

Covid-19

Tech/Digital Response to keep services running

LCIOC – 2/4/20



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1. What we were doing...
2. What we have accelerated
3. What else we have had to do.

Norfolk Futures

Smarter Working Transformation Programme

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ICT Business Lead: Geoff Connell

Property Business Lead: Simon Hughes



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 once and done well**



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



Smarter Working Principles - draft

The Smarter Working Principles provide guidance on how to go about smarter working

- Maximise the flexibility of how, when and where you work: be guided by the needs of the customer, the team, and yourself
- Increase trust by focusing more on results and outcomes, and less on physical presence or activity
- Improve processes continually
- Use physical space and technology creatively to deliver better service, to connect and collaborate, and to achieve work/life balance

Mobile and flexible working & Business Continuity

- In February 2020 we carried out a stress test of our infrastructure we got 3,500 staff working from home in one day.

We now have over 5,000 every day!

- We were pushing mobile / flexible working for efficiency and to reduce our property portfolio.
- All staff had Teams, but we were rolling out soft telephony steadily – target Xmas. Target now end of the week!
- Steady progress towards electronic post, now nearly complete.
- We were doing digital upskilling in small volumes, now 3-400 staff a day via Teams live broadcasts.
- CCAAS soft telephony for contact center & chatbots, plans in months have moved to days.
- We said staff could work at home, now we say they must – just offered £250 per worker for kit.

NCC Values

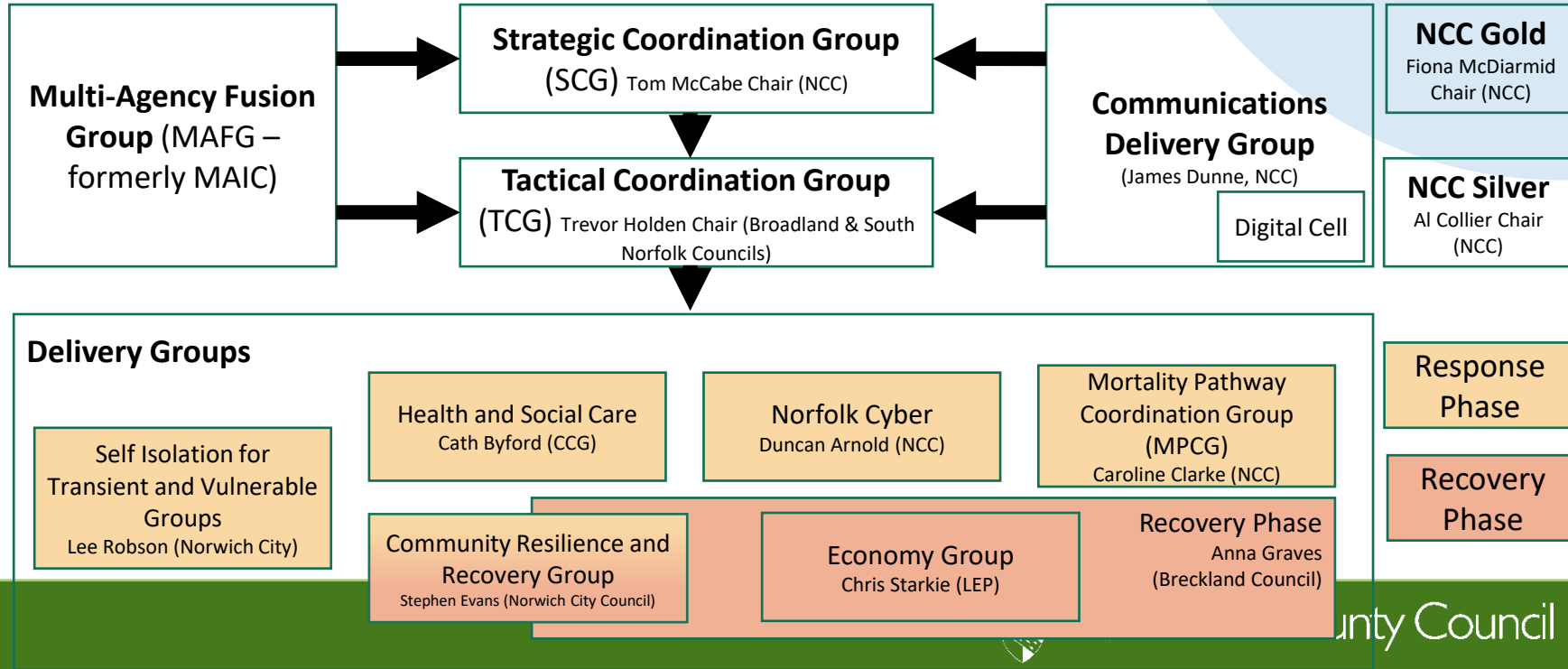
- ✓ **Take accountability**
 - ✓ do what we say we will
- ✓ **Make strategy happen**
 - ✓ take action which makes Norfolk a better place
- ✓ **Be evidence-based**
 - ✓ target our work to make the biggest difference
- ✓ **Be business-like**
 - ✓ think smarter to ensure value for money
- ✓ **Be collaborative**
 - ✓ work together to find a better way

What we have to do & Lessons Learnt?

- Teams has been fantastic but some of partners are playing catchup and we are trying to help them. We have also removed whitelisting and added remote access blocking. Also need to change routing.
- Teams is only for B2B for video (but all can audio conference in with E5), Zoom de facto standard for citizen video contact. Considering cyber & good practice
- Drive thru pickups (amongst other agile deployment of new ways of working)
- Cyber cell as part of resilience has been positive (LRG, NHS & Blue Lights)
- List of things we never want to go back to
- Digital upskilling delivered at pace has been critical
- Online Council meetings will be a challenge
- Silver & Gold, TCG, SCG, NRF etc working well – see next slide.

Norfolk - Command, Control & Coordination (c3 structure)

Terms of Reference for each forum on following slides



Things we want to keep doing/never go back to

We want to encourage:

- Teams instead of large face-to-face meetings
 - Use the etiquette we're developing for silver and gold
- Full use of Teams' features
- Remote working, and managers' confidence/competence in managing remote teams
- Working on shared documents

Stuff we never want restored once this is all over...

- Taking cash in county hall canteen
- Post going to local offices (or any physical distribution)
- Paper invoice submission
- Certain buildings that people seem to be living perfectly well without.
- Unnecessary travel, etc, etc.

Summary & Conclusion

Massively challenging time, but presents opportunities for IT and Digital Service Redesign

Collaborative working across local public sector is key and interoperability moving forward at pace, though capacity & maturity is highly variable.

Peak in Norfolk likely just 2 weeks away, but period of lockdown uncertain.

Planning for recovery phase now and not going back to old ways of working.

Digital Connectivity
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