# Digital Strategy

Annual update report July 2018

Introduction

The 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. 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. The strategy 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.

The 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
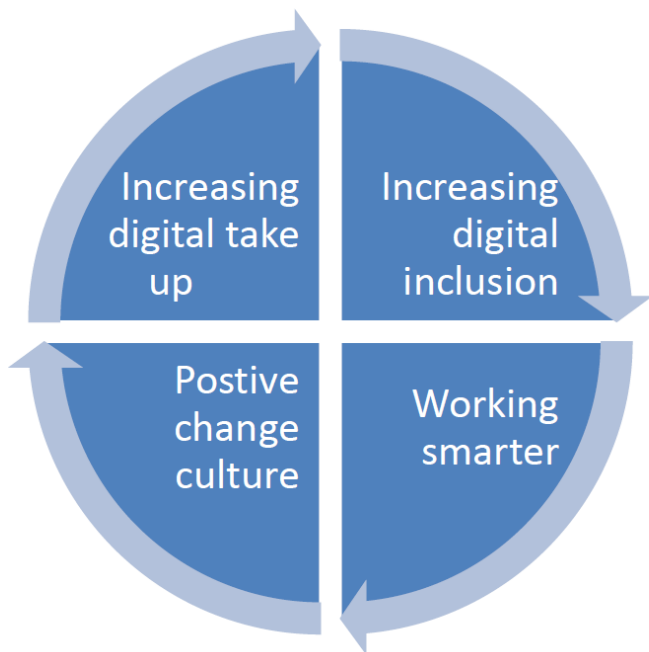
Councillor Adrian Lowe said "It's important people whether they are young or old are developing their digital skills because more and more things are being done online, on tablets and mobile devices. It is about making sure people are familiar with using the internet because there are so many opportunities that can be opened up by going online. It is equally as important that as a Council we recognise the digital changes and adapt our methods to provide the very best digital services for our customers, whilst supporting those who do not have the digital skills to benefit from being online.

This report will provide information on work that has taken place on the four elements over the last 12 months.

Digital Access & Inclusion

The Council's digital inclusion project was established in 2015 which had the aim that everyone in the borough should be able to get online, do more online and benefit from being online. Funding of £50,000 was allocated to the project to cover a period of two years.

Access to online services and digital skills training requirements is expected to increase in July 2018 due to the live service rollout of Universal Credit in Chorley on 18th July. The work over the last year means we now have partnerships and provision in place to cope with this increase, whilst at the same time supporting other residents of all ages in various venues across the borough to be digitally included.

Key achievements over the last 12 months

- All council managed community centres now have Wi-Fi including web filters for child and vulnerable adult safety whilst being online
- 4 council managed community centres have been established as digital hubs with full ICT suites including 9 or more workstations in each hub as well as large screens for training/tutor purposes and printer/scanners for scanning in those important documents for online applications.
- An additional 8 laptops have been purchased along with the Microsoft Office suite to allow outreach digital skills sessions to take place in venues that don't have ICT equipment.
- 6 laptops have been donated to us from a local school, 2 of which have been loaned to Cotswold Supported Housing to allow residents to learn online skills
- The Council delivers digital skills training in community venues across the borough
- Training is now delivered in conjunction with tutors from Lancashire Adult Learning, Preston's College and other partners. 340 learners have attended 23 different courses in 12 different venues across the borough since September 2017 to present. This includes rural areas of the borough such as Mawdesley, Eccleston and Charnock Richard. This is a 45.92% increase of learners on the previous year
- Further partnerships have been established with Lancashire Constabulary, Google, Jobskilla and Good Things Foundation.
- A pilot Code Club has taken place from one of the digital hubs aimed at children to provide them with opportunities to develop coding skills to help prepare them for the digital jobs of the future.
- Digital Champion volunteers have been recruited to provide 1-1 and small group digital skills sessions in various venues to ensure sustainability of digital skills provision
- Partnership established with CAB to provide 1-1 digital help from our digital hubs. Since September CAB have reported 81 residents have attended the sessions. Most of these residents are now repeat attendees allowing them to further develop their digital skills
- There has been an addition of 9 access points set up taking the total to 26, including rural areas such as Mawdesley and Charnock Richard so digital skills sessions can take place in more outreach areas.

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Digital Hubs

Four Council managed Community Centres are now well established as digital hubs. These digital hubs have dedicated ICT suites, free internet access and digital support available at different times throughout the week.

Free digital skills group training and one to one support take place at the digital hubs each week, which are provided by partners Lancashire Adult Learning (LAL) and Citizen Advice. LAL provide digital skills courses that run throughout the year; there are different groups; residents working towards an ICT qualification, and those that just want to learn more about the internet and being online; there is also a group session that runs for residents with impaired hearing.

Digital Hubs		
Free Internet Access	Basic Skills Training	Assisted Digital Support with Online Tasks

We have also joined forces with Citizens Advice, who provide one to one digital help using digital volunteers from our digital hubs. These sessions help local people gain access to benefits and other services via the internet. The sessions provide digital skills training but can also assist residents with online services such as Blue Badge applications, Universal Credit applications and employment searches that residents may not have the equipment or skills to complete on their own.

Digital Access Points

There are now 26 free access points which are listed and promoted on the digital access page on the Chorley Council website. There are also an additional six locations which provide regular support and training in our communities. This is an increase of 44% on last year's access points, significantly higher than the target increase of 11%. Work will take place in the next year to increase this number further to allow residents to access online content and services at a time and place that suits them. We will also aim to provide further training opportunities in new venues that will have access points.

Digital Champion Volunteers

This year more digital champion volunteers have been recruited to work with us and charity organisations to provide one to one and small group sessions such as the creation of a tablet club at AgeUK which allows a small group of elderly residents to get together and discuss all things tablet, help each other out with how to use their tablet with a Digital Champion volunteer on hand to assist with any problems. This session is known as "Click and Chat". Group sessions are ongoing from last year at Hoghton Village Hall, Whittle Seniors Computer Club and Chorley Computer Club. Digital Champions have also been recruited at Cotswold Supported housing, this not only provides the residents at Cotswold with one to one digital support for a couple of hours a week, it also allows the volunteer to give something back to their community and it is a perfect addition to their CV as they are actively seeking employment. Digital Champion volunteers are also assisting with the running of a pilot code club at Clayton Brook Village Hall which has proved to be a great success. In

the next year work will be conducted to increase volunteers for code clubs to help set up clubs in other venues and make the clubs sustainable so they can run throughout the year.

Free Digital Training Delivery

Training is delivered in numerous venues by the Council supported by partners Lancashire Adult Learning and Preston College. All sessions are provided free of charge to residents and at no cost to the Council. Sessions are tailored according to the community group/participants to ensure inclusivity. This makes sure that older people, job seekers, people with disabilities, economically disadvantaged areas and rural areas don't get left behind. Digital Skills training this year has also targeted the more outreach rural areas with courses taking place in Mawdesley, Charnock Richard and Eccleston. Since September 2017, 340 learners have attended 23 different courses in 12 different venues provided by Chorley Council, Lancashire Adult Learning, Preston College and other partners. This is an increase on the 233 that attended sessions the previous year, an increase of 45.92%. As part of all the support that is provided inclusivity is key. All courses and sessions that take place go through accessibility options to allow modifications to devices to meet the needs of the user. For example the session delivered at Briary Court needed concentration on voice to text due to attendees having certain disabilities that made typing into a tablet very difficult. We also looked at the use of an Amazon Alexa at the scheme.

The Council also provides one to one digital support from the Union Street Offices on an appointment/referral basis. This includes supporting residents with their laptop, tablet, and smartphone so they can access online services. The majority of one to one support provided from Union Street involves Universal Credit support, which migrates to an online service in July with an expectation of increased demand for digital support for claimants. Once initial support has been provided, customers are provided with information of courses, and other provision for digital support that is available across the borough, in a location best suited to them so they can continue to develop their skills an continue to be supported if required.

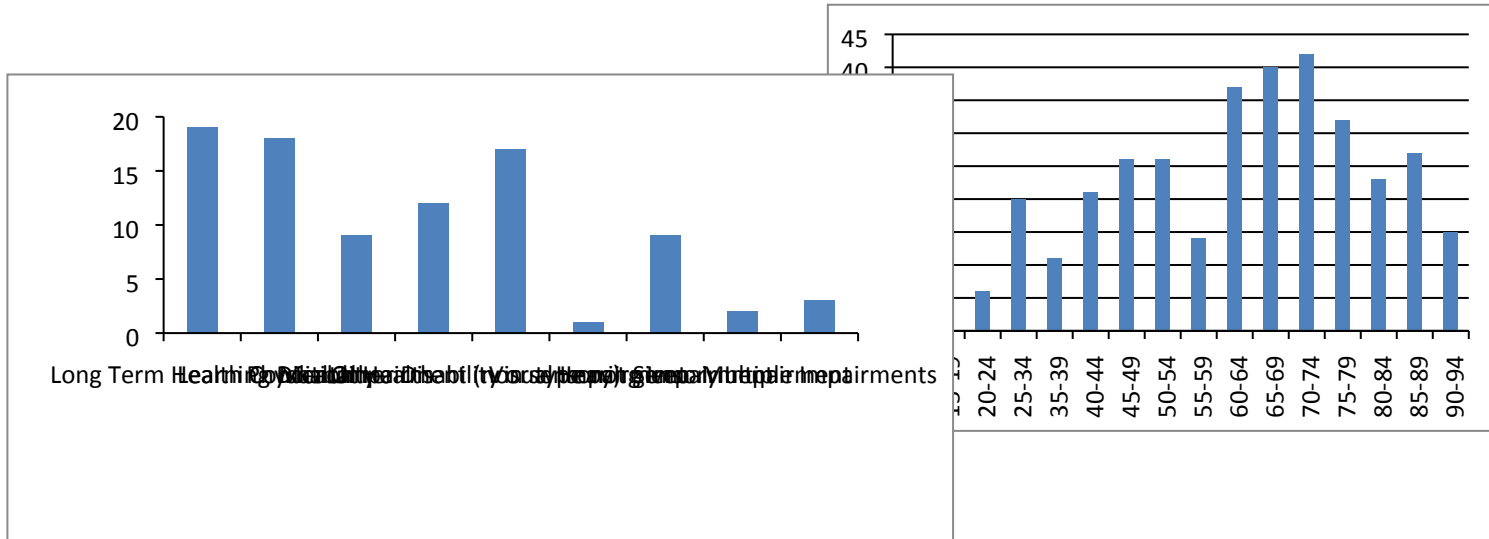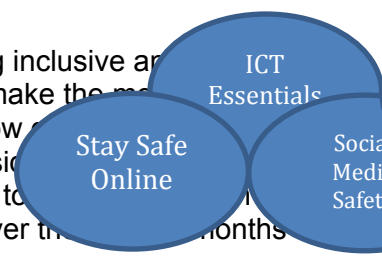|					
Clayton Brook Village Hall	Tatton Community Centre	Lancaster Way Community Centre	Buttermere Community Centre	Living Waters Church	Brothers of Charity
Charnock Richard Scout Hut	AgeUK	Coppull Leisure Centre	Mawdesley Village Hall	Eccleston Library	Euxton Library
Adlington Library	Whittle Le Woods Community Hall	Pikestone Court	Briary Court Sheleted Housing Scheme	Chorley Job Centre Plus	Cotswold Supported Housing
Chorley Computer Club	Hoghton Village Hall	Chorley Library	Clayton Green Library	Coppull Library	Civic Offices

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Training is aimed at beginners who would like to get online for the first time or people who would like to gain more confidence online, as well as those looking for an ICT qualification to assist with job hunting. Some attendees come to the courses to learn how to keep in touch with friends and family living abroad which is a very popular topic that is covered. Learners faces light up when they realise they can video call their loved ones who they have not seen for years.

Course lengths vary depending on the course from courses that last just once for an hour such as online safety courses, to courses that run for two hours a week for eight weeks such as the Making the Most of Your Tablet courses. There are also qualification courses that run daily for a straight two week period. Chorley Council ran courses collect evaluation forms from attendees as feedback on the courses, the below graphs show the results.
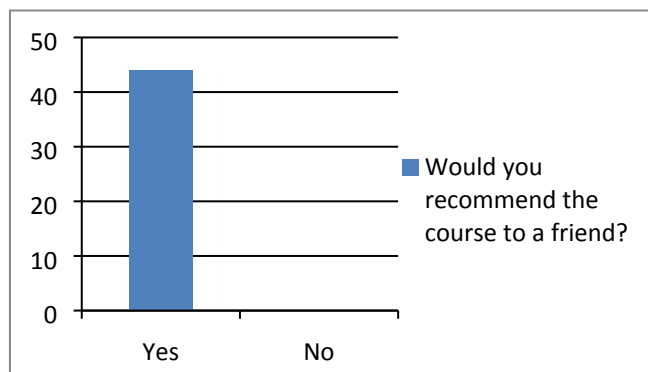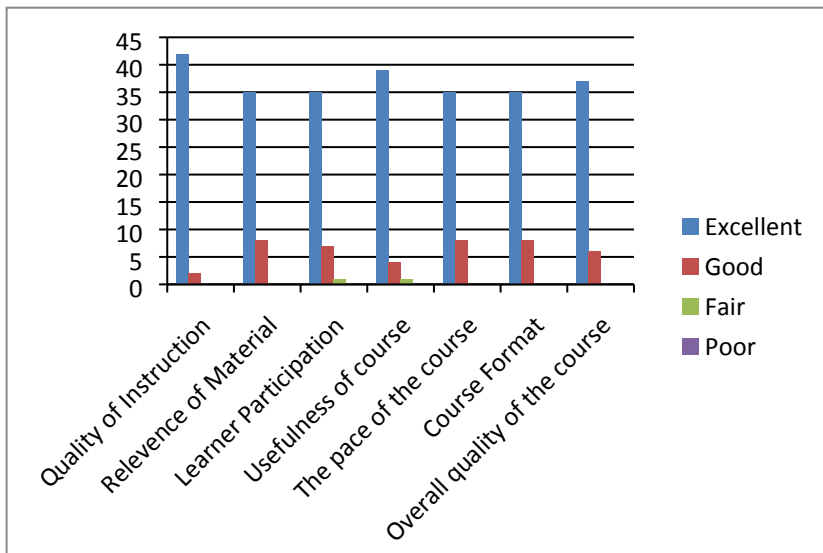
Digital Skills is about being inclusive and [giving] everybody the chance to make the m[ost] [of] and being online. The below [shows] [some] of the demographics of resi[dents] [who] attended courses and one to [one] [sessions with] CAB within the borough over the [past 12] months

ICT Essentials

Stay Safe Online

Socia[l] Medi[a] Safet[y]

Long Term Health Conditions and Disability (Young people, general public and older people) Learning Disability, Sensory, Mobility and Mental Health Impairments

20-24 25-34 35-39 40-44 45-49 50-54 55-59 60-64 65-69 70-74 75-79 80-84 85-89 90-94

Digital Skills

Partners

We have this year established a partnership with Google Digital Garage as part of the Lancashire Digital Skills Partnership. Google have committed to working with local partners to train 1000 people and businesses across Lancashire, some of which will be here in Chorley. We are first starting with a Stay Safe Online session for residents and staff, which will be followed by digital sessions for local businesses next year to help SME's and other businesses in Chorley grow digitally.

Further partnerships have been established with Lancashire Constabulary and Lancashire Volunteer Partnership who use Cyber Volunteers to deliver cyber safety and social media safety sessions in the community. Brothers of charity have recently had one of these sessions for service users and staff to ensure vulnerable residents are able to benefit from being online but more importantly stay safe online. Further sessions are taking place for other community groups such as Galloways.

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Late this year we joined forces with Jobskilla. Jobskilla provide digital inclusion courses for the unemployed. At the start of the course learners are presented with a laptop, once the course has been completed a qualification is received and learners keep their laptop to continue to develop their skills, update their CV and apply for jobs. A pilot course has been a great success at Cotswold Supported Housing. Further work with Jobskilla will take place next year to set up more courses in other venues across Chorley.

Finally, our four Digital Hubs are part of the Good Things Foundation Network, a network of over 5000 local community partners who provide specialist training and support to help people improve their lives through digital. Good Things Foundation support centres such as ours with training and guidance as well as allowing us to apply for funding opportunities to assist with digital support in Chorley. Good Things Foundation work with Google Digital Garage on the Digital Bus project. The Google bus travels the UK providing digital skills to residents and businesses. A project in Lancashire has not yet been set up, however it is hoped in the next 12 months that the bus will be in Lancashire. We will work with Good Things Foundation to ensure the bus comes to Chorley for some of the time allocated in Lancashire


Free Additional Digital Skills

This year we have also looked at providing free digital skills for children and families. We firstly ran a Lego Robotics session with Lancashire Adult Learning from Clayton Brook Village Hall. The parent and child course was a great success. This session not only helps with digital inclusion it also helps children to develop their STEM skills (Science, Technology, Engineering and Maths) whilst having fun and learning new skills together

as a family. Further sessions have taken place in libraries across the borough such as Adlington, Eccleston and Euxton. Further sessions of this type will be established in our other digital hubs in the next year.

This summer a pilot Code Club started at Clayton Brook Village Hall, again for children to develop their STEM skills as well as coding skills to prepare for the digital jobs of the future. Working with Digital Champion Volunteers the 5 week course was a great success. Work will be carried out in the next year to recruit more volunteers to make the club at Clayton sustainable so it can run throughout the year so we can reach out to more children. Work will also be undertaken to set up clubs in each of our other digital hubs as well as contacting libraries to look at the running of code clubs from other venues.
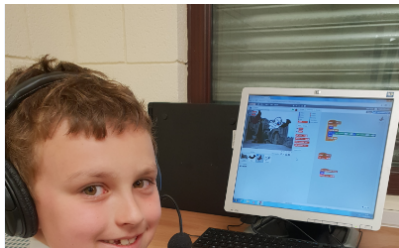
The Future

Our and of the our use of we including ambition is to ensure that every individual, community business in Chorley is able to take full advantage of all opportunities the digital age brings. We aim to develop technology to transform the way we work and the way provide services and support to our customers, residents, businesses and visitors. In addition we aim 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.

Digital inclusion is one element of the Council's digital strategy (2017-2020), and will be essential to the success of the delivery of the whole strategy. The principles and projects for digital inclusion expand on and further develop the successful work and foundations which have been put in place over the last few years.

Over the next 12 months the following work will be undertaken;

- Further partnership working to provide more free basic digital skills courses
- Further work with DWP and JCP to assist with the roll out of Universal Credit full service including the provision of Assisted Digital Support for claimants.
- Recruitment of additional Digital Champions to help assist with the delivery of free basic digital skills training to make the model sustainable
- Work on a bid to the LFFN Challenge Fund, with the aim to receive funding for the rollout of fibre broadband in the borough to ensure better connectivity for residents and businesses, concentrating specifically on the more rural areas of the borough where there are issues with broadband speeds currently
- Work to establish code club at Clayton Brook Village Hall as a permanent Code Club after the initial pilot. This will include working with the Health and Wellbeing team and local schools to recruit parents to volunteer to make the club sustainable.
- Work to run Code Clubs in other digital hubs (Tatton, Buttermere and Lancaster Way) in the same way as Clayton Brook Village Hall. Additional work with libraries to look at the setup of code clubs

- Investigation will be undertaken into the feasibility of a laptop/tablet loan scheme
- A digital event will be held to promote Chorley's digital agenda. This will be in the form of a hackathon for local tech companies and residents to attend. This will link in with the Strawberry Fields Digital Office Park development
- Further work with Google Digital Garage and our Business Development team to provide free digital skills sessions to local businesses to help them benefit from the digital age; including work to bring the Google Digital bus to Chorley. Session will also be provided for staff.
- Further increase of digital access points, including work with Parish Councils to identify possible locations for access points.
- Work to establish free town centre Wi-Fi

Work Smart Programme

Work smart is a key element of the Council's Digital Strategy which aims to further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter.

Very simply working smarter is about:

- Creating the right working environment;
- Making sure staff have the right tools and technology; and
- Are encouraged and enabled to working in smarter and more efficient ways.

The Work Smart programme will aim to develop 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. There will be reduced customer contact as a result of channel shift and reduced processing times.

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. Cashable efficiency savings can be identified by more detailed ongoing analysis. There will also be potential for income generation as space is rented out to third parties.

Key achievements over the last 12 months

- Dual Screens rolled out to additional service areas
- Award of contract for the Supply, Delivery and Installation of office furniture
- Remodelling of the Union Street Offices to accommodate the co-location of LCFT as part of the Integrated Community Wellbeing Team
- Implementation of Work Smart standards in the Union Street offices
- Progress made on investigation of the remodelling of the Town Hall to implement the work smart standards
- Progress on investigation of the remodelling of the Union Street Ground Floor
- Remodel and implementation of Work Smart in some service areas in the Town Hall
- A review of the Council's Local Land and Property Gazetteer has been carried out with a gold standard received
- Purchase of IDOX Electronic Document Management System (EDMS) in order to make use out of all the components the IDOX software has to offer.
- Hybrid mail roll out
- Further roll out of iPads to officers

Dual Screen

The majority of service areas now have access to dual screens with plans in place to provide dual screens to the remaining services areas such as Cotswold Supported Housing and StreetScene Services. This work will be completed in the next six months. The roll out of dual screens allows staff to make the best use out of the technology available, increases efficiency and assists greatly with the clear desk policy. By having two monitors a member of staff who works with multiple
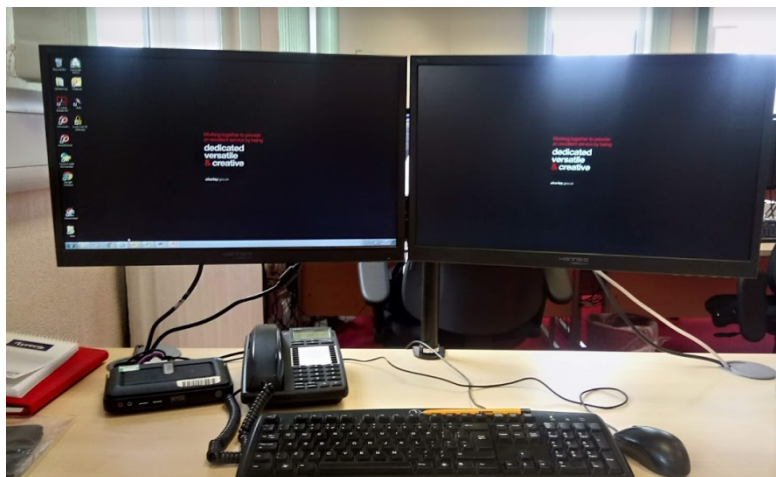
programs can share data between applications much smoother. The monitors are installed on floating brackets that allow for the creation of more desk space, which has allowed for the introduction of smaller desks.

The rollout of iPads has also increased over the last 12 months, from just Councilors and senior managers being provided with iPads other offices have now been provided with the devices based on business need rather than seniority. This ensures that staff have the right tools to allow them to do their jobs more efficiently; for example planning are able to carry out site visits along with their iPad to access useful documents and upload site pictures straight into the planning system without having to come back into the office. In addition to the iPads, new smartphones have recently been purchased with the roll out of the phones underway.

Changes To The Office Environment

As part of the co-location of LCFT as part of the Integrated Community Wellbeing Service, changes to the offices at Union Street were required. This included extensive remodeling of the offices to accommodate the increased number of staff in the building. Part of these works included the reduced desk sizes to smaller desks, replacement of pedestals with lockers and an increase in meeting spaces. Meeting spaces are all equipped with large screens to allow for digital meetings. There has also been increased break out space for staff to take time away from their work.

Some services in the Town Hall have already undertaken the work smart standards with a remodel of their offices, introduction of smaller desks; lockers have replaced pedestals and a clear desks policy in place. These offices include; the Communications team, Policy team, and Democratic Services. The HR office will also see changes in the coming weeks.

Further changes are to be looked at in the next year for other offices as well as the Ground Floor of Union Street including reduced desk sizes in the back office as well as transforming the front customer area to a more self-service area. There are also plans to remodel the second floor to create additional break out and meeting areas.

Work has taken place to investigate plans for remodeling of the Town Hall to assist with the implementation of work smart, creation of additional meeting areas and break out space. There is not currently a break out area at the Town Hall, this is a major requirement to allow staff to have time away from their desks. Investigations show that the Town Hall space can be better utilised, opening offices up to create a more open plan office environment similar to what has been created in the Union Street Offices. The reason for these investigations is to determine if the capacity within the Town Hall can be increased with the Work Smart standards of desks, lockers etc. and opening up of offices. The increased capacity will allow us to rationalise Council buildings, allowing us the possibility of letting out office space which will provide income generation for the Council.

Investigative work has also taken place to look at the ground floor and second floor in the Union Street Offices. This will potentially include creation of further breakout space and meeting space as well as the opening up of the customer services area to include and promote self-service for customers. A self service area is hoped to be incorporated so that customers are encouraged to use digital points to self-serve, but also as a digital access point so people can come and use the internet for free. The aspiration is to move customers to accessing their services online and making the most out of digital capabilities. Customer Services is currently separated into two different areas. The aim of the works would be to combine the both into one space.

Using Existing Applications to Fullest Extent

Work has been completed on the Council's Local Land and Property Gazetteer (LLPG) The LLPG is the definitive address database for all addressable and non-addressable properties within the borough. Every address is allocated a unique property identifier. There are national standards associated with LLPG. As address information is central to the majority of the services the Council delivers, it is essential that this is accurate. The Council this year has achieved Gold national standard for the dataset as well as incorporating the data set across other lines of business applications.

We have also worked on functionality within IDOX for planning, licensing and enforcement to make the best use out of IDOX modules available. As a result of the review planning enforcement cases are now managed and monitored through IDOX. As part of the IDOX work, In October 2017 the Council purchased IDOX Electronic Document Management System (EDMS) It is planned to migrate all services who use IDOX currently out of the current Information@Work EDMS. This will be rolled out once the system has been adequately tested and training provided to staff.

Further work has taken place with Hybrid Mail and offsite printing. Print queues have been set up for certain service areas such as Council Tax and Revenues and Benefits services to allow for offsite printing via UKMail. This supports the eventual removal of internal printers and replaces them with virtual printing. This encourages digital communication with customers and also facilitates the removal of the existing postal collection services. Hybrid mail is now fully up and running with further print queues being set up as and when required according to business need.

Over the next 12 months further work will take place to improve technology capabilities. This work will include the redevelopment of the loop (intranet), the introduction of public Wi-Fi in Council buildings and meeting rooms so staff can access Wi-Fi on their breaks as well as allowing visitors to connect to the Internet during meetings and customers to connect if attending the offices for any reason. Other applications such as MyAccount and MyWork will be reviewed as well as the online payments system. This work will be in conjunction with further work to review and redevelop the Council's website. The work on these so far has been delayed pending implementation of the new ICT infrastructure. Work has already taken place on a trial of software that can be used for internal communications. Yammer has been trialed by over 50 members of staff. Yammer is a private platform for enterprise social networking. Yammer is on trial as an internal communications system, the site allows for business users to easily collaborate with one another to meet business needs. The trial has so far been a huge success with the aim being for the product to be incorporated into the intranet refresh plans.

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VOIP is an essential capability as part of the Work Smart Programme. VOIP will allow staff to work seamlessly across locations whilst still having access to a phone capability to keep in contact with other members of staff and customers. Currently while staff can log in to different work stations to access their emails and documents, their phone lines are physically associated with that desk. VOIP will enable staff to be able to access their phone calls quickly and easily from different offices and locations which will allow more agile working and remote working; introducing the potential to rent out office space with Council staff encouraged to work remotely. The introduction of VOIP will also create the opportunity to introduce virtual meetings; this will save staff time travelling to meetings, as well as increasing availability of the larger meeting rooms. This work will go ahead in the next year once the ICT Infrastructure project has been finalised allowing these capabilities to be introduced.

Initial meetings have taken place to look at user stories and required technology capabilities. A model is being used provided by Digital Gaps to allow us to map our digital capability requirements. Work has begun to populate the model. Further work is required with ICT to provide information on products and components that provide required capabilities. Work will also take place in the next year with individual service areas to get more of an understanding of their user stories and required digital capabilities.
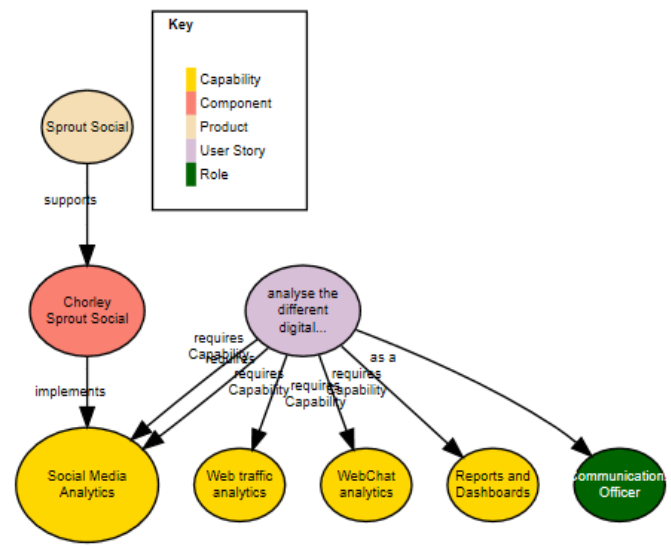
The next 12 Months

The next 12 months is expected to bring more change with further offices undertaking changes to implement the work smart standard. There will also be further technology developments once the ICT Infrastructure project is completed.

Over the next 12 months the following work will be undertaken

- Work to redevelop The Loop (intranet) to transfer all paper form processes to a digital version and make the site more useful, effective and interactive for internal communications including the integration with Yammer.
- Further work to progress the work investigated for the Town Hall and Union Street office changes
- Implementation of VOIP to allow for more agile working
- Further offices to take up the work smart standards
- Continue to make the best use out of available technology and the capabilities technology used by the Council has to increase efficiency and reduce costs.
- Completion of the capability mapping tool to highlight the digital gaps that we currently have and identify solutions to provide the required capabilities.

Positive Change Culture

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 that staff and customers understand the benefits that the changes can bring and that they are engaged and supported through the change.

Communication about Work Smart and other internal changes is key. Meetings with management have taken place to gain feedback. Work Smart is also incorporated into the Flair programme with attendees tasked to go back to their teams to gain feedback on thoughts about WorkSmart including;

- What benefits will Work Smart bring to each service
- What potential barriers will need to be addressed in order to implement Work Smart in each team
- What behaviours are important to help create the culture shift required for Work Smart to be successful
- Are there any concerns about Work Smart
- Any other suggestions or comments

From this exercise we are able to provide more clarity on what Work Smart is and provide an opportunity for staff to voice their thoughts and provide valuable feedback. This feedback will help us to shape the changes and work on the issues highlighted moving forward.

An internal communications plan has also been developed to assist with staff engagement during the changes. The intranet, Yammer and staff matters will be used in order to engage with staff and communicate the changes. Staff matters will allow for staff to raise any concerns regarding any proposed changes. In the next 12 months a staff listening day is to be held to go through WorkSmart and other changes associated with the Digital Strategy. This will include the 'Chorley Experience' which will be a demonstration displaying the contrast in different working methods before and after WorkSmart. This will allow staff to see firsthand the benefits of the changes; case studies will also be used from certain teams that have undertaken the changes with great success.

Over the next 12 months the OD strategy will be refreshed, this will embed customer services values and responsibilities. Included in the strategy will be that staff will take up opportunities to promote the benefits of digital wherever necessary in interactions with customers and show customers how to request Council services online themselves. This will include providing support to customers to increase digital take up. As new technology will be used internally it is essential that staff have the training to be able to do their job effectively using the new technology given to them. Part of the OD strategy will include that staff will be given the required training ensuring they have the skills and confidence to take advantage of the new technology and to work in a smarter way. The first training is to take place in the coming months with Google visiting the Council offices to provide staff with essential training on online safety which is essential to keeping the Councils network safe and secure; the training will also help with personal online safety.

A communications campaign has taken place in year one to promote the Get Online digital inclusion work. The aim of this campaign has been to encourage the take up of digital courses by engaging with customers and increasing attendance at digital skills courses. The campaign has been successful as the attendance at sessions in the first year has risen by 45.92%. There is now a digital access page on the Councils website which provides information on what the Council is doing in terms of digital and what courses and help sessions that are available for residents. Included on the page is promotion of the digital hubs and other free internet access points that are available across the borough. This page will be updated as we move forward with the Digital Strategy over the next year.

Further work has been taken to promote each course that has taken place via various channels; local newspapers, flyers, posters, social media, what's happening magazine and distribution via email using partner charity organisations such as VCFS. Each channel has been very successful with attendees stating they have found out about the sessions from these methods. An example social media post received a total of 6902 views. The majority of these people will not be residents that attended courses. The idea of the social media posts was to reach out to those that use digital channels in order for them to pass on to friends and family information about the courses available and the benefits. Word of mouth has also been great in increasing

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attendance; once the first courses had taken place more and more people have booked places stating their friend and family member attended a course and recommended it.

The digital hubs have also been given a makeover with branding inside the computer suites in the Get Online style as well as large banners outside each centre to promote the partnership with Citizen Advice who provide free digital support to residents from the hubs. With the full online service roll out of Universal Credit taking place in July further promotion of the hubs and the opportunities available will be communicated via various channels.

Over the next year the campaign will focus on assisting with achieving a high digital take up of council services. This will include promoting each service that can be undertaken online, including the benefits of doing so. This campaign will begin once the ICT infrastructure project has been completed, allowing for the website redevelopment and refresh to take place. Incentives will be investigated as a tool to help increase the digital take up such as being entered into a free prize draw etc.

Increasing take up of Digital Services

More and more services across public and private sector organisations are migrating to digital services. Meeting and 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. Operating costs will need to be reduced and our income generation increased over the coming years. The approach to delivering information and services to customers' needs to be more efficient and effective, making the best use of technology.

Customers should be able to and prefer to access services and information easily online, at a time and place to suite them. This aligns to the governments digital by default strategy which aims to make digital services the preferred method for transactions rather than the more costly phone, post of face to face interactions. 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.

Digital by default is not about offering services online or not at all, it is about designing services for the web first. Digital services should be simple and intuitive enough that users succeed first time, unaided, as people will only choose our digital service if it is far more convenient and straightforward.

Google Analytics and Website Refresh

Google analytics is already in place for the Councils website and web pages, however data collected could be used much better in order for us to monitor our websites usage and performance. If we are able to use this data to its full extent we will be able to use it to our advantage to improve our website and online services. Google analytics will be implemented in line with the new website once redeveloped. Some staff have already attended training on the use of Google analytics, further training will be undertaken by staff that will be utilising the software to monitor usage and performance of our website and online services.

A review and refresh of the Councils website is due to take place in the next year; work on the website has been delayed pending implementation of the new ICT infrastructure. The website changes will ensure that it is easier to use, more accessible, responsive and secure with an improved user experience and customer journey. Work with residents and staff will take place in the form of focus groups to engage with customers and staff that live in the borough to get their thoughts, opinions and issues that they face when using the current website. This work will help us shape the new website to make it easier for customers to use. Part of this work will be to e-enable all relevant Council services, ensuring they are digital by default and designed for the web first. Services will be e-enabled in priority order based on the services that are used the most. Work will be carried out across the Council with other services to identify which services are used or requested the most over the phone and face to face so we can e-enable the service and promote that the service is now available online. Most services are now available already online such as waste collection services, discretionary housing payments and change of circumstance, however there are still services that can be migrated to an online service.

As part of the website refresh improvements will be investigated to support the digital take up of MyAccount and e-citizen online services. At present, these systems are not integrated meaning customers need two separate accounts for each system. By allowing customers to sign in just once to access each service it will hopefully increase the take up of council tax online to assist with the reduction of paper bills and over the phone payments etc. Work has taken place this year for a bid to Socitm pioneer challenge to bid for work to be

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undertaken by Verisec who provide citizen verification software to ensure citizens only have to have their identity verified once for all council services.

Social media interaction is increasing, with Chorley Council having a strong following. Customers are encouraged to interact with us via social media. Sprout Social has been implemented, which helps with the management, advocacy and analytics of social media. The software helps us to communicate with customers on social media easier with integration with Twitter, Facebook, Instagram, LinkedIn and Google Analytics.

Further work over the next year will take place to deliver new software to assist with the digital agenda. Part of this work has already started with the work with Digital Gaps on the capability mapping model as mentioned earlier on in the report. Once the model has been completed and reports have been exported from the system we will be able to identify the capability gaps that will allow us to highlight new software that needs to be looked at in order to deliver new digital capabilities. An example of this work that has started is with the FOI, EIR and CCTV requests. Work has started looking at the current process for FOI requests and how we can use technology to make the process easier, more streamlined and more efficient.