

APPENDIX A

Progress Update – Review of Digital Optimisation

SCRUTINY MONITORING – PROGRESS UPDATE	
Review:	Digital Optimisation
Link Officer/s:	Lorraine Dixon
Action Plan Agreed:	March 2019

Updates on the progress of actions in relation to agreed recommendations from previous scrutiny reviews are required approximately 12 months after the relevant Select Committee has agreed the Action Plan. Progress updates must be detailed, evidencing what has taken place regarding each recommendation – a grade assessing progress should then be given (see end of document for grading explanation).

Recommendation 1:	A review of <i>My Stockton</i> with regards content and layout be undertaken.		
Responsibility:	Lorraine Dixon		
Date:	April 2019	September 2019	September 2019
Agreed Action:	Review strengths / weaknesses identified by customer views from <i>My Stockton</i> Survey.	Consider and define content for <i>My Stockton</i> at Digital Services Group taking account of next phase online development opportunities.	Consider and define revised <i>My Stockton</i> design and layout.
Agreed Success Measure:	Customer views are understood.	<i>My Stockton</i> is designed to provide customers with personalised access to key services.	The new design of <i>My Stockton</i> is complete taking account of customer views from the <i>My Stockton</i> survey and ready to be implemented.
Evidence of Progress (March 2020):	The survey of customer views of my Stockton has been summarised to inform design decisions. <i>The survey results are included in Appendix 1</i>	In December 2019 Council purchased a new Digital Development Platform (GOSS) which provides us with the tools to redesign and redevelop the Council website, including <i>My Stockton</i> and customer self-serve solutions. Development work will begin in April 2020 and go live is expected to be during 2021.	The design of <i>My Stockton</i> will take account of customer views derived from the survey with particular emphasis on the customer experience in logging and monitoring service requests.

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Assessment of Progress (March 2020): (include explanation if required)	1	3	3
		The decision to replace the Council website using the GOSS Digital platform was taken to ensure compliance with required accessibility standards (WCAG 2.1 AA) and to improve the customer experience. My Stockton replacement is included in this work.	The redesign is included in the replacement of the Council website.

Recommendation 2:	Work be undertaken to understand why too few of the Borough’s residents are using the Council’s digital services (in line with the Local Government Digital Service Standard).
Responsibility:	Lorraine Dixon
Date:	June 2019
Agreed Action:	Conduct a resident’s survey to understand the barriers to digital engagement.
Agreed Measure:	Resident’s views and circumstances are understood and used to inform digital delivery decisions.
Evidence of Progress (March 2020):	<p>To gain interest into why some residents of the Borough are not using digital services and understand the main barriers to digital engagement, we conducted a residents survey targeting customers contacting us by telephone or visiting one of our 3 Customer Service centres.</p> <p>110 surveys were completed. <i>Graphical representation of the results are included in Appendix 2 (Graph A)</i></p> <p><i>51 residents stated they had used our online services previously, 59 stated they had not.</i></p> <p>Of those 51 residents who had used them before 35 residents stated they would be happy to use them again.</p> <p>15 residents said they would not use them again, the main reason given were:</p> <ul style="list-style-type: none"> • <i>Tried but too difficult</i> • <i>Were unable to find what they were looking for.</i> <p>(Graph B)</p> <p>We will take on board these comments when developing the website and self-serve solutions and include user research and evaluation in the process.</p>

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Of the 59 residents who stated they had never used our online services, the main reasons they gave were:

- don't have access to the internet
- rely on family and friends to access online services on their behalf.

(Graph C)

We also considered the information in Customer Experian Profiles to show the respective Experian Household Groups and their likely behaviours/usage in terms of:

- Social Media
- Internet Speed
- Channel Preference
- Technology
- Contact Preference (when making contact)

Ward Profile 2019

The overall breakdown of Experian Household Groups within Stockton on Tees shows the number, proportion and ranking of all households in terms of Experian within the Borough.

The Experian results are included in **Appendix 3** together with the ward profile information is in **Appendix 4**.

To understand how Stockton residents compare nationally and to consider any additional factors, we used national research, including the following:-

Research into internet access provided by the Office for National Statistics (ONS). Survey results are included in **Appendix 5**.

NHS digital inclusion

- <https://digital.nhs.uk/about-nhs-digital/our-work/digital-inclusion/what-digital-inclusion-is>
- <https://digital.nhs.uk/about-nhs-digital/our-work/digital-inclusion/supporting-digital-inclusion-locally>

NHS Practical Steps to Support local digital inclusion

- <https://digital.nhs.uk/about-nhs-digital/our-work/digital-inclusion/supporting-digital-inclusion-locally>

UK Digital Strategy

- <https://www.gov.uk/government/publications/uk-digital-strategy/2-digital-skills-and-inclusion-giving-everyone-access-to-the-digital-skills-they-need>
- <https://www.gov.uk/government/publications/uk-digital-strategy>

.GOV Encouraging people to use online services

- <https://www.gov.uk/service-manual/helping-people-to-use-your-service/encouraging-people-to-use-your-digital-service>
- <https://www.gov.uk/service-manual/helping-people-to-use-your-service/making-your-service-accessible-an-introduction>

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	<p>The Government Digital Inclusion Strategy highlights 4 barriers for residents using online services and our findings from our residents survey to understand residents feedback corroborates this, we identified that more than one may affect individuals at any one time:</p> <ol style="list-style-type: none"> 1. skills: the ability to use the internet and online services 2. confidence: a fear of crime, lack of trust or not knowing where to start online 3. motivation: understanding why using the internet is relevant and helpful <p>Key Barriers to Digital Inclusion - Research summary and Action Plan</p> <p>We compiled the key findings from these sources of research and developed an action plan to help to address the barriers. See Appendix 6.</p> <p>Digital Support to Customers</p> <p>To help customers to overcome some of the barriers and to access our online services we created 4 Digital Customer Officer posts, 2 in Stockton Customer Services, 1 in Billingham and 1 in Thornaby. These staff help customers to access services using either their own or Council devices.</p> <p>Feedback from the public has been very positive; “fantastic help and support and told me other things to help me use online services” and “thank you for helping advise how to book bulky waste”, “great service”.</p>
<p>Assessment of Progress (March 2020): (include explanation if required)</p>	2

Recommendation 3:	Digital service options on the Council’s home page be made more visible / explicit (e.g. ‘sign up for My Stockton’).	
Responsibility:	Andrew Mearns	Andrew Mearns
Date:	April 2019 / ongoing for changes	March 2020
Agreed Action:	Redesign home page to include key digital options:-	
	Include in ‘Top Tasks’ those services that are providing customers with end to end self-serve options.	Include ‘Sign up for <i>My Stockton</i> ’ as an explicit tab (in action 1) once the redesign and redevelopment is complete.
Agreed Success Measure:	Digital service options are clearly visible to customers from the Council website.	
Evidence of Progress (March 2020):	Complete	Linked to Website redesign (Recommendation 1)

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Assessment of Progress (March 2020): (include explanation if required)	1	3
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Recommendation 4:	Information on where to get WiFi or access to a computer within the Borough be provided on the Council's website (as per Wigan Council's website).	
Responsibility:	Andrew Mearns	
Date:	April 2019 - ongoing	
Agreed Action:	Publish a list of facilities on the website for clear signposting (as per universal credit fact sheet 2).	
Agreed Success Measure:	Public WiFi and computer access is clearly visible from the Council's website.	
Evidence of Progress (March 2020):	Complete https://www.stockton.gov.uk/stockton-council/most-popular-and-do-it-online/	
Assessment of Progress (March 2020): (include explanation if required)	1	

Recommendation 5:	SBC should ensure that senior management are able to recognise the potential benefits for digital services across all departments and ensure this is reflected in the culture of the Council.	
Responsibility:	Digital Services Group	Ian Coxon / Lorraine Dixon
Date:	March 2021	Ongoing
Agreed Action:	Ensure that senior managers from all Directorates are represented in Digital Services Group and are actively supported to help their colleagues to understand the benefits of digital services.	Ensure that digital options are included as a key factor in service improvement and redesign activities.
Agreed Success Measure:	All senior managers are able to identify and deliver service benefits through digital developments.	Plans for service improvements and redesign activities contain success factors delivered through digital methods.
Evidence of Progress (March 2020):	Members of Digital Services Group are helping others to understand the benefits of digital services.	Key projects currently in flight include Revenues and Benefits and Children's Services are in the early stages of major transformation projects where digital solutions are understood to be key enablers to service redesign.
Assessment of Progress (March 2020):	2	2

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(include explanation if required)		
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Recommendation 6:	Consideration be given to expanding the role of the Council's Digital Services Group to develop SBC Digital Champions within each directorate and to engage with the community.	
Responsibility:	Digital Services Group	
Date:	July 2019	
Agreed Action:	Revise the Terms of Reference for Digital Services Group to include developing Digital Champions and engagement with the community.	Identify Digital Champions across the Council's services.
Agreed Success Measure:	Digital Services Group terms of reference are updated and relevant agenda items included.	Digital Champions are in place and understand their role.
Evidence of Progress (March 2020):	Complete Terms of reference amended to include responsibility for Digital Champions, see Appendix 7.	Champions identified within Digital Services group, work is continuing to expand across the Council. A training programme is planned for staff to provide them with the relevant digital skills and expected to be implemented from May 2020 for 50 staff.
Assessment of Progress (March 2020): (include explanation if required)	1	2

Recommendation 7:	SBC embraces the iDEA (The Duke of York Inspiring Digital Enterprise Award) concept, both within the Council itself, and for residents young and old.	
	For Council Staff	
Responsibility:	Lorraine Dixon / Liz Purdy	
Date:	September 2019	
Agreed Action:	Incorporate within the Council's workforce development plan.	
Agreed Success Measure:	The Council is signed up as an organisation to iDEA and managers and staff are aware of the development opportunities.	
Evidence of Progress (March 2020):	The Council has signed up as an organisation. Included in training and development programme. Actively promoting through KYIT.	
Assessment of Progress (March 2020): (include explanation if required)	2	
	For Community	

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Responsibility:	Craig Taylor	Mark Freeman	Carly Dixon / Andrew Mearns
Date:	October 2019	October 2019	October 2019
Agreed Action:	Market and promote to Adult learners. Incorporate within the Community Learning curriculum.	Library service to promote and support residents to engage with the programme.	Promote via Stockton website and Stockton News.
Agreed Success Measure:	Adult learners are aware of how to sign up and the benefits of the iDEA award. Adult learners actively engage in the online learning opportunities and awards.	Library visitors are aware of how to sign up and the benefits of the iDEA award.	Residents are aware of how to sign up and the benefits of the iDEA award.
Evidence of Progress (March 2020):	<p>The iDEA programme has been piloted during the 19/20 academic year within ICT programmes. Approximately 40 learners have been utilising the resources within term 1 and an additional 40 learners are forecast to utilise the resources within term 2.</p> <p>The iDEA programme has provided additional learning resources within teaching programmes and has supported learners to access online services whilst modules including e-safety and cyber security have given learners more confidence to use ICT.</p> <p>In addition, findings from the pilot have highlighted that the iDEA model will provide additional support to learners within pre-employability courses by</p>	<p>Display has been put up at Stockton Central Library on how to access iDEA courses.</p> <p>Library Universal Digital Offer continues to develop offering access to new technology in the Innovation and Imagination Stations.</p> <p>One to One tutor support for devices and programmes available at selected libraries.</p> <p>Access to office packages, online information, ebooks and downloadable audio available.</p> <p>Staff trained in basic support for customers using library ICT facilities</p> <p>Digital offers and services integrated into daily work of the library</p>	<p>To be included in the redesign of the website and to include case studies from Adult Learning and Libraries.</p>

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	developing the digital skills needed to access online resources such as conducting online job searches and submitting job applications. This will be piloted in the remainder of the academic year.	service. All staff are encouraged to develop through online training packages and usage of Libraries Connected materials and promotions.	
Assessment of Progress (March 2020): (include explanation if required)	2	2	3

Recommendation 8:	Appropriate skills be developed and resources prioritised within the Council's workforce to design, progress and implement digital services.			
Responsibility:	Lorraine Dixon		Digital Services Group	
Date:	January 2019 / ongoing	March 2019 April 2019 – April 2021	April 2019 – ongoing	April 2019 – ongoing
Agreed Action:	New roles established through the review of Digital Transformation and Customer Services team to design and implement digital services.	Deliver staff development needs to address skills requirements for the design and implementation of customer centric digital services.	Digital Services Group to support Council Services to identify learning and development needs resulting from new developments by including a Learning and Development section within Project documents and to provide guidance on learning options.	Digital Services Group to oversee the digital elements of the Council's workforce development activities (to include overseeing the implementation of the iDEA model (Action 7).
Agreed Success Measure:	Roles are established within Digital Transformation and Customer Services and staff are in place.	Initial staff training and development needs are understood (Mar 19) Training programme in place to meet	Digital skills development included within service developments, digital projects and staff development plans.	Digital Services Group establish and maintain an oversight of workforce development and provide advice and guidance to services.

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		short and medium term needs (Apr 19 – Apr 21)		
Evidence of Progress (March 2020):	Complete The Digital Transformation and Customer Services functional structure has been in place since January 19. This includes roles focused on the design, development and implementation of Digital Solutions.	Staff in new roles have received training on a range of Digital skills and are currently in the training phase of the new Digital Development platform (GOSS). Competence and confidence is growing and staff are suitably competent to develop digital solutions.	Digital project documentation includes a section to capture workforce development and change management requirements. Please see the DSG Project Document template. Appendix 8 – Section 10.	Work has started through the identification of training needs for particular projects. In May 2020 we will start rolling out training for Digital Champions which will include members of DSG.
Assessment of Progress (March 2020): (include explanation if required)	1	2	2	2

Recommendation 9:	A digital skills development section is included within Council staff appraisals (individual and team requirements).		
Responsibility:	Lorraine Dixon / Liz Purdy		
Date:	April 2020	January 2020	
Agreed Action:	Include relevant objectives and personal development requirements within staff appraisals.	Include reference to digital skills in appraisal training for managers and employees.	
Agreed Success Measure:	Digital skill requirements are reflected within staff appraisals.	Managers and staff are aware of the requirement to explicitly identify digital skills within the appraisal process.	
Evidence of Progress (March 2020):	Appraisal form is under review with the intention to include Digital Skills within the development section.	Training will highlight the need to consider and capture digital skills and will be rolled out with the new appraisal form.	
Assessment of Progress (March 2020): (include explanation if required)	3	3	

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Recommendation 10:	Consideration be given as to how, in addition to those areas with the highest number of customer transactions, further digital solutions can be identified and implemented in those Council services with the greatest spend (Adults and Children’s Services).	
Responsibility:	Ian Coxon / Lorraine Dixon	Digital Service Group
Date:	March 2021 – ongoing	March 2021 – ongoing
Agreed Action:	Ensure that digital options are explored and considered within service improvement and redesign activities within Adults and Children’s Services.	Maintain an awareness of new and emerging technologies relevant to Adults and Children’s Services.
Agreed Success Measure:	Digital opportunities are identified, considered and benefits understood at every opportunity for service or system change and captured within plans.	Relevant technological developments are incorporated into digital developments.
Evidence of Progress (March 2020):	New system (Liquid Logic) went live in Children’s services in January 20. transformation programme initiated to redesign services. Adults Services currently planning the implementation of Liquid Logic and reviewing service practices and processes in line with capabilities of the new system.	Ongoing, for example, through our peer groups and the Local Digital Community, we are observing and learning from other Authorities who are in the early stages in the use of new technologies, such as voice recognition (e.g. Alexa).
Assessment of Progress (March 2020): (include explanation if required)	2	2

Recommendation 11:	Collaboration between service areas, ICT and communications and web teams continues to ensure a joined-up approach, as well as fostering wider learning through regular liaison and joint working with other Local Authorities, both regionally and nationally.	
Responsibility:	Lorraine Dixon	
Date:	Ongoing	
Agreed Action:	Ensure the ongoing sustainability of:- <ul style="list-style-type: none"> • Digital Services Group as a mechanism for collaboration across the Council • North East Digital Services Group for regional collaboration • North East SOCITM for regional and national collaboration • Local Digital Declaration community for national 	
Agreed Success Measure:	Members of Digital Services group work collaboratively on projects and share experiences with the group to provide learning opportunities for colleagues. The Council is represented in the identified regional and national groups.	

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	The Council takes advantage of opportunities for working collaboratively with colleagues in other local authorities.
Evidence of Progress (March 2020):	Collaborative work is continuing internally through Digital Services Group where a number of projects have involved teams from across the Council. Regionally, we have successfully developed an new Van permit process in collaboration with Darlington by commissioning expertise from Newcastle Council. We are also meeting regularly with colleagues in North East Digital Services Group and SOCITM north east to share experiences and expertise.
Assessment of Progress (March 2020): (include explanation if required)	2

Recommendation 12:	The Council's Digital Services Group provides leadership and opportunities for collaboration for the Council to deliver greater value through digital service delivery.	
Responsibility:	Lorraine Dixon	Digital Services Group
Date:	Ongoing	Ongoing
Agreed Action:	Ensure digital Services Group continues to provide leadership, support and guidance to Council Services.	Maintain a collaborative approach to digital developments to ensure greater value across Council Services.
Agreed Success Measure:	Council services are supported to deliver benefits through identified digital initiatives and projects.	Members of Digital Services group work collaboratively to identify benefits and deliver value to Council services.
Evidence of Progress (March 2020):	Digital Services Group meetings are monthly for the core group and are now every 2 months rather than once a quarter for the wider group and are well represented by Council Services.	Member of Digital Services group are working well together, in showcasing developments, working closer together on projects and learning lessons from one another.
Assessment of Progress (March 2020): (include explanation if required)	2	2

Recommendation 13:	Bids for funding of digital projects continue to be submitted, where appropriate, to build on the Council's current digital offer.	
Responsibility:	Lorraine Dixon	
Date:	Ongoing	
Agreed Action:	Identify funding opportunities and submit bids where relevant.	
Agreed Success Measure:	Attract maximum external funding for digital projects.	

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Evidence of Progress (March 2020):	In September 2019, in partnership with Sunderland and South Tyneside, we submitted a bid to the Local Digital Fund for funding to support work on a recycling project. Unfortunately this was unsuccessful, with only 7 authorities received funding, all in the South of the UK. We will continue to monitor funding opportunities.
Assessment of Progress (March 2020): (include explanation if required)	2

Assessment of Progress Gradings:	1 Fully Achieved	2 On-Track	3 Slipped	4 Not Achieved
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