


Agenda Item No:	<b>8</b>	
Committee:	<b>Overview &amp; Scrutiny</b>	
Date:	<b>8 March 2021</b>	
Report Title:	<b>Progress in Delivering the Transformation and Communication Portfolio 2020-2021</b>	

## **1 Purpose / Summary**

This report sets out the Council's progress in delivering the Transformation and Communication portfolio.

## **2 Key issues**

Particular successes are:

- 130 press releases published between 01 April 2020 and 31 January 2021.
- Increased popularity of the Council's Social Media Channels. We now have 5,076 followers on Facebook and 8,660 on Twitter.
- Providing vital communications messages on key corporate projects including
  - March Future High Street Fund
  - Business Plan and Budget
  - Annual Report
  - My Fenland transformation project
  - Growing Fenland Masterplans
  - Garden Waste Subscriptions
  - Wisbech High Street project
- Supporting key corporate consultations including
  - March Railway Station
  - Growing Fenland Projects
  - March Future High Street Fund
  - Coates Consultation Area Appraisal
  - Local Council Tax Reduction Scheme
  - Polling District and Polling Places Review
  - Licensing Public Consultation
  - Draft Business Plan & Budget

- Promote Covid related communications to staff, residents and businesses highlighting news, services and support available.
- Increased popularity of the Council's website with in excess of 767,361 hits between 01 April 2020 and 31 January 2021, representing an increase of 34% on the previous year.
- Progress of the Better Online Access Council for the Future project, with the successful launch of a new website and development of online transactions
- Progress of the My Fenland Transformation Programme with the successful completion of Phase 1 of the project. Phase 2 of the project is well underway with a final proposal considered in March 2021.
- Delivery of a suite of ICT projects which are seeking to modernise service delivery across the Council.

### **3 Key Areas of Focus for 2021**

- Continue to promote Covid related communications to staff, residents and businesses highlighting news, services and support available.
- Building on the developments of the FDC website to improve the number of transactions available for residents.
- Implementation of the My Fenland Programme including the completion of Phase 2 and further phases of the project.
- Continue the delivery of ICT projects which are seeking to modernise service delivery across the Council.

### **4 Recommendations**

It is recommended that the Panel considers the progress made in delivering the Transformation and Communication Portfolio during 2020 - 2021.

<b>Wards Affected</b>	All
<b>Forward Plan Reference</b>	
<b>Portfolio Holder(s)</b>	Councillor Steve Tierney, Portfolio Holder for Transformation & Communication
<b>Report Originator(s) And Contact Officer (s)</b>	Peter Catchpole - Corporate Director Anna Goodall - Head of Governance, Legal and Customer Services Stephen Beacher - Head of ICT David Wright - Policy and Communications Manager
<b>Background Paper(s)</b>	

# **Overview & Scrutiny Panel**

## **Progress Against the Transformation & Communications Priorities**

**For performance from  
1<sup>st</sup> April 2020 to 31<sup>st</sup> January 2021**

# Portfolio Holders



**Councillor  
Chris Boden**  
Leader of the Council



**Councillor Steve Tierney**  
Portfolio Holder for  
Transformation,  
Communication &  
Environment

## Quality Organisation

### Projects from Business Plan:

#### Press Releases / Media

We continue to use a clear and positive approach to all media and press releases to promote the good work of the Council.

Between 1 April 2020 and 31 January 2021, we have publicised over 130 Press Releases.

All press releases are published on both the front page and news and events sections of our FDC website. They are also published on our FDC social media accounts, Facebook and Twitter. In addition, all press releases are distributed to local news outlets, including where appropriate, radio and TV outlets.

These press releases include promoting the good work the Council delivers within the community, promoting FDC and partner initiatives and programmes, and also communicating information about the Council including consultations, events or good news stories.

Key press releases included:

- Multi-million transformation for March gets go ahead
- New plans for 'The Gap', Wisbech High Street Project
- Residents can now use PayPoint to pay for Council bills
- Praise for Council's efforts during pandemic as it secures Customer Service Excellence
- New Council website launch
- Solar-powered saving offer launches in fenland
- Pride in Fenland Awards goes virtual to celebrate district's unsung heroes
- Council secures further funding to realise long-term homes ambition for rough sleepers

In addition to publicising messages to the community, we also proactively manage all press enquiries from the local press, newspapers, radio and tv. To assist press enquiries, we also compile member quotes, statements and briefing notes.

#### Social Media

We promote all Council news and services on our Social Media channels, Facebook and Twitter.

They are significantly increasing in popularity; we now have 5,076 followers on Facebook and 8,660 on Twitter.

Our social media accounts are a useful platform to communicate key service information including latest news, promotions and events. We also publicise and monitor key community-based information of partners and other local groups.

We promote a variety of news and are linked to the appropriate organisations that we can endorse (and who will endorse us.) A greater number of customers contact us through these mechanisms to raise service requests – these require same day responses.

We currently add 25/30 tweets on our twitter page per week and 20/30 posts on our Facebook page per week. There is a direct link on every page of our website to both our Facebook and twitter accounts.

We monitor social media channels for emerging issues so we can be on the front foot and respond to inaccurate media reports.

We have also had a number of tweets recognised by Gov.uk (@GreatUKGovTweets) as some of the most engaging tweets every day based on retweets, likes and potential reach.

## **Communications Projects**

The team supports all Council services with a wide range of internal and external communication projects. Support is tailored to the requirements of the project or service.

Some of the large projects we support will include developing communications plans, consultation and engagement plans, promotional design work (designing logo's, documents, leaflets, posters etc.) and printing materials. These projects can run over a longer period of time and will involve an extensive project plan.

Key communications projects include:

- March Future High Street Fund
- Business Plan and Budget
- Annual Report
- My Fenland transformation project
- Growing Fenland Masterplans
- Garden waste subscriptions
- Wisbech High Street project

We also offer support for 'everyday' communications. These include projects that need external communications (a press release, web page and programme of social media posts), or marketing materials (design a logo, document, poster or leaflet).

These projects include:

- Community Safety Online events
- Sports Development/Active Fenland programme
- Recycling projects/Getting it Sorted project
- Business events
- Street Pride events/celebration online event
- Commercial Investment Strategy
- Hereward Community Rail Partnership Projects

## Consultation

In line with our Corporate Consultation Strategy, we support teams to engage and consult with residents about Council services.

We offer advice in ensuring that all consultations are well planned and prepared ensuring consistent communication messages.

Also, a consistent process allows the consultation to give clear results and therefore, help inform future decisions.

Teams are supported by the communications team with assistance through questionnaire development, design and printing of associated posters and surveys, and a communications plan to publicise the consultation.

Key consultations included:

- March Railway Station
- Growing Fenland projects
- March Future High Street Fund
- Draft Business Plan & Budget
- Coates Consultation Area Appraisal
- Public Spaces Protection Order (PSPO)
- Local Council Tax Reduction Scheme
- Polling District and Polling Places Review
- Licensing Public Consultation

## Policy

The Policy & Communications team continue to support the development of Corporate Policy. Over the past 12 months we have developed the Business Plan (and related consultation), Service Planning templates and the Annual Report for the organisation.

We now attend the Corporate Induction with CMT to present these important key documents and engage new starters about their role in the wider organisation.

In addition, we provide advice on corporate performance reporting and demographics to all teams across the organisation.

We also continue to lead in writing LGC and MJ award submissions and subsequent finalist presentations.

## Website

### **Current performance:**

Our website continues to grow in popularity. Between 1 April 2020 and 31 January 2021, it received 767,361 hits. This is an increase of 34% (570,715) for the same period the previous year.

We are currently working on a CFF project relating to the FDC website: **Better Online Access.**

The project focusses on transforming the FDC website to improve the look, content and number of transactions available for residents. The aim is for our website to be an inviting and user-friendly tool for our residents to both find Council information and self-serve.

### **New Website**

The new website was launched in August 2020. The design and content have been transformed in order to offer residents a more modern, user-friendly browsing experience.

We worked closely with services across the Council to improve the content and tailor information towards questions that customers ask the most. We also:

- Reviewed over 5,000 pages and documents to only bring across the information that's most used and important
- Used best practice to simplify content and tailor it to people's reading patterns



- Optimised pages to display equally as well on tablet and mobile devices (accounting for about 50% of total usage) as it does on desktop
- Improved the search tool to return more accurate results
- Made necessary design changes to modernise the feel whilst meeting the new, more stringent, WCAG 2.1AA accessibility requirements
- Added Councillor information to our 'Find My Nearest' postcode look up system

### **Online Transactions**

Online form submissions via the council's website [www.fenland.gov.uk](http://www.fenland.gov.uk) were at a record high during 2020 (1 January – 31 December) and saw the most significant increase in uptake to date.

In total, we received 14,578 online form submissions (excluding Garden Waste Subscriptions) – a 50% increase compared to 2019 (9,864).

A number of factors have contributed to this – namely the shift to online services during the Coronavirus pandemic, the launch of our new improved corporate website and the development of new online forms. Total website usage has increased by around 30% this year.

Our website now offers a total of 53 online forms; 9 new ones were developed this year. Highlights to note include:

- 5 Coronavirus business grant application forms enabled over 900 businesses to apply for funding.
- In December, we launched the new Missed Bin (Bartec integrated) reporting form. This received a total of 300 reports in its first month. The form prevents reports being incorrectly being made through querying data from Bartec. Valid Missed Bin requests are automatically added to operative's in-cab work packs without the need for human intervention
- Services are increasingly asking for the development in online forms which shows that their confidence in the website (and its associated benefits) is increasing
- Of our existing forms, the biggest increase in submissions has been seen in 'Order Recycling Sacks' and 'Report a Missed Bin'
- Of our existing forms, the three that are used the most are 'Report a Missed Bin' (2,900 submissions), 'Order Recycling Sacks' (2,700 submissions) and 'Contact the Council' (1,847)

### **Covid Communications**

Covid communications has been a major focus since March 2020 with both internal and external communications.

We continue to follow and publicise national Government and Public Health England (PHE) advice and guidance in respect of COVID-19. We also promote and support all Cambridge wide campaigns and messaging.

The latest information is being shared through the Council's COVID-19 web page at: [www.fenland.gov.uk/coronavirus](http://www.fenland.gov.uk/coronavirus) and the Council's social media accounts.

We are also publicising press releases for all key Council news and service information relating to COVID-19.

Key campaigns and messaging since the outbreaks include:

- Community Hub – signposting and promotion of services
- Hardship Fund Payments
- Numerous Business Grants to Fenland Businesses
- Promotion of National messaging – including Tier and Lockdown messaging
- Promotion of Public Health messaging – including rapid testing, vaccination
- Promotion of Cambridgeshire wide messaging – including cancel covid, winter safe, stay safe and stand firm campaigns

In total, we have had 87,000 Coronavirus page views since their launch.

We continue to circulate relevant Covid update comms to staff via emails and the intranet.

### **Deliver the 'My Fenland' project to modernise customer service arrangements across the district** (Cllr Steve Tierney)

The My Fenland programme focuses on modernising the way the Council delivers all aspects of our services to our customers. Current processes, wherever possible, are being streamlined to improve consistency and efficiency across the organisation. Technology is being utilised to improve the process for both staff and customers. The key focus is ensuring we are putting the customer journey first and providing the best possible customer experience.

We have made significant progress with the project, despite the current COVID-19 restrictions. Phase 1 of the programme has been successfully delivered, which has included:

- The successful implementation of Pay Point functionality across the district, which allows our customers to pay their Council bills at an increased number of locations, such as Post Offices, garages, convenience stores and so on.

Utilisation of these facilities has been buoyant.

- The creation of new My Fenland team, includes all of the following teams:
  - The Customer, Environment and Leisure administration team
  - The Customer Services teams
  - The Assets and Projects administration team
  - The Business Centre administration team
- In addition to the teams coming together, we have also successfully introduced the teams working together and co-locating where possible and in line with government guidelines around safe working practices and capacity restrictions in some offices.
- A full review, update and update and relaunch of our website and access points for customers new website.
- Implementation of the telephony upgrade and associated training for employees, which will enable us to provide a web chat service to our customers
- The development of new forms to enable customers to self-serve via our website (e.g. missed bins) removing the need for back office intervention. This has seen a 78% reduction in the manual intervention needed to progress these requests as well as enabling customers to self-serve where possible.
- We have process mapped a number of activities from a number of customer facing and administration teams, including our Licensing functions, our Corporate 3Cs process (complaints, compliments and correspondence), our Freedom of Information request (FOI) process, environmental service requests (e.g. how we process Missed Bins reports), to name just a few. We have streamlined and automated these processes to make them more efficient and customer focused.

The Contact Centre remains open on Saturday mornings and customers are increasingly making use of the Saturday morning Contact Centre facility, with call volumes exceeding the numbers of customers previously seen face to face during the same timeframe. The level of take up of the contact centre opening hours has increased as the service is more accessible to all local residents regardless of where they live.

During August, following the initial national lockdown resulting from the COVID-19 pandemic, we successfully resumed the face-to-face service in all 4 locations via an appointment scheme, therefore providing an enhanced individualised service to our customers who now know when they will be seen rather than having to wait to be seen.

The payment machines in all 4 Customer Service Centres and Community Hubs remain closed as the PayPoint initiative has proven so successful providing greater accessibility for local residents to pay for Council services. Since the second national lockdown which commenced on 05 November, we remain open to customers wishing to make urgent appointments and a press release and postings on social media and the FDC website has communicated this to our customers. To date (since August 2020) we have received just 105 requests for an appointment with 62 of those requests subsequently being fulfilled by a dedicated telephone appointment providing greater

convenience for customers. The remaining 43 customers have been received a personal face to face appointment. Increasing numbers of customers have been utilising the Council website to access services.

Phase 2 of the My Fenland project is now well underway with a proposal for a revised structure and revised job descriptions which has been subject to a formal consultation period with staff. The revised structure and new job descriptions seek to ensure a greater customer focus with staff working patterns better reflecting how and when our customer wish to contact us whilst also providing the organisation with greater resilience. The final proposal will be considered by the Sub Committee of the new Audit and Risk Management Committee in March 2021.

### **Identify and deliver projects that support us to become a 'Council For the Future' (CFF)** (Cllrs Chris Boden & Steve Tierney)

As part of a new project-based approach, and to ensure we are improving services to our residents, a number of CFF projects have been developed.

These transformational projects fit with the Council's medium-term financial plan, and where possible ideally save money or generate income.

Each CFF project will involve a new way of thinking, or a new process to overcome an existing problem. Projects should ideally save money or generate income, and create better outcomes for local people, or deliver beneficial outcomes for residents or the Council as a whole.

Projects will identify what is the problem or outcome to be achieved, a description of the change or process to deliver the outcome and a description of how success will be measured.

Several projects are in full flow including "My Fenland" which is detailed in full above. Other successful projects include Empty Homes work, Private Sector Enforcement, Civil Parking Enforcement (CPE) and the new website, details of which are contained elsewhere in this report and feature in the draft Business Plan for 2021-22.

Please see further information in the table below:

Project(s)	Cabinet Lead	Summary	Progress to date
Building a Commercial Council	Cllr Chris Boden  Cllr Ian Benney	To maximise efficiency and ensure organisational sustainability, we must look for opportunities to maximise our assets and diversify beyond traditional Council functions. Although this is not a new concept, adopting a Commercial Investment Strategy will enable us to pursue appropriate commercialisation and property investment opportunities. This will also support wider growth, housing and regeneration objectives.	We adopted our Commercial Investment Strategy in 2018, followed by our LatCo (Local Authority Trading Company) Fenland Future Limited in April 2020. We have begun the process of disposing of unwanted assets, with income generated contributing towards investment projects.
Fighting Holiday Hunger	Cllr Sam Clark	To control the holiday hunger of school children who would usually receive free school meals during term time. In 2019, Fenland District Council ran a 'Fit and Fed' Physical Activity and Nutrition project to support parents and children during holidays with sessions combining physical activity, nutrition education, healthy cooking and a meal whilst bringing communities together. Supported by funding from the Department of Education, the aim is to extend the project's scope across a wider area (Fenland, Peterborough and South Holland).	231 participants benefitted from Fit and Fed sessions in 2020. Although some half term sessions had to be cancelled due to Coronavirus, we offered a 'takeaway' model during the summer holidays. We were unsuccessful in a funding bid to the Department of Education, which sought to deliver four sessions a week across a wider area.
A Modern CCTV Service	Cllr Susan	Our CCTV service is important to the community. However, it is a non-statutory	We have been operating a shared CCTV service in partnership with Peterborough City Council

Project(s)	Cabinet Lead	Summary	Progress to date
	Wallwork	service and requires changes to ensure it can continue to be sustainably delivered in the future. The focus of this project is to make the service more commercial to increase income whilst reducing the cost of service delivery, with the aim of it being cost-neutral at the end of the Council term.	since January 2020, which is estimated to save £55,000 per annum. The service is performing well and has maintained full functionality during the Coronavirus pandemic.
Transforming Empty Homes	Cllr Sam Hoy	Empty homes are a wasted resource and, if left in poor condition, can be a blight on the local community. As an initial one-year trial, resource is being dedicated to fully understand the numbers in Fenland and bring them back into use. It is anticipated this will generate a financial benefit outweighing the cost of the post and provide much needed local accommodation.	We have recruited an officer to work exclusively on bringing empty homes back into use. For the next new homes bonus assessment period October 20 to October 21 - YTD the officer has brought 32 long term empties back into use. For the financial year April 20 - March 31st 2021, the Officer has brought 79 long term empties back into use. [both as at end of January 2021] Owing to the success of the project, we have extended the officer's post for another year.
Safer homes for tenants	Cllr Sam Hoy	Whilst many landlords provide good quality housing, some do not, leaving tenants to live in unacceptable conditions. Two-year Government 'Controlling Migration' funding supported us to increase our housing enforcement approach with some success, resulting in 2,121 property inspections and 905 interventions. Despite additional prevention and intervention work, and the introduction of HMO (Houses in Multiple	We've adopted a new Housing Enforcement policy. The Council has undertaken 32 positive interventions in response to new requests for service for Houses in Multiple Occupation (HMOs) across the district.  The Council has also investigated 163 complaints from tenants occupying privately rented accommodation in the same period. Council officers intervened to remove Category 1 hazards (serious faults) and Category 2 hazards (less serious

Project(s)	Cabinet Lead	Summary	Progress to date
		Occupation) licensing, a tougher approach is now needed to tackle non-compliance.	faults) from properties to make them safe for the residents [end of December 2020].
Clamping down on poor parking	Cllr Jan French	There are many instances of poor parking in Fenland, specifically when people park where they shouldn't in town centres and breach regulations in privately owned car parks. The parking system is very complex. The Police regulate on- street parking but are often diverted to more pressing matters. Introducing Civil Parking Enforcement (CPE) could enable the County Council or ourselves to take over enforcement and issue Penalty Charge notices for parking contraventions	In October 2020, Cabinet agreed for a specialist consultant to be commissioned to review the current situation and many implications of achieving CPE powers. They also agreed for a joint capital funding request to be put forward to the Cambridgeshire and Peterborough Combined Authority as part of the wider 'Growing Fenland' project
Planning for the Future	Cllr Dee Laws	By law, each local authority must have a 'Local Plan' which sets out growth aspirations and the development permitted across its towns and villages. Our current Local Plan was adopted in 2014 and reviewed in 2019, where it was decided that work should commence to develop a new one. This is substantial piece of work, requiring significant public consultation and policy development.	In March 2019, work commenced on a new Local plan for Fenland. An Issues and Options report was consulted on in October 2019, which also included a call for sites exercise. The outcomes of the consultation were published in February 2020. A second call for sites exercise was carried out in summer 2020. Work has progressed on preparing a draft version of the Local Plan and supporting evidence base.
Protecting our Environment	Cllr Peter Murphy	Fly-tipping, littering and dog fouling are just a few examples of behaviour that spoils green spaces and public areas. By	We launched a new dog control PSPO in October 2020. Our Street Scene team continue to investigate environmental issues. We are in the

Project(s)	Cabinet Lead	Summary	Progress to date
		reviewing our wider environmental enforcement approach and the way we work with communities, we plan to adopt a new approach to proactively manage these issues.	process of considering the suitability of various environmental enforcement approaches.
Competitive TradeWaste Service	Cllr Peter Murphy	We deliver a competitively priced Trade Waste collection service. By increasing the income we generate through improving the range of recycling services for our network of 500 small to medium enterprises, we would reduce pressure on our budgets and the need for Council Tax rises. This work will be supported by the new developing National Waste and Resources strategy.	This year we have adapted services to support our commercial waste customers and plans are in place to offer to further support during Covid with an improved range of services
Better railways for Fenland	Cllr Chris Seaton	Although not a typical district council function, we strongly lobby for railway improvements in Fenland to support economic growth and address accessibility issues. The Fenland Rail Development Strategy project (Phase 2) aims to deliver large-scale improvements to station facilities and wider network connectivity through funding by external partners.	Railway Station Masterplans (for March, Manea and Whittlesea) are in the process of being delivered. This has generated around £15million in external investment into Fenland and has resulted in station improvements including new waiting shelters, lengthened platform and an improved car park.
Better online access	Cllr Steve Tierney	Our website is well used by our residents, receiving over 680,000 hits per annum and 10,300 form submissions (excluding Garden Waste subscriptions). It was last	We launched Fenland District Council's new website in August 2020. Its design, content and structure has significantly improved and is receiving



Project(s)	Cabinet Lead	Summary	Progress to date
		<p>significantly updated in 2012 and requires some work to improve the customer journey and support residents to access services digitally through better integrated online forms. A similar piece of work is needed for the Council's intranet staff site. We also manage a number of external sub- sites which need to be brought back into house to improve consistency and realise efficiencies of scale.</p>	<p>positive user feedback.</p> <p>Between 1 April 2020 and 31 January 2021, it received 767,361 hits. This is an increase of 34% (570,715) for the same period the previous year.</p> <p>Online form submissions via the council's website <a href="http://www.fenland.gov.uk">www.fenland.gov.uk</a> were at a record high during 2020 (1 January – 31 December) and saw the most significant increase in uptake to date.</p> <p>In total, we received 14,578 online form submissions (excluding Garden Waste Subscriptions) – a 50% increase compared to 2019 (9,864).</p>
My Fenland	Cllr Steve Tierney	<p>The My Fenland project focuses on modernising the way we deliver all aspects of our services. By reviewing our offer and service delivery, we can look to drive efficiencies through appropriate re-engineering of our processes and organisational structure. Throughout this process, we are putting the customer journey first and will support residents who may find accessing digital services more challenging. As part of its first phase, the project has focused on transforming operational customer facing services through streamlining processes and maximising the use of technology.</p>	<p>See My Fenland Section in O&amp;S document.</p>

## Other Projects:

### 3Cs Update (Cllr Steve Tierney)

Performance for the 3C's service during January 2021 was as follows:

- 100% of correspondence was responded to within the published 10 day response target
- 163 complaints were received during December, 96% of which were responded to within the published timescales exceeding the 90% target
- 0 complaints were referred to the Ombudsman.

### ICT Transformation

The ICT service aims to deliver continuous improvement in its journey to modernise the way we work, to deliver efficiencies to our services, and to improve service delivery to our customers. Our achievements since April 2020 have helped to achieve these goals and to transform the way we work in the current Covid-19 situation. Our most recent ICT projects have included the following;

#### Remote Working

Our aim to enable more staff to be able to work remotely was significantly accelerated last year in our response to the pandemic. Within two weeks of the first lock-down being announced we had enabled all staff that had requested to work from home with a remote working solution.

#### Desktop Solution

All ICT users have been provided with a device running the latest Microsoft Windows operating system and Microsoft 365 suite of applications. All corporate email is now managed within the Microsoft cloud to deliver a more efficient and cost-effective solution. The latest versions of operating systems and applications are now delivered to our staff on a more frequent basis so that we take advantage of the latest features available.

#### Video Conferencing / Collaborative Working

The most requested application during our Covid response was Microsoft Teams. This was introduced last summer and provides secure video conferencing functionality and real-time collaboration. All staff now have access to Teams and further functionality is currently being worked on to encourage further efficiency and teamwork.

### **Online Training**

We encourage all staff to take up the cyber security and GDPR training which we provide online. This training is designed for staff to drop in and out of according to available time. The material is updated on a regular basis and forms part of our compliance conditions.

### **Refresh Programme**

We operate a continuous programme of hardware replacement throughout the year which ensures all hardware (telephony / servers / storage / desktops / network) remain supported and fit for purpose. This year every member of staff has now received a laptop to move forward our ambition for agile working and everyone being able to work remotely.

### **Business Application Upgrades**

All business applications are upgraded / patched on a regular basis which is timetabled to suit the service areas, suppliers and ICT. Each year a number of major upgrades are conducted which take a significant amount of planning and resources. ICT are continually involved in the replacement of business applications to improve the efficiency of service units and provide a better service to the citizens of Fenland. There is a continual stream of requests coming into the service for which we provide guidance, technical knowledge, and project management. This year's successes have included the upgrade of our payment systems to provide customers with more places to make payments and ensuring compliance of systems used.

### **Security / Compliance**

There have been an increasing number of malicious cyber-attacks exploiting the current COVID-19 pandemic. More UK government branded scams have been detected relating to COVID-19 than any other subject. At the same time, there has been a surge in home working amplifying the threat to individuals and organisations. This situation has required us to deliver a controlled balance of the requirements to maintain business continuity without neglecting ICT security as this could create opportunities for cyber threat actors to compromise our systems. During the process of enabling homeworking, we continued to provide robust solutions to reduce any potential threats faced. Also, we again successfully maintained our PSN compliance certification and continue to follow NCSC guidance.

### **GDPR**

We have continued to manage electronic data and assist in digitising paper records. A significant amount of redundant electronic data has been removed from our cloud storage in accordance with our data retention policy. We have also continued to manage paper documents within Planning, HR & Finance to enable the disposal of paper records which are no longer required and back-scan documents we do need to keep and facilitate the process to allow these to be accessed remotely.

### **Telephony**

ICT have this year upgraded our telephony systems including replacement controllers, further system resilience, and upgraded Contact Centre management system. This

has enabled the use of a 'single pane' system for Customer Advisors to manage calls received within the Contact Centre, the introduction of an integrated CRM system to manage customer interactions, and the introduction of soft phone technology. We are currently working on the delivery of 'web chat' functionality to our website.

**Current / Future Projects include;**

- **Full Security Review** to ensure our systems and processes are adequate to resist most malware / cyber-attacks.
- **Build Further Resilience** around our remote working solution.
- **Introduce More Opportunities for Collaboration** through the use of Microsoft applications.
- **Network Infrastructure Replacement** to ensure hardware is supportable and compatible with other systems. Our network fabric needs refreshing in a similar way to any other system to ensure reliability, availability and performance.
- **Introduce SIP Trunking** to replace out-going technologies and provide revenue savings.
- **Upgrade Business Applications** to benefit from latest features provided and maintain security and supportability. This will also include the introduction of systems that are currently performed manually.
- **Maintain GDPR Compliance** by continuing to manage electronic data and assist in digitising paper records.
- **Ensure Compliance** through certification with PSN and PCI DSS.
- **Improve User Education** through online study material in cyber security and information management.
- **Upgrade / Replace Audio-Visual Equipment** at the Boathouse and South Fens Business Centre.
- **Further Enhance Digital Channels** allowing customers to self-serve and access services 24 x 7.
- **Robust Release Management** processes ensuring our physically separated test environment continues to be appropriately commissioned for the safe testing of new applications / patches / upgrades.
- **Data Storage Review** to ensure we provide the required capacity, performance availability and security for a changing working environment.

**Key Pls:**

Key PI	Description	Baseline	Target 20/21	Cumulative Performance	Variance (RAG)
PRC1	% of customer queries resolved at first point of contact	95%	Rolling monthly target of 85% per month	97%	
PRC2	% of customers satisfied with our service (March 2021)	96%	90%		
PRC3	% of contact centre calls answered within 20 seconds	64%	Rolling monthly target rising to 46.5% by March 2021	81.91%	
PRC4	% of contact centre calls handled	92%	Rolling monthly target rising to 80% by March 2021	97.72%	
PRC5	Number of visits to our website	684,190	718,000	767,361	

Key:	
	Within 5% of target
	5-10% below target
	10% or more below target