

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT OF THE EXECUTIVE MANAGEMENT TEAM TO CABINET

Date 14th January 2015

<u>HEADING</u>	Members' ICT and Outcomes of the Members Digital Technology (Tablet) Trial
<u>Submitted by:</u>	Head of Customer & ICT Services Head of Business Improvement, Central Services & Partnerships
<u>Portfolio</u>	Communication, Policy & Partnerships Finance & Resources
<u>Ward(s) affected</u>	Non-Specific

Purpose of the Report

To consider methods of delivering information to Members more effectively and efficiently, in light of the findings of the recent Members Digital Technology (Tablet) Trial and to present a set of recommendations based on those findings and other analysis.

Recommendations

That Cabinet approves the following recommendations:

- (i) That a similar policy to that currently applied to officers be implemented to also cover Member email accounts and that the use of Borough Council email by all elected Borough Council Members for council business be made mandatory**
- (ii) That the practice of printing off and sending on elected Members' emails cease**
- (iii) That the Members' weekly courier service be ceased. Instead, Members will be required to use either electronic means to access committee papers in future, or will be required to visit the Civic Offices to pick up their printed papers. The Council will continue to encourage all Members to use appropriate available technology and will offer the necessary training for Members to use this technology.**
- (iv) That, following the May 2015 Borough Council elections, all newly elected Members are issued with a tablet device to receive their minutes, agendas and emails to replace the current printed pack service**
- (v) That those Members due for re-election post May 2015 be given the option of using a tablet device instead of the current printed pack system until the end of their current term.**

Cabinet should note that these recommendations were submitted to the Member Development Panel in October 2014 and were approved.

Reasons

The recommendations set out in this report seek to encourage elected Members to use ICT solutions, including accessing emails on a more regular basis; using email as the primary method of communication with both constituents and also with officers; and moving away from paper-based solutions to accessing committee papers. It is hoped that this will ensure

that any questions asked by all elected Members of officers or asked by constituents of Members are answered more promptly and that committee and other information is conveyed to Members/constituents more efficiently and effectively. Finally, the ending of the weekly courier service would also save on costs for the Council. These recommendations generally support the findings from the Members Digital Technology (Tablet) Trial carried out between February and August 2014.

1 Background

- 1.1 Members have been supported over a number of years to ensure that they have been able to maximise their use of ICT facilities. This support has taken a number of forms and has included extensive ICT training, one to one support for Members in improving their ICT skills and initiatives to overcome particular difficulties. The Council has also offered computers to Members who do not have their own facilities.
- 1.2 In October 2012, Members were asked their opinion regarding use of ICT and the Council's existing provisions in the context of their work as a Councillor. The results are outlined in Appendix 1 to this report.
- 1.3 In total, 37 of Newcastle's 60 elected Members replied to the above survey and the key observations were as follows:
 - Members typically use ICT for basic tasks such as email, reading documents and accessing the internet;
 - Members are most likely to use their own laptop, mobile phone, printer and internet connection;
 - When considering a new device, Members thought it should be lightweight, have a long battery life; be usable anywhere; allow pages to be displayed with ease and be easy to use;
 - The most important functions were considered to be access to the internet and email; to be usable anywhere and have the ability to add value to the services Councillors offer the public; and
 - 64% of the respondents either agreed or strongly agreed that the Council should provide equipment. 14% had no preference.
- 1.4 As a follow up to this survey, a pilot was undertaken with a group of Members in February 2014 with a view to determining the suitability of tablets and other technology for future use by Members.
- 1.5 In all, ten Members commenced this six month trial of market leading tablet devices to determine if there was a financial and business case to move forward with a wider implementation. The key factors in undertaking this trial were:
 - Increasing the ability of Members to deliver services electronically, in line with constituent expectations;
 - Establishing current costs and resourcing required for printed media and the courier service;
 - Assessing the potential for Members to work more efficiently with constituents and Council officers;
 - Measuring the practical usability of the device; and
 - Addressing the disparity in how minutes and agendas are distributed to Members.
- 1.6 The trial aimed to thoroughly assess the practical usage of tablet devices as a viable alternative to the weekly courier service and to calculate the costs of this in comparison to continuing without change. This information would then be used to construct a business case for removing the printed pack service and for the

introduction of electronic alternatives as the primary means of communication with Members.

2 **Issues**

The importance of ICT

- 2.1 In a comparatively short space of time the use of modern ICT has become a necessity of modern life. Mobile phones, once a luxury item, are now common place and many people regard them as indispensable. The use of computers, once the preserve of large organisations with mainframe machines, is now commonplace and personal computers are now household items. There has also been a noticeable convergence of technology most evidently with mobile phones able to do things which would previously have needed a computer such as connecting to the internet and receiving emails. The ability to access the internet through a television set is another example of the convergence of technologies which is increasing the range of tasks which can be delivered through these facilities.
- 2.2 Email is fast becoming the preferred method of communication for people and is widely used not only as a business tool but also to support people in their personal lives. Technologies such as email and text messages also provide opportunities for people to contact and respond to others at times most convenient to them. Access to the internet is seen as being as important as having a landline telephone was a generation ago and connection to gas and electricity before that.
- 2.3 The Borough Council has embraced all of these technologies and is using them in a wide variety of ways not only to improve the efficiency of its operation but also to improve its responsiveness to the customer.
- 2.4 Members have been an important part of this process and have, in many cases proactively embraced the use of modern ICT in their role as councillors both within the council and also in their wider constituency work.

Taking advantage of modern technology

- 2.5 New technologies have delivered a number of other advantages which have reduced cost and improved efficiency. One noticeable trend has been the reduction in the use of printed paper and the move to handling documents in digital form. This, of course, has been one aspect of the iPad trial and was a part of the rationale behind it. Emails have significantly replaced paper based mail and it is now much easier and more efficient to share documents in electronic rather than in hard copy form.
- 2.6 All these uses and potential uses of new technology are enabling elected Members to engage with their residents in a more dynamic way than has been possible in the past.
- 2.7 A significant number of Members have also embraced social media as a way of helping them to communicate with residents. The trend towards the ever greater use of ICT is now not only growing in extent but also in pace.

Moving with technological change

- 2.8 A major challenge in ensuring that new technology delivers greater efficiency is to ensure that, as new facilities are introduced; older technologies are progressively phased out. In the home, the replacement of the VHS tape with the DVD disc is a good example of this. This change has not happened overnight but nonetheless the newer technology has replaced the old over time. Another example would be the number of retailers and others who no longer accept payment by cheque, the

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widespread availability and use of the plastic card having replaced the need for cheque based payment.

- 2.9 It has been noted above that in the office the more widespread use of digital documents and communications has significantly reduced paper-based storage methods.
- 2.10 The Council, in order to remain efficient, has also had to ensure that old ways of doing things and practices have been phased out. Also, modern technology is not without cost and therefore care has had to be taken to ensure that these resources are used in the most efficient way possible. Phasing old systems out is sometimes difficult as people to get used to working in a particular way. However, without the cessation of old systems and practices, the benefits of introducing and using new systems are inevitably compromised.
- 2.11 It is in this context that it is timely to consider some of the ways in which Members are now using new technology and to determine whether, in the interests of both efficiency and good service, some old practices need to be phased out. It is in conjunction with these considerations that the Members Digital Technology (Tablet) Trial was undertaken and the outcomes of this trial will be covered in the next section of this report. In addition to the trial, however, three areas have also been highlighted as requiring further action:-

- The practice of printing out emails for Members;
- The need for Members to actively manage their council email accounts; and
- The continued use (and costs) of the weekly courier service for delivering paper documents to Members.

These areas will be considered in more detail under the 'Options Considered/Proposals' section of this report.

3. **Outcomes from the Members Digital Technology (Tablet) Trial**

Outline of the Trial

- 3.1 As said, the Members Digital Technology (Tablet) Trial started in February 2014 and lasted for six months.
- 3.2 In all ten Members participated in the trial and these were drawn from the Liberal Democrat and Labour Groups (having been identified by the respective Group Leaders).
- 3.3 At the start of the trial, there were no elected representatives of UKIP or the Green Party in office at Newcastle. As such, these parties did not have the opportunity for their Members to participate. The Conservative group declined the opportunity to take part in the trial.
- 3.4 Three of the original trial participants were replaced by other Members as the trial progressed.
- 3.5 Throughout the trial those Members participating were asked to submit their opinions regarding what they were experiencing and how the devices were helping them to fulfil their roles. Participants were also asked to join the Member Development Panel during their regular meetings to discuss their experiences with non-participating Councillors. A full copy of the end of trial evaluation survey is attached as Appendix 2.

Trial Findings

- 3.6 Overall, 8 out of 10 Members who participated in the trial:
- Were either satisfied or very satisfied with the devices;
 - Agreed that the devices made access to email easier or significantly easier;
 - Believed that the enhanced access to email and calendars gave them an advantage over other Councillors;
 - Believed that having the iPad made them more accessible to the Public, Officers and fellow Councillors in comparison to other Councillors;
 - Used the iPads outside and took advantage of the built-in mobile data facilities that enables Members to work almost anywhere using 3G technology¹;
 - Either agreed or strongly agreed that having the iPad added value to their role as Councillors;
 - Agreed that providing an iPad would be an improvement to the current ICT solutions offered;
 - Concluded that they could continue using the iPads as a near total replacement for paper minutes and agendas either with or without additional training being offered.
- 3.7 70% of the participants either agreed or strongly agreed that the documents in Modern.gov were easy to work with and that the annotation tools were very important. All agreed that to be truly effective, the Council would need to enhance the Modern.Gov app to include the facility for accessing reports which contain documents that are restricted under the Local Government Act 1972.
- 3.8 The version of the app used during the trial only included reports which were publicly accessible with any restricted documents removed. It was not possible to test the restricted documents publishing facilities during the trial as this was only available at additional cost. The Members Development Panel did not believe this was required to appraise the overall systems usability in the short term and as such, the upgrade was not purchased. The costs of providing the facility to automatically publish restricted documents to the iPad app have been included in the 'Resource' section of this report.
- 3.9 It was also noted that a number of Members participating had either been responsible for chairing or had key roles in meetings with particularly complex or lengthy report packs. 80% of participants agreed that in exceptional circumstances where extremely lengthy or complex documents are being used (i.e. more than 150 pages), the meeting Chair should be able to request a paper copy of the document pack. 50% of the participants also agreed that a "by request" facility should be available for Members who attend a meeting for a specific role. This is outlined in Appendix 3.
- 3.10 An un-anticipated benefit of the trial measured by ICT was the increased use of email (this obviously relates to the issues set out in the previous section of this report). On average, those who were participating had 90% fewer unread messages than their counterparts and that the average age of unread messages was 50% less. This demonstrated a measurable, positive impact on having the iPads available which

¹ 3G technology is a mobile communications standard that allows mobile phones, computers, and other portable electronic devices such as iPads to access the Internet wirelessly. This technology provides Internet access via the same radio towers that provide voice service to your mobile phone. This means the devices can be used almost anywhere.

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would certainly have also had a positive outcome for residents and officers contacting them electronically.

- 3.11 Two Members participating did not enjoy the same success as their colleagues. One did not see the iPads as a viable alternative to the current system and the second did not complete any of the requested feedback surveys and only used their device for around a month despite having the iPad for most of the trial.

Lessons Learnt

- 3.12 In the case of the Members noted above (in 3.11) it was identified that the training those Members received was not the same as other participants. When the trial commenced, the participants received around two hours of training and left the Civic Offices with a working device which they were comfortable with operating. The two participants who were less satisfied were only able to attend training for 15-30 minutes which was not sufficient. A key lesson learned from this is that any Member receiving an iPad will require full training as a pre-requisite.
- 3.13 It was recognised and noted by the Member Development Panel during the trial that Members must exhibit a willingness to try the new solutions without recourse to ICT when new technology does not work as they expect. As an outcome for this, ICT must reinforce that Members should seek assistance when they experience difficulties and that the Support team will always do their best to help them. In addition, a proactive monitoring programme should be put into place to try and identify when Members are experiencing difficulties and a peer support network setup amongst other "expert" Members.
- 3.14 One participant also raised observations around the reports presented in Modern.gov and the number of supplementary items published. The latter situation is a consequence of the publishing process which may need to be reconsidered should the trial be taken forward. The formatting and structure of reports could be looked at by the Council's Democratic Services team and further training could be provided to officers to increase the readability. These observations are also reflected in the recent Planning Peer Review.

Summary of Outcomes from the Trial

- 3.15 For those Members who participated, the majority believed the iPads could be used as a viable alternative to printed packs and that the additional services the iPads provided were of considerable benefit to them. Those participating also confirmed that the iPads met all of the criteria identified by Members in their 2012 survey (Appendix 1). Based on the success of the trial and the feedback directly received from participating Members, the Member Development Panel stated their endorsement of issuing Councillors with iPads at their meeting on October 2nd, 2014.
- 3.16 Lessons learned during the trial support a gradual introduction on the solution; highlighting the need to ensure that Members are provided with effective training and that they are aware of the on-going support that is available to them. It was observed during the trial that those Members with the iPads actually raised fewer Support Desk Calls and were much more likely to try and help themselves before contacting ICT.
- 3.17 Members recognise that increasingly constituents expect to communicate with them electronically. Whilst insisting on the use of IT may discourage some Members who have limited technical skills, by refusing to use services such as e-mail those Members are effectively excluding a growing proportion of the people they represent. Where members of the public choose to communicate with their elected representatives using electronic means, Members should strive to accommodate this. The proposed solution makes this communication more accessible and easier. The

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phased introduction will provide a period of transition for existing Members and assist in allaying any concerns they may have.

4. **Options Considered/Proposals**

- 4.1 As can be seen from the findings of the Members Digital Technology (Tablet) Trial as outlined in the previous section of this report, a number of lessons have been learnt with regard to the areas outlined in Section 2 of this report.
- 4.2 By way of illustration, the use of email by Members involved in the trial increased and there was recognition that communicating electronically with constituents and others was a positive thing.
- 4.3 In addition to the findings from the trial, a number of other options have also been considered as part of this report. These are:
- The practice of printing out emails for Members;
 - The need for Members to actively manage their council email accounts; and
 - The continued use (and costs) of the weekly courier service for delivering paper documents to Members.
- 4.4 In terms of the Members Digital Technology (Tablet) Trial itself, two main proposals have been presented. These are:
- Following the Borough Council elections in May 2015, it is proposed that all new Members will be provided with a corporately owned and secured iPad instead of printed materials as the main source of information;
 - For existing Members the provision of an iPad instead of printed materials would be optional for the remainder of their elected term. During this time, ICT would provide training to Members to support them in the transition to adopting this technology. In order to ensure that all Members are treated consistently, any existing Member standing for re-election would be subject to the same changes as a new Member.
- 4.5 The optional use of the iPad by existing Members would need to be seen as a period of transition to provide the opportunity for Member training. However, any Member choosing to continue receiving printed minutes and agendas would become responsible for collecting the materials themselves rather than having them delivered by courier (see proposals relating to the courier service below).
- 4.6 To ensure that savings from reduced printing are maximised, Member Services would also cease to order excess printed copies of minutes and agendas which are currently used for distribution to officers, external organisations and members of the public. The Council's website would also be updated to reflect that printed copies of agendas would not be available at meetings and that anyone wishing to have access to such items during the meeting must download and print their own copy.
- 4.7 ICT will provide further guidance for Officers and external organisation as to how they can automatically receive copies of minutes and agendas from the Modern.Gov system as they are published, which they may subsequently print if necessary
- 4.8 All Members would be fully supported by a comprehensive training package to inform them how to use both new and existing ICT provisions to their benefit and support would be provided by ICT as required.

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- 4.9 All iPads issued would be corporately managed and setup to receive minutes, agendas and associated documents via the Modern.gov publishing system and the associated iPad app. The secure version of the app would be utilised to provide access to restricted documents and allow the tablets to be used as an alternative to printed media.
- 4.10 The iPad would also provide Members with access to email, calendars, the intranet, the Members website, the internet and secure corporate storage. Storage facilities on the Council's network would enable Members to save attachments, created files on their iPad and access them using a PC at any Council facility. As the Council's Customer Self Service facilities are developed, these would also be made available to Members via the iPad as would any future Newcastle app.
- 4.11 Mobile data enabled iPads (3G) would be procured in order to enable their usage anywhere. They would be pre-configured to access the Council's Wi-Fi at any available site and a protective case and stylus would also be provided.
- 4.12 All iPads would be issued to Members as part of their role. If individual Members were deselected or step down from their position, they would be required to hand the iPad back. Subsequently this would be re-issued to the Member who replaces them. Members issued with iPads would be subject to the Council's normal policies including those used for replacement equipment, internet, email, security and proper use of ICT equipment.
- 4.13 It should also be noted that due to the cost of the iPad solution, Members who opt into using them would not be able to opt out for the full term of office. ICT would however ensure that a number of demonstrator devices were available for existing Members to try over a limited period before fully committing.
- 4.14 ICT would work with Member Services to roll out the revised provisions starting in Quarter 1 of 2015.

Printing and posting emails

- 4.15 As highlighted in section 2 of this report, the practice of printing emails for those elected Members who request it creates cost in terms of materials, distribution and officer time.
- 4.16 It is estimated that the current cost for providing this for the 8 members who have requested this service is £730 per annum.
- 4.17 Up until now, the Council has held a very clear position with regard to Member support in order to ensure that this is fair and consistent and that Members are supported in a manner consistent with their role(s) in the Council. It could therefore be argued that those Members who continue to receive printed and distributed copies of their emails are accordingly receiving additional support not enjoyed by other Members. It is without question that they are taking a greater share of the Council's resources by doing so.
- 4.18 In addition, the process of printing and distributing emails introduces significant delay to the communication process. There may be up to a week between the time a message was sent and the time it is seen by the intended Member which is contrary to the expectations of those using e-mail as a fast and efficient communication method. The printing process also does nothing to address the issue of actually sending a response to an email, where an electronic reply is expected rather than a paper one.

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It is therefore recommended that the practice of printing off and sending on Member emails ceases. This may need to be preceded by the appropriate training where required.

Managing email accounts

- 4.19 The issue of Members managing their own email accounts is more complex than the matter of printing emails and has a number of dimensions. Appropriate training, however, can help to resolve most issues.
- 4.20 Members who are not actively managing their email accounts are allowing a build-up of emails, and this has a number of consequences:
- (i) Members who are not regularly checking their email accounts may be missing important information being sent to them by their residents, colleagues, their Party and officers.
 - (ii) Members who are not regularly deleting old emails are calling upon an ever increasing amount of storage on the council's systems. This storage has a cost and the cost of storing data on an email server (i.e. in an email account) is significantly greater than documents held on non-mail servers.
- 4.21 Due to the high cost of the storage of data held in email accounts, the Council has instituted a policy for officers and a separate Protocol for Members which limits the size of their email accounts and will cease to allow further emails to be sent once that size limit is exceeded.
- 4.22 Since this latter policy was introduced it has had a significant impact upon the amount and therefore the cost of administering the council's email facility. It should be noted that a very small numbers of exceptions have been granted to officer email accounts which due to their nature regularly receive very large documents or high email traffic rates.

It is recommended that a similar policy to that outlined above and currently applied to officers is implemented to also cover Member email accounts

Accessing Emails

- 4.23 It has been noted that there is a small minority of Members who have not accessed their Borough Council email accounts for a very considerable period of time or who access their accounts only very occasionally. This runs the risk that Members may miss important information which they need to perform their role as a councillor. Given that email is now a preferred and highly cost effective mechanism of communication it is considered that Members' use of the council's email system should be made mandatory. It would be prudent to phase in mandating the use of email and it is suggested that it become a requirement for new Members at and for all dates after the elections in May 2015. This will give time for the political parties to consider this requirement when engaging in candidate selection processes.
- 4.24 It has been noted previously that a number of Members use their own personal email accounts for a number of reasons rather than the Borough Council email account provided for them. It has been made clear to Members in the past that this is not acceptable due to security concerns over personal email accounts. It should therefore be reiterated that all Members must use their Borough Council email and that officers will not send emails to personal email accounts.

It is recommended that use of Borough Council email by all elected Borough Council Members for Council business be made mandatory

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Weekly Courier Service

- 4.25 The courier service was introduced in 2009 in response to the previous ad hoc, in-house arrangement of delivering post by hand to Members as a temporary solution to an immediate problem.
- 4.26 Much of the Members' mail is heavy due to the quantity of reports and appendices which are attached to agendas and this became very expensive to post by Royal Mail.
- 4.27 The courier service has proved to be a more cost efficient and accountable way of delivering mail to Councillors' home addresses but it was introduced at a time when Councillors did not have widespread access to email facilities.
- 4.28 Since that time, the Council has moved to an alternative provider of its corporate mail services and restricted the user of first class postage which has significantly reduced postal costs. However, although the amount of courier post has decreased as more Members make use of their email addresses, or use alternative means of collection, there are still weekly envelopes sent to upwards of 40 Members at a total cost estimated to be £5,000 per year.
- 4.29 At other authorities within Staffordshire, it is mandated that Members must periodically visit their respective Council's offices to pick up any items of post they have received. This negates the need for those Councils to operate a bespoke delivery solution for their Members. A similar practice could be adopted and phased in at Newcastle for new Members at and for all dates after the elections in May 2015.
- 4.30 Members should therefore be offered two options. One option is for a Member to exclusively utilise electronic delivery of agendas (via modern.gov), thereby receiving no printed agendas. The second option is to continue to provide paper copies for committees on which a Member sits, but to stipulate that the printed papers will need to be collected from the Civic Offices. However, the number of available printed agendas will be restricted to avoid printing overheads. All Members should also be advised when an agenda is available on the Members' website (via modern.gov), so that they can have an initial look at any particular agenda. It is envisaged that, following the Borough Council elections in May 2015, all Members will be expected to use electronic technology as part of their role, and that paper copies will only be provided in extreme circumstances (e.g. if ICT facilities are not available).
- 4.31 The reason for presenting the above set of options is that accessing documents via a tablet device (as used in the recent trial) in a 'live' situation needs certain skills and experience which need to be developed should the proposal go ahead. It is also proposed, however, that training will be provided to Members on the use of electronic devices generally.

It is recommended that the Members' weekly courier post be ceased. It is further recommended that Members should use electronic means to access committee and other papers via modern.gov without receiving any printed documentation under normal circumstances Training will be provided where required. Any member choosing not to use electronic means to access committee papers will be able to receive printed papers, but they will also have to come to the Civic Offices to collect those papers, and it should be noted that this arrangement will be phased out following the 2015 Borough Council elections

- 4.32 It should be noted that, at its meeting of 2nd October 2014, the Member Development Panel received a paper outlining a number of recommendations which are included

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and underpinned by the introduction of tablet devices. At that meeting, the Member Development Panel endorsed:

- The mandatory use of the Council's email system for all Council business by Members;
- Cessation of printing and distribution of materials for 3rd parties;
- Cessation of the practice of printing off and sending on Members emails;
- Cessation of the Courier Service for all Members.

5. Reasons for Preferred Solution

- 5.1 The introduction of the tablet solution ensures Members receive technical support that is consistent.
- 5.2 This solution increases the effectiveness of the political process by removing much of the current manual and labour intensive processes associated with the production of meeting materials.
- 5.3 The use of technology increases the accessibility of Members in line with constituent expectations.
- 5.4 The solution supports Members by providing a simplified and manageable approach to the use of technology in their day to day role;
- 5.5 The recommendations from the trial support the other recommendations set out in his report and presented separately to the Member Development Panel in October 2014.
- 5.6 The Member Development Panel endorsed the issuing of iPads to Councillors at their meeting on October 2nd, 2014, as well as supporting the other recommendations set out in this report.

6. Outcomes Linked to Corporate Priorities

- 6.1 The recommendations support all of the Council's corporate priorities, but in particular supports the 'Becoming a cooperative Council, delivering high quality community driven services' priority, by enhancing the means by which Members, officers and constituents can communicate and thereby increase public participation in Council matters, whilst strengthening the political process.

7. Legal and Statutory Implications

- 7.1 The Local Government Act 1972, schedule 12, part 1, para 4.2 b² states that every Member should receive a summons to attend a full Council meeting either by post or by personal collection. It is noteworthy that the Clause applies to full Council meetings only; it does not apply to Committees or Cabinet meetings. Advice has been sought from the Council's Legal Services as to how this provision will continue to be applied for full Council meetings, subject to approval of the recommendations.

² The Local Government Act 1972, schedule 12, part 1, para 4.2 b states that "A summons to attend the meeting, specifying the business to be transacted thereat, and signed by the proper officer of the council, shall, subject to sub-paragraph (3) below, be left at or sent by post to the usual place of residence of every member of the council.

(3) If a member of a principal council gives notice in writing to the proper officer of the council that he desires summonses to attend meetings of the council to be sent to him at some address specified in the notice other than his place of residence, any summons addressed to him and left at or sent by post to that address shall be deemed sufficient service of the summons."

8. Service Impact Assessment

- 8.1 A full Service Impact Assessment has been completed and is available on request. The Assessment covers all aspects of equality. This includes ensuring that the solution does not differentiate between individuals, such as those with visual impairment, or limited dexterity.

9. Financial and Resource Implications

- 9.1 Throughout the trial, ICT have monitored the output of the Council's print room, Customer Support, Members Support and secretarial functions in supporting Members in their duties to calculate the current costs of the print service on a per member basis. For purposes of clarity, the financial implications have been calculated over a 4 years basis, which is the estimated lifespan of the iPads. It does not account for inflation during that time.
- 9.2 When calculating the cost per member for iPads, "grouped" costs (such as the Modern.gov publishing system) have been distributed across all 60 Members in order to provide a direct comparison. The same method has been used to distribute the costs of the existing print service where appropriate.
- 9.3 The initial cost of funding the trial was met through the Revenue Investment Fund in order to test the feasibility of the devices. Further investment would be required for the initial purchase of the required iPads and the additional revenue funds for year on year costs. The initial purchase could be met from the Council's Revenue Investment Fund programme subject to a bid being approved by the Revenue Investment and Budget Support Cabinet Panel. Revenue costs could be largely met from savings made by the removal of the courier service and the resulting proportional reduction in paper and printing costs incurred by the Print Room.
- 9.4 The majority of trial participants considered that having the iPad made them more accessible and added value to their work which is not quantifiable by cost alone. It should also be considered that in reality, supporting the current process requires considerable staff resource which should be utilised in other areas of work. The duties involved in the preparation and dispatch of Member materials includes:
- a) Printing and collation of Committee items ;
 - b) Agendas sorted into Members pigeon holes along with general mail items in the post room ready for collection or delivery;
 - c) Printing emails for up to 9 Members;
 - d) Labelling and filling of individual large envelopes (up to 60) ready for the Courier service;
 - e) Agendas for outside bodies (e.g. public members of the Conservation Working Party, Sports Council) are franked and sent 1st Class;
 - f) Management of the Courier Service;
 - g) Adhoc secretarial support for reprinting of agendas, minutes and supporting documents.

The ongoing resource costs associated with these tasks significantly outweigh the investment costs outlined in Section 9.5 below.

- 9.5 The costs per Member for the iPad solution are outlined in table 1 below includes:
- a) The cost of providing an iPad;
 - b) The cost of providing a protective case and stylus;
 - c) Line Rental costs for mobile data (3G); and
 - d) The cost of providing the facility to view restricted documents on the iPad.

	Year 1	Year 2	Year 3	Year 4	Total
iPad Solution (Per Member)	£511.42	£335.48	£238.76	£238.76	£1,324.42
Current Solution (Per Member)	£280.98	£280.98	£280.98	£280.98	£1,123.92
Difference (Per Member)	£(230.44)	£(54.50)	£42.22	£42.22	£(200.50)

Table 1 – Cost Comparison – Printing Solution vs. Proposal per Member over 4 years.

- 9.6 Over time, the proposed solution will remove the need for printing of Agendas and minutes through the print room except under exceptional circumstances. Internally, Officers would become responsible for printing their own copies of minutes and agendas if absolutely necessary and where an electronic alternative cannot be used.
- 9.7 Resources from ICT would be used to order, prepare and distribute iPads to any Members who opt into using them and for any new Members upon election. ICT anticipate this will be concentrated at times of electoral change and this will need to be built into the Members Induction process, but it is expected that this will decrease as Members become more familiar with the usage of the iPads.
- 9.8 ICT would provide training and relevant user guides for Members upon issuing the iPads and ongoing support would be available from the Support Desk. ICT will work with the Member Development Panel to introduce a peer support network to help Members become less dependent on ICT for day to day queries; instead using other group members to provide basic support where possible.
- 9.9 There are no changes to the publishing process for Modern.gov.
- 9.10 A small number of additional iPads would be available to Committee Services to ensure that all officers and Members attending meetings have the opportunity to use electronic means to access agendas and associated documents.

10. Major Risks

- 10.1 There is one major risk identified which is the potential for external adverse publicity and some Members perception that the device is a commercially available, rather than a serious, working device such as a laptop, and the additional cost of providing these at times of financial austerity.
- 10.2 A full Risk Assessment is available on request.

11. Sustainability and Climate Change Implications

- 11.1 The removal of the courier service and printed output would reduce the amount of energy used in producing and delivering the printed media packs and the associated CO₂.
- 11.2 The CO₂ reduction from the delivery process is estimated as follows:

Delivery Vehicle: Ford Fiesta Econetic II Van – 87g/km CO₂
 Average delivery mileage: 50 miles per week
 Average CO₂ produced during delivery run: 7kg
 Estimated Annual CO₂ produced during delivery (assumes 50 delivery weeks): 350kg

12. Earlier Cabinet/Committee Resolutions

ICT Access for Members Protocol – September 2011

13. Background Papers

Members Use of ICT and ICT Resources – Agenda Item 4, Member Development Panel, 2nd October 2014

14. List of Appendices

Appendix 1 – ICT Usage Survey Results 2012

Appendix 2 – End of Trial Survey

Appendix 3 – Print Request Process

15. Key Decision Information

- 15.1 This is a key decision by virtue of being significant in terms of its effects on communities living or working in an area comprising two or more electoral wards in the Borough and being likely to result in the Borough Council incurring expenditure or making savings of an amount which is significant having regard to the Council's budget for the service or function to which the decision relates.