



# Scrutiny Board

30 June 2015

**Time** 6.00 pm      **Public Meeting?** YES      **Type of meeting** Scrutiny  
**Venue** Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

## Membership

**Chair** Cllr Stephen Simkins (Lab)  
**Vice-chair** Cllr Barry Findlay (Con)

### Labour

Cllr Peter O'Neill  
Cllr Ian Angus  
Cllr Alan Bolshaw  
Cllr Paula Brookfield  
Cllr Lorna McGregor  
Cllr Rita Potter  
Cllr Philip Bateman  
Cllr Dr Michael Hardacre  
Cllr Jacqueline Sweetman  
Cllr Craig Collingswood

### Conservative

Cllr Arun Photay

Quorum for this meeting is four Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

**Contact** Jonathan Pearce  
**Tel/Email** 01902 556162 or [jonathan.pearce@wolverhampton.gov.uk](mailto:jonathan.pearce@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 2<sup>nd</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>  
**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)  
**Tel** 01902 555043

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interest**
- 3            **Minutes of the previous meeting (28 April 2015)** (Pages 3 - 4)  
[To approve the minutes of the previous meeting as a correct record.]
- 4            **Matters arising**

### DISCUSSION ITEM

- 5            **The Corporate Plan and Wolverhampton Way** (Pages 5 - 38)  
[To review the Corporate Plan 2015/16 in advance of Council on 15 July, and the Wolverhampton Way strategic document.]

### PRE-DECISION SCRUTINY ITEMS

- 6            **ICT Strategy** (Pages 39 - 66)  
[To approve the Council's Information and Communication Technology (ICT) Strategy 2015 – 2018 to go forward to Cabinet on 16 September 2015.]
- 7            **Digital Strategy** (Pages 67 - 86)  
[To approve the Council's Digital Strategy 2015 – 2018 to go forward to Cabinet on 16 September 2015.]

### DISCUSSION ITEM

- 8            **Work programme** (Pages 87 - 90)  
[To consider the Board's work programme for future meetings.]



# Scrutiny Board

Minutes - 28 April 2015

## Attendance

### Members of the Board

Cllr Peter O'Neill (Chair)  
Cllr Barry Findlay (Vice-Chair)  
Cllr Ian Angus  
Cllr Alan Bolshaw  
Cllr Claire Darke  
Cllr Julie Hodgkiss  
Cllr Lorna McGregor  
Cllr Rita Potter  
Cllr John Rowley  
Cllr Stephen Simkins  
Cllr Wendy Thompson

### Employees

Adam Hadley                                      Group Manager - Democracy

## Part 1 – items open to the press and public

*Item No.*     *Title*

- 1     **Apologies for absence**  
Apologies for absence were received from Cllr Photay and Cllr Brookfield.
  
- 2     **Declarations of interest**  
There were no declarations of interest.
  
- 3     **Minutes of the previous meeting (17 March 2015)**  
Resolved:  
        That the minutes of the meeting held on 17 March 2015 be approved as a correct record and signed by the Chair.
  
- 4     **Matters arising**  
There were no matters arising.
  
- 5     **Annual Scrutiny Report 2014/15**  
Adam Hadley, Group Manager - Democracy, introduced the Annual Scrutiny Report 2014/15, which will be presented to Full Council in July.

Councillor O' Neil drew the Board's attention to the outcome of the various scrutiny reviews mentioned in the report:

- The employability and skills review had been considered by Cabinet

- The Infant Mortality, Channel Shift and Welfare Reform reviews would be considered by Cabinet in July.

Councillor Simkins asked for any feedback on these reviews to be relayed to the Scrutiny Board 2014/15 membership as well as The new membership of the Scrutiny Board. Councillor O' Neil explained that follow up reports on the reviews will be scheduled into the work programme for 2015/16.

Resolved:

- 1) To amend the membership of the health scrutiny panel and children's and young people panel to include co-opted members
- 2) That the chair and vice chair be able to make minor amendments to the annual scrutiny report 2014/15 before it is considered by full Council.
- 3) That the annual report be presented to Full Council in July for final approval.

## 6 **Work programme**

Adam Hadley, Group Manager -Democracy, introduced the work programme noting that it had been completed for the year.

Councillor O' Neil closed the meeting by thanking the Board for their contributions throughout the year.

In response, Councillor Findlay thanked Councillor O'Neill for the manner in which he had chaired the Scrutiny Board during the year.



# Scrutiny Board

30 June 2015

<b>Report title</b>	Corporate Plan 2015/16 and the Wolverhampton Way	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader of the council	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation, Corporate Core	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	<a href="mailto:charlotte.johns@wolverhampton.gov.uk">charlotte.johns@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	Cabinet	23 June 2015
	Scrutiny Board	30 June 2015
	Council (Corporate Plan)	15 July 2015

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## Recommendation(s) for action or decision:

Scrutiny Board is recommended to:

1. Review the Corporate Plan 2015/16 in advance of Council on 15 July.
2. Review the Wolverhampton Way: our strategic approach to transformation.

## **1.0 Purpose**

1.1 The purpose of this report is to review the council's Corporate Plan for 2015/16, and the supporting 'Wolverhampton Way' document which sets out how we will deliver our mission of 'working as one to serve our city'.

## **2.0 Background**

2.1 In 2014 work was undertaken to simplify the council's Corporate Plan. The revised Corporate Plan approach aims to simplify our priorities into 'stronger communities' (People) and 'stronger economy' (Place) supported by a 'Confident Capable Council' (Corporate).

2.3 Positive feedback was received on the approach in the council's Corporate Peer Challenge in December 2014.

2.4 In summary, the Corporate Plan on a Page includes:

- Three Corporate Plan Priorities
- Seven Corporate Plan Outcomes
- 14 Corporate Plan Objectives
- Seven C3 Programme Workstreams

2.5 The council's planning and performance management approach going forward will be focussed on the delivery of the Corporate Plan. The performance measures will form the quarterly corporate performance management report, which will be reported to Strategic Executive Board (SEB), Cabinet (Performance Management) Panel and Scrutiny Board.

## **3.0 Corporate Plan 2015/16**

3.1 The Corporate Plan has been designed as a thematic-based document, ensuring that content does not follow a silo based approach. For example, in ensuring the delivery of the 'Keeping the City Safe' objective, a number of service areas outside the direct control of the accountable senior officer, such as street lighting will need to be considered.

3.2 Fifteen 'Plans on a Page' have been produced (6 x Place, 8 x People). Confident Capable Council has one plan, which encompasses all seven work streams. The plans on a page include:

- Why each objective is important and the long term vision;
- The council's key policies and strategies which support each objective;
- Actions to support the delivery of each objective;
- A number of key performance measures which will help monitor progress.

3.3 Where supportive policies and strategies that have been identified, these are being reviewed to ensure that they meet the council's agreed definition of a policy and/or

strategy. The Corporate Plan will enable users to interactively access these key policies and strategies, as well as the council's policy library.

3.4 The actions included the Corporate Plan will form part of senior manager's work programme for the year and link to appraisals. In turn, all employees work programmes and appraisals should link back to these.

3.5 The Corporate Plan will go forward to Council on 15 July.

#### **4.0 The Wolverhampton Way**

4.1 The Wolverhampton Way document is a contextual narrative document that brings together a number of areas to articulate how we will deliver our mission of 'working as one to serve our city', and key strategy documents of the Corporate Plan and Organisational Development Strategy.

4.2 It includes reference to the high level Corporate Plan on a page, and a summary of the following areas:

- Service delivery
- Medium Term Financial Strategy
- Our Core Behaviours
- Customer Service Standards
- Performance Culture
- C3 Transformation Programme

#### **5.0 Financial implications**

5.2 The revised Corporate Plan provides a framework of prioritisation for allocation of council budgets, in accordance with the Medium Term Financial Strategy.

[GE/27052015/Y]

#### **6.0 Legal implications**

6.1 There are no specific legal implications arising from this report. The council's statutory responsibilities will be discharged through delivery of the Corporate Plan.

[TS/26052015/J]

#### **7.0 Equalities implications**

7.1 The council has a number of equality objectives, which underpin the Corporate Plan. Any policy change or budget decision is subject to an Equality Analysis screening, to understand the potential impact on the nine protected characteristics.

## **8.0 Environmental implications**

8.1 There are no direct environmental implications arising from this report. Environmental implications will be in several of the objectives of the Corporate Plan.

## **9.0 Human resources implications**

9.1 There are no human resources implications arising from this report. The Future People programme in the Corporate Plan will most significantly address HR implications.

## **10.0 Corporate landlord implications**

10.1 There are no corporate landlord implications arising from this report. The Future Space programme in the Corporate Plan will most significantly address corporate landlord implications.



# Our priorities



*A stronger economy*



*Stronger communities*



*A confident capable council*

## City of Wolverhampton Council's Corporate Plan 2015/16

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**Our mission:**  
Working as one to  
serve our city





**Objective: To work in collaboration to improve the region of the Midlands**

**Accountable Officer: Managing Director**

**Why is this important to Wolverhampton?**

Greater collaboration in the West Midlands and the Midlands as a whole will benefit the city of Wolverhampton in the following ways:

- Greater economic growth
- Improve job prospects and skills training for residents
- Allow access to enhanced funding opportunities from central government
- Improve the movement of people and freight across the Midlands and the rest of the country

**What are our key policies and strategies?**

There are a number of key policies and strategies which relate to our objective. These include:

- Regional transport strategies and policies
- Economic Growth Strategy
- Skills Commission work

**What will we do to achieve this?**

Action Description	Lead Officer
• Develop the West Midlands Transport Strategy for approval by the Integrated Transport Authority	Managing Director
• Create a Combined Authority to reflect the Midlands Powerhouse	Managing Director
• Create a prospectus for the West Midlands	Managing Director
• Prepare a proposal for central government to approve a deal for the Midlands powerhouse to help develop the West Midlands economic growth potential	Managing Director
• Deliver the City of Wolverhampton Interchange (train station) as the gateway to the Black Country and Birmingham/Coventry	Managing Director



**How will we monitor our progress?**

**We will achieve the following key milestones:**

- The ‘deal’ the Midlands Powerhouse is able to achieve with central government.
- Parliamentary approval for the Combined Authority, giving the body legal status.
- Prospectus agreed by Leaders for launch by July 2015.
- Deliver a Wolverhampton Interchange by 2019.
- Have a transport strategy for the West Midlands approved by the Integrated Transport Authority by December 2015.

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# Our Corporate Plan

Working as one to serve our city

## **Place** Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean  
Keeping the city moving  
Improving the city housing offer

Developing a vibrant city  
Supporting businesses, encouraging enterprise and attracting inward investment

Improving our critical skills and employability approach

## **People** Stronger Communities

People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

Promoting and enabling healthy lifestyles  
Promoting independence for older people  
Promoting independence for people with disabilities

Safeguarding people in vulnerable situations  
Strengthening families where children are at risk

Challenging and supporting schools to provide the best education for children and young people  
Enabling communities to support themselves  
Keeping the city safe

## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change





## Objective: Keeping the City Clean

Accountable Officer: **Service Director for City Environment**

### Why is this important to Wolverhampton?

A clean city is a better place to live, work and visit and will attract investment and create job opportunities.

Maintaining and improving our streets and green spaces will create pride in our city and improving the quality of our local environment brings environmental, economic, social and health benefits. It can lead to a positive impact on well-being, quality of life and community cohesion where people take responsibility and care for their local area.

### What are our key policies and strategies?

There are a number of documents which support keeping the city clean, including:

- Regeneration Compliance and Regulatory Policy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Undertake a comprehensive spring clean of the city and launch campaigns to combat littering and dog fouling	Head of Public Realm
• Promote use of the report-it app to identify rubbish hot spots and deploy area response teams to clear them	Head of Public Realm
• Engage with local residents through social media and traditional means to establish a community cleansing champion scheme	Head of Public Realm
• Introduce a new and improved approach to managing the public realm in the City Centre	Head of Public Realm

- Improve air quality in the city by reducing the emissions from the council's vehicle fleet

Head of Operational Services



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Amount of emissions from the council's vehicle fleet	2,977,284 kgs	2,947,511 kgs
• Percentage of customers satisfied with street cleaning	53%	55%
• Percentage of customer street cleaning enquiries responded to within set timeframe	94%	94%



## Objective: Keeping the City Moving

Accountable Officer: Service Director for City Assets

### Why is this important to Wolverhampton?

A safe, efficient and effective transportation network supports economic development, social and regeneration aspirations and environmental objectives of the city.

Our transportation networks are major assets, which need to be properly maintained and developed to allow the safe and efficient movement of people and goods across the city and wider region.

### What are our key policies and strategies?

There are a number of documents which support keeping the city moving, including:

- West Midlands Local Transport Plan
- Black Country Core Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Establish plans for an effective transportation network to support development across the city	Transportation Manager
• Progress the £20 million scheme to extend the Midland Metro line into the new Wolverhampton Interchange	Transportation Manager
• Progress delivery of the £20 million Wolverhampton Interchange as a regional transport hub involving the redevelopment of Wolverhampton Train Station	Transportation Manager

• Improve traffic flows in the city by implementing a new Urban Traffic Control (UTC) system	Urban Traffic Control Manager
• Invest £0.4 million in the city's highways network to improve safety and operations	Transportation Manager
• Improve the co-ordination of works on the highway to avoid unnecessary delays to users	Urban Traffic Control Manager
• Promote and encourage walking, cycling and public transport to reduce the number of car journeys	Transportation Manager

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of people killed or seriously injured (KSI) in road traffic accidents	75	73
• Number of uses of cycle routes	69,888	70,857
• Percentage of traffic light faults responded to within 2 hours	90%	100%
• Total length of cycle network	23km	26km



## Objective: Improving the City Housing Offer

Accountable Officer: Service Director for City Assets

### Why is this important to Wolverhampton?

Improving the quality and supply of housing is crucial to support current and future residents who will have a fundamental role to play in the city's future.

This includes supporting people who are considered as vulnerable households and building new housing to support the growing economy and regeneration agendas.

### What are our key policies and strategies?

There are a number of documents which support improving the city housing offer, including:

- Housing Strategy
- Homelessness Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Stimulate the private housing market to encourage a wider range of housing to reflect the full range of needs	Head of City Housing
• Deliver and support projects that will see the creation of 650 new homes in the city	Head of City Housing
• Prepare a strategy to develop various housing estates such as the Heath Town estate	Head of City Housing
• Provide a support service to prevent vulnerable people from becoming homeless	Head of City Housing
• Improve the private rented sector in the city	Head of City Housing

• Deliver plans to tackle the issues of long term empty properties and bring 200 houses back into use	Head of City Housing
• Support households in vulnerable situations to get into long term housing solutions	Head of City Housing

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of additional homes provided (net) (as part of the New Build programme)	580	650
• Number of affordable homes completed	145	115
• Number of homes improved to meet the statutory housing standard	291	300
• Number of vacant dwellings returned to occupation or demolished	200	200
• Total number of homes improved to meet the decent home standard	1755	2295
• Number of households accessing housing options services	3110	3110
• Number of landlords accredited through the Midland Landlord Accreditation Scheme (MLAS)	191	200



## Objective: **Developing a Vibrant City**

**Accountable Officer:** **Service Director for City Economy**

### Why is this important to Wolverhampton?

To attract and retain high value businesses and a skilled workforce, the city needs to develop a distinct and attractive offer. This means securing further inward investment and growth funds into our three main economic growth areas. We need to address viability gaps, support collaborations and joint ventures, as well as develop inspiring places that support the creative and learning sectors. This will allow them to flourish, generate vibrancy, footfall and in turn stimulate the retail sector.

### What are our key policies and strategies?

There are a number of documents which support developing a vibrant city, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Enhance and expand our city marketing approach with partners to raise our external profile and attract new investment into the city</li> </ul>	Service Director City Economy
<ul style="list-style-type: none"> <li>• Start construction on key city centre schemes such as the Wolverhampton Interchange and progress key opportunities at Westside and Southside</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Begin the £10 million refurbishment of the civic halls complex to enhance its national position</li> </ul>	Service Director City Economy

<ul style="list-style-type: none"> <li>• Enable development of the Springfield Brewery site for specialist vocational and educational provision in construction and manufacturing as part of a thriving canalside quarter</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Secure further growth opportunities in the M54 Junction 2 strategic growth area including working with occupiers to maximise opportunities for city businesses and residents</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Commence implementation of £10.9 million programme to deliver new housing, retail, culture and leisure improvements in Bilston Urban Village</li> </ul>	Head of City Development

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Total amount of investment in the city</li> </ul>	£61.9 million	£519.7 million
<ul style="list-style-type: none"> <li>• Number of businesses located in the city's main economic growth areas</li> </ul>	3,775	3,964
<ul style="list-style-type: none"> <li>• Number of jobs created in the city's main economic growth areas</li> </ul>	51,500	54,075
<ul style="list-style-type: none"> <li>• Number of visitors to the city's main cultural venues</li> </ul>	New measure	Baseline to be established



## Objective: Supporting Businesses, Encouraging Enterprise and Investment

Accountable Officer: Service Director for City Economy

### Why is this important to Wolverhampton?

As the public sector shrinks, the city is increasingly dependent on private sector investment and business rates. We need to do all we can to create new job opportunities and address the low wage economy, which significantly contributes to poverty and ill health. This means attracting new businesses who will bring new jobs, and support existing businesses to survive, adapt and grow.

### What are our key policies and strategies?

There are a number of documents which will help us support businesses, encourage enterprise and investment, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Maximise EU and UK external funding to deliver business, enterprise and inward investment support	Service Development Manager
• Develop a targeted programme of activity to enhance the profile of the city to potential investors	Head of Enterprise and Skills
• Improve the Black Country Growth Hub to provide a one-stop-shop for targeted effective business support	Head of Enterprise and Skills
• Introduce a City Procurement Charter to enhance opportunities for local businesses to supply public bodies	Head of Enterprise and Skills
• Increase the number of successful social and community enterprises across the city	Head of Economic Inclusion



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of business start-ups supported	New measure	Baseline to be established
• Number of businesses surviving after the first five years	34.6%	36.9%
• Number of small and medium (SME) businesses supported	Small: 1420 Medium: 305	Small: 1450 Medium: 315





## Objective: Improving our Critical Skills and Employability Approach

Accountable Officer: **Service Director for City Economy**

### Why is this important to Wolverhampton?

With a global shift towards a knowledge economy, it is critical for the city to meet the needs of existing and future employers, and equip local people to successfully compete for and progress in work. Although it is improving, the city still has one of the worst unemployment levels in the country. Too many people face barriers that mean they are likely to remain workless or trapped in a low wage economy. We therefore need to strengthen all stages of the journey - from taking the first steps in obtaining advice to securing employment.

### What are our key policies and strategies?

There are a number of documents which support improving our critical skills and employability approach, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Implement a City Skills and Employability Programme with all providers following the completion of the independent Wolverhampton Skills and Employment Commission</li> </ul>	Service Director City Economy
<ul style="list-style-type: none"> <li>• Build on the 'outstanding' Adult Education Service to focus on supporting people to obtain the skills needed for the world of work</li> </ul>	Head of Adult and Cultural Learning
<ul style="list-style-type: none"> <li>• Develop the role of the council as a leading employer in the city by maximising apprenticeships, traineeships and work experience opportunities</li> </ul>	Head of Enterprise and Skills

<ul style="list-style-type: none"> <li>• Further develop an innovative recruitment approach with new and existing employers to maximise employment opportunities for people in the city</li> </ul>	Head of Enterprise and Skills
<ul style="list-style-type: none"> <li>• Provide co-ordination and facilitation across the city's leading organisations that prepare people for the world of work, particularly in the city's most deprived areas</li> </ul>	Head of Economic Inclusion
<ul style="list-style-type: none"> <li>• Introduce an improved approach to make it easier for people in the city to access a range of critical employability support</li> </ul>	Head of Economic Inclusion

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Number of people accessing the creative economy, learning, training or volunteering opportunities</li> </ul>	New measure	Baseline to be established
<ul style="list-style-type: none"> <li>• Number of residents supported through education, training, employment or enterprise</li> </ul>	New measure	Baseline to be established
<ul style="list-style-type: none"> <li>• Number of residents in key deprived areas supported through education, training, employment or enterprise</li> </ul>	New measure	Baseline to be established



## Objective: Promoting and Enabling Healthy Lifestyles

Accountable Officer: Service Director for Public Health and Wellbeing

### Why is this important to Wolverhampton?

Infant mortality, smoking, poor diet, a lack of physical activity and alcohol misuse is having a major impact on life expectancy in the city. Tackling the issues in these areas will improve quality of life and reduce the time spent with illness prior to death.

### What are our key policies and strategies?

There are a number of documents which support promoting and enabling healthy lifestyles, including:

- City Strategy
- Health and Wellbeing Strategy
- Alcohol Strategy for Wolverhampton
- Obesity Call to Action
- Infant Mortality Action Plan

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Introduce specific programmes to increase the number of women who stop smoking during pregnancy	Consultant in Public Health
• Kick-start a whole school ‘Stop Smoking’ and smoking prevention programme across the city	Consultant in Public Health
• Roll out a local smoke-free campaign for the city to help people stop smoking and improve the environment	Consultant in Public Health
• Launch a range of focused health programmes across the city to drive up physical activity levels	Head of Healthier Place

• Develop a programme to support businesses and organisations to be healthy workplaces. Start with the council, the University of Wolverhampton and the Royal Wolverhampton NHS Trust	Head of Healthier Place
• Support GPs to spot when their patients are starting to have problems with alcohol	Consultant in Public Health
• Investigate why alcohol related emergency admissions are still on the increase	Consultant in Public Health

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of mothers smoking at the time of delivery	18.7% (2013/14)	To reduce
• Percentage of individuals achieving targeted weight loss through a weight management programme	39.9% (2013/14)	To increase
• Rate of alcohol related emergency admissions (under 75 years per 100,000 population)	782 (2012/13)	To reduce



## Objective: Promoting Independence for Older People

Accountable Officer: Service Director for Older People

### Why is this important to Wolverhampton?

Older people of Wolverhampton have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

### What are our key policies and strategies?

There are a number of documents which support promoting independence for people for older people, including:

- Information and Advice Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Develop a network of advice centres that can provide financial health checks for older people across the city to support financial independence and stability</li> </ul>	Head of Welfare Rights
<ul style="list-style-type: none"> <li>• Develop an offer to community associations to support vulnerable older people</li> </ul>	Head of Commissioning Older People
<ul style="list-style-type: none"> <li>• Develop services closer to home for older people that optimise independence</li> </ul>	Head of Assessment and Care Management
<ul style="list-style-type: none"> <li>• Shift the balance of care to support more older people at home</li> </ul>	Head of Libraries
<ul style="list-style-type: none"> <li>• Develop integrated reablement services work with partners, to prevent and delay the need for high intensity support</li> </ul>	Head of Assessment and Care Management
<ul style="list-style-type: none"> <li>• Achieve 'Dementia Friendly' city status to ensure Wolverhampton is a welcoming place for older people with dementia</li> </ul>	Head of Commissioning Older People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Number of new users of Telecare services</li> </ul>	New measure	500
<ul style="list-style-type: none"> <li>• Number of financial health checks undertaken</li> </ul>	New measure	2000
<ul style="list-style-type: none"> <li>• Number of carer assessments</li> </ul>	1124	1350
<ul style="list-style-type: none"> <li>• Rate of permanent admissions to care homes for older people (per 100,000 population) (ASCOF 2A(2))</li> </ul>	650	638
<ul style="list-style-type: none"> <li>• Percentage of older people who have received reablement services who remain in their own home six months after discharge from those services</li> </ul>	83.2%	84.0%



# Objective: Promoting Independence for People with Disabilities

Accountable Officer: Service Director for Disability and Mental Health

## Why is this important to Wolverhampton?

It is important that clients in contact with Disability or Mental Health Services are enabled to live their lives as independently as possible and that they have choice and control over the services that they receive.

We must also manage the demand for services so that the services can be more efficiently provided within the available resources.

## What are our key policies and strategies?

There are a number of documents which support promoting independence for people with disabilities, including:

- Mental Health Commissioning Strategy
- Learning Disability Joint Commissioning Strategy

Please visit our Policy Portal for more information.

## What will we do to achieve this?

Action Description	Lead Officer
• Embed Special Educational Needs and Disability (SEND) reforms to ensure that each individual has a personalised plan	Head of All Age Disability
• Transform the transition pathway from children’s services to adult services for young people with disabilities to promote their independence	Head of All Age Disability
• Reduce the number of adults with mental ill health in residential nursing care to enable them to have more independent living	Head of All Age Disability
• Promote the independence of adults with learning difficulties with a care plan	Head of All Age Disability
• Enable vulnerable adults to live more independently	Head of All Age Disability

## How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Education, Health and Care Plans (EHCP) converted	25%	35%
• Percentage of disabled children in year 9 that have a Transition Plan	100%	100%
• Rate of adults aged 18-64 in contact with Mental Health Services who are in permanent residential or nursing care (per 100,000 population)	33.9	14.3
• Number of adults aged 18-64 in contact with Mental Health Services who have been resettled from permanent residential care into community based services	New measure	35
• Rate of adults aged 18-64 in contact with Learning Disability Services who are in permanent residential or nursing care (per 100,000 population)	109.4	96.4
• Number of new supporting living placements created for people with learning disabilities	New measure	50



# Objective: Safeguarding People in Vulnerable Situations

Accountable Officer: Strategic Director of People

## Why is this important to Wolverhampton?

Vulnerable children and adults in the city have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

## What are our key policies and strategies?

There are a number of documents which support safeguarding people in vulnerable situations, including:

- Domestic Violence Protocol

Please visit our Policy Portal for more information.



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## What will we do to achieve this?

Action Description	Lead Officer
• Take practical steps to ensure that Child Sexual Exploitation (CSE) is understood and prioritised across the city	Head of Safeguarding and Quality
• Promote a 'whole family' approach across the council to demonstrate and achieve positive sustained change	Strategic Director People
• Work across the partnerships to improve understanding of safeguarding priorities	Head of Safeguarding and Quality
• Introduce and embed an integrated model of support for domestic violence across social care	Strategic Director People
• Develop a Multi-Agency Safeguarding Hub (MASH) in Wolverhampton	Strategic Director People

## How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Proportion of children identified as been at risk of Child Sexual Exploitation (CSE) whose level of risk has reduced	New measure	60%
• Percentage of referrals to Children's Social Care where domestic violence is an identified factor	38.4%	40%
• Percentage of referrals to Adults Safeguarding where domestic violence is an identified factor	10.4%	12%
• Proportion of people who use social services who feel safe	74.8%	75.5%



## Objective: Strengthening Families Where Children are at Risk

Accountable Officer: Service Director for Children and Young People

### Why is this important to Wolverhampton?

Targeting effective early help and support to vulnerable families at the earliest point works. It will strengthen families, keep children and young people safe and improve their life chances.

### What are our key policies and strategies?

There are a number of documents which support strengthening families where children are at risk, including:

- Children, Young People and Families Plan
- Wolverhampton Youth Justice Board Plan
- Early Help Plan
- Looked After Children Sufficiency Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Work together to keep children safe and in stable families	Service Director for Children and Young People
• Work with the whole family to demonstrate and achieve positive sustained change	Heads of Early Help
• Ensure families get swift and co-ordinated access to the right services	Service Director for Children and Young People
• Improve the engagement and achievement of young offenders and care leavers in education, training, employment or enterprise	Service Director for Children and Young People
• Deliver quality services through ensuring we have a stable, skilled and effective workforce	Service Director for Children and Young People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families programme	New measure	483
• Percentage of young people engaged in education, training, employment or enterprise	Young offenders: 46% Care leavers: 67%	Young offenders: 55% Care leavers: 70%
• Rate of Looked After Children (LAC) (per 10,000 population)	138	112



## Objective: Challenging and Supporting Schools to Provide the Best Education

Accountable Officer: Director of Education

### Why is this important to Wolverhampton?

Education outcomes across the city are unacceptably poor and limit the children's life chances and wellbeing of Wolverhampton citizens, as well as the longer term development and prosperity of the city.

The city is also experiencing demographic change and the local authority has a duty to ensure there are sufficient school places to meet the city's need. There is therefore a pressing need to raise expectations, secure rapid school improvement and ensure there are sufficient school places and resources to support children's learning.

### What are our key policies and strategies?

There are a number of documents which support challenging and supporting schools, including:

- School Improvement and Governance Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Strategically lead education services and ensure that the council is well informed about the quality of school provision in the city, including the analysis of performance data</li> </ul>	Director of Education
<ul style="list-style-type: none"> <li>• Maintain an excellent working relationship with all schools so that early support and advice can be offered when required</li> </ul>	Head of School Standards
<ul style="list-style-type: none"> <li>• Identify issues in maintained schools and offer appropriate levels of challenge to those identified as at risk, holding them to account for school improvement and implementing formal powers of intervention where necessary</li> </ul>	Head of School Standards

<ul style="list-style-type: none"> <li>• Maximise available funding and resources to support school improvement activity and quality learning environments, including Building Schools for the Future and Local Education Partnership resources</li> </ul>	Head of School Planning and Resources
<ul style="list-style-type: none"> <li>• Ensure there are sufficient school places to meet demand in the city and that there is fair access for all</li> </ul>	Head of School Planning and Resources

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Percentage of schools judged by OFSTED to be 'good' or 'outstanding'</li> </ul>	68%	78%
<ul style="list-style-type: none"> <li>• Percentage of pupils achieving level 4 in combined Reading, Writing and Maths at Key Stage 2</li> </ul>	78%	80%
<ul style="list-style-type: none"> <li>• Percentage of pupils achieving 5 A* - C Grades including English and Maths</li> </ul>	46.4%	54%
<ul style="list-style-type: none"> <li>• Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share</li> </ul>	40%	20%
<ul style="list-style-type: none"> <li>• Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share</li> </ul>	12%	0%



# Objective: Enabling Communities to Support Themselves

Accountable Officer: Strategic Director of People

## Why is this important to Wolverhampton?

Supporting local communities to continue to develop local support for local communities is a key role for the council to build resilience in the city.

## What are our key policies and strategies?

There are a number of documents which support enabling communities to support themselves, including:

- Advice and Information Strategy

Please visit our Policy Portal for more information.

## Page 24 What will we do to achieve this?

Action Description	Lead Officer
• Develop the Wolverhampton Information Network (WIN) across the city to have locally accessible information advice points to support self-help and independence	Head of Libraries
• Trial the use of creative initiatives to support the development of sustainable and self-reliant communities	Head of Healthier Place
• Develop an asset based approach with the community to develop a network of support	Head of Libraries
• Transform the role of libraries to better support communities to access quality information and advice	Head of Libraries
• Strengthen the work of Community Hubs and Community Association	Head of Welfare Rights



## How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of unique hits on the Wolverhampton Information Network (WIN)	14,040	19,040
• Number of listings on the Wolverhampton Information Network (WIN)	550	688





## Objective: Keeping the City Safe

Accountable Officer: Service Director for Public Health and Wellbeing

### Why is this important to Wolverhampton?

Reducing crime and improving feelings of safety in Wolverhampton is important in enhancing the experiences of those who live, work and visit the city. Year on year reductions in crime and improved feelings of safety will contribute towards creation of a stable economic climate; attracting inward investment, and supporting a vibrant night time economy.

### What are our key policies and strategies?

There are a number of documents which support keeping the city safe, including:

- Crime Reduction, Community Safety and Drugs Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Work with partners to reduce the risk of people being radicalised and spot those who might be enticed into terrorism	Head of Community Safety
• Trial use of new legal powers to tackle anti-social behaviour and assess the impact of this	Head of Community Safety
• Work with partners to reduce gang-related crime	Head of Community Safety
• Tackle relationship-based violent crimes which are more likely to harm women and girls	Head of Community Safety
• Work together with partners to target earlier support to those in need	Strategic Director People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Rate of recorded crime (per 100,000 population)	6,686	To reduce
• Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17)	Victims: 361 Offenders: 275	Victims: To reduce Offenders: To reduce
• Number of referrals made to Channel Panel (Prevent Agenda)	21	To increase

**Objective: Confident, Capable Council**

**Accountable Officer: Managing Director**

**Why is this important to Wolverhampton?**

A Confident, Capable Council will underpin the delivery of the council's Corporate Plan and create a better, stronger council ready and able to deliver the change the city needs.

The programme will transform the way the council does its day to day business by changing and strengthening council-wide management practices, corporate controls and establishing efficient processes in its core internal services. In short, this means that we will transform the council into a modern business organisation and become a customer service focussed organisation; all of which will lead to a better experience for the customer.

**What are our key policies and strategies?**

There are a number of documents which support being a Confident, Capable Council, including:

- Medium Term Financial Strategy
- Customer Services Strategy
- ICT Strategy

Please visit our Policy Portal for more information.

**What will we do to achieve this?**

Action Description	Lead Officer
• Develop more creative approaches to maximising income streams for the council	Director of Finance
• Secure a 'clean bill of health' from the external auditors on the statement of accounts and value for money	Director of Finance
• Maximise the benefit to the city through the council's procurement activities	Director of Finance
• Improve the way we make our decisions and secure value for money for our residents, by ensuring we have robust internal controls and governance processes in place	Director of Governance

• Improve facilities for customers, modernise and use our frontline buildings as best we can, keeping only those we need and saving money from those we do not	Strategic Director of Place
• Ensure our land and buildings directly benefit residents, offer value for money and are well managed	Service Director of City Assets
• Ensure that our customers can contact us and access our key services in a way and at a time that suits them through increased use of innovative digital channels	Head of Customer Service
• Enhance the customer experience when contacting the council to ensure that we exceed the expectations they have of us	Head of Customer Service
• Transform the council into a modern business organisations using ICT to maximise the customer experience and enable service efficiencies	Head of ICT
• Develop our workforce to ensure we have the right people, with the rights skills, in the right place at the right time	Head of Transformation
• Ensure we use evidence to inform our decisions, monitor performance and address problem areas as soon as possible	Head of Transformation
• Make sure that our customers, service users and members of the public are informed about council performance and can influence the decisions we make	Head of Transformation



**Objective: Confident, Capable Council**

**Accountable Officer: Managing Director**

**How will we monitor our progress?**

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Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of council tax collected	95.0%	95.0%
• Percentage of business rates collected	96.5%	96.7%
• Percentage of spend with suppliers whose address includes a WV postcode	28.58%	31.08%
• Cost per square meter of our operational property portfolio	New measure	Baseline to be established
• Percentage of customers satisfied with the customer service they received from the council	70%	70%
• Percentage of calls to Customer Services resolved at 1st contact	61%	70%
• Percentage of completed website transactions	New measure	Baseline to be established
• Percentage of our eligible workforce who have a current appraisal	73.4%	100%
• Number of workings days lost per Full Time Equivalent (FTE) to sickness absence	New measure	Baseline to be established
• Percentage of Freedom of Information (FOI) requests responded to within the statutory timeframe	94.9%	97%



Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Subject Access requests responded to within the statutory timeframe	82.5%	85%
• Percentage of customers who feel informed about council performance	New measure	Baseline to be established
• Percentage of employees who are aware of the council's corporate priorities and understand how they contribute to them	44%	80%

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# Our priorities



*A stronger economy*



*Stronger communities*



*A confident capable council*

## The Wolverhampton Way

Our plan for 2015/19

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### **Our mission:**

Working as one to serve our city



# Our Corporate Plan

Working as one to serve our city

## **Place** Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean  
Keeping the city moving  
Improving the city housing offer

Developing a vibrant city  
Supporting businesses, encouraging enterprise and attracting inward investment

Improving our critical skills and employability approach

## **People** Stronger Communities

People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

Promoting and enabling healthy lifestyles  
Promoting independence for older people  
Promoting independence for people with disabilities

Safeguarding people in vulnerable situations  
Strengthening families where children are at risk

Challenging and supporting schools to provide the best education for children and young people  
Enabling communities to support themselves  
Keeping the city safe

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## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change



# How we'll deliver it



# Service Delivery to our City

**E**ffective service delivery is an essential function of local government - it is why the City of Wolverhampton Council is here. In order to achieve the outcomes in our corporate plan, we need to work, operate and think as 'one council'.

The city council delivers over 140 services to communities, families and businesses in the city - many of which operate day-in-day out, 365 days a year. From protecting vulnerable children, young people and adults to maintaining our city's roads, from licencing premises to educating our future generations; we need to ensure a high quality of service delivery.

We will do this by working effectively nationally, regionally, sub-regionally, with business, third sector and with communities and families in our city to ensure our limited resources are prioritised towards services that meet the city's needs. We will collaborate with other organisations and influence and broker deals to the benefit of the city, creating pride and building confidence.

“  
The city council delivers over 140 services to communities, families and businesses in the city - many of which operate day-in-day-out, 365 days a year.  
”



West Park, Wolverhampton





# Medium Term Financial Strategy

**T**he council's Medium Term Financial Strategy or 'Financial Plan' complements our Corporate Plan and City Strategy which together portray our combined vision, ambition and priorities for Wolverhampton.

The Financial Plan not only reflects the council's corporate priorities, but also plays a critical role in shaping the council's vision, providing a framework within which decisions about future services can be made. The Financial Plan details strategies in place to plan for the medium term for our revenue budget, capital investment, treasury management and the housing business plan.

The environment in which the council works is also constantly changing. The Financial Plan tries to anticipate those changes and put the council in the best possible position to respond to them. For example, the performance of the UK economy since the 'credit crunch' of 2007/08 has been poor, although there are signs that it is now beginning to recover. However this has meant a reduction in the

council's spending power and a poorer return on our investments in recent years.

Since the economic downturn took hold, the Government's priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government of an unprecedented scale. Over the last five years, the value of general grants awarded to the City of Wolverhampton Council by central Government has reduced by over 50% in real terms leaving the council with over £148 million less to spend in 2015/16 than in 2010/11.

There are also a number of social and demographic challenges the city faces – such as a growing population, pockets of deprivation, and relatively high levels of unemployment and worklessness which all contribute to an increased demand for council services at a time our budgets are reducing.

However the council has tried to safeguard those services that it considers to be highest priority, as articulated in our Corporate Plan and guided by consultation with

residents and our partners. The council's budget and Financial Plan reflects locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment.

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The council's budget and Financial Plan reflects locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment.”



# PRIDE: our core behaviours

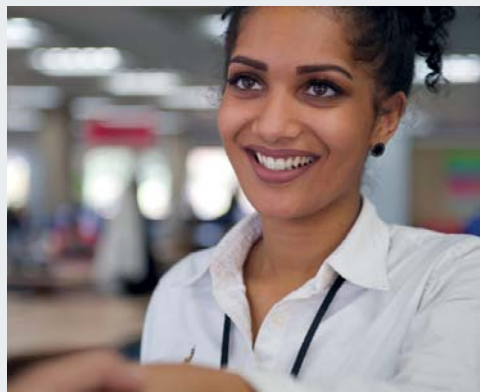
*Working as one to serve our city*

	How we will behave	
<b>P</b>	<b>Put customers first -</b> <i>be customer focused</i>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
<b>R</b>	<b>Raise the profile of the City -</b> <i>be positive</i>	We are confident advocates for the city and the council. We are positive about what we do and work actively with our partners to build confidence.
<b>I</b>	<b>Inspire trust and confidence -</b> <i>be open</i>	We value each other's contribution, empathise with colleagues, are self-aware and remain open in difficult situations. We are flexible and open-minded in our approach. We listen and respond to new ideas.
<b>D</b>	<b>Demonstrate a can-do and tenacious attitude -</b> <i>be a change agent</i>	We take the initiative, take ownership of problems and see them through, challenging where appropriate and acknowledge uncertainties. Importantly, we will be evidence-led in our decision-making.
<b>E</b>	<b>Encourage teamwork -</b> <i>be a team player</i>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

# The Customer Experience

Delivering customer service

**P**roviding excellent customer service is the acid test as to how we are performing as an organisation. It is important that, as an organisation, we understand what we mean when we talk about our customers. They are not exclusively traditional customers such as service users or other people with whom we have a 'transactional relationship'.



“It is vital that we not only deliver ‘business as usual’ but we continue to enhance our services in line with customer expectations.”

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As community leaders, our customers also include visitors, local, national and international business and partner organisations. Whilst we undoubtedly face an organisational budget challenge it is vital that we not only deliver 'business as usual' but we continue to enhance our services in line with customer expectations, evolving technologies and opportunities. This in turn will heighten the view that Wolverhampton is 'making it happen'.

Involving our customers throughout our transformation programme will be the recipe for our success - it is vital that we question whether we are building services that anticipate and meet customer requirements.

Our new Customer Service Strategy will detail how the City of Wolverhampton Council aims to offer joined-up services which are designed for customers and puts their needs at the heart of our business



# Performance Culture

Developing a strong culture and framework for excellent performance

**Our mission, 'working as one to serve our city', is the starting point for our performance approach.** It provides the 'golden thread' to all that we do. It also helps us to understand that we have a common purpose and that working in isolation is no longer acceptable.

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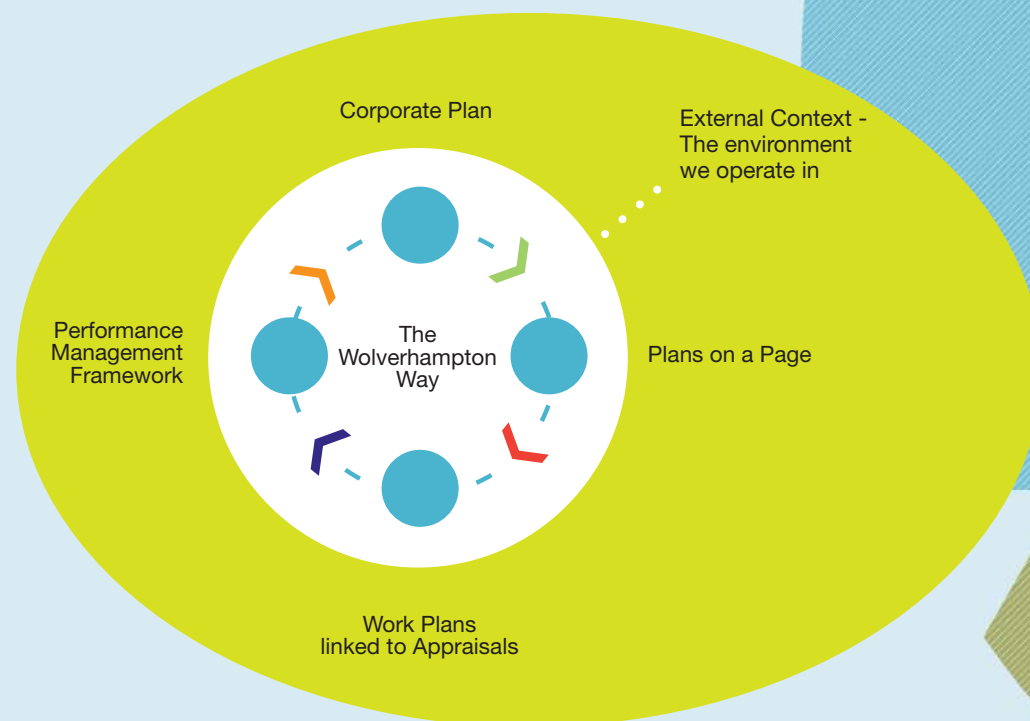
Excellent performance starts with having a clearly articulated Corporate Plan, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident Capable Council. Our Corporate Plan articulates the seven outcomes we are working to achieve and the objectives which underpin these. Each objective has a more detailed 'plan on page', which is owned by a Director or Service Director and sets out the key things we need to do to achieve it. This will ensure clear leadership and accountability for performance across the council.

Underneath these 'plans on a page' there will be directorate, service, team and project plans which provide more detail on how we will deliver our key actions and business as usual services. Most importantly, every employee should understand how they contribute to, and are accountable for, the objectives in the Corporate Plan through their own individual work plans.

Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met. The process by which performance and outcomes are monitored is set out in our Performance Management Framework (see right). Performance management is an integral part of everyday practice, and includes the use of business intelligence to ensure all our decisions are evidence-based.

“**Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met.**”

Every employee should have a work plan, annual appraisal and regular (at least quarterly) opportunities to discuss their performance and how they demonstrate PRIDE: our core behaviours.



# Confident Capable Council (C3) Transformation Programme

**C**onfident, Capable Council (or the C3 programme as it is sometimes referred to) is one of the three priorities in our Corporate Plan.

Being a Confident, Capable Council means that we will have the right people, with the right skills, doing the right things at the right time in the right way. We will embrace transformation as core business practice.

The aims of the C3 programme are to:

- Transform the council into a modern business organisation
- Be a customer service focussed organisation
- Increase employee engagement and satisfaction
- Ensure delivery of the Medium Term Financial Strategy
- Create a can do culture
- Create a culture of matrix working to deliver as one council
- Make effective use of our land and property assets
- Make the most effective use of technology



“  
Being a Confident, Capable Council means that we will have the right people, with the right skills, doing the right things at the right time in the right way.”

There are seven strands to the programme which are:

- **Future Works** - making use of new technology and working practices to redesign service deliver to reduce bureaucracy and ensure efficient, cost effective services.
- **Future Money** - making the most efficient use of our financial resources, including delivery of the Medium Term Financial Strategy, an effective capital programme, the Housing Revenue Account 30 year business plan and maximising income generation.
- **Future People** - creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and displaying PRIDE: our core behaviours.
- **Future Performance** - improving the performance of the council in line with our priorities and making effective decisions based on robust evidence, supported by accurate and up-to-date information.
- **Future Customer** - becoming a customer-focussed organisation that communicates effectively with our communities, businesses and key stakeholders.
- **Future Space** - maximising the use and potential of the council's physical assets, ensuring a better experience for our customers when dealing with council services.
- **Future Practice** - creating a strong culture of compliance with effective governance throughout the organisation and working in a consistent way to maximise efficiency, manage risks and reduce bureaucracy.

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# Scrutiny Board

30 June 2015

<b>Report title</b>	ICT Strategy	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Information and Communication Technology (ICT)	
<b>Accountable employee(s)</b>	Andy Hoare Tel Email	Head of Service, ICT 01902 554044 <a href="mailto:Andy.Hoare@wolverhampton.gov.uk">Andy.Hoare@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board Executive Team Cabinet	19 May 2015 01 June 2015 16 September 2015

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Approve the Council's Information and Communication Technology (ICT) Strategy 2015 – 2018 to go forward to Cabinet on 16 September 2015.

## Recommendations for noting:

The Scrutiny Board is asked to note:

1. This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

## **1.0 Purpose**

- 1.1 The purpose of this report is to gain approval of the Council's Information and Communication Technology (ICT) Strategy which will guide the Council's investment in ICT during the next three years (Appendix A).
- 1.2 Following approval of the strategy the presentational appearance of the strategy will be aligned with council branding guidelines and the agreed format for associated strategies, such as the Customer Services Strategy, before final publication.

## **2.0 Background**

- 2.1 Prior to April 2014 the strategic focus for the Council's investment in ICT was to procure and implement third party solutions, which enabled the Council's mainframe platform and systems to be retired. This key objective has now been achieved following the implementation of Agresso during 2014. It is now imperative the Council maximises the benefit from the investment already made in ICT and has a shared vision for future investment.
- 2.2 The Council like all local government faces a very uncertain period and this strategy is set against a backdrop of reduced budgets and increasing financial pressures that will continue to significantly influence the Council's plans for service delivery. At the same time customers' expectations and demands are changing, and the Council has to position itself to take advantage of any new opportunities that may arise from these challenges.
- 2.3 ICT is a critical business service that is essential to the efficient operation of any modern organisation. As the Council transforms to meet the challenges and pressures of a new age, the way services operate, are organised and delivered will need to be enabled, supported and underpinned by an effective, cost efficient, agile and flexible ICT service. The ICT strategy sets out how the Council's Information and Technology portfolio will be managed to enable the integrated delivery of better public services and outcomes in a constantly changing environment
- 2.4 ICT is changing at such a rate that it is impossible to predict what opportunities technology will present in the next three to five years. The Council could not have predicted the widespread use of tablets, smartphones and social media such as Twitter and Facebook for business engagement. However, the Council does broadly know some of the technology themes that will affect society and this Strategy and Action Plan is focused on pragmatic actions that the Council can take over the next three years in order to achieve its objectives.

## **3.0 Discussion**

- 3.1 This ICT strategy is not a technology led strategy aimed at technical specialists; it is a strategy about how ICT can enable the Council to provide better services that meet customer demands, delivering better outcomes while addressing the Council's savings challenge.



- 3.2 The focus of the strategy is on the achievement of four key objectives of the Council's Corporate Plan whose results are greatly dependent on the performance of ICT. These are customer centricity, digital services, cost reduction and ICT enabled business transformation.
- 3.2.1 Customer centricity: The Council like many local government organisations has not kept pace with changing technology and consumer dynamics. The Council is behind the private sector in aligning its ICT capability to meet customer expectations. To succeed in this fast-changing environment and achieve sustainable cost savings while satisfying customers, driving efficiency and reskilling the workforce, the Council needs to focus on redefining customer relationships. The key to managing expectations and achieving customer satisfaction is to accurately and clearly convey what is to be delivered and when. ICT will support the Council to embrace information and digitalisation to help understand demand, support innovation and inform strategic decision-making.
- 3.2.2 Digital services: It is clear that more and more people are expecting their public services to be available through a range of digital channels. Online banking, internet based telephony and video conferencing have gained acceptance across the generations. Social media such as Facebook and Twitter are now considered established as a method of communication, proactively engaging, participating and guiding local conversations. The Council aims to have all public services available digitally across all channels by 2018 exploring opportunities to leverage emerging technologies and delivery models including the increased use of mobile devices, cloud technologies and social media. This strategy emphasises a cloud first and mobile first approach to service design and provisioning, supporting the councils 'digital by design' aspirations.
- 3.2.3 Cost reduction: ICT has for a long time been viewed as only a cost; however, in the second decade of the 21st century it is clear that ICT is a cost as well as an enabler. It is an investment in predicative intervention and cost avoidance, enabling and supporting better services and increasing operational efficiency and the reduction of per unit cost. At this time of great uncertainty and reduced budgets the Council must be sure that it delivers best value by reducing the cost of service provision where possible. Investing in ICT capability that can be shared can reduce the overall costs of Council services e.g. by automating transactional processes or implementing a single assessment capability.
- 3.2.4 ICT enabled business transformation: The Council's programme of embracing modern working practices, provisioning up-to-date technology when beneficial, digitalising engagements and services, rationalising office accommodation, eliminating unnecessary bureaucracy through single assessments, streamlined administration and supporting community based service delivery will drive efficiencies at the same time as building Council wide capability. The ICT strategy will place an emphasis on driving innovation from technology solutions that the Council has already invested in, as well as providing transparency on the basis on which all future ICT investment decisions are made.
- 3.3 This strategy has been developed to meet the needs of the Council's customers within this uncertain and ever changing environment. Its objective is to position ICT to be able to deliver value from the opportunities presented by business change and/or advances in technology such as digital services at a time of shifting customer expectations and tight financial constraints.

#### **4.0 Financial implications**

4.1 The ICT Strategy is part of the Future Works work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.

4.2 There will be financial implications from the future investment in ICT. These investments will be subject to the Council's procurement and governance arrangements.

[GE/27052015/G]

#### **5.0 Legal implications**

5.1 There are no legal implications in implementing the recommendations in this report. Future investments in ICT will need to be considered by Information Governance in relation to the impact on policies, information risk and the appropriate use of ICT.

[Legal Code: TS/27052015/K]

#### **6.0 Equalities implications**

6.1 An initial equality analysis has been carried out. There are no equalities implications.

#### **7.0 Environmental implications**

7.1 There are no environment implications in implementing the recommendations in this report.

#### **8.0 Human resources implications**

8.1 There are no HR implications in implementing the recommendations in this report.

#### **9.0 Corporate landlord implications**

9.1 There are no direct implications in implementing the recommendations in this report. The ICT strategy supports the rationalisation of the council's property assets.



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# City of Wolverhampton Council's ICT Strategy

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# 1 Executive Summary

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- 1.1 Local government faces a very uncertain period and this strategy is set against a backdrop of reduced budgets and increasing financial pressures that will continue to significantly influence the Council's plans for service delivery. At the same time customers' expectations and demands are changing and the Council has to position itself to take advantage of any new opportunities that may arise from these challenges. Opportunities such as using ICT to enable and support the Council to achieve efficiencies; leveraging cloud technology's quick deployment advantage to deliver agile, flexible and scalable services; or using digitalisation to deliver convenient personalised services that not only meet but surpassed customer expectations.
- 1.2 ICT is a critical business service that is essential to the efficient operation of any modern organisation. As the Council transforms to meet the challenges and pressures of a new age, the way services operate, are organised and delivered will need to be enabled, supported and underpinned by an effective, cost efficient, agile and flexible ICT service. The ICT strategy sets out how the Council's Information and Technology portfolio will be managed to enable the integrated delivery of better public services and outcomes in a constantly changing environment. It offers significant benefits by enabling the Council to:
- Redefine customer relationships using information and knowledge as an asset to understand their customers' needs better and meet them in the most cost efficient manner.
  - Provide access to online transactional services and self-service portals which make life simpler and more convenient for customers.
  - Provision channels to collaborate and share information with other citizens, business and partners.
  - Commission innovative new ways of delivering services and supporting the transformation of customer engagement.
  - Achieve significant savings in service delivery through self-service, workforce enablement and better targeting of resources.
- 1.3 The Council's ICT organisation will continue to enable and support the strategic objectives of the Council as set out in the City of Wolverhampton Council's Corporate Plan, and those of its customers and its partners. To achieve the Council's strategic objective of being a confident, capable Council, service areas will need to continue to work together to drive ICT and business changes. These changes will be focused on transforming the council into a modern business organisation that is customer focused which will:
- Ensure customers can contact the Council in ways and at times that are convenient to them.
  - Enhance the customer experience to ensure that customer expectations are exceeded.
  - Enable the Council workforce to have the right skills, right information and be at the right place at the right time to influence and enable positive customer outcomes.
  - Ensure that all decisions are evidenced and informed by analytics and business intelligence, and where possible enable the prevention through proactive interventions.
- 1.4 Council services will be underpinned by coherent digital systems that integrate to meet the needs of individual customers, businesses, the Council and government. ICT will support the next phase of the organisational transformation programme through the integration and alignment of value added ICT solutions and capabilities into all services. Greater interoperability will underpin the ICT delivery

model enabling the Council to achieve economies of scale, innovate delivery approaches and provide a more intelligent and seamless experience for users of public services. This ICT Strategy will support the Council to deliver on its Smart City strategy through placing customer outcomes at the centre of all decisions.

- 1.5 Digitalisation is a core part of this strategy. Alongside the potential saving to the Council, digitalisation has enormous power to transform our economic, social, and civic worlds. Just as electricity changed business and people's quality of life a century ago, the internet and greater digitalisation capability offers significant benefits from economic growth, educational outcomes, employment, reconnecting communities and addressing isolation through to better public services. The advantage for individuals include:
- Better quality of life through improved education, wealth and quality of health.
  - Improving education outcomes; Web-based learning can increase levels of engagement and attainment.
  - Improving employability; digitalisation promotes more efficient job-hunting and flexible working arrangements.
  - Improving health and well-being; studies show digitalisation can raise the quality of diagnosis and care, through remote monitoring and other innovations.
  - Reducing isolation; access to the Internet can help elderly users stay connected to friends and family.
- 1.6 Customers (individuals and businesses) expect the same levels of access and personalisation that they see online from their banks and retail organisations. It is now expected that customers are able to access their services from multiple locations and in ways and at times that suit them. This ICT strategy will place a strong emphasis on providing access to quick, convenient, effective digital services that match those of private sector service providers.
- 1.7 Although the technology is changing the way customers engage with the Council, personal interaction is still essential for some customers and services. The complex and statutory nature of the Council's customers' needs and wide range of Council services and products means that whilst diminishing, some level of personal interaction will remain an important component of the overall strategy. This will ensure maximum choice to respond to individuals' circumstances and preferences, while enabling the provision of quick and effective responses for digital users
- 1.8 The Council's programme of embracing modern working practices, provisioning up-to-date technology when beneficial, digitalising engagements and services, rationalising office accommodation, eliminating unnecessary bureaucracy through single assessments, streamlined administration and supporting community based service delivery will drive efficiencies at the same time as building Council wide capability. The ICT strategy will place an emphasis on driving innovation from technology solutions that the council has already invested in, but is not currently leveraging. It will also provide transparency on the basis on which all IT investments decisions are made.
- 1.9 Investing in Council employees is critical. The Council will continue to improve the ICT skills and capability of its workforce, providing them with the expertise they need to enhance the services they

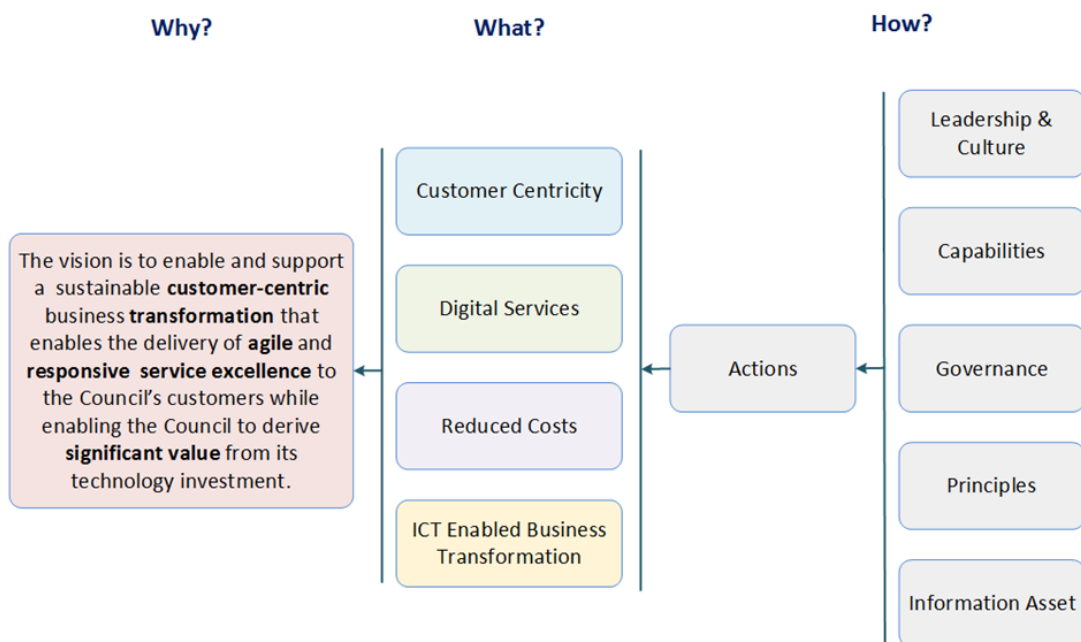


deliver. The Council will also ensure that they have the tools and information they require, when they require it, in a format that allows them to gain actionable insight from the information.

- 1.10 The Council will continue the process of standardisation, consolidation and simplification of infrastructure and applications based on the premise deduplication and relevance. The Council will take a cloud first and mobile first design approach to service provisioning for both workforce and customer enablement.
- 1.11 Information security is central to this strategy. The Council will continue to place great emphasis on protecting customer information regardless of device and location and maintain vigilance to protect against any existing and future threats. The Council will continue to invest in training and education for its staff and users, to raise awareness of security risks and to promote good data security practice both at work and at home in their private lives.
- 1.12 The Council is determined to ensure that the city and its residents, charities and businesses can benefit from the opportunities created by the Council's investment in ICT. The Council is already sharing facilities and infrastructure with partners and it is expected that services delivery will increasingly be through partnerships between public, private and third sectors. This strategy enables greater interoperability to underpin this model.
- 1.13 While acknowledging that good practice exists and should be reused wherever it is appropriate it is recognised that in order to achieve the Councils strategic objectives, ICT need to have strong governance, the capability and capacity to deliver change and a set of principles by which ICT investment decisions will be made. Strong IT governance imposes better management and better control to achieve enhanced IT alignment with the business strategy, cost savings, improved customer satisfaction and greater security. IT governance and portfolio management will be a key focus of the Council's ICT strategy.
- 1.14 There are significant opportunities to reduce the cost of delivering council services at the same time as the range and quality of services is increased. Investment in ICT may increase over time to achieve overall business savings. However this investment will focus on customer outcomes, cost reduction and service improvement. By implementing and utilising integrated IT portfolio management the business and ICT can release savings by aligning IT investment with business value creation, increasing the Council's productivity and efficiency and reducing waste. The savings are critical in order to reduce the Council's financial challenge and to enable it to focus investment where it delivers the most value to customers and the Council.
- 1.15 This strategy has been developed to meet the needs of the Council's customers, within this uncertain and ever changing environment. Its objective is to position ICT to be able to deliver value from the opportunities presented by business change and/or advances in technology such as digital services at a time of shifting customer expectations and tight financial constraints

## 2 Strategic Focus

- 2.1 Although this is an ICT strategy, it is not a technology led strategy aimed at technical specialists. It is a strategy about how ICT can enable the City of Wolverhampton Council to provide better services that meet customer demands, delivering better outcomes while addressing the Council's savings challenge.
- 2.2 ICT is changing at such a rate that it is impossible to predict what opportunities technology will present to us in the next three to five years. The Council could not previously have predicted the widespread use of tablets, smartphones and social media such as Twitter and Facebook for business engagement. However, the Council do broadly know some of the technology themes that will affect society and this Strategy and Action Plan is focused on pragmatic actions that the Council can take over the next three years in order to achieve its objectives.
- 2.3 The focus of the strategy is on the achievement of four key objectives of the Council's Corporate Plan whose results are greatly dependent on the performance of ICT. These are customer centricity, digital services, cost reduction and ICT enabled business transformation.



### 2.4 Customer Focus/Centricity

2.4.1 A customer-centric organisation builds an operating model around a deep understanding of its customers, their needs, what they value and how they fit into the mission of the organisation. Achieving customer centricity is less about implementing a grand vision than about building cadence (a rhythm of customer focus) today, next week, next month and next year. The Council will utilise ICT to enable and support the achievement and maintenance of this cadence. Customer-focus is a strategic necessity for a service organisation. The steps that lie ahead for the organisation in order to achieve customer-focus include:

- Designing ICT enabled business processes that recognise different customer segment needs and tailor Council services to these more effectively.
- Delivering a positive and seamless ICT enabled customer experience at every touch point across the customer life cycle.

- Maintaining an active Customer Engagement Management (CEM) enabled omni-channel dialogue with customers (acting on feedback) and ensure the digital experience is a positive one.
- Fostering a culture that places the customer at the heart of the decision-making process through ICT enabled analysis and insights.

2.4.2 The City of Wolverhampton Council like many local government organisations have not kept pace with changing technology and consumer dynamics. The Council is behind the private sector in aligning its ICT capability to meeting customer expectations. To succeed in this fast-changing environment and achieve sustainable cost savings while satisfying customers, driving efficiency and reskilling the workforce, the Council needs to focus on redefining customer relationships. The key to managing expectations and achieving customer satisfaction is to accurately and clearly convey what is to be delivered and when. ICT will support the Council to embrace information and digitalization to help understand demand, support innovation and inform strategic decision-making. Enabling the move to under-promising and over-delivering so that customer expectations are not only met but surpassed.

2.4.3 The ICT strategy puts the customer at the centre of all ICT related decisions. However to succeed the organisation has to build a culture that puts the customer at the center of the organisation and aligns objectives, targets, rewards and recognition with customer needs. Executive management ownership and commitment to driving customer centricity is imperative. The ICT strategy will work with and support the customer-centric objectives and metrics across all business units.

## **2.5 Digital Services**

2.5.1 According to the Office for National Statistics, in 2014, 38 million adults (76%) in Great Britain accessed the Internet every day, 21 million more than in 2006, when directly comparable records began. Access to the Internet using a mobile phone more than doubled between 2010 and 2014, from 24% to 58%. 22 million households (84%) in Great Britain had Internet access in 2014, up from 57% in 2006. It is expect that in 2015 mobile devices will be the primary internet device for most individuals.

2.5.2 It is clear that more and more people are expecting their public services to be available through a range of digital channels. Many people within the council boundaries use digital technologies daily to interact with central government and the private sector, and expect the same sort of service access to be made available by their Council. Online banking, internet based telephony and video conferencing have gained acceptance across the generations. Social media such as Facebook and Twitter are now considered established as a method of communication, proactively engaging, participating and guiding local conversations. The Council's cloud based digital customer platform will form the basis of an omni-channel customer engagement and digital service provision model.

2.5.3 The City of Wolverhampton Council aims to have all public services available digitally across all channels by 2018. The Council has already taken steps to initiate the procurement of an Enterprise Digital Customer Engagement platform which will offer secure personalized access, especially in terms of sensitive data and online payments. The digital platform will ensure that authentication of identity will be simple; digital services are well designed and integrated, as well as being easy to use and able to meet the needs of the Council's customers. It is the Council's ambition that the technology will keep pace with customers' expectations and demands. Where it is possible and it makes financial

sense the Council will endeavor to be at the forefront of innovative service approaches and applications.

- 2.5.4 It is expected that the Council will encounter challenges inherent in the current operating models due to technological and operational limitations, as well as cultural constraints. Among the more obvious are strong organisational silos, which create an inability or unwillingness to share customer data or cooperate across business units and functions. Legacy systems and processes, and poor quality or insufficient end-customer data may be constraints in managing the end-to-end digital customer interactions and relationships. All line of business applications will be reviewed as part of the digital transformation and appropriate action taken to mitigate any risk.
- 2.5.5 All ICT enabled digital access channels will capture management information and customer satisfaction ratings which the Council will use to continually review and improve services. The Council will encourage the take-up of digital channels and seek to reduce the high-cost channels by marketing or incentivising the low-cost channels.
- 2.5.6 Digital services present the Council with opportunities for economic regeneration, improving access to services, improved efficiency and new innovative ways of working. However there is also the challenge of ensuring no one is left behind. People without access to the Internet will be the “information poor” and will be increasingly excluded from life chances, learning and employment. As part of this strategy the council will initiate:
- An iPad pilot for isolated older people with WiFi broadband dongles to provide mobile internet
  - Refurbish old pcs and laptops to provide affordable hardware to local schools and residents.
  - Identify children without IT/broadband at home (who are excluded and/or under-achieving) – pilot programme to fund kit and dongles so the children act as digital ambassadors in the home.
  - Include connectivity in design requirements with planning, regeneration, housing renewal contracts.
  - On street Wi-Fi in high footfall areas.
  - Train Council staff and library volunteers to be digital champions.
  - Community forums to help each other out with IT problems
- 2.5.7 Research on drivers of digital inclusion found that “people living in 3.6 million low income households which are digitally excluded are missing out on annual savings of over £1 billion a year from shopping and paying bills online” through wider range of provision, cheaper deals and paperless billing. The Index of Multiple Deprivation 2007 ranked the City of Wolverhampton Council as the 20th most deprived local authority, with 42 (27%) of Wolverhampton City’s 158 Lower Super Output Areas in the most deprived 10% nationally. In the 2010 Index of Multiple Deprivation the City of Wolverhampton Council has moved out of the top 20 and this strategy can help move it further.
- 2.5.8 Digital exclusion is entwined with social exclusion and as society changes, the Council must ensure digital have and have-nots do not become more polarised, and those without the access and skills to participate will not be marginalised. New technologies have the potential to increase digital inclusion. Within the city of Wolverhampton, for those who do not have access to the internet using a smart phone or at home free internet access in Council locations is a starting point. Over the lifecycle of this

strategy, our libraries and community hubs will offer training and support for using the internet as well as access to use of hardware. This strategy will support the Wolverhampton Digital Inclusion Strategy 2013-2018. Partnerships will be sought with technology partners that will ensure residents benefit from new technology wherever possible.

## **2.6 Reduced Costs**

- 2.6.1 ICT has for a long time been viewed as only a cost, however in the second decade of the 21<sup>st</sup> century it is clear that ICT is a cost as well as an enabler. It is an investment in predicative intervention and cost avoidance, enabling and supporting better services and increasing operational efficiency and the reduction of per unit cost. At this time of great uncertainty and reduced budgets the Council must be sure that it delivers best value by reducing the cost of service provision where possible. Investing in ICT capability that can be shared can reduce the overall costs of Council services e.g. by automating transactional processes or implementing a single assessment capability.
- 2.6.2 Data, information and technology is at the core of all Council services, and the Council is the guardian of this asset on behalf of its customers. Exercising this responsibility, while making more effective use of this critical resource, is at the heart of transforming council services for customers. The Council's investment in information and technology must be integrated, leveraging common capabilities to deliver effective and efficient public services. By 2017- 2018 the full value of Council-held information will be recognised and actively used in designing and delivering new services, supporting evidence based policy-making and optimising decision-making. Enabling cost reduction and/or cost avoidance through analysis and predicative interventions.
- 2.6.3 Additionally even non-digital channels (call centres, counters) can be technology enabled to assist in cost reduction by becoming 'operator assisted' interfaces into the self-service digital channel as appropriate. Non-digital channels will be actively supported by ICT and rationalised as transaction volumes reduce over time, to reduce costs.
- 2.6.4 The Council will deliver best of breed solutions and engage with an eco-system of partners where necessary to add value and address shortage of skills, capability or capacity. The strategy encourages the utilisation of the ICT governance process to strengthen corporate, partner and third party working and transformation, adopting a 'One Council, One Way' approach to ICT service delivery.
- 2.6.5 The Council will explore alternate service delivery models and introduce these where they represent best value for the council. Utilising the Service Integration and Management (SIAM) model, a blended approach of internal and external ICT expertise, to enhance operations and achieve agility in the procurement of ICT services.
- 2.6.6 The Council will explore opportunities to leverage emerging technologies and delivery models including the increased use of mobile devices, cloud technologies and social media. This strategy emphasises a cloud first and mobile first approach to service design and provisioning. The early initiatives include the use of Exchange Online through the adoption of Microsoft Office 365.
- 2.6.7 IT portfolio management inclusive of Application and Project portfolio management will be used to identify, evaluate and inform IT investment decisions. All new ICT projects will be based on whole life

costing with benefits and efficiency savings identified in advance. With the aim of enabling sustainable savings through:

- Demand aggregation and investment prioritisation based on value creation.
- Restructuring of services and IT capability re-organisation.
- Increase use of customer self-service.
- Automation of routine tasks.
- Rationalisation of non-digital channels.
- Elimination of duplication

2.6.8 Agile project management methodology will be adopted for all projects to facilitate a high degree of ongoing stakeholder involvement, continuous improvement, scope flexibility, team input, and the early delivery of essential quality products. This methodology will establish an iterative and incremental method of managing the design and build activities for information technology projects. Ensuring the Council can start to benefit from project deliverables earlier in the project lifecycle.

## **2.7 ICT Enabled Business Transformation**

2.7.1 The Council's ICT strategy builds on the premise that the tools provided to the customer to enable self-service should be the same tools that are available to the staff if they have to act on behalf of the customer. Thus the strategy emphasises the building of solutions that can be utilised by both the customer and employees.

2.7.2 ICT will continue to invest in fast, reliable and sustainable networks and connectivity for all business locations. The impact of recent improvements to internet bandwidth will be continuously monitored as more and more services move to the cloud. Mobile broadband connectivity will continue to be provisioned based on job role and need in order to support the mobile working initiative.

2.7.3 The Council is embracing the enthusiasm shown by residents and developing new innovative ways of working and new ways of engaging with the community through ICT. The Internet, cloud services, social networking and mobile communication are all key enablers of social and economic change as well as being a growing business sector in their own right. The Council will continue to invest and utilise advances in technology to enable better services such as internet upgrades and ensuring that productivity software is kept up-to-date in libraries.

2.7.4 Staff will continue to be equipped with the technology to go out into the community and link back to council systems quickly and effectively. The Council's technical architecture supports staff mobility, equipping them to work remotely. This underpins a community based service approach.

2.7.5 The Council will provide facilities that are flexible and as future-proof as possible, reducing the numbers of devices that staff need to carry or use, integrating communications and using wireless technologies wherever practical.

2.7.6 The Council will ensure that existing staff have the necessary skills to adapt to changes in technology. Where necessary the Council will attract those with appropriate skills or develop these skills. ICT is seen as a core competency. ICT competencies have been developed that define minimum levels for all staff.

- 2.7.7 ICT does not stand still, there is a fast growing reliance on its use and the rate of change and impact on the organisation is extremely rapid. It is a difficult balance to ensure that the Council maintains the impetus in the innovative use of new and emerging technologies whilst recognising that it is public funds that are being used for every new initiative undertaken. Pro-active IT portfolio management will be used to inform IT investment decisions.
- 2.7.8 In the current economic climate any opportunities to utilise new technology or ways of delivering an ICT service will inevitably be more focused on providing services that add value in an innovative way. Global trends in the innovation within the ICT industry itself are matched by the global pressures on the application of ICT, particularly in the areas of security, environmental impacts and overuse of ICT that can lead to de-personalisation of public and staff interactions. Security of public data is headline news when data is lost in transit or developments are seen as imposing on public privacy. The public are increasingly suspicious of government 'data-repository' initiatives and its ability to keep data secure. These are challenges to which ICT can provide a solution in the form of technical information assurance but proper usage in the form of information management is still the remit of the culture and management of the organisation as a whole.

## **2.8 Measuring Results - Balanced Scorecard**

- 2.8.1 A Balanced Scorecard will be used to measure the results of the implemented strategy. A Balanced Scorecard provides a framework to look at the strategy used for value creation from four different perspectives:
1. Financial. The strategy for growth, profitability/cost effectiveness, and risk viewed from the perspective of the stakeholder.
  2. Customer. The strategy for creating value and differentiation from the perspective of the customer.
  3. Internal business process. The strategic priorities for various business processes, which create customer and stakeholder satisfaction.
  4. Learning and growth. The priorities to create a climate that supports organisational change, innovation and growth.
- 2.8.2 Using the scorecard allows the Council to redefine the relationship with the customer, to reengineer fundamental business processes, teach the workforce new skills and deploy new technology that is aligned to the strategic objectives of the organisation.
- 2.8.3 The aim is to enable a new culture to emerge, centred on the team effort required to support the strategy. By providing the mechanism to mobilise and guide the process of change, a new kind of organisation based on meeting strategic objective is formed. An organisation that puts strategy and the customer at the centre of its change and management processes.
- 2.8.4 The Balanced Scorecard will define a set of near-term objectives and activities, the drivers that will create a long-term customer and stakeholder value, the outcomes.
- 2.8.5 The best Balanced Scorecard reflects the strategy of the organisation. A recommended test is check if an individual can understand the strategy by looking only at the scorecard. If it communicates clearly the organisation's desired outcomes and its hypothesis about how these outcomes can be achieved, it will enable all organisational units and employees to understand the strategy and identify how they can contribute by becoming aligned to the strategy. This will be the aim of the ICT balanced scorecard.

### Customer perspective

Goal	Metrics	KPI
Increase customer satisfaction	Increase self-service transactions	20%
	Speed up response time in contact centre	15%
	Reduce number of complaints	10%
Increase customer access to services	Increase number of services available through the web from its current base	50%

### Internal Process perspective

Goal	Metrics	KPI
Reduce effort duplication	Decrease in duplication of processes and /or data	50%
Effective EDRMS solution for each service	Services have a functional EDRMS with clearly defined benefits	80%

### Financial perspective

Goal	Metrics	KPI
Reduce operating costs	Reduce occupancy of central civic offices	30%
	Reduce number of staff through automation	10%
Increase in efficiency	Reduce admin costs	20%
	All teams to have an objective that relates to process improvements	10%

### Employee Learning and Growth perspective

Goal	Metrics	KPI
Continuous improvement	Continuously enhance skills through training , research and development	100%



Increase workforce capability	Formal certified training of ICT staff	20%
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### 3 Digital Services

- 3.1 The Council needs to find a way of delivering accessible, informative and innovative services to its customers with a shrinking financial envelope. It is clear from the experience of private sector organisations that when targeted correctly, ICT, especially the digitalisation of services, is often the critical factor or enabler when it comes to improving services and reducing the cost of service delivery.
- 3.2 Digitalisation offers key benefits by enabling the Council to:
- Redefining customer relationships using information and knowledge as an asset to understanding their customers' needs better and meet them in the most cost efficient manner.
  - Access to online transactional services and self-service portals which make life simpler and more convenient for customers.
  - Channels to collaborate and share information with other customers, businesses and partners.
  - Innovation in new ways of delivering services supporting transformations.
  - Achievement of savings in service delivery
- 3.3 Current industry accepted figures from Socitm show the follow comparison between the three main customer engagement channels:
- Face to face                      £8.23 per visit
  - Phone                                £3.21 per call
  - Web                                    £0.39 per visitor
- 3.4 The Council intends for all services that can be efficiently delivered digitally as self-service solutions will be thus delivered. The use of digital services will be promoted through marketing and publicity to improve take up. Access for disabled people and excluded groups is an integral part of the approach, and will be delivered through working with libraries and partner organisations.
- 3.5 All access channels are to be supported by a fully integrated corporate Customer Engagement Management (CEM) solution. The CEM solution will provide a consistent model for all customer contact across the Council. A master record of customers (including businesses) is to be held and updated by the council to provide consistent, accurate customer data to enable effective and efficient resolution of customer enquiries.
- 3.6 The strategy is focused on driving real change. The approach includes:
- Establishing a citizen customer-centric operating model.
  - Achieving efficiencies and making better use of technology and realising new value from council information assets.
  - Governance arrangements to ensure that new ICT solutions comply with strategy objectives.
  - Increased standardisation and modularisation of business processes and supporting technologies to create a platform that can deliver new models of open and innovative public services.

- Greater engagement with services and suppliers to remove cultural as well as technical barriers.

## 4 Information

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- 4.1 We live in an era where smart mobile devices, social media, collaboration tools and cloud computing are continually changing how people interact with the Council, businesses and each other. Information is now the currency that is shaping services and predicting, targeting and channelling how customer needs are met based on their behaviour. The Council will maximise the use and value of its data assets, both within and beyond the Council. Core to this will be increased data transparency, publishing and sharing information in a manner that is useful and provides actionable insight.
- 4.2 ICT is the critical enabler that will allow the Council to take advantage of the opportunities in today's 'hyper-connected' and information-rich world to create responsive 21st century services. The future for the Council's ICT is envisaged as information-centric rather than the technology-centric model of today, transcending service and even organisational boundaries to deliver smarter customer-centred services and are characterised by:
- Individual customer and business accounts offering personalisation and customisation.
  - Council information and services being joined up and easy to access through common customer-centric digital channels.
  - Processes being defined by end-to-end boundaries from the customers' perspectives.
  - Business processes being presented as services that can be consumed and aggregated for customers by other processes and parties, including partners.
  - Security and privacy measures being integrated into the design and adoption of all new services.
  - Analytics providing a holistic view that better supports service planning, service delivery and evidence-based policy.
- 4.3 All employees will be able to obtain all relevant information on demand (self-service), and ensure that informed decisions are taken based on available knowledge.
- 4.4 IT governance will provide the framework and capacity for making and implementing decisions required to manage, control and monitor IT within a business context.
- 4.5 The Council's ICT strategy will enable the building of a modular, integrated infrastructure underpinned by a set of common standards that will assist the Council to drive down costs and improve current capabilities. The strategy will build on the considerable investment in ICT the Council has already made e.g. Microsoft Enterprise Agreement. It will further underline the Council's commitment to working in partnership with our customers and partners to support the transformation of Council services

## 5 Governance and Capability

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- 5.1 Provisioning of technology to support transformed services will be governed and managed at a Council-wide level. Formal governance processes and structures will enable adoption of joined-up technology strategies, architectures, delivery plans, risk management and benefits realisation. These structures will reflect local needs and aspirations. Assurance, implementation and benefits management will be led by the Head of Service for ICT who is responsible for leading Council ICT to improve services and service delivery, generate efficiencies across services, develop expertise and capability across the Council services, and ensure business continuity. It is expected that the first phase after launch of this strategy will focus heavily on engagement and mobilisation planning for the delivery of the action plan.
- 5.2 Implementation of the ICT strategy is the responsibility of the Council's Corporate ICT function. For projects on the ICT programme delivering specific line of business solutions, departments are responsible for identifying business requirements and the Council's Corporate ICT function is responsible for ensuring that ICT solutions deliver against these requirements. The implementation and resource for specific project and implementation plans are identified within existing budgets. These Implementation Plans are owned and governed through the ICT Programme Board, chaired by the Council's Managing Director.
- 5.3 Corporate ICT and technology partners are responsible for the delivery of ICT. ICT provide the resources for system development and support of the implementation of this ICT Strategy. They also provide the technical expertise which will allow the Council to gain the most from its investment in ICT.
- 5.4 Overall responsibility for the delivery of the ICT Programme and Enterprise Architecture rests with the Head of ICT, who manages a team of Council IT Employees who work collaboratively to ensure the successful delivery of this strategy.
- 5.5 The ICT Programme is reviewed on a regular basis by the ICT Programme Board allowing for changes in priorities and the inclusion of additional implementation plans. Reviews are also aligned to the corporate planning cycle so that ICT developments are driven by priorities in the Corporate Plan and individual Service Plans.
- 5.6 All projects supporting the strategy and individual implementation plans are run under Prince 2 project methodology that is complimented by an Agile Scrum methodology to ensure participation and early benefit delivery all of which is monitored by the ICT Programme Board.
- 5.7 New models of delivering services will require different skills and capabilities. Those who provide services will need to exploit the rapid changes in technology as well as understand the demands of the business and its users. Staff will require the necessary skills to adapt to changes in technology and the Council will need to attract those with appropriate skills or develop these skills.
- 5.8 A new operating model for council ICT which is more collaborative and will establish new decision frameworks and reorganise council ICT capability is being developed. This will have at its core an

increased service focus with customer and service delivery needs at the centre. Customer choice and mobility will be implicit.

- 5.9 The value of good and experienced programme and project managers cannot be under estimated. Many studies have shown that good programme and project managers are almost as critical as executive support in ensuring the success of transformation programmes. Programme management and change skills will be critical if programmes are to be delivered within cost and realise the benefits.
- 5.10 A joined-up approach to the commissioning of services (ICT or otherwise) will deliver increased value through aggregation and rationalisation, and a focus on customer outcomes. Managing risk and innovation can then be balanced against the needs of the customer, rather than the convenience of the commissioning organisations.
- 5.11 Relationships with suppliers to Council services should be aggregated rather than dealt with on a service-by-service basis. This will serve to reduce costs on all sides, maximising reuse of existing contracts and reducing input-based specifications and single department tenders. The CEM procurement and supplier management initiative is a good example of the City of Wolverhampton Council organisation putting this into practice. The SIAM delivery model will enable integration and co-ordination of providers to ensure maximum return on investment.
- 5.12 ICT services will be aggregated and managed by the Council's Corporate ICT function. Senior professionals managing and running ICT services and support desks, and technical specialists will be shared. ICT will be put in place to enable organisational change, information sharing and integration, and support the joint communications and systems required for transformation and shared delivery of public services.
- 5.13 Executives and Heads of Services will have a key role to play in building collaboration across services, with partners and delivering redesigned services. Assurance systems will be strengthened to manage risk and quality. The ICT workforce will work more flexibly and seamlessly across service boundaries.

## 6 Principles

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6.1 The City of Wolverhampton Council have set out nine principles that the Council will test ICT actions against:

- **Customer centric** - The customer is at the centre of the decision making process. Customers must be shielded from the internal complexities of the Council and services must be customer driven.
- **Customer empowerment** – use self-service to empower our customers to help them resolve their own requests and thus managing demand more effectively.
- **Workforce enablement and automation** – use advances in technology and automation to enable work to be delivered with fewer resources.
- **Simple by design** - Services must remove complexity, fragmentation and will be simple, standardised and, if possible, automated. Business processes must be re-engineered accordingly end-to-end.
- **Shared by default** - Capabilities must be shared by default rather than by exception. Services must be open, transparent and first look to reuse and share.
- **Informed decision making** - Decisions drive organisations and the City of Wolverhampton Council must base its decision making process on actionable business insights from trusted business intelligence and analysis.
- **Managed as an investment** - ICT investments must be assessed on the basis of the return on investment, positively contribute to the achievement of the Council's objectives and consider the full life cycle costs.
- **Do things once, do it right and use it everywhere** – use the Concept of One to reduce cost and create efficiency by consolidating organisations, networks, systems, platforms and processes.
- **Focus on core competence** - Only do the things that make sense for us to do, work with partner where it makes sense in order to free up staff to focus on their core competencies. Bringing in specialists to enable faster execution.

## 7 Trends and Drivers

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- 7.1 **Prevention** – Reducing future demand by preventing problems arising or preemptive intervention to dealing with them early on is the most effective way of reducing cost. However the greatest benefit is for the customer who is assisted before the situation deteriorates. The Council must promote a bias towards prevention and preemptive intervention. Executives, managers and employees must help customers understand why this is the right thing to do, the choices it implies as well as the benefits it can bring. Improving outcomes and avoiding cost provide the ultimate win-win situation
- 7.2 **Performance** – To demonstrate a sharp focus on continuous improvement of the Council outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people to the right people at the right time.
- 7.3 **People** – The Council needs to unlock the full creativity and potential of people at all levels of service provision, empowering them to work together in innovative ways. Creating ways for customers and communities to co-produce services around their skills and networks. ICT skills and workforce needs are constantly changing. Under the new operating model communities of practice, centres of expertise and service centres must be established to provide the Council with consistent access to expertise in high-demand functions such as security, information management, architecture and standards, supplier and contract management, and mobility
- 7.4 **Partnership** – The Council needs to develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.

## 8 Approach to delivery – Destination 2018

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- 8.1 In order to achieve the outcomes required to meet the challenges facing the Council this strategy will be implemented using an agile management methodology for the delivery of projects in the action plan.
- 8.2 Agile is a method of managing the design and build activities for information technology in a highly flexible and interactive manner. It requires capable individuals to work with the business, supplier and customer in an inclusive and collaborative manner. The iterative development will complete small portions of the deliverables in each delivery cycle (iteration). The end result of this methodology is a product or project that best meets current customer needs and is delivered with minimal costs, waste, and time, enabling the Council to achieve benefits earlier than via traditional approaches.
- 8.3 The Council will work with an eco-system of partner's delivering best of breed solutions based on wherever possible leveraging investment already made in Microsoft Technology. Hosted cloud based solutions will be the first choice solutions for all technology.
- 8.4 **Digital Services** – All new transactional services will be established following a 'digital by design' approach, reflecting the changing expectations of individual and business customers. There will be unified online transaction hubs for individual and business customers.
- All transactions with the Council are available in secure self-service digital channels. Digital is the default and primary channel.
  - Service design and delivery is informed by the voice of the customer.
  - Privacy protection is a core design feature subject to independent audit and verification.
  - Suitable transaction types are able to be easily 'front ended' by private sector intermediaries using machine interfaces, allowing them to deliver services in more integrated and innovative ways.
  - Customer accounts offer greater convenience through personalisation and customisation.
  - Information and services are linked and accessible over common customer-centric digital channels.
  - Non-digital channels (call centres, in person) become 'operator assisted' interfaces into the self-service digital channel.
  - Non-digital channels are actively rationalised and consolidated as transaction volumes reduce.
- 8.5 **Reduced cost** – ICT will be operate at an optimal level enabling and supporting better services and increasing operational efficiency.
- ICT strategies and investment plans will be centrally guided for prioritisation and rationalisation.
  - Creation of new capabilities will be driven by aggregated Council and customer needs.
  - Non-core/commodity ICT assets are eliminated from balance sheets and procured as operational 'as-a-service' expenses with a rigorous focus on reducing unit cost over time.
  - Services will be working together to deliver ICT enabled solutions as a matter of course and the use of scarce specialist capabilities will be optimised through sharing resources.
  - ICT business model will have shifted from focusing on operating and maintaining assets to being service-centric.
  - Highly standardised cloud computing platforms provide the majority of the Council's computing resource.

- Cloud first and mobile first approaches to ICT service provisioning will be embedded into the Council operating model.
- ICT investments will focus on the lowest total cost of ownership over time, delivering more affordable and sustainable services.
- Robust governance and assurance is in place to assure return on investment and benefit realisation.
- Direct financial benefits are recognised and then re-invested to drive further change.

8.6 **ICT Enabled business transformation** – The full value of Council-held information will be recognised and actively used in designing and delivering new services, supporting evidence based policy-making and optimising decision-making. Mobile technology will enable access anywhere, anytime, on any device to information and services, ubiquitously available to elected members, managers, front-line staff and users of services. Development of **‘social business’ tools** to collaborate and communicate across boundaries will support greater transparency and sharing.

- By default, information is open (unless there is a valid reason to withhold it) and is easily discoverable, accessible and re-usable.
- Advanced analytics provide a holistic view that better supports service planning, service delivery and evidence-based policy.
- End user platforms, delivered via flexible interfaces to a range of mobile devices, enable a dynamic workforce.
- Effective security and privacy measures are integrated into the design and adoption of all new information systems, including mobile devices, applications and wireless networks.
- Assemble and integrate’ is the norm. There are fewer bespoke developments overall and even these leverage common capabilities and components.
- There are larger numbers of smaller incremental projects, possibly with time and cost caps. Upgrade cycles are improved to keep assets current.
- Portfolio and project assurance regimes are strengthened.



## 9 Action Plan

- 9.1 While the action plan outlines a full four years of actions, it is envisaged that it will be reviewed annually, so that a rolling 'two plus two' year plan is constantly updated and maintained, with the next two years' worth of actions always being clearly articulated, mandates reviewed and delivery accountabilities assigned.
- 9.2 In order to achieve the Council's vision, realise the outcomes, ensure that the most effective governance, and build the required capabilities, the following specific actions have been set out. While this strategy does not recommend specific technical solutions, all actions need to be considered in the light of the emerging technology trends presented in the previous section.
- 9.3 These actions are grouped around the four main outcomes (customer centricity, digital services, cost reduction and ICT enabled business transformation) and governance. This action plan will be developed to include specific initiatives and timescales. Each action will also be mapped against the benefits and measurement framework.
- 9.4 The action plan will be based on solutions that follow the outlined strategy.

	Actions	Linked Initiatives	Date
<b>1</b>	<b>Grow the digital channel</b>		
<b>A</b>	Ensure identification management and authentication capabilities are fit for purpose	Master Data Management, CEM Platform	2015 - 2016
<b>B</b>	Make information and services joined-up and easier to locate and access	Enterprise System Bus, Master Data Management	2015 - 2017
<b>C</b>	Create integrated transactional account views for individual customers and businesses	Digital Engagement Platform	2015 -2018
<b>D</b>	Provide direct access to systems and data to enable service co-creation and delivery	Enterprise System Bus	2015 - 2019
<b>2</b>	<b>Consolidate non-digital channels</b>		
<b>A</b>	Implement a standard footprint for front office counters to support consolidated point of access across departments	Digital Engagement Platform, Business Transformation	2015 - 2019
<b>B</b>	Consolidate and rationalise Council contact centre technologies and footprint	Digital Engagement Platform, Business Transformation	2015 - 2018
<b>C</b>	Expand Kiosks and internet hubs	Digital Engagement Platform, Business Transformation	2015 - 2016
<b>3</b>	<b>Enhance service design</b>		
<b>A</b>	Utilise customer insights to improve policy and service delivery	Business Intelligence	2015 - 2016
<b>B</b>	Implement new digital service delivery models	Digital Engagement Platform	2015 - 2016
<b>C</b>	Use consistent performance measures to assess and manage service development, cost and quality	ICT Governance Board	2015 - 2018
<b>D</b>	Integrate distributed authoritative information sources to deliver smarter services	Mobile and Agile Working	2015 - 2018
<b>4</b>	<b>Unlock the value of information</b>		
<b>A</b>	Establish consolidated hubs for sharing authoritative information	Master Data Management	2015 - 2016

<b>B</b>	Drive the use of advanced analytics supported by information hubs	Business Intelligence	2015 - 2017
<b>C</b>	Accelerate the release of public information assets for commercial and social re-use	Information Management	2016 - 2017
<b>5</b>	<b>Embed trust and security</b>		
<b>A</b>	Strengthen information management, privacy and security frameworks and review them on an ongoing basis	PSN Compliance	2015 - 2018
<b>6</b>	<b>Build information governance and capability</b>		
<b>A</b>	Enhance information governance	ICT Governance Board	2014 - 2015
<b>B</b>	Review information policy and legislation	ICT Governance Board	2015 - 2017
<b>C</b>	Catalogue and value information assets	ICT Governance Board	2015 - 2016
<b>7</b>	<b>Shared investment and capability</b>		
<b>A</b>	Integrated ICT strategic and investment planning and IT portfolio management	ICT Governance Board, Design Authority	2015 -2018
<b>B</b>	Full deployment of Enterprise Architecture framework	ICT Governance Board, Design Authority	2015 - 2017
<b>C</b>	Accelerated uptake of common capabilities	Design Authority	2015 - 2018
<b>D</b>	Build workforce capability	Business Transformation FutureSpaces Programme	2015 - 2017
<b>8</b>	<b>Leadership and Culture</b>		
<b>A</b>	Restructure organisation & reorganise capability	Business Transformation	2014 - 2015
<b>B</b>	Develop leadership	Business Transformation	2015 - 2016
<b>C</b>	Enhance governance and decision making	Design Authority	2015 - 2018
<b>D</b>	Collaboration, communicating and engaging	Mobile and Agile Working	2015 - 2018



# Scrutiny Board

30 June 2015

<b>Report title</b>	Digital Strategy	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Information and Communication Technology (ICT)	
<b>Accountable employee(s)</b>	Andy Hoare Tel Email	Head of Service, ICT 01902 554044 <a href="mailto:Andy.Hoare@wolverhampton.gov.uk">Andy.Hoare@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board Executive Team Cabinet	19 May 2015 01 June 2015 16 September 2015

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Approve the Council's Digital Strategy 2015 – 2018 to go forward to Cabinet on 16 September 2015.

## Recommendations for noting:

The Scrutiny Board is asked to note:

1. This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

## **1.0 Purpose**

- 1.1 The purpose of this report is to gain approval for the Council's Digital Strategy for the forthcoming three years. The Council's Digital Strategy will bring together the various digital strategies that are being pursued within the Council. It will align the digital services and engagement strategy that is defined in the ICT Strategy, the Wolverhampton Digital Inclusion Strategy which is one of the strands of the Welfare Reform Programme, Wolverhampton Homes Digital Inclusion Strategy, the EU Smart City framework which comprises of six categories of projects and initiatives, the broadband voucher scheme, the Black Country Local Broadband demand stimulation plan and the Universal Services Framework (Appendix A).
- 1.2 Following approval of the strategy the presentational appearance of the strategy will be aligned with council branding guidelines and the agreed format for associated strategies, such as the Customer Services Strategy, before final publication.

## **2.0 Background**

- 2.1 We live in a digital age and this new environment offers huge potential for the Council to interact with citizens more effectively and make a step change in levels of efficiency. It also offers huge potential to the individual in terms of job searches, social engagement and service convenience. Most UK citizens use and benefit from digital services:
  - 79% of the UK population is now using the internet, up from 59% in 2005
  - 92% of the population (70% for aged 65 or over) have a mobile phone, with 45% possessing a smartphone
  - Levels of trust are high with only 47% of people having concerns about entering credit card details online with only 24% read online terms and conditions
  - Over 63% of the UK population use online banking services
- 2.2 Digital is important, transformative and positively disruptive. But digital is not the panacea for resolving all problems. Digital works best when it is deeply embedded in the organisation's culture and when the customer journey and business processes are part of the design thinking. Sometimes, particularly where there are complex social problems to solve, the best customer journey is not digital at all.
- 2.3 Creating a digital strategy that looks three to five years ahead is an unrealistic expectation. Technology is advancing too fast and the Council's strategy needs to be agile and flexible enough to accommodate these advances. Equally, accurate budgeting is difficult when the landscape is evolving at such a rapid rate. A digital strategy therefore has to take a different approach. Thus this strategy will focus more on creating policies, priorities and a workforce (people) who can be trusted to make the right decisions as new technologies emerge, rather than defining everything up front.

## **3.0 Discussion**

- 3.1 This strategy is not an ICT strategy although ICT is a key enabler of the Digital Strategy. This strategy is a strategy for transformation and for supporting transformational aspiration in the Council, the City of Wolverhampton, the Black Country, the combined authority and potentially nationally through the delivery of digitalisation.

- 3.2 Digitalisation offers key benefits by enabling the Council to:
- Redefine customer relationships using information and knowledge as an asset to understanding their customers' needs better and meet them in the most cost efficient manner.
  - Access online transactional services and self-service portals which make life simpler and more convenient for customers.
  - Create channels to collaborate and share information with other customers, businesses and partners.
  - Be innovative in new ways of delivering services supporting transformations.
  - Achieve savings in service delivery.
- 3.3 The Council's ambition is for all services that can be efficiently delivered digitally as self-service solutions to be thus delivered. The use of digital services will be promoted through marketing, publicity and existing contact channels to improve take up. Access for disabled people and excluded groups is an integral part of the approach, and will be delivered through working with libraries, community hubs and partner organisations. All council services will be digital by design and mobile responsive.
- 3.4 Wolverhampton's City Strategy overall goal is 'prosperity for all', by creating opportunities that encourage enterprise, empower people and re-invigorate the City. Broadband infrastructure is specifically mentioned under encouraging enterprise and business, and its impact can be felt across the planned results and key themes taken from the Council's Digital Inclusion Strategy.
- 3.5 Universal Credit will require claimants to apply for and manage their account online, receive their payments monthly in arrears and pay their rent direct to their landlord. Some residents will require additional support, for example if they do not have internet access or lack the skills and capability to get online. Both the digital services (digitisation) and the digital inclusion strategies will support these digital customers.
- 3.6 Both the Smart City Framework and the Broadband Voucher scheme aim to make the City of Wolverhampton a more attractive place to live, work and invest in. The Smart City Framework aims to position Wolverhampton as a city that has an economically advantageous offer and comparative competitiveness due to its investment in technology, while the Broadband Voucher scheme aims to provide superfast broadband to key business areas such as Wolverhampton City Centre, Stafford Road Technology Corridor, Bilston and Wednesfield who currently don't have access to it.
- 3.7 Increasingly important to the take-up and success of digital services and digital transformation is the use and growth of social media channels. The Council will champion the extended use of social media along with technology and processes to control and manage the digital identity and authentication of our customers.
- 3.8 The digital transformation in Wolverhampton will be led by the council, aligning the Digital Strategy to the Corporate Plan and priorities and being a confident capable digital council.

## **4.0 Financial implications**

- 4.1 The Digital Strategy is part of the Future Works work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.
- 4.2 There will be financial implications from the future investment in digital initiatives. These investments will be subject to the Council's procurement and governance arrangements.

[GE/27052015/I]

## **5.0 Legal implications**

- 5.1 There are no legal implications in implementing the recommendations in this report. Future investments in digital initiatives will need to be considered by Information Governance in relation to the impact on policies, information risk, information security and information sharing protocols and statutory legislation concerning the storing, processing and disclosure of data and information.

[Legal Code: TS/27052015/J]

## **6.0 Equalities implications**

- 6.1 An initial equality analysis has been carried out. There are no equalities implications.

## **7.0 Environmental implications**

- 7.1 There are no environment implications in implementing the recommendations in this report.

## **8.0 Human resources implications**

- 8.1 There are no HR implications in implementing the recommendations in this report.

## **9.0 Corporate landlord implications**

- 9.1 There are no direct implications in implementing the recommendations in this report. The Digital Strategy supports the rationalisation of the council's property assets.

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A woman in a light blue shirt is shown in profile, looking at a tablet computer she is holding. The background is a bright, out-of-focus outdoor scene. A red rectangular overlay is positioned over the top left portion of the image, containing the title text.

# City of Wolverhampton Council's Digital Strategy

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# 1 Executive Summary

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- 1.1 The Council's Digital Strategy will bring together the various digital strategies that are being pursued within the Council. The Digital Strategy aligns to the digital services and engagement strategy that is defined in the ICT Strategy, the Wolverhampton Digital Inclusion Strategy which is one of the strands of the Welfare Reform Programme, Wolverhampton Homes Digital Inclusion Strategy, the EU Smart City framework which comprises of six categories of digital projects and initiatives, the broadband voucher scheme, the Black Country Local Broadband demand stimulation plan and the Universal Services Framework.
- 1.2 According to the Office for National Statistics, in 2014, 38 million adults (76%) in Great Britain accessed the Internet every day, 21 million more than in 2006, when directly comparable records began. Access to the Internet using a mobile phone more than doubled between 2010 and 2014, from 24% to 58%. 22 million households (84%) in Great Britain had Internet access in 2014, up from 57% in 2006. It is expect that from 2015 mobile devices will be the primary internet device for most individuals.
- 1.3 According to Socitm (a UK based IT professional body) "Digital' implies technologies that allow people without programming skills (e.g. citizens, service users, employees, suppliers and others) to interact directly with other people, locations and organisations via the internet, using a desktop computer, mobile device, kiosk or other 'consumer' interface. In the context of local public services, it is about transforming the way we do just about everything and ensuring that it covers the service from start to finish."
- 1.4 Digital context: We live in a digital age and this new environment offers huge potential for the Council to interact with citizens more effectively and make a step change in levels of efficiency. It also offers huge potential to the individual in terms of job searches, social engagement and service convenience. Most UK citizens use and already benefit from digital services:
- 79% of the UK population is now using the internet, up from 59% in 2005
  - 92% of the population (70% for aged 65 or over) have a mobile phone, with 45% possessing a smartphone
  - Levels of trust are high with only 47% of people having concerns about entering credit card details online with only 24% read online terms and conditions
  - Over 63% of the UK population use online banking services

There is an acceleration toward ubiquitous availability of general purpose digital technologies. This will make it possible to completely rethink how the Council organises itself, how it learns and adapts, and how it fosters innovation. There is also a shift toward openness as the default, not just in technology but across our economy and society.

- 1.5 Digital is important, transformative and positively disruptive. But of itself digital is not the panacea for resolving all problems. Digital works best when it is deeply embedded in the organisation's culture and when the customer journey and business processes are part of the design thinking. Sometimes, particularly where there are complex social problems to solve, the best customer journey is not digital at all.

- 1.6 Creating a digital strategy that looks 3–5 years ahead is an unrealistic expectation. Technology is advancing too fast and the Council’s strategy needs to be agile and flexible enough to accommodate these advances. Equally, accurate budgeting is difficult when the landscape is evolving at such a rapid rate. A digital strategy therefore has to take a different approach. Thus this strategy will focus more on creating policies, priorities and a workforce (people) who can be trusted to make the right decisions as new technologies emerge, rather than defining everything up front. As the old adage by Maimonides (1135) says, *“Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime”*.

## 2 Digital Leadership

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- 2.1 The influence of the City of Wolverhampton’s Digital Strategy goes beyond the bounds of the council and the City of Wolverhampton as the digital ecosystem has no boundaries. The Council’s Digital Strategy clearly sets out the Council’s digital ambitions and delivery mechanisms, eliciting trust and confidence in the council as a digital leader.
- 2.2 The growing number of social media followers and the Council’s appetite to build on this success by expanding the number of social media channels further demonstrates the confidence of the council as a digital leader.
- 2.3 The Digital Strategy aligns the strategic digital activities of the council with the Corporate Plan and the council’s priorities. The Digital Inclusion and Universal Services Framework initiatives support the council’s priority of building Stronger Communities while the Smart City and Broadband Voucher initiatives support the council’s priority of building a Stronger Economy. These digital initiatives along with the Digital Services and Digital Enablers demonstrate the City of Wolverhampton Council is a Confident Capable digital leader.

## 3 Digital Services

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- 3.1 Digitalisation offers key benefits by enabling the Council to:
- Redefining customer relationships using information and knowledge as an asset to understanding their customers’ needs better and meet them in the most cost efficient manner.
  - Access to online transactional services and self-service portals which make life simpler and more convenient for customers.
  - Channels to collaborate and share information with other customers, businesses and partners.
  - Innovation in new ways of delivering services supporting transformations.
  - Achievement of savings in service delivery
- 3.2 Current industry accepted figures from Socitm show the follow comparison between the three main customer engagement channels:
- |                |                       |
|----------------|-----------------------|
| • Face to face | £8.23 per visit       |
| • Phone        | £3.21 per call        |
| • Web          | £0.39 per transaction |

- 3.3 The Council’s ambition is for all services that can be efficiently delivered digitally as self-service solutions will be thus delivered. The use of digital services will be promoted through marketing and publicity and existing contact channels to improve take up. Access for disabled people and excluded groups is an integral part of the approach, and will be delivered through working with libraries, community hubs and partner organisations. All council services will be digital by design and mobile responsive.
- 3.4 All access channels are to be supported by a fully integrated corporate Customer Engagement Management (CEM) solution. The CEM solution will provide a consistent model for all customer contact across the Council. A master record of customers (including businesses) is to be held and updated by the council to provide consistent, accurate customer data to enable effective and efficient resolution of customer enquiries.
- 3.5 The strategy is focused on driving real change. The approach includes:
- Establishing a citizen customer-centric operating model.
  - Achieving efficiencies and making better use of technology and realising new value from council information assets.
  - Governance arrangements to ensure that new ICT solutions comply with strategic objectives.
  - Increased standardisation and modularisation of business processes and supporting technologies to create a platform that can deliver new models of open and innovative public services.
  - Greater engagement with services and suppliers to remove cultural as well as technical barriers.

## 4 Digital Inclusion

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- 4.1 Digital inclusion can enhance lives, support community cohesion and improve equality of opportunity. Wolverhampton’s City Strategy overall goal is ‘prosperity for all’, by creating opportunities that encourage enterprise, empower people and re-invigorate the city. Broadband infrastructure is specifically mentioned under encouraging enterprise and business, and its impact can be felt across the planned results and key themes below. The associated action plans can be found in the [Digital Inclusion Strategy](#).
- 4.2 **Digital by Design** – Embracing digital channels as the default in service design where possible will help to stimulate; Business benefits - providing access to online markets, supply chains, electronic data and trading, for small and large enterprises, and making the public sector easier to do business with. Opportunity - enabling individuals and communities to take more control of their lives, giving access to online data and services to improve productivity, work-life balance and education for all. Public service reform - digital delivery lowers costs whilst protecting vital services from direct cuts, with more choice, local delivery and increased autonomy.
- 4.3 This does not mean that those who are not online will be left behind. Where digital channels are the default and by design, there will still need to be support for those who are not online to ensure they can access every service. A key catalyst to the development of Wolverhampton’s Digital Inclusion Strategy has been the introduction of Universal Credit. This new system will require individuals to apply for benefits online, with implementation for new claimants anticipated in 2015. In reality, the

need for benefit claimants to have access to IT is already underway with online sign-on for Jobseekers Allowance and Universal Jobmatch. Jobmatch is the Department for Work and Pensions (DWP) free, online job posting and matching service for companies and anyone looking for work.

- 4.4 The Council will ensure Wolverhampton residents have access to and support required for online transactions in particular around applying for Universal Credit, Jobmatch and job searching. This includes access to computers through Jobcentre Plus (JCP) offices and community hubs. Enabling and supporting the achievement of core objectives such as:
- **High employment rate:** by improving employability of residents and connectivity to jobs
  - **Reducing (Child) Poverty:** by enabling residents to claim benefits and access to employment as a means out of poverty.
- 4.5 **Consumer Benefits/ Access to Cheaper Services** - Research on drivers of digital inclusion found that “people living in 3.6 million low income households which are digitally excluded are missing out on annual savings of over £1 billion a year from shopping and paying bills online” through wider range of provision, cheaper deals and paperless billing. Wolverhampton has particular high rates of child poverty, with 1 in 3 children living in poverty and 1 in 4 people living in fuel poverty.
- 4.6 The Council will raise the awareness of Wolverhampton residents, of the ability to save money online as part of our overall aim to tackle poverty and achieving prosperity for all. Enabling and supporting the achievement of core objectives such as:
- **Reducing (Child) Poverty:** by opening access to cheaper services with positive impact on poverty and by enabling residents to manage their money better online.
- 4.7 **Skills and Employment Benefits** - Wolverhampton currently has one of the lowest employment rates in the country, therefore getting local people into jobs and helping them to progress is arguably one of our highest priorities. Though we are making progress, we still face significant challenges and digital inclusion can play a role. Wolverhampton’s educational attainment is improving, but remains slightly below the national average at both Key Stage 2 and 4. There is a positive correlation between access to a computer and the internet at home and improvement in children’s educational performance. Wolverhampton has invested heavily as part of its Building Schools for the Future programme in the IT capability of both primary and secondary schools across the City, with £26 million having been invested in the City’s 26 secondary schools. The approach varies across schools, for example Highfields in Warstones, has used its allocation to provide a laptop for every child.
- 4.8 The Council will increase the skills levels of Wolverhampton residents including digital skills and support them into employment through assistance with online job search and applications. Enabling and supporting the achievement of core objectives such as:
- **High Employment Rate:** by improving educational attainment and the skills of residents, employability and earning potential and enabling online job search.
  - **Reducing Child Poverty:** by enabling residents to improve their skills and access to employment as a means out of poverty
- 4.9 **Health and Reducing Isolation** – Social exclusion and lack of human contact is a key issue for some of the most vulnerable in the city. Wolverhampton’s history of heavy industry has left a legacy of long

term limiting illness and poor mobility (10.2% higher proportion of those with limited mobility than the rest of England). Over 3000 older people have dementia and, in a local survey, 14% reported that they were seriously affected by depression and anxiety. In addition, one in three over 65's live alone.

- 4.10 The Council will use technology to reduce isolation and improve health. The City of Wolverhampton has taken up the Challenge on Dementia laid down by Prime Minister through the Wolverhampton Dementia Action Alliance. The Council will use technology where applicable to develop a person-centred approach to care and the provision of services. Enabling and supporting the achievement of core objectives such as:
- **Longer healthier lives:** by offering alternative means of accessing health services and reducing isolation.
- 4.11 The actions contained in this Strategy will need to constantly evolve in light of the uncertainties relating to some of the external factors, such as the date of the roll out of Universal Credit within Wolverhampton and its impact on existing capacity in terms of access points and support available. The implementation plan to deliver this strategy will be refreshed on an annual basis.

## 5 Universal Services Framework

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- 5.1 The rollout of Universal Credit, which will replace both out of work and in work benefits, started in the Black Country at the beginning of 2015 in Dudley then Walsall. Wolverhampton is in the fourth tranche where the rollout will start for single claimants in December 2015.
- 5.2 Universal Credit will require claimants to apply for and manage their account online, receive their payments monthly in arrears and pay their rent direct to their landlord. We anticipate that some residents will require additional support, for example if they do not have access to or lack the skills and capability to get online. Three themes have been developed that integrate with both the digital services and the digital inclusion strategies discussed above.
- 5.3 **Triage:** should be open to all and utilise existing community venues. Communication is key for both organisations and residents. Providers and frontline workers should be well informed.
- 5.4 **Digital Inclusion:** focused on access and support. The first action is to map publically accessible computers, including specialist equipment and then consider gaps in relation to geographical and equality. Support required will be one-to-one and small group depending on individual needs, which could start with the basics e.g. how to switch on the computer.
- 5.5 **Personal Budgeting Support:** building on what's already available including the credit union, Citizen's Advice Bureau (CAB), Better off in Wolverhampton, welfare rights and support available through social landlords. Considering innovative approaches and creatively responding to issues caused by and the needs to provide payment of tenancy in advance whereby Universal Credit will be paid in arrears.

## 6 Smart City Framework

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6.1 The Smart City Framework aims to position Wolverhampton as a city that has an economically advantageous offer and comparative competitiveness due to its investment in technology. By capitalising on technology and encouraging innovation across the city, the Council can make the city of Wolverhampton a more attractive place to live, work and invest in. The following perspectives and guiding principles are Wolverhampton's considered approach in achieving a Smart City:

- main enabling tool is ICT (infrastructures, hardware and software), enabled by smart processes and interoperability and fuelled by data
- International, national and hinterland links are also important (beyond the city), given that a Smart City could be described as quintessentially a globally networked hub
- public, private and civil partnerships and collaboration with different stakeholders working together in pursuing smart objectives at a city level
- Smart objectives include transparency and open data by using ICT and e-government in participatory decision-making and co-created e-services, for example apps
- orchestrating and integrating some or all of the other smart characteristics

6.2 The Council will adopt the EU Smart City Framework in pursuit of its Smart City ambitions. The EU Smart City Framework comprises six categories of projects and initiatives. Below are the six categories, with explanatory comments taken from the report "Mapping Smart Cities in the EU" (RAND Corporation, for the European Parliament, January 2014:

[http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL-ITRE\\_ET%282014%29507480](http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL-ITRE_ET%282014%29507480)).

The six categories are defined below and form a key part of the Councils digital initiatives. The associated action plans can be found in the [Progress in developing a Smart City Strategy](#) report:

6.3 Smart Governance

- participation of citizens through ICT-enabled platforms
- transparency of city decision-making and enabling better feedback from citizens to civil servants
- citizen and business participants set the agenda
- open data strategies and platforms, crowdsourcing and co-creation platforms, etc.
- open data projects
  - include citizen or user competitions to develop apps and other digital services (often reusing public data)
  - are regarded by participants and government officials as providing better Smart Governance and Smart Economy outcomes than conventional approaches
  - tend to have only modest capital costs, most of which are already sunk
  - primary cost associated with such projects is the opportunity cost of time, which is provided by the participants
- joined up within-city and across-city governance, including services and interactions which link and [...] integrate public, private, civil [...] organisations so the city can function efficiently and effectively as one organism



#### 6.4 Smart Economy

- e-business and e-commerce
- increased productivity
- ICT-enabled and advanced manufacturing and delivery of services
- ICT-enabled innovation, as well as new products, new services and business models
- smart clusters and eco-systems (e.g. digital business and entrepreneurship)
- local and global inter-connectedness and embedded internationally with physical and virtual flows of goods, services and knowledge

#### 6.5 Smart Mobility

- ICT supported and integrated transport and logistics systems
- sustainable, safe and interconnected transportation systems can encompass trams, buses, trains, metros, cars, cycles and pedestrians in situations using one or more modes of transport
- prioritises clean and often non-motorised options
- Relevant and real-time information accessed by the public, in order to save time and improve commuting efficiency, save costs and reduce CO2 emissions
- network transport managers, to improve services and provide feedback to citizens
- mobility system users might also provide their own real-time data or contribute to long-term planning

#### 6.6 Smart Environment

- Smart energy including renewables, ICT-enabled energy grids, metering, pollution control and monitoring, renovation of buildings and amenities, green buildings, green urban planning
- Resource use efficiency, re-use and resource substitution
- Urban services such as street lighting, waste management, drainage systems, and water resource systems that are monitored to evaluate the system, reduce pollution and improve water quality

#### 6.7 Smart People

- e-skills
- working in ICT-enabled working
- access to education and training
- human resources and capacity management
- an inclusive society that improves creativity and fosters innovation
- enable people and communities to themselves input, use, manipulate and personalise data, for example through appropriate data analytic tools and dashboards, to make decisions and create products and services

#### 6.8 Smart Living

- ICT-enabled life styles, behaviour and consumption
- healthy and safe living in a culturally vibrant city with diverse cultural facilities
- good quality housing and accommodation
- high levels of social cohesion and social capital

## 7 Broadband Vouchers

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- 7.1 Wolverhampton already has strong superfast broadband availability at 93%, covering 103,550 dwellings and 236,400 people, however there are several areas which do not have access to superfast broadband. These areas tend to correlate with our key business areas including Wolverhampton City Centre, Stafford Road Technology Corridor, Bilston and Wednesfield.
- 7.2 The availability of superfast broadband can greatly increase the productivity of a business and attract investment into the city. A good broadband connection means there is greater capacity to send and receive data electronically. This will allow files to be downloaded and uploaded faster and emails sent and received much quicker, which will be particularly beneficial for companies that regularly need to send or archive large data files.
- 7.3 As part of the regional working initiative, the Black Country has been awarded £12.2 million aimed at extending the availability of high-speed fibre broadband to 98 per cent of homes and businesses. Wolverhampton City Centre is excluded from the rollout and the remaining rollout within Wolverhampton will take place in the later phases of the rollout in late 2016 to 2017. However in the Autumn statement, the Government announced an extension of the broadband connection voucher scheme to 22 additional cities including Wolverhampton from 1 April 2015. Broadband Vouchers provide grants of up to £3,000 to small medium sized enterprises (SME's) to cover the installation costs of a faster and better broadband service. The extension of the voucher scheme will allow Wolverhampton to address the gap in superfast broadband in Wolverhampton City Centre and also allow a shorter term solution to slow broadband speeds on our business parks prior to the rollout of infrastructure as part of the Black Country Local Broadband Plan. The city is allowed to retain ten per cent of all vouchers issued to fund demand stimulation activity and costs associated with delivering the scheme.
- 7.4 The demand stimulation plan for Wolverhampton and the wider Black Country, outlining approaches to promoting broadband vouchers, building on what has worked elsewhere, will include:
- Promoting the benefits of superfast broadband and availability of the broadband voucher schemes to businesses using the business rate database. This method was used in Leeds and generated a 2% response. This approach is aligned to the Smart City Framework.
  - Promoting the opportunity to businesses through the Black Country Growth Hub, the one-stop-shop for business support, in particular its product, Optimising Business Technology which supports businesses to take-up and maximise usage of superfast broadband.
  - Targeting geographical areas reporting slow broadband speeds such as businesses on the Pendeford Business Park and Wolverhampton Science Park.
  - Targeting businesses in Wolverhampton's Business Improvement District (BID) Area in the city centre.

## 8 Digital Enablers

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- 8.1 The multiplicity of digital identities across the public services has been an issue for local authorities for over a decade. However, in today's connected world of digital-by-default or digital-by-design and data sharing, managing and verifying digital identities is an increasingly difficult issue for all local

authorities. Plus data breaches can lead to heavy fines and public criticism. The Council will introduce a secure customer identity and authentication management solution.

- 8.2 Both static and dynamic data is required to give data relevancy and eligibility. Personalisation relies on dynamic data. This is the data, which is changing all the time. The phone call and reason for call, the last click on the website, the referral from the search engine, the click on the advertising banner, the conversation at the counter, a live chat conversation or a mobile app download and sign up or interaction. The City of Wolverhampton's Digital Engagement platform will enable the Council to hold both static and dynamic data so that data has relevancy and eligibility.
- 8.3 Place and time underpin almost everything that the council does and controls. They also underpin almost everything that happens in the lives of citizens, as well as everything we know and learn about the world. Geospatial Visualisation is the power to take data and present it graphically in terms of maps and relative positions over time. These graphical representations potentially enable us to better understand complex problems as well as solve more basic issues such as correctly identifying the location of a faulty lamp-post, and the time it was repaired. The Council as part of the digital services and digital engagement will implement a customer services solution that will enable the greater use and accessibility of geospatial visualisation.
- 8.4 The Council will exploit existing and new social media channels to deliver key strategic communication objectives such as increasing the number of people who feel informed about our services, raising awareness of key services that deal with what matters to local people, increasing the number of active foster families, developing a sustained and integrated stakeholder communication approach to businesses, investors and developers and improving internal communication and engagement. Growing the Council's 40,000-plus-strong social media presence will see better marketing and content provision on existing City Council Facebook, Twitter, Flickr and You Tube channels promoting the adoption of digital services. Digital growth will also see the launch of new social media channels, including LinkedIn, greater use of TripAdvisor and Email marketing.
- 8.5 The transformation of public buildings and public spaces is key to enabling the delivery of the Council's Digital Strategy. Initiatives such as the provision of publically accessible WiFi in all publically accessible public buildings throughout the city will promote digital inclusion whilst the transformation of the council's property portfolio will deliver centres of digital excellence enabling better ways of working.
- 8.6 Robust information security, information sharing and privacy protection standards are critical for engendering confidence and trust in digital services. The Council will champion the use of the Wolverhampton Information Sharing framework in multi-agency environments to ensure that the framework is embedded and a clear, consistent approach to information sharing is being adopted, supporting multi-agency initiatives such as the Wolverhampton MASH, Safeguarding Trigger Trees and phase two of the Families in Focus project.

## 9 Action Plan

- 9.1 While the action plan outlines a full three years of actions, it is envisaged that it will be reviewed annually, so that a rolling plan is constantly updated and maintained, with the next two years' worth of actions always being clearly articulated, mandates reviewed and delivery accountabilities assigned.
- 9.2 In order to achieve the Council's vision, realise the outcomes, ensure that the most effective governance, and build the required capabilities, the following specific actions have been set out. While this strategy does not recommend specific solutions or approaches, all actions need to be considered in the light of the emerging sociological, economic and technological trends.
- 9.3 These actions are grouped around the main digital themes with further initiatives being developed within work streams to support the delivery of the actions.

	Actions	Linked Digital Themes	Date
<b>1</b>	<b>Digital Enablers</b>		
<b>A</b>	Join up data across Council services.		2015 - 2018
<b>B</b>	Deliver Open Data to support and enable improvements in public service.		2015 - 2018
<b>C</b>	Adopt cutting edge analytics Council wide.		2015 - 2016
<b>D</b>	Expand the use of digital and social media channels.	Digital Inclusion / Digital Services	2015 - 2018
<b>E</b>	Extend the Council's online offer through the increased use of the Wolverhampton Council 'My Account'.	Digital Services	2015 - 2017
<b>F</b>	Improve the usability of the Council's digital channels including the web.	Digital Services	2015 - 2016
<b>G</b>	Adopt a cloud first, mobile first approach for the delivery of digital solutions.	Digital Services / Digital Leadership	2015 - 2018
<b>2</b>	<b>Digital Services</b>		
<b>A</b>	Reduce and consolidate ICT systems across the Council.		2015 - 2018
<b>B</b>	Enable efficient and accessible face-to-face access to Council Services.		2015 - 2018
<b>C</b>	Create adaptability in critical IT systems supporting vulnerable clients.		2015 - 2018
<b>D</b>	Expand the use of digital and social media channels.	Digital Inclusion / Digital Enablers	2015 - 2018
<b>E</b>	Extend the Council's online offer through the increased use of the Wolverhampton Council 'My Account'.	Digital Enablers	2015 - 2017
<b>F</b>	Improve the usability of the Council's digital channels including the web.	Digital Enablers	2015 - 2016
<b>G</b>	Adopt a cloud first, mobile first approach for the delivery of digital solutions.	Digital Enablers / Digital Leadership	2015 - 2018
<b>3</b>	<b>Digital Inclusion</b>		
<b>A</b>	Digitally enable Council public buildings.	Smart City	2015 - 2017
<b>B</b>	Stimulate innovation in public services through open data and information sharing initiatives.		2015 - 2018

<b>C</b>	Harness the opportunities offered by geographic and location based data services.		2015 - 2017
<b>D</b>	Increase and improve access for all, and particularly vulnerable groups.		2015 - 2018
<b>E</b>	Use digital channels to revitalise democracy.	Smart City	2015 - 2017
<b>F</b>	Expand the use of digital and social media channels.	Digital Enablers	2015 - 2018
<b>4</b>	<b>Smart City</b>		
<b>A</b>	Stimulate and support the provision of high quality, next generation internet connectivity, including wi-fi and broadband, across Wolverhampton and the wider Black Country		2015 - 2017
<b>B</b>	Digitally enable Council public buildings.	Digital Inclusion	2015 - 2017
<b>C</b>	Use digital channels to revitalise democracy.	Digital Inclusion	2015 - 2017
<b>5</b>	<b>Digital Leadership</b>		
<b>A</b>	Ensure robust yet agile Information Security and Information Governance practices.		2015 - 2018
<b>B</b>	Protect privacy.		2015 - 2018
<b>C</b>	Manage online identity securely.		2015 - 2018
<b>D</b>	Develop “Digital by Design” policies.		2015 - 2017
<b>E</b>	Adopt a cloud first, mobile first approach for the delivery of digital solutions.	Digital Services / Digital Enablers	2015 - 2018

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# Scrutiny Board

30 June 2015

<b>Report title</b>	Scrutiny Work Programme 2015-2016	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O'Keefe, Director of Governance	
<b>Originating service</b>	Governance	
<b>Accountable employee(s)</b>	Adam Hadley Tel Email	Group Manager-Democracy 01902 555043 adam.hadley@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	16 June 2015

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review and develop the scrutiny work programme for 2015-16.
2. Ask scrutiny chairs and vice chairs to consider the themes and issues arising from the annual planning events when considering their respective work programmes and the timing of when individual reports should be presented.
3. Recieve an updated report on the scrutiny work programme 2015/16 at its meeting scheduled for 8 September 2015.

## **1.0 Purpose**

1.1 To agree the scrutiny work programme for 2015/16.

## **2.0 Background**

2.1 The remit of the Scrutiny Board was agreed by Annual Council 15 May 2013. This remit included the specific responsibility to oversee the operation of the call-in mechanisms and to oversee the work programmes of Scrutiny Panels to avoid duplication of work and to ensure coherence of approach to cross-cutting policy themes. The Board may determine that one named panel shall take lead responsibility for a cross-cutting policy theme or may determine that the work be shared between one or more panels.

## **3.0 Work Programme Planning**

3.1 The work programme is a working document, which is reviewed at each agenda planning meeting to determine the timeliness and relevance of items for scrutiny. Any Councillor can also ask for an item to be considered by Scrutiny Board. At each Scrutiny Board an updated work programme will be presented for discussion and agreement.

3.2 The Leader's forward plan for period identifies the issues for pre-decision scrutiny and overview by this Board.

3.3 The following work planning events took place to support the development of the annual work programme:

- Health Scrutiny – 11 June 2015
- Scrutiny – 3 June 2015

3.4 Given the timescales for paperwork to be dispatched for this meeting, the outcomes of the work planning event will be tabled at this Scrutiny Board for consideration.

## **4.0 Schedule of Meetings**

4.1 The schedule of meetings for the 2015-16 municipal year can be found in appendix A.

## **5.0 Financial implications**

5.1 There are no financial implications arising from the recommendations in this report. Within Governance there is a scrutiny budget to support the investigation of issues highlighted by Councillors through the work programmes of the panels and the reviews.

[GE/16062015/R]



## **6.0 Legal implications**

6.1 There are no immediate legal implications arising from this report. Scrutiny is established by various legislation including Local Government Act 2000

- Police and Justice Act 2006
- Localism Act 2011
- Police Reform and Social Responsibility Act 2011
- Health and Social Care Act 2011

[TS/16062015/H]

## **7.0 Equalities implications**

7.1 There are no direct equalities implications arising from this report. However, the equality implications of individual items of work for scrutiny will be considered throughout the municipal year.

## **8.0 Environmental implications**

8.1 There are no direct environmental implications arising from this report. However, the equality implications of individual items of work for scrutiny will be considered throughout the municipal year.

## **9.0 Human resources implications**

9.1 There are no direct human resource implications arising from this report. However, the equality implications of individual items of work for scrutiny will be considered throughout the municipal year.

## **10.0 Corporate landlord implications**

10.1 There are no direct corporate landlord implications arising from this report. However, the equality implications of individual items of work for scrutiny will be considered throughout the municipal year.

## **11.0 Schedule of background papers**

11.1 Scrutiny reports and minutes are available on:

<http://www.wolverhampton.gov.uk/article/2722/Scrutiny-panels>

Appendix A - schedule of Councillor meetings for 2015-16



**SCHEDULE OF COUNCILLOR MEETINGS: 2015/16**

Please note that the scrutiny panel names used below are those in the proposal stage

		No. of scheduled meetings	Usual day and time	May 2015	Jun 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016
<b>Bank Holidays</b>				4 & 25			31				25 & 28	1		25 & 28	
<b>Council and Executive</b>	Council	8	Wed (5.45pm)	20 <sup>a</sup>		15		23		4	18	27		2 <sup>b</sup>	6 <sup>c</sup>
	Cabinet	12	Wed (5pm)		3 & 23 <sup>d</sup>	22		16	21	11	9	13	3 & 24	23	20
	Cabinet (Resources) Panel	12	Tues (5pm)		2 & 30	28		15	20	17	15	19	9	8	5 & 28
	Cabinet (Perf Mngmt) Panel	4	Mon (5pm)		15			14		23			22		
	Executive Team (if required)	12	Mon (5pm)		1 & 22	20		21	19	9	7	11	1 & 29	21	18
	Leaders' Business Mngmt Group (if required)	6	Wed (3pm)			15									
<b>Scrutiny</b>	Scrutiny planning session	1	Wed (6pm)		3										
	Health scrutiny planning session	1	Thur (4pm)		11										
	Scrutiny Board	7	Tues (6pm)		30			8		3	15 <sup>e</sup>	12		1	26 <sup>f</sup>
	Adults and safer City	5	Tues (6pm)			14		22		24 <sup>e</sup>		26		22	
	Children, young people and families	5	Wed (6pm)			8		9		25 <sup>e</sup>		20			13
	Confident, capable council	5	Wed (6pm)			22			7		2 <sup>e</sup>		3		20
	Health	6	Thur (2pm)			16		24		26 <sup>e</sup>		14	25		7
	Stronger City economy	5	Tues (6pm)			28			6		1 <sup>e</sup>		9		19
Vibrant and sustainable City	5	Thur (6pm)			23			1		3 <sup>e</sup>		11		14	
<b>Pensions</b>	Pensions committee	5	Wed (1.30pm)		17 <sup>g</sup> & 24 <sup>h</sup>			23			9			16	
	Pensions board	2	Varies (2pm)			2						19			
	Investment advisory sub-committee	4	Wed (10am)		24 <sup>g</sup>			23			9			16	

<sup>a</sup> Annual Council, 6pm  
<sup>i</sup> If required

<sup>b</sup> Budget setting  
<sup>d</sup> June meetings only: timings reversed (Pensions Committee at 10am, sub-committee at 1.30pm)

<sup>c</sup> Annual Council: 18 May 2016, 6pm

<sup>e</sup> Moved to Tuesday 5pm

<sup>f</sup> Scrutiny of the budget  
<sup>h</sup> Begins at 10am

V13, 11 May 2015