

Swindon Borough Council

Resources and Corporate Overview and Scrutiny Committee

Monday, 30 January 2017

Committee Room 6, Civic Offices
At 6.00 p.m.

Conservative Councillors

Emma Faramarzi (Chair)
Nick Martin
Maureen Penny
Timothy Swinyard
Caryl Sydney-Smith

Labour Councillors

Steve Allsopp
Des Moffatt
Chris Watts
Robert Wright

Committee Officer: Rita Glen-Gallo, Committee Officer (01793) 463611 rglen-gallo@swindon.gov.uk

Swindon Borough Council can be contacted at the Civic Offices, Euclid Street, Swindon, SN1 2JH (Telephone 01793 445500)

Access Arrangements - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you have any special requirements to enable you to attend the meeting or would like to receive any of the pages contained in this agenda in a larger print size, please contact the Committee Officer as soon as possible prior to the date of the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are reminded that at the start of the meeting they should declare any known interests in any matter to be considered, and also during the meeting if it becomes apparent that they have an interest in the matters being discussed.

3. Minutes (Pages 3 - 10)

To receive the minutes of the meeting held on 17th and 28th November 2016.

4. Public Question Time

See explanatory note below. Please phone the Committee Officer whose name and number appears at the top of this agenda if you need further guidance.

5. The use of technology to drive down costs and to communicate with the Borough's residents (Pages 11 - 16)

6. Swindon Borough Council Digital Strategy (Pages 17 - 30)

Date of Despatch: 19 January 2017

Public Question Time - Swindon Borough Council remains committed to increasing its accountability to the public and to promoting active citizenship. 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from the public about the work of the Committee (except for confidential matters, and matters relating to planning and licensing applications). We will give priority to those who submit questions in writing at least two days before the meeting. Questions must be relevant, clear, and concise. You may not use Public Question Time as an opportunity to make speeches or statements.

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above or to the Director of Law and Democratic Services, we will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available on the Council's Website.

(<http://www5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>) or from the Committee Officer named above.

Terms of Reference

To fulfil all the functions of an overview and scrutiny committee as they relate to –

- The Budget Scrutiny function, at the request of the Scrutiny Committee,
- The review, scrutiny and development of policy recommendations,
- the management of performance,
- the monitoring of progress towards delivering corporate priorities, and
- the formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility for (but not limited to) the scrutiny of: -

- The Council's Revenue and Capital Budget,
- The Medium Term Financial Strategy,
- Strategic Projects,
- Leisure
- Corporate Customer Services

RESOURCES AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

THURSDAY, 17 NOVEMBER 2016

PRESENT:- Councillors Emma Faramarzi (Chair), Steve Allsopp, Brian Ford, Des Moffatt, Timothy Swinyard, Caryl Sydney-Smith, Chris Watts, Keith Williams and Robert Wright.

Apologies for absence were received from Councillors Nick Martin and Maureen Penny.

Also Present: Sue Wald (Director, Adult Social Care), Leon Barrett (Head of StreetSmart).

10. Declarations of Interest

The Chair reminded members of the need to declare known interests in any matters to be considered at the meeting. No declarations were made.

11. Minutes

Resolved – That the minutes of the meeting held on 13th June 2016, be confirmed and signed as a correct record.

12. Public Question Time

In accordance with Standing Order 28, Mr Brian Cockbill, of 44 Stratton Road, Swindon, submitted questions regarding the transference and future maintenance of physical assets to parish councils.

The Chair thanked Mr Cockbill for his questions and comments and advised that a written response would be provided.

13. Cabinet Member for Adult Health and Social Care Questions and Answer Session

Councillor Brian Ford, Cabinet Member for Adults' Health and Social Care, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Adult Services (older people, people with a learning disability, physical disabilities and mental health)
- Adult Voluntary Sector Contracts
- Implementation of Care Act 2014
- Adult Local Safeguarding Board
- Public Health – adults
- Supported Housing
- Learning Disability Partnership Board
- Maintaining links between the Council and partner organisations in the Health Services

- SEQOL Client Lead member
- Health Improvement
- Sexual Health
- Specific Strategic projects

At the request of the Chair, Councillor Ford, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints. He referred to the changes with SEQOL and the work being undertaken by Enterprise Works where marketing their products would increase revenue. He emphasised that whilst the commercialisation of Enterprise works was being undertaken, the main focus was on ensuring that Enterprise Works would continue their work of supporting individuals moving into long term employment.

Following his presentation of the report, Councillor Ford with the Director of Adult Services responded to questions and observations on the following matters:

- Work being undertaken between the Clinical Commissioning Group, Great Western Hospital and the local authority regarding delay transfer of care and how this would affect the deployment of resources over the winter months.
- The challenge of bed pressures that was addressed through proactively working with other agencies.
- The proposal of selling products produced by Enterprise Works in the centre of Swindon.
- Marketing Enterprise Works by promoting their location and updating their website to reflect products available.
- The importance of retaining health navigators to promote healthy lifestyles and eating.
- Marketing of fast food outlets on local authority lamp posts and how these may impact the healthy eating message.
- The importance at taking into account the patients' wishes regarding their discharge from hospital.
- Learning disabilities services' costs.
- Dedicated accommodation being set up at Hawthorn Avenue and Pembroke Street.
- Differences in performance between self-directed support and carers receiving direct payments for support. Members noted how the local authority was supporting carers and promoting self-directed support.
- The importance of being able to support the community whilst adhering to data protection legislation.

Resolved – (1) That Councillor Ford be thanked for attending the meeting to present this performance report and for his full and open responses to members' questions and observations on the issues raised.

(2) That the Director of Strategy, Great Western Hospital, be requested to circulate the early release and re-admission rate of patients.

(3) That the Director of Adult Services be requested to consider the marketing of Enterprise Works in the centre of Swindon.

14. Cabinet Member for Streetsmart Question and Answer Session

Councillor Keith Williams, Cabinet Member for StreetSmart, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Waterside Depot Management
- Streetsmart
- Public Toilets,
- Envirocrime,
- Waste Disposal / Waste Minimisation
- Street Lighting [maintenance]
- Street Cleaning
- Recycling
- Refuse Collection – Domestic & Trade
- Ground & Tree Maintenance and open spaces
- Removal of graffiti and abandoned vehicles
- Parks (Streetsmart services only)
- Environmental Issues Landscape & Countryside (including Community Forest)
- Playgrounds, including those that are not presently utilised.
- Maintenance of Roundabouts and non-HRA verges
- Cemeteries and Crematoria Assets
- Building & Engineering
- Building Services, cleaning, catering & security services
- Gullies and drainage, minor road repairs, potholes
- Digital by Design
- IT Strategy and delivery

At the request of the Chair, Councillor Williams, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints. He referred to work being undertaken to maximise revenue, particularly by the EnviroCrime Team, the introduction of wake facilities and themed funerals at the Crematorium and the implementation of charges at the household waste recycle centre.

Following his presentation of the report, Councillor Williams with the council's Head of Streetsmart, responded to members' questions and observations on the following matters:

- Corporate Social Responsibility for both Council and local businesses.
- Working with the community, particularly those with no access to transport, to discourage fly tipping.
- The use of cameras at particular sites to discourage fly tipping.
- Charging at the new weighbridge at Waterside Household Waste and Recycling Centre (HWRC) and confirmation that this site was only used for trade waste by commercial businesses.

- Refuse disposal and enforcement in the town centre.
- Raising community awareness that the Council was returning certain areas to a more natural environment to encourage the return of flora and fauna and that these areas were not fly tipping zones.
- The impact of the weaker sterling on disposing recycled material overseas.
- How Euro bins may reduce fly tipping and improve the local environment.
- Benefits of paying for green waste by direct debit.
- The importance of ensuring schools engage with the Enviro-Crime Team.
- Confirmation that a review of salt gritting operations in the borough would be taken in the new year.

Resolved – (1) That Councillor Williams be thanked for attending the meeting to present this performance report and for his full and open responses to members' questions and observations on the issues raised.

(2) That the Head of StreetSmart be requested to liaise with the Director of Law and Democratic Services and update the Committee on the current Council position regarding Corporate Social Responsibility regulations.

(3) That the Head of StreetSmart be requested to circulate information regarding:

- (a) The statutory and non-statutory services that would be transferred to parish councils.
- (b) The recycling proposals and charging structure at Waterside.
- (c) The income generated from fishing rights.

RESOURCES AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 28 NOVEMBER 2016

PRESENT:- Councillors Emma Faramarzi (Chair), Nick Martin, Des Moffatt, Timothy Swinyard, Caryl Sydney-Smith, Chris Watts and Robert Wright.

Apologies for absence were received from Councillors Steve Allsopp and Maureen Penny.

15. Declarations of Interest

The Chair reminded members of the need to declare known interests in any matters to be considered at the meeting.

Councillor Tim Swinyard made personal and non-prejudicial declarations of interest with regard to the Committee's consideration of Agenda Item 4, in his capacity as a member on the Advisory Group for Lydiard Park Heritage Trust and Lydiard Heritage Action Group.

16. Public Question Time

There were no public questions.

17. Cabinet Member Question and Answer Session - Cabinet Member for Economy, Regeneration and Skills

Councillor Garry Perkins, Cabinet Member for Economy, Regeneration and Skills, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Economic Development
- Museums, including Steam
- Commercialisation of services
- Arts and Culture
- Community Heritage
- Regeneration
- Forward Swindon Limited Client Lead Member
- Strategic (Commercial Property Portfolio)
- Adult Learning
- Tertiary Education
- Skills
- Specific Responsibility for Lydiard Park Project
- Country Parks (securing sustainable uses)
- Strategic Parking assets

At the request of the Chair, Councillor Perkins, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced

better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints.

Councillor Perkins referred to future investment to generate income and introduced Mrs Jan Willis, Interim Corporate Director Resources, who advised that the Commercial Investment Strategy was being submitted to Cabinet on the 7th December 2016 for its consideration. She confirmed that the strategy reflected long term investment and, in line with the Government Framework, sought approval to create an Investment Strategy Board who would oversee capital investments. Mrs Willis advised that the strategy included a proposal to establish a commercial investment fund.

Following his presentation of the report, Councillor Perkins, supported by the Corporate Director, Economy, Regeneration and Skills, responded to questions and observations on the following matters:

- How capital funding was generated and was to be managed by the Investment Strategy Board in order to allow strategic acquisition and generate income streams. It was noted that acquisitions would include strategic land and an enhanced commercial property portfolio.
- Confirmation that sites for a second recycle centre were being considered.
- The role of Forward Swindon Limited (FSL) to help regenerate parts of Swindon, including Kimmerfield and Farringdon Road areas. Members noted FSL's proposed consultation regarding Aspen House.
- The importance of ensuring that workshop spaces for small to medium businesses were made available as part of Swindon's regeneration programme.
- Confirmation that projects would be monitored to ensure completion within timescales and budgets.
- How the Business Engagement and Retention Services help small to medium businesses start-up and how they provide on-going support, including assisting businesses to access local, national and European grants.
- The importance of increasing footfall in the Centre of Swindon and how regeneration of the town centre would help this.
- Ensuring small businesses in the town centre were encouraged and supported and were not stifled by larger businesses.
- The criteria for business rates on small to medium sized businesses and its effect on them.
- The Plasma gasification research being undertaken in Swindon and the commercialisation of this project.
- The development of the former Even Swindon Infant School site in Rodbourne Road and the traffic congestion implications of such development.
- Comparison between Coate Water Park and Lydiard Park car park charges and the amount of subsidy being allocated to Coate Water Park. Members noted that Stanton Park was also classified as a country park.
- Resurfacing of the free car parking site in Gorse Hill and how the community was using this as a long stay car parking area and how this was adversely affecting local businesses.
- Progress made in bringing a University to Swindon.

- Confirmation that the property portfolio included heritage sites were geographically located within one area in Swindon. These attractions include the Carriage Works, Mechanics Trusts, the Railway Village, the Health Hydro and the Platform.

Resolved – (1) That Councillor Perkins be thanked for attending the meeting to present this performance report and for his full and open responses to members' questions and observations on the issues raised.

(2) That Forward Swindon Limited be requested to circulate information regarding the number of business they helped to invest or move into Swindon over the past two years.

(3) That the Head of Planning, Regulatory Services and Heritage, be requested to circulate to members available information regarding revenue generated by Coate Water Park parking charges and to update the Committee on discussions that had been undertaken with the University Technical College and Dyson regarding future collaborative work.

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The use of technology to drive down costs and to communicate with the Borough's residents

Resource and Corporate Overview and Scrutiny Committee

Date: 30th January, 2017

Author: Glyn Peach, Chief Information Officer
Phil Avery, Head of Communications Performance, People and Engagement

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report draws attention to the changes enabled by technology to drive down some of our corporate costs in doing business but particularly in communicating with the Borough's residents.
- 1.2 This outlines the direction currently being taken by the Information and Technology Department and Communications Department and offers opportunity for oversight of the approach.

2. Recommendations

Resources and Corporate Scrutiny committee is recommended to:

- 2.1 Consider the report and note the work highlighted in the examples of the Information and Technology Department and the Communications Department.

3. Detail

- 3.1 Since the invention of the first Olivetti typewriter people have been investing in technology solutions for the office workplace to increase staff productivity, raise quality of communications and drive down costs.
- 3.2 Technology may have evolved from the typewriter but the principles remain. This report will not cover all the investments made by the Council but highlights several key initiatives which have been delivered or are to be delivered in the coming months relating to communications. This report will also focus on an example of technology used in the communications department to increase citizen engagement.
- 3.3 Technology investments in Swindon are making savings across many areas such as optimising waste rounds in Street Smart or improving asset management in Housing. This report will not go into the whole of the Council Services for its

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

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examples but will identify some projects driven out of the Information and Communications department for oversight.

3.4 Hybrid Mail

3.4.1 Hybrid mail is a solution the IT department are enabling to streamline printing and posting of letters. Whilst other projects are in flight to reduce our paper consumption from 15,000,000 prints in 2016 to 1,000,000 prints in 2021 this Hybrid Mail implementation is about streamlining and making best efficiencies from the paper and letters we need to post for now.

3.4.2 Before hybrid print the life of a simple letter may be as follows: It exists on an office computer inside an application. It is printed locally, collected from the printer (after the officer logs in to the printer), put in an envelope, put in an out tray, collected by the post room staff with a trolley, transported to the post room, franked, and finally collected by Royal Mail.

3.4.3 Following implementation of hybrid mail the officer will select a different printer from the computer and this will be the end of their activity. The actual process will involve this being printed off site in Bristol, put in an envelope, franked and posted. The total costs for this are 40p. The price of the old solution was 43p without any costs allocated for staff time or post room fixed costs.

3.4.4 More complex 'use cases' exist where large systems create multiple letters and these letters need to be posted with different inserts etc; for these we have a very similar way of routing the work to the hybrid mail solution. The example in 3.4.3 was kept simple to aid understanding but our Hybrid Mail solution is capable of extremely complex printing posting combinations.

3.5 Office 365 email

3.5.1 In December 2016 the first department was migrated to Office 365 email. The migration plan sees the last department migrated before the end of February. This Office 365 email solution will provide an email service with 300 times the capacity of our current Capita delivered email service with a reduced cost. This service is also designed to be more resilient with higher availability and disaster recovery built in. Costs will be similar.

3.6 Egress Switch

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

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- 3.6.1 The security of our data and the data entrusted to us by our citizens and businesses is of paramount importance. Egress Switch delivers for the first time a government accredited security solution for the exchange of emails or files classified as OFFICIAL and OFFICIAL-SENSITIVE. Using AES 256 (Advanced Encryption Standard) we have implemented this for secure exchange of files and emails with some government agencies, departments, the NHS and Wiltshire Police. The previous secure route to share data was via fax machine which was in practice not secure and very expensive.
- 3.6.2 The next big implementation of Egress Switch will hopefully see the Children's Case files being prepared and delivered securely and electronically cutting out up to 1,000,000 printed pages per year.

3.7 Telephone Carrier Solutions

- 3.7.1 In the course of normal business telephone calls are made and received by the Council. As residents we would use telephone technology commonly known as analogue lines. As a business we use more advanced technology known as ISDN lines (Integrated Services Digital Network) During 2017 we will be migrating to cloud based SIP trunk technology (Session Initiation Protocol) which will deliver us over 60% cost reduction on our leased telephone lines. This technology will be more familiar to people as VoIP (Voice over Internet Protocol) technology which is essentially the technology behind VoIP apps such as Skype or Facetime.
- 3.7.2 There are further savings to be made during 2017 from changes to the way we deliver a phone service but these are yet to be architected but are likely to involve hosted PBX (Private Branch Exchange) which will be adopted to reduce support overheads and increase resilience of our telephony solution.

3.8 Citizen Portal

- 3.8.1 The citizen Portal is a technology platform IT have been implementing with our Content Management System Partner Jadu and with our key user, the Customer and Business Services Department. This Portal will go live on

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

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the 17th February providing a new channel for the completion of transactions with the Council.

- 3.8.2 This new channel will be the fulcrum of Swindon's Digital and Customer transformation programme providing a new hub for services designed digitally by default around our customers.
- 3.8.3 The first service to go live will be the launch of the Green Waste Subscription service providing new technology for the first time in Swindon to: Look up an address via web service, take paperless direct debit instructions and create and access a customer account. These components will be reused in the deployment of subsequent customer services over the next few months, some will further integrate with back office systems or line of business systems.
- 3.8.4 The Citizen Portal replaces a previous CRM (Customer Relationship Management) solution Lagan. Lagan had been poorly implemented and not integrated with the Council's business systems and consequently it failed to deliver many of the benefits envisaged. The running costs of the new Customer Portal are in line with the costs of the previous CRM product.

3.9 Web Chat

- 3.9.1 The replacement of our telephony solution is planned in 2017 which will provide a new capability to our Customer Contact Centre to engage with citizens in a new form known as web chat. This is an online exchange of written messages which is a favoured way for segments of the population to interact with businesses for the purpose of exchange of information.
- 3.9.2 The costs and benefits of implementing Web Chat have not been analysed but it is thought the setup costs will be minimal. Further work on a business case will be developed in 2017. Close monitoring of contact centre agent productivity with this new channel will be required. Most industry modelling has shown that Web chat can help prevent people from giving up on the Web channel and picking the phone up or abandoning the contact. Research on the value for Local Authority work is scarce though several Councils have begun to deploy this across the county.

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

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Date: 30th January, 2017

3.10 E-Newsletters

3.10.1 The Communications Team oversee a growing suite of e-newsletters that currently cover Swindon Libraries, Highways News, Swindon Travel Choices, Your Swindon and STEAM. These are a cost-effective way of communicating directly with residents who choose to subscribe to them. They are managed through a single platform which provide data on subscriber numbers and audience interactions, to help refine the Newsletters and make the content as useful to readers as possible.

3.10.2 The monthly Swindon Libraries is the longest-running e-newsletter typically opened by over 20,000 readers per month. The fortnightly Highways Newsletter was introduced last summer and its content is regularly picked up and amplified in the local media.

3.10.3 One of the challenges is the Council currently lack an overall corporate engagement strategy / stakeholder management plan that ideally would feed into engagement through our e-newsletters and social media.

3.11 Social Media

3.11.1 Since April 2009 the Communication Department have managed a corporate Twitter account, now with over 8,600 followers including 1,000 added since April 2016. This channel allows them to quickly warn and inform residents in response to events, respond to resident messages and proactively use video and images to engage residents in a range of council services. It is an accountable medium, with data available to demonstrate how residents interact with and share the content we Tweet. The Communications department are also building momentum around communicating with residents through our corporate Facebook page

3.11.2 The Council's social media use has been typically 'broadcast mode', one way, but the ambition behind the team restructure is to try to bring in more resource to look at nurturing two-way engagement with residents.

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

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4. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 4.1 All changes to the IT infrastructure go through rigorous business case development to make call off from the IT reserve.

Legal and Human Rights Implications

- 4.2 None

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 4.3 None

Diversity Impact Assessment

- 4.4 None

Risk Management

- 4.5 Risks associated which each communication initiative are addressed in the Project Risk register. The major escalated risk to the IT Risk register is around availability of internet connection which is being actively managed. Further work in 2017 to increase resilience in the connectivity for the Council will be progressed.

5. Consultees

- 5.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

6. Background Papers

- 6.1 None

7. Appendices

- 7.1 None

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

Swindon Borough Council Digital Strategy

Resource and Corporate Overview and Scrutiny Committee

Date: 30th January 2017

Author: Glyn Peach, Chief Information Officer

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report introduces the draft Council Digital Strategy and provides opportunity for feedback from the scrutiny committee before the strategy goes through further iterations and is finalised.
- 1.2 The strategy itself will provide guidance and design principles for the development of services in Swindon borough Council for time to come. Getting the strategy correct will enable our services to make the best use of technology to optimise service quality and to minimise service costs.
- 1.3 It is the responsibility of the Chief Information Officer to deliver a Digital Strategy and the responsibility of the Head of Customer and Business Services to oversee implementation of the Digital Programme.

2. Recommendations

Resources and Corporate Scrutiny committee is recommended to:

- 2.1 Consider the strategy in appendix 8.1 and support the adoption of a Digital Strategy within Swindon.
- 2.2 Recognise the impact of the Organisational Blueprinting work on all the Council's strategy development and support the new date of April 2017 for the delivery of a Digital Strategy.

3. Detail

- 3.1 To enable officers to work to plans to achieve common goals a strategy is frequently required. The creation of a Digital Strategy fills a gap in the Council's portfolio when considering service design in relation to new opportunities offered by the adoption of technology. The blueprinting work in progress with EY is expected to affect many of the Council's strategies; notwithstanding this a first draft of our Digital Strategy has been prepared ahead of the outputs of the EY work. It is expected the organisational design principles being delivered with the help of EY will majorly influence the Digital Strategy and so until these have been delivered it is not proposed to move the Council's Digital Strategy beyond the draft stage.

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

Swindon Borough Council Digital Strategy

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- 3.2 The EY organisational blueprint work was hoped to be completed by the end of 2016 but unanticipated procurement and legal work prolonged the commissioning of the engagement. The EY blueprint work is now due to complete at the end of February 2017 and therefore the timetable to deliver an adopted Digital Strategy is now proposed to be set at the 1st April 2017.

4. Alternative Options

- 4.1 The Council could proceed without a Digital Strategy but risks missing out on some of the opportunities technology has to contribute to a Local Authority and to the citizens and customers of Council services.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial implications.

Legal and Human Rights Implications

- 5.2 The legal and human rights implications, where applicable, are set out in the body of the report.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 There are no other implications that have been identified as important for this report.

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment has not been completed for this report, as it does not recommend a change in Council policy or service.

Risk Management

- 5.5 A risk assessment has not been completed in relation this report.

6. Consultees

- 6.1 The Interim Corporate Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

Further information on the subject of this report can be obtained from Glyn Peach, Direct Dial 07824 550 380, gpeach@swindon.gov.uk.

Swindon Borough Council Digital Strategy

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Date: 30th January 2017

7. Background Papers

7.1 None

8. Appendices

8.1 Swindon Digital Strategy (draft)

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Swindon Borough Council's Digital Strategy 2017-2018

Digital Strategy

January 2017



STRONGER
together

Digital disruption has sped up change across businesses and governments all over the world. The pressure to transform grows exponentially and the way we develop our organisation will set the tone for the next generation. The challenge is that going digital is not a journey, nor is it a destination, it's the new normal. Digital is the new minimum expectation and a must do for all organisations wishing to survive, let alone thrive.

Document Control

Document Tracking			
Name	Description	Date	Version
Glyn Peach	Template	01/01/2017	0.1
Glyn Peach	Initial Content	01/01/2017	0.2
Karen McMahon	Digital Programme added	17/01/2017	0.3

Document Approval			
Name	Position	Approval Date	Version
Cllr Keith Williams	Cabinet Member for Digital Services		
Jan Willis	Interim Resources Director		
Glyn Peach	Chief Information Officer & Head of IT		
Karen McMahon	Head of Customer & Business Services		
Karen Perrett	Programme Manager		
Samantha Mowbray	Head of People Performance and Engagement		

Document Contributors	
Role	Name
Author	Glyn Peach
Contribution	Karen McMahon
Contribution	Karen Perrett

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Executive Summary

The Digital Strategy here in Swindon sets out the aspirations for a Council of the future. Today Swindon may be behind the curve with our current adoption of technology enabled customer experiences but we are now setting the agenda to be forward thinking Council and we are putting Swindon at the heart of everything we do. Our digital ambitions are going to deliver a set of solutions and 'ways of working' which will free our able customers to transact online when and where they want to with the Council whilst freeing-up scarce resources to concentrate on those vulnerable customers who need our personal help most.

The strategy is accompanied by a plan to 'go-digital' and here in Swindon by digital we mean:

“The exploitation of technology to enable effective efficient business and customer outcomes”

This strategy sets out a clear and simple business intent to our principles and our vision for how Swindon will address the digital challenge. The challenges before us may be a surprise as they are not social media, cyber, or the connected internet of things but are people, culture and communications. Going digital is all about our customers, yes tech needs to enable interactions but that's like saying fuel needs to be in a car, it's not important when it's there, it just doesn't work when it isn't. The real challenges in becoming a great digital council are all about people.



The first iteration – Digital World

Developing a digital strategy is not something you do to an organisation, but something which is co-developed. A lot of digital momentum has been built before its authoring. This strategy has been some time in the making and comes late. It comes late in the knowledge that the Council has been waiting for a digital strategy, looking forward to a digital strategy giving some guidance and ready to accept a digital strategy as a new way of delivering all services here in Swindon. This strategy is unlike any other written in the organisation. This strategy does not set out simply how we will do digital as the name suggests, but more accurately, it sets out how we will do business going forward, in a digital world.

Diagnosis

Some of our customers already communicate and transact with us via digital channels, the most important of which is our web site. www.swindon.gov.uk which achieves over 6,000,0000 unique views per year. Each of our many services are represented on our internet site showing information to support our customers and they are themed together with an overarching structure supporting transactions. The site headlines with the transaction focused approach 'What do you want to do today'. This sets out an ethos for our web site. It isn't meant to be somewhere you go just to read and consume information but somewhere you go to start and complete transactions.

Here at Swindon we support open data standards and access to all non-sensitive, non-confidential data and whilst we have some way to go to fully achieve this, we have made progress in delivering an enterprise dashboard to provide reporting on Swindon's Vision, Priorities (4) and Pledges (30)

<https://dashboard.swindon.gov.uk/>

Starting from the bottom

The position with Digital Services here at Swindon has been hampered by low aspirations and low enabling technology. In 2016 the Council brought back in house an outsourced IT department creating a new agile service with the remit of improving our tools, technology and information to enable us to do our job. At the end of 2016 we were starting 7% of our business transactions on-line and finishing even less. Prior to 2017 Swindon did not have suitable enabling technology to deliver good solutions to support the rest of the organisation to move digitally. It is fair to say we have lacked resources to build and maintain digital services and this bred a lack of aspiration from our business units to drive this or to capitalise on the small steps that had been made. Business leaders had little option than to make the best of the technology they had.

The IT department has changed. Today we have a brand new organisation freed from commercial pressures to make profit and here very clearly to serve the citizens and staff of Swindon Borough Council. The team have all the energy, talent and vision to *enable* the council to 'go digital' and we have a Customer and Business Services function *driving* the agenda at pace.

Digital Exclusion- should we worry?

Moving digitally does risk leaving some behind. We need to be minded of the challenge in service design with **digital by default** but in short, no, we don't need to overly worry. Residents are more ready than we are! [Independent research](#) shows Swindon to be low on the likelihood of overall digital exclusion. It is also notable that that 93% of households already receive broadband speeds of 10 megabits per second and 57% of households receive 4G network coverage. Couple this with better than national average technology skills and we have a positive catchment of tech ready citizens to take up our digital offering. And to further quash the sceptic, the greater number of able customers who do take up our digital offering, the more resources we will have for those who can't take it up.

What does Digital really mean?

Digital is about designing our services from a customer point of view and maximising the use of technology in those services to drive efficiency and effectiveness. It marries the enabler of

technology with the purpose of Customer Services. To reflect this, Swindon's Digital Transformation Programme will be led by the Head of Customer and Business Support.

How are we going to Go-Digital?

Improve Digital Leadership

Leadership is about taking people where they wouldn't go without you and digital leadership is at the focal point of the start of our digital journey.

In a model shamelessly borrowed from The UK Government Digital Strategy we are going to start with Leadership. All decision making Boards in the Council will include an active named digital leader. This doesn't mean a technical expert, it means someone who is representing the digital imperative by thinking about customers, customer designed services and how technology can help them. If we don't think about technology and customers together we risk following the likes of Kodak and Nokia into the local authority equivalent of the digital wilderness.

To support and develop our future digital capacity the Swindon Manager, Swindon Aspiring Leaders and Swindon Emerging Leaders training programmes will all be requested to have a digital leadership component addressing the use of technology to enhance the customer experience and to enable effective efficient business and customer outcomes.

To maintain leadership in this space CMT will be asked to nominate a Board Member to work with the Cabinet Member for Digital Services, the Chief Information Officer and Head of IT, and the Head of Customer and Business Services. Their collective role will be to **EXCITE** the organisation:

Ensure we are customer focused

Xtra Capacity to be provided where needed

Co-ordinate the digital transformation plan and customer and technology roadmaps

Involve, innovate, challenge and lead

Transform legacy services to digital

Empower leaders and evangelize the digital message.

Justify the Excitement

Digital isn't boring, it isn't about same old same old, and it shouldn't be scary. Changing a Council to become more digital is right in every way. Higher quality services, more efficiency, better use of public money, better outcomes for citizens. These are the same concepts for super high volume services such as TV licences as they are for local services. The way we solution them may be different but if we can follow our principles of sharing, if we work with other authorities we can achieve volume and keep costs low.

How will we measure and report our progress?

There are principles which span the user need and service area of the business. If we agree and stick to these principles, we can report on our progress to our customers, this is effectively putting our customers at the heart of our digital challenge and sharing with them our progress via our web site. Baselining ourselves is important and the first pass at this has achieved the following:

Principles to be measured*	Description	Current rating (1-5)
Start with the users	Don't start with the current process or technological opportunity. Research the service user's area and what it means for the design of the service. Remember 'needs' not 'wants'.	1 - Not done
Show, don't tell	Create demo's and prototypes for testing and iterative process development.	2 - Some people, occasionally
Lead from the front	Show leadership and be an evangelist	2 - Some people, occasionally
Keep horizons short	Focus on one thing and work iteratively until it's fixed	2 - Some people, occasionally
Test the process not the tech	Test the end-to-end service in an environment identical to live as practical and with a sample of data representing real users.	1 - Not currently
Full Transparency – even when it goes wrong.	Be open about your successes and failures. Share all management products in the projects.	1 - Not currently
Build bridges, knock down walls.	Share knowledge across the Council by building teams to solve problems and not using existing structures.	2 - Some people, occasionally

Create an opportunity for productivity	Track the metrics in process especially inputs and outputs. Design performance data into the process.	1 - Not currently
Make (design) a plan for being offline	Know how users will be affected and build a plan for them for when the service is not available. <i>(This does not mean build a paper based service just in case)</i>	1 - Not currently
Adopt fully	Encourage everyone at every opportunity to use the digital service	1 - Not currently

*- Principles adapted from UK Digital Service Standards

1 – Not done, 2 – Sometimes, 3 – strong evidence in multiple instances, 4 – comprehensive, 5 – Fully embedded!

The Core Principles of our Digital Services

Our vision for good digital services in Swindon will be delivered by following our 7 digital principles. These are:

1. The guiding principle for all processes and transactions is Digital by design
2. Design with the user's value in mind and from a user point of view.
3. Show don't tell, but do evangelise!
4. Test early, learn, iterate.
5. Measure for operational improvement and analytics based decisions.
6. Solutions should be scalable and reused.
7. Share everything you can.

UK Government, NHS England and Local Partners

While Swindon presses on with its Digital Strategy it does not go alone. Central Government are forging ahead with GDS leading the adoption of high volume transactions through www.gov.uk digital channels; the NHS make steady progress to the 2020 Digital Roadmap delivering outcomes such as 'Paperless working at the point of care'; DWP progress with a full digital service for Universal Credit; neighbouring authorities are all lining up behind digital to capitalise on the efficiency much needed to address the fiscal and demand challenges. Swindon, through its membership of the Local

CIO Council supported by the Society of IT Managers and by Solace, will continue to work with peers across local authorities to deliver solutions and services which meet the tri aims of:

Simplify – Standardise – Share

The Digital Roadmap

The Digital Strategy will be delivered by stabilizing and investing in the IT services and using this new operational competence to underpin service redesign work in the customer facing services. Starting in the contact center the digital transformation's flag ship will be the implementation of a new Citizen Portal. The full digital roadmap can be found here:

Karen to include Digital Roadmap here.

[End]

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