Norfolk County Council

Digital Innovation and Efficiency Committee

Date: **Wednesday, 12 September 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 FitzPatrick - Chairman Dr C Jones

Mr E Colman   Mr D Rowntree

Mr S Eyre   Mr T Smith

Mr J Fisher   Dr M Strong

Mr G Middleton

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. **To confirm the minutes of the meeting held on 11 July 2018**   **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 Friday 7 September 2018.** For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. **Local Member Issues/ Member Questions**
   Fifteen minutes for local member to raise issues of concern of which due notice has been given.

   Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 7 September 2018.**

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

Date Agenda Published: 04 September 2018

Norfolk County Council

Digital Innovation and Efficiency Committee

Minutes of the Meeting Held on 11 July 2018
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   Mr T Smith
Mr T FitzPatrick

Substitute Member Present:

Mr T Adams for Dr M Strong

Other Members Present:

Mr A Proctor
Miss A Kemp

| 1. | **Apologies for Absence** |

1.1   An apology for absence was received from Dr M Strong.

| 2 | **Minutes** |

2.1   The minutes of the previous meeting held on 11 May 2018 were confirmed by the Committee and signed by the Chairman subject to the addition of the following at the end of minute 11.5:
> Ensure that local cooperative broadband suppliers are included in the provider liaison group.

| 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   There were no Chairman's announcements.

8   **Finance Monitoring**

8.1   The annexed report (8) by the Executive Director of Community and
       Environmental Services and Executive Director of Finance and Commercial
       Services was received.

8.2   The Committee received a report by the Executive Director of Community and
       Environmental Services and Executive Director of Finance and Commercial
       Services that provided the Committee with information on the budget position for
       services reporting to Digital Innovation and Efficiency Committee. It also provided
       information on the use of reserves and details of the capital programme.

8.3   Members were informed that Table 1 of the report should be amended so that it
       referred at line 'Technical Programme, DNA', columns '2018 – 19' Budget' and at
       line '2018 – 19 Outturn Forecast' to both figures being £1.169m. The Committee
       heard that the reserves set aside for the Better Broadband for Norfolk programme
       were not currently planned to be used in 2018 – 19, however, the "Skype for
       Business" capital funding, that was reported as part of Table 2 on page 16 of the
       agenda, would be used during the current financial year.

8.4   **RESOLVED**

       That the Committee note:

          1. **The 2018 - 19 revenue position for this Committee.**
          2. **The 2017 - 18 to 2020 – 21 capital programme for this Committee.**
          3. **The 2018 – 19 reserves position for this Committee.**

9   **IMT Performance Indicators**

9.1   The annexed report (9) by the Executive Director of Community and
       Environmental Services and Executive Director of Finance and Commercial
       Services was received.

9.2   The Committee received a report by the Executive Director of Community and
       Environmental Services and Executive Director of Finance and Commercial
       Services that provided operational dashboard information based on the eight vital

signs performance indicators that fell under the remit of this Committee. All IMT indicators were reported as on target (green).

9.3   One of the two Customer Services indicators was reported as green, the below target indicator for website satisfaction would be the subject of a report at the September Committee meeting.

9.4   The Committee was pleased to hear that the Council had achieved 4 stars overall in "Better Connected 2017-18" (details can be found by following the link set out below).

9.5   **RESOLVED**

That the Committee:

1. **Note the information provided in this report.**
2. **Congratulate those staff who have been involved in the Council achieving 4 stars overall in Better Connected 2017-18 (which is part of a national review undertaken by a team of professional reviewers of Council websites on their performance from a visitor perspective). More details can be found at** https://betterconnected.socitm.net/usability**. This placed Norfolk in the top ten of UK Council websites.**

10   **Digital Economy and Growth**

10.1   The annexed report (10) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.

10.2   The Committee received a report by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services that introduced Members to the Norwich technology sector within the wider context of the national picture.

10.3   Members noted that nationally and locally, the ICT and digital creative sector was important for economic growth delivered through innovation and productivity. Nationally, artificial Intelligence (AI) and big data analysis under-pined the government's Industrial Strategy. Regionally the New Anglia Local Enterprise Partnership (NALEP) regarded the digital sector as one of three sectors crucial for delivering growth across all sectors. Whilst the sector had potential to provide strong employment growth and productivity increases, shrewd and focussed knowledge transfer could support productivity gains across all industrial sectors.

10.4   Some of the key challenges facing the digital economy that were identified during the meeting were summarised as:

- Finding new ways to take a more county wide perspective and engage more with those who live and work in Norfolk's market towns and isolated rural communities. (The Committee heard of work that was being undertaken in this respect in the Swaffham area).

- Work to provide opportunities for innovation based technologies to flourish.
- Links with Tech East Ltd and with the academic sector to promote the ICT and digital creative sector.
- Encouraging IT graduates to remain and move to Norfolk.
- The sharing of technical expertise and knowledge between different sectors of the Norfolk economy and those who work in the digital creative sector.
- The work to support the Cambridge/Norwich corridor and to build up East/West links.
- Finding new ways to tackle basic deficiencies in IT skills in the local economy.

10.5 **RESOLVED**

That the Committee:

1. **Note the Economic Development Service areas of activity in relation to economic growth and support for the ICT digital creative sector.**
2. **Approve the direction of travel of future activity as set out in the report, and ask to receive updates at future meetings on the following issues:**
   a. **The work that was being done with Tech East Ltd (a not for profit company set up by Norfolk and Suffolk local authorities and the Local Enterprise Partnership) to promote the ICT and digital creative sector within Norfolk and Suffolk;**
   b. **Initiatives to improve the digital skills of the Norfolk workforce;**
   c. **An action plan for how the County Council could help to deliver innovation and growth in the technology sector of the Norfolk economy.**

11 **Internet of things and Associated Networks**

11.1 The annexed report (11) by the Executive Director of Finance and Commercial Services was received.

11.2 The Committee received a report by the Executive Director of Finance and Commercial Services about the Internet of Things (IOT) and associated networks, that provided new opportunities for the Council to explore alternative ways of delivering services and achieving outcomes for the people of Norfolk.

11.3 Members were informed that these technologies presented a significant opportunity to quickly trial new approaches and consider how they could transform the way in which services were delivered and achieve savings. In addition, they presented an opportunity for schools, colleges and universities to create, learn and experiment with the technology. Local small to medium enterprises and entrepreneurs would be able to exploit the proposed Norwich based network to develop new solutions to old problems and thereby stimulate economic growth and enable Norfolk as a whole to be at the forefront when it came to digital technology. It was pointed out that while researching the report, an extensive soft market testing exercise was undertaken which involved many companies ranging from blue chip multinationals, such as Microsoft, IBM, Cisco, Amazon, Phillips and

Huawei, through to local small to medium enterprises and local academia. Officers and Members had attended several conferences and vendor events to ensure the Council remined aware of all the latest technologies and user cases.

11.5   **RESOLVED**

That the Committee:

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

12   **Digital Inclusion Action Plan**

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

12.2   The Committee received a presentation and a report by the Executive Director of Community and Environmental Services that gave Members an update on work carried out since March 2018 to promote digital inclusion in Norfolk.

12.3   The presentation explored an alternative way of identifying where the risk of digital exclusion was likely to be greatest by looking at the Experian's Mosaic Digital dataset. This approach made use of a population segmentation database which divided the UK population into 11 Groups and provided insights into UK consumers' digital loves, their attitude to new technology, device ownership and online competency. Members were made aware that work on this approach to digital exclusion was being done in the Swaffham area

12.4   The following Mosaic Digital Groups were identified as the most likely to be at risk of being digitally excluded, based on their population characteristics and online competence:
"Online Escapists"
"Mobile City"
"Tentative Elders"
"Beyond Broadband"
"Savvy Switchers"

12.5   Members asked that the presentation be published on the County Council's Committee pages website.

12.6   **RESOLVED**

That the Committee:

Note progress with the strategy and approve the action plan included with the report.

13   **Assistive Technology**

13.1   The annexed report (13) by the Executive Director of Adult Social Services was received.

13.2   The Committee received a report by the Executive Director of Adult Social Services that provided an update on work in progress and planned to support the development of a new strategy and approach for assistive technology in Adult Social Services.

13.3   It was pointed out that this work was aimed at supporting people to live independently for longer and to reduce demand on services and budgets. Norfolk's Assistive Technology team, which was part of Adult Social Services, currently assessed approximately 2,000 people a year and figures recently received from n-able showed that there was a total of approximately 7,000 people currently receiving assistive technology in Norfolk. Most assessments undertaken by the Assistive Technology team resulted in the provision of equipment. However, there was currently no way of establishing the impact of the service and long-term benefits to both the individual and the Department. A few key issues were identified during the review that needed to be addressed to ensure that the benefits of AT were maximised to prevent, reduce and delay the need for formal care and support and that consideration of assistive technology was fully integrated into practice across all areas of the Department.

13.4   The Committee noted that the Council was developing an Innovation Centre in the mezzanine area of County Hall to demonstrate new technology to services and staff in four distinct areas, home of the future, office of the future, meeting room of the future and cafe. This should enable new business systems, consumer technology, internet of things and assistive technology (mentioned earlier in this report) to all be shown in one place. It would be a "living lab" changing as technology evolves. A tour of the innovation centre will be arranged for Members of the Committee after the next committee meeting.

13.5   **RESOLVED**

        That the Committee:

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

14   **Liquidlogic/Social Care System Replacement Implementation**

14.1   The annexed report (14) by the Executive Director of Adult Social Services was received.

14.2   The Committee received a report by the Executive Director of Adult Social Services that provided Members with an update on progress of the Social Care System Replacement (SCSR) programme. Phase One had now been delivered: the Adults and Finance Go Live took place on schedule and after live testing, was released to staff on 22 November 2017; Children's and Finance Go Live went live on 3 May 2018, with the completion of the first pay run for Direct Payments on 11 May 2018. The departments wanted to fully exploit the potential benefits of the new Liquidlogic and ContrOCC systems and Phase Two of the Programme was underway.

14.3   The programme was forecast to be on budget. Based on other local authorities' experience it was very rare to deliver this volume of functionality in Phase One and was testament to the quality, dedication, hard work and determination of the project team.

14.4   **RESOLVED**

That the Committee:

1. **Note the progress on delivering the new Social Care System for Adult Social Services, Children's and Finance.**
2. **Look to receive further reports at future meetings of this Committee.**

15   **Risk Management Update**

15.1   The annexed report (15) by the Executive Director of Community and Environmental Services was received.

15.2   The Committee received a report by the Executive Director of Finance and Commercial Services that provided the latest corporate and departmental level risk as at July 2018, following the review conducted in June 2018. It was noted that risk management was reported to the Committee in its own right but was aligned with, and complemented, performance and financial reporting.

15.3   **RESOLVED**

That the Committee:

1. **Note the risks identified and reported to this Committee at corporate and departmental level at Appendix A to the report.**
2. **Note the reconciliation of progress in the management of the risks identified in Appendix A to the report since the last Committee meeting, in Appendix B to the report.**
3. **Note the information contained in Appendix C to the report.**
4. **Note the background information contained in Appendix D to the report.**

16   **Forward Plan**

16.1   The annexed report (16) by the Executive Director of Community and Environmental Services and Executive Director of Finance and Commercial Services was received.

16.2   **The Committee amended the forward work programme for the next meeting so that it included the following:**

A review of the development of a Norfolk wide counter fraud hub.
An update on planned actions to increase exploitation of assistive technology.
A briefing on the use of technology in Norfolk's agricultural economy and options to promote uptake.
A briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.
A review of progress in promoting fibre connectivity for new build developments in the county.
A review of the Council's Cyber Security capabilities.
A review of how the Council's highways service can further develop its use of technology to increase efficiency and improve outcomes.
Further reviews of digital skills and the digital economy with development proposals.
Further updates on the Council.s assistive technology rollout plans.
A review of the availability of Wi-Fi networks across the county and options for increasing coverage.

16.3   **RESOLVED**

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

The meeting concluded at 1 pm

Chairman

Digital Innovation & Efficiency Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	12th September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance & Commercial Services
Strategic impact	

This report provides the Committee with information on the revenue budget position for services reporting to Digital Innovation & Efficiency Committee for 2018 -19. It also provides information on the use of reserves and details of the capital programme.

Executive summary

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

The 2018-19 net revenue budget for this committee is £12.916m. Details of the 2018 – 19 revenue position are shown in Table 1 of this report.

The capital programme relating to this Committee for the years 2018 – 19 to 2020 - 21 is £51.257m, an increase of £11.000m of Better Broadband funding since the last report Details of the capital programme are shown in Table 2 of this report.

The balance of reserves and provisions relating to this Committee as of 01 April 2018 is £0.857m. Details are shown in Table 3 of this report.

Recommendations:
    Members are recommended to note:
a) **The 2018 - 19 revenue position for this Committee**
b) **The 2017 - 18 to 2020 – 21 capital programme for this Committee**
c) **The 2018 – 19 reserves position for this Committee**

1. Proposal

1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an

annual basis, it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This report reflects the financial position relating to this Committee as at the end of July 2018.

2. Evidence

Revenue budget 2018-19

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

2.2. This report reflects the forecast outturn position for the Services that are relevant to this Committee, which are:
- Information Management Technology (IMT)
- Better Broadband for Norfolk

2.3. The 2018-19 net revenue budget for this Committee is £12.916m, a reduction of £0.281m from the previous report due to the budget held within IMT for Liquid Logic support having been transferred to Adults Services. The outturn forecast is a balanced position, as shown in Table 1 of this report, (see also paragraph 2.5). The estimated use of reserves to support this position is £0.208m, as shown in Table 3 of this report. This is a reduction of £0.616m from the previous report principally driven by a detailed review of the Applications, Places, and People area within IMT.

2.4. **IMT -** continues to allocate available budget to changing activities and demands.

The principal activities supported by the IMT budget lines are as follows –

- Infrastructure – the Infrastructure budget supports the delivery of services relating to Voice and Data, and the Managed Print Service, in addition to the provision and support of the corporate servers.

- Technical Programme, DNA – this budget supports the programme and project staff, in addition to the current payments due within the HP contract, due to terminate in November 2018.

- Applications, Places, People – this budget supports key corporate applications, eg Oracle, IMT Services to Schools, key external customers, and also holds the budget for the IMT Management Team.

- Information Management – this budget is almost entirely staff costs relating to compliance management and the development of improvements to information

access by way of portals.

During 2017 – 18 IMT made significant savings in excess of those planned resulting in a small addition to reserves at year end, when a usage of £0.824m was budgeted. The most notable savings related to licencing costs, contractor costs and overall salary costs (£0.254m).

The revenue budget reduction in 2018 – 19 is £1.179m, of which £0.898m will be managed through the termination of the existing DNA contract in autumn 2018, and the additional savings to be realised via the Voice & Data contract in a full operational year, and £0.281m relates to the cost neutral transfer of the budget held by IMT in relation to Liquid Logic support to Adults Services.

2.5 **Better Broadband for Norfolk –** the programme is funded by both NCC funding and government grant funding, allocated over the life of the programme.

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

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

The 2018 – 19 underspend is forecast as £0.018m, shown as being transferred to reserves to support the future Programme, hence this line of the revenue account also shows no variance to budget.

	2017 - 18 Outturn	2018 – 19 Current Budget	2018 – 19 Actual Year to date	2018-19 Outturn Forecast	2018-19 Outturn Variance
Table 1: Digital Innovation & Efficiency Committee: Net revenue budget and forecast outturn 2018 – 19					
	£m	£m	£m	£m	£m
Information Management Technology					
Infrastructure	3.770	4.170	1.577	4.011	(0.159)
Technical Programme, DNA	1.479	1.196	0.404	1.163	(0.033)
Applications, Places, People	3.081	2.577	1.051	2.028	(0.549)
Information Management	1.145	1.184	0.569	1.309	0.125
Capital charges	1.395	1.395	0.000	1.395	0.000
Use of reserves	0.007	(0.824)	0.000	(0.208)	0.616

| | 10.877 | 9.698 | 3.601 | 9.698 | 0.000 |

Better Broadband for Norfolk

Agency & Contracted Services, net of recharges	3.765	2.950	0.917	2.950	0.000)
Staff / Overheads	0.234	0.268	0.012	0.268	0.000
	3.999	**3.218**	**0.929**	**3.218**	**0.000**
	14.876	**12.916**	**4.530**	**12.916**	**0.000**

3. Capital Programme

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

Table 2: Digital Innovation & Efficiency Committee: Capital Programme

	2017 – 18 Actual spend	2018- 19 Budget	2018 – 19 Spend to date	2019 – 20 Budget	2020 – 21 Budget
	£m	£m	£m	£m	£m
IMT					
Server hardware	1.264	1.323	0.065	1.335	1.335
Software licensing	0.033	1.000	1.007	2.500	0.000
Device refresh rolling programme	2.382	0.900	1.184	1.795	1.795
LAN, Wi Fi, security	0.451	2.400	0.000	0.000	0.000
Website, portal and BI	1.164	0.555	0.093	0.555	0.555
Data centre, disaster recovery	0.000	1.503	0.016	0.000	0.000
Skype for Business	0.000	0.700	0.029	0.000	0.000
	5.294	**8.381**	**2.394**	**6.185**	**3.685**
Better Broadband	4.195	2.154	0.347	22.658	8.194
	9.489	**10.535**	**2.741**	**28.843**	**11.879**

3.1. **Server hardware and devices -** the proposed future capital requirements are predominantly needed to refresh the Councils existing computer hardware estate (this is usually a recurring cost on a 4 year cycle). However, the "rolling" refresh of PC and mobile phones is designed to ensure each worker type in the council has access to the right technology package to enable them to work efficiently and flexibly. A quarter of the workforce is planned to be provided with new equipment each year. Having access to up-to-date, easy to use mobile and flexible working technology will improve staff efficiency, reduce travel costs and enable better use of council office accommodation. This investment also underpins planned property related savings.

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

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

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

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

4. Reserves and provisions

4.1. The Council holds both provisions and reserves.

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

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

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

4.5. **Local Management of Schools (LMS) reserves that are held on behalf of**

schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.

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

4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have 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 2018 totalled £0.857m, and is estimated to be £0.667m at 31st March 2019.

4.10. Table 3 below shows the balance of reserves and the estimates usage during 2018 - 19.

4.11. **IMT -** the reserves will only be used as necessary to support the corporate technology platform to achieve savings in the next budget planning period.

4.12. **Better Broadband –** the reserves are not currently planned to be used in 2018 – 19.

Table 3: Digital Innovation & Efficiency: Reserves & Provisions			
Reserves & Provisions 2018 - 19	**Balance at 01 April 2018**	**Forecast Balance at 31 March 2019**	**Change during 2018 - 19**
	£m	£m	£m
Information Management Technology	0.831	0.623	(0.208)
Better Broadband for Norfolk	0.026	0.044	0.018
Committee Total	**0.857**	**0.667**	**(0.190)**

5. Financial Implications

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

6. Issues, risks and innovation

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

Officer Contact

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

Officer name :	**Graham Jermy**	**Tel No. :**	**01603 638091**
	Andrew Skiggs	**Tel no.**	**01603 223144**
Email address :	**graham.jermy@norfolk.gov.uk**		
	andrew.skiggs@norfolk.gov.uk		

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 2019-20 to 2021-22**
Date of meeting:	**12th September 2018**
Responsible Chief Officer:	**Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance & Commercial Services**

Strategic impact

This report provides Digital Innovation & Efficiency Committee with an update on the Council's overall budget planning position, including the forecast budget gap for 2019-20 to 2021-22, and sets out details of the strategic and financial planning framework for Service Committees, which has been agreed by Policy and Resources. It summarises the organisational response to financial pressures, and in particular explains how the Council's Strategy, Norfolk Futures, serves as the key mechanism to drive the Council's ambitions for Norfolk.

The report sets out how actions are being taken by Digital Innovation & Efficiency Committee to support the whole Council to set a balanced budget for 2019-20 and provides Members with an overview of the approach to developing savings for 2019-20.

Executive summary

This report provides Digital Innovation & Efficiency Committee with the latest information about service budget planning for 2019-20 to 2021-22. The report details the link between the Council Strategy, Norfolk Futures, and the development of transformation and savings plans relevant to this Committee.

Policy and Resources Committee has agreed guidance to Service Committees on the actions required to support preparation of a balanced budget for 2019-20, and agreed the indicative level of savings to be found by each Committee. Details are set out in the report, and Members' views are sought on the Committee's approach to identifying savings for 2019-20.

Digital Innovation & Efficiency Committee is recommended to:

1) **Note the Council's budget assumptions and the budget planning principles for 2019-20 which have been approved by Policy and Resources Committee (paragraph 3.3 and 3.4);**

2) **Note the forecast budget gap of £94.696m (table 3), which reflects the changes from the 2018-22 Medium Term Financial Strategy, and the resulting indicative savings targets for the Committee over the period 2019-20 to 2020-21 (table 4);**

3) **Consider and identify any further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the**

robustness of existing planned savings as set out in section 5, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;

4) **Agree the proposed approach and key themes to focus on in developing savings proposals for 2019-20 to 2021-22, including how the principles of the Council's Strategy, Norfolk Futures, will inform and shape budget planning activity set out in section 5, having regard to the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round (table 1);**

5) **Consider additional detailed savings proposals in order to help close the forecast 2019-20 to 2021-22 budget gap (section 5);**

6) **Note the budget planning timetable (section 6).**

7) **Approve the proposed savings for 2019-20 Budget Round for recommendation to Policy and Resources Committee in October (table 5).**

1.   Introduction

1.1.   The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures. At that point, the MTFS identified a budget gap of £94.696m for the period 2019-20 to 2021-22, and the Council's budget strategy included the aspiration to bring forward savings required for 2021-22 into the first two years 2019-20 and 2020-21. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation.

1.2.   On 16 July 2018, Policy and Resources Committee received a report setting out how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources Committee agreed:

- That the principles of the Council's Strategy, Norfolk Futures, will inform and shape 2019-22 budget planning activity;
- Updated budget assumptions and key areas of risk in relation to 2019-22 budget planning;
- The forecast budget gap of £94.696m reflecting changes from the 2018-22 Medium Term Financial Strategy;
- The budget planning principles and guidance for 2019-20, commissioning Service Committees to begin developing their savings proposals with initial reporting in September;
- The indicative savings targets 2019-20 to 2020-21, noting the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round; and
- The budget planning timetable.

1.3.   This report provides the Committee with details of the implications of these decisions made by Policy and Resources Committee and marks the beginning of the Committee's detailed budget planning activity for 2019-20 to 2021-22.

2

2018-19 budget position

1.4. The latest details of the 2018-19 budget position are set out in the budget monitoring report elsewhere on the agenda. The budget planning assumptions for 2019-20 set out later in this report include an assumption that the 2018-19 Budget is fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

2. County Council Strategy and Norfolk Futures

2.1. The report to Policy and Resources Committee sets out how the Council's Vision and Strategy will inform the development of the 2019-20 Budget.

2.2. Caring for our County, the vision for Norfolk, approved by Members in February 2018, outlines the Council's commitment to playing a leading role in:

- Building communities we can be proud of;
- Installing infrastructure first;
- Building new homes to help young people get on the housing ladder;
- Developing the skills of our people through training and apprenticeships;
- Nurturing our growing digital economy; and
- Making the most of our heritage, culture and environment.

2.3. The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

2.4. Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are becoming prevalent.

2.5. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:

- Offering our help early to **prevent and reduce** demand for specialist services;
- **Joining up** work so that similar activities and services are easily accessible, **done once and done well**;
- Being **business-like** and making best use of **digital technology** to ensure value for money; and
- Using evidence and data to **target our work** where it can make the most difference.

2.6. Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

2.7. These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

2.8. This Committee oversees the Digital Norfolk priority area within the Norfolk Futures transformation programme. Digital Norfolk is responsible for (a) reducing the cost of delivering the existing IMT costs and (b) enabling services to use existing and

3

new technologies as well as data driven insights to reduce service delivery costs across all council services. Particular attention is given to the following areas.

- Digital connectivity and skills for residents.
- Online transactions for residents and staff, including end-to-end process redesign.
- Exploiting opportunities for mobile and flexible working.
- Use of connected devices in areas such as Assistive Technology to help residents live independently in their own homes.
- Better use of data for decision making, targeting of services, cost avoidance and income maximisation.

2.9. By 2021 the strategy and underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to be the Council the County needs.

2.10. These principles frame the transformation across all our services and activities and we currently have 7 priorities to help us to deliver the strategy:

- Safe Children and Resilient Families;
- Promoting independence for Vulnerable Adults;
- Smarter Information and Advice;
- Towards a Housing Strategy;
- Digital Norfolk;
- Local Service Strategy; and
- Commercialisation.

2.11. Further information about the Norfolk Futures priorities relevant to this Committee, and how they will inform and support 2019-20 budget planning, are set out in section 5 of this report. Summary details of all the priorities are set out in the report to Policy and Resources Committee.

3. 2019-20 Budget Planning

3.1. The Medium Term Financial Strategy (MTFS) was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provides the starting point for the Council's 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council's MTFS are set out in the 2018-19 Budget Book.[1]

3.2. Existing savings in the Council's MTFS are shown by Committee in the table below. These are the savings agreed as part of the 2018-19 (and earlier) budget process, and will need to be delivered in addition to any new savings proposed to close the remaining budget gap.

---

[1] https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en

4

Table 1: Planned net recurring savings 2018-19 to 2021-22

Committee	2018-19 Saving £m	2019-20 Saving £m	2020-21 Saving £m	2021-22 Saving £m	Total Saving £m
Adult Social Care	-27.290	-9.351	-13.700	-3.900	-54.241
Children's Services	-2.641	-4.342	-2.000	-2.000	-10.983
Environment, Development and Transport	-1.440	-0.310	-0.350	-1.850	-3.950
Communities	-1.803	-0.435	-2.786	-1.500	-6.524
Business and Property	-1.051	-2.075	-2.050	-1.150	-6.326
Digital Innovation and Efficiency	-0.726	-1.000	-0.700	0.000	-2.426
Policy and Resources[2]	4.952	1.356	-0.387	0.000	5.921
Grand Total	**-29.999**	**-16.157**	**-21.973**	**-10.400**	**-78.529**

Budget planning principles 2019-20

3.3.   Policy and Resources Committee have agreed the following key principles for budget planning in 2019-20:

- Budget planning will cover the three year period 2019-20 to 2021-22;
- Budget proposals will target "shifting left" as a priority in terms of service provision (i.e. preventing and reducing demand for more intensive and higher cost services);
- Savings targets will be profiled as they arise over the three years of the Medium Term Financial Strategy (not brought forward);
- The 2019-20 Budget will seek opportunities to increase the level of the General Fund balance to ensure the medium term financial position is robust and the Council is better protected against future changes in funding; and
- The four Norfolk Futures principles as set out in paragraph 2.5 will underpin the development of budget proposals.

Budget assumptions 2019-20

3.4.   The Council's current forecast budget gap is based on a number of key assumptions, including:

- That Revenue Support Grant will entirely disappear in 2020-21. This equates to a pressure of around £39m, but significant uncertainty is attached to this and the level of savings required in year two could be materially lower should this loss of funding not take place.
- Further substantial cost pressures including:
    - inflation, including the 2% pay increase for staff;
    - demographic changes and increased demand for our services; and
    - legislative changes where national policies have added to our costs.
- Planned savings of £49m to be delivered over the period 2019-20 to 2021-22.
- That the 2018-19 budget can be successfully delivered (no overall overspend occurring and no savings emerging as undeliverable). The Council's forecast

---

[2] The net savings position for Policy and Resources Committee reflects the reversal of a number of significant one-off savings from 2017-18, such as the use of the Insurance Fund and the use of Capital Receipts totalling £11.299m. The gross savings to be delivered by Policy and Resources Committee budgets in 2018-19 are £6.347m.

5

2018-19 outturn position is discussed in the monitoring report elsewhere on the agenda.

- Ongoing annual pressures will exist in waste budgets from 2019-20.
- Pressures in Minimum Revenue Provision (MRP) budgets will be felt from 2020-21.
- Budget planning is based on the following council tax increase assumptions (and also assumes there is no scope to increase the ASC precept in 2019-20 based on the current terms set out by Government):

Table 2: Council Tax assumptions (as per 2018-22 MTFS)

	2019-20	2020-21	2021-22
Assumed increase in general council tax	2.99%	1.99%	0.00%
Assumed increase in Adult Social Care precept	0.00%	0.00%	0.00%
Total assumed council tax increase	**2.99%**	**1.99%**	**0.00%**

3.5.   The planned 2.99% increase in council tax is based on the current understanding of updated assumptions and flexibility offered by the Government in the 2018-19 local government finance settlement. Any reduction in this increase will require additional savings to be found. 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.

3.6.   Assumptions around increases in the council tax base are prudent (0.5% annual growth), and as set out in the above table, no increase in council tax has been planned for 2021-22.

Latest forecast budget gap 2019-20 to 2021-22

3.7.   The latest budget planning position, taking into account the changes agreed by Policy and Resources Committee, is shown in the table below. The latest budget assumptions would mean an unchanged overall gap of £94.696m, with **£22.089m required to close the gap in 2019-20**.

Table 3: Latest forecast budget gap 2019-20 to 2021-22

	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m
Original gap at MTFS 2018-19 to 2021-22	34.165	60.530	0.000	**94.696**
Reprofile savings requirement to 2021-22	-12.077	-12.077	24.153	**0.000**
Forecast gap as at 16 July 2018 P&R report	**22.089**	**48.454**	**24.153**	**94.696**

Key budget risks 2019-20

3.8.   Uncertainties remain about a number of items **which have not currently been reflected in the budget planning assumptions**, but which could potentially result in an increase in the overall gap. As a result, additional pressures, which have not currently been provided for, may arise in 2019-20 relating to:

6

- Ongoing pressures arising within the Children's Services budget in 2018-19 may need to be recognised in 2019-20 relating mainly to the number and cost of Looked After Children, High Needs Block pressures, and also in respect of any delay or non-delivery of planned savings;
- Market and system pressures affecting Adult Social Services (cost of care);
- Increasing the level of the General Fund reserve;
- Adjustments to salary scales (circa £0.350m) required in 2019-20 in response to the two-year pay award; and
- Changes in the forecast 2018-19 level of savings delivery to allow for any mitigation of undeliverable savings.

3.9.   The risks and assumptions relating to the 2019-20 Budget will continue to be monitored and updated as budget planning activity proceeds.

Medium term forecast – 2020-21 and beyond

3.10. The Council's has a reasonable degree of certainty about resources available for the period to 2019-20 as a result of the four year allocations of funding announced by the Government in 2016-17. There is however a much greater level of uncertainty in respect of planning for 2020-21 and beyond. This is in large part due to the absence of firm information about the Government's plans for Revenue Support Grant following the implementation of the proposed 75% retention of business rates. It is Government policy[3] for Revenue Support Grant to be devolved as part of the implementation of a reformed business rates retention system and there is limited information about the implications of this for overall funding levels in subsequent years.

3.11. Taking account of this uncertainty, the County Council's planning is based on an assumption that Revenue Support Grant disappears entirely in 2020-21 as detailed in paragraph 3.4 above and equating to a pressure of £39m. In addition, the loss of New Homes Bonus and Rural Services Delivery Grant is also assumed (£2.742m and £3.195m respectively).

3.12. Alongside the more regular annual budget pressures (such as inflation and demographic growth) the assumptions about reductions in funding result in **a significant forecast gap of £48.454m arising in 2020-21**. In the event that these pressures do not materialise, or if they are subject to a different timescale, the level of savings required in 2020-21 could be materially different.

3.13. It is not yet clear when there will be certainty about funding levels for 2020-21. Some additional information is likely to emerge early in the 2019-20 financial year as part of the Comprehensive Spending Review and further development of the Fair Funding Review, but it is highly likely that local authorities will not receive any

---

[3] The Secretary of State (then Greg Clark) stated in the announcement of the Local Government Finance Settlement 2016/17 that: "Ultimately, Revenue Support Grant will disappear altogether, as we move to 100% business rates retention." (https://www.gov.uk/government/speeches/final-local-government-finance-settlement-2016-to-2017). Most recently, the *Invitation to pilot 75% Business Rates Retention in 2019/20* confirmed that: "As part of the move towards a reformed business rates retention system in 2020/21, the government intends to devolve Revenue Support Grant (RSG) […] To ensure that piloting in 2019/20 closely reflects the government's proposals to date for a reformed business rates retention system, authorities selected as pilots in 2019/20 will be expected to forego Revenue Support Grant (RSG) and Rural Services Delivery Grant (RSDG)." (https://www.gov.uk/government/publications/75-business-rates-retention-pilots-2019-to-2020-prospectus).

clarity about individual funding levels until the publication of the provisional Local Government Finance Settlement, which is likely to be in December 2019.

3.14. The Executive Director of Finance and Commercial Services is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. The Executive Director therefore takes a view of the robustness of the Council's budget across the whole period covered by the Medium Term Financial Strategy.

3.15. In view of this duty, and the considerable uncertainty about funding levels after the end of the current settlement, **the Council will need to make substantial, sustainable savings in 2019-20 in order to establish a solid platform for the development of a robust budget in 2020-21**.

4. Savings allocation

4.1. The following table sets out indicative savings required to close the identified gap by Committee which have been agreed by Policy and Resources Committee. The share of savings has been calculated based on current planned 2019-20 net budgets excluding schools, Public Health (in 2019-20 only), capital recharging, and government grants on the basis that these areas are not controllable and therefore should be outside the scope of savings. These savings are required in addition to existing current savings plans.

Table 4: Indicative savings by Committee

	2019-20 £m	2020-21 £m	2021-22 £m	Total £m	Proposed share of new savings %
Adult Social Care	-9.626	-19.527	-9.745	**-38.898**	41%
Children's Services	-5.726	-12.064	-6.037	**-23.827**	25%
Environment, Development and Transport	-2.820	-5.988	-2.962	**-11.770**	12%
Communities	-1.647	-6.262	-3.115	**-11.025**	12%
Digital Innovation and Efficiency	-0.369	-0.736	-0.373	**-1.477**	2%
Business and Property	-0.154	-0.180	-0.045	**-0.379**	0%
Policy and Resources[4]	-1.747	-3.697	-1.875	**-7.319**	8%
Total	**-22.089**	**-48.454**	**-24.153**	**-94.696**	

4.2. Policy and Resources Committee have agreed a timetable for Service Committees to report detailed 2019-20 Budget proposals back to Policy and Resources in October.

---

[4] Including Finance General

8

5. Committee response

5.1. This report proposes an approach for the Committee to adopt in developing saving proposals for 2019-20, and explains how this will be aligned to the Norfolk Futures principles. It also details the key pressures and risks that the Committee will need to consider in developing budget proposals for 2019-20.

5.2. This committee oversees the Norfolk Futures – Digital Norfolk priority area. Digital Norfolk is currently responsible for the direct delivery of over £2M of savings. It also plays a very important role in ensuring that existing savings targets in service areas such as Adults and Customer Services are delivered. The committee is also responsible for uncovering new savings opportunities enabled by innovative new uses of technology and data.

5.3. Digital Norfolk also underpins many millions of pounds of savings across other Norfolk Futures Priorities such as Promoting Independence and IAG. The developing Smarter Working activity has also identified a further £2M per annum savings target for delivery within the next 3 years.

5.4. Since its inception the committee has worked closely with Adults Services to develop proposals to achieve £7.5M of digitally enabled savings over the next three years. The committee will continue to support and challenge services to examine how they can achieve early and complete delivery of existing savings targets as well as find new savings opportunities. Building on the success with Adults, Highways will present to the September 2018 committee and Education is planned to follow soon after.

5.5. The committee will continue to direct officers to bring new savings opportunities for its consideration. Recent papers on the Internet of Things and Associated Networks report has directed officers to return with business case proposals and the Counter Fraud Hub work is another area where the committee expects to uncover further savings / income generating opportunities.

5.6. As there is no Digital Innovation & Efficiency Committee meeting in October, Members are asked to recommend the Digital Innovation & Efficiency Committee budget savings in Table 5 to Policy and Resources Committee at this meeting.

Table 5: Digital Innovation & Efficiency Committee budget savings 2019-20 to 2021-22

	2019-20	2020-21	2021-22
	£m	£m	£m
Savings brought forward from previous budget rounds			
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	
New saving			
DIE002 - Reduce IMT admin and licence budgets	-0.060		

6. Budget Timetable

6.1. The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing of Government announcements). The latest version of the timetable is set out in the table below.

Table 6: Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Consultation on new planning proposals and council tax 2019-22	Late October to December 2018 / January 2019
Chancellor's Autumn Budget 2018	TBC November / December 2018
Provisional Local Government Finance Settlement	December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
Final Local Government Finance Settlement	TBC February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

7. Financial implications

7.1. Potentially significant financial implications are discussed throughout this report. Any implications of the Autumn Budget and the three changes expected to be implemented in 2020-21 will be reflected as far as possible in the Council's 2019-

20 budget planning, and these impacts will need to be refined as further information is made available by Government.

7.2. 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).

7.3. Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.

8. Issues, risks and innovation

8.1. Significant risks, assumptions, or implications have been set out throughout the report.

8.2. Equality issues were considered in the Equality Impact Assessment of 2018-19 budget proposals. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, new 2019-22 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.

Background Papers

Norfolk County Council Vision and Strategy
https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx

Norfolk County Council Budget Book 2018-22
https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)
http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx

Officer Contact

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

Officer Name:	Tel No:	Email address:
Simon George	01603 222400	simon.george@norfolk.gov.uk

Fiona McDiarmid   01603 223810   fiona.mcdiarmid@norfolk.gov.uk

IN TRAN
communication for all

If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 18001 0344 800 8020 (textphone) and we will do our best to help.

Digital Innovation & Efficiency Committee

Report title:	**IMT Performance Indicators**
Date of meeting:	**12 September 2018**
Responsible Chief Officer:	**Tom McCabe – Executive Director, Community and Environmental Services** **Simon George – Executive Director, Finance and Commercial Services**

Strategic impact

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

Executive summary

This performance management report to this committee incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016.

There are currently eight vital signs indicators under the remit of this committee which are reported monthly.

Two further indicators are recorded at this committee periodically and then passed onto Policy & Resources Committee. These are Better Broadband for Norfolk Coverage and 4G Mobile telephony coverage. These indicators are currently at 91% (against a target of 90% for 2018/19 Q1) and 83% respectively (which is the baseline measure).

Work continues to review what other data may be appropriate to report to committee. Items under consideration include digital inclusion indicators which continue to be developed as a vital signs indicator.

Performance data reported is for the period up to the end of July as August figures were not available on the reporting deadline.

Recommendations:

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

1.   Introduction

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

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

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

2.   Performance dashboard

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

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

2.3.   The current exception reporting criteria are as below:

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

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

Norfolk County Council

Digital Innovation and Efficiency Committee - Vital Signs Dashboard

Monthly	Bigger or Smaller is better	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	10,234	11,065	12,067	12,956	13,832	14,653	16,640	18,033	19,504	20,944	21,958	22,905	23,848	
{CIL} Customer satisfaction with web access	Bigger	66.1%	64.2%	72.1%	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%	57.1%	56.2%	60.0%
		538 / 814	595 / 927	777 / 1078	831 / 883	550 / 786	521 / 707	1128 / 1533	841 / 1227	1356 / 2233	939 / 1790	2701 / 4807	2688 / 4705	2386 / 4213	
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.5%	7.6%	10.0%
		321 / 4110	282 / 4175	252 / 3815	436 / 5107	611 / 4288	991 / 2927	1255 / 4258	1231 / 3482	758 / 3818	260 / 3051	484 / 3821	134 / 2987	241 / 3187	
{IMT} ICT incidents per customer per month	Smaller	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.2	1.5
{IMT} First line fix	Bigger	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.8%	31.2%	28.0%
		1132 / 4259	1030.92 / 3768	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	1362 / 4133	1577 / 4659	1601 / 4492	1561 / 4742	1440 / 4386	1290 / 4132	
{IMT} Incidents resolved within SLA	Bigger	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.4%	84.0%	80.0%
		2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3648 / 4302	2079 / 2601	3311 / 3778	3131 / 3573	3302 / 3747	2995 / 3351	2691 / 3197	
{IMT} Customer satisfaction with ICT services	Bigger	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6
{IMT} Systems availability	Bigger	98.93%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.3%	99.0%
		112.2k / 113.4k	118.8k / 118.8k	112.6k / 113.4k	118.8k / 118.8k	117.8k / 118.8k	102.6k / 102.6k	118.4k / 118.8k	80.7k / 81.0k	112.6k / 113.4k	111.3k / 113.4k	112.0k / 113.4k	113.1k / 113.4k	118.0k / 118.8k	

Quarterly / Termly	Bigger or Smaller is better	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Target

3. Report Cards

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

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

3.3. Vital signs are reported to committee on an exceptions basis. Report cards will be included in this report whenever there are exceptions. The report cards for those vital signs that do not meet the exception criteria are not normally reported, but are collected and are available to view. The IMT report cards have been included at Appendix 2 this month for information as the committee has expressed in seeing the cards even while on target.

4. IMT programme of work

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

5. Review of Provided Information

5.1. Committee Members are asked to:

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

6. Financial implications

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

7. Issues, risks and innovation

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

Officer Contact

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

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

IN TRAN communication for all

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

IMT Programme Information

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

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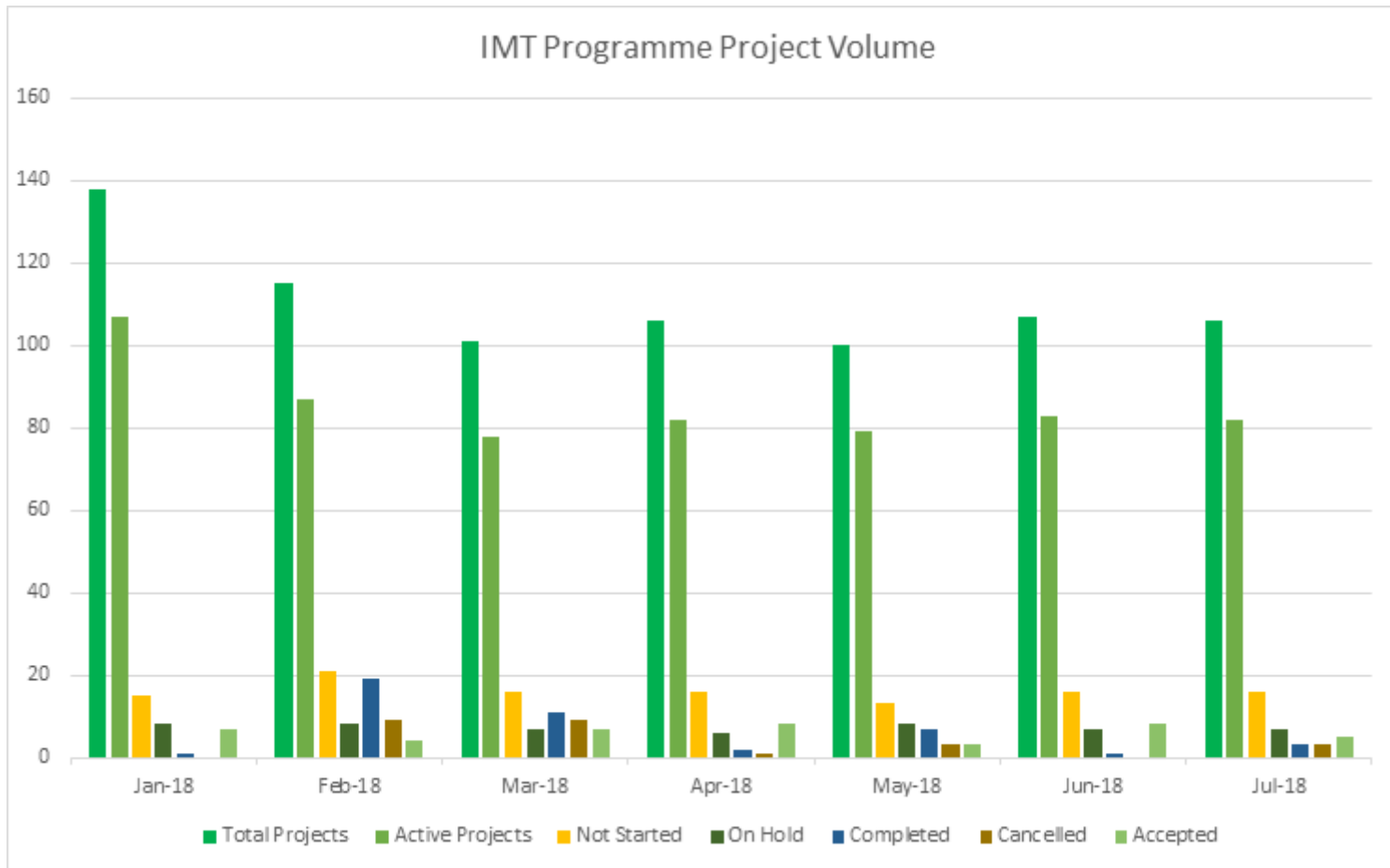
The table below lists the highest priority projects currently being worked on by IMT.

Priority Projects June – September 2018

Priority Projects for IMT
June-September
❖ Social Care System Delivery Phase 2
❖ Technology Improvement Programme – Windows 10 Upgrade for whole estate
❖ GDPR
❖ Norfolk Futures Programme
❖ Corporate Property Programme
❖ Windows Server Re-Platform
❖ PSN Compliance
❖ PSN Compliance Upgrades; SMIS Upgrade and Windows 2008 Server Upgrades
❖ LAN Refresh
❖ Technology Improvement Programme – Skype for Business Pilot
❖ Oracle Infrastructure Refresh
❖ Reducing Service Desk Call Backlog
❖ Libraries move to Open + Phase 2 and 3
❖ N3 Migration to HSCN
❖ Improving Digital Access in Libraries
❖ Improvements to IMT Asset Reporting
❖ Reviewing the starters, movers and leavers processes
❖ Sustainability Transformation Programme
❖ IMT Customer Satisfaction

IMT: Customer satisfaction

Why is this important?
Every customer deserves to feel valued and experience an excellent journey through the IMT process

Performance:	What is the background to current performance?
	• 12% of our customers returned our survey with an average score of 6.58 out of 7 • 95% of our customers have awarded IMT 5 to 7 stars • 5% of our customers have awarded IMT 1 to 4 Stars

| What will success look like?	Action required:
• Score greater than 6	• To continue to review the low rated feedback • Customer feedback around our low scores relates to IMT improving our communication. Service Delivery Manager to build these improvements into our Service Improvement Plans

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

IMT: Systems availability

Why is this important?
Users expect systems (Care First, Oracle, Tribal, Spydus, Email, Internet Access, Intranet Access and Telephony) to be available and reliable when they want to use it, within the agreed service level agreement
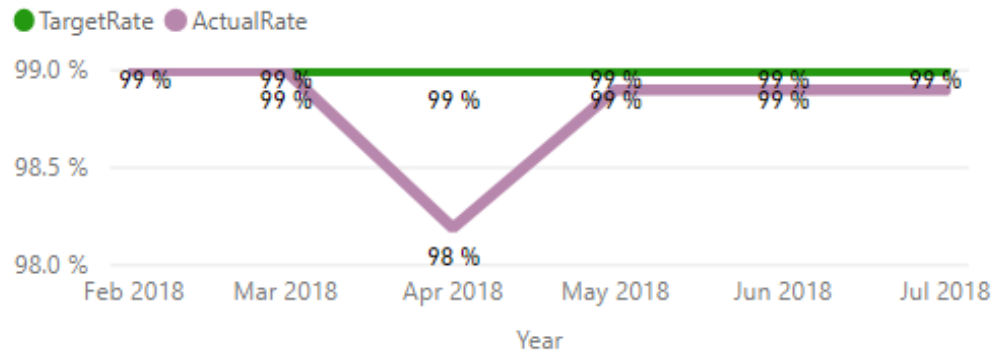
Performance:	What is the background to current performance?
	• Services availability during this period are in Target • 1% variance is due to the intermittent loss of Internet and Telephone access on 18th July

What will success look like?	Action required:
• Systems to be available to users 99% of the time	• To identify and add more business-critical systems to the measure, and to review resilience and maintainability for those already measured

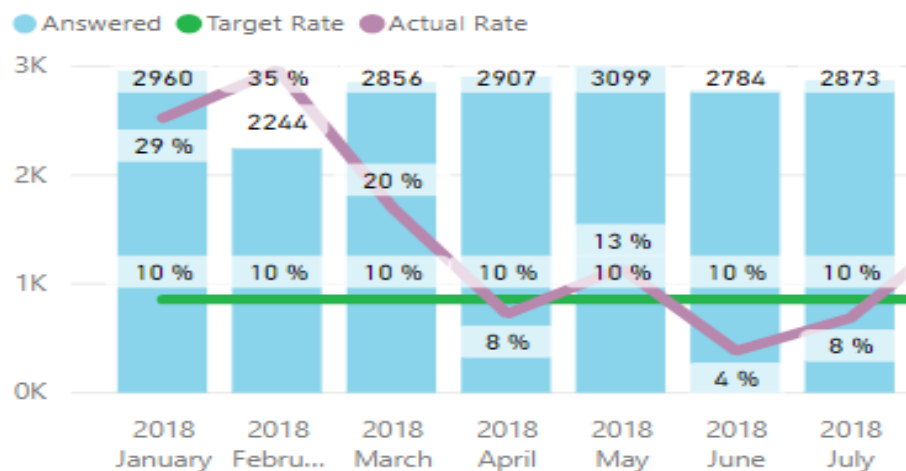| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

IMT: Abandonment Rate – Percentage of calls abandoned on the IMT Service Desk

Why is this important?
The inability for an IMT Customer to progress with an incident or service request hinders the Customer and the Council from working effectively and efficiently.

Performance:	What is the background to current performance?
The Percentage of Customers (excluding Schools) that abandon their call to IMT service desk	• 2% under our target for July

What will success look like?	Action required:
• IMT Service Desk call abandonment rate to fall below the target of 10% • Users routinely using the new Assyst IMT Service Desk system self-service functionality rather than calling or emailing the Service Desk.	• To promote the self-service facility • IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, delivered Q3 18 to bring extra value to the IMT Self-Service Portal •

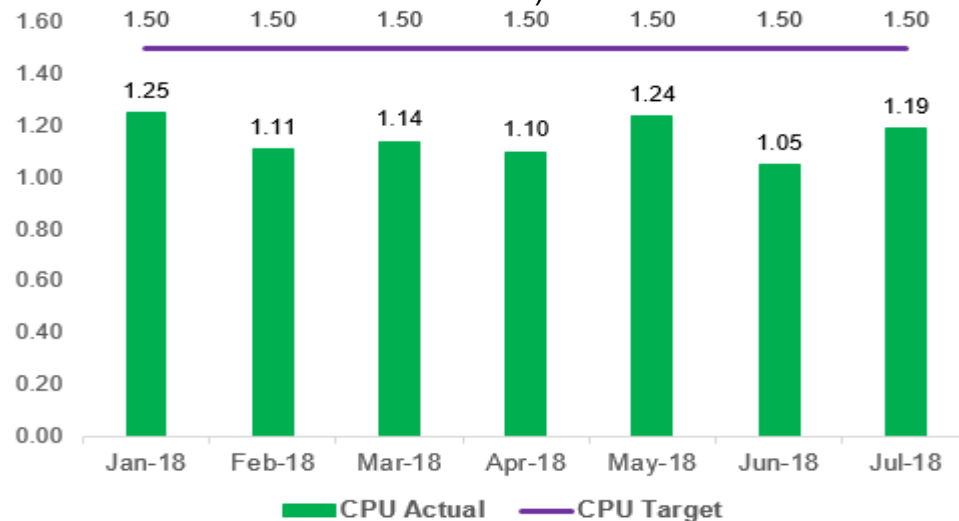| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

IMT: IMT incidents per customer per month

Why is this important?
Excessive Customer Contacts to the IMT Service Desk indicates a high level of day-to-day IMT problems being experienced by IMT users, which hinders the Council from working effectively and efficiently.

Performance:	What is the background to current performance?
How many times within a month the customers contact the Service desk, (by any method) 	• 1.19 contacts per user within target of 1.5

What will success look like?	Action required:
• The contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5 or below • Fewer Priority 1 Incidents (i.e. significant IMT problems affecting multiple users).	• The level of contact correlates to the availability of systems • IMT to be mindful of user impact when implementing any changes to ensure stability of Service

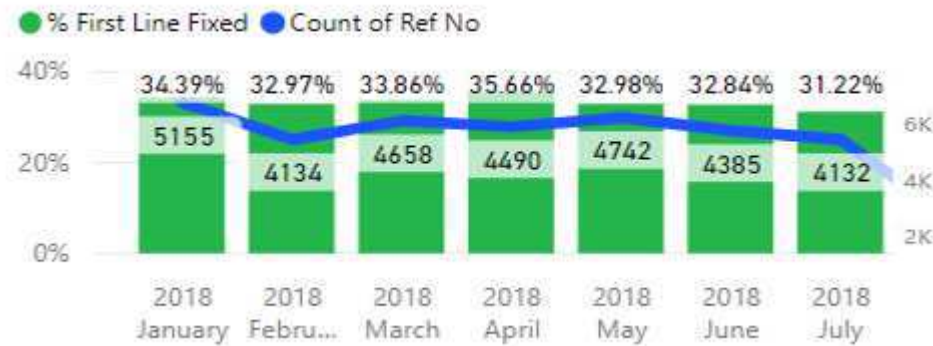| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

IMT: First Line Fix

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

Performance:	What is the background to current performance?
The percentage of customers that have their incidents resolved by the First Line support (Service Desk) This graph shows the first line fixed performance against the target of 28%	• Exceeded the target for 2018

What will success look like?	Action required:
• A first time fix rate of over 50% and improved IMT Customer Satisfaction.	• IMT are working to increase their Technical Knowledge base to enable the Service Desk to resolve a higher number of queries at First Line

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

IMT: Incidents resolved within Service Level Agreement

Why is this important?	
This measures our ability to achieve and manage IMT customer expectations for the resolution of an incident they have experienced to an agreed standard.	
Performance:	**What is the background to current performance?**
The Incident Resolution Performance and Target (80%) 	• On or above target for 2018
What will success look like?	**Action required:**
• Reduction in our outstanding calls in the short term. • Achieve 80%Target	• Review of internal Processes to identify time saving and increase throughput
Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

Digital Innovation and Efficiency Committee

Report title:	Use of Technology by Highways
Date of meeting:	**12 September 2018**
Responsible Chief Officer:	**Tom McCabe – Executive Director, Community and Environmental Services**

Strategic impact

The Norfolk County Council Strategy 2018-21 recognises that we need to transform the way we work to keep up with changing demands and deliver sustainable and affordable services to those that need them the most. This transformation is guided by four key principles:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up our work so that similar activities and services are easily accessible, done well and done once
- Being business-like and making best use of digital technology to ensure value for money
- Using evidence and data to target our work where it can make the most difference

Embracing new technologies and innovation to help deliver efficiencies and better inform service priorities is therefore a key aspect of the transformation strategy across all services.

Executive summary

The Highways service has a good track record in embracing digital and technological innovations that can deliver efficiencies, service improvements and a better way of working. As a service we are always keen to explore future opportunities.

The following report outlines examples of where the Highways teams have recently exploited such technology, introduced some technological developments, and goes onto to highlight areas that we are considering for the future.

Recommendations:
To note the information provided in this report.

1. Proposal

1.1 Members are invited to consider and discuss the various innovations in the report.

2. Evidence

2.1 **Technology currently in use across the Highways service**

Below is a summary of some of the recent technological advances in the highways service.

2.1.1 **Street lighting**

With approximately 53,000 streetlights across Norfolk this is a significant asset. There has been a variety of technological initiatives that we have delivered to

help make savings despite the number of streetlights continuing to grow. Some of these initiatives are described below. They have helped us make cumulative savings of over £1.6 million. (£450,000 alone in 2016/17).

2.1.1.1 *LEDs*

LED or Light-Emitting Diodes are more energy efficient for street lighting and have the added benefit of being cheaper to maintain than older technologies. The white light they emit also provides better contrast in lit areas so lower intensity light can be used without sacrificing visual quality or highway safety. Since 2008, we have replaced 9,814 regular street lamps with LEDs and plan to install a further 13,000 throughout 2018 and 2019.

2.1.1.2 *CMS lighting*

Central Management System (CMS) lighting allows us to remotely control street lights using computer software to determine the way an individual light or groups of street lights operate. We can program changes in the way they operate at any given time which allows for more flexibility to implement lighting patterns like 'dimming' which can reduce energy usage.

2.1.1.3 *LumiMotion*

A more recent innovation in street lighting, LumiMotion, has been installed on a Norwich Cycleway in Heartsease. The technology minimises light waste by sensing the activity of passing pedestrians and cyclists and lighting up the path accordingly. The system is designed to save energy costs without compromising safety.

2.1.2 **Intelligent Transport Systems (including traffic signals)**

2.1.2.1 *Central Fault Management System*

Our contractor uses a central fault management system which allows remote control/maintenance of permanent traffic signals and flags up automatically when there is a fault.

2.1.2.2 *Creating a wireless network*

A Communications Project being delivered by our contractor, the objective of which is to replace BT's leased lines to traffic lights with a wireless network, has now been accepted and signed off. The implementation of this project was necessary as BT were withdrawing their leased lines nationally and a new way of communicating with traffic signals was required.

2.1.2.3 *SCOOT*

SCOOT is a system programmed to detect when tracked buses are late, and as long as it doesn't cause serious disruption to traffic flows, either hold a traffic light on green or turn a red light back to green to keep the bus moving.

2.1.2.4 *MOVA*

MOVA or 'Microprocessor Optimised Vehicle Actuation' relates to the control of traffic light signals at isolated junctions. It allows us to keep traffic moving and can help minimise congestion.

2.1.2.5 *Signage – Car park information*

We have electronic signs at various locations to provide real-time information on parking availability at car parks. This helps keep the network moving and provides useful information to the public looking for a space. These are fully funded by the County Council.

2.1.2.6 *Inrix trial – Use of 'Big Data'*

The Network Safety and Sustainability team are currently trialling new software to help monitor congestion and traffic flow. The software makes use of data from many different sources including information collated from satellite navigation

devices used across the county. This data allows us to see in real-time the average journey time of a specified journey and compare it to the same journey made 2 or 3 years ago.

The trial started in April so the potential uses of this 'big data' is still being explored. However, those that have been using this interactive tool propose that the use of such 'big data' could negate the need for installing loops in the road as it provides much richer data than traditional methods.

There is also potential that this could help better inform priorities, monitor impact of schemes and help us keep the network moving. The team is looking at extending this trial into the next financial year so we can examine further the potential benefits across the department. A business case is being prepared in the coming months to help secure funding for this extension.

2.1.3 Customer fault reporting

2.1.3.1 *Online Reporting Form*

As previously reported to this committee, an online fault reporting form was developed to allow customers to report defects online, see existing defects of a similar nature (to avoid duplications) and for those that register, they can receive automatic updates on the defect they have reported.

The faults go directly to highways service without the previous requirement for our Customer Service Centre to manually intervene to assign to relevant areas.

Following collaborative sprints earlier this year a variety of improvements have been made to the form including improved information in customer accounts, additional status options, more information in emails and the ability to attach photographs.

There are some further developments that will be deployed shortly to improve the customer journey further. This includes the use of icons and limiting the amount of duplication experienced by the customer. The outcomes of these improvements are closely monitored by our Customer Service team who monitor web satisfaction feedback to help inform future improvements that may be required. We are also aware of and exploring potential future enhancements based on existing applications (apps) such as Love Clean Streets and report it GY, which offer the customer the ability to report issues on their Smartphones direct.

2.1.4 New Highways Management System

2.1.4.1 *Automation of processes*

A new Highways Management System went live April 2016 which has allowed for the automation of some processes where paper and manual user input was necessary.

2.1.4.2 *Mobile Working*

A significant change was the adoption of mobile technology across the highways service allowing remote working. Mobile tablets are now used by inspectors, technicians and our internal works contractor. They have also been utilised by some of our specialist external contractors too.

- Customer reported defects get sent straight to devices so technicians/inspectors can see them when out and about.
- Staff can sync their work without having to return back to the office.
- Photos can be taken on site and be saved against the defect record.
- Work can be issued remotely.
- Reduces the need to print and manual data entry.
- Satellite navigation allows users to navigate to location of defects/work

The use of this technology has allowed us to change the operational Area structure in 2017, delivering £175,000 in savings.

2.1.5 **Reporting & Data Analysis**

In recent years we have been taking steps to improve our reporting and data analysis to help enable performance management, inform decisions and identify areas of improvement. Predictive analytics is of particular relevance to highways to make sure we are utilising our resources in the most efficient way possible.

2.1.5.1 *Power BI*

The service has been working closely with our colleagues in the Information Management Team (IMT) to build Power BI reports using operational data from the highways management system. This facility helps us establish visual reports that update automatically on a daily basis. The reports will help us compare and contrast highways data, inform risk assessments and assist with planning.

2.1.5.2 *Gully Cleaning Frequencies*

A multi-criteria analysis was undertaken using digital data including previous gully cleaning records, flood risk maps and reported drainage defects to determine a risk based approach to our gully cleaning schedule. In conjunction with Tarmac, this initiative has recently been shortlisted for the national Highways Maintenance Efficiency award. The winner of the award will be known in October 2018.

2.1.6 **Tracker Technology**

We make use of vehicle tracker technology on our highway vehicles. As well as helping to inform the delivery of such services like winter gritting (which in turn helps us identify efficiencies) it also enables the coordination of vehicles to deal with any potential emergency responses required.

2.1.7 **Road Safety Signs**

The road safety team have been working with a company called Westcotec to install mobile phone detection signs to help identify mobile phone use in vehicles. The intention is that, as well as being a deterrent to motorists and increasing awareness, this information can be shared with Norfolk Police to help crack down on those using mobiles behind the wheel. This is one of the key motoring offences which make up Norfolk Police's 'Fatal Four' campaign. This initiative has received both national and international press coverage.

2.1.8 **Automated Construction Technology**

The Highways Laboratory has been working closely with Tarmac to develop and deliver automated construction technology. This system collects data during the laying process which can lead to improvements in how materials are laid, reduce defects that can result in early failures and also increase the county's surface replacement cycle time.

2.1.9 **Strain Gauges**

These devices were installed at the recently developed sites at Postwick and Broadland Northway, to allow our laboratory to monitor the strain on the road from traffic and how well the specified construction performs. Norfolk are one of the few authorities to have made the strain gauges produce reliable information and the programme is being jointly funded with Highways England, who are keen to learn from Norfolk's experience in this area.

2.1.10 **Thermocouples**

The Highways Laboratory has installed thermocouples in the A140 road at Scole. The data they produce is used by asphalt suppliers and bitumen producers to monitor changing surfacing temperatures to consider and inform changes to

product design. The potential outcome of the data provided by monitors such as these could be a change in the way roads are constructed in the future.

2.2   Looking Forward

Below is a summary of some of the upcoming technological advances we are looking to deliver in highways in the near future as well as an update of technological advancements across the industry.

2.2.1   Delivery of the Winter Service

2.2.1.1   *Auto Salting*

We have been trialling the use of automated gritting in Great Yarmouth. This will automatically control the spread rate and width to allow the driver to focus on driving with the aid of satellite navigation. This improves road safety as well as increased reliability of gritting. There is also a potential to review the quantity of salt spread to identify savings in salt costs (which accounts for 30% of the total costs of gritting actions).

2.2.1.2   *Weather Stations*

The use of weather stations is essential to the efficient delivery of the winter service. In recent years we have already made savings by recognising that road surface temperatures are different across the county. Therefore, when we treat the county in a gritting action, we do so on a domain basis rather than the whole network. To enable this more detailed approach, a network of weather stations is utilised. Six of these are NCC owned and six are Highways England's. A full weather station costs in excess of £15,000. However, smaller, more basic and more mobile weather stations cost in the region of £4,000 each. Several years ago, Highways teams proved that there is a natural heater island effect within Norwich due to its urban nature. This enabled the creation of a Norwich domain, which tends to be gritted far less than the surrounding domains. We will be compiling a business case shortly to bidfor £8,000 to procure two weather stations that we intend to install in King's Lynn and Great Yarmouth, to investigate whether this heater island effect is also present in these urban areas. If proved to exist, an immediate return on this investment could be realised.

2.2.2   Automation of Surface Dressing Works

The surface dressing supply chain are investigating automated construction similar to surfacing machine technology. The Highways Laboratory are involved in these investigations to automate surface dressing operations. If successful, this will improve understanding of what is laid where, and in what weather conditions etc.

2.2.3   Ground radar

The Highways Laboratory are investigating the use of ground radar to check that utility trenches have been correctly reinstated without the need to take cores from the trench lines.

2.2.4   Smart Parking

Already in some parts of North Norfolk you can pay for parking with a smart phone. Looking towards the future we need to carefully consider our approach to parking with the advent of new technologies. The outcomes of which will depend on how forward thinking we intend to be and how well we can forecast the potential uptake of emerging technology. There is a risk that we could spend money on existing technologies (e.g. the replacement of on street parking meters) which could be obsolete in a few years' time.

As well as charging for parking there is potential that smart sensors could be

used for targeted enforcement and potentially bring in more revenue.

The use of smart parking by local authorities is something we will continue to monitor across the industry. These issues will also be explored as part of the upcoming review into the Better Parking Strategy.

2.2.5 Smart Cities

We are paying close attention to how we may be able to make use of our existing street lighting, weather stations and traffic signal assets to connect, track and obtain a variety of data to inform decisions. We are aware of other local authorities that are trialling the technology and we have engaged with companies such as enLight, Findlay Irvine and LED Roadway to understand what they can offer and to explore potential trials. We will continue to pay close attention to this developing technology in the industry to realise the maximum efficiencies and benefits possible.

2.2.6 Use of 'Big Data' companies

As mentioned in 2.1.2.6 we are currently trialling Inrix, which compiles traffic information from a variety of sources and are examining the practical uses of this information across the service. As we face continued pressures on resource, we may need to work more with big data companies to provide information that we can no longer afford to obtain. We are also considering any commercial opportunities which may arise by utilising Council assets, which may help offset future costs by providing an income.

2.2.7 Innovations in the Industry

As a member of a variety of organisations and industry bodies, we are made aware of a variety of innovations across the industry to help determine best practice and future opportunities. Some of these initiatives include:

- Digital inspections - Use of council vehicles to spot potholes (Trial funded by the Department of Transport, rolled out in Wiltshire, York and Thurrock). Similar Vehicle surveillance solution described at Traffex 2018 where the surveillance is fixed to standard estate car or 4 x 4 car providing real time camera operation and viewing from remote locations. Potential to save operatives being on site.
- Smart phone sensors to collate road conditions.
- Readi-guard vertical mobile solar powered barrier - this can be fixed to the road surface temporarily or on a pallet. The gate is operated by a key fob or mobile app for authorised access only – this could potentially replace "gatemen" at road work sites, saving potentially 2/3 gatemen on Tarmac surfacing sites.
- Gully sensors – Road drainage gullies that let you know when they are full & need emptying.
- Use of sonar, underwater cameras and drones to assess bridge conditions.
- Bio fuel.

We will continue to monitor progress in the industry and review areas where there is potential to improve service or efficiency.

3 Financial Implications

3.1 There are no financial implications in this report.

4 Issues, risks and innovation

4.1 There are no issues or risks to mention as part of this report. The Highways

service is aware that there are potential issues and risks when adopting any new technology. Keeping up to date with trials and innovation across the industry can help minimise these risks.

5   Background

5.1   Industry report from ADEPT (October 2017) Digital Innovation: The route to highways systems of the future

5.2   White paper from WSP New Mobility Now

5.3   Local Authorities' Smarter Traffic management Conference (November 2017) – A report by the Transport Technology Forum organised on behalf of the Department for Transport in partnership with the IET.

Officer Contact

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

Officer name :   **Grahame Bygrave**   **Tel No. :**   **01603 638561**

Email address :   **grahame.bygrave@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.

52

Digital Innovation and Efficiency Committee

Report title:	Fibre Broadband for new build developments
Date of meeting:	12th September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services

Strategic impact

Access to fast 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 most house buyers as well as tourists and many view it as essential as the traditional 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 an important role in helping to achieve the transformation in broadband provision. Therefore, Norfolk County Council along with Norfolk's district councils which are the Local Planning Authorities (LPA) have a pivotal role to play in encouraging and supporting property developers to future-proof their developments and maximise their value by installing high speed broadband.

Although the County Council is not an LPA it has an important role to play as part of the officer level Norfolk Strategic Planners group, and the Norfolk Strategic Planning Member Forum.

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

Executive summary

Despite the focus of Norfolk County Council and its partners on broadband provision in the county which has seen Superfast coverage reach 92% 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 all new residential and business developments incorporate high speed broadband connections. This should be delivered via Fibre To The Premises (FTTP) wherever possible to maximise connection speeds and future proof the investment.

This paper is intended to update the committee on progress since the matter was last discussed back in January 2018.

Norfolk's planning authorities (County, Broads Authority and all Districts) have jointly developed and adopted the Norfolk Strategic Planning Framework (NSPF).
Link: https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/results/20171220-norfolk-strategic-framework-final.pdf (See section from page 53 for wider context). This document will be reviewed on a regular basis to keep it up to date.

Representatives of the Digital Committee have been working with a sub-group of the Norfolk Strategic Planning Group along with commercial input from the mobile network operator's industry body MobileUK to ensure that the next version of the NSPF (due to be published later this year) fully recognises developments in technology and national policy. This includes Fibre To The Premises (FTTP) wherever financially viable and due consideration for cellular communications, including 5G in the future.

Recommendations:

1. **That the committee direct NCC IMT and Planning officers to continue to work with the Norfolk Strategic Planners group to ensure the updated Norfolk Strategic Planning Framework requires fast broadband connectivity for new developments using Fibre to the Premises wherever possible.**

1. The Background and Context

1.1. Members of the committee have been made aware of some 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 following an initial discussion and actions at the January committee to review progress to date and propose next steps.

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 initial infrastructure is not fit for purpose.

2. Scope of the proposed Exercise

2.1. To improve fast broadband coverage for new developments, preferably via FTTP, NCC IMT and Planning officers should work with the Districts Planners on the Norfolk Strategic Planning group. The priority is to refresh the Norfolk Strategic Planning Framework (NSPF) such that it incorporates the latest technological developments and also the government's latest updates to the National Planning Policy Framework.

The government (MHCLG) has recently closed consultation on a draft update to the National Planning Policy Framework which includes chapter 10 entitled **Supporting high quality communications** the first paragraph of which is copied below.

Advanced, high quality and reliable communications infrastructure is essential for economic growth and social well-being. Planning policies and decisions should support the expansion of electronic communications networks, including next

generation mobile technology (such as 5G) and full fibre broadband connections. Policies should set out how high quality digital infrastructure, providing access to services from a range of providers, is expected to be delivered and upgraded over time; and should prioritise full fibre connections to existing and new developments (as these connections will, in almost all cases, provide the optimum solution).

Summary of Feedback to the consultation
• Respondents across all groups provided supportive comments on the policies in this chapter.

• Local authorities considered that further guidance was needed to assist proper and meaningful implementation of the policy approach in local authority plan-making and decision-making.

• Respondents stated that encouragement should be given through policy for new build development to be provided with full fibre broadband infrastructure / mobile phone coverage. For example, requiring adequate duct space for multiple network providers to operate within as part of the design and build of that new development, or that developers should be required to demonstrate the securing of full fibre connections to their development as part of gaining planning consent.

• Respondents raised concerns about a lack of proper digital connectivity in rural areas. Representations from across all the groups considered that the Framework should be enhanced to have particular regard to the expansion of broadband and mobile coverage in rural areas.

Government response
The Government welcomes the positive response to the approach to support increasing broadband and mobile connectivity, and has taken the policy forward in the final Framework. We have also made some minor amendments to the text to reflect the full range of equipment to be provided for ('electronic' rather than telecommunications). While acknowledging the concerns raised about the lack of connectivity in rural areas, the Government considers that the approach put forward to support greater mobile and broadband connectivity through planning applies to all areas, whether urban or rural.

2.2. **Timing**
The revised Norfolk Strategic Planning Framework document should be updated and published later this year.

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.

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

Officer name: Geoff Connell   **Tel No.:**   01603 222 700

Email address: geoff.connell@norfolk.gov.uk

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

56

Digital Innovation and Efficiency Committee

Report title:	Website satisfaction
Date of meeting:	12 September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services

Strategic impact

Norfolk County Council's online offer is an integral part of our drive for efficiency and channel shift. Online transactions are not only more cost effective than tradition channels, but are also available 24/7 to Norfolk's residents.

Customer website feedback is an important aspect of our web analytics; used to check the success of previous improvements, prompt future development and diagnose issues. Understanding our customers better and how they interact with our websites - and making changes as a result - is a key route to increasing take up of our digital services.

Executive summary

We have been using software to monitor web satisfaction for some years. In 2014 we signed up to GovMetric, a product from RoL Solutions Ltd used by more than 70 councils. We are also rated by SocITM (the society for IT practitioners in the public sector) against customer experience criteria.

Customers leave can feedback about a page, or generally about the website, by clicking one of the GovMetric 'smileys' at the bottom of website pages. Due to a change in the feedback mechanism in April 2018, the overall level of customer satisfaction with the web offer dropped considerably, despite being rated as a 4* customer experience by SocITM. A proportion of the feedback we get is about council decisions, as opposed to directly about the website. Appendix 1 shows a breakdown of areas of the website with most feedback.

This reports sets out the background to the changes and factors which are impacting satisfaction on an ongoing basis. The main proposals for improving online satisfaction are:

- Focus on search engine optimisation, which means more customers who use services like Google getting to the right pages quicker
- Draw on lessons learnt from areas that have a high proportion of positive feedback, eg the museums website www.museums.norfolk.gov.uk
- Improve the readability scores of content on the website, so making the pages more accessible
- Target certain areas of the website that customers find particularly challenging

Recommendations:

Members are asked to note the content of the presentation (see Appendix 4) and approve the proposals for ongoing website satisfaction improvement.

1. Proposals

1.1 Up until March 2018, the GovMetric smileys were displayed in the bottom right hand corner of the website. Feedback from some customers suggested the feedback smileys were interfering with scrolling web pages, particularly on mobiles.

1.2 By moving the smileys the amount of feedback increased by 340% and the type of feedback we receive has also changed and become more polarised (see appendix 2).

1.3 While there were potentially several factors at play here, including some key policy changes in April, this illustrates what a major effect a change, initially perceived as minor, can have on the behaviour of online customers.

1.4 Members requested an update on web satisfaction and this report details several proposals aimed at improving customer experience on Norfolk County Council websites.

1.5 The presentation that accompanies this report highlights some areas of good practice, as well as some areas for further development. The following section outlines the proposals for ongoing improvement.

1.5.1 Continue to focus on search engine optimisation (SEO)

1.5.1.1. SEO means making sure our pages are prominent in search engine search results from search engines such as Google or Bing. The gov.uk domain is already trusted and highly rated generally so we have a head start.

1.5.1.2 However there is still more that could be done to improve our standing in areas where multiple providers offer similar services, such as adult education.

1.5.1.3 Moreover, only about 7 to 9% of web traffic enters the Norfolk County Council website via homepage, the rest goes direct to pages within the site, often signposted by search engines. So we need to ensure that the information displayed by Google, for example, is accurate, to help customers get to the information they need in as few clicks as possible.

1.5.1.4 To do this we use metadata – meta titles and meta descriptions – which are content titles and short descriptions we surface for search engines to use. This should make entry points clearer and also pick up some of the common search terms.

1.5.1.5 Starting with our most used pages we are writing bespoke meta titles and descriptions for search engines.

1.5.1.6 One key area we have focussed on is fostering:

'Fostering Network were very impressed with the position of our fostering recruitment web site when doing a google search and they liked our website.'
Fostering service

1.5.2 Making our content easier to understand

1.5.2.1 Siteimprove, our quality assurance software, gives www.norfolk.gov.uk pages an overall quality score of 97.7 out of 100. This takes into account aspects such as how up to date content is, readability scores, misspellings and common issues that can affect usability, such as large image files that have to be downloaded, non-pdf documents that aren't easy to open and broken links.

1.5.2.2 However there are pockets of content across the site that online checkers rate as the same difficulty level as a scientific journal.

1.5.2.3 Many online checkers, and also the plain English setting that can be enabled in Microsoft Word, use the Flesch Reading Ease Scale. Generally scores are out of

100, and the higher the rating, the easier to read the content is.

1.5.2.4 We are first targeting pages with the poorest scores. The Government Digital Service quotes the average reading age in the UK as 9.

1.5.2.5 Mystery shoppers from industry body SocITM have praised journeys where we have rewritten and optimised content:

"The main eBooks landing page is very easy to read and there are clear links to the catalogue"

"The information was clear and unambiguous"

1.5.3 Drawing on the success of the museums website's move to Sitecore

1.5.3.1 In September 2017 we relaunched the Norfolk museums website, redesigning and restructuring it and moving it out of the legacy Oracle website content management system (CMS) and into our new CMS, Sitecore, which we also use for www.norfolk.gov.uk.

1.5.3.2 Sitecore has been positioned as a leading CMS for the ninth year running in a Gartner Magic Quadrant Report (more information in appendix 3). Other companies that have used Sitecore are as diverse as Asos, British Heart Foundation and easyJet. Having already created www.norfolk.gov.uk in Sitecore, we were able to take our learning from that, when commissioning the design of the museums website.

1.5.3.3 The museums site design has had positive feedback from customers, the service, and other stakeholders who were interested in emulating it. At Easter this year we had a particular focus on adding seasonal activities and content to the site and we hit 88% website satisfaction in April.

1.5.3.4 We are now looking at ways to integrate what worked well for museums, back into www.norfolk.gov.uk, where appropriate. The visual approach on the museums site fits best where there is a strong element of 'persuasion' or income generation required. Fostering, for example have a requirement to attract more foster carers, and we also have projects underway with registrars and Think Norfolk.

1.5.4 Targeted interventions on certain parts of the site, for example:

i) **Quick search for what you can recycle at a recycling centre**

There were 595 pieces of feedback in the first six months of 2018 that related to what can be recycled, including quantities and charges. 72% of this feedback was poor, suggesting there is confusion around what can be recycled.

Displaying a 'complete' list of what can be recycled can be challenging, partly because an item can often be described several ways. So a member of the digital content team has prototyped a dynamic table that searches a list of items and brings back an answer. This way we can include all the ways an item might be described, without overwhelming the customer.

ii) **Customer account**

The multiple customer accounts in use across www.norfolk.gov.uk have proved confusing for some customers. The roadmap for customer services transformation looks to join up these accounts as part of our Single Sign On project. This would be via the MyNorfolk account and the aim would be to make sign in, password, account profile updates etc much more consistent

and done once.

In the meantime, we are looking at ways to make the current set up less confusing – for example taking care how we describe account actions in website content and where possible removing any confusing links that might interfere with the customer journey.

iii) **Improving search**

There have been 822 pieces of feedback about search in the first six months of 2018, of which 71% were rated as poor.

Changes that are currently in development include:
- Giving pages their own bespoke search titles that only appear in search results, to aid the search process
- If a search returns no results, adding some suggestions of what customers could try instead
- Adding links to other commonly searched products, eg the library catalogue, to all search templates.

2. Evidence

2.1   The proposals above are based on what customers are telling us themselves, best practice approaches as defined by organisations like SocITM, and by analysing instances where we have been able to substantially increase satisfaction for other services, and learning from what worked best.

Some examples of comments from GovMetric:

Rubbish and recycling:

It didn't answer my question

Very difficult to find information regarding whether there are charges for fridges and freezers at the tip

Paying to get rid of a fence panel … I'll burn it instead … 28 mile trip wasted not happy

Just easy and has all the information required

It would have been nice if you had recommended some companies

Very helpful and informative.

Schools information:

Easy to find and understand

Please make the calendars downloadable onto common online organisers…

Unable to find school holiday dates

Should be quicker and clearer to access appeals process for secondary schools

Simple and easy to use

Can't log in not easy to find out if my son got his school

Very easy to access information.

3. Financial implications

3.1   There are no financial implications for the work proposed in this paper.

4.   Issues, risks and innovation

4.1   Accessibility

4.1.1   When developing our websites, we look to ensure that changes adhere to the Web Content Accessibility Guidelines (WCAG) 2.0 at level AA. These international guidelines cover aspects such as text size, colour contrast and whether the website code and layout are designed accessibly to work with screen readers.

4.1.2   In 2017, www.norfolk.gov.uk for the first time met the accessibility criteria laid down as part of the annual council website testing by SocITM. In 2018 we retained that accreditation as well as moving to a 4* rating overall.

4.2   Industry expertise

4.2.1   In recent recruitments, the digital content team has brought in members of staff with strong front end digital design, usability and analytical skills that can better translate our requirements into technical specifications for IMT colleagues. This reduces our reliance on external design services, enables skills sharing and complements the editorial and Sitecore knowledge we already had.

5.   Background

Socitm Better Connected reports can normally be found at https://betterconnected.socitm.net/, however the website appeared to be down for maintenance at the time of writing.

An introduction to web accessibility
https://www.w3.org/WAI/fundamentals/accessibility-intro/

Web Content Accessibility Guidelines WCAG 2.0
http://www.w3.org/TR/WCAG21/

A www.gov.uk summary of WCAG 2.0
https://www.gov.uk/service-manual/helping-people-to-use-your-service/understanding-wcag-20

Officer contact

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

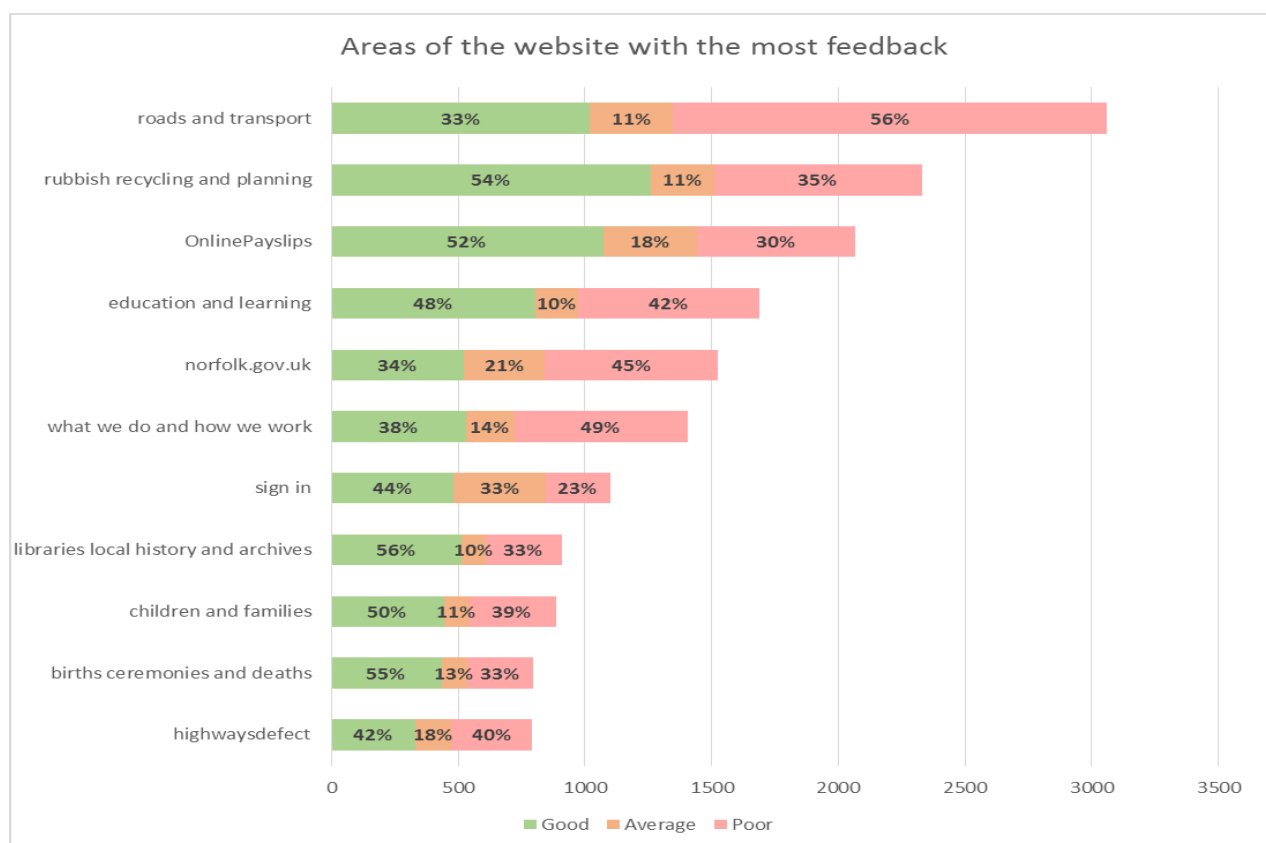**Officer name :**   **Frances Grimmer**   **Tel No. :**   **01603 222821**

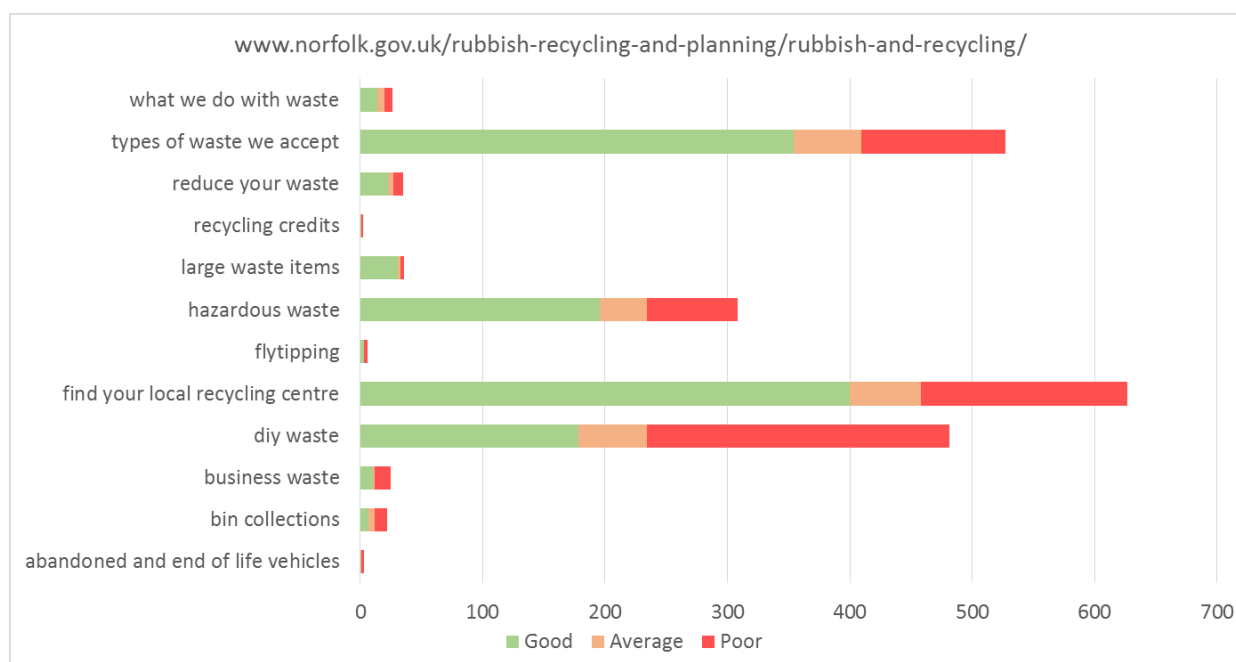**Email address :**   **frances.grimmer@norfolk.gov.uk**

If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 18001 0344 800 8020 (textphone) and we will do our best to help.
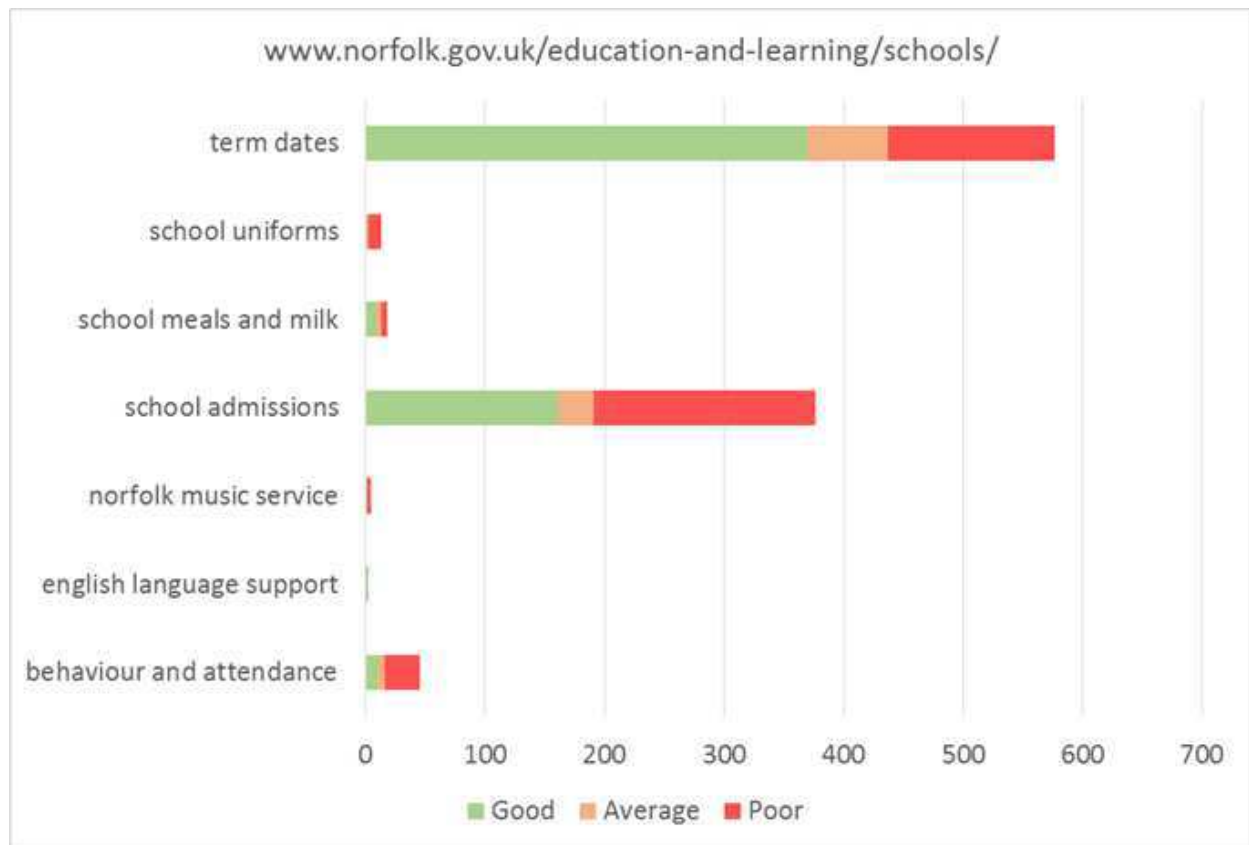
Areas of the website with the most feedback, first six months of 2018:

Areas of the website with the most feedback

Area	Good	Average	Poor
roads and transport	33%	11%	56%
rubbish recycling and planning	54%	11%	35%
OnlinePayslips	52%	18%	30%
education and learning	48%	10%	42%
norfolk.gov.uk	34%	21%	45%
what we do and how we work	38%	14%	49%
sign in	44%	33%	23%
libraries local history and archives	56%	10%	33%
children and families	50%	11%	39%
births ceremonies and deaths	55%	13%	33%
highwaysdefect	42%	18%	40%

Legend: ▇ Good ▇ Average ▇ Poor

Looking at two areas in detail, firstly recycling*:

www.norfolk.gov.uk/rubbish-recycling-and-planning/rubbish-and-recycling/

Categories (top to bottom): what we do with waste, types of waste we accept, reduce your waste, recycling credits, large waste items, hazardous waste, flytipping, find your local recycling centre, diy waste, business waste, bin collections, abandoned and end of life vehicles

Legend: ▇ Good ▇ Average ▇ Poor

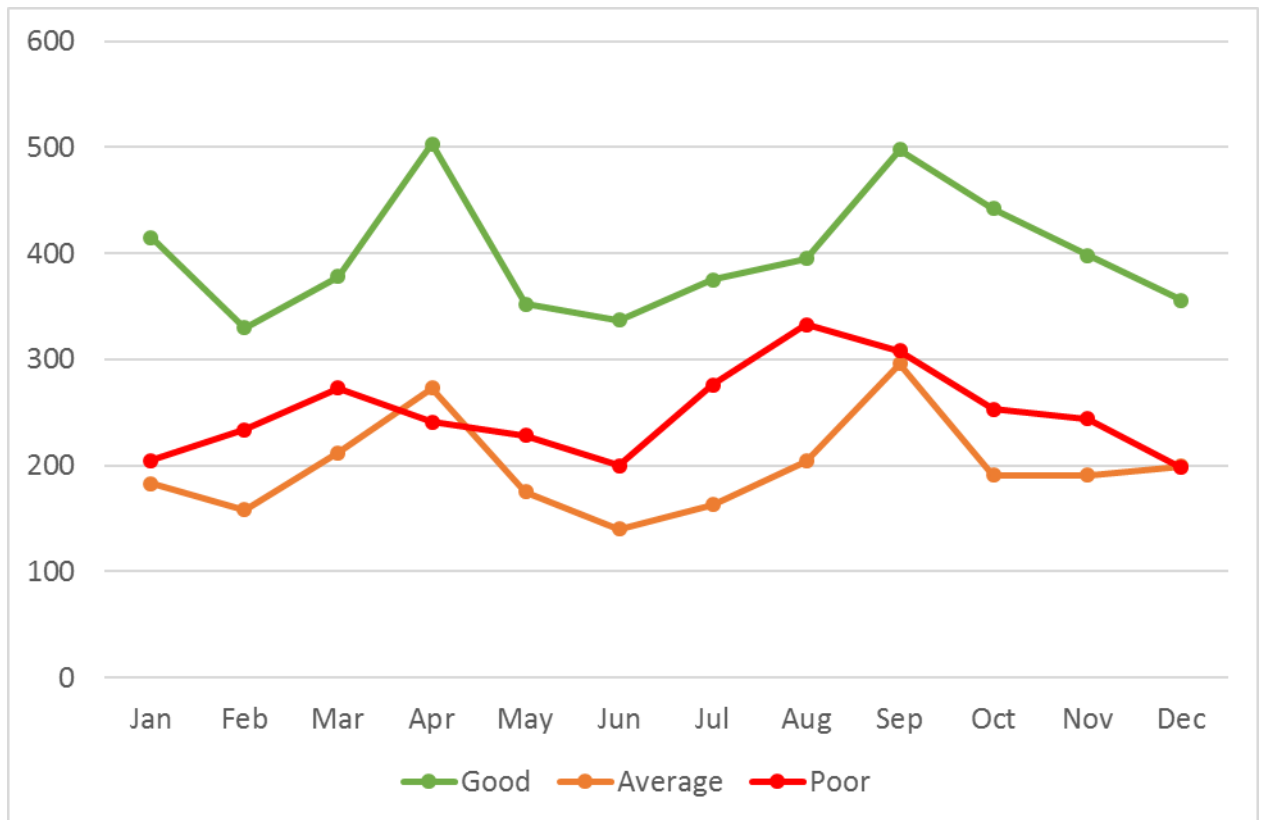And schools*:

www.norfolk.gov.uk/education-and-learning/schools/

*This website feedback can relate to policy and the service, as well as the website itself.
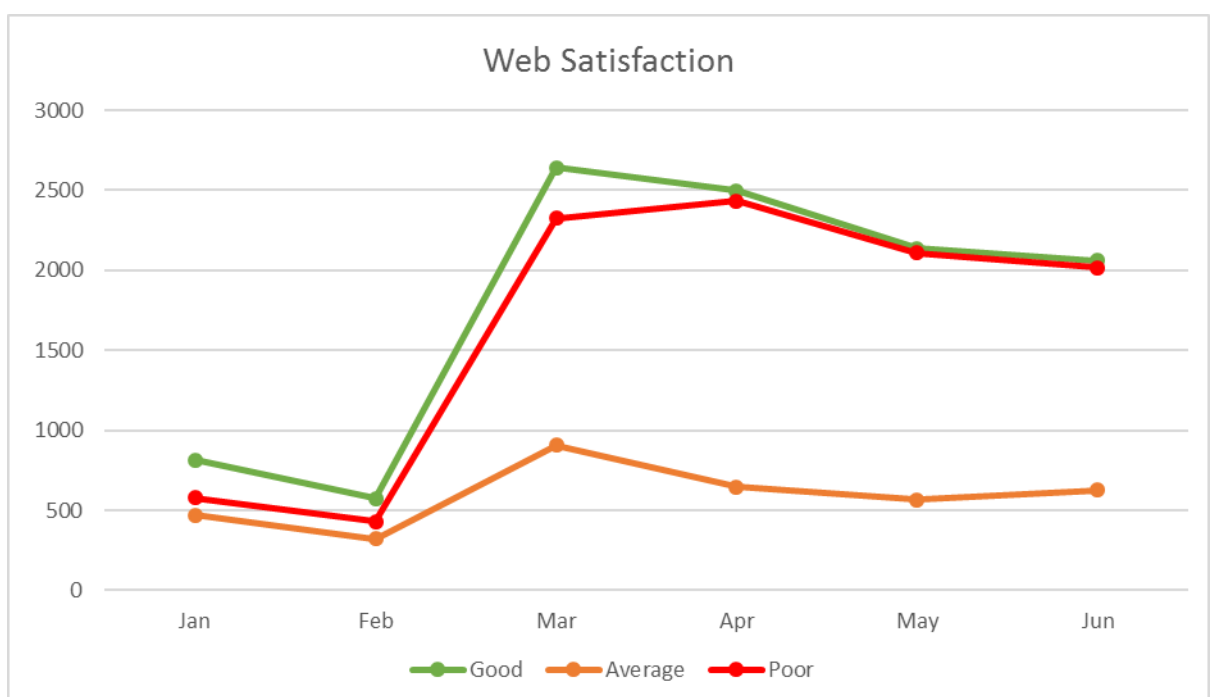
These tables illustrate the changes in customer feedback before and after March 2018.

a) Feedback over 2017:

b) First six months of 2018:

Gartner Magic Quadrant reports

Positioning technology players within a specific market. A **Gartner Magic Quadrant** is the result of research into a specific market, showing Gartner's evaluation of how different competitors compare to each other.

This is the 2018 Magic quadrant for Web Content Management 2018:

There is more information about the evaluation methods at
https://www.gartner.com/en/research/methodologies/magic-quadrants-research

66

Digital Innovation and Efficiency Committee

Item No.

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	12th September 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services

Strategic impact

Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.

Executive summary

This report sets out the Forward Plan for the Digital Innovation and Efficiency Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering communities issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 3rd September) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee.

Recommendations:
1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.

2. To note any delegated decision detailed in section 2.1.

1. Proposal (or options)

1.1. **Forward Plan**

1.2. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to Digital issues in Norfolk.

1.3. The current version of the Forward Plan is attached at Appendix A.

1.4. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

2. Delegated Decisions

2.1. There are no relevant delegated decisions to report to this meeting.

3. Financial Implications

3.1. There are no financial implications arising from this report.

4. Issues, risks and innovation

4.1. There are no other relevant implications to be considered by Members

5. Background

5.1. N/A

Officer Contact

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

Officer name :   **Geoff Connell**   **Tel No. :**   **01603222700**

Email address :   **Geoff.connell@norfolk.gov.uk**

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

Forward Plan for Digital Innovation & Efficiency Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting: Wednesday 12th September 2018			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Strategic & Financial Planning	No	The report sets out how actions are being taken by the Digital Innovation & Efficiency Committee to support the whole Council to set a balanced budget for 2019-20 and provides Members with an overview of the approach to developing savings for 2019-20 ahead of the detailed proposals being presented in October.	Executive Director of Finance and Commercial Services (Graham Jermy)
Committee Performance Indicators	Yes Policy & Resources	To review performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Use of technology by Highways	No	To review how the council's highways service can further develop its use of technology to increase efficiency and improve outcomes.	CES Assistant Director - Highways (Nick Tupper)
Fibre Broadband for new build developments	No	To review progress in promoting fibre connectivity for new build developments in the county.	Head of Information Management and Technology (Geoff Connell)
Analysis of web satisfaction	No	To provide Members with a more detailed understanding of web satisfaction for NCC	Assistant Director of Community, Information

		and how it can be improved in future.	and Learning (Ceri Sumner)

Meeting: Wednesday 14th November 2018

Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Committee Performance Indicators	Yes Policy & Resources	To review performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Better Broadband for Norfolk Programme Update	No	To review performance and receive an update on plans to further extend coverage.	Better Broadband for Norfolk Programme manager (Karen O'Kane)
Counter fraud hub	No	To review options to develop a Norfolk wide counter fraud hub.	Head of Information Management and Technology (Geoff Connell)
Use of mobile working technology across council services	No	To review efficiency opportunities through further use of mobile working technologies across NCC.	Head of Information Management and Technology (Geoff Connell)
Local Full Fibre Network Bid	No	To update the committee on progress with the LFFN bid into the Department of Digital Culture Media and Sport.	Head of Information Management and Technology (Geoff Connell)
Use of technology by Education	No	To review how the council's Education service can further develop its use of technology to increase efficiency and improve outcomes.	Head of Information Management and Technology (Geoff Connell)
Assistive technology	No	To receive an update on planned actions to increase exploitation of assistive technology.	Assistant Director Early Help and Prevention (Janice Dane)

Meeting: Wednesday 23rd January 2019			
Forward Plan and Delegated Actions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring Report	No	To review the service's financial position in relation to revenue budget, capital programme and the level of reserves.	Executive Director of Finance and Commercial Services (Simon George)
Committee Performance Indicators	Yes Policy & Resources	To review performance and consider areas for further scrutiny.	Head of Information Management and Technology (Geoff Connell)
Digital skills for business	No	To review current digital skills levels for business and plans for improvement.	Employment and Skills Manager (Jan Feeney)
Digital economy development proposals	No	To consider proposals to develop the digital economy across the county	Economic Development Manager (David Dukes)
Agritech	No	To receive a briefing on the use of technology in Norfolk's agricultural economy and consider options to promote uptake.	Head of Information Management and Technology (Geoff Connell)
Electric and autonomous vehicles	No	To receive a briefing on the anticipated increase in the use of electric and autonomous vehicles and consider the role the council should play in supporting adoption across the County.	Head of Information Management and Technology (Geoff Connell)
Cyber Security update	No	To review the Council's Cyber Security capabilities.	Head of Information Management and Technology (Geoff Connell)