (ContrOCC) by the end of March 2018.
2	**Progress To Date**
2.1	**Adult Social Services and Finance project** The Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017. There have been almost no issues with migrated data or system function however users have experienced poor system performance in some cases, most commonly users are experiencing 'the server is busy' error messages. A number of actions have been taken, in conjunction with the supplier, to resolve performance issues. Payments and billing for Adult Social Services are now taking place within ContrOCC for Finance. The Provider Portal also went live as planned with providers now able to pay through the system: soon after Go Live 70 provider contacts were signed up and submitting their actual activity online via the portal. The payments team in Finance Exchequer Services have experienced staff on hand to assist providers in their new journey of transacting online with NCC. Some initial benefits have already been seen eg identifying a small number of people who should be contributing to the cost of their social care but who hadn't been and couldn't be identified previously. The most significant issues have resulted from social care staff being unfamiliar with the new system and changed processes. Given existing work pressures, the period of system down time that needed to be recovered and the scale of the change, this was always going to be difficult. This is to some extent expected with a change of this nature and scale but is resulting in increased backlogs and incorrectly processed transactions. Having provided a range of support materials and interventions, including floorwalkers, the Champions working in each social care team and the Liquidlogic Helpdesk has borne the brunt of staff queries. Whilst there is no quantification of Champion activity, the helpdesk has taken around 100 to 200 contacts a day from 22 November through to mid-December. Outstanding unresolved contacts has been maintained at a little over a day's volume throughout. The majority of staff requests for support are for assistance in processing transactions. There is evidence that staff would have liked more training in the new processes and don't feel they have time to consult the process and system support materials provided ahead of go live on the iNet. Having spoken to people face to face around the County, the project team is drawing up an action plan to help resolve the most common issues in key locations. Feedback from Liquidlogic and the floorwalkers who have worked in other authorities has been good. Liquidlogic have stated that it is not usual for an authority of Norfolk's size to implement an enhanced scope in as challenging a timescale and with manageable user response at go live, and they have praised the project team.
2.2	**Children's, Early Help and Finance Project** The project continues to move forward to plan and the fourth round of testing started on 27 December 2017. To enable this to happen the fourth round of data migration was completed successfully on 14 December 2017 and the refreshed LCS (social care module) and EHM (Early Help Module) configuration was installed in the week commencing 18 December 2017. Preparation for the end user training continues including the release of the e-learning training to Children's staff on 14 December 2017.

	During the previous period Ofsted completed an inspection of Children's Services, which overlapped with the second half of the third round of user acceptance testing (UAT). The majority of person test days scheduled for this period (53%) were lost. However the project team made up the majority of the shortfall completing 98% of tests. The overall pass rate was not as high as expected at 51% but for this stage of the project the number of blocker issues raised with LiquidLogic was consistent with the level expected.
	The pass rate for the Finance workstream was lower than expected at 30%. There have been a number of issues in this workstream, primarily around being able to release staff focusing on the Adults implementation to complete Children's work. This is compounded by the knowledge of certain types of payments being dispersed between many individuals and slowing progress to set-up the new system (ContrOCC). To mitigate these issues additional resource has been recruited and existing staff re-allocated.
	Other issues being addressed focus on two peripheral but significant areas of scope that are not working: Briefcase (laptop based offline working); and ATOM (graphical view of child and significant relationships) across LAS, LCS and EHM. The Programme Board has escalated the issues to senior managers in LiquidLogic and NCC are currently awaiting fixes for UAT4. (Please see Appendix One for a screenshot of ATOM.)
	During this period the sponsorship of the Children's Project has changed. The programme sponsor is now the permanent Director for Children's Services, Sara Tough and following Don Evans leaving NCC, Debby McKechnie (Head of Quality Assurance and Effectiveness) is now the Children's Services working sponsor.
	As with Adults and Finance, the project is progressing through a series of Programme Board 'Go / No Go' gates.
2.3	**Phase Two** Work is in progress to shape approximately 30 Phase Two scope items to prepare them for when resources are released from Phase One support activity.
3	**Financial Implications**
3.1	The project overall continues to be forecast to be on budget.
4	**Issues, risks and innovation.**
4.1	At the time of Policy and Resources Committee on 8 February 2016 the major risks identified were: 1) Being unable to resource the project to meet the April 2018 deadline 2) Setting a scope that is either too ambitious or not challenging enough 3) The market may not provide an affordable solution 4) It may be difficult to establish costs and fund the project 5) National and local agendas may cause our requirements to change radically between procuring and implementing the system 6) 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.

| 4.2 | 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) Several managers and staff in Adults Social Services are unclear how to process transactions on LAS. The support network of Champions and Helpdesk are managing staff contacts and addressing individual queries. The project team are tracking this daily, providing tailored face to face assistance and are also drawing up an action plan to make best use of limited project team resources.

b) Two peripheral but significant areas of scope were not available for Adults Go Live: Briefcase (laptop based offline working); and Patient Demographic Service (access to the NHS Spine). Both functions have effectively been rolled into Phase Two and are still being pursued to ensure delivery.

c) For Children's two peripheral but significant areas of scope are not working: Briefcase (laptop based offline working); and ATOM (graphical view of child and significant relationships). For Briefcase the project is working with the supplier on resolving the issues with the LAS app and then applying the same fixes to the LCS and EHM Briefcase app. The project is also exploring with IMT the option to bring forward the roll out of new touchscreen based devices to enable the LCS and EHM mobile app to be deployed to staff. The issues with ATOM have been logged with LiquidLogic and a solution is currently being awaited for with the target of completing this in UAT4.

d) The Support model is coping with higher than expected load from Adults staff but may not cope when Childrens activity is added in. The Support model transition work is continuously being developed.

e) Ofsted completed the inspection of Children's Services during user acceptance testing round 3. Two areas of testing in particular were impacted by the inspection: Case Management System testing (LCS and EHM) testing; and Testing statutory reports and Out of Box. The mitigations already in place enabled 98% of all tests to be completed. However practitioner involvement during UAT3 was very limited. This has in part already been offset due to practitioner involvement earlier in the project and a revised approach for UAT4 has been agreed with CSLT. Additional report testing has been completed outside of the standard testing windows. Plus additional resource from I&A has been secured to ensure sufficient testing is completed during UAT4.

f) There is a risk that Datacentre remediation work causes further disruption and potentially delays project and impacts Go-Live due to fixed test window dates. A third party audit has been carried out, including security and are awaiting agreement for recommendations. The Crime prevention team is working with infrastructure teams. Power resilience is in place with facilities management.

g) Configuration of Children's ContrOCC system is not complete. Earlier in the project when this risk was initially identified additional business analyst resource was secured for the Children's Finance part of the project. To further mitigate this risk additional specialist ContrOCC support has also been secured and is in place. Staff not previously available due to Adults implementation have now been moved to the Children's part of the programme. The Programme Board agreed in December to split the delivery of the Children's Finance scope, with 85% of the spend (from the current three systems CareFirst, LMS and Recurring Payments) being paid through the new system at the March go live and the remaining scope being delivered by July 2017 as part of phase 2. |

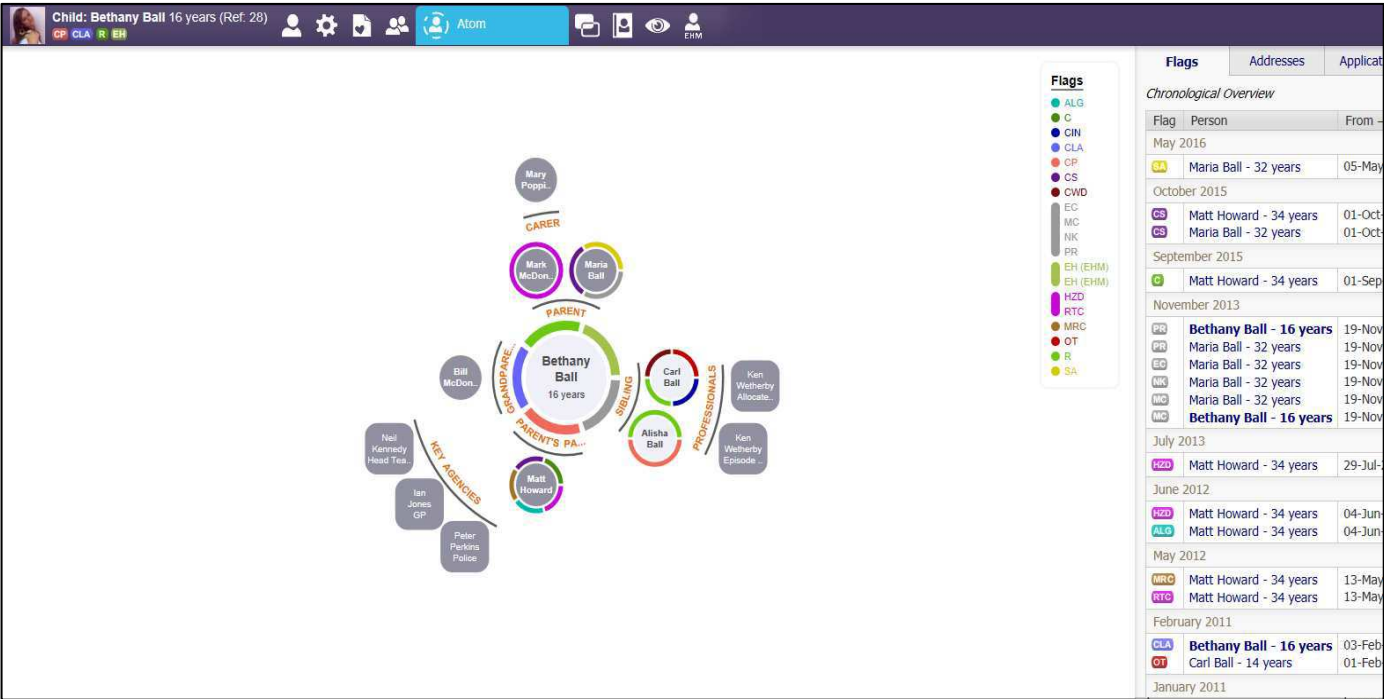|		
5	**Conclusion**	
5.1	The SCSR programme has progressed well with an ambitious scope and timeline since the Policy and Resources Committee agreed on 8 February 2016 to the procurement of a replacement social care recording system. The Adults and Finance Go Live took place on schedule and after live testing, was successfully released to staff on 22 November 2017. The Children's, Early Help and Finance project continues to move forward to plan and the fourth round of testing started on 27 December 2017.	
6	**Recommendation**	
6.1	**The Digital Innovation and Efficiency Committee are asked to note the progress on delivering the new Social Care Record System for Adult Social Services, Children's and Finance and to agree to a further report to the May meeting of this Committee.**	

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Digital Innovation & Efficiency Committee

Report title:	IMT Performance Indicators
Date of meeting:	22 January 2018
Responsible Chief Officer:	Executive Director, Community and Environmental Services, Executive Director, Finance and Commercial Services

Strategic impact

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need. This report provides an update to the new Committee for the IMT Department (and other related service areas) performance monitoring and management. It also provides the Committee with an update on current trends, some of which were previously reported to the Policy and Resources Committee.

Executive summary

This is the third performance management report to this committee and incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016. There are currently 8 vital signs indicators under the remit of this committee ("CES – (CIL) The number of active 'My Norfolk' accounts" having been added since the last report). Work continues to see what other data may be available to report to committee on a more frequent basis (currently "CES - (CIL) Customer Satisfaction with Web Access" continues to be developed) and these will in turn be considered for inclusion as vital signs indicators.

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

Of the 8 vital signs indicators that fall within the remit of this committee, none have met the exception criteria.

Recommendations:

1. **Note the information provided in this report.**

2. **To consider whether there is any other performance data/information relating to the Committee's remit, in addition to the 8 vital signs set out in this report, which the Committee would wish to review on a regular basis.**

1. Introduction

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

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

- A Red/Amber/Green rated dashboard overview of performance across all 7 vital signs indicators
- Report cards for all vital signs
- Subsequent reports will only contain report cards for measures that have met the exception reporting criteria.

2. Performance dashboard

2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 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 performance dashboard:

Monthly	Bigger or Smaller is better	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Target
{CIL} Number of active My Norfolk accounts	Bigger	5,705	6,376	6,924	7,457	7,911	8,572	9,432	10,321	11,156	12,162	13,054	13,933	14,755	
{CIL} Customer satisfaction with web access	Bigger					76.3%	69.8%	70.5%	66.1%	64.2%	72.1%	71.5%	70.0%	73.7%	70.0%
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	7.0%	11.0%	7.0%	12.0%	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	10.0%
		229 / 2996	631 / 5661	283 / 3760	547 / 4676	740 / 4392	476 / 6027	531 / 5989	321 / 4110	282 / 4176	252 / 3615	436 / 5107	611 / 4286	991 / 2927	
{IMT} ICT incidents per customer per month	Smaller	1.0	1.5	1.3	1.6	1.3	1.8	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.5
{IMT} First line fix	Bigger	43.0%	40.0%	36.0%	32.9%	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	28.0%
		1262 / 2947	1965 / 4857	1383 / 3795	1510 / 4508	1097 / 3175	1017 / 3018	1304 / 4542	1132 / 4259	1030.92 / 3788	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3335	
{IMT} Incidents resolved within SLA	Bigger	73.0%	80.0%	75.0%	82.2%	80.7%	75.4%	76.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	80.0%
			3890 / 4860	3089 / 4384	3587 / 4363	2468 / 3059	2623 / 3477	2936 / 3703	2686 / 3282	2427 / 3175	2619 / 3232	2677 / 3010	2575 / 3096	2167 / 2741	
{IMT} Customer satisfaction with ICT services	Bigger			6.4	6.4	6.5	6.2	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6
{IMT} Systems availability	Bigger	98.0%	99.0%	99.0%	98.0%	95.1%	94.0%	97.6%	98.9%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%
		63.5k / 64.8k			121.2k / 124.2k	102.7k / 108.0k	101.0k / 106.0k	116.0k / 118.8k	112.2k / 113.4k	118.6k / 118.8k	112.8k / 113.4k	118.6k / 118.8k	117.5k / 118.8k	102.6k / 102.8k	

Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger				83.0%		84.0%			86.0%	88.0%	89.0%	89.0%		88.0%
					n/a / n/a		n/a / n/a			n/a / n/a		n/a / n/a			

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3.   Report Cards

3.1.   A report card has been produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.

3.2.   Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

3.3.   Vital signs are reported to committee on an exceptions basis. There are no exceptions this month and therefore there are no report cards included with this report. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.

4.   IMT programme of work

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

5.   Recommendations

5.1.   Committee Members are asked to:

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

In support of this, Appendix 1 provides:

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

6.   Financial implications

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

7.   Issues, risks and innovation

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

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Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – suggested actions

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

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

Suggested follow-up actions

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

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

Digital Innovation and Efficiency Committee

Report title:	**Local Planning Processes and Broadband Provision**
Date of meeting:	**22 January 2018**
Responsible Chief Officer:	**Executive Director, Community and Environmental Services, Executive Director, Finance and Commercial Services**

Strategic impact

Access to broadband is a vital component of infrastructure in today's world. It is key to growing a sustainable local economy, vital for education and home working and an increasingly central part of community cohesion and resilience, particularly in rural areas like Norfolk.

The availability, reliability and speed of broadband provision is now a key consideration for house buyers as well as tourists and many view it as essential as the standard utilities. Similarly, it is also a key concern for the business sector.

In addition, Local Authorities are increasingly reliant on digital infrastructure to provide services and interact with their customers. This is recognised across Norfolk and demonstrated through the investments in the Better Broadband for Norfolk (BBfN) programme which is funded by the county, districts, private sector and central government.

Planning policy can play a role in helping to achieve the transformation in broadband provision. Therefore, Norfolk County Council with its highways responsibilities and the district councils as Local Planning Authorities (LPA) have a pivotal role to play in encouraging and supporting developers to future-proof their developments and maximise their value by installing high speed broadband.

Although the County Council is not an LPA it can still use its influence to help persuade Norfolk's districts to consistently incorporate broadband promoting policies and push for faster gigabit connections using fibre to the premises (FTTP) where possible.

The committee is committed to ensure that all new residential and business developments incorporate the highest speed broadband connections that are cost effective.

Executive summary

Despite the focus of Norfolk County Council and its partners on broadband provision in the county which has seen Superfast coverage reach around 90% today, with firm plans to rise to over 95% by April 2020, some new developments are still being built without broadband connections.

The committee wishes to ensure that wherever possible all new residential and business developments incorporate high speed broadband connections.

Although Government and the National Planning Policy Framework (NPPF) both support and encourage the inclusion of high speed broadband, there are no statutory requirements which support this aspiration. Therefore it is recommended that in order to maximise the likelihood of all new developments benefitting from Superfast (24mbps+) or preferably Ultrafast (up to 1000mbps) connections the council uses its direct controls and its influence in the following ways.

1. Review district (LPA) planning policies to ensure they promote high speed broadband connectivity. If not already in place the committee should lobby LPAs to propose that wording (based on best practice locally and in counties such as Kent & Hampshire) is incorporated to promote the deployment of fibre broadband and state a preference for FTTP to future proof the connectivity, particularly for business developments and those in urban areas. This might take the form of a letter from the chair of this committee with proposed wording to be incorporated, plus direct engagement through elected members that have both county and district responsibilities.

2. The cost for developers to deploy high speed broadband is generally cost neutral or positive based on the resultant increase in property values. However, this is not always the cost for smaller developments if fibre circuits are not available nearby and excess construction charges arise. This situation will improve as BBfN rolls out further into rural areas and as network operators provide fibre connections to more locations across the county. It is therefore proposed that NCC should consult with the broadband network companies to establish how its highways policies and procedures can be optimised to improve the pace and scope of fibre installation across the county.

Recommendations:
1. **Review current LPA policies and lobby to update where necessary to ensure that high speed broadband is promoted.**

2. **Encourage FTTP over FTTC to maximise connection speeds and futureproof the installation.**

3. **Work with broadband companies to ensure highways policies and procedures speed up deployment and encourage further investment.**

1. The Background and Context

1.1. Members of the committee have been made aware of new developments that have been built without broadband connectivity and wanted to investigate what the committee could do to stop this happening in future.

This paper has been written in order to consider the scope of actions available.

In addition to the reputational and wider economic benefits of ensuring that residents can access high speed broadband when they move into new developments, there is also the issue of avoiding the costs and frustrations to occupiers of future retrofitting if the infrastructure is not fit for purpose.

2. Scope of the proposed Exercise

2.1. To improve coverage for new developments NCC should work with the districts,

encourage developers and meet with broadband suppliers to see how the county's highways related planning activities can be optimised to remove any barriers to deploying more fibre and encourage further investment in the County.

The review of district policies could be undertaken quickly and at minimal cost. Collation and distribution of best practice policies and guidance could be quickly established through officer and member networks and re-used locally.

Meetings between the main suppliers, members and relevant officers could be quickly scheduled in order to establish what changes, if any should be made to existing highways planning policies and procedures.

2.2. Timing
Initial findings could be developed and fed back to the March committee meeting.

3. Financial Implications
3.1. There are no financial implications for the Council at this time.

4. Issues, risks and innovation
4.1. There are no specific risks arising as a result of this item.

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Digital Innovation and Efficiency Committee

Report title:	**Mobile Telecommunications**
Date of meeting:	**22 January 2018**
Responsible Chief Officer:	**Executive Director, Community and Environmental Services, Executive Director, Finance and Commercial Services**

Strategic impact

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.

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.

The committee is committed to working with mobile network operators to improve coverage and this engagement with the four main suppliers has been scheduled to better understand current investment plans and investigate mutually beneficial opportunities.

Executive summary

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 90% 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).

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.

In November 2017 the committee agreed to commission an independent study of mobile coverage across the county which is currently out to tender, due for award this month and completion in time for the March committee meeting. The committee has committed to making this data publicly available and sharing it with the mobile network operators in order to help target investments and improve future coverage.

Given that the Council and the telecommunications providers clearly have a shared interest in providing good coverage across the county, this agenda item has been scheduled so the committee members can meet with the four main providers of mobile networks in the county (EE, Telefonica/O2, Three and Vodafone) and their representative trade body Mobile UK.

The purpose of the discussion is to review the following topics.
- Current coverage levels.

- Existing investment plans (where not commercially sensitive).
- How the Councils coverage mapping exercise, use of building assets and planning responsibilities might be used to assist the suppliers to further improve coverage.
- Any other barriers or opportunities which the County might be able to influence.

Recommendations:
1. **That the committee consider the information provided by the mobile network operators and explore what the council can do to facilitate improved mobile voice and data coverage and performance across Norfolk.**

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. This engagement with the four main suppliers is intended as an initial meeting to investigate what plans are already in place to make improvements and how the council might be able to accelerate the process.

The Eastern daily press surveyed 1,300 readers in October last year and showed poor coverage had caused 86pc of people problems, with 40pc rating their coverage as one out of 10.

Some areas of Norfolk and Suffolk (in red) still do not get any phone signal, according to this map from regulator Ofcom. Image: Ofcom

2. Scope of the proposed Exercise

2.1. Further dialogue with the suppliers will be undertaken once the survey has been completed and coverage maps are available. The committee will investigate the opportunity to use its assets, policies and influence to facilitate improvements in coverage and performance. These dialogues will result in an action plan, the content of which is as yet unknown.

2.2. **Timing**

The initial public discussions with the four main suppliers will take place at the committee meeting on the 22nd of January. Follow up meetings will be scheduled as required and the mobile coverage maps will be published in March 2018.

3. Financial Implications

3.1. There are no financial implications for the Council at this time over and above the survey which has already been approved. However, there are financial implications for businesses across the county due to the gaps in good quality mobile voice and data 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, eg equality impact assessment, please get in touch with:

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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.

Forward Plan for Digital Innovation & Efficiency Committee

Meeting : Monday 22nd January 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.	Chief Internal Auditor (Adrian Thompson)
Strategic and Financial Planning 2018-19 to 2021-22	No		Executive Director of Finance and Commercial Services (Simon George)
New Social Care System Demonstration	No		Head of Information Management and Technology (Geoff Connell)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Local planning processes and broadband provision	No		Head of Information Management and Technology (Geoff Connell)
Mobile Telecommunications	No	To review mobile coverage across the county in association with mobile network operators and assess how the Council can help to improve provision.	Head of Information Management and Technology (Geoff Connell)

Meeting : Tuesday 6th March 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.	Chief Internal Auditor (Adrian Thompson)
IMT Performance Indicators	No	Comment on performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Better Broadband for Norfolk	No		Better Broadband for Norfolk Programme manager (Karen O'Kane)
Assistive Technology	Yes - Adults		Head of Information Management and Technology (Geoff Connell)
Digital Inclusion Strategy	Yes - Communities		Assistant Director of Community, Information and Learning (Ceri Sumner)
Mobile Telecommunications Survey Results	No	To review the results of the survey of mobile voice and data coverage.	Head of Information Management and Technology (Geoff Connell)
Norfolk Futures – Digital Norfolk	No	To review the Council's digitally enabled transformational change plans.	Head of Information Management and Technology (Geoff Connell)

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