

**Corporate Resources
Overview and Scrutiny Panel**
Minutes of the Meeting Held on Tuesday 16 July 2013
10:00am Edwards Room, County Hall, Norwich

Present:

Mr C Jordan (Chairman)

Mr S Clancy (from 10.50am)
Ms E Corlett
Mr A Dearnley
Mr T Garrod
Mr P Hacon
Mr S Hebborn
Miss A Kemp
Mr J Mooney

Mr R Parkinson-Hare
Mr D Ramsbotham
Mr W Richmond
Mrs M Somerville
Mr B Spratt
Miss J Virgo
Mr B Watkins
Mr T White

Non-Voting Cabinet Members:

Mr S Morpew Finance, Corporate and Personnel

1 Apologies and Substitutes

1.1 Apologies were received from Mr I Mackie (Mr T Garrod substituting), Mr A Proctor (Mrs M Somerville substituting) and Mrs A Thomas (Miss J Virgo substituting).

2 Minutes

2.1 The minutes of the meeting held on 13 June 2013 were approved and signed by the Chairman.

3 Declarations of Disclosable Pecuniary Interests (DPI) and Other Interests

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 Cabinet Member Feedback

7.1 The Cabinet Member for Finance, Corporate and Personnel agreed to provide a written update on the business developments at the former RAF Coltishall site.

8 2012/13 Resources Integrated Performance, Finance and Risk Monitoring Report

8.1 The annexed report (8) by the Head of Planning, Performance and Partnerships and the Head of Finance was received. The report provided an update on performance, finance and risk monitoring for services within Corporate Resources, and reviewed delivery of aspects of the County Council Plan that were covered by the Corporate Resources Overview and Scrutiny Panel.

8.2 During the discussion the following points were raised:

- It was noted that the additional £350K income from Norse was a welcome sum.

8.3 The Panel **RESOLVED** to note the report.

9 Scrutiny Forward Work Programme

9.1 The Panel received the annexed report (9) by the Head of Democratic Services. The report asked Members to review and develop the programme for scrutiny. The Scrutiny Group Leads meeting had taken place and further meetings were planned.

9.2 During the discussion the following points were raised:

- It was **agreed** that 6-monthly update reports on the County Hall renovation works would be brought to the Panel, and would include any unexpected findings together with cost and budget information.
- It was **agreed** to scrutinise the recruitment process relating to senior staff within the organisation, including setting of salaries.
- It was suggested that a scrutiny of use of technology could be undertaken, this was postponed to be considered at item 12 of the agenda.
- It was **agreed** to scrutinise income generation opportunities, including maximising income from the use of resources and buildings.
- It was confirmed that the scrutiny suggestions raised at the Member Development sessions had been forwarded to the relevant Panels for consideration.

9.3 The Panel **RESOLVED** to note the report and **agreed** that the above scrutiny suggestions would be considered at the next Scrutiny Group Leads meeting.

10 Compliments and Complaints Service April 2012 – March 2013

10.1 The annexed report (10) by the Head of Customer Services and Communications was received. The report was the annual update report for the service and covered the

period April 2012 to March 2013.

10.2 During the discussion the following points were noted:

- The variation in cost per complaint was due to the complexity of some types of complaints, especially those at Stage 3. Costs mainly related to staff time. Work was underway to further increase the accuracy of the figures.
- The schools complaints process was different in that initial complaints were signposted to the school for consideration. This was a unique situation that would not transfer across services.
- Further information on departmental complaints was available in the reports made to individual Overview and Scrutiny Panels. It was suggested that referencing links could be included in future reports to the Corporate Resources Overview and Scrutiny Panel.
- Accessibility was an important consideration across all services, and methods of communication with the Council included telephone, internet, text phone, face-to-face at Council@, and paper versions of forms could be supplied. These services were provided by Norfolk County Council, and were monitored by methods such as mystery shopping.
- The Children's Services figures did not include complaints about academies, these would be directed to the academy itself. No higher level complaints against academies had been received, however NCC would have a responsibility to consider certain complaints in that area if they arose.
- The authority worked to be clear in communicating the level of service that users should expect to receive. The Compliments and Complaints Team dealt with all expressions of dissatisfaction, and seasonal complaints such as verge cutting or potholes were inevitable even when information was put out. In some cases, the complainant would be expressing dissatisfaction about the level of service or policy that had been agreed. Regular meetings took place with departments to discuss service level communications.
- All compliments were passed to managers to communicate to staff. A compliment would be considered as such if it was made in writing and specifically made reference to good work, for example examples of good customer service in Recycling Centres.
- Complaints about contractual partners, such as transport providers, were logged and forwarded to the appropriate organisation to be processed within their own complaints procedure.
- Freedom of Information and Data Protection requests were handled by a separate team who sat under the Information Management service. These were regularly reported to the Chief Officer Group.
- All complaints were recorded, although some related to the same incident eg a pothole. In 2012 the Norfolk Winter website was used, which included information

from other agencies such as the Police and NHS. 'Gritter Twitter' followed gritter drivers and gave up-to-the-minute information. This resulted in a significant increase in the number of compliments received.

10.3 The Panel **RESOLVED** to note the report.

11 Employee Health, Safety and Wellbeing Annual Report

11.1 The annexed report (11) by the Health, Safety and Wellbeing Manager was received. The report provided an overview of the Health Safety and Wellbeing Service during 2012/13, Norfolk County Council's health and safety performance for 2012/13 and the forward plan for 2013/14.

11.2 During the discussion the following points were noted:

- The statements within the health and safety policy and organisation and responsibilities document were still relevant and compliant with legislation, however a review had been postponed until Enterprising Norfolk gave a clearer view of the future shape of the organisation. Once this was established the review and associated consultation process would begin.
- The opportunity for health checks for all employees was welcomed. The initiative worked with colleagues in Public Health and had been cited as an example of good practice.
- Work was underway to ensure that the internal Health and Safety recommendations at Gressenhall were being implemented. A joint Police and Health and Safety Executive investigation was ongoing at Taverham School.
- The Health Safety and Wellbeing Team continued to provide support to individuals and teams around stress management. Tools such as examining sickness records and discussions with management teams enabled proactive, targeted support.
- Staff within Children's Services were receiving support, and work had been undertaken with social workers from that department to identify any gaps in support provided. It was important that staff and managers understood what support was available.
- Road safety and awareness of personal surroundings was an important part of the school curriculum, targeted appropriately for the age and stage of the children. The road safety team were involved with this.

11.3 The Panel **RESOLVED** to note the report.

12 Digital Norfolk Ambition (DNA) Programme

12.1 The annexed report (12) by the Head of ICT and Information Management was received. The report gave an overview of the planned approach to the development of ICT and information, based on the use of advanced technologies available. The Head of ICT and Information Management gave a presentation (attached at Appendix A).

Mr Clancy joined the meeting at 10.50am.

12.2 During the discussion the following points were noted:

- The Cloud model involved buying into a service which the supplier would continually update to ensure technology was relevant and competitive. The Council would only be charged for what it used, therefore if the number of servers required fell, the cost would also fall.
- The lack of integration of equipment and systems was a problem across the organisation. A key focus of the DNA Programme was interoperability, allowing creation of networks with partners such as the NHS and district councils via the Public Service Network (PSN). It was anticipated that the first level of integration would occur in the autumn of 2013.
- A key feature of the Programme was implementing the 'work anywhere' model where appropriate. A tablet pilot was ongoing, which included video conferencing facilities. There was a need to address cultural issues to ensure that staff embraced the technology. This would include training, and highlighting the value of the new technology.
- Current backup of ICT was hosted in Carrow House and it would take some time to reinstate ICT should this be needed. The Cloud system would include buying into full replication across the UK with a backup regime in place.
- The difficulties in sharing information with the NHS were recognised, and the PSN and N3 networks were moving ahead to resolve these problems. A new manager had been recruited into the Information Management service from the NHS which could provide some useful links. The DNA Programme would facilitate and complement co-working in environments such as the Multi-Agency Safeguarding Hubs.
- Cybercrime was a key concern for the council, and cyber attacks were rebuffed and filtered by the infrastructure. Updates on Better Broadband for Norfolk could be obtained from the Project Manager. It was acknowledged that information overload was a user issue and depended on their role within the organisation.
- Compatibility of devices was being explored to ensure that all devices could access a Windows-based environment.
- Servers for Great Yarmouth shared functions were housed at County Hall, Breckland's shared functions were housed in Dereham. There was not the capacity in County Hall to host a large amount of server racks, and a move to pay per use in the Cloud would ensure secure servers held in a data centre elsewhere.
- It was important to train users to recognise the benefits of the new equipment, and how their working practises could be adapted in line with the new equipment.
- Exchange of sensitive information with key partner organisations was being explored. The requirements of the Information Commissioner's Office, together with Data Protection and secondary use of data laws, were being considered. An audit

trail of users accessing information was required, and more stringent safeguards would be put in place. Data with a level 2 classification could be transferred on the PSN, however more sensitive data would need a further level of encryption.

- The Programme Team was monitoring the success of another authority who had implemented a similar solution and were further ahead with this. It was believed that their productivity had increased by around 25%, freeing up staff to focus on more clients.
- The £1M per annum debt charges related to repayment of borrowed money. The Better Broadband for Norfolk scheme had relied on £15M matched funding, £5M of which was provided by the Norfolk Infrastructure Fund. The remaining £10M of capital expenditure was financed from an anticipated saving of £1M in the reduction of the BT contract. When the BT contract was originally let, it included a large element for infrastructure cost - as the infrastructure was already in place at renewal, a significant reduction in cost was expected and had now been achieved. The £1M had been reported for transparency of the earmarked saving, and its use. The borrowing costs were ongoing and would be met from the revenue budget. Without the County Council proving a financial commitment of £15M, it would have been unlikely that Norfolk would have achieved the Better Broadband project.
- The DNA Programme and procurement would include research, consideration of emerging technologies and anticipation of new technology to come, technology implemented elsewhere and what could work for Norfolk. Members were welcome to visit the Head of ICT to find out more about the Programme.
- It was **agreed** that regular reports would be brought to the Panel detailing the Programme and future plans, to facilitate discussion and involvement of Members.
- A query was raised regarding the timescales and finance relating to the BT contract, it was agreed that a written answer would be supplied (see Appendix B).
- Norfolk Fire and Rescue Service was cited as an example of joined up communications. Fire stations were being used as touchdown areas for staff, and it was noted that the Fire Service would be included in the DNA Programme.
- The Chairman thanked the Head of ICT and Information Management for his informative presentation and answers.

12.3 The Panel **RESOLVED** to note the report.

The meeting concluded at 11.40am.

CHAIRMAN



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Corporate Resources Overview and Scrutiny Panel Action Log

Agenda Item Number	Report Title	Action
12	Digital Norfolk Ambition (DNA) Programme	Provide detail regarding anticipated timescales of Better Broadband for Norfolk (over 2015) and any financial implications

Response:

The Better Broadband for Norfolk (BBfN) Programme began because Norfolk County Council recognised the impact that very poor or no broadband has on Norfolk communities. However, the Council also accepts that in many rural areas there are insufficient potential customers to offer a sustainable commercial business case for the full investment required so on that basis Norfolk County Council allocated £15 million to invest in improved broadband infrastructure and secured a further £15 million from the Government. In addition, BT, which was awarded the BBfN contract on 21 December 2012, will make an £11 million contribution towards the cost of installing the fibre infrastructure and meet all operating costs. The programme remains within the agreed budget.

To achieve the greatest coverage possible for the investment available the Council has not identified specific locations for upgrade as this would have created technical constraints on BT and lead to less coverage; instead, the Council specified the following objectives for the programme:

- To seek the highest possible levels of Superfast Broadband (24 Megabits per second +);
- Where Superfast Broadband is not achievable, Basic Broadband (a minimum of 2 Mbps) for all remaining Norfolk premises.

This means BT created a design for Norfolk based on a balance between the public subsidy required and the level of speed increase achieved. BBfN programme investment will be made only in areas that will not be served by commercial rollout.

BBfN implementation has commenced and remains on track to meet the original completion date of the end of 2015, by which point, we expect over 80% of premises in Norfolk to have access to infrastructure capable of supporting 24Mbps+ speeds and that all premises will receive 2Mbps as a minimum. Coverage remains that originally contracted for.

The first services are already available, three months ahead of plan.

Every two months, information regarding the availability of better broadband in Norfolk will be published on the BBfN website <http://www.betterbroadbandnorfolk.co.uk/> with information on the areas that will benefit in the next phase.

A session for Members to hear more about BBfN is scheduled for 29 July. Additionally, if members have specific queries, Karen O'Kane - BBfN Programme Director can be contacted on 07775 817851 or via email at karen.okane@norfolk.gov.uk.

Digital Norfolk Ambition

> What it means to staff and citizens >

Tom Baker



Where we are now ICT @ NCC



- We take around 5000 calls on the NCC service desk every month
- Most take several days to fix – this is unproductive time and a significant cost to the organisation

Information @ NCC



Joined up working @ NCC



- The project team ran a brief workshop with representatives from many areas – and asked about projects, activities and joint working that was stymied by data issues
- We've had over 40 responses highlighting areas and business cases for significant improvement as a result of better data, more sharing of data and better joining of data – these include
 - Multi Agency Safeguarding
 - Early intervention
 - Trading Standards
 - Safe Roads Partnerships
 - Single Front door initiatives
 - Family Crisis

What will the future look like?



- People are changing they way they communicate
 - It took 38 years for radio to reach 100m people, 13 years for TV, 4 years for internet, 3 years for ipod and 9 months for Facebook.....
- Place is changing and so will our public services
 - Whole Place Community Budgets are redesigning an affordable local public sector, using the knowledge of local leaders and managers. Based on geography not organisations, they will evidence how to reduce cost, improve outcomes and focus on customers.
- Technology is changing
 - Google has over 450,000 servers NCC has around 400

Before we begin.....

- The business case presented here will save NCC £10.7m over 5 years
 - From the ICT budget alone.....

What is important to us?

- Working together with partners?
- Doing things efficiently?
- Providing the right tools to staff?
- Being intelligent?
- Understanding and delivering outcomes?
- Helping businesses and the economy?
- Exploiting new transactional business models?

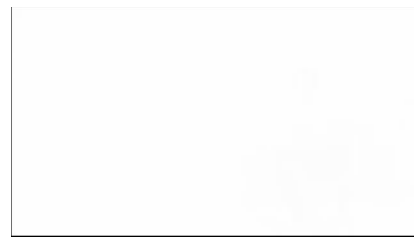
What does DNA hope to achieve?

- More intelligent and joined up working, place based working and developing a joint understanding of outcomes
- The ability for staff to work in different ways
- Simpler more effective interface into services for citizens
- A shared model for others to buy-in to


Using best practise

- The Government is implementing a cloud first strategy
- The Government has also implemented the Public Services Network
- We will be using shared services. Built on technologies already used by others across the public sector

Better ICT and ways of working



More informed services

Think Families Tracker 

Household	Full Name	DOB	Children (Last 6 months)	Education (Total Absences)	Employment	Tier	Programme	IT Status	LCC Status	Self Status
ID - BATTERSME WAY, LEICESTER LE3 5EA	John	1/1/1960	0	0	On Benefits - Jobless	2	Household Crime % Change: 0		False	Self. Reported
	Jimmy	3/6/1996	0	11						
	Jana	12/18/1997	0	17						
ID - CALBEGRE ROAD, LEICESTER LE3 5ED	May	11/1/1995	0	0	On Benefits - on Programme	2	Household Crime % Change: 0		True	Self. Reported
	Malu	20/2/1999	0	4						
	Matthew	12/21/1999	0	4						
ID - CADWELL CLOSE, LEICESTER LE3 5EH	Shah	1/1/1960	1	0		3	Household Crime % Change: 100		False	Self. Reported
	Shi	11/13/2000	0	0						
ID - CHANMANA CLOSE, LEICESTER LE3 5EH						2	Household Crime % Change: 0		False	Self. Reported
ID - CHATES AVENUE, LEICESTER LE3 5HK						3	Household Crime % Change: 0		True	Self. Reported

How?

- We need to partner – the procurement process is on-going
- We are buying into shared services, we're not building ourselves, it is likely that the organisation will continue to build on this approach

Timescales

- Short list – 15/07/13
- Dialogue – 8th – 30th August
- Evaluation of Supplier Returns 16 -23rd September
- Cabinet Approval 8th October
- Award Contract October 22nd
- Deployment of new hardware Jan 2014
- Data hub development Nov 2013 – Nov 2014