

Supplementary Information

HAVANT BOROUGH COUNCIL
CABINET
25 March 2020

Dear Councillor

I am now able to enclose, for consideration at meeting of the Cabinet, to be held on 25 March 2020 the following supplementary information that was unavailable when the agenda was printed.

Agenda No Item

7 **Draft Digital Strategy 2020-2024 (Pages 1 - 28)**

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HAVANT BOROUGH COUNCIL

Cabinet

25 March 2020

DRAFT DIGITAL STRATEGY 2020-2024

Report of: Thomas Locke, Digital Design Team Leader

Portfolio:

Cabinet Lead for People and Communications – Cllr Bowerman

Head of Service: Susan Parker

Director: Lydia Morrison

Key Decision: Yes

1.0 Purpose of Report

1.1. This report is to advise Cabinet on plans for delivery of the Digital Strategy 2020-24.

2.0 Recommendation

Cabinet is recommended to:

- 2.1 Approve the Digital Strategy 2020-2024,
- 2.2 Agree the funding of the delivery of the strategy, on a project by project business case to be approved by Cabinet.

3.0 The Requirement

- 3.1 Our customers are expecting more from the services we provide. New technologies are pushing for demand-led, evidence-based service design, and day to day there is a growing expectation for 24/7 service availability. Public services require a 're-boot' to meet these and other emerging expectations of its customers and staff.
- 3.4 The strategy lays out a number of digital transformation guidelines to achieve transformation to 2024, which will remain flexible to the changing and fast-paced technological and customer service landscape.
- 3.5 Building on our Customer Insight, redesign will be evidence-driven to deliver improvements to the customer journey through efficient and simple design that also builds trust in our online service offerings.

- 3.5 The strategy also adopts a 'Cloud First' approach, moving to decentralise our infrastructure to more modern technologies, increasing reliability and lowering cost. Through better designed solutions we will also create a flexible and responsive workforce, with a decreased dependency on fixed workspace as part of a 'paper-lite' environment. A Digital Mindset to promote the confidence to self-serve and self-fix will ensure that modern ways of working can be utilised to full effect.
- 3.6 Our willingness to innovate will continue and our commitment to collaborate with common-value partners to harness new technologies and ideas to transform and experience shared benefits will enable the pursuit of funding opportunities to supplement our business cases.
- 3.7 Pragmatism will be a watchword as digital transformation requires investment, and modelling must reflect that investment can save, having a financial return as well as a social one.
- 3.8 We will follow our Commitment to the [Local Digital Declaration](#) to take our part in fixing the plumbing across the public sector, employing the '[Technology Code of Practice](#)' in system implementation.
- 3.9 Following the design guidelines, the delivery of this strategy is layered across the following three themes: 'The Way We Engage' informs 'The Way We Deliver', which directs 'The Way We Work'. Each of the council's Digital aims, projects and actions can be attributed to these connected themes and the Strategy provides both a high-level overview of our implementation approach and our Digital Delivery Road Map detailing the anticipated timelines for project delivery.
- 3.10 While we redesign, we also acknowledge that we have customers that that are no longer capable to operate digitally, and that age-related health conditions will ensure that this will always be the case. Our approach to customer access will ensure that the shift towards digital design takes into account how customer-facing services should operate to ensure no-one is left behind.

4.0 Budgetary Implications

- 4.1 The Digital Strategy is entirely business case and evidence-based driven and as such, resources will be considered on a case-by-case basis for the projects detailed in the Delivery Road Map. £265k Capital receipts have been ring-fenced for delivery, subject to business case approval.
- 4.2 In line with the Funding Opportunities design guideline, the council will pursue national transformation funding opportunities where available to supplement business cases. We will seek to share costs with partners, ROI from released costs, undertake sound procurement and adhere to the Finance Strategy (MTFS).

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

5.1 The Digital Strategy will be one of the main enablers to deliver the theme of Sustainable Council as defined in the corporate strategy for the Council.

6.0 Options considered and reasons for the recommendation

6.1. A piecemeal approach could be adopted to deliver projects on an individual basis, however, this is highly likely to be more costly and dependencies across systems may be overlooked which will limit the transformation opportunities for the Council.

7.0 Resource Implications

7.1. Capita are our 3rd Party ICT provider and certain initiatives will require their resources.

7.2. The delivery of the Digital Strategy will be led by the Programmes, Redesign & Quality Service in close partnership with existing resources in Organisational Development.

7.3. Additional council resources may also be required to deliver the initiatives detailed in the Delivery Road Map; these are considered within the content of the individual business cases.

8.0 Legal Implications

8.1. None.

10. Risks

10.1 A high-level risk analysis is below.

Risk Factor	L	I	Mitigation
Capita resource restrictions result in a failure to deliver projects on time	M	H	<ol style="list-style-type: none">1. Early engagement on plans2. Closely monitor progress against plans3. Escalation routes4. 5C Client engagement/ awareness
Cultural Digital Change is harder for some staff to achieve than others	M	L	<ol style="list-style-type: none">1. Ensure Services understand the reason for change using OD and Digital Skills assessment to highlight where challenge may occur.2. Provide staff with the training and confidence required to obtain the

Risk Factor	L	I	Mitigation
			Digital Mindset.
DSE/HR implications for a more flexible way of working prevent transformation	L	L	<ol style="list-style-type: none"> 1. Work with OD to accommodate staff in their preferred way of working while ensuring that the priorities of Digital Place are maintained. 2. Work with managers to alleviate pinch points in mobile technology adoption and form wider OD protocols around mobile working.
Funding opportunities are highly competitive and joint submissions return lower funding than anticipated	M	M	<ol style="list-style-type: none"> 1. Continue to be open with our funding partners about our expectations and operate in the manner of goodwill, noting that larger business case values may require accommodation if they cannot be supported via funding. 2. Continue joint working initiatives with groups such as HIOWLA to explore other avenues.
Service supplier direction and effect of BAU on delivery	M	H	<ol style="list-style-type: none"> 1. Ensure Technical Architect quality assures Digital Strategy and Delivery Road Map, considers this event and mitigations. 2. A move toward Cloud-hosted technologies should help transition if required. 3. BAU resources would require an element of refocus, though lead-out time should see majority goals achieved.

9.0 Consultation

- 9.1. Once the Draft Digital Strategy is agreed by Cabinet, we will consult on the draft with Unison, CMT and staff stakeholders.

10.0 Communication

- 10.1. Once approved, the Digital Design Team Leader will work with Organisational Development, the Governance Manager and the Communications team to build a communication and awareness plan for Heads of Service alongside the Delivery Road Map detailed in the Strategy.

11.0 Appendices

Appendix A – Draft Digital Strategy 2020-2024

Agreed and signed off by:

Monitoring Officer: David Brown
S151 Officer: Lydia Morrison
Director: Lydia Morrison
Portfolio Holder: Cllr Lulu Bowerman

Appendix A – The Draft Digital Strategy 2020-2024

Havant Borough Council and East Hampshire District Council

DIGITAL STRATEGY 2020-2024

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1. Executive Summary

The aim of this strategy:

To create a 'digital council' with digitally 'savvy' staff and councillors and services designed to be accessible and convenient for our customers.

We are signed-up to the **Local Digital Declaration**. This is about us working with central government and other local authorities to:

- Design services that best meet the needs of our residents.
- Challenge the technology market to offer the flexible tools and services we need.
- Protect residents' privacy and security.
- Deliver better value for money.

Why do we need a digital strategy?

Customers expect to do things online when it is convenient to them. They are used to operating in a 24/7 world when they access other services e.g. bank accounts.

According to an Ofcom study, in 2018 72 per cent of us accessed the internet via our mobile phones.

Our websites are growing as more customers expect to access their services online. Between 2017 and 2019 EHDC's web traffic increased by 217,000 visits and HBC's by 180,000.

Digital is becoming the norm in many areas of our lives. As councils we have committed to design our services in line with the needs of our own customers, as laid out in the Customer Access Policy.

Our approach to creating a digital council can be summarised as:

- ✓ **Digital by default:** if it can be done digitally then it should be. We will invest in our websites and our online channels to meet residents' needs and then target our resources more effectively to help those who cannot access digital channels.
- ✓ **Customer first:** using insight we will better understand our customers' needs and design simple and effective services to meet them.
- ✓ **Invest in digital:** if it makes customers' lives easier and is cost effective (with a business case to demonstrate this) then we will invest to future-proof our systems.
- ✓ **Customer convenience:** we will redesign services so they are convenient to our customers (i.e. available 24/7 - not just in office hours).

- ✓ **Council in the cloud:** we will use cloud-based systems, where possible, to increase access, reliability and versatility. This will allow staff and councillors to work more flexibly.
- ✓ **Digital savvy:** we will create a 'digital mindset' with staff and councillors so they are confident and able to use self-serve systems.
- ✓ **Collaborating:** we will work with partners to embrace new technology, making our services more effective and efficient.
- ✓ **Pursue funding opportunities:** we are already part of a joint local digital fund application to help local authorities work with customers to transform our services to become digital.
- ✓ **Digital environment:** we are creating a 'paper-lite' environment to help reduce our carbon footprint and reduce fixed workspaces so we can work in a more flexible environment to meet customer needs.
- ✓ **Safe and secure:** we will ensure our services are secure and compliant with data protection and other regulations.

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2. An Introduction to Digital

'Digital' is a critical transformation tool for the councils and our customers. Digital is a way of 'doing' things. It looks to:

- Unlock value.
- Use current and new capabilities to deliver the best possible customer experience.
- Establish a Digital mindset and tools that connect devices, data and people.

Digital will create the conditions to provide dramatic improvements in service delivery; enable more transparent, customer-focused services; drive efficiencies and form part of wider council strategies, such as regeneration.

2.1. Drivers for Digital

We recognise that our customers expect more from our public services – for some time they have been living in a world where:

- Use of social media is a given.
- Data provides the opportunity for demand-led, evidence-based service design.
- Smart technology, such as voice-activated personal assistants like Amazon's Alexa sets high expectations around easy self-service and quick one-step fixes.
- Customers increasingly expect services to be available 24/7.
- Cloud-hosted platforms and software provide an opportunity to move away from costly, locally-hosted solutions towards better value, access and service reliability.

Market research¹ shows local government's main ambitions are to optimise operations, improve the customer experience and to transform services. Conversely the top barriers to this are budget constraints, lack of digital agility and cultural issues. Unsurprisingly, this is comparable to our councils' position and provides the backdrop to the formulation of our digital planning.

Excellent service design, based around customer need and want, is one way to meet customer expectations. However, the most effective way of transforming our services is through harnessing existing and emerging technologies. This Digital Strategy will detail how this can be achieved.

¹ <https://www.pwc.co.uk/industries/government-public-sector/local-government/insights/local-state-we-are-in-2019.html>

3. Our Digital Vision – The Digital Transformation Design Principles

These 19 guiding principles will help the council achieve Digital transformation by 2024. The council will also remain flexible to the changing and fast-paced technological and customer service landscape.

Digital Design:

- a) **Digital by Default** — If a process or service can be digitised, it should be. Each change should aim for the highest proportion of people to move from traditional to digital channels. Bearing in mind our resident demographics, we should be careful that Digital by Default does not create exclusion.
- b) **Embedding Digital Design in the Transformation Framework** — The councils will apply Digital as part of the established Transformation Framework (Appendix A). This will ensure data is shared across services and that outwardly ‘Digital’ services are fully automated and not reliant on manual or unnecessary processes.
- c) **Redesign via Customer Insight** — Using evidence of our customers’ needs, service use and customer journeys, we will establish the current gaps in service provision and opportunities for improvement. Services and communications must be targeted to provide customers with the right content at the right time. We will identify easy ways for our customers to access services, while trying to reduce the cost of delivery.

For our Customers:

- d) **Efficient and Simple Design** — Good digital design will provide tangible improvements to the customer’s experience and the efficient operation of the councils’ services.
- e) **Enabling Customer Digital Access** — Services will be designed around delivering what the customer needs when they need it. Shifting services away from office hours, face-to-face contact and telephone-based services toward automation will allow customers to use our services 24/7.
- f) **Building Digital Trust** — Customers will access secure systems to complete online transactions in a simple, user-friendly and privacy-friendly way. Where appropriate, we will collaborate and consult with our customers to ensure our offer is ‘just right’.
- g) **Data as an Asset** — Data will be analysed to inform decisions and build customer profiles. Data will be anonymised and shared with the community so it can be used in innovative ways. Data will be held securely and used in line with Data Protection legislation and GDPR and our data retention schedules.

Via Systems & Infrastructure:

- h) **Digital Security** — Security will be paramount across our digital plans. We will work with our IT service providers, public sector partners and specialist agencies, such as the National Cyber Security Centre, to ensure arrangements are sound and proportionate to the level of threat.
- i) **The Council in the Cloud** — We will move to cloud-based technologies, which will lower costs and improve system access and reliability.
- j) **Open, and Flexible Systems** — When it comes to investment, systems will use open technical standards, be inter-operable and scalable. These will be steadfast procurement criteria for all new solutions.
- k) **Digital Investment** — Our application of Digital must be pragmatic, with decisions based on businesses cases and clear benefits to the customer and the councils. Digital change requires investment. The cost benefit analysis must reflect the fact that investment can save the council money.
- l) **Follow our Commitment to the Local Digital Declaration** — We will play our part in ‘fixing the national plumbing’ across the public sector, using the ‘Technology Code of Practice²’ when we implement our systems.

Across the Organisation:

- m) **A Digital Mindset** — Culturally, our organisations must embrace Digital as the standard way of working. Staff should think digital-first and have the confidence to self-serve and self-fix. Excellent workspace design and IT tools can remove the reliance on traditional office desk arrangements.
- n) **Funding Opportunities** — The councils will pursue national funding opportunities. For example, the councils were recently part of a joint Local Digital Fund Application to help local authorities successfully implement transformation to digital systems.
- o) **Digital Workstyles** — Officers and councillors must have the equipment they require to work in a flexible manner and, as part of a ‘paper-lite’ environment, be less dependent on a fixed workspace. Digital will ensure that modern ways of working can be utilised to full effect to support individuals and teams.

² <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>

In Partnership:

- p) **Innovation and Collaboration** — The councils will continue to be ambitious and innovative with new technology. We will continue to be early adopters, reaching out to peers and networks to harness technologies and ideas, and to sharing the benefits with partners.
- q) **Impact on Place** — East Hampshire is building on the concept of Whitehill & Bordon as a ‘connected town’ and the regeneration strategies for that area. Similar opportunities will be pursued through the Regeneration Strategy of Havant Borough where we will harness existing and emerging technologies alongside our development and sector partners to enable our residents, visitors and our local businesses to work and live well in the Digital Age.
- r) **Partnership** – We will work with all our third-party providers and partners to deliver the shared infrastructure needed to create economies of scale and accommodate growth.
- s) **Digital Responsibility** — In the ‘Digital Age’ we must play our part in combatting the Climate Emergency that our energy-driven technologies and public services contribute towards. We will choose technology partners who share this sense of responsibility.

4. Our Digital Starting Point in 2019

In 2019/20 the council implemented a variety of flexible infrastructure projects. Working with our technology partners we are confident we understand our digital opportunities and our key strengths at an organisational and technical level.

For example, East Hampshire has increased calls capacity and system stability to support the new waste contract, automating missed bin notifications. East Hampshire has also increased services available on its Customer Relationship Management system (CRM) to include abandoned vehicles and domestic nuisance complaints. Both councils have instigated video conferencing for all staff to avoid unnecessary travel, free up staff time and reduce our effect on the environment. Both councils have delivered cyber security training and have adopted digital skills assessments and training in the Organisational Development workstream.

Through our in-house IT User Group and other stakeholder groups we have identified important requirements when developing plans for IT and digital delivery. These include:

- Continuing staff and service IT engagement.
- Flexible remote-working practices and support structures.
- Increasing digital skills.
- Removing system constraints.
- Delivering reliable site infrastructure and connectivity (such as WiFi and secure print services).

We have also started reviewing older legacy data, purging duplications and unnecessary information. We have taken advantage of other Office 365 applications and hope to move the councils' intranet to SharePoint to deliver wider communications to staff.

When redesigning our systems, we use focus groups, workshops and customer journey mapping to improve the customer experience. These insights help us develop specific solutions but also inform broader principles of digital delivery. This can be seen in our development of the new shared Building Control service customer portal.

An independent review of the councils' information management systems has presented recommendations about retention, accessibility and disposal of data. This will also shape our implementation of new systems, with research into the drivers for digital, encouraging our approach to managing platforms and software (software as a service)³.

It is important to note that the Digital Strategy is designed to evolve, adapting to customer requirements and technological changes. In partnership with the councils' Customer Access Policies it will reduce, or even remove, customer digital exclusion.

4.1. The Role of the Core IT Service

An important factor to be managed when setting and delivering this strategy is our service model ICT, which is delivered through a third party. This should not present a significant barrier, but there are constraints in the current model which will require review and management as part of the delivery of the strategy. Research has been carried out to understand how the IT service can be adjusted to meet the needs of the council, and to understand Central Government strategies for IT delivery.

³ <https://governmenttechnology.blog.gov.uk/2016/08/02/why-we-use-the-cloud-security-and-efficiency/>

4.2. Our Customers in 2019

The Ofcom study 'A Decade of Digital Dependency'⁴ shows a dramatic shift in behaviours, with older technologies rapidly replaced with new. The diagram on the right shows this decade of shift in our behaviours.

In 2018, 72 per cent of us were accessing the internet via our mobile phones, spending almost 2.5 hours online each day. We have catered for this change by ensuring council portals and websites operate across popular platforms.

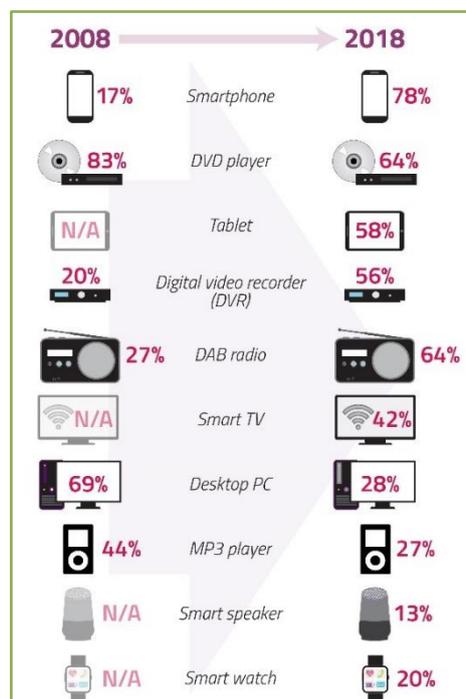
The growth of website usage alone is significant when we compare 2017/18 to 2018/19. At EHDC, the number of website visits has increased by more than 217,000 and the total number of pages viewed has increased by more than 240,000. At HBC there is a similar trend with the increases being more than 180,000 and 300,000 respectively.

The MyEastHants Portal, driven by the council's investment in CRM technology, is equally impressive in terms of take-up, with more than 4,500 resident accounts created since January 2019. The portal offers a variety of services but fundamentally it offers users an automated one-stop self-service, including functions such as booking appointments and making payments.

This example highlights how our digital services can fulfil customer need, and that take-up for new digital channels can be quick.

The Customer Access Policy details the significant amount of work undertaken by the shared Insight Team in understanding our customers and the likelihood of them accessing services online. As a result, six different online personas have been identified. These range from *Techy Terry* and *Confident Kate* – those customers who will happily conduct all their business online – through to *Offline Olive*, who would really struggle under a wholly-digitised service approach.

The Tech Partnership has also carried out research into digital exclusion due to infrastructure or social factors. In East Hampshire there is a medium likelihood of digital exclusion due to 36 per cent of the district being rural. In total seven per cent of homes have under 10Mbps broadband access. 4G coverage is another challenge in rural areas.



⁴ <https://www.ofcom.org.uk/about-ofcom/latest/features-and-news/decade-of-digital-dependency>

In Havant the likelihood of overall digital exclusion is low, mainly due to better infrastructure, however a slightly higher percentage of people in Havant than East Hampshire have not been online within the last three months (over 9 per cent).

Profile analysis will be used to establish why and how customers contact the councils and identify opportunities to include customers as we become Digital by Default. We must ensure there are policies in place to reduce the numbers of those who may be digitally excluded.

The Customer Access Policy also considers those that are no longer capable of operating digitally. Our population profiles show an increased likelihood of age-related diseases that affect cognitive ability (Alzheimer's, Dementia for example).

The Customer Access Policy sets out how services should operate and how they will be guided by this Digital Strategy.

5. Digital Delivery to 2024

The Business Solutions Unit and the Digital Design Team will lead on the delivery of this strategy. However, success depends on all services across the councils buying in to the strategy and we will require strong ties with Organisational Development to achieve our digital mindset and cultural shift.

The newly-created HIOWLA Digital Collaboration Group and direct engagement with the Cabinet Office and MCHLG will provide a professional network to inform and improve local delivery.

5.1. Themes – ‘The Way We...’

The delivery of this strategy is layered across the following three themes.

- The Way We **Engage** *informs*
- The Way We **Deliver** *which directs*
- The Way We **Work**

Each of the council's digital aims, projects and actions can be attributed to these connected themes and a high-level overview of our implementation approach is shown in Appendix B.

Appendix C contains our Digital Delivery Road Map detailing the anticipated timelines for project delivery and how these initiatives are connected. It shows whether they will enable future works or deliver full transformation. This is not an exclusive list due to the nature of the sector.

Implementation of the Road Map will also be managed as part of the core ‘Redesign’ theme under the council-wide transformation plans.

5.2. Measuring the Outcomes

In line with the councils' strategic transformation plans, the Digital Strategy and Road Map will be measured against the delivery of the following outcomes, as described in the POTI (Processes, Organisation, Technology and Information) or blueprint below.

<p style="text-align: center;"><u>PROCESS</u> (and customer experience)</p> <ul style="list-style-type: none"> • Digital by Default and Cloud First in action • Insight-driven and evidence-based improvements to the customer experience • Refreshed procurement criteria • Channel shift taking into account customer needs and digital self-service • Co-design with our residents • Business case driven decisions 	<p style="text-align: center;"><u>ORGANISATION</u> (and financial sustainability)</p> <ul style="list-style-type: none"> • Shared values and behaviours • Transferable skills base which enhances employee experience • Business case-based approach generic vs specialist • Digitally-skilled workforce displaying a digital mindset.
<p style="text-align: center;"><u>TECHNOLOGY</u> (and assets)</p> <ul style="list-style-type: none"> • Workstyle-driven IT solutions • Use the Technology Code of Practice • Majority of users are not dependent on fixed workspaces • IT arrangements are future proofed – scalable and inter-operable • IT Assets are rationalised • Evidence-based customer access models in use • Follow the 19 digital design guidelines • Automation workflow, AI (e.g. Chatbots, Workflow etc) is in use to redistribute resources to add value and/or complete complex work • Customers trust our online services • Security is monitored and adapted to resist new threats • Collaborative approach with partners • Place Shaping priorities seek out digital infrastructure (E.g. 5G infrastructure) 	<p style="text-align: center;"><u>INFORMATION</u> (and data)</p> <ul style="list-style-type: none"> • Compliance • Single version of the truth • Secure data sharing • A paper-lite working environment • Reduction in electronic file storage and rationalised secure data storage • Appropriate access to information sets • Data and intelligence used by all services to inform design

5.3. Resources

The Digital Strategy is entirely based on business cases and evidence. As such, resources for the projects detailed in the Delivery Road Map (Appendix C) should be considered on a case-by-case basis.

The councils will pursue national funding opportunities where available to supplement business cases. We will seek to share costs with partners, drive return on investment as a result of released costs, undertake sound procurement and adhere to the Finance Strategy (MTFS).

Delivering these initiatives alongside staff's day-to-day roles will require flexible, cross-departmental working. It will be managed within the transformation framework and supported by team leaders, line management and project managers.

Heads of Service will ensure that annual Business Planning complements the digital transformation guidelines and that resourcing is considered as part of this process. As is the case with our dedicated Digital Design Team resource, there will always be a corporate balance between BAU requirement and project commitment.

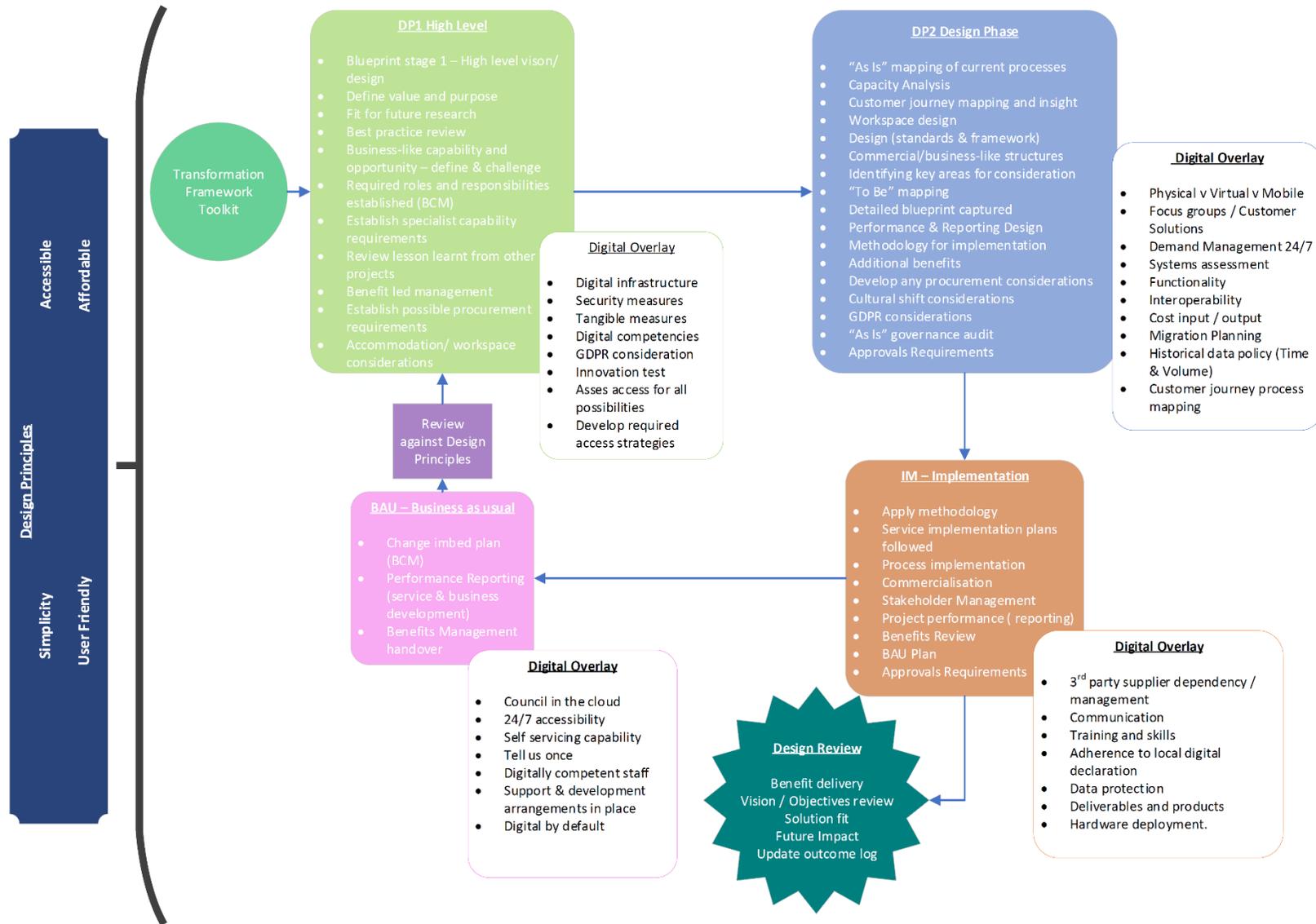
6. A Digital Opportunity

The Digital Strategy will bind all forthcoming council transformation and digital projects and initiatives to our 19 design guidelines. It will ensure our continued commitment to the Local Digital declaration and Technology Code of Practice.

As a result, the council will be less reliant on physical places and centralised system support. It will move both our colleagues and customers to a trusted way of working that is based on customer need and truly accessible 24/7.

The strategy will deliver joint-working across the sector and will enable operational resilience through the formation of a digital mindset and workstyle. It will create flexible work practices and support to ensure we make the most of becoming a Council in the Cloud.

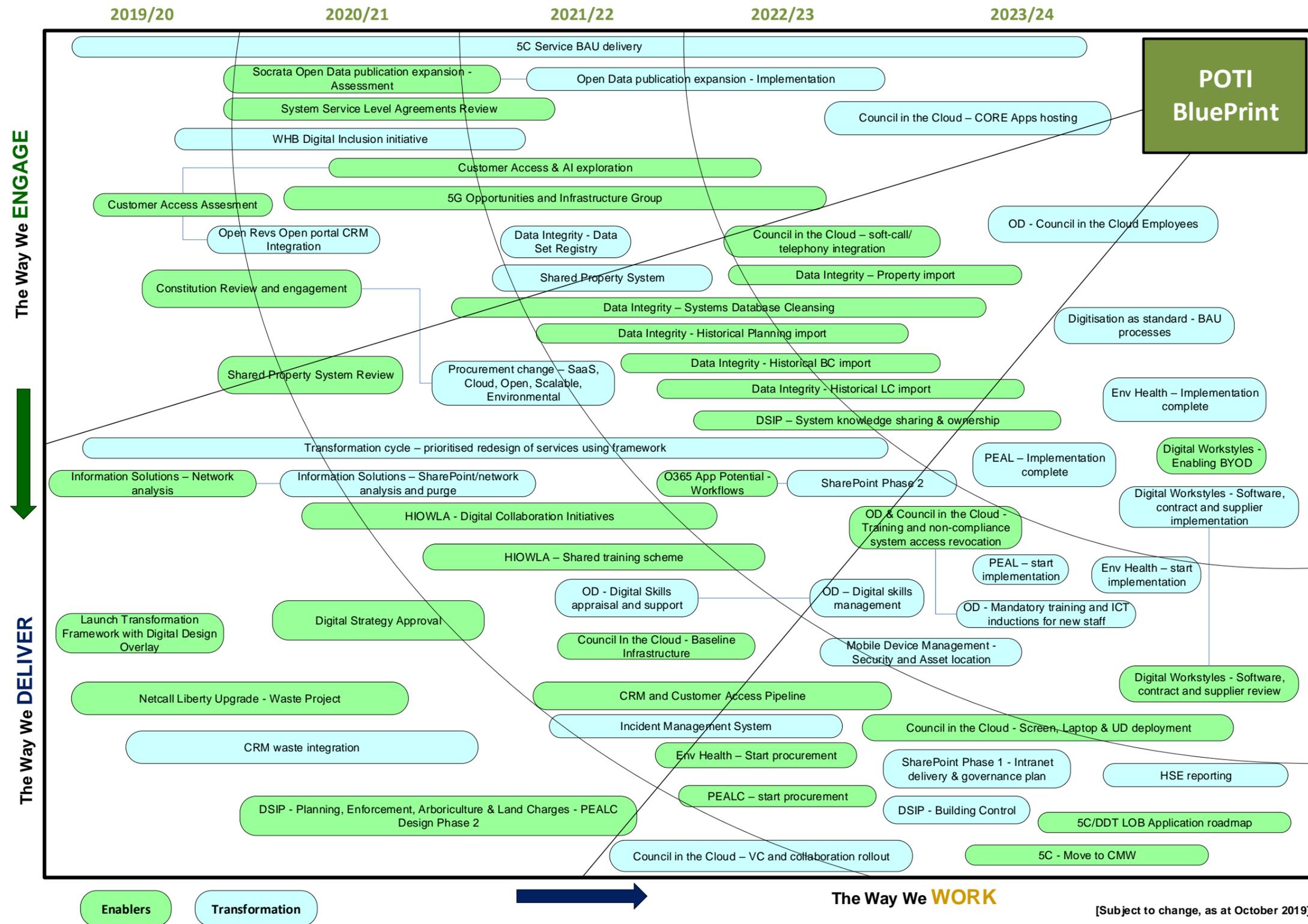
7. Appendix A – Transformation Framework



8. Appendix B – Delivery Approach

	PRINCIPLES	TOOLS	PROJECT APPLICATION
The Way We ENGAGE	<ul style="list-style-type: none"> Insight & Research Providers Customers Services 3rd Party Suppliers Local Government Authorities 	<ul style="list-style-type: none"> Data as an Asset Social Media and supportive platforms for engagement <ul style="list-style-type: none"> Notification/cascading Escalation Opinion/Feedback Portals Customer Journey mapping Service Level Agreements Channel Shift Self-service & 24x7 API development (system links) Open Data Publication and use Mature infrastructure – 5G 	<ul style="list-style-type: none"> Socrata data publication (open data) Waste/rounds data Customer Access Policy Whitehill & Bordon (WHB) Digital Inclusion initiative Open Revs Open portal & CRM Constitution Review and engagement
The Way We DELIVER	<ul style="list-style-type: none"> Performance management Digital within the Transformation Framework Business Solutions Unit & Digital Design Team Programme workflow Technological assessment and trend research HIOWLA Digital Collaboration Group 5C Service BAU delivery Local Government Digital Declaration Training/Change Management Data Governance/ Information management Digital Skills appraisal Procurement necessity – SaaS Cloud, Open, Inter-operable and Scalable 	<ul style="list-style-type: none"> Digital by Default and lower cost The Transformation Framework and Process efficiency projects Expansion of existing toolsets/enablers <ul style="list-style-type: none"> GIS SharePoint Power BI FME data manipulation CRM O365 Apps Design and System Implementation Programme (DSIP) Digital Champions Network Shared training opportunities across LGAs/OD Shared team/Shared system solutions Data storage principles Address workforce skills gap Enable Council in the Cloud baseline workstyle infrastructure Shared implementation language – 6σ, P2 and Agile Collaboration in design 	<ul style="list-style-type: none"> Data integrity - cleansing of existing data sets DSIP – Design & System Implementation Programme PEALC (Part of DSIP) CRM waste integration Integra training and feedback Netcall missed bins automation BC Data Migration and Go live Historical/Legacy data projects <ul style="list-style-type: none"> J drive BC Planning Property Information Solutions – SharePoint/network analysis O365 app potential Transformation projects Shared Property System
The Way We WORK	<ul style="list-style-type: none"> Workstyles change delivery Remote working/flexible IT Reduced travel/online meeting spaces Reduce IT carbon footprint Video conferencing across platforms Multiple service providers via single SharePoint menu Access anywhere Intranet and comms Decreased dependency on physical space – Place Agenda Rolling digitisation of paper files in remaining services to Document Management System (DMS) – digital first adoption Mobile Device Management Security of devices/Staff Digital cultural change Digital trust in council systems and new BAU evidence-based processes Enabling office software, leading to self-serve and reduced reliance on colleague skillsets Mandatory training and ICT inductions for new staff Ethos of skills review via performance management and challenge System knowledge sharing 	<ul style="list-style-type: none"> AI supplementary processes and workflow, e.g. chatbots Business case-based capital expenditure Mobile Device Management (MDM) application SharePoint as central council resource hub Skype for Business/Teams/Softcall integration Laptop and universal docking station deployment Risk based contingency procurement IT asset rationalisation and disposal Secure data sharing and management products Office software review/licensing/roadmap development Procurement framework exploration DSE/fit for purpose review for ultra-mobile technology Mobile operatives' tablet from entry Place Agenda – 5G opportunities (WHB/M3LEP) Supplier and contract review Expansion of self-serve content including workflows and automation BYOD provision via 5C BAU and Client wifi redesign 	<ul style="list-style-type: none"> Env. Health tablets and eforms BC tablets for field inspections HSE reporting Incident Management System development WHB/M3LEP Hub Acolaid knowledge share 5C/Digital Design Team Line of Business Application roadmap SharePoint Phase 1 & 2 plan Skype for Business rollout and video conference promotion – reduced CO₂ footprint initiative Workstyles review actions – place and kit assessments Mobile Device Management review and instigation SSL cert review Digital competencies assessment and delivery via OD workstream Screen refresh programme – maximise productivity in workplace Refocused Cyber Security training and non-compliance system access revocation Licensing of core enabling software Move to CMW

9. Appendix C – Delivery Road Map



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Digital Strategy – Glossary of Terms

Term	Definition
24/7	Twenty-four hours a day, seven days a week
4G	Fourth Generation mobile technology
5G	Fifth Generation mobile technology
AI or Artificial Intelligence	Software that analyses data to produce decisions that humans would otherwise make.
API	An application program interface (API) allows programme developers to build software interactions between one or more systems.
Automated missed bin notifications	A telephone service at East Hampshire that will handle customers reporting missed bins based on them stating their postcode. Information is then checked against bin collection schedules to help complete the call prior to customer service involvement.
Automated workflow	A digital customer/service interaction that occurs independent of officers, but has stages of notification and progression by design.
BSU	Business Solutions Unit
BC	Building Control
BYOD	Bring Your Own Device
Chatbots	Computer programmes pretending to be people following a script to help with online customer question and answers.
Climate Emergency	A Declaration of Climate Emergency is a resolution passed by a governing body. A national climate emergency has been declared by the UK Parliament in May 2019.
Cloud-based technologies	Technological services hosted online. They do not require
Cloud first	The Local Digital Declaration states that Local Authorities must first consider cloud-hosted services before considering on-site based services.
Cloud-hosted platforms	The hardware and operating environment of an on-site server but in an Internet-based datacentre. Often, this includes applications that let users create and manage their own accounts.
CMW	Capita Managed Workspace (PCs and Laptops)
Co-design	The act of creating with stakeholders (business or customers) specifically within the design and development process to ensure the results meet their needs and are usable.
CRM	Customer Relationship Management systems are used to hold customer contact records.

Term	Definition
Cyber Security training	User training to prevent malicious online software attacks and provide good security to protect council data.
DDT	Digital Design Team
DMS	Document Management System
DSE	Display Screen Equipment regulations
DSIP	Design and System Implementation Programme
Digital by Default	A design principle that states that any process that could be automated, should be.
Digital Champions Network	Digital Champions Network is an interactive website and service that provides learning, tools and a community to people become a Digital Champion: someone who can build their knowledge and confidence to empower others with the digital skills they need.
Early adopters	People who test and implement technology prior to wider adoption by the market.
FME	Feature manipulation Engine – a tool for manipulating data making it possible for multiple systems to export and import data in the correct formats.
GDPR	General Data Protection Regulation (GDPR) as it applies in the UK.
GIS	Geographic Information System is software that allows staff to spatially map data and analyse it.
Integra	A Capita Finance system.
Inter-operable	Systems that work together.
Intranet	An organisation's internal version of the internet, not accessible to the wider world.
Legacy Data	Databases belonging to old systems now no longer used but that have a value to services due to retention schedules.
Local Digital Fund	Announced in July 2018 by the Ministry of Housing, Communities and Local Government (MHCLG), it aims to help local authorities implement the Local Digital Declaration by funding digital skills training and projects that address common local service challenges in common, reusable ways.
Local Government Digital Declaration	A shared ambition for the future of local public services written in 2018 by a collective of 45 local authorities, sector bodies and government departments. It outlines goals and commitments, and invites all public sector and non-profit organisations to work to improve local services by signing the Declaration.

Term	Definition
Mbps	Data speed – Megabits per second
Mobile Device Management (MDM)	A tool to monitor and remotely manage mobile devices.
MyEasthants Portal	The East Hampshire District council online customer portal.
National Cyber Security Centre	A government service that supports the most critical organisations in the UK, the wider public sector, industry, SMEs as well as the general public, providing effective cyber incident response to minimise harm to the UK and help with recovery.
Netcall	A call handling and call-flow system at East Hampshire District Council.
O365 applications	A suite of online programmes that form part of the councils' Office365 subscription.
Online personas	A set of specially created character types that the would typically use online services. These groups have been given character names to help readers understand the main characteristic of that group.
Open data	Open data is the idea that some data should be freely available to everyone to use and republish as they wish, without restrictions. This could be anonymised user data or service data. The UK Government collects open data published by central government, local authorities and public bodies to help the public build products and services based on that data.
Open Revs Open Portal	An online portal that allows residents to pay Council Tax or Business Rates to East Hampshire District Council.
Open technical standards	"Open Standards" are standards made available to the general public and are developed (or approved) and maintained via a collaborative and consensus driven process. They facilitate easy communication with other systems and data exchange among different products or services and are intended for widespread adoption.
Paper-lite	An office environment that has reduced use of physical paper. It is acknowledged that statutory services cannot, at this time, be wholly paper-free.
PEALC	A sub project of the Design and System Implementation Programme (DSIP). The project is looking to at P lanning, P lanning E nforcement, A rboriculture and L and C harges. These services utilise similar parts of

Term	Definition
	an aging statutory core system that requires replacement.
POTI – blueprint	POTI stands for Processes, Organisation, Technology and Information. It is a management model for detailing a ‘blueprint’ or set of end goals to be achieved using the four group headings covering what the organisation will look like when all the projects are completed.
Power BI	A Microsoft programme for performance tracking, analysis and reporting.
Security Management	Security management is the identification of an organisation's assets (including people, buildings, machines, systems and information assets), followed by the development, documentation, and implementation of policies and procedures for protecting these assets.
Sharepoint	A Microsoft programme for hosting information and documents online as part of Office365.
Skype for Business (SfB)	A Microsoft programme for video conferencing and online meetings.
Socrata	A Capita provided product that publishes selected council open data.
Software as a Service (SaaS)	This is a complete end-to-end service available to purchase online that is wholly hosted online. Council examples include, Kahootz, Office365, AskHR.
Softcall	The ability to place a telephone call via a computer.
SSL Certificate	A Secure Sockets Layer Certificate confirms the authenticity of a website, for example havant.gov.uk and easthants.gov.uk.
Teams	A Microsoft programme for video conferencing and online meetings; chat; diary planning; softcall integration and sharepoint access.
Technical Code of Practice	A code of practice included in the Local Digital Declaration governing how design, build and buy technology.
Transformation Framework	The transformation framework provides the road-map to coordinate and support the delivery of transformation programmes across the Councils. The framework drives vision through the practical application of effective working, digital, efficiency, delivering differently and the commercialisation agenda.
VC	Video Conferencing

Term	Definition
Workstyle	How staff work and use the councils' IT provision and physical infrastructure of the council.
Workstyle infrastructure	The councils' IT provision; services; buildings and equipment.
Workflow	A process that has stages of notification; authorisation and progression by design.

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