

**Hinckley and Bosworth Borough Council
Action Plan in response to Recommendations from the
LGA Corporate Peer Challenge 21-23 September 2016**

i) Establish a clear single vision and Council plan

A draft has been prepared, with an infographic showing how the various strands and strategies fit together. Council will be asked to approve a final version on 23 February 2017. The timetable must include the opportunity to align the Council Plan and the budget-setting for 2017/18. An indicative timetable is:

- * Cross Party 2017/18 Budget Plan Workshop - end November (tbc)
- * Draft Council Plan – Executive Briefing - January (tbc, if needed)
- * Council Plan/Budget Plan endorsement by Executive Briefing - 1 Feb 2017
- * Council Plan/Budget Plan alignment - Scrutiny Commission - 9 Feb 2017
- * Council Plan/Budget Plan - Approval - Council - 23 February 2017

Bill
Cullen
→
SMT

ii) Establish continued communications

A review of our Communication Strategy was underway already and is incorporating communications on the new priorities into a regular programme. In addition, a less formal and more engaging series of staff briefing sessions will be introduced from early 2017, informed by recommendations from the Staff Forum by end December 2016.

Jacqueline
Puffett
→
SMT

iii) Explore with partners future skills for the borough and for HBBC to identify how (the Council) will meet any skills gaps

Internally, this will be addressed by a refreshed 'People Strategy', which is in development, but which will need to be informed by the revised Corporate Plan. The refreshed People Strategy will be presented to Council during 2017, following consultation with UNISON.

Julie Stay
→
SMT

As regards skills' needs outside the Council, Members have agreed a draft Regeneration Strategy for consultation. Once adopted, this Strategy will direct our work to 2020, including our relationship to the skills agenda for the Leicester and Leicestershire Combined Authority (due to commence in Spring 2017), as well as our continuing work with our cross-border colleagues in North Warwickshire and Nuneaton and Bedworth.

Rob
Parkinson
→
SMT

iv) Continue to support and develop your staff to ensure they are resilient, flexible and adaptable to meet future challenges

This will form an integral element of the People, the Digital and Communications Strategies and their consultation and implementation, as it is about 'emotional intelligence and resilience' to address the many changes on the horizon. The issues emerging from the 'horizon-scanning' process (see vii) will need regular communication with staff, as part of any revised staff briefing arrangements, and with Members as part of the early engagement approach (set out in viii below).

SMT

v) **Further develop the digital agendas and take the opportunity to lead your IT Partners, exploring ways to transform delivery and continuing support through digital means**

A 'Corporate Digital Strategy Framework' has been prepared, which aims to address this recommendation, building on and consolidating much of what is already in place, but setting a direction and targets up to 2020 and beyond. The draft is attached at Annex (a). It has been prepared, following focussed internal consultation, but will benefit for further discussion with our new IT provider, SopraSteria, as well as from wider stakeholder/staff consultation. As written, it reads across to the People Strategy and, therefore, will be presented to the Council for approval at the same time during 2017.

Julie
Kenny
→
SMT

vi) **Clarify the Corporate Plan and keep delivering the continuous programme (the Council) is setting**

This confirms the comments and timescale for approval, set out in recommendation/action (i). However, there is the added dimension of timelines and monitoring, which are part of the corporate project management structure.

Julie
Kenny

vii) **Ensure (the Council) fully appraises and understands the risks (financial and otherwise) of major long-term decisions, before you commit to action**

This is part and parcel of our risk management arrangements and our report template ensures that this appraisal is undertaken for all projects. The Budget Plan workshop(s), which have been arranged, will address the various scenarios thrown up by legislation, Combined Authorities and reducing funding, amongst other immediate pressures and changes.

Julie
Kenny/
Ashley
Wilson

Future meetings of the SMT, and the subsequent Executive Briefing, will set regular (quarterly) timeslots for 'horizon-scanning' and forecasting, to ensure that longer-term perspective is adopted and embedded into our forward planning.

viii) **Consider how timely Member communication and involvement can lead to give policy development and decision-making**

The Council Leader is taking the lead on this, along with the Leader of the Opposition and Chair of Scrutiny Commission. Officers will work with the Member Issues group to expand our Member Development offer, aligned to local requirements. This will report internally by end February 2017.

Cllr Hall/
Julie
Kenny

Officers also are reviewing with Members the reporting pathways, with a view to streamlining the overall processes and making that process more clear. The reduced management hierarchy should further promote the speed of decision-making, but we will explore the potential for and make recommendations on greater delegation of formal decision-making to Executive Leads and relevant senior managers.

Julie
Kenny
→
SMT

* Proposals to be researched for Executive briefing - 5 April 2017

* Firm proposals to Scrutiny Commission - 20 April 2017

* Approval by Council - 16 May 2017

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

A CORPORATE DIGITAL STRATEGY FRAMEWORK FOR THE 2020s

Introduction

There has been a considerable and continuing increase in the availability and use (particularly by younger people) of online/web-accessible media and other social networks, allied to the demands on public services to interact with citizens and businesses in more cost-effective and customer-responsive ways. It is important, therefore, that the Council takes the fullest advantage of the opportunities offered now and in the future by digital technology to transform how we operate as a provider of services and partner in strategic delivery. At the centre of everything we do must be the customers and their experiences.

This Strategy sets the framework for our use of digital technologies and media across the Council over the next five years.

The Challenges We Face

The Council's Corporate Plan 2017-2020 sets out how we intend to provide the right services in the best way to improve the quality of life for everyone who lives and works in the borough of Hinckley and Bosworth. The Plan has been informed by citizens, partners and businesses, but in the knowledge of the main challenges the Council will face during that period.

There will be:

- * a growing and ageing population
- * reducing resources/capacity and an increasing emphasis on collaboration
- * the rurality of the borough, with the consequent physical and virtual access difficulties and associated costs
- * an expectation, especially by the younger demographic, that the Council will be digital/that they will be able to transact with the council on-line
- * the need to develop the future skills appropriate to our mix of hi-tech/logistics industries
- * The need to set priorities and lead our 'place' on the basis of real/real-time data.

Our Corporate Plan Priorities

Our priorities are based around:

- | | |
|-------------------|---|
| <u>People</u> | <ul style="list-style-type: none"> - helping them to stay healthy, active and protected from harm - helping them make a positive contribution to their community - supporting people who are most in need from vulnerability, age or protected characteristics |
| <u>Place</u> | <ul style="list-style-type: none"> - creating a clean, attractive and safe place to live and work - promoting the delivery of decent, affordable housing - keeping our environment clean and green |
| <u>Prosperity</u> | <ul style="list-style-type: none"> - encouraging investment in economic growth, skills and regeneration - reducing poverty - developing rural communities |

The effectiveness of our digital activities, as set out in this strategic framework, will be judged by how will they contribute to the achievement of the priorities in our Corporate Plan.

What does 'Digital' mean to us?

Digital refers to the tools and methods used by the Authority to provide transactional services to meet the needs of our customers.

Providing and developing transactional services and customer interactions utilising the criteria set out in the Digital Services Standard (<https://www.gov.uk/service-manual/service-standard>).

Our principles can be summarised by the acronym:

- **One data**
- **New services – tools / self –serve**
- **Customer focussed**
- **Efficient**

Providing the right services first time.

The Digital Contribution

The elements in this Strategy will, through internal and external integration and effective promotion, address our priorities by:

- | | | |
|-------------------|---|---|
| <u>People</u> | - | making it easier for citizens, customers and businesses to 'have their say' |
| | - | making the digital channel so convenient and easy to use that it becomes the channel of choice for customers |
| | - | making it easier for the Council and our partners to respond in a more cost-effective way |
| | - | reducing unnecessary contacts, for the benefit of the public and the organisation |
| | - | recognising that not everyone will be able to take advantage of the benefits from greater digitalisation and support them accordingly |
| | - | supporting collaboration with partners, including the voluntary sector |
| <u>Place</u> | - | reducing journey times/fuel costs/pollution |
| | - | enabling the sharing of information on accommodation |
| | - | enabling reporting of all 'on-street problems and appropriate follow-up action |
| <u>Prosperity</u> | - | promoting and delivering digital skills across the borough |
| | - | enabling wider promotion of the economic advantages of the area |
| | - | reducing costs of transactions for citizens |
| | - | enabling greater engagement with/from rural communities |

What we are doing already

- **Customer Relationship Management** - Digitally managing the customer journey experience in a consistent way, utilising one data and common workflows - where possible, integrating with back office systems
- **Web Forms** - Intelligent way-based forms and templates

- **Self-serve** - Providing a single point of contact for our customers, regardless of interface, to sign post services, information and transactional interactions
- **E-payments** - A common, secure payment tool, to interface payment services for the Authority
- **Communications** - High quality and timely information, accessible by all, utilising social media tools (website, Facebook, twitter), consistent with traditional methods - such as newsletters, leaflets
- **Work-based tools** - Mobile solutions, supporting the delivery of timely and accessible services in the right places at the right time for our customers - using tablets, iPads, mobile phones and other mobile software solutions
- **Consultation** - Point of interaction consultation and feedback, to develop a knowledge of the service users and their requirements for ongoing developments – such as web-based forms and Govmetric.
- **Education** - Encouraging all users to use the digital service (with assisted digital support, if required), to facilitate channel shift away from non-digital channels and service methods

Means to the End

A set of broad targets is set out below, to be achieved by 2020 as the foundation for our plans and approaches beyond that date. To contribute towards the achievement of those targets, we will set in place a programme of service reviews, prioritised by the volume/impact of transactions - focusing on the top ten (to be determined), with the aim of digital transformation over the next three years. These reviews will concentrate on the aims of:

- * improving the customer experience
- * reducing the cost to the Council
- * identifying and resourcing tailored support for customers, where necessary.

A Digital Working Group will identify the 'top ten' areas and drive the review process. The Group will comprise:

- | | | |
|----------------------|---|---------------------------------------|
| * Julie Kenny | - | Director of Corporate Services |
| * Julie Stay | - | HR and Transformation Manager |
| * Mike Dungey | - | Interim ICT Manager |
| * Jacqueline Puffett | - | Communications and Promotions Officer |
| * Laura Blain | - | Customer Services Manager |
| * Anne Jones | - | Web Officer |

The Working Group will test out initial priorities and ongoing work with the Senior Management Team, and thereafter consult more widely with stakeholders and staff, to ensure customer-centric focus.

Digital Champions

The Authority recognises that, in order to continue to develop services which are simpler, clearer and faster for all users, 'Digital' needs to be at the forefront of our planning.

Systems administrators and business leaders act as the authority's Digital Champions and are responsible for questioning how Digital can benefit staff, service and customers, by being able to deliver accessible and easy to use services in their service improvement plans.

Targets (by 2019/20, unless otherwise stated)

1.	<u>Channel Shift</u>	<u>Target* as % of total contacts</u>
	Face to face	5% (8.6% 2016/17)
	Telephony	45% (78.5% 2016/17)
	Digital	50% (12.8% 2017/18)
2.	<u>Digital Payments</u>	90% (2017/18) 100% (2018/19)
3.	<u>Digital Skills/Culture</u>	70% of staff trained (2017/18) 100% of staff trained (2018/19) 85% of staff recognise digital priority and its use
4.	<u>Social Media</u>	
	Quality Participation	10% increase each quarter
	Page 'likes'	20% increase year on year
5.	<u>Overall Customer Satisfaction</u>	90%

* These targets are purely indicative and will need to be subject to consultation with SopraSteria and end users before final confirmation.