

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
Mr E Colman
Mr S Eyre

Dr C Jones
Mr D Rowntree
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