
DO WE DO DIGITAL?

1.0 EXECUTIVE SUMMARY

Digital is transformative and positively disruptive. It 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. We all know that it is much cheaper to interact online rather than using expensive face-to-face or telephony channels. However, we continue to offer all channels equally, rather than choosing to promote the digital channel first. Historically, this has been as a result of a concern not to disempower those who are digitally disenfranchised and have no access to the internet from their home perhaps due to lack of IT skills or an inability to afford broadband connections and devices.

Welfare reform and the digital challenges of Universal Credit are providing urgent stimuli to us to enhance the digital skills of our most disadvantaged citizens to get online and gain digital skills. We have recently been successful in becoming one of the 11 Local Support Services trials for Universal Credit. Improving digital skills is an important aspect of our trial and will see an extension to the digital skills training provided by our Community Learning & Development team particularly in rural locations using guest access in our rural schools.

Our vision should be to offer "Digital services so good that all who can use them prefer to use them" as stipulated in the Government Digital Strategy.

This paper proposes the adoption of 3 principles:

- Services will be delivered as "digital first" and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles

This paper proposes that the Council commits to "digital first" and drives this forward through an action plan focussing on our commitment to the digital agenda and our digital capability. Policy and Resources Committee is asked to consider this proposal, and if appropriate, recommend this to the Council.

DO WE DO DIGITAL?

2.0 INTRODUCTION

- 2.1 The Socitm Insight publication of April 2014 entitled “Do you do digital?” challenges local authorities about their ambition, commitment and capability in interacting with their citizens digitally. That paper provided two digital capability and digital commitment self-assessment questionnaires. These have now been completed and were considered by the Strategic Management Team on 18 August.
- 2.2 An earlier more detailed Socitm publication entitled “Better with less: delivering local public services in the digital age” published in December 2013 highlighted this council as an exemplar in terms of a website that is focussed on the importance of the customer experience.
- 2.3 Digital is transformative and positively disruptive. It 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. We all know that it is much cheaper to interact online rather than using expensive face-to-face or telephony channels. However, we continue to offer all channels equally, rather than choosing to promote the digital channel first. Historically, this has been as a result of a concern not to disempower those who are digitally disenfranchised and have no access to the internet from their home perhaps due to lack of IT skills or an inability to afford broadband connections and devices.
- 2.4 Welfare reform and the digital challenges of Universal Credit are providing urgent stimuli to us to enhance the digital skills of our most disadvantaged citizens to get online and gain digital skills. We have recently been successful in becoming one of the 11 Local Support Services trials for Universal Credit. The trial starts on 1 September 2014 and will last for 12 months. There will be a formal evaluation of its effectiveness carried out by an external consultant commissioned by DWP. Improving digital skills is an important aspect of this trial and will see an extension to the digital skills training provided by our Community Learning & Development team particularly in rural locations using guest access in our rural schools. As a result, we expect to see much greater capability of transacting online, and we should ensure that we are ready to respond to this.
- 2.5 The Next Generation Broadband project is now starting to bring significant improvements to broadband speeds and coverage for some of our communities. This increases our citizens’ expectations that they should be able to transact with the council digitally and removes much of our previous concerns about disenfranchising some of our citizens if we were to push them into this route.

Policy and Resources Committee is asked to consider endorsing the adoption of 3 principles and an action plan to drive forward this agenda.

3.0 RECOMMENDATIONS

3.1 That Policy and Resources Committee endorses the following 3 principles for adoption by the Council:

- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles.

3.2 That Policy and Resources Committee agrees the supporting draft action plans at appendices 1 and 2 and that these are put to Council for approval. These are summarised at appendix 3.

4.0 DETAIL

4.1 The Government Digital Service (GDS) was launched in December 2011 with the aim of creating a single web domain (gov.uk) for government websites. This was launched on 17 October 2012. 12 months on, it was processing 1.41 billion transactions per year for 17 UK government departments. It has set a benchmark for quality of customer experiences based on simplicity, clarity and consistency. This has set us a challenge to emulate.

4.2 This Council was highlighted in the Socitm publication entitled “Better with less: delivering local public services in the digital age” as an exemplar in terms of a website that is focussed on the importance of the customer experience. We have recently launched a council Facebook account to complement our Twitter account. Through the Customer Management workstream of Process for Change, we have been focussed on improving our website and on channel shift from face-to-face and telephony to online. Our philosophy has been based on offering a choice of channels and the belief that if it is good enough, people will come to the website. We measure the volume of our online transactions and have met our targets.

4.3 However, in the meantime, the world has moved on. Over 87% of our citizens have access to the internet, and the percentage is much higher in the younger age groups. For many of our older citizens, they may well have a son or daughter who has access and will do things online for them. When it comes to transacting with local government online, other European nations are achieving twice the take-up levels which we are, and we have to challenge ourselves as to why we are so far behind and increase the pace of change.

4.3 The self-service proposition has to work for customers. It must be attractive, intuitive and easy to use. Many of us will regularly transact with Amazon online because it is the only way to do business with them. We book flights online because the airlines have given us an incentive – we get better prices and it’s easy. Most of us also renew our car tax disc online because it’s easier – we don’t have to

dig out a copy of our car insurance or our MOT certificate – all that is done for us. Similarly most of us will do our tax returns online – it gives us an extra 4 months to put off this chore and they work out what we owe or are owed. So, do the Council's online services provide the same incentives to use them?

- 4.3 We require our citizens to register up to 5 times to receive our full range of digital services through our website as follows:

Service	Description
Email alerts and newspapers	Alerts about roads, schools, bin collections, service disruptions
Self service system	Purchasing new bins, requesting bulky uplifts, reporting potholes etc
Online library system	Search book catalogues, reserve or renew books, add book reviews
Planning updates	Comment on planning applications, track progress, find out about planning decisions, get notifications about new applications
Council tax/ landlord portal	Check your council tax balance online, pay your bill, request a discount or exemption, report a change of address. If a landlord, find out about benefit payments mandated from your tenants.

- 4.4 In April 2014, the Improvement Service soft launched a new service called "Mygovscot – My account". This will be a simple secure way to access a range of Scottish public services online using just one username and password. It is currently being used by City of Edinburgh Council and the MyDiabetesMyWay website from NHS Scotland. We have approached the Improvement Service and have advised that we are very interested in being an early adopter. If successful, this would remove the problem of the multiple registrations referred to above.

- 4.5 Digital is gathering pace. The introduction of Universal Credit is based on the premise of "digital by default" with "assisted digital" for those who need support. If this works for benefit claimants who are among the most disadvantaged in society and with the lowest access to the internet, then this means that it is equally appropriate for our citizens. The reason for this policy is that digital skills are proven to help combat joblessness, isolation and other inequalities. People are 25% more likely to find work online and then earn up to 10% more with digital skills. 81% of those aged over 65 say that computer literacy makes them feel part of modern society.

- 4.6 As part of our preparation for the introduction of Universal Credit, we have been selected as one of 11 Local Support Services Trial sites across the UK trialling the most effective ways to triage needs, offer enhanced digital skills and better financial management skills. The trial starts on 1 September 2014 and last 12 months. In terms of enhanced digital skills, we will offer additional IT skills courses from our Community Learning and Development Team in a wider range of locations. We have bought laptops and these will be available in some of our remotest rural primary schools to provide greater accessibility. All schools are being given wireless networking so all potentially could offer IT courses outside of school hours.

- 4.7 This trial will be formally evaluated and we will then know much better about what interventions work and will be able to use this to plan more effectively to provide “assisted digital”.
- 4.8 Although all of the services offered through our customer service centre have been re-designed as part of this, and we have ensured that some element of service is also offered online, we have not fundamentally re-designed services to design out enquiries. Missed bins are a prime example of this. Solihull MBC used to provide a similar online service to ours. More recently they have introduced in-cab technologies. This enables a driver to record bins that are not presented and mark this on a system which their CSC agents have instant access to and is available online. If done online, the citizen is instantly informed if they put their bin out too late or if it was rejected as being overfull or contaminated. Reports of missed bins have fallen by 75% as a result. The service has been transformed through being completely re-designed.
- 4.9 Some new services have been designed solely as online services – with the overall intention of reducing demand for expensive face to face services. One example is livingitup.org.uk. This is a 3 year programme working with 5 local partnerships across Scotland (and including Argyll and Bute). It aims to deliver innovative and integrated health, care and wellbeing services enabling people to keep better connected with their communities and reducing ill health. It is a response to our ageing population and intends to lower demand from unaffordable levels it might otherwise grow to.
- 4.10 The pace of uptake of digital is largely driven by the commitment of an organisation to this agenda. One example is East Lothian Housing Association. They have designed themselves as a digital organisation. This is illustrated by their logo which is “elha.com” and they now have 80% of all contact online, 100% of all new housing applications online. 50% of new tenants register to use online services within 2 weeks of moving in. Their repairs service is online and 46% of all these online appointments are booked from mobile devices (smartphones or tablets). This is an amazing achievement especially when, like us, they are a rural area and broadband coverage is patchy.
- 4.11 Digital choice remains a key factor leading many not to use it. It needs to be promoted and offered as the first choice, not as a second best alternative. Promotion of contact has to be web first instead of giving out telephone numbers. This culture change will be assisted if we also apply it internally to our own organisation. All our staff should expect to use digital ways of working for booking rooms, viewing payslips, making expense claims, applying for leave and for learning. They will then become advocates for transacting online with us and role models for our customers.
- 4.12 The Council is asked to consider adopting the following 3 principles:
- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
 - Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
 - Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles

4.13 Socitm has provided a questionnaire looking at our digital capability and our digital commitment. An initial assessment has been completed and is set out at Appendices 1 and 2 along with an action plan which flows from the areas identified for improvement. These actions are summarised in date order at Appendix 3.

5.0 CONCLUSION

5.1 Policy and Resources Committee is asked to review this assessment of digital capability and commitment and associated action plan and to support the adoption of 3 principles designed to increase digital uptake.

6.0 IMPLICATIONS

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| 6.1 Policy: | Develops principles followed in Customer Management workstream of Process for Change. Proposes the principle of “digital first” rather than “digital by choice”. |
| 6.2 Financial: | Expected to provide further service efficiencies doing better with less. |
| 6.3 Legal: | None. |
| 6.4 HR: | Additional post proposed of Digital Services Development Officer. To be business case justified and grade dependent on job evaluation. |
| 6.5 Equalities: | Assisted digital plan to ensure vulnerable citizens are not digitally excluded. |
| 6.6 Risk: | Potentially reduces risk from future tight financial settlements if done well. |
| 6.7 Customer Service: | Provides enhancement to customer service. |

Douglas Hendry
Executive Director Customer Services
30 September 2014

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Policy Lead: Councillor Dick Walsh, Customer and Support Services

Appendix 1: Digital Capability Assessment and Action Plan
Appendix 2: Digital Commitment Assessment and Action Plan
Appendix 3: Summarised digital action plan in date order

Digital Capability Assessment and Action Plan

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
1.1	Sufficient digital skills and expertise	Excellent Web Team, Customer Service Systems Team and ICT Development Team who all 'get' the importance of digital and its integration to back office systems.	<p>We have limited resource in terms of driving forward a digital inclusion agenda.</p> <p>There is no in-house expertise for User Experience (UX) or graphic design linked to this. The current available skillsets are largely technical / developmental. This limits us in terms of how we present and promote new digital services to customers.</p>	SMT to consider increasing the Web Team by one person (known as the Digital Services Development Officer) whose job will be to work with all Services to specifically increase digital transactions and digital culture shift. They would work closely with the Service Digital Leaders proposed at 2.2 below. This could be funded by channel shift savings.	<p>Business case to be developed by Dec 2014</p> <p>Head of Customer & Support Services</p>
1.2	Website that supports digital delivery from desktops and mobile devices	<p>Website now mobile adaptive except for certain 3rd party sites and much greater vigilance on this when procuring new systems with web interfaces.</p> <p>Plan in place to migrate third party sites to mobile adaptive. New Council App further enhances mobile use and proved popular.</p>	<p>Remaining non-compliant 3rd party sites still need to be made mobile adaptive.</p> <p>We should be heavily promoting 'mobile first' as the way of presenting digital content. This will lead to shorter pages, simpler forms and more concise site navigation.</p>	<p>Complete scheduled work to make all 3rd party sites mobile adaptive.</p> <p>Ensure all web pages are designed as mobile first</p>	<p>Mobile adaptive by Oct 2014</p> <p>Website Manager</p>

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		Data for mobile visits is collected and analysed separately to desktop visits both for analytical data and the customer survey			
1.3	Clear processes to measure demand for services and channel usage	We have a variety of channel measurement targets and metrics in place, reported through Pyramid and specific reports e.g. on Channel Shift.	We do not measure avoidable contacts.	All Services to identify "avoidable contacts". Where these are significant, they should produce a plan to re-design services to remove these as part of their annual Service Plan	In line with Service Planning for 2015/16 Heads of Service
1.4	Making sure we don't buy software that doesn't meet usability criteria	We now build in web related requirements to the procurement of new systems and the Web Manager is invited to assess compliance, e.g. procurement of the new Leisure Services system.	Continued vigilance is required. Not all suppliers offer out of the box mobile facilities e.g. neither Gandlake or ICES systems were mobile adaptive when implemented.	No further action required	N/A
1.5	Central digital team controlling content and usability of all info and services delivered digitally	Web team is the central digital team. They are currently assimilating all School websites into Drupal and will then control the content and usability of all council websites. Their control spans website and intranet. Any issues are raised	Web Team could be retitled as the Digital Services Team as they don't just do the Web but also the content for the Display Screen Network, looking Local Digital TV, Mobile App etc. This would help to reinforce the idea that digital is not just web;	Re-name Web Team as "Digital Services Team" in line with adding additional resource at 2.1 above.	See 2.1 above

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		at the Customer Service Board.	particularly if a Digital Services Development Officer could be recruited.		
1.6	Web content vigorously pruned and small number of web authors	<p>Web team regularly present an analysis of web pages that have not been visited or which had been rarely visited over the past 6 months to Customer Service Board. Some services have used it as an opportunity to reduce the number of pages on the website.</p> <p>Over the last year, the number of web authors has been reduced and more content is approved centrally by the web team for quality control.</p>	<p>There are still a very large number of pages on the site and this could be reduced, however, this requires considerable input from services to rewrite content.</p> <p>We should be moving even more towards having online services as the main focus of the site homepage rather than council news/features as a focal point.</p> <p>The website can be further simplified by moving Business (trade) and Council (democratic) information to completely separate sections.</p>	<p>Re-structure the council website into 3 sections: Residents Business (Trade) Council (Democratic)</p> <p>All services to review their content and remove infrequently used pages</p>	<p>By 31 May 2015</p> <p>Website Manager</p> <p>By 31 March 2015</p> <p>Website Manager / Heads of Service</p>
1.7	Tools for digital working for staff and members and Tools for digital engagement with citizens	Council has an agile working policy that has led to many employees using laptops and with VPN access. The PC replacement program means these are all of a suitable	We do not have a full development strategy for mobile working for officers to interact with citizens and systems when on the move.	Develop strategy for mobile working for officers to interact with citizens and systems when on the move	Digital Services Development Officer (if appointed) Timescale TBA

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		<p>standard. Council mobile phones are now all Smartphones. Few tablets in use outside of Education. Limited access to social media for staff. Public access PCs at libraries and CSPs can be used by customers who do not have personal devices. Mapping of these and others provided by voluntary/ third sector recently completed. Digital skills pilot (part of LSSF trial) starting 1 September for 12 months</p>	<p>No existing plan to reach all of the circa 20% of customers who 'off the grid' in terms of digital engagement beyond those part of the LSSF trial.</p>	<p>Assess effectiveness of LSSF trial and consider what more action is required</p>	<p>December 2015 Head of Customer & Support Services</p>
1.8	A Plan to drive digital take up by citizens and staff	<p>There has been growing awareness of the need by Services to maximise digital engagement and the Channel Shift reports have helped evidence it. The Customer Service Development Plan has a significant number of digital activities on it and it includes a Web and Intranet Development Plan e.g. to introduce Single Sign On. SMT has also</p>	<p>The council is about to review its Customer Service Strategy and this will include a review of Channel Access. This should include specific plans to drive up digital take-up. Speed of delivery will be dependent on resources available – see 1.1 above.</p>	<p>Customer Service Strategy to be approved by Council</p>	<p>December 2014 Head of Customer & Support Services</p>

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		requested that digital options be included in all future BPR activities.			
1.9	A Plan for assisted digital, based on analysis of need.	Much has been done in a planned way to improve web accessibility, including analysis and action plan from the Shaw Trust and the implementation of the new Browsealoud client. Digital skills pilot (part of LSSF trial) starting 1 September for 12 months	This is not yet in place. Any plan will need to reflect results of LSSF trial (see 1.7 above)	Develop assisted digital strategy following evaluation of LSSF trial	March 2016 Head of Customer & Support Services

Digital Commitment Assessment and Action Plan

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
2.1	A clear vision of the digital future shared by all staff	The need to maximise channel choice which includes moving to customer self-service has been the established vision for customer contact since Process for Change in 2010. This remains valid. ICT and Technology for the Future was recently presented to SMT and will feature at COSO.	Channels and devices continue to evolve e.g. smart phones and social media. There is a need to move to a “digital first” approach rather than “digital by choice”. The digital offering needs to be more attractive and joined up e.g. using single authentication for all services through MyAccount	<p>The incredibly rapid change in how customers contact us should be better communicated to staff to raise awareness and encourage innovative thinking in services about digital service delivery.</p> <p>A Digital Strategy and action plan should be developed closely linked to the Customer Services Strategy but also covering internal digital priorities.</p> <p>Adopt single authentication through MyAccount</p>	<p>COSO presentation Nov 2014 Head of Customer & Support Services</p> <p>Develop Digital Strategy and Action Plan Dec 2014 Head of Customer & Support Services</p> <p>Trial MyAccount by Dec 2014 Website Manager</p>
2.2	Effective Leadership and Governance to drive the digital programme.	There is an elected member Policy Lead for ICT and for Customer Service. SMT are committed to digital. Customer Service Board provides Governance. ICT, Web Team and CS Support and	We do not have Digital Leaders nominated for each Service part of whose Job Description and targets are about building digital into their systems and processes. This is different to the	A Digital Leader to be appointed for each Service to work with the Digital Services Team	December 2014 Heads of Service

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		Development are all located within Customer & Support Services which allows for effective joint working.	existing Customer Service Action Managers.		
2.3	Clear set of priorities agreed corporately and for each Service.	Each year's priorities are set out in the Corporate Customer Service Development Plan	The Customer Service Strategy needs to be updated – see 1.8 above.	see 1.8 above	see 1.8 above
2.4	Goals for these priorities based on analysis of need and demand	Goals are informed by customer survey results and feedback, web analytics statistics (including most common downloads) and SOCITM recommendations, plus policy and service related decisions e.g. Decriminalised Parking.	Research for the new Customer Service Strategy will help to inform future priorities. Services are not yet fully utilising the Customer Service Health check /Service Planning process to drive out customer service related digital priorities.	To be addressed as part of revised Customer Service Strategy - see 1.8 above	see 1.8 above
2.5	A policy of re-designing services before putting them online	This has been the approach adopted throughout Process for Change which has seen full business process re-engineering (BPR) before taking any services into the Customer Service Centre	Services generally have not been radically re-designed driven from the customer experience. We offer both PDF download forms and online forms rather than	To be addressed as part of revised Customer Service Strategy - see 1.8 above All PDFs to be removed from website where online forms are available	see 1.8 above by Oct 2014 Website Manager

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
		and has had a channel shift and self-service component. SMT has asked that the corporate BPR programme should include the digital by default ethos at its heart.	removing PDFs. Many online forms have to be re-keyed to back office systems.		
2.6	Making sure that online services are usable	The Web Team has invested heavily in ensuring compliance with high standards of web accessibility and usability, leading on the top tasks and user testing approaches, as well as recognising the importance of mobile adaptive web design and CMS refresh. They work closely with Services and Procurement to try and design in usability.	There are still issues with certain 3 rd party suppliers who have not moved with the times, but this is recognised and being addressed. Many eforms are not integrated to back office systems and do not permit a save and return to it later function because they are not linked to a personal account. We should not underestimate the importance of UX and Graphic design when trying to encourage uptake in the use of digital services. We have no in-house expertise in	Adopt single authentication through MyAccount – see 2.1 above Additional expertise required - See 1.1 above	see 2.1 above see 1.1 above

Ref	Requirement	Positives	Areas for improvement	Action Plan	Due Date / Person responsible
			either of these areas.		
2.7	Letting all staff use digital tools including social media	There is a Social Media policy. Currently access is given where this there is a business need.	Universal staff access to social media has not been adopted because of concerns re impact of video streaming on bandwidth.	Review access to social media and consider expansion in a controlled manner.	December 2014 Head of Improvement & HR
2.8	A policy of transparency linked to the digital programme	There have been numerous news items and press releases and briefings related to new digital functions e.g. the recent launch of the Council's App. Council papers are also open about all such developments.	There is no overall digital plan and no designated digital leaders.	To be covered in Digital Strategy – see 2.1 above	See 2.1 above
2.9	Strong digital capability	For its size the council has a leading edge digital capability, in Unified communications, web services, system integrations, agile working, and channel choice.	No in-house expertise for Graphic design or User Experience (UX) design. The ICT Development Team resource is stretched in terms of maximising integrations.	See 2.1 above. To be considered as part of C&SS Service Prioritisation reviews.	Recommendations to be implemented from April 2016.

Summarised Digital Action Plan in Date Order

Ref	Action	Person Responsible	Due Date
1.2	Council website fully mobile adaptive	Website Manager	Oct 2014
2.5	All PDFs to be removed from website where online forms are available	Website Manager	Oct 2014
1.3	All services to identify “avoidable contacts” and plans made to remove these where significant as part of their Service Plans for 2015/16	Heads of Service	Oct 2014 in line with service planning
2.1	Raise awareness with staff and encourage innovative thinking about digital services through COSO presentation	Head of Customer & Support Services	Nov 2014
1.8	Updated Customer Service Strategy to include a review of Channel Access and specific plans to drive up digital take-up. Strategy to be approved by Council.	Head of Customer & Support Services	Dec 2014
2.1	Develop Digital Strategy and more detailed Action Plan	Head of Customer & Support Services	Dec 2014
1.1	Business case to be developed for additional Digital Services Development Officer	Head of Customer & Support Services	Dec 2014
2.1	Trial MyAccount	Website Manager	Dec 2014
2.2	Appoint Digital Leader for each Service	Heads of Service	Dec 2014
2.7	Review access to social media and consider expansion in a controlled manner	Head of Improvement and HR	Dec 2014
1.6	All services to review their web content and remove infrequently used pages	Website Manager/ Heads of Service	Mar 2015
1.6	Re-structure council website into 3 sections: Residents Business Council	Website Manager	May 2015
1.7	Assess effectiveness of LSSF and consider what more is required to reach those “off the grid”	Head of Customer & Support Services	Dec 2015
1.5	Re-name web team as Digital Services Team if Digital Services Development Officer post approved	Head of Customer & Support Services	April 2016
1.9	A plan for assisted digital to be developed following evaluation of LSSF trial	Head of Customer & Support Services	Mar 2016
1.7	Develop strategy for mobile working to interact with citizens and systems when on the move	Digital Services Development Officer	TBA (if post appointed)
2.9	Consider ICT development team resourcing	Head of Customer & Support Services	By Mar 2016 (as part of service prioritisation)