

# Digital Innovation and Efficiency Committee

## Minutes of the Meeting Held on 13 March 2019 at 10.02am in the Edwards Room, County Hall

### Membership

Mr T FitzPatrick - Chairman	Mr G Middleton
Mr M Kiddle-Morris	K Clipsham
Mr J Fisher	Dr M Strong
Dr C Jones	Mr V Thomson

### 1. Apologies for Absence

- 1.1 Apologies were received from Mr E Colman (Mr M Kiddle-Morris substituting), Mr S Eyre, Mr D Rowntree (Miss K Clipsham substituting) and Mr T Smith (Mr V Thomson substituting).

### 2. Minutes

- 2.1 The minutes of the meeting held on 23 January 2019 were agreed as an accurate record and signed by the Chairman

### 3. Declarations of Interest

- 3.1 Dr M Strong declared a non-pecuniary interest as an owner of an extended range electric car
- 3.2 The lack of a forward plan, this being the last meeting of the Committee, was noted; Dr Strong hoped that the work of the Committee would continue into the new Cabinet system of Governance.

### 4. Items received as urgent business

- 4.1 Members were invited to visit the County Hall innovation centre at the end of the meeting

The Chairman proposed to take a verbal update on the Risk Register at the end of the meeting

### 5. Public Questions

- 5.1 No public questions were received

### 6. Local Member Questions

- 6.1 No local Member questions were received

## 7. Chairman's Update

- 7.1 The Chairman updated Members on progress of the Counter-Fraud initiative which would allow housing payment data to be screened for fraudulent payments, as well as highlighting errors and discrepancies; it was a joint project between District, Borough and City Councils in Norfolk and the County Council and was anticipated to save £100,000s income to reinvest into the people of Norfolk each year

## 8. Finance Monitoring Report

- 8.1 The Committee received the Finance Monitoring report giving information on the revenue budget position for services reporting to the Committee for 2018 -19, on use of reserves and details of the capital programme.

- 8.2 The following was discussed and noted

- The Head of IMT (Information Management Technology) reported that IMT had over-achieved against savings targets and protected reserves without impacting on staff resource, while retaining a small amount of money to put into reserves
- The Head of IMT reported that a grant from Government and funding from the County Council and District Councils had been used for Capital for the Better Broadband for Norfolk project (BBfN); delivery was at 92.1% against the 91% target with an aim to reach 95% by April 2020
- The Head of IMT clarified that Central Government and County Council funding were used for the first 2 phases of the BBfN project; draw down on District Funds would start in the 2019-20 financial year for the final phase of work, alongside funds obtained from clawback against OpenReach and £2m from DEFRA
- The Committee thanked The Head of IMT and his team for their work and noted the impact across the whole Council of the Department's work

- 8.3 The Committee **NOTED**:

- 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

## 9. Committee Performance Indicators

- 9.1.1 The Committee considered the performance management report incorporating elements of the revised Performance Management System implemented from 1 April 2016.

- 9.1.2 The Head of IMT and the Assistant Director, Community, Information and Learning, Head of Adult Education (NCLS) introduced the report to Members:

- 4G coverage had not been re-measured and was still reported at the 83% baseline
- first line fix was off target because introduction of online self-service for residents meant calls to the service centre were more likely to be regarding more complicated issues
- abandonment rate was slightly off target, impacted by recruitment of staff
- the uptake of services onto My Norfolk continued to develop; liquid logic was not yet ready to link social care services online
- Analysis of embedded online services were underway to identify how people could be encouraged to use online self-service where there were uptake gaps
- Officers were looking to improve information on the adult services and

Children's Services pages to support social care users

- 9.2 The following points were discussed and noted
- The Assistant Director, Community, Information and Learning, Head of Adult Education (NCLS), **agreed** to find out whether parish Councils could access information on permit holders with permission to park on double yellow lines
  - the Assistant Director, Community, Information and Learning, Head of Adult Education (NCLS), confirmed that analysis could show how many people accessed Council services through libraries; the services mostly accessed were job searches, universal credit, IT support and similar services. Libraries were a way to signpost people with low confidence to access services
  - The Committee thanked the Officers for their work

9.3 The Committee **NOTED** the information provided in this report.

## 10. Electronic and Autonomous Vehicles

10.1 The Committee discussed the report providing information on use of Electric Vehicles in Norfolk, trials of Autonomous Vehicles and autonomous features and the impact of these technologies.

- 10.2 The following points were discussed and noted
- A discussion was held by Members and Officers about exploring electric or hybrid vehicles for NCC pool cars or fleet vehicles and installing charging points on County Council sites. It was also suggested that to support development of the market, installing charging points in publicly accessible places such as park and ride sites would be beneficial
  - The current lack of charging points in rural locations was noted as a dissuading factor for some people in the use of electric vehicles
  - the Infrastructure Services Manager reported that “zap map” showed the location of charging points, and it was **agreed** that a link would be added to the NCC website; it was **requested** that Officers coordinated with Districts around providing this information
  - budget constraints related to provision of charging points by the Council were discussed, and the possibility that they could provide a source of income; grants were available to install charging points and Officers suggested that the cost of ongoing maintenance could be commercialised
  - carbon emissions from power stations and environmental costs of disposing of car batteries were queried; the Interim Team Leader of Transport replied that current data showed emissions from charging electric vehicles via a power station showed environmental savings compared to internal combustion engines; as more electricity was generated sustainably, this would improve
  - The Chairman **proposed** an additional recommendation, shown as resolution 3
  - The Committee thanked the Officers for looking into this area of development

- 10.3 The Committee **RESOLVED**:
1. To continue to closely monitor industry developments.
  2. To monitor relevant funding opportunities to help maximise Norfolk's suitability for use by electric and autonomous vehicles.
  3. That Norfolk County Council look at utilising electric or hybrid pool and other vehicles wherever practical

## 11. Use of mobile working across technology across Council services

- 11.1 The Committee received the report discussing mobile working technologies are in use by Norfolk County Council to enable efficient delivery of council services and potential for further benefits to be delivered.
- 11.2 The following points were discussed and noted:
- Technology and working process improvements were needed to create efficiencies
  - Officers were working to implement a culture of remote working, including at meetings, through use of FaceTime and Skype by ensuring compatible technology was available in meeting rooms, technological enablers and a Communications Department campaign
  - Following a query about the issues, risks and innovation discussed at paragraph 5.1, the Head of IMT clarified there was an aim for all staff to use their mobile devices consistently and efficiently by making technology as easy to use as possible and ensuring HR policies were consistent with protocol
  - Issues related to HMRC recognition of the place of work of staff working mostly from home and considerations around offsetting taxes of heat and power used while working at home were raised; the Head of IMT reported HR colleagues would be involved in the strategy to increase the amount of days a week staff worked from home to ensure such issues were considered
  - It was noted that Members were required to be physically present at a meeting where they were making a decision at that time
  - The Committee thanked Officers for the work put into this project
- 11.3 The Committee **NOTED** the contents of this report and consider opportunities to further exploit mobile working technologies across the Council.

## 12. Smart Lighting Upgrades

- 12.1 The Committee received the report outlining ways of making use of emerging technologies by installing smart street lighting.
- 12.2 During discussion the following points were noted
- The Highway Services Manager updated Members that the next phase of LED streetlight upgrades would have a central management system so the lighting level could be managed, for example, automatic dimming when traffic levels dropped. Light dimming was not noticeable to pedestrians or cars
  - Part-night lighting had raised issues and complaints in some areas but welcomed in others; when LED lighting upgrades were installed part-night lighting would continue; in areas without it, Officers were moving towards installation of LED lighting instead
  - The Highway Services Manager clarified that payback on LED lighting depended on the age of lights being replaced; replacing older lights led to a shorter payback
  - The Committee thanked Officers for their work to improve technology across the streetlighting network
- 12.3 The Committee **SUPPORTED** the proposals outlined in the attached report in Appendix A to the report, which provides an update on our initiative to install more smart lighting to save energy and reduce costs.

### 13. Digital Skills for Business

13.1 The Committee discussed the report on the work of the Council to help Norfolk businesses acquire technological skills and capacity to grow and prosper

13.2 The following points were discussed and noted

- Availability of courses for children in rural areas was noted as important; Officers reported that Digi Fest had been provided at every library throughout the County and IMT were visiting schools to upskill them in using remote services, allowing information and courses to be available to children at home
- The Vice-Chairman noted that coding software available in schools was also available freely on the internet. It was suggested that training for parents would be useful
- The Committee thanked Officers for their work to develop projects for businesses and schools

13.3 The Committee **RESOLVED** to:

- **NOTE** the progress to date with various skills initiatives and interventions
- **ENDORSE** the direction of travel to address the skills needs of the sector at various levels

### 14. Mobile Phone Coverages

14.1 The Committee considered the report providing an update on work to improve mobile phone network coverage in Norfolk.

14.2 The following points were discussed and noted:

- The Head of IMT proposed re-surveying through work with Ofcom at no cost to the Council; if this was not possible or the re-survey would not be beneficial then he proposed that Officers should go to the original coverage plan
- To seek a mobile phone mast in an area, Members should complain to their mobile network operator, as complaints were likely to encourage the provider to act, and pass information to the Head of IMT to feed into discussions with network providers
- The Head of IMT confirmed that providers were now working together to reduce costs by sharing masts
- The Committee thanked Officers for their work with network providers across the County

14.3 The Committee **RESOLVED** to:

1. **note** the information regarding progress with coverage.
2. **direct** Officers to investigate options to measure current coverage via Ofcom or through recommissioning a drive study of the areas that lacked coverage in 2018.
3. **direct** Officers to continue to work with mobile operators and other infrastructure companies to access NCC and other public-sector buildings.

### 15. LoRaWAN (Long Range Wide Area Network) bid to New Anglia Local Enterprise Partnership

15.1 The Committee received the report discussing work by officers to develop and submit a bid into the New Anglia Local Enterprise Partnership to seek funding to implement the largest single public LoRaWAN network in the UK

- 15.2 The following points were discussed and noted:
- The Infrastructure Services Manager updated Members that Microsoft had invited Norfolk County Council to be part of the National Working group alongside the White Paper they were writing, in acknowledgement of the Council's advanced work around LoRaWAN
  - The Infrastructure Services Manager clarified that LoRaWAN was a way to send small data packages over long distances without using a network. It would be available anywhere in the County and could be used by many sectors
  - Initial feedback from the gritting LoRaWAN pilot had been that the 5 temperature sensors provided the same data as that from weather sensors at a lower cost
  - Great Yarmouth Borough Council had installed a LoRaWAN gateway on their Clock Tower to communicate with sensors on bins to identify when they were full and effectively direct resources
  - The Committee thanked Officers for their work in developing the bid and to develop this technology in Norfolk
- 15.3 The Committee **RESOLVED** to
1. To note the contents of this report and consider opportunities to further promote exploitation of the network.
  2. If the bid is not successful, to continue to support the slower roll out of the LoRaWAN network across Norfolk using social value funds from NCC's WAN contract with Capita Updata.

## 16. Department for Digital, Culture, Media & Sport Local Full Fibre Bid

- 16.1 The Committee discussed the report giving detail on the Council's county wide bid into the Department for Digital, Culture, Media & Sport Local Full Fibre Programme Challenge Fund to improve access to gigabit speed fibre for public sector service delivery to stimulate business growth through greater availability of ultrafast fibre across the county
- 16.2 The following points were discussed and noted
- The funding bid been successful; businesses would be able to bid for grants of £2.5k to connect to Full Fibre and it would therefore be important to promote this grant to businesses
  - To gain access to the Full Fibre network, businesses would need to apply via their Internet Service Provider (ISP)
  - The Chairman noted the recent press release on this project and hard work by Officers on the bid
- 16.3 The Committee **RESOLVED**:
- To **note** the contents of this report and consider opportunities to further promote exploitation of the network.

## 17. Risk Report Verbal Update

- 17.1 The Chairman gave a verbal update on changes to the risk register
- RM010, "risk of the loss of key ICT systems"
    - The risk score had been lowered from 12 to 6 to reflect progress made with mitigations
    - The Disaster Recovery site was now operational; last month, Exercise Horseshow tested the department's ability to operate software from Disaster Recovery Site servers

- IMT continued to work through actions identified from the cyber security audit with a target of 90% of recommendations implemented by the end of June 2019
- Further telephony resilience was being factored into the Skype for Business Project
- Rm14223, “payment card industry compliance of call monitoring system”
  - The risk had been demoted from the Communities Committee departmental risk registered, and was now managed on the Community, Information and Learning service risk register
  - The scope of the risk had been changed to reflect that all payment card industry systems were now compliant except for the Speed Awareness payment system; a solution to gain compliance was being worked through

17.2 The Committee **NOTED** the update

## 18. Forward Plan and Delegated Decisions

18.1 The Committee received the report, highlighting that there was no forward plan, this being the last meeting.

18.2 The Chairman stated that before closing the meeting he wished to have the opportunity to make some points and also thank those who had been involved with the Committee. Before doing so, he requested the Spokespersons from other Groups to say a few words.

- Dr M Strong thanked the Chairman and Officers involved in the Committee; she hoped the projects underway would continue into the new governance structure
- Dr C Jones noted that the Committee had been fascinating and felt that Norfolk was leading the way in many areas; he also queried the future of the issues and projects on the agenda. Dr Jones thanked all Members of the Committee, Officers and Mr T Garrod, the initial Chairman of the Committee
- The Chairman thanked current and previous Members of the Committee, the previous Chairman and the Vice-Chairman and all those who had attended as substitutes. He noted that the work of the Committee had been recognised by the Council and he understood the work would be carried forward into the new Cabinet system
- The Chairman advised that the Local Government Association were developing a Councillors’ digital handbook and had noted that the work of Norfolk was ahead of other councils
- The Chairman thanked all the Officers for their work and in particular for breaking down barriers across the County and providing innovation and efficiency. He thanked Tim Shaw for Clerking the meetings so well and Hollie for taking the minutes of the final meeting.

18.3 The Committee

1. **NOTED** that there was no forward plan as this was the final meeting of the Digital Innovation and Efficiency Committee

The Meeting Closed at 11.57

**Mr T Fitzpatrick, Chairman,**

Digital Innovation and Efficiency Committee



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