

# Digital Strategy

2017 - 2020



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## Introduction

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Our aim is to:

*Provide the highest quality, customer focused digital services and maximise our use of technology to help us to work more efficiently and deliver more for our residents.*

This Digital strategy details our ambitions to further develop our use of technology to transform the way we work and the way we provide services and support to our customers, including residents, businesses and visitors. In addition it aims to promote the benefits of technology and being online, support those who want to become more digital and also address digital exclusion in the borough.

This strategy is underpinned by the Council's ICT strategy which will enable the delivery of this strategy.

This delivery of this strategy will change the way we work and the way customers can access our services and therefore another key element of this strategy is about developing a positive change culture which puts customer at the heart of everything we do.

This strategy will also help to support and deliver the following Corporate Strategy priorities:

- Involving residents in improving their local area and equality of access for all;
- A strong local economy; and
- An ambitious council that does more to meet the needs of residents and the local area.

The benefits of delivering this Digital Strategy are vast. For example:

- It will transform the way resident's access information and services from the council, enabling people to access services at a time and a place to suit them.
- It will provide the skills, tools and culture that our staff need in order to be able to deliver efficient services and to consider the customer impact of each action that they take.
- It will also help to free up staff time which will enable us to focus our resources to those who need them most and where they can make the most difference. This might include:
  - providing digital training to support people to find and apply for work;

- supporting people to access financial support online such as universal credit; or
- developing access points, technology loan schemes, and computer clubs which can help to address social isolation and exclusion.
- Voluntary, community, and faith sector organisations will be encouraged and supported to develop their profile and reach within communities for example through developing their own websites and social media profiles. This will in turn help them to connect their services to people who need them and promote events etc.
- Websites and social media campaigns will be used to attract more visitors to the borough, again supporting local businesses and the economy as well as providing visitors with easy access to information and online booking facilities.
- As Chorley's public service partnerships develop, technology will be a key strand of the work, which will lead to more information and data sharing and potentially joint procurement of systems or standardisation of platforms. This approach will provide financial savings, but just as importantly it will support partnership collaboration in having shared, and consistent information, provide a much better picture of the customer, enabling the relevant partner to get the customer the help or support they need quicker and deliver more effective and efficient services.

## Objectives

The objectives of this strategy are to:

- Further increase the digital take up of council services, enabling customers to access council services online when and wherever they like, while also reducing the demand on more expensive channels such as face to face and over the phone;
- Embed and strengthen the councils approach and commitment to digital inclusion. Supporting individuals to benefit from being online and providing support to users who genuinely need it;
- Further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter; and
- Finally to embed a positive change culture and understanding across all staff that Customers should be at the heart of everything we do as a Council, and delivering high quality services is everyone's responsibility.

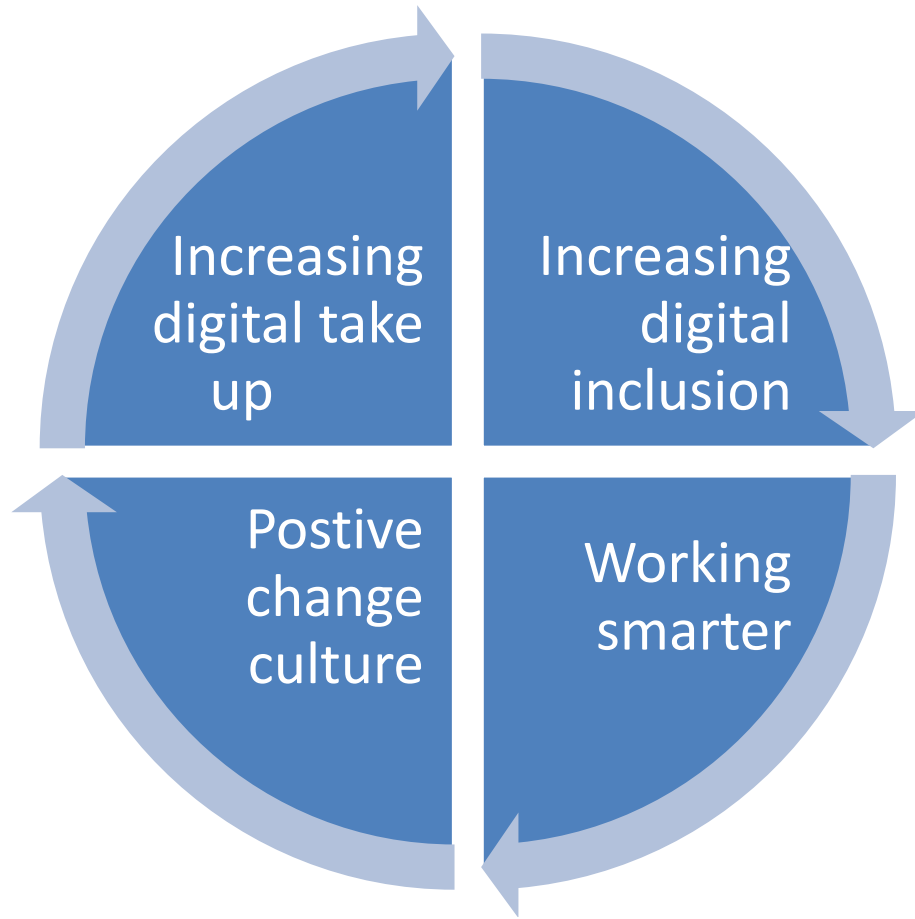
## Delivery and monitoring

A total of 32 projects and 23 measures have identified which will support delivery and monitoring of the strategy. They breakdown by objective is set out in the table below:

Objective	Number of Projects	Number of Measures
Increasing take up of Council services	7	7
Increasing digital Inclusion	9	6
Working smarter	9	5
Developing a positive change culture which puts customers at the heart of everything we do	7	5
<b>Total</b>	<b>32</b>	<b>23</b>

The projects have been phased over the three years of the strategy and progress in delivering them as well as reviewing if any projects need to be re-phased or new ones added will be reported to Executive Cabinet on an annual basis.

The performance measures will also be monitored and reported on, on an annual basis to demonstrate the progress being made in the delivery of this strategy. However, not all measures may be able to be measured straight away, for example web chat is only scheduled to be introduced in year three, therefore measurement of the volume and take up of this new channel will only be measured from year three onwards. Written procedures need to be developed for all of the new measures, and targets will be set, either based on an improvement of current performance or for new measures the first year will be used to baseline performance and will enable a target to be set in year two.



The digital and customer strategy is made up of four elements which are all underpinned by a strong technical infrastructure which is set out in the Council's ICT strategy.

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## Increasing digital take up of Council services

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Each month we:



ANSWER  
**12,000**  
CALLS



RECEIVE  
**600**  
EMAILS



SEE  
**2,000**  
CUSTOMERS AT  
OUR OSS



DEAL WITH  
**1,100**  
SERVIVE REQUESTS  
RECEIVED VIA  
MYACCOUNT



TAKE  
**1,900**  
ONLINE  
PAYMENTS



TAKE  
**1,600**  
TELEPHONE  
PAYMENTS

Meeting and hopefully exceeding increasing customer expectations, delivering excellent services and dealing with increases in service demand is hugely challenging against a backdrop of reducing local government funding.

We will continue to need to reduce our operating costs and increase our income generation over the coming years, and the approach to delivering information and services to customers' needs to be more efficient and effective and to make the best use of technology if we are going to succeed.

We believe that one element of this is to ensure that customers are able to and prefer to access efficient services and information easily online.

This aligns to the governments digital by default strategy which aims to make digital services so good that people prefer to carry out transactions online, rather than by phone, post or in person.

<sup>1</sup>It is well documented that online transactions can be 20 times cheaper than by phone, 30 times cheaper than by post and as much as 50 times cheaper than face to face. Developing high quality digital services will therefore not only enable the public to access services quickly and conveniently, at a time and in ways that suit them, it will save the Council money.

Completing transactions online has become second nature to many of our customers, with people increasingly going online for shopping, banking, information and entertainment. This is because online services tend to be quicker, more convenient and cheaper to use.

Customer expectations have also increased in respect of the quality of service they expect and also how and when they can access services. Customers expect a 'Amazon' quality service and to be able to request services and obtain information online at a time and place that suits them.

This strategy aims to ensure that customer are able to and are encouraged to access services easily online whilst supporting those who cannot do so.

**Digital by default is not about offering services online or not at all, It is about designing services for the web first. Rather than modifying services which were originally designed for the phone or face to face online services should be properly designed for the web.**

## Principles

- Digital services should be simple and intuitive enough that users succeed first time, unaided, as people will only choose to use our services digitally if they are far more straightforward and convenient.
- Online services should be 'digital by default' – designed specifically for the web.
- We should ask customers for information once and they should only have to report or request a service once for it to be dealt with as a service request, within our customer service standards.
- We should understand services users, their needs, motivation and barriers to using Chorley's digital services, and engage with them in the co-design of online services as far as possible.

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<sup>1</sup> The Digital Efficiency Report

- Where appropriate we should apply behavioural economics principles to identify the tone and message to drive online interactions
- We will put appropriate assisted digital support in place that's aimed towards those who genuinely need it.

## Projects

The table below sets out the projects which will be delivered to support the increase in take up of our digital services over the next three years.

<b>INCREASING TAKE UP OF DIGITAL SERVICES</b>			
<b>Project/Action</b>	<b>Description</b>	<b>Lead</b>	<b>Priority</b>
Develop the use of Google analytics	We already have Google analytics in place, but the data collected could be used to help us better monitor and understand our website usage and performance, which can then be used to improve our website and online services.	Digital access and inclusion officer	Year 1
Review and refresh the Council's website	<ul style="list-style-type: none"> <li>• The website will be easy to use, accessible and secure.</li> <li>• Information will be up to date and content will change regularly</li> <li>• The website should be responsive to different devices and screen sizes</li> </ul>	Lead: Digital access and inclusion officer Council wide project	Year 1
Investigate options for integrating website log in processes	To support the improvement and take up of the council's online services the MyAccount and e-citizens online services should be integrated so that a customer only has to sign in once. Currently you have to register for MyAccount to be able to access some online services (order replacement bins, report dog fouling, or report fly tipping) and then you need to register again to access services such as Council Tax, Housing Benefits, Council Tax Support and Business Rates.	Lead: ICT	Year 1
Investigate options for integrating social media channels to capture and manage service requests	Chorley Council has a strong social media following, with posts often being seen by 5,000 people <sup>2</sup> and receiving hundreds of comments. We encourage people to interact with us via social media so we can promote events and get feedback, but when customers then use these channels to request services we have to ask them to request the service again via MyAccount. This action is to find a way to integrate social media request directly into MyAccount or another Customer Services system so that	Lead: ICT Working with Communications and Customer Transformation	Year 1

<sup>2</sup> This is organic content and doesn't include paid for views.



	customers only have to tell us about something once.		
E-enable all relevant Council services	<ul style="list-style-type: none"> <li>Existing online services will be reviewed and where required redeveloped to be digital by default.</li> <li>New digital services will be developed using the digital by default principles</li> <li>A work plan will be developed which will be prioritised based on volume/demand.</li> </ul>	Lead: Digital access and inclusion officer Council wide project	From year 1
Deliver new software applications to support the digital agenda	<p>Examples include:</p> <ul style="list-style-type: none"> <li>The implementation of an online booking and ticketing system for council run activities, events, training, community centres and other council resources.</li> <li>Cemeteries management application to deliver end to end electronic management including access for funeral directors to book online.</li> <li>Information request system to streamline the servicing of FOI, data protection, EIR and CCTV requests.</li> <li>A review and rationalisation of data layers in our Geographical Information System (GIS). A self-service functionality for the provision of simple maps will also be delivered.</li> <li>Implementation of relevant systems to support the modernisation of Streetscene.</li> </ul>	Lead: ICT	From year 2
Re-introduce web chat	Web chat functionality could support customers to self-serve by proactively engaging with customers while they are in the process of trying to help themselves to complete their enquiry online. This will deflect from more expensive phone calls or emails and give the customers the confidence to complete tasks themselves next time. It will also highlight common areas of difficulty which we can address.	Lead: Customer Transformation	Year 3

## Performance Measures

1. % Increase in the number of services requests made online (Existing Corporate Strategy measure)
2. Increase in the % of payments made online (Existing local measure)

3. Increase in the number of council services/processes e-enabled (New)
4. Increase in the number of a) visits and b) return visits to the council website (New)
5. Increase in the number of people signed up to my account /e-Citizen (New)
6. Volume of web chats (New)
7. Rate your experience – website star rating (New)

## Increasing digital inclusion

In the 2015/16 budget the Council invested £50,000 on its first digital inclusion project which had the aim that everyone in the borough should be able to get online, do more on line and benefit from being online.

### Where we are now?

THE GO ON UK DIGITAL HEATMAP SHOWS THAT IN CHORLEY THE LIKELIHOOD OF OVERALL DIGITAL EXCLUSION IS MEDIUM



**33%**

OF SME'S IN LANCASHIRE DO NOT HAVE AN ONLINE PRESENCE

**66%**

OF SME'S IN LANCASHIRE DO NOT MARKET THEIR BUSINESS ONLINE

**76%**

OF ADULTS IN CHORLEY HAVE BASIC DIGITAL SKILLS

ONLY **4%**

OF HOUSEHOLDS RECEIVE BROADBAND SPEEDS OF LESS THAN 10MB

**15.5%**

OF ADULTS IN CHORLEY HAVE NEVER BEEN ONLINE

Digital changes create opportunities to access services and information more easily and quickly but also has the potential to create greater inequality and alienation for those left behind.

### Principles

- Everybody should have access to technology and the opportunity to become confident users of technology.
- We should understand and join up digital support provision across the borough from public, private and VCFS sector and identify ways to add value through collaboration.
- We will develop training and ongoing support and access provision for those who need help getting online and remaining active online.

- We will raise awareness of the benefits of being online and the work the council is doing to improve digital access and inclusion in the borough.
- We will provide assisted digital support to those who genuinely need it.
- We will ensure that particular consideration is taken to increasing digital inclusion in rural areas of the borough, where residents and businesses may have lower broadband speeds, or due to their location have the potential to be socially isolated and therefore could really benefit from access to online services and communications tools.

## Projects

The table below sets out the projects which will be delivered to support an increase in digital inclusion over the next three years.

<b>INCREASING DIGITAL INCLUSION</b>			
<b>Project/Action</b>	<b>Description</b>	<b>Lead</b>	<b>Priority</b>
Review planning policy regarding the installation of broadband fibre as part of new developments	Consideration of whether planning policy could be amended to incorporate a requirement for developers to ensure that they work with broadband providers to install fibre to new developments in the future enabling business and residents to benefit from high speed broadband access.	Development and regeneration / Planning Policy?	Year 1
Deliver digital hubs	This project will equip Council owned community centres (Tatton, Buttermere, Clayton Brook and Buckshaw) with ICT equipment to support the provision of basic skills training, free internet access points for the local community, access to assisted digital support and also low cost equipment and technical support.	Digital inclusion officer and Health and Wellbeing	Year 1
Establish a digital delivery partnership to work in a more coordinated way to improve digital inclusion within the borough	To facilitate a partnership with other organisations such as libraries, training providers and charities who will work together to improve digital access and support for individuals throughout Chorley. The partnership will: <ul style="list-style-type: none"> <li>• Ensure clear signposting of digital inclusion, education and access opportunities.</li> <li>• Boost basic online skills and promote the benefits on being online.</li> <li>• To provide assisted digital support to vulnerable or older people.</li> </ul>	Digital inclusion officer	Year 1

	<ul style="list-style-type: none"> <li>• Ensure that everyone has access to technology.</li> </ul>		
Deliver basic online and digital skills training to digitally excluded groups	<p>Concentrating on hard to reach groups or rural parts of Chorley the training will be tailored depending on the needs of the group for example it could be focused on supporting unemployed people to find work, or how to use the internet to find information or to keep in touch with friends and family.</p> <p>Where appropriate training will also incorporate the use of council online services to people who need support.</p>	Digital inclusion officer	Ongoing years 1-3
Develop a sustainable and growing community resource to increase the future provision of free digital training opportunities	<p>We will support organisations to recruit and train digital champions who can provide basic skills training and digital support in the community. We will coordinate arrangements for initial volunteer training and to be an ongoing point of contact for digital champions who need practical help or advice around delivery. Individual organisations will remain responsible for selecting, screening and supervising their own volunteers.</p> <p>We will facilitate and encourage digital training to be delivered locally wherever funding provision is available in association with local colleges and learning providers.</p>	Digital inclusion officer and Health and Wellbeing	Ongoing years 1-3
Support the increase and promotion of digital access and support points across the borough	<ul style="list-style-type: none"> <li>• Supporting existing organisations to set up new digital access points, which may include supporting funding bids or sourcing low cost equipment for not for profit groups.</li> <li>• Develop our own digital access points in council owned buildings and community centres.</li> </ul>	Digital inclusion officer and Communications	Ongoing years 1-3
Establish free town centre wifi	This will see the introduction of free wifi in the town centre which will benefit shoppers and businesses. It will provide internet access to people who could not otherwise afford it, help people navigate around the town centre and hopefully stay longer and spend more.	ICT	Year 2
Establish a laptop/tablet loan scheme	This service would be primarily targeted at people who don't have access to a device at home and who are unable to visit one of the boroughs free access points. The loan scheme would be run in conjunction with basic skills training which can involve making home visits to the most in need.	Digital inclusion officer	Year 2

Deliver a digital event	This may be a hack event to encourage digital creativity and bring groups of people together to solve a particular problem, or an event to promote, encourage and enjoy using technology, such as a gaming event.	Digital inclusion officer, Communications and Event and ICT	Year 2
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### Performance Measures

1. Decrease in the % of adults in Chorley who have never been online (New)
2. Increase in broadband provision or decrease in the % of households who receive broadband speeds of less than 10MB (New)
3. Number of people successfully completing basic digital skills training (New)
4. Increase in the number of digital access points in the borough (Existing Corporate Strategy measure)
5. Number of digital champions trained (New)
6. Take up of the laptop loan scheme (New)

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## Working Smarter

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We cannot expect our customers to interact with us digitally, if our own staff are not given the right tools, training and encouragement to be able to work in a smarter and more efficient way. As a council we want our staff to deliver high quality services, using the latest technology, working in modern and well-designed offices and with flexible working practices.

Transforming the way we work will enable staff to provide the services our customers expect and demand both now and in the future.

The Work Smart programme aims to create a shared culture of smarter working within the organisation. To this end, it will maximise the use of technology and digital information management, make the most of flexible working practices and improve working environments. The changes will increase staff and customer confidence in digital channels.

More efficient working practices will also result in improved productivity. There will be savings in staff time to enable additional support of more demanding service requests. There will also be potential for income generation as space is rented out to third parties.

New technology will ensure staff have the right tools to do the job and provide staff with the freedom and flexibility to act and be innovative and work in an agile way, for example the implementation of VOIP will support staff to be agile, not restricted to a particular desk or building, but able to log to IT and phone systems to work in any Council office.

### Principles

- Staff should be able to work seamlessly across locations and not be tethered to a particular desk.
- Working environments should be standardised and improved, including break and welfare facilities.
- Space should be allocated to activities, not individuals and not on the basis of seniority.
- Internal printing should be minimised, and be replaced with offsite printing.
- A clear desk policy will apply, filing cabinets removed and documents digitised.
- Staff should have access to the right tools and training to be able to deliver their jobs – for example IT equipment such as iPads and should be distributed based on business need, not on seniority.
- Core business applications should be used to their fullest extent and upgraded as necessary to ensure that the latest features can be taken advantage of.

- Information and data must be accurate and accessible

## Projects

The table below sets out the projects which will be delivered to enable staff to work smarter and more efficiently over the next three years.

<b>WORKING SMARTER</b>			
<b>Project/Action</b>	<b>Description</b>	<b>Lead</b>	<b>Priority</b>
Re-development of the loop	This will include the development of MyShare to deliver an internal management information system and the replacement of the online form system.	ICT and Communications and Events	Year 1
Carry out a review of the Councils Local Land and Property Gazetteer (LLPG)	Address information is central to the majority of the services the council delivers, we must ensure that this is accurate. The council will aim to achieve the gold national standard for this dataset whilst also reviewing and expanding integrations across all line of business applications	ICT	Year 1
Establish a more efficient office environment	This includes: <ul style="list-style-type: none"> <li>• The standardisation of offices, creating a consistent and improved working environment that enables staff to work seamlessly across locations and not be tethered to a particular desk.</li> <li>• The creation of breakaway areas where staff can take their breaks in a comfortable environment away from their desks</li> <li>• The introduction of public Wi-Fi in council offices and meeting rooms</li> </ul>	Customer Transformation, Property and ICT  (Impact on all services)	Year 1 onwards
Review existing applications ensuring they are used to their	<ul style="list-style-type: none"> <li>• Review MyAccount and MyWork and deliver phase 2 including inspections module</li> <li>• Review existing GIS application and implementation of routing software</li> </ul>	ICT	Year 1 & 2



fullest extent	<ul style="list-style-type: none"> <li>• Implementation of key functionality within IDOX – for planning, licensing and enforcement.</li> <li>• Review existing systems for taking payments online</li> </ul>		
Implement Voice Over IP	Currently while staff can log into different work stations to access their emails and files, their phone lines are not as easy to divert and can involve making physical changes to the 'switch'. VOIP will enable staff to be able to access their phone calls quickly and easily from different offices and locations which will enable staff to work seamlessly across locations.	ICT and Customer Transformation  (Impact on all services)	Year 2
Development of an information sharing framework	This will involve developing information sharing protocols which will support data sharing across new delivery models and also more integrated partnership working.	Performance and Partnerships - PSRB	Year 2
Complete the hybrid mail roll out	This supports the removal of internal printers, and replaces them with off-site printing and mail services as well as encouraging staff to communicate with customer electronically. It will also facilitate the removal of the existing postal collection service.	Customer Transformation  (Impact on all services)	Ongoing over 3 years
Review the corporate EDMS system to ensure better alignment of our corporate applications and delivery.	Digitising paper records and the completion of the electronic document management roll out will support a clear desk policy, and also enable better access to information.	ICT	Ongoing over 3 years
Review of service data warehouses	<p>It is essential that all services have a suitable data warehouse in place to facilitate the management of information enabling the future digitisation and possible migration of the service to the single front office.</p> <p>An example of one area of work will be the review all assets to ensure information is accurate and relevant to support the creation of a centralised assets register to support our e-</p>	ICT	Ongoing over 3 years

	PIMs requirements.		
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### **Performance Measures**

1. % Increase in the volume of mail sent through UK Mail (New)
2. Decrease in the onsite printing volumes by service area (New)
3. % of the organisation who meet work smart standards (New)
4. Staff satisfied with their work environment (Existing staff satisfaction survey question)
5. % increase in the number of staff who agree they have the right tools and equipment to do the job expected of them (Existing staff survey question)

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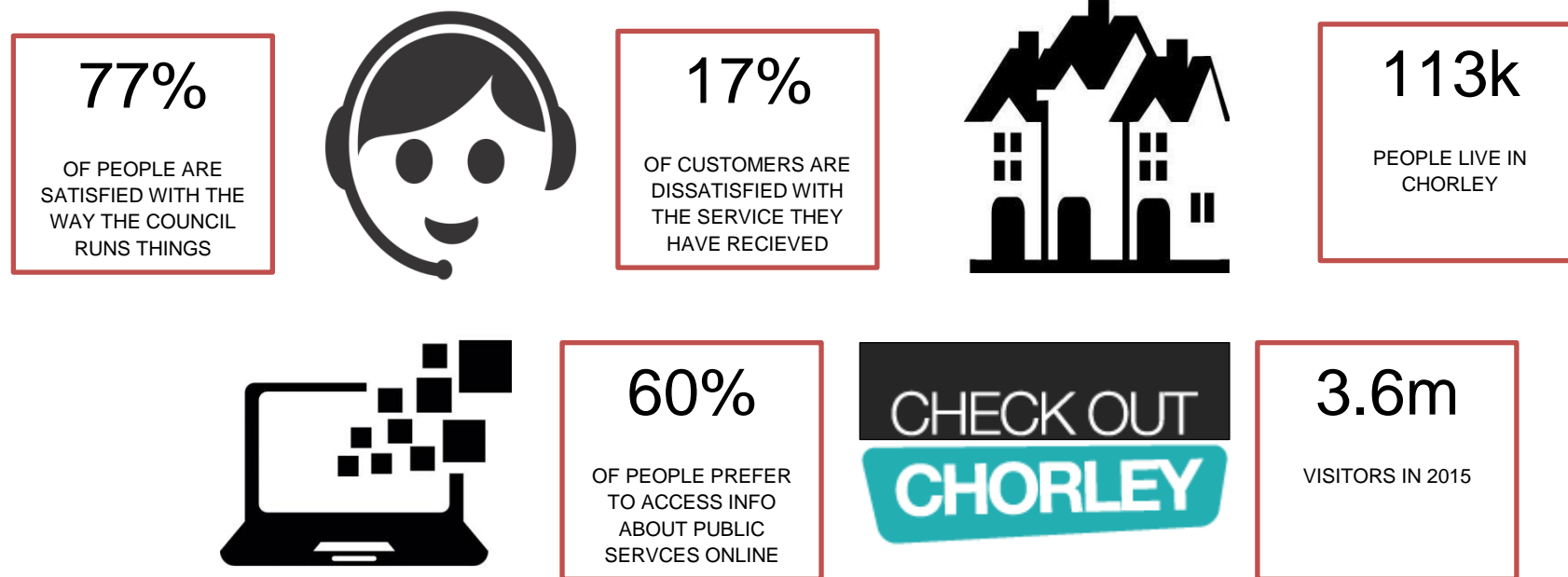
## Developing a positive change culture which puts customers at the heart of everything we do

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The delivery of this strategy will see significant changes regarding how staff work and how customers are able to access our services. It is essential therefore that staff and customers understand the benefits that the changes can bring and that they are engaged and supported through change.

In addition it is important that we aim to strengthen and further embed a high standard of customer service across the whole organisation and if possible beyond to our partners.

### Where are we now?



Chorley Council has long had a strong customer service ethos, being recognised for providing excellent customer services over the last decade through achieving Beacon Status for Transforming Services: Citizen Engagement and Empowerment and being awarded the Customer Services Excellent Standard.

While the last satisfaction survey showed that overall many people in the borough are happy with the way the Council runs things, those that access our services still report that we could do better in terms of letting customers know the outcome of their requests, keeping them better informed of progress and responding to them in a reasonable time. In essence we need to do better and this is everyone's responsibility.

Customers should be at the heart of everything we do as a Council, and providing excellent customer services is a key element of that.

## Principles

- All staff have a role to play in delivering excellent customer services.
- Public sectors services in Chorley should be working together as one public service and share similar standards when it comes to customer service and customer care.
- Staff should be well informed, have the opportunity to shape improvements and be supported through change in a positive way.
- Customers should be encouraged and supported to change the way they access Council information and services.
- That, as far as possible, all customer enquiries should be dealt with at the first point of contact without the need for reference to the back office.
- Increases in the take up of digital services and the integration of IT systems will support the delivery of more complex services to be completed end to end.

## Projects

The table below sets out the projects which will be delivered to support the organisation in developing a positive change culture over the next three years.

DEVELOPING A POSITIVE CHANGE CULTURE WHICH PUTS CUSTOMERS AT THE HEART OF EVERYTHING WE DO			
Project/Action	Description	Lead	Priority
Review and update the OD strategy to ensure it	<b>Embed customer services values and responsibilities</b> This will include strengthening the reference to customer care in the Council's OD strategy, developing a training plan for all staff, refreshing the customer service element of induction training and	Customer Transformation and HR&OD	Year 1

<p>supports the delivery of this strategy</p>	<p>reviewing roles and responsibilities.</p> <p><b>Embed the benefits of digital and encourage staff to take responsibility for increasing take up and signposting to support</b></p> <ul style="list-style-type: none"> <li>• Our staff will take up opportunities to promote the benefits of digital where necessary in interactions with customers, and show customers how to request Council service online themselves.</li> <li>• We will embed the promotion of digital into our community development activities.</li> </ul> <p><b>Ensure training and development that is required to support the work smart programme is included/available</b></p> <p>Ensuring that staff have the skills and confidence as well as tools to take advantage of new technology and to work in a smarter way is essential.</p>		
<p>Develop and deliver a campaign to encourage the take up of digital services, to promote the wider benefits of being online and the support which is available</p>	<p>This campaign will help to achieve high digital take up of council services. It should promote the services which can be done on line and the benefits of doing so. As new services are e-enabled communications would promote them via a variety of channels. Incentives to use online services should be considered such as being entered into a free prize draw.</p> <p>The campaign should also promote the work that the council is doing to support people in learning basic digital skills and enabling access to technology. In addition it will cover the wider benefits of being online.</p>	<p>Digital inclusion officer and Communications</p>	<p>From year 1 onwards</p>
<p>Develop and implement an internal communications plan to inform and engage</p>	<p>This will help staff to understand the benefits of the new ways of working and engage them in the changes and ensure a commitment to the principles of Work Smart. It should incorporate the development of an internal digital champions group which would create a set of champions from each service area to provide encouragement and support</p>	<p>Communications</p>	<p>From year 1 onwards</p>

staff of the changes			
Update the Council's customer care policy	This will include consideration of how implementation of the policy could be monitored.	Customer Transformation	Year 1
Review all data standards and policies	This will include changes to the current ways of working across the council surrounding data protection/retention due to the legislative changes relating to the General Data Protection Regulation (GDPR).	ICT	Year 1
Develop a plan to migrate further services into the SFO	This will review all services to determine what further service areas could be migrated and what work would be required to review processes prior to any migration.	Customer Transformation and Performance and Partnerships	Year 2
Work with public sector partners to develop a shared customer service standard for Chorley	This work should form part of the Chorley Public Service Reform Board, and start with gaining an understanding of each partner's current approaches to customer service and digital working.	Performance and Partnerships	Year 2

## Performance Measures

1. Reduction in the % of customer dissatisfied with the service they receive from the council (Existing Corporate Strategy Measure)
2. Increase in the % of call backs completed on time by service (Existing internal measure)
3. Reduction in the number of service related complaints (Existing internal measure)
4. Reach of digital awareness campaigns (New)
5. % of staff who have carried out the e-learning customer care training