<div align="center">Public Document Pack</div>

Date of meeting   **Thursday, 19th September, 2019**

Time   **7.00 pm**

Venue   **Lancaster Buildings, - Ironmarket, Newcastle, Staffs**

Contact   Jayne Briscoe 2250

NEWCASTLE UNDER LYME BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Finance, Assets & Performance Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

1   **APOLOGIES**

2   **DECLARATIONS OF INTEREST**

3   **CONSIDERATION OF CALL IN OF THE CABINET DECISION -**   **(Pages 3 - 48)**
       DIGITAL STRATEGY AND OUTLINE BUSINESS CASE

Members: Councillors G. Burnett, A. Fear, G.Hutton, T. Kearon, H. Maxfield (Chair), S. Pickup, B. Proctor (Vice-Chair), K. Robinson, A. Rout, M. Stubbs, J Tagg and P Waring

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Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

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Finance, Assets & Performance Scrutiny Committee

19th September 2019

Digital Statutory and Outline Business Case

Submitted by	**Chief Executive**
Portfolio	**Corporate & Service Improvement, People & Partnerships** **Councillor Tagg – Leader**
Ward(s) affected	**All Wards**

Purpose of the report

To consider a call-in to review a decision of the Cabinet made on 4 September 2019 in respect of the Digital Strategy and Outline Business Case. The call-in request form is attached. The Chair of the Finance, Assets and Performance Scrutiny Committee has accepted this call in request is valid.

Procedure to be followed

Action	By Whom	Time Limit
Explanation of procedure to be followed	**Chair**	
Explanation of reasons for the call-in and justification for proposal set out on the call-in form	**Lead call-in Member and any other persons that they wish to involve**	**15 minutes**
Explanation of decision taken and views on alternative proposal	**Relevant Cabinet Member and officer (if a Cabinet decision) or relevant officer (if decision was delegated to an officer) and any other persons that they wish to involve**	**15 minutes**
Questioning of call-in representatives and decision taken and consideration of any photographs, plans etc.	**Scrutiny members**	**Unlimited**

that illustrate the issue under discussion		
Summing up	Lead call-in Member	5 minutes
Summing up	Decision taker	5 minutes
Voting on the proposal on the call-in form	Scrutiny Committee Members	Unlimited

Background

At a meeting of the Cabinet on 4 September 2019 consideration was given to a report which set out the savings and benefits of adopting the Digital Strategy. A copy of this report is attached to the Committee papers.

Cabinet resolved:

(i)   That the Digital Strategy appended to the report be adopted;

(ii)   That the establishment of a dedicated Digital Team as detailed in the report be agreed;

(iii)   That an ICT and Digital Services Steering Group be established;

(iv)   That authority be delegated to the Chief Executive, in consultation with the Portfolio Holder, to make any minor amendments to the Digital Strategy prior to publication

Recommendation

That following consideration of the call-in the Finance, Assets & Performance Scrutiny Committee may either:

a) Choose to reject the call-in and note the original decision;

b) Accept the proposal set out in the call-in form and refer back to Cabinet with any additional comments to be considered by Cabinet at its next scheduled meeting when Cabinet may amend the decision or not before adopting the final decision;

c) Accept the proposal set out on the call-in form and refer the matter to Full Council if the decision is deemed to be outside the budget and policy framework.

If the call-in is rejected then the original decision takes effect from the date of this meeting.

List of Appendices

Call-in request form dated 9th September 2019
Cabinet Report 4th September 2019

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NEWCASTLE · UNDER · LYME
BOROUGH COUNCIL

CALL-IN REQUEST FORM

Decision reference/minute no.	CABINET – ITEM 5.10C
Date of publication of decision:	04TH SEPTEMBER 2019
Decision taken by:	CABINET

This form must be returned to the Chief Executive within 7 working days of the decision being published with at least 5 signatures

Decision Called in: DIGITAL STRATEGY AND OUTLINE BUSINESS CASE

A call-in should satisfy one or more of the following criteria

Which of the following criteria is supports the call-in of this decision? (please tick)

☐ The decision may be contrary to the budget or policy framework set by the council and the Monitoring Officer has advised accordingly

☐ The decision is inconsistent with another Council Policy

☐ The decision is inconsistent with a previous Overview and Scrutiny recommendation, which has been accepted by the council or the Cabinet

☑ The decision maker has not taken into account relevant considerations and this can be demonstrated by reference to the documents supporting the decision

☐ The decision maker has failed to consult relevant people or bodies in contravention of defined Council Policies or procedures

☐ The decision has or will demonstrate a significant adverse public reaction

☑ The decision gives rise to significant legal, financial or propriety issues

Please explain how the relevant criteria above are met by this call in:

RELEVANT CONSIDERATIONS : THE REPORT MAKES NO MENTION OF TALKS WITH UNION REPRESENTATIVES AND DISCUSSION AROUND THE STRATEGY, FINANCIAL ISSUES : AGAIN, A SIGNIFICANT PROJECT HAS RECEIVED NO SCRUTINY AND HAS SIGNIFICANT FINANCIAL CONCERNS ATTACHED TO IT.

Suggested proposal you would like to be voted on at the call-in meeting
(*this should be an evidence-based proposal and you should provide evidence to support the proposal*)

i, THE REPORT SHOULD BE SENT TO A JOINT STAFFING COMMITTEE TO BE DISCUSSED.

ii, THE REPORT SHOULD BE SENT TO FAPSC FOR FULL SCRUTINY AS WITH ALL MAJOR PROJECTS.

Members requesting call-in of the decision:

	Name	Signature	Date
1.	TONY KEARON		09/09/19
2.	JOHN WILLIAMS		09/09/19
3.	MIKE STUBBS		09/09/19
4.	MARK OLSZEWSKI		09/09/19
5.	GILL WILLIAMS	G Williams	09/09/19
6.	BRIAN JOHNSON		09/09/19

THIS PART OF THE FORM IS TO BE COMPLETED BY THE CHIEF EXECUTIVE OR HIS/HER REPRESENTATIVE

Date and time form received:	
Form processed by (name):	
Date of publication of decision:	
Was the Call-in request received within 7 working days of publication?	**YES/NO** **If no reject and inform relevant parties**
Are there at least 5 appropriate Member's signatures on the call-in notice?	**YES/NO** **If no reject and inform relevant parties**
Which Overview and Scrutiny Committee will this call-in be referred to?	

Signature of Chair / Vice-Chair of relevant Overview and Scrutiny Committee		**Date:**	

The appropriate decision making body, Members requesting call-in and the Scrutiny Officer need to be informed of receipt of call-in form.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO CABINET

Date 4ᵗʰ September 2019

Report Title: **Digital Transformation: Building a Better Citizen Experience**

Submitted by: **Head of Digital and Customer Services**

Portfolio: **Corporate and Service Improvement, People and Partnerships**

Ward(s) affected: **All Indirectly**

Purpose of the Report

This report outlines the significant potential of developing a better digital service portfolio at Newcastle under Lyme. It outlines the options that have been considered by the digital team to address the identified needs, outlines the resourcing requirements to commence a digital development programme and provides a long term strategy to ensure that digital developments support achieving the Council's priorities.

Recommendations

1) **Adopt the Digital Strategy appended to this report;**
2) **Agree to the establishment of a dedicated Digital Team as detailed in the report;**
3) **Establish an ICT and Digital Services Steering Group**
4) **Delegate to the Chief Executive, in consultation with the Portfolio Holder, authority to make any minor amendments to the Digital Strategy prior to publication.**

Reasons

The proposed digital strategy addresses a number of issues faced by the Council.

The key objectives of the strategy focus on delivering prioritised outcomes that the Council will be able to achieve.

The formation of a digital team will provide the structure necessary to clearly drive forward digital services by providing a centralised pool of skilled individuals.

The burden of transformation placed on individual services can be reduced and methods of change applied in a consistent and reliable way.

Existing digital transformation attempts, although limited in scope, have been extremely successful.

The proposed governance arrangements highlight the commitment to digital transformation across the most senior levels of the organisation.

The clarity and simplicity of the structure will give services a simple route to bring forward proposals and ensure that the Council remains focused on delivering initiatives that support its corporate priorities.

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1. **Background**

1.1. Throughout modern history, technological innovations have altered the way that people interact, share information and deal with the world around them. Every bold step forward has resulted in faster, cheaper and more accessible forms of communication that have been universally adopted as part of modern life. The past 25 years have been particularly turbulent times with disruptive new technologies completely altering the way people collaborate and see the world.

1.2. The growth of the internet, the evolution of personal computers and the proliferation of fast, reliable and near ubiquitous mobile communications are just a few examples of how incredibly powerful technologies and services have become both accessible and necessary components of modern life. Organisations have responded to this explosion in capacity by offering ever more immersive and innovative services to assist, entertain and inform a growing consumer market.

1.3. More recently, concepts such as the "Internet of Things" have come to reflect the interconnected world that we now live it. Inanimate "smart" devices that communicate and talk to each other have become common place and increasingly important as providers aim to deliver better services, more reliably and effectively. Everything from the industrial control systems that run power plants to the light bulbs in people's homes have become digitally connected.

1.4. The immense growth in digital devices has also created industrial scale opportunities for data analytics. "Big Data" has given organisations far greater insight into how their services and products are consumed and whilst it has always been possible to make decisions based on understanding, the level of detail now available is far greater than ever before. Coupled with increased access to digital media, the influence this data can have over an individual is very significant.

1.5. The Public Sector hasn't been isolated from the march of technology. Ambitious programs such as e-gov paved the way for better public services but it's not until recently that organisations have truly begun to embrace the digital world. There is of course no right or wrong way of "doing digital" but what is clear is that innovation and change are not only inevitable, but are now very necessary.

1.6. This report seeks to highlight some of the issues faced by Newcastle under Lyme Borough Council with regards to digital delivery and the potential opportunities to address this.

2. **Issues**

2.1. *Delivering Better Outcomes*
The Council's first priority is to deliver local services that work for local people. The provision of effective digital experiences will contribute significantly to achieving this priority but at present, the Council's digital offering is limited. Most services that do exist online are simple forms that result in an email to a department, with virtually no traceability or integration with business applications. This situation requires significant improvement to address the needs of both the authority and its citizens.

2.2. *Growing our People and Places*
Local authorities have the power to influence how easy (or difficult) digital innovation can be. Recognising this and harnessing the responsibilities we have in shaping the physical environment, developing public infrastructure and supporting social inclusion is key to achieving the Council's second priority of growing our people and places. Currently no services are addressing this and digital opportunities are not routinely considered as part of the Council's day-to-day business.

2.3. *The High-Street and Office*
The future high street is a relatively new but significant problem. Digital services can contribute to the survival of the town centre in a number of ways; dedicated apps that promote town centre, physical infrastructure such as public Wi-Fi, 5G mobile services and assistive IoT technology are just a few examples of digital initiatives that could support the future of our town centres. Currently this future potential is not being developed or explored.

2.4. *The Environment*

Environmental concerns are now a very significant issue. The enablement of digital services has the capacity to impact the local environment in a positive way – be that through reduced transport requirements or more efficient buildings. The environment impacts on all Council's priorities and currently, the positive potential of "digital" is not being considered and again, is not part of the routine business of the authority.

2.5. *21ˢᵗ Century Solutions - For All*

The Council has a huge opportunity to design services that are created to take advantage of modern tools and technologies. These services should be based on the needs of the customer, the authority and Newcastle as a whole, and not simple delivered in a particular way, because "we always have". This ties into the Council's corporate priority to develop local services that remove duplication, reduce costs and improve the quality of services. But this potential is not currently being explored.

2.6. *Data-Driven Decision Making, Personalised Experiences and Targeted Intervention*

The Council knows a lot about its customers. This knowledge can be used to deliver personalised customer experiences, make informed decisions, allocate resources more effectively and make better use of the limited public funding that we have available. Data and insight should be at the heart of the decision making processes in an ethical, transparent and sustainable way but are currently an afterthought at best and at worst, completely omitted.

2.7. *Tackling Digital Exclusion*

Newcastle has a diverse population and the Council is uniquely positioned to provide the leadership required for grassroots digital participation. This could be done in partnership with users, local stakeholders, central government, the commercial and third sectors. Presenting services that are of interest to the individual, are user-led in design and accessible to all will directly support the Council's third priority, a Healthy, Active and Safe Borough.

2.8. *The Council Does Not Have a Strategy to Address Digital Needs*

In the past 12 months, a small digital transformation at the Council has begun. Whilst successful in its outcome, this has however been a reactive transformation to meet very specific needs. The Council currently does not have a strategy to address its digital needs and this is essential to ensure we understand our digital journey and that any investment of resources is appropriately directed.

2.9. *Increasing Public Demand*

Demand for the Council's services continues to rise whilst the number of people available to deliver them is generally diminishing. This is not a sustainable method of working and the Council has to ensure that its services can be made available electronically. However, the development and release of services has to be done in a fully integrated way and not through the simple addition of new digital channels on top of old processes.

2.10. *Missed Commercial Opportunities*

Increasingly, Councils are being asked to finance their own operations and a key way to achieve this is through commercialisation. Digital technology is a key driver, facilitating increased capacity at limited cost. Any service that can generate income through its portfolio should not be restricted by technology but at present this is not representative of how the Council works.

2.11. *Resource and Commitment*

The Council currently has no resource dedicated specifically to facilitating digital transformation. There is also no agreed commitment from the Council's senior leadership to support such a programme. The Council's most recent endeavours have been "in addition" to officer's regular workload and in some instances that has resulted in other areas receiving a downgraded service. Clear direction and commitment is required if Newcastle is to make a success of digital transformation.

3. **Proposal**

3.1. *Adopt a Digital Strategy*

To ensure that Newcastle Borough Council begins to proactively embrace the opportunities that improved digital services may offer, the Council's Digital Team have developed a Digital Strategy. A full copy of this (in draft form) is included in Appendix 1.

Through our digital strategy the Council will positively use the tools and technology of the information age to deliver its corporate priorities:

- Local services that work for local people
- Growing our people and places
- A healthy, active and safe borough
- A town centre for all.

We will do this by focusing on four digital priorities:

Local Services that Work for Local People	Growing Our People and Places	A Healthy, Active and Safe Borough	A Town Centre for All

Our Digital Service Creating valuable, insightful and reliable digital services for our residents, businesses and visitors

Developing exceptional, frictionless, digitally enabled services that work consistently across channels

Using robotics, automation and artificial intelligence to assist the delivery of services

Deliver personalised content and services, tailored to the needs of the individual

Our Digital Community Enabling our communities to benefit from the opportunities digital can offer

Developing the digital skills of our communities to remove digital exclusion

Encourage the development of the digital service sector and infrastructure through innovative policy and partnerships

Ensuring that our communities are informed, engaged and energised to the possibilities of digital

Our Digital Culture Empowering our staff with the skills and tools to develop and deliver efficient services

Becoming a Digital First organisation with a skilled workforce that challenged inefficiency and embraces opportunity

Ensuring the open, transparent and ethical use of digital services across the organisation

Invest in technology that facilitates smarter working and better service delivery

Our Digital Organisation Using data to inform decisions, deliver value and better understand our world

Using our knowledge to design services and inform decisions that positively influence our community

Delivering personalised services tailored to our citizens needs

Using our insight to deliver targeted interventions and focus our resources where they are most beneficial

a) *Our Digital Service: Creating valuable, insightful and reliable digital services for residents, businesses and visitors*

This priority underpins everything that will be delivered; digital services that are accessible, add value and are based on insight about what customers actually need. Importantly, the services created must work completely and become the preferred method of contact above other channels.

The Council would need to tailor services according to what the public require and what is of benefit. The same principles would apply to internal services, underpinned by digital business models.

b) *Our Digital Community: Enabling our communities to benefit from the opportunities that digital can offer*

By including policy, practices and partnerships as a key digital theme, the Council can ensure that every aspect of how Newcastle develops supports future digital opportunities. Relatively simple decisions may be all that is required to have a big impact.

The Council can leverage is unique position as a provider of services, an influencer of the built environment and co-ordinator of organisations to affect how the wider Newcastle community responds to the digital challenges it faces. We are ideally placed help our citizens, businesses and residents to realise the opportunities that a digital future presents.

c) *Our Digital Culture: Empowering our staff with the skills and tools to develop and deliver efficient services*

Our staff are at the heart of the services that the Council delivers. The Council must empower its workforce to become Digital First – to deliver effective and efficient public services. We need to address staff skills to push the boundaries of what they do, to pursue opportunities, to understand our environment, to manage data, to act ethically and responsibly and to collaborate in ways never seen before. We need our organisation to continuously ask, where's the opportunity?

To ensure our success in the future, we need to prepare and ensure that our staff not only have the soft skills that are required, but also the specialist skills to effectively analyse data, gain insight, spot trends, effectively create content, dig deeper and feel empowered to make changes where the opportunities exist to make this possible.

d) *Our Digital Organisation: Using data to inform decisions, deliver value and better understanding of our world*

This priority is critical to the Council's future success and involves moving towards a model of decision making that is not based on instinct, but on insight. This insight will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time. All of which makes better use of public money.

This method of organising our services will allow the Council to deliver its vision of opportunity, by understanding what our customers require and how those needs can be met.

The Digital Strategy will be finalised in conjunction with the Leader of the Council.

3.2. *Establish a Dedicated Digital Team*
If the Council is to seriously develop its digital presence, a number of key resources will need to be dedicated to delivering a digital programme. These are outlined below:

a) *Digital Delivery Manager 1x FTE*
As part of the restructuring of Customer and Digital Services, a business manager post has been introduced for the role of Digital Delivery Manager. In general, this person will be responsible for delivering on the Council's Digital Strategy and co-ordinating the efforts of the digital team at both a strategic and operational level with other services, partners and external providers.

b) *Digital Delivery Project Manager 1x FTE*
Currently, an ICT project manager is dedicated to supporting the digital delivery project as their sole responsibility. A second project manager has also been seconded to the Recycling and Waste service to support the delivery of the revised collection arrangements (which is also heavily dependent on digital delivery). It is anticipated that project management resource will be an ongoing requirement and is mentioned here, as future capacity issues may be experienced.

c) *Business Process Engineer 1.5x FTE*
A key element of the digital strategy is to develop processes from the ground up; to redesign them with modern, technical solutions in mind rather than simply doing something because we always have. This is accomplished through business process engineering. Capacity to complete this work needs to be introduced as at present, it is being provided on an ad-hoc basis in addition to a post holders existing workload.

d) *Process Engineering and Project Support 1x FTE*
As the workload for the digital delivery team grows, the capacity of the project manager and business process engineer will be directly affected. To ensure they can operate effectively, a support officer with suitable project management and business process experience will be introduced. This officer will deliver smaller scale transformation projects independently and work to support the senior officers. A resource from ICT is currently being aligned to this role.

    e) *Spatial Support Officer 1x FTE*

A key element of the digital transformation programme will be the availability of reliable address information. The Council currently maintains an address gazetteer which underpins most systems but a number of improvements need to be made. In addition, data driven decision making is highly influenced by the expression of data in a spatial context which at present, cannot be resourced. It is intended that an officer from the Council's Benefits team be re-skilled to fill this this important role.

    f) *Digital Developer 1x FTE*

To deliver complete digital services, a senior developer will be required. This individual will work with the digital team to translate business processes into operational services. They will also act as the link to other technical specialists within ICT, ensuring the effective integration of systems and adherence to appropriate standards. It is anticipated that these responsibilities will be fulfilled by the existing ICT officer providing the service.

    g) *Development Apprentice 1x FTE*

To support the Digital Developer, an apprentice will be introduced. Arrangements have already been made through training provider QA, to source a suitable individual and provide a structured training programme. The training is being provided as part of the Council's apprenticeship levy and will result in the post holder securing a recognised industry qualification.

    h) *Forms & Content Creator 0.6xFTE*

A number of the Council's existing forms which do not need to integrate with back office systems can be easily created and managed by a digital content creator. This individual will also ensure the co-ordination of the digital delivery team's products with other services such as the Council's website and contact centre. This is important as the consistency of information across multiple channels is essential to effective delivery.

The roles identified above will be sufficient to deliver to core components of the Council's Digital Strategy:

- Migration to the Jadu CXM Platform
- Service Transformation*
- Mobile Working for front line services*
- Self Service
- Digital Inclusion
- Transparency and Information Management*

Some of the initiatives listed above (denominated with a *) may require additional investment in new technology or specific staff resources. Where requirements such as this are identified, it is anticipated that they will require the production of a business case for consideration by the Digital board or via an existing Council structure. This is also the case for other initiatives listed in the action plan of the Digital Strategy; the core team will commence the required work, but each will be considered on a case by case basis.

3.3. *Adopt a Governance Structure for Digital Delivery*

To ensure that the Digital Delivery programme results in tangible outcomes and remains focused, an appropriate governance structure must be established. It is proposed that a corporate ICT & Digital Services Steering Group is established and chaired by the Portfolio Holder for Corporate and Service Improvement, People and Partnerships. The groups vice chair would be the Council's Executive Director for Resources and Support Services.

Terms of reference for this group were agreed by the Council's Executive Management Team in May 2019 and are included in Appendix 2 for consideration.

4. **Reasons for the Preferred Solution**

4.1. Section 2 outlines a number of significant issues that the Council faces, both internally with regard to the sustainability of our current operating model and in the wider community. The proposed Digital

Strategy is intended to directly address most, if not all of these issues in a flexible and sustainable way that can be tailored to the needs and capacity of Newcastle under Lyme.

4.2.   The key objectives of the strategy focus on delivering prioritised outcomes that the Council will be able to achieve. The suggested method of evaluating other streams on a case by case basis will allow the Council to investigate promising digital avenues, but with sufficient corporate oversight to ensure that we use the funding we have appropriately and do not invest in "nice to have" prospects, that ultimately deliver little or no value.

4.3.   The formation of a digital team will provide the structure necessary to clearly drive forward digital services. The proposed strategy has a number of aspects that will ultimately be delivered in partnership with other service areas and having an appropriate structure in place to facilitate and co-ordinate this will be essential. By providing a centralised pool of skilled individuals, the burden of transformation placed on individual services can be reduced and our methods of change applied in a consistent and reliable way.

4.4.   It is also important to recognise that existing digital transformation attempts, although limited in scope, have been extremely successful. The launch of the Chargeable Garden Waste service for example resulted in over three quarters of the 20,000 subscriptions being completed entirely online. Completing a sign-up over the phone takes approximately seven minutes, so the resulting digital initiative removed the equivalent of 1,750 hours of work – or put another way, four full time staff members working flat out for nearly 12 weeks.

4.5.   The model of operation used to deliver the Chargeable Garden Waste service will ultimately be used by the digital team again in other service areas. It is fully anticipated that these transformative activities will result in quantifiable, cashable savings in both front line and back office functions. Each transformation will be accompanied by appropriate documentation that specifically identifies the anticipated benefits and provides a method of evaluation for future performance.

4.6.   For a project of this scale, an appropriate governance structure has to be in place. The proposed arrangements also highlight the commitment to digital transformation across the most senior levels of the organisation. The clarity and simplicity of the structure will give services a simple route to bring forward proposals and ensure that the Council remains focused on delivering initiatives that support its corporate priorities.

5.   **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

5.1.   As previously identified, the outlined proposals link to all Corporate Priorities.

6.   **Legal and Statutory Implications**

6.1.   Elements of the proposed work streams are affected by the following legislation:
a) General Data Protection Regulations
b) Privacy and Electronic Communications Regulations
c) Data Protection Act

6.2.   The full legal implications of any digital delivery strand will be fully explored as part of the development process.

7.   **Equality Impact Assessment**

7.1.   It would not be appropriate to create an overall Equality Impact Assessment for this report's proposals. However, full assessments will be routinely carried out where any changes are being made to existing service delivery methods.

8.   **Financial and Resource Implications**

8.1.   *Staffing*

Role	Status	Cost	Funding
Digital Delivery Manager	Vacant	£60,000	BGF
Project Manager	In Situ (ICT)	£44,000	ICT (A121)
Business Process Engineer	0.5 In Sutu (BI)	£20,500	BI (A514)
	1.0 Vacant	£41,000	BGF
Process & Project Support	Redeployment (ICT)	£37,600	ICT (A121)
Spatial Support	Redeployment (Benefits)	£33,200	Benefits (G107)
Senior Developer	In Situ (ICT)	£37,600	ICT (A121)
Apprentice	Vacant	£17,300	ICT (A121)
Forms & Content Creator	In Situ (Customer Svcs)	£15,400	Customer Svcs (A605)
Table 1 – Anticipated Staff Costs			

The anticipated staff costs outlined in table 1 are whole year amounts including on-costs. Where existing staff are already in post, it is anticipated that their funding source will remain unchanged.

A significant amount of resource is being released by ICT. This has been accomplished by:
- Backfilling Project Management Resource with costs covered by Recycling and Waste Services.
- Introducing a Cyber Security apprentice, releasing an existing officer to provide project and process support.
- Introducing an ICT Service Desk apprentice to backfill resources within the support team.

Both ICT apprentices are outside of the scope of this report, but costs are being covered through the reuse of funding for a vacant senior post.

It is anticipated that Borough Growth funding of at least £100,000 will be available for a period of three years to support the core team.

8.2. *Systems and Services*
Where additional expenditure is identified as a requirement, this will be evaluated on a case by case basis. As part of this process, a business case will be required to justify any spending required against achievable cost savings. Funding sources will require identification at the point of business case submission.

Initially however, £15,000 has been allocated from this year's Borough Growth Fund to cover the costs of any early interface purchase/development requirements.

9. **Major Risks**

9.1. Specific risk profiles will be delivered for each of the programmes initiatives. However, significant risks include:

- Data Management
  Each new service will involve the processing of significant personal information. This must be appropriately managed and protected as a legal obligation.

- Failure to Deliver
  The Council is considering a very significant programme of transformation and this inherently carries a risk that all outcomes will not be delivered. However, the proposed team structure and governance arrangements are expected to mitigate this as much as possible.

- Lack of Support
  Any programme of significant change will result in a degree of resistance. The Council must manage this appropriately to ensure the digital delivery programme generates the anticipated service improvements.

- Savings Fail to Materialise
Whilst specific savings will be quantified on a case by case basis, there is a combined risk that a lack of support from the organisation and the failure of the digital team/service areas to deliver change will prevent these savings from being realised.

10. **Key Decision Information**

10.1. This report is considered as a key decision as the outcomes indirectly affect all wards.

11. **Earlier Cabinet/Committee Resolutions**

11.1. 18/01/2017 – Cabinet, Digital Delivery of Services

12. **List of Appendices**

12.1. Appendix One – Draft Digital Strategy
12.2. Appendix Two – ICT and Digital Steering Group Terms of Reference.

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Terms of Reference

ICT & Digital Services Steering Group

May 2019

Document Control

Version	Date	Author	Summary of change
1.0		R. Bloor	Initial creation of terms of reference
1.1	09/04/2019	D Elkington	Inclusion of ICT Steering Group requirements and formatting changes.
1.2	15/05/2019	R Bloor	Feedback from EMT added
1.3	16/05/2019	D Elkington	Reporting routes clarified
1.4	27/08/2019	D Elkington	Portfolio Holder title updated.

Document Approval

This document was approved by the following people

Approver Name	Version	Date
M Hamilton J Willis, D Adams	1.3	7/5/2019

Purpose

The purpose of the Digital Services Steering Group is to ensure the development, co-ordination and management of the Council's digital delivery and ICT service activities through effective direction and control.

The objectives of the Digital Services Steering Group are to:

1. Provide the overarching governance and decision making framework to support both digital service development and ICT delivery.
2. Provide oversight for the definition, review and currency of the Council's digital and ICT strategies, ensuring that these are compatible with and support Council's wider corporate plan.
3. Authorising and directing the resources required for the development of strategic and operational plans for digital service development, ensuring this is linked to and delivers upon corporate objectives.
4. To consider, challenge and approve proposals for both ICT and digital matters, ensuring they meet the strategic needs of the organisation and that any conflicts are appropriately resolved.
5. Champion a 'Digital First' approach throughout all Council Services and activities, including those of elected members.
6. Oversee additional opportunities and commission initiatives that will contribute to the improvement of services and promote joined up working across the Council.
7. Promote customer consultation and data driven decisions making as the basis of digital service design and improvement.
8. Work to establish a network of Digital Champions across the borough which will support the drive for increased take-up of digital Council services, within both the staff and Member arena's.
9. To own, manage, understand and challenge the mitigation of risk for both the digital delivery and ICT services groups.
10. Report on these matters to the Cabinet, Efficiency Board, and Executive Management Team as required.

Key Roles

To ensure the effectiveness of the Digital and ICT Steering Group a number of key roles and responsibilities have been identified:

a) **Group Chair**

- To effectively chair and facilitate group meetings, ensuring that agenda items are covered and all views actively sought and considered.
- Commit to effective and efficient programme governance

b) **Senior Responsible Officers**

- To effectively represent the interests of other service areas within the organisation and ensure that corporate priorities are aligned with the direction of the digital services steering group.
- Commit and ensure the availability of resources to deliver the objectives of the Council's ICT and Digital plans.
- To ensure that the work of the Digital Services Steering group is championed within their respective service areas and promote visibility to other corporate groups where appropriate.

c) **Supporting Officers**

To provide technical or organisational expertise that is relevant to the work of the Digital Services Steering Group.

Membership

The Digital Services Steering Group will have the following membership:

- Chair — Portfolio Holder - Corporate and Service Improvement, People and Partnerships
- Vice Chair — Executive Director, Resources and Support Services
- Senior Responsible Officer — Executive Director, Resources and Support Services
- Senior Responsible Officer — Executive Director, Operational Services
- Supporting Officer – Digital Delivery — Digital Delivery Manager
- Supporting Officer – ICT — ICT Operations and Development Manager
- Supporting Officer – Communications — Head of Communications
- Supporting Officer – Human Resources — Head of Human Resources
- Supporting Officer – Frontline Services — Head of a Frontline Service

To ensure quoracy, at least five group members including the Chair or nominated Vice Chair must be in attendance.

When a group member has sent their apologies to two consecutive meetings of the Group, they will be challenged in line with the Council's Efficient Meetings Protocol. This also requires and annual review of attendance and the addressing of individual poor attendance very proactively.

If a nominated Officer is unable to attend then a suitable substitute should attend where possible.

It may be necessary for a smaller group to meet (physically or virtually) at short notice due to a major incident that requires immediate attention.

Frequency of Meetings

Meetings will be held on a bi-monthly basis, with emails considered as an appropriate mechanism to keep the group up-to-date in-between. It may however be necessary for meetings to be called more frequently. Therefore meetings may be called as and when required / necessary with the agreement of the chair.

Standards

Decisions will be taken by agreement. There will be no voting.

Agendas will be electronically available at least four working days prior to meetings. Associated documents will be circulated with the agenda wherever possible; otherwise before the meeting except in exceptional circumstances or in relation to urgent items.

Papers containing sensitive information will be restricted.

An Action Log will be compiled for each meeting and agreed as an accurate record at the next meeting. Agreed Action Logs will be forwarded to the next available Efficiency Board and Executive Management Team for information.

Reporting
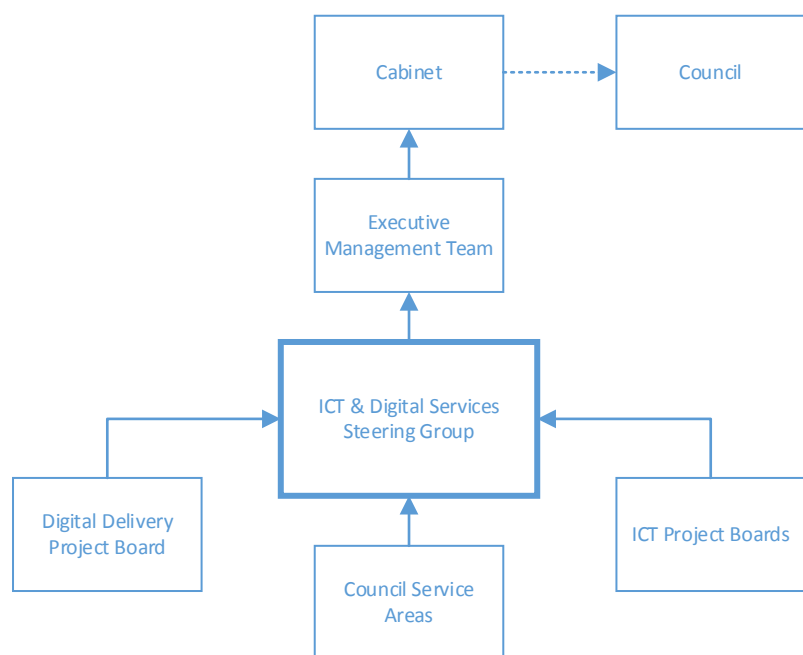
Figure 1. Digital Services Steering Group – Reporting Framework

The approved minutes and decisions of the group will be reported to:
- Executive Management Team
- Cabinet
- Council (at the request of Cabinet)

Corporate groups that report into the ICT and Digital Services Steering Group include:
- Digital Delivery Project Board
- ICT Project Boards (established in response to approved project work where necessary)

Council Services may also report into the ICT and Digital Services Steering Group for tasks such as requesting resource, approval of a business case, etc.

Where necessary, the policies developed and approved by the group may require consideration by Staffing Committee and other appropriate consultative groups.

Support to the Group

Administrative Support – Secretary to the Executive Director, Resources and Support Services

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DIGITAL STRATEGY

for Newcastle-Under-Lyme
2019-2022

To provide easy-to-use online services for our residents and business that deliver value and greater independence

NEWCASTLE
UNDER LYME
BOROUGH COUNCIL

Contents

Foreword

Cllr. Simon Tagg - Leader of the Council

As Leader of Newcastle under Lyme Borough Council I have the privilege of overseeing one of the most ambitious transformation agendas ever envisioned.

Our plan is to make sure that every resident, business and visitor to our Loyal and Ancient Borough can benefit from the opportunities that our digital future can provide; whether that's accessing Council services or ensuring people have the skills they need to make the most of digital services.

Martin Hamilton - Chief Executive

This strategy is really kick-starting our work to deliver the Council's four priorities as so much of our future relies on digital services.

Over the next few years we will embrace what these opportunities can offer and ensure that we put digital delivery at the heart of everything we do. There is tremendous potential and this strategy outlines how we will turn our ambitions into reality.

About the strategy

The Newcastle under Lyme Borough Council Plan 2018 - 2022 sets out the Council's priorities for the next four years:

- Local services that work for local people

- Growing our people and places

- A healthy, active and safe borough

- A town centre for all

The Digital Strategy is intended to support the achievement of these priorities, enabling the Council to transform itself and to realise the opportunities that a digital future may hold.

Our Digital Services

Local services that work for local people

Our Digital Community

A town centre for all

Our Digital Organisation

Growing our people and places

A healthy, active and safe borough

Our Digital Culture

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The Opportunity

Technological innovations have fundamentally changed how people interact, share information and deal with the world around them. Every bold step forward has resulted in faster, cheaper, more accessible technology that's been quickly adopted and embedded as part of modern life.

86% of Adults in Newcastle use the internet every day

78% do this using a smartphone

3,160 Telephone transactions each week

20.2% Of residents are over 65

35k People visit the Council's website monthly

22mbps Average internet speed in Newcastle

65-74 Age group with the biggest increase in internet usage 2019

50% Prefer electronic communication

9% prefer face to face services

129,000 People live in Newcastle under Lyme

The Opportunity

The last decade has been particularly exciting and Councils, like other organisations, have developed their services to meet growing consumer demand. Public expectations have also changed, increasingly expecting access to services at any time, from anywhere, using any device.

By **2028** almost **7 million** Adults will **lack Essential Digital Skills**[*]

Central Government aspires by **2025** to have **Nationwide Gigabit** Broadband

The Digital Opportunity however extends beyond simply enabling Council services online. The world of work and commerce are changing and it is essential that people have the skills and confidence to benefit from all that digital can offer. The Council is uniquely placed to support this.

Our built environment must also be able to deal with the challenge that digital presents. Council's have a responsibility to ensure that their polices and practices support creating a physical environment that is a catalyst for digital change and that residents, businesses and visitors alike can all benefit from digital opportunities.

[*]Good Things Foundation - Bridging the Digital Divide 2018

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The Opportunity

Councils and other organisations in both the public and private sectors also have the potential to deliver truly joined up services. Technology no longer restricts these possibilities which would benefit both the organisation and the citizen.

Mr. Smith Revenues & Benefits

A Smith Garden Waste 34 High Road

34 High Road Noise Complaint

A Smith Planning Consultee

A J Smith Business Rates

Andrew Smith Food Premise Licence

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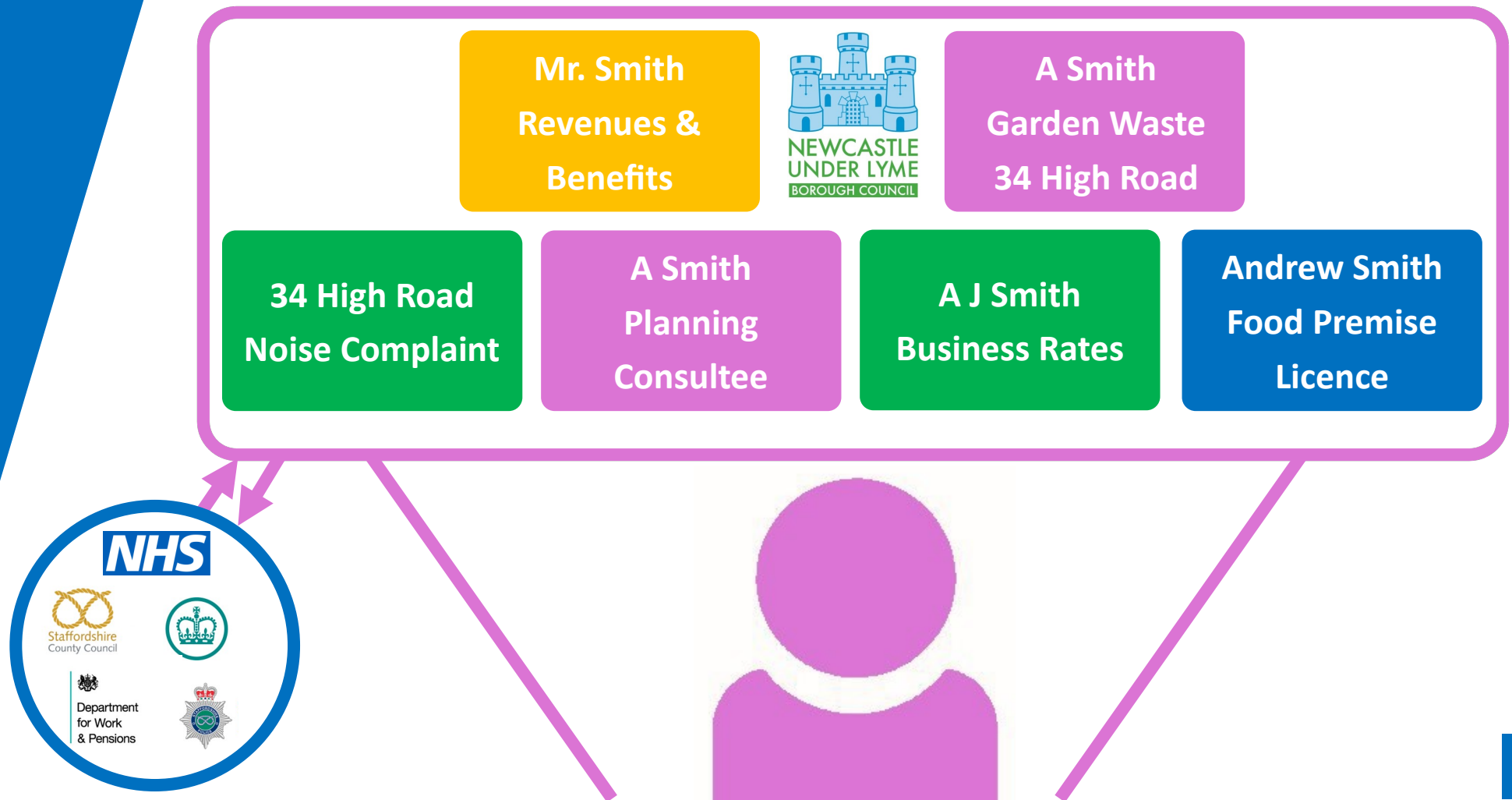
The Opportunity: Garden Waste

In 2018, Newcastle under Lyme Borough Council began the introduction of a chargeable garden waste service. The Council's recycling service anticipated that approximately 20% of Newcastle's 43,000 households would want to use the service, each requiring a method of processing the subscription.

The Council's Customer Service, ICT and Waste teams all identified that processing transactions over the phone would not be practical, so a decision was made early in the service design, to produce a digital solution.

The service was hugely successful, processing nearly 14,000 subscriptions online in the first three months. This was blended with Contact Centre operations and limited face to face interactions.

20,000 subscriptions

19,500 households

78% processed online

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The Opportunity: Shifting Channels

The past 10 years have seen a clear and definite shift in how citizens consume Council services. Website usage has grown significantly whilst face to face interactions have plummeted. This trend will continue as more and more people begin to consider the Council as nothing more than a website they visit to access services.

Twitter Followers @NewsNBC

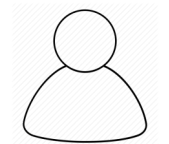**2009: 0 → 2019: 8149**

Facebook Followers @NewsNBC

2009: 0 → 2019: 3700

Average Phone Calls Per Month

2009: 16,250 → 2019: 13,700

Face to Face visits per month

2009: 4,500 → 2019: 1,500
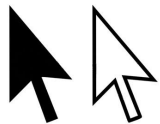
Transactions Completed Online

2009: 0 → 2019: 49,000

Monthly Website Visitors

2009: 11,000 → 2019: 35,000

Monthly Average MyStaffs App

2009: 0 → 2019: 1,027

Our Digital Themes

Our Digital Services

Local services that work for local people

Our Digital Services

Creating valuable, insightful and reliable digital services for residents, businesses and visitors

This priority underpins everything digital services can offer, delivering exactly what the citizens actually needs, when they need it via a means they are happy with.

Importantly, the services introduced must not only be easy to access, but they must also be easy to use and work - first time, every time.

Our Digital Community

A town centre for all

Our Digital Community

Enabling our communities to benefit from the opportunities digital can offer

By including policy, practices and partnerships as a key digital theme, the Council can ensure that every aspect of how Newcastle develops supports future digital opportunities. Relatively simple decisions may be all that is required to have a big impact.

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Our Digital Themes

Our Digital Culture

Empowering our staff with the skills and tools to develop and deliver efficient services

Staff are at the heart of Council services and must be empowered to become Digitally focused – to deliver effective and efficient public services. We need to address staff skills to push the boundaries, pursue opportunities, understand our environment, manage data, act ethically and responsibly and collaborate in ways never seen before.

A healthy, active and safe borough

Our Digital Culture

Our Digital Organisation

Using data to inform decisions, deliver value and better understand our world

Moving towards a model of decision making that is based on insight is key to the Councils future. A better understanding of our citizens will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time. All of which makes better use of public money.

Growing our people and places

Our Digital Organisation

Our Digital Themes

Our digital themes cut across the entire organisation and are specifically intended to support the delivery of the Council's plan.

Local Services that Work for Local People	Growing Our People and Places	A Healthy, Active and Safe Borough	A Town Centre for All

Our Digital Service Creating valuable, insightful and reliable digital services for our residents, businesses and visitors

Developing exceptional, frictionless, digitally enabled services that work consistently across channels

Using robotics, automation and artificial intelligence to assist the delivery of services

Deliver personalised content and services, tailored to the needs of the individual

Our Digital Community Enabling our communities to benefit from the opportunities digital can offer

Developing the digital skills of our communities to remove digital exclusion

Encourage the development of the digital service sector and infrastructure through innovative policy and partnerships

Ensuring that our communities are informed, engaged and energised to the possibilities of digital

Our Digital Culture Empowering our staff with the skills and tools to develop and deliver efficient services

Becoming a Digital First organisation with a skilled workforce that challenged inefficiency and embraces opportunity

Ensuring the open, transparent and ethical use of digital services across the organisation

Invest in technology that facilitates smarter working and better service delivery

Our Digital Organisation Using data to inform decisions, deliver value and better understand our world

Using our knowledge to design services and inform decisions that positively influence our community

Delivering personalised services tailored to our citizens needs

Using our insight to deliver targeted interventions and focus our resources where they are most beneficial

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The Local Digital Declaration

The Local Digital Declaration is a common set of aspiration for the future of local public services, initiated by the Ministry for Housing, Communities and Local Government and the Government Digital Service.

The declaration contains a number of commitments for an organisations Executive Management, Heads of Service and Elected Members.   It commits organisations to:

- Design services that best meet the needs of citizens

- Challenge the technology market to offer the flexible tools and services we need

- Protect citizens' privacy and security

- Deliver better value for money

These commitments are directly compatible with the themes of the Digital Strategy and we will commit to the Local Digital Declaration, to ensure that we deliver the highest quality digital services and share our experiences with others who may benefit from what we have learned.

Ministry of Housing, Communities & Local Government

Government Digital Service

Governance

Our digital strategy affect every area of the Council. Having an effective governance structure in place will ensure we remain focused and on track.

- A combined ICT and Digital Services Steering group will be established.

- The Steering Group will report into the Council's Executive Management Team and Cabinet.

- Cabinet may choose to report our progress into full Council when appropriate.

Executive Management Team → Cabinet

ICT & Digital Services Steering Group

Council

Digital Delivery | ICT Project Boards | Other Services
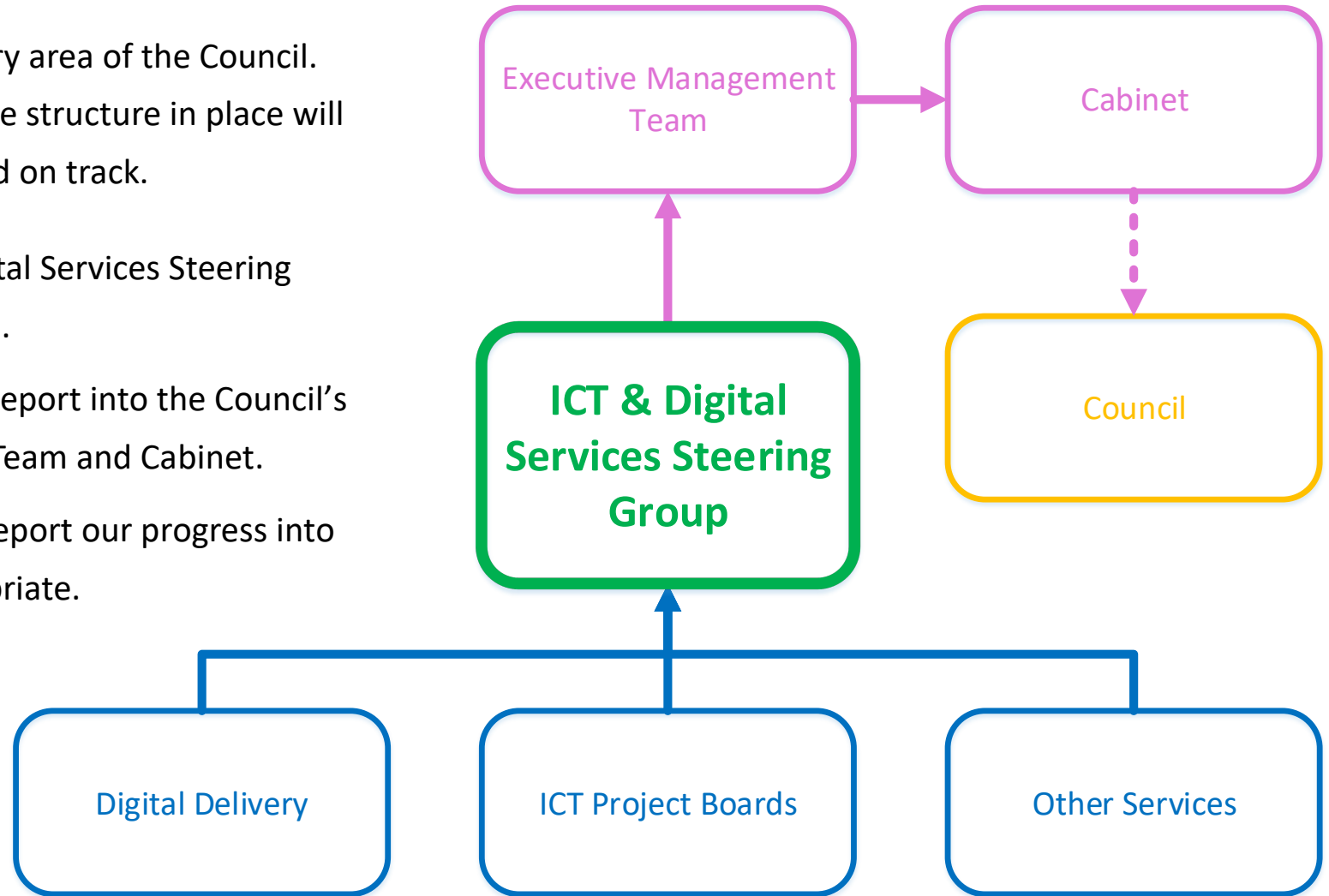
Action Plans

A clear action plan has been developed to deliver the digital strategy.

It will ensure an ambitious and clear direction of travel for Digital Services in the Council, , inclusive services are developed that are accessible to all and establish a framework for supporting the development of Digital communities and provide digital services fit for the future.

Our Digital Services			
Project	**Description**	**Status**	**2022 aim**
Migration to the Jadu CXM Platform	The Council must migrate its existing citizen forms away from its legacy CRM platform to our replacement Jadu Citizen Portal.	Commenced February 2019	100%
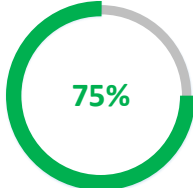
Anticipated Benefits:

- The introduction of a citizen portal with end-to-end services, available 24x7x365, from anywhere, on any device.

- Shift towards online access away from telephone and face to face

- An increase in overall levels of satisfaction.

- Quantifiable efficiency savings for the Council.

- A reduction in the cost of legacy back-office applications.

Action Plans

Our Digital Services

Project	Description	Status	2022 aim
Council website	The Council's website is effective in its delivery of content, but is not particularly interactive and provides no facilities for personalisation. A project will be commissioned to investigate how the website can be developed and what opportunities exist to better engage with our communities.	Commencing Q2 2020/21	100%

Anticipated Benefits:

An improved website could provide the Council with a way to engage with the public to make information accessible in a timely and relevant way. A flexible website that allows information to be reused and engages with the specific needs need's of the citizen will provide a much richer experience than is presently available.

Project	Description	Status	2022 aim
Automation, Robotics and Knowledge	The Council's Citizen Portal provider, Jadu, has existing partnerships in place with automation providers. The Council should actively begin looking into areas of possible robotic automation through Artificial Intelligence and the supporting requirements such as a comprehensive knowledge base.	Commencing Q4 2019/20	75%

Anticipated Benefits:

The simplest transactions could be automated through the use of robotics. The use of a multi-channel system could reduce the time spent with citizens via phone, face to face or even online channels. The potential savings could be as a result of the reduction in face to face and telephone transactions at a cost of £10 and £3 retrospectively.

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Action Plans

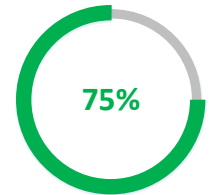| Our Digital Services			
Project	**Description**	**Status**	**2022 aim**
Service transformation	The Council has already begun the work of re-engineering services The design and future commissioning of services must take account of community involvement and feedback to ensure that services are as accessible to the public. The Council will develop and promote the use of a "My Account" portal, providing a single sign on service for both residents and business – providing bespoke information based on needs and location.	In progress, however, resourcing for the programme will need to be considered to achieve longer term objectives	**75%**

Anticipated Benefits:

The anticipated benefits of service transformation are considerable and stretch across the digital landscape. These include but are not limited to:
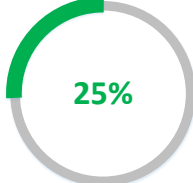
- The introduction of a citizen portal with end-to-end services, resulting in a possible reduction of transactions across other channels

- Access for citizens, 24x7x365 with the ability to provide a single login for multiple services

- Redesign of back-office services to take advantage of digital delivery models and the retirement of legacy platforms

- An increase in overall levels of satisfaction

- Quantifiable efficiency savings for the Council

- Better service delivery for residents, businesses and visitors to Newcastle under Lyme

Action Plans

Our Digital Services

Project	Description	Status	2022 aim
Mobile working for front line services	Deployment of mobile working solutions for field based service operatives and front facing services.	By 2020	**100%**

Anticipated Benefits:

This will provide a seamless solution for staff out in the Borough resolving issues. There is a potential saving for dealing with issues, there and then whilst in the locality when a problem is reported, along with potential capacity improvements and more efficient methods of working.

Our Digital Community

Project	Description	Status	2022 aim
Internet of Things	Internet of Things is a proposed development of the Internet in which everyday objects have network connectivity, allowing them to send and receive data. We will use the Internet of Things to improve service delivery where appropriate.	Development of pioneer projects within relevant service areas will begin in Q4 2020/21	**25%**

Anticipated Benefits:

Due to the complexity and potentially wide spread of applications, benefits will be defined on a case by case basis.

Action Plans

Our Digital Community			
Project	**Description**	**Status**	**2022 aim**
Digital Inclusion	Mechanisms will be put in place to ensure that service development takes account of what we know about our residents, what we can prove will be acceptable to them and how we can tailor services to be specific to the individual.	Initial work has already been undertaken but will be developed throughout 2019/2020	100%

Anticipated Benefits:

Understanding our residents will allow the council to provide better services. Also, in the current financially challenging environment ensuring that our resources are targeted in the areas of most need, where the impacts will be most beneficial is essential. Achieving this consistently is dependent upon understanding our service users and their collective needs.

Self Service	By using digital technology the resident can enter service request information directly from their computer, smartphone or tablet. The service request can be processed automatically and all information provided back to the resident electronically to satisfy the request. This is a more cost effective way to provide services, with fewer staff needed to process requests	Phase 1 self service roll-out will be completed in September 19. Work will then commence on phase 2 for completion by 2021.	100%

Self Service is a building block of digital delivery and a core aim; to allow residents, business and visitors to help themselves, 24x7x365. Facilitating our citizens retrieving information and logging their own requests online will create obvious efficiencies within front line operations, however phase 2 is where the real benefits will be delivered. Seamless, end-to-end transactions that are designed for electronic delivery could fundamentally improve how some areas of the authority work, for the benefit of all.

Action Plans

Our Digital Community			
Project	**Description**	**Status**	**2022 aim**
Assisted Services	Not every resident will have a computer or smartphone and they may not feel confident in its use even if they did. The Council has to consider how it will support people to willingly transition to digital. The Council should begin to look at how digital services can be made sustainable and how it can use its position as a community influencer to give people the confidence and	Discussions will be held with other Council teams to ensure the benefits of assisted services can be felt across the community. Commencing Q1 2020/21	100%

Anticipated Benefits:

Digital exclusion is a significant problem and it is estimated that within the next 10 years, 11% of the UK's population will not have the skills or confidence needed to fully engage in the digital world. By introducing assisted services, the Council can use its unique position within the community to positively encourage participation - ultimately resulting in better service access for residents and greater satisfaction.

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Action Plans

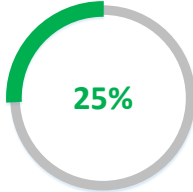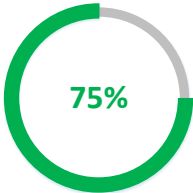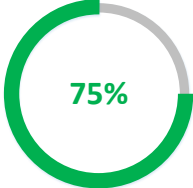|	Our Digital Culture		
Project	**Description**	**Status**	**2022 aim**
Staff Development	Our staff will be key enablers of digital opportunity. A digital skills audit will be undertaken to understand our organisational capabilities and address where support is needed	Work with Human Resources will be undertaken to design a suitable development scheme Q1 2020/21	100%
Members development	Members are key representatives of the Council both within the community and the organisation. It is essential that they not only have access to the tools necessary to fulfil their roles, but also the confidence and understanding to use them and champion digital opportunities within the wider world. A training and development program will be delivered for Members and their engagement with the digital delivery process sought.	Work with the Council's Cabinet and group leaders will be undertaken to develop and agree a suitable program of engagement Q4 2019/20	100%
Cultural & Policy Development	To ensure our success in the future, we need to prepare and ensure that our staff not only have the soft skills that are required, but also the specialist skills to effectively analyse data, gain insight, spot trends, effectively create content, dig deeper and feel empowered to make changes where the opportunities exist to make this possible	The initiative is dependent upon the related department and will be an ongoing process over the life of the Digital Strategy	50%

Action Plans

Our Digital Culture

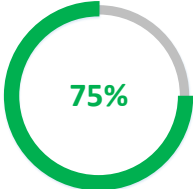| Project	Description	Status	2022 aim
Digital learning network	Establish a network of digital champions across the organisation to act as a reference point and advisor for change.	An implementation plan will be discussed and arranged in conjunction with Human Resources	25%

Our Digital Organisation

Project	Description	Status	2022 aim
Information and Communications Technology (ICT) Strategy	The ICT Strategy is designed to ensure that the council's ICT environment is properly managed, maintained, secured, resourced, is cost effective and designed to supports the council's business needs.	The ICT Strategy will directly underpin and support the Councils Digital Strategy. Work will commence Q4 2019/20	100%
Transparency and Information Management	Information management is a discipline that governs the transparency and accountability for the structure, storage, quality and usage of information required for management and business intelligence purposes. Including Geographical Information Systems.	Project plans in Legal Services for enhancements to Mod Gov and ICT services - EDRM project plan	75%

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Action Plans

Our Digital Organisation			
Project	**Description**	**Status**	**2022 aim**
Insight Development	To ensure decision-making that is not based on instinct but on insight. This insight will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time.	Work is underway with the Communications Team to fully develop an insight function	**75%**
Data Pooling & Address Referencing	Ensuring that the Council's various applications are integrated with the local land and property gazetteer will be a huge step forward in assisting a digital transformation. Ultimately, creating a common view of our residents will enable us to produce truly joined up services and facilitate delivery on a level not previously seen. The potential to work with external organisations in both the public and private sector is significant and the benefits for the	Work to investigate developing a common citizen record through data pooling and address referencing will commence in Q1 2021/2022	**75%**

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