



Digital Isle of Wight

Strategy 2017-2020

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A digital council is a better council



A digital council means putting our customers at the centre of all digital change together with developing and maintaining a digital culture of working. However, we must also be aware of those who are digitally excluded and make sure that there are alternatives for those who really need them. We must also continually improve the way in which digital services are provided to our communities.

With rapid growth and uptake of mobile devices, social media, high speed broadband and open data, there are extensive opportunities for the council to respond to the changing digital world – A digital council that empowers and improves the outcomes for its residents, customers, visitors and businesses alike through the innovative use of digital services, supported by a digitally skilled workforce is key to success. In order to achieve this vision and to keep pace with the advances in technology, we need to have a clear strategy for how we will:

- *Continue to transform resident facing services and improve the customer experience*
- *Better understand what residents need to improve services based on data and evidence*
- *Develop a digitally empowered workforce so that it can be mobile by default*
- *Re-design business processes to increase accessibility for self-service by putting the needs and experiences of customers at the forefront of our thinking*
- *Remain resilient against cyber threats and protecting privacy through effective information management*
- *Develop digital skills and confidence to proactively use and apply technology to best effect*
- *Ensure the best use of resources to deliver cost effective, digital services*

As a consequence of the significant financial challenges faced by local government and the substantial savings that have been necessary to secure in order to balance the books, many of our current technologies in use have not kept pace with the changing digital world or are reaching the end of their recommended life. The revised medium term financial strategy for 2017-2020 makes provision for capital funding as the much needed investment to pursue our ambitions for digital transformation.

Equally, as a complex organisation that provides many different services to our customers, systems and business processes have evolved over time making it sometimes difficult for customers to find the information they need or to transact with the council easily or independently. This can lead to frustration, confusion and time consuming processes meaning that it becomes necessary to call the council's contact centre when dealing with service requests and information and this in itself puts pressure on already stretched capacity.

We want to inspire confidence in our digital services for everyone. To achieve this, we will need to create truly accessible, good quality digital services and to do that, we will need to transform how we work; continue to listen to our customers and their feedback when making improvements and changes; have a consistent look and feel to our digital processes; be bold and ambitious in re-designing our services and embracing digital tools that are available; afford support and assistance to those who need help to get online and make the most of online services as well as to secure savings that will enable us to reinvest in public services that are most needed.

Our journey will be supported by:

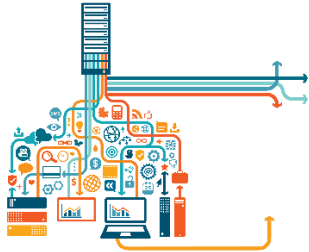
- Adopting a cloud first approach, meaning that we will adopt a software or infrastructure as service approach when determining future needs and requirements before any on-site hosted solutions are considered. This is to allow greater flexibility and efficiency in working arrangements as it will provide the opportunity for an “any time, any place and any device” access to systems and data that is required to deliver services at the point of contact. This will also free up capacity for the ICT service, require less data storage facilities as well as to transfer risks associated with disaster recovery, thus affording greater resilience.
- A continued utilisation of Microsoft as our underlying technology for office and communication systems as a proven industry platform and service. This will provide the opportunity to maximise the potential of buying power in respect of licence costs and partnership working with other public sector partner organisations.
- A focus on the delivery of key technology projects that have proven business benefits and which are delivered utilising project management methodology
- The utilisation of the ICT industry standard ITIL, (IT Infrastructure Library) methodology to drive best practice in all aspects of service management which focusses delivery on the needs of the business combined with continuous improvement.

When the strategy has been implemented therefore:

- *We will take a digital first approach to everything we do before considering more traditional methods of delivery*
- *Customers will look to self-service first, only turning to more traditional methods where absolutely necessary*
- *Interactions between the council and its customers will be paperless wherever possible*
- *We will be able to predict what customers need and want*
- *Where we know who the customer is and their experience will be personalised*
- *Our website will be mobile enabled, focussed on the most needed services and transactions, with signposting to other information and advice as necessary*
- *There will be no need for customers to make repeat requests*
- *Data will only need to be captured once and used wherever feasible to avoid customers having to provide the same information*
- *Data will be shared wherever feasible with other service providers where they need that information to deliver services to individual customers*
- *Our staff will have the right tools needed to deliver services from any place at any time*
- *We will have reduced the need for re-keying data to process information*
- *Our workforce will be digital savvy*
- *Customer information and on-line services will be easy to understand and use*
- *We will have fewer office buildings*
- *A one public sector workforce operating as “team Isle of Wight” to avoid customers being passed from one place to another*

A digital Isle of Wight

To achieve our ambitions, our digital strategy is focussed around 4 key themes:



A flexible & resilient infrastructure. A flexible and resilient ICT infrastructure is key to supporting the delivery of our digital strategy. Staff need to be able to work from any location, and secure access to services and systems available where possible and appropriate to do so. Technology changes at a rapid pace, as do the threats and risk associated with it, therefore continued investment in, and updates to the infrastructure will be essential.



Digital by default. Putting residents, customers and business at the heart of what we do. This will mean that we will design services with digital delivery in mind whilst recognising that not everyone may be able to make the switch whether this is due to lack of skills or non availability of technology. Focus will be given to digital inclusion and the development of the skills and know how to make the best use of available technology.

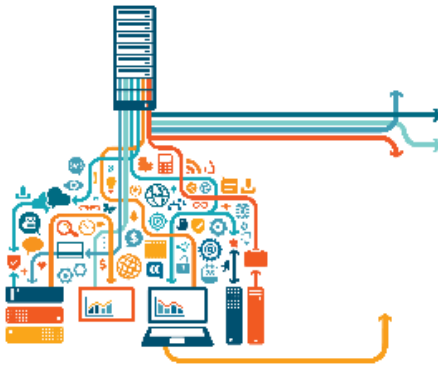


Digitally empowered. Our workforce, our elected members and partners will have the appropriate skills to champion digital services. Being digitally empowered they will be confident in promoting digital services to residents, customers and businesses of the council as the standard way to interact with the authority



Data intelligence We will need to work smarter with available data and information to enable us to improve our understanding of customers and communities; secures intelligence that focuses our resources in the right place at the right time and which informs interventions that meet real need. By doing so, we can ensure that evidence is at the heart of all decision making.

A flexible & resilient infrastructure



A flexible ICT Infrastructure that supports the delivery of digital by default is essential. Flexible ICT solutions will allow staff to work from any council building, as well as other locations including other public sector organisations, partners and indeed home or in the field. Flexible ICT solutions allow services to be better focussed around the needs of our customers. They will reduce travel, reduce the requirement for office buildings and allow the collection and entry of data once, improving services and delivering efficiencies. A better work-life balance is possible for staff and modern, effective tools for the job will contribute to the council being an attractive employer.

However, increased flexibility cannot come at the expense of the resilience of the ICT infrastructure, if we are to avoid potential cyber-attacks, loss or integrity of vital data held. With an ever increasing reliance on ICT to deliver services, they must also remain available when required.

The current ICT infrastructure (which includes desktop computers, networks, telephony and core software products such as the customer relationship management (CRM) system and website (iwight.com) is considered to be robust and exceeds the target availability of 99.9% of the time.

The Avaya telephone system is deployed across the council allowing “voice over IP” to be delivered. This means that dedicated telephone lines are no longer required, thus affording a more resilient network and a significant reduction in costs to the council in its telephony provision. Users are able to log into any phone on the network and allows for their extension number to follow them whatever phone they log into, providing greater flexibility for working.

There is Wi-Fi connectivity installed in the majority council buildings and as funding allows, additional locations are being added. This allows staff to work from laptops to access the corporate network from any location thus enabling more flexibility in working. There is also a “guest” wireless network for visitors, contractors and the public to access as required. For contractors, this enables secure ways in which to work without the complication of needing to access the corporate network. For visitors and the public, not only does it provide access to the internet, it provides a mechanism to access council digital services from their own wireless enabled devices.

“Wi-Fi is available in all council buildings for staff, members, guests and contractors”

A virtual desktop infrastructure (VDI) is well established using “thin client” devices together with a standard operating system and desktop software which any user who has access, can log into from any location. This has delivered £200,000 in cashable savings by a reduction in equipment and licensing costs. Standardised software using the Microsoft 7 operating system and Microsoft Office 2010 also means that it has been possible to afford better support and performance outturn for users.

The council hosts its own data centre which together with its contents is the most significant ICT asset to be held. It has evolved over a number of years with substantial investment. Work has been underway to invest in virtual server technology to reduce the number of physical servers that need to be hosted, thus reducing licensing costs, reducing power consumption and maintenance costs. Thus far it has been possible to reduce the number from just over 400 to 270.

To date, all the necessary compliance of the public services network code of connection that allows authority to access central government services, industry standards such as the payment card industry requirements for taking electronic payments as well as other safeguards to ensure information security and governance have been fully met. Requirements and related guidance are updated annually as technology and the associated threats change, providing assurance that there is full integrity of the council's information as far as is reasonably possible.

Whilst a number of cloud based systems have been introduced in recent times alongside the increase in the use of virtual servers, a large proportion of the council's business systems are still reliant on in-house server hosting, requiring specialist and technical competence for their maintenance and indeed significant storage space for their location.

"1.8 million e-mails are filtered as junk mail or cyber threats every month"

Current experience of cloud services has been mixed. Hosted services such as e-mail filtering have proven cost effective and successful in reducing the amount of email and information that impacts on the corporate network.

However, we have found back office software systems the market is not as well developed. Hosted solutions are either cost prohibitive or in effect are simply legacy software solutions that have been put onto a hosted server. In these cases, we have found that access for end users is not as simple and access to data in the systems is more limited.

All software purchases and procurements will continue to request cloud options and as the markets develop it is expected that more software will migrate to cloud systems, reducing the requirement for on-site servers. This will offer opportunity for further reductions in cooling and power costs as well as potentially opening the option of using spare capacity in the datacentre to generate income.

With a greater reliance on the Wi-Fi network, the capacity of the current network is also beginning to be stretched and as staff begin to work more flexibly and with no fixed location, the requirement for mobile devices will increase.

Corporate e-mail and Secure (GCSx) email is currently managed through a single exchange server environment. Given the sensitive and confidential nature of a significant amount of the council's data and information and in order to meet the very stringent public service network data protection standards and certification, it is necessary for the whole of the exchange to be secure, thus affording little scope for some cloud based business solutions to be introduced, utilise non corporate software, nor the ability to connect non corporate devices to the network that will allow flexibility in working methods. This restricts the flexibility of services that can be offered.

The off-site backup solution for business continuity purposes is currently based in a building that is due to be disposed of at the end of its current lease in March 2019. This will necessitate a relocation of the datacentre and incur significant resourcing and investment to undertake but which will be assisted by the implementation of cloud based solutions wherever possible so that that the need for physical servers for hosting of software systems is reduced or no longer required or co-hosting options with other partner organisations.

"We will establish shared business continuity facilities with public sector partners on the island"

Many of our technologies were introduced through the original transformation programme that started in 2009 and are reaching the end of their contracts or require upgrading or replacing. The operation and maintenance of the ICT infrastructure is resource intensive. Operational equipment is rapidly becoming obsolete, older equipment can be slow to operate and increasingly at risk of failure. This results in significant technical staff time being spent on reactive and remedial work and at the expense

of developing proactive, preventative and future improvements being delivered. Additionally the available technology has changed significantly since these investments. Laptops were the standard, and realistically the only option for mobile staff. Tablet computers, smart phones and touch screen devices are now commonplace. IP telephony is being superseded with technologies such as SIP and Softphone (software based phones) which were not available during the original transformation programme.

Cloud based systems and services are becoming more commonplace, as is better mobile coverage and access to 3g/4g services across the Island. To reach the goals of the Digital Isle of Wight strategy these newer technologies need to be invested in, implemented and exploited to deliver benefits to the council. Flexibility, whilst retaining resilience, is key to this being successful.

“Use of mobile data connectivity will mean services can be delivered anywhere”

What we will do:

- *Continue to exploit, reduce and consolidate ICT systems, software and hardware to reduce costs, simplify support requirements, improve flexible working options and information sharing capability*
- *Move from a fully managed on-site ICT infrastructure service to a mix of on-site, cloud and other technologies as core business and service applications have been assessed*
- *Continue to explore collaboration opportunities with other public sector bodies to ensure resilience and improved business continuity across partner organisations*
- *Continue to ensure the safety and security of the council’s network and prevention of cyber attacks*

What will we do in 2017/18:

- *Upgrade the MS Exchange (E-Mail) infrastructure to split @iow.gov.uk and @gcsx.iow.gov.uk e-mail on separate servers.*
- *Implement Active Directory Federation Services to allow secure, integrated access to cloud based services.*
- *Implement an e-mail solution that will allow the potential to access e-mail and calendar from personal devices.*
- *Exploit the Avaya technology to enable call forwarding to mobile phones and the ability to log into a work phone via an app on a smart phone.*
- *Continue to wireless enable council buildings and ensure any new premises include wireless by default*
- *Implement seamless, secure virtual private network (VPN) for Wi-Fi devices, allowing access to the corporate network from any location with Wi-Fi connectivity*
- *Investigate the required configuration that will allow virtual machines to be operated from equipment not issued by the Council (VMWare)*
- *Roll-out new and updated equipment that meets the future needs of workers*
- *Investigate and identify options for cloud based solutions for existing business software systems*
- *Deliver a solution for the relocation of the council’s disaster recovery system in readiness for building release in March 2018.*
- *Roll out an equipment replacement programme*
- *Investigate the potential for the Aruba remote access solution as a replacement for Appgate*

What will we do in 2018/19:

- *Investigate the Avaya potential for audio and video conferencing, instant messaging and sharing a desktop screen during a conference call where there is a business need or remove this facility from the council's contract to further reduce telephony costs.*
- *Continue to wireless enable council buildings and ensure any new premises include wireless by default*
- *Implement increased capacity and resilience on the corporate Wi-Fi network to support greater usage and reliance on the wireless network*
- *Investigate cloud based solutions for existing business software systems*
- *Upgrade and replace essential server requirements*
- *Continue to identify opportunities to share infrastructure, reduce costs and increase the resilience of systems*

What will we do in 2019/20:

- *Continue to wireless enable council buildings and ensure any new premises include wireless by default*
- *Review the future needs of VDI against the anticipated increase in use of mobile devices*
- *Continue to investigate, identify options and introduce cloud based solutions for existing business software systems*

Digital by default



Services and processes need to be redesigned to be focussed around the end user, and to be accessible through efficient and effective digital channels. Simply taking existing paper forms and processes and making electronic versions of them, results in digital services that can be difficult for end users to complete, and that result in manual processes still being required by back office services.

We will therefore, put our customers at the centre of the way we work and when re-designing services put ourselves in our customer's shoes and re-imagine services around them, using digital tools to make their experience of interacting with us smoother and quicker.

Digital services including iwight.com, electronic newsletters and social media will be updated to reflect the greater use of mobile devices and apps to access services. Unnecessary online content will be removed and digital services updated in line with revised business processes. Interaction via digital channels will become the default choice of end users and the council for delivering service.

As a result of significant investment as a result of the rural broadband project, there is 99% coverage of premises on the Island with access to fibre broadband and 97% of those are in receipt of superfast broadband speeds in excess of 24 Mbps thus improving connectivity and facility to communicate through digital means for Island residents and businesses.

With the increase use of mobile devices to access websites, some key areas of the council's website have been updated and enabled to be responsive to the device being used by the customer. These include Council Tax and Housing Benefit information and on-line payments. There is also a facility for customers to create an account allowing preferences to be set on areas of interest, access to on-line requests that have been submitted and pre-populated forms with user information.

Many business processes have digital versions available, with over 400 online forms available to members of the public. The website is well used with some 700,000 pages viewed every month. In 2016, there was a 71% increase in the use of online transactions compared to that of 2015.

"Year on year increases in online transactions for 10 years. 70% increase in the last year"

There are good examples of the website being utilised for two-way communication with service users such as the pre-application planning advice service which allows for a request to be logged on-line, documents to be uploaded and message exchange with planning offers throughout the process.

However, if we want more people to use our digital services and become a truly digital council, we need to make sure they are intuitive, easy to access, readily available and designed completely around the customer, whilst also recognising that there needs to be appropriate channels for the vulnerable and less digitally able in our communities. In developing digital services it will be necessary for them to be well researched in terms of the customer base otherwise cost could be incurred elsewhere to enable customers to access the service.

There is still some way to go in adopting a digital first approach, with many service areas still promoting paper and telephone contact channels in preference to online services, thus putting additional pressure on the contact centre and face to face help centre facilities. There is also a tendency to publish too much service information on-line that is of limited value to customers and also detracts from the focus of transacting on-line.

Whilst there are many on-line forms available on the council's website, there are many business processes that are not currently capable of automated end to end processing and this needs to be reviewed.

To maximise the potential of digital services, business processes must be automated, integrated with back office systems directly and capable of keeping the customer fully informed of the status and progress of their transaction, so that they do not need to contact the council to chase progress. Business process re-design is not routinely undertaken when services and activities are reviewed and challenges so that any steps that would stop a transaction being possible to complete on-line or an automated way are removed unless there is a statutory reason for them to remain. Processes must also be designed to be as simple, intuitive and with the customer in mind and not what makes the back office process easiest.

There is a significant amount of information relating to services that are not run by the council, much of which is historic and also readily available elsewhere and would be better served by adequate alternative signposting. This would reduce the number of calls received (currently some 1,100 per month) into the contact centre for information about services that they are unable to advise or resolve customer enquiries.

Web content in the main is driven by services who utilise the A-Z system to publish on-line content. This same content powers the customer relationship management (CRM) system helping ensure consistent information is given regardless of the contact channel. This is resource intensive and often means that information becomes out of date. Writing content for the web is also quite different and care needs to be taken of the format, layout and style so that it meets our customer's needs. A new approach needs to be taken to digital content so that it is relevant, directed towards on-line transactions and key service information requirements and is supported by communication campaigns for specific events and activities that arise throughout the year.

There are many commercial services offered by the council that would benefit from content that supports the promotion of their service offer to maximise the potential for the generation of income. The availability of advertising space would also provide opportunity for the council to generate an additional source of income. Services that offer commercial services and operate in a competitive environment have digital content that is not as focussed on online transactions. In these instances, websites separate from the main iwight.com website will be used.



“Commercial and regeneration activities will be supported with standalone websites”

Complementing the website to be a fully digital council, other communications channels will be developed and exploited to enhance the communications and media functions of the authority. This will include further use of social media channels, greater use of video content, establishing electronic newsletters and ensuring there are planned campaigns supporting the digital by default approach will all be required to make the approach successful.

qThere are approximately 10 million over 65s in the United Kingdom, and 1.5million of those are over 85. The number of people aged 80 or older is expected to double by mid-2037. According to recent research, almost three quarters of elderly people can be expected to be in need of social care. At the same time, the number of younger adults with a physical disability is also set to rise, and medical advances mean many people with disabilities are living longer. Telecare, tele-health, and assistive technologies can help to support people who are elderly and or disabled to continue living independently in their own homes while receiving the care they need.

Telecare technology has been in place for a number of years through the Wightcare service and is used to signal when someone is in distress and needs assistance, triggered by personal alarms supplied as pendants or wrist straps and linked to a telephone line and the help centre. However, such technologies have since developed rapidly and have an increasing important role to play in maximising independence and negating the need for entry into health and social care services, thus reducing the ever increasing demand on already stretched services. Continued exploration and exploitation of such technology will be an important element of improving outcomes for our communities.

What we will do:

- *Move to an approach of digital by design across all services through innovative new ways of working to deliver services and through channels that customers and businesses want to use and are most appropriate to their needs*
- *The majority of transactional contact requirements will be through self-service options, reducing the need for contact with the council and enabling capacity to be directed to more complex enquiries and those who most need telephone or face to face contact*
- *Business processes will be designed on the end to end customer journey to identify when and why a customer makes contact thus enabling automation and improved efficiency as far as possible*
- *Increase the use of social media, our website and on-line transactions to share information with our customers*
- *Develop intuitive on-line services using customer insight*

What we will do in 2017/18:

- *Undertake a new project supporting a new approach to managing website content included process redesign based on digital by default principles*
- *Rationalise website content so that only key transactions and important service information is available to the public*
- *Rewrite iwight.com to be designed as mobile friendly from the ground up supporting access from mobile devices and app type access to services*
- *Analyse customer contact across services to identify currently level of activity, channels being used and undertake other research to identify what the drivers are to customer behaviour and the tools and techniques that can assist with behaviour change towards a channel shift*
- *Review current on-line transactions and rationalise to those that are a priority and most used, ensuring that their functionality and accessibility is improved for use by customers*
- *Launch electronic newsletters for enhanced communication*
- *Promote live streaming of council meetings as part of enhancing the digital offer*
- *Launch a new website supporting the regeneration programme and 'An Isle of Opportunities' projects.*
- *Identify volunteers who will come together to undertake a review of key business transactional processes using lean techniques to identify potential improvements and efficiencies that will underpin activities for 2018/19 and beyond*
- *Explore the potential and identify options for the development of assistive technologies that promote independence*

What we will do in 2018/19:

- *Further roll-out of electronic billing processes reducing paper bills and invoices*
- *Update the Customer Relationship Management (CRM) system interface to enhance two-way interaction with customers through electronic channels.*
- *Continued delivery of a programme of business process re-design for existing on-line services to ensure that full automation is secured wherever possible*
- *When business processes are reviewed, service design principles will be created using the Government Digital Service standards and utilise lean thinking methodology as well as to seek customer feedback and involvement when designing new approaches*
- *Explore the potential for an application programming interface to be develop that will allow other organisations to link with the council's website or app for communication purposes*
- *Implement agreed options for the expansion of assistive technology*

What we will do in 2019/20:

- *Introduce video consultations and appointments*
- *Continue with the programme of business process re-design for existing on-line services to ensure that full automation is secured wherever possible*
- *Continued delivery of a programme of agreed options for the expansion of assistive technology*

Digitally empowered



Services and processes need to be redesigned to be focussed around the end user, and to be accessible through efficient and effective digital channels. Simply taking existing paper forms and processes and making electronic versions of them, results in digital services that can be difficult for end users to complete and which result in manual processes still being required by back office services.

Going digital however, is less about technology and more about developing a culture both internally and externally that embraces digital as being the norm. To deliver the aspirations set out for Digital Isle of Wight, digital empowerment is essential. This will require a combination the right skills and training, the right behaviours and actions and the right tools for the job. We will make digital ways of working part of everyone's day jobs and seek to cultivate an environment of digital self-confidence and capability.

Council staff and elected members will therefore need to fully embrace new ways of working, working flexibly from different locations, adopting processes that are less traditional and that exploit digital tools. Internal processes will be digital by default as with those which are public facing.

As we change the way we work we will also need to ensure that our customers are not left behind and unable to access the services and support they need. We will recognise that the most vulnerable in our community may need extra help.

Across the organisation the level of digital skills and competence is varied. There are some excellent examples of teams embracing digital tools and services to improve their service delivery and in many areas there is an appetite to utilise such tools to work differently. However, it is acknowledged this is position is not universal and work needs to be undertaken to ensure that all staff and members have access to the appropriate tools, appropriate development and training to pick up new skills and are supported to work in more flexible ways.

"A full digital training programme will be available to all staff and elected members"

Developing the digital skills and confidence of our workforce and elected members so they are equipped to productively and proactively use and apply technology to drive better ways of delivering and accessing public services is therefore a priority as is continuing to provide the means by which to enable our community to embrace the benefits that digital technology can bring to them. However, we must continue to work to minimise digital exclusion. The adult learning service and library service have done much to support the empowerment of individuals to develop their digital skills in order to avoid people being left behind by the fast moving shift to online communication and transactions. This work needs to continue.

With the right skills, tools and behaviours all staff and members will champion the use of technology to provide effective and efficient services. They will promote the adoption of digital services by default for our residents and business. By embracing the tools in the workforce there will be a reduced requirement for office space and desks, increased productivity and real opportunities to improve work – life balance. In turn this will make the council a more attractive

place to work and an organisation that staff and members are proud to work for. Continued development of an agile workforce can bring service improvements and allow rationalisation of buildings and back office functions and increase productivity through new ways of working.

Whilst a flexible and resilient infrastructure is a key component in supporting the delivery of the right tools for the job and number of our current software packages are dated and do not offer the level of functionality that will be expected of a digital workforce. Many are based on legacy systems, designed to be accessed in traditional ways and that do not support simple, digital processes. Key systems such as SAP, Cash Receipting, Childrens Social care (ICS) do not give the functionality required. Development opportunities are limited and therefore these systems need to be reviewed as part of providing the right tools for the job.

When reviewing software packages cloud, web delivered products will be requested as a priority and a cloud-first approach considered in all cases. Any new tenders will ensure that the requirements as defined in this strategy can be met.

What we will do:

- *Establish core competency levels and ensure that relevant training and support is in place for all staff to achieve higher levels of confidence in using technology*
- *Share innovation and developments to encourage new ideas and to talk about the art of the possible.*
- *Review the arrangements for the provision of information and services to elected members, adopting our digital first approach to the re-design of these arrangements*
- *Establish and deliver an on-going programme of training and support for elected members to assist with the transition to new ways of working and increase confidence in the use of technology*
- *Identify and deliver pioneering projects that will enable new ways of working to be introduced*

What we will do in 2017/18:

- *Establish core competency levels and ensure that relevant training and support is in place for all staff to achieve a minimum level of competency*
- *Share innovation and developments to encourage new ideas and to talk about the art of the possible.*
- *Review the arrangements for the provision of information and services to elected members and staff, adopting our digital first approach to the re-design of these arrangements*
- *Establish and deliver an on-going programme of training and support for elected members and staff to assist with the transition to new ways of working*
- *Implement Office 365 for e-mail, calendar and file storage facilities*
- *Investigate the future options for the council's business system, including the potential for a Software as a Service (SaaS) solution*
- *Share stories of digital transformation, encouraging the sharing of fears, issues that arise through implementing digital change in order to learn lessons, create connections between people and increase confidence that challenges can be overcome*
- *Identify and commence working with groups of staff that are willing to trial new ways of working*
- *Complete the upgrade and migration of the SIDEN parking management solution to be cloud hosted.*
- *Complete the upgrade and migration of the Capita cash receipting system to be cloud hosted*

What we will do in 2018/19:

- *Establish a network of digital champions to act as advisors for change and to be available to assist those who are less confident and skilled in using technology to best effect*
- *Introduce digital knowledge sharing events including workshops, informal lunchtime learning and digital improvement events*
- *Develop a toolkit for managers when designing and introducing digital processes or service reviews*
- *Undertake digital campaigns to encourage customers to make best use of iwight.com and key digital services*
- *Continue to work with schools to ensure that technology is seen as part of everyday life and young learners are encouraged in its use both at home and school*
- *Continue to provide and promote adult learning activities for the development of digital skills within our communities*
- *Develop life and employment skills for working age residents not in work by inspiring them to develop the relevant skills to apply for jobs and to enjoy the benefits of life online*
- *Continue to develop the role of libraries in improving digital inclusion through training and support for local communities*

What we will do in 2019/20:

- Continue to develop and implement innovative ways in which to promote digital inclusion

Data intelligence



Enhancing the business intelligence of the council provides huge potential to secure straightforward insight to both internal and external data to inform performance management, forecast future patterns and trends through the use of predictive analysis to inform decision making, shape services and ensure the authority is making the best use of its available resources. Timely access to trusted data will also improve alignment with the delivery of the council's priority outcomes as well as improve efficiency and effectiveness and a reduction in operational costs.

Without compromising personal data or the security of our information we will make use of its data in a smarter way, combining data where appropriate to shape future services, enhance our understanding of individuals and identifying opportunities to provide better services, reducing the need to tell the council the same thing multiple times and to utilise our data to identify and support vulnerable residents more effectively.

In a large organisation such as the council, it is common place for there to be many business systems that hold key customer data and information, each having been designed many years before the full power and opportunity of technology developments were known. There is a significant amount of data held but which is split across many systems and different services. Some of our data analysis is retrospective, even historic and we risk failing to spot current and emerging trends if we do not establish effective and routine reporting mechanisms of key data sets that facilitate real time views of performance in the most critical areas and be forward looking to provide early warnings. There is some integration and/or sharing of data and cross-analysis of information but this is limited and often affected by a risk averse approach in the fear of breaching data protection regulations. However, there are many opportunities to utilise information in smarter ways whilst protecting the integrity of personal data that would contribute to securing better outcomes for the Island's current and future residents. Such datasets include council tax registration, benefits, electoral registration, customer enquiries and complaints, leisure & library services data, the joint strategic needs assessment, statutory returns, surveys and consultations, risk, performance and benchmarking data to name but a few, but there is no one place, method or system to facilitate greater data analysis to be undertaken to inform current and future business activities. Ultimately, there needs to be a reporting system that will enable analysis to be undertaken across all data sets through a "data warehouse" that contains cleansed and analysed data that can be used to inform future decision making.

Current routine data and information collection for reporting purposes is sporadic with much requiring manual intervention to prepare reports and not capable of being accessible via automatic reporting systems.

There is also a well-established customer relationship management (CRM) system in place since 2005, designed to provide a central place to store customer contact details, tracking and keeping notes of their contact with the council. It holds data on over 4.8 million enquiries and interactions and has over 400,00 customer records. However, the system has not been managed with strict protocols for the storage of customer records resulting in many duplicate entries for customers. This has limited the ability to utilise the database as a solid and robust means upon which to instigate a more personalised approach to service response or to utilise for the purposes of predicting what future customer needs may be. Records can be about any service the council delivers, including council tax, planning,

business rates, social care, waste services however, no work has ever been undertaken to effectively combine this data with back office systems. Scheduling of follow ups, organising activities that may need to be done next by colleagues and predicting/making other information available to customers would enable a personalised response to every customer contact and promote an “amazon” like shopping experience that is valued and welcomed.

A business intelligence function has already been established to afford resource for better co-ordination, collection and analysis of key data and information as well as to enable greater understanding and best use of the wealth of data that is available, but this will need on-going development and review.

With greater integration of health and social care services which aim to secure better co-ordinated and more effective services across public sector and other partner organisations, there is an increasing need to develop integrated care records, information sharing arrangements and efficient signposting facilities that enable our customers to navigate their way through the care system without disruption, duplication or confusion in order to receive the services that are needed at the right time and of the right quality. Whilst progress continues to be made in this respect and is a key feature of the “My Life a Full Life” vanguard project, there is much that can be done within internal services that underpin better transition between services and in combining service interventions that may be required at the same time.

Protecting personal data is absolutely essential and must not be compromised, however greater efforts must be made to make sure the right data is used in the right way and supports the development of digital services and to reduce the need for people to tell the authority their information more than once.

What we will do:

- *Catalogue the current datasets available within the authority*
- *Work with other public sector partners to ensure the best use of data across organisations*
- *Cleanse the current CRM data to ensure it is accurate and can be the basis of a single customer record*
- *Support delivery of report writing and data visualisation tools to support the better use of data*
- *Improve the skills, confidence and competencies required for effective data analysis and interpretation*
- *Seek to automate key reporting requirements that make information more accessible and has real-time availability*
- *Develop a data warehouse for the purposes of determining future business needs and service design*

What we will do in 2017/18:

- *Cleanse the CRM system in readiness to establish a more robust source of customer information and establish mechanisms for data entry controls*
- *Identify key data and information reporting requirements and priorities, identifying potential solutions for automation where possible*
- *Assess the suitability of current platforms to deliver reporting requirements*
- *Develop understanding of all existing data collection and operational systems being undertaken across the council*
- *Instigate a review of existing data quality controls and identify any improvements that need to be made*
- *Develop and implement improvements in current corporate performance information and performance monitoring arrangements*

- *Continue to engage with the health and social care workstreams to develop integrated information management systems*

What we will do in 2018/19:

- *Identify and consider options for the development of a council wide data warehouse system*
- *Develop and implement automated routine key corporate data and information reporting requirements*
- *Establish and provide options for the integration of data collection and operational systems where feasible or appropriate to do so and which minimises duplication of data*
- *Continue to ensure that data quality is maintained and improved*
- *Deliver workshops that aim to improve data collection, integrity and analysis within services*

What we will do in 2019/20:

- *Instigate and implement the delivery of a data warehouse facility for the council*
- *Continue to automate and integrate key reporting requirements that underpin efficient and effective service delivery*
- *Continue to deliver initiatives that aim to improve skills and competence in data interpretation, analysis and prediction*