Believe in digital, to believe in great

The Isle of Wight Council
digital strategy 2022 to 2027

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ISLE of WIGHT COUNCIL

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How to feedback or engage with us on this strategy

The council welcomes feedback on our strategies from the communities and the individual customers we serve.

If you wish to feedback to or engage with the council on this strategy please complete the form on the council website or email: **digital.services@iow.gov.uk** and share any thoughts you may have on how we can work with you to help deliver a digital island for the benefit of all.

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Foreword

Ian Stephens, Deputy Leader of the Council

Digital technology is changing our society and the way we live. It is changing the way we communicate, how we buy and sell goods and services, how we learn and how we organise our lives. At the same time, the council continues to see growing demand for public services, increased public expectations that are influenced by their wider consumer experiences and against a backdrop of ever decreasing financial resources available to deliver the services that they need.

Embracing the digital revolution, new and emerging technology is therefore vital to the future sustainability of our Island's public services. This has to be a transformation journey that encompasses people, culture, processes and technology. The end result will be an improved experience for our residents and other customers in everything we do.

We aim to make the most of the opportunities that digital transformation presents and which will:
- transform your experience with us by making our online services simpler, clearer and faster and tailored to your specific needs;
- work more openly with you and engaging with you on the decisions that affect you;
- help our local digital economy to grow stronger and larger, creating the jobs and skilled workforce of the future, and making sure no-one is left behind through lack of digital skills or access to the internet;
- make our Island and public services smarter and more sustainable using innovative ideas and technologies.

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Introduction

John Metcalfe, Chief Executive

Residents, businesses, visitors and our customers rightly expect their interactions with the council to be as straightforward, connected, convenient and technologically advanced as the very best of their experiences elsewhere. Council staff, too, have similar expectations of the tools they use to do their jobs. At the organisation level, we have political and financial imperatives to operate as efficiently as possible.

It is important to recognise that digital is not a separate activity but an enabler of everything we do as set out in our corporate plan. Digital therefore is not just about technology, it is about changing the way people live, connect and work. This strategy and accompanying roadmap exist to support the whole council's ambitions by re-imagining how we design, deliver and operate our services.
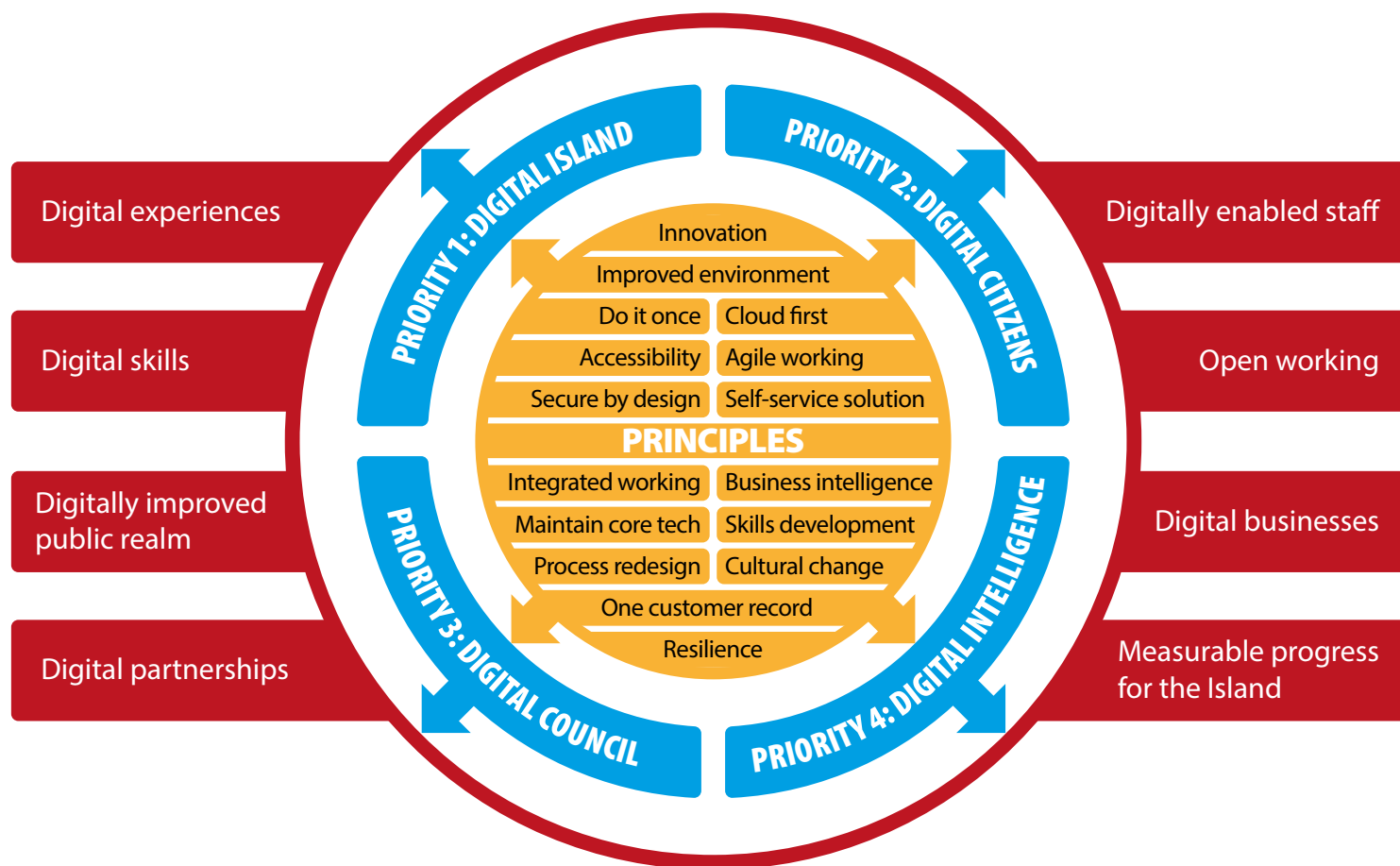
Digital moves fast, and digital strategy documents date even faster. Therefore, while this strategy sets a framework for where we are going and how we will move forwards over the next five years, the specific timings of what we do will continue to evolve as we deliver and learn how and what will assist us in our journey.

It is important that we do this well and deliver best value modern digital services to ensure that we fulfil our duty to the residents, businesses and visitors to the Isle of Wight.

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Our ambition: Setting the right conditions to underpin our priorities

Our approach

Digital experiences

Digital skills

Digitally improved public realm

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Digitally enabled staff

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PRINCIPLES

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- Accessibility
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- Secure by design
- Self-service solution
- Integrated working
- Business intelligence
- Maintain core tech
- Skills development
- Process redesign
- Cultural change
- One customer record
- Resilience

We will strive to continuously improve all our digital services.

We will always focus on meeting our customer's needs.

We will base our decisions on evidence and research to secure the best customer outcomes.

We will invest in teams, projects come to an end, but teams will continue.

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Ambition

This strategy is about how to create the right conditions for digital technologies to bring about continuous improvements in how we deliver our services. We want to exploit digital opportunities that diverts financial resources to where they are most needed. We want to keep pace with technology developments for the benefit of our communities and build a resilient and sustainable future for the Island in a competitive and rapidly changing world. To that end, our ambition through this strategy is 'to make digital, data and technology work for the benefit of all on the Island.' To do this our four priorities are:

Digital Island

- We will exploit opportunities to influence technology developments on the island.
- We will maximise opportunities to enhance economic growth, quality of life, sustainability and leadership status in digital excellence.

Digital citizens

- We will help to build the skills and confidence required to make the most of the digital services provided by us.
- We will embrace the digital customer as being at the heart of our service delivery.

Digital council

- We will continue with a digital first approach wherever possible in the design of our customer services to provide better access to services at the times when they are needed.
- We will transform the relationship between residents and the council by providing online services that are exemplar and therefore of primary choice.

Digital intelligence

- We will utilise digital technology and collaborate with organisations across all sectors for the public good.
- We will use digital tools to collaborate with partner organisations to recognise the true value of data and insights that can unlock the potential for new and innovative solutions which meet the needs of our island communities.

Digital Island

Digital citizens

Digital council

Digital intelligence

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Desired outcomes

This strategy will enable better outcomes for customers, citizens, businesses, visitors and staff of the council. As a consequence of delivering this strategy:

Digital experiences

- There will be a radically better experience when accessing the council's digital services and information.
- There will be an easy-to-use website that can be accessed on any device.
- There will be digital services so smart and convenient that people prefer to use them.
- There will be digital communications that inform and consult people on the issues they care about.

Digital skills

- We will have worked with our Island communities in gaining the digital skills they need to access digital services available to them.
- There will be customer confidence when accessing and using the multitude of digital services available to them.

Digitally improved public realm

- There will be further enhanced connectivity and a digitally improved public realm, obtained through the exploration of initiatives and use of smart technology solutions that help reduce energy consumption, lower emissions, improve public safety and help to make the Island an even more attractive place to be .

Digital businesses

- We will have a thriving digital business sector through alliance with the public, private and third sectors working together.
- The Island will be more widely recognised for digital developments and as a leading destination for knowledge economy based businesses.

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Digitally enabled staff

- Council staff will have access to continuously improving technology freeing them up to spend more time with customers where it is most needed.
- Council staff will have developed the skills and confidence necessary to maximise the potential use of available technology, assisting them to deliver great services to residents as efficiently as possible.

Digital partnerships

- Partner organisations will be able to work with the council and with each other more effectively, through digital collaboration tools and more open communication.
- There will be a more joined up, system wide approach to delivering public services by making better use of shared data and digital platforms.

Open working

- We will be working as openly as we can on all of our projects, sharing learning and our ideas to get feedback and suggestions that improve delivery outcomes.
- We will be sharing code, and other products we create where we can to help others benefit from our efforts.
- We will be safely sharing our data where we can to help others create value from it and to support everyone with digital development.

Measurable progress for the Island

- We will be undertaking regular monitoring and review of our investments in technology to make sure that they providing improvements to service delivery.
- There will be clear cost/benefit analysis from our investments to evidence to our residents and customers the value of digital solutions to them.

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Purpose and approach

This strategy will assist the creation of a culture of digital aware business leaders, citizens and staff to ensure the Islands future growth.

The past

Our current digital strategy 'A digital council is a better council' has now come to the end of its lifecycle.

It sought to set the scene for embracing new digital technologies as enablers for transformational change and establishing the required infrastructure upon which to grow and develop.

The present

The investments made in technology and digital transformation process changes means that staff can now work from anywhere and where best to meet the needs our of customers. This stood us in good stead during the global pandemic and has served to accelerate progress as a result.

We have been able to reduce the number of our administrative buildings which has already released significant savings. We can now utilise those remaining buildings to better effect for the types of work required by our staff, especially for those frontline services who need touchdown workspace without having to travel back to an 'office'.

The future

As the world comes to terms with the impact of Coronavirus on our future lives, digital technologies and digital services will continue to be key enablers in the recovery and growth over the coming years.

The council has a key role to play in being a digital leader for our Island. The Isle of Wight is uniquely positioned to be recognised in this digital age, with many local businesses already known as experts in their fields.

Our approach

We will strive to continuously improve all our digital services.

We will always focus on meeting our customer's needs.

We will base our decisions on evidence and research to secure the best customer outcomes.

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Principles

Our strategy is underpinned by a number of principles that will be applied consistently as we strive to deliver our ambitions.

Secure by design

Whether it be the coding of our website or the architecture of our internal and external facing services, they must be secure by design.

We will take a risk based approach in meeting the customer end to end service delivery requirements and the information security and cyber security measures that are necessary to protect the council's information assets.

These must unite together, acting to provide a proportionate and multi-layered umbrella of security.

Improved environment

Through the use of digital technology, the council will make a significant contribution to the reduction of carbon emissions that are generated by our staff in the course of their work.

Customers will also be able to transact with us digitally instead of needing travel to a building, making an even bigger contribution towards climate change.

Aspects of environmental impact will therefore be investigated for improvement in everything that we do, especially in respect of power consumption, cooling and heat dissipation of our data centre.

Innovation

The art of the possible must be at the heart of our thinking in everything we do when investigating in new systems; considering improvements to those existing or exploring new ways of working.

This requires us to keep a watching brief on new technology developments; being open minded to opportunities that exist; accepting failure in the pursuit of improvement and providing the space for innovative and creative thinking to take place.

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One customer record

The principle of a one customer record will be at the heart of our approach to customer services.

This will require a knitting together of the many council business systems with our customer relationship management system.

It will create the opportunity for us to know more about our customers and be more responsive to their needs. It will also afford the opportunity for any interactions with the council to be tracked and monitored effectively and efficiently to keep customers informed of progress.

Do it once

The manual re-keying of work into a digital system is both a frustrating exercise and a waste of time and available resources.

The principle that will be adopted is to design processes and systems that will capture information once and then whenever possible can be reused many times to avoid duplication.

Cloud first

We will continue with our already established principle of cloud first procurement when systems are due for renewal or changes are being proposed.

This approach is a check and balance that allows us to assess the technical system requirements and evaluate whether best value can be secured by a cloud based solution.

This approach has seen us arrive at a position where there is a 50/50 split between in-house provisioned services and cloud hosted or supplier hosted software as a service system.

Agile working

We will continue to build upon the well established practices of agile working where through the use of modern technology, our staff can work from anywhere and on a multitude of devices.

We will also continue to exploit new developments that will enhance this model of working to further improve service delivery and efficiency in everything we do and for the benefit of our customers.

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Self-service solution

Self-services is the fastest and easiest way of delivering a service and which customers can access at the most convenient time to them and which provide access to help and support when needed in their completion.
We will continue to identify digital self service solutions for customers to deal with many of the common transactions they have with the council. We will also work to improve those that already exist through customer feedback and engagement.

Accessibility

All digital services operated and provided by the council will be designed, purchased or changed to comply with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018, which build on the existing obligations to people who have a disability under the Equality Act 2010.

Integrated working

We will seek to maximise available opportunities for information sharing with our partner organisations where this will benefit future service design and improvements for our residents and customers.
Improved business intelligence through better integrated working will be at the heart of seeking to improve the lives of our Island communities

Resilience

Whenever possible and the financial business case stacks up, all digital systems will be constructed in such a way to afford full resilience in the delivery of the service to allow it to seamlessly adapt to changes that may arise while protecting the business and customers from all types of disruption or disasters.
Where such full resilience is not possible to achieve then the systems will be designed to maximise the options available within financial, technology and design constraints and which maximise the best possible digital solution to maintain service provision as a result of disruption.

Process re-design

We will design our business processes and digital services using the government's service design principles. This will make sure that services are based around the needs of our residents and customers and puts them at the heart of all we do.
This will mean that the customer will benefit from the most cost effective, simple and engaging experience when using digital transactional services.

Maintain core tech

It is critical for business continuity, information security and service delivery that all systems are appropriately maintained, upgraded or replaced in accordance with the manufacturers supported lifecycle.
Whilst new digital developments are progressing there must therefore be continued investment and maintenance of all the core technologies that form the basis of the council's digital infrastructure and systems that are relied upon to deliver services.

Business intelligence

The council holds an abundance of information and data. The use of technology to collect, analyse, integrate and present relevant business information can assist with better planning and evidence based business decisions that underpin customer service improvements.
Wherever possible and appropriate to do so, opportunities for data sharing and analysis that can be supported by technology will be explored and exploited to provide better insights into customer needs.

Skills development

The development of digital skills and confidence in the use of digital services by our staff and our customers is critical to the success of this strategy.
We will provide ongoing support and training to keep our staff up to date with the improvements, changes and enhancements released by our systems suppliers.
We will also seek to make sure that there are appropriate learning opportunities for everyone to develop the necessary skills and expertise to use digital solutions to best effect.

Cultural change

We will develop a culture that values, incentivises and expects digital ways of working for every member of our workforce. This means providing appropriate access to support, fit for purpose equipment, skills development and creating engagement opportunities that develop the appetite for different ways of working.
The changes proposed will help everyone deliver and receive better services at a lower cost, and more convenient to the customer.

Priority 1: Digital Island

The Digital Island priority seeks to underpin the delivery of the Isle of Wight Digital Island strategy.

We will do this by:
- **challenging the technology market to offer the flexible tools and services we need;**
- **enhancing community engagement and consultation through digital means;**
- **actively promote the Island's digitally enabled organisations;**
- **providing advice and guidance to those who want to move into the digital workspace;**
- **being an exemplar of digital excellence in all we do;**
- **wherever possible, supporting the introduction of ubiquitous high speed mobile communications connectivity everywhere.**

The council has a unique opportunity to engage with its public sector partners, voluntary sector and business community to work together and establish the greatest increase in island GDP for many years based upon the modern knowledge economy.

Through collaboration with Island businesses, there can be a joining of forces to bring about change.

We will work towards seamless business and public sector systems interacting for the benefit of customers.

Modern digital technologies can enable a very broad range of work and business possibilities to be established and thrive on the Island.

The Island is a good base for developers and software businesses and with the high bandwidth available, more software development and knowledge economy based businesses can be enticed to be located here.

The Island has an opportunity to inspire great companies to base here, providing a home to forward thinking, aspirational organisations by combining the Island's available technological advantages with its unique sense of place while enabling an enhanced work/life balance for those that are based here.

Digital Island – potential activities

- Working with and promoting organisations that operate ethical and sustainable practices for the communities they work within and the environment they impact.

- Working with the Society of IT Managers (SOCITM), Society of Local Authority Chief Executives and senior manager (SOLACE), and the Local Government Association (LGA) to challenge the companies they partner with and engage with to create more open, connected and enabling technology solutions

- When procuring any new digital solutions, the specifications for prospective suppliers will include the requirement for them to be web based and explain the provision can be hosted internally or by the providers.

- Ensuring that in all procurement tender invitations, and all commissioned solutions are based on appropriate open standards for systems interoperability.

- Working with local businesses so that they are better placed to bid for digital services work by providing procurement guidance and support in preparing bids and for them to be included on government frameworks such as G-Cloud.

- Developing and delivering online engagement platforms so that customers can talk to us about things that are important to them.

- Establishing new technology systems that provide a better experience to view and participate in council meetings without the need for physical attendance.

- Working with our voluntary sector partners to help us develop services that are more accessible and which can enhance customer engagement.

- Promoting the digital Island as a global brand, and those existing businesses that flourish to encourage others to follow suite.

- Promote the use of electronic vehicles and the installation of electric charging points across the island.

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Digital Island – potential activities

- Promoting the use of digital signage for traffic flows and traffic management, electric ticketing, bus services, and exploring future possibilities of autonomous vehicles.

- Work with business and public sector partners to engage with mobile telecommunications companies to overcome the current areas with no coverage.

- Investigate the use of modern digital services such as what3words that can help pinpoint to within three metres square, issues such as fly tipping, pot holes, tourist attractions entrances, bus stop locations etc.

- Investigate the possibilities of using lampposts as 5G connection points to enable faster rollout in built up areas where the service is more likely to be utilised.

- Investigate appropriately positioned long range wide area network (LoRaWAN) masts across the island and share ideas for third party and public engagement on the LoRaWAN network, these could include: crop and livestock monitoring; remote equipment monitoring; smart water monitoring; water management; fire, smoke, or gas detection, wildlife monitoring; pest control.

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Priority 2: Digital citizens

The digital citizen priority supports people in acquiring the skills and knowledge they need to use the internet and other digital technologies efficiently and with confidence.

We will do this by:
- **engaging and empowering citizens to be more involved and included;**
- **reducing human interaction towards wholly digital wherever possible;**
- **protecting citizens privacy and security;**
- **deepening the collaboration with public sector partners to deliver better, more open services;**
- **investigating all opportunities presented by the Internet of Things;**
- **promoting digital interaction to improve cost effectiveness.**

For a digital Island to thrive, digital businesses to grow and develop and modern digital services to deliver their full benefits, the council prioritises digital citizenship.

Through this priority, we recognise the current digital divide for many people on the island and will continue to confront this through providing support and encouragement to develop and practice digital literacy through appropriate learning opportunities at set venues and public libraries.

As well as supporting learning, we will also encourage everyone to practice digital wellness, by ensuring that these new skills and opportunities do not have adverse effects and to recognise that balance is the key to maintaining a healthy digital life.

We will ensure that we appropriately prioritise cyber security to offer reassurance in the safety of digital devices and with other local specialists in the field also advise on the appropriate risk-based approaches that can help to protect people in their digital lives.

The delivery of this strategy's outcomes is predicated on digital customer engagement to support us in providing enhanced digital customer services and which are continuously improved.

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We will strive to ensure that no matter what service our customers require they will have a single, simple, fully digital method of accessing the service they wish to access at time convenient to them.

Digital end-to-end processes will also have the benefit of being the most cost-effective method of service delivery for our customers.

Digital citizens – potential activities

- Working with learning providers, conduct a review of current digital skills learning provision to make sure it is aligned to the needs identified by local interest groups and ensuring it has the right focus of content for those who need it most.

- Working with the Isle of Wight College to promote their new campus enhancements in the provision of digital and technology based courses.

- Promoting the learning services available through the Adult & Community Learning Service that can empower and engage with those who are less technically able or less technically inclined to engage with the council using digital methods.

- Ensuring that all service interactions have a method for digital consultation on the improvement of those services and which can ensure that they are fully inclusive.

- Promoting and increasing the use of the available digital public health services, including:
  - online smoking cessation support and monitoring;
  - online weight management and support for those wishing to have a healthier life style;
  - the 0-19 health service children's digital red book;
  - the population health management programme.

- Investigating the merits or otherwise for the continued use of a range of other public health digital service delivery options introduced during the pandemic.

Digital citizens – potential activities

- Developing a digital citizens panel to inform external facing digital service improvements.

- Enabling a fully digital school panel to engage with year 12 and 13 students and/or school leaving age to encourage active engagement in and understanding of what the council does and how it can improve.

- Ensuring that there is a digital customer engagement and consultation platform available when reviewing our service provision.

- Introducing a web chat feature to the council's website, with trained customer services staff to support and provide answers to customers in the most efficient and effective way possible.

- Publishing advice and guidance on phishing scams, viruses and clickbait and how to notice them and how to avoid them.

- Identifying ways in which to increase the circulation of the Isle of Wight Against Scams Partnership (IWASP) information that is available.

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Priority 3: Digital council

The Digital Council priority will enable the council to improve its service design and delivery; to better meet the needs of our residents and improve productivity.

We will do this by:
- **delivering seamless digitally enabled experiences;**
- **making services more efficient and accessible through digital delivery;**
- **ensuring appropriate contact channels are available to those we serve;**
- **creating use of technology to improve the way services are delivered;**
- **investing in people to ensure that all appropriate technologies are fully utilised;**
- **public sector digital service integration and services.**

In the 21st century, all organisations should be digital at their beating heart. This heart beat is the flow of information and knowledge, and the council must ensure it reviews and enhances all its services to guarantee that they are not just digitally enabled, but are actually digitally enhanced for the benefit of residents and customers.

Through this priority, the ambition is to look at how technology can be utilised for better service delivery through digital enhancements, such as ensuring we provide services through a single customer view delivery portal or 'MyAccount'.

We will concentrate on gaining a reputation for excellent customer encounters.

Through a process of continuous service improvement and regular review, we will strive for all digital council services to be truly customer focused and afford a seamless digitally enabled experience.

When designing and creating digital processes and digitally enabled end to end services, accessibility will be at the forefront of our thinking and will be measured against accessibility standards as set out in legislation.

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Digital council – potential activities

- Enhancing of both Adult Social Care and Childrens Social Care Services through better use of devices commonly called the 'Internet of Things' or IoT. These could revolutionise how vulnerable people are supported because of the effective use of technology enabled solutions.

- Enhancing the experience of service users who engage with our statutory services by the creation of information sharing 'bubbles' to allow those close to the service user to have access to relevant and up to date information about their care.

- Working with Island care homes to migrate away from paper forms to digital services for fast, accurate and up to date documentation in time for the 2023 CQC Adult Social Care inspections and the 2024 target for integrated clients records for health and social care.

- Investigating the opportunities for Island public heath digital services linked to businesses, inspection ratings, health ratings, menu evaluations and ratings based on health criteria. This could lead to interactive maps such as a diabetic health rating of restaurants, bars and take-away based on location – using simple accessible icons, colours and language for all.

- All services will be participating in an the 'art of the possible' cross-service challenge exercise to review existing business processes and practices, with a view to generating inspiration and opportunities for digital innovation and ultramodern service delivery practices.

- For all services to utilise digital communication platforms for consultations with customers to gain insight into the opportunities for digital service enhancements and improvements.

- Creating and partaking in 'all-Island digital workshops' which enable and encourage the active sharing of creative digital ideas, experiences, and knowledge.

- Ensuring that all projects consider the environmental impact and enhance the council's move towards reduced carbon footprint.

Digital council – potential activities

- Creating digital engagement portals for council contracting partners and partner agencies for better information sharing and information flows.

- Investigating and securing enhancements for inclusion and engagement in the broadcasting of meetings, weddings and cremation services.

- Developing a digitally enabled centralised volunteer co-ordination for council services.

- Introducing digitally enabled meeting rooms, using screens for collaboration and a face to face meeting experiences that ensures all stakeholders in a meeting to have the same functionality and involvement.

- Gaining ISO:27001 certification and Cyber Essentials Plus (or equivalent standard) accreditation to demonstrate our commitment to the protection of the data we hold.

- The development of 'MyAccount' functionality, that allows a single area of access for all customers to record their information once and interact with the council many times if needed.

- Developing calendar and resource booking tools that can be made available to those who need simple access to our services. This may be internally or as a customer who wishes to access a council service such as the current 'recycling centre booking system'.

- Rationalising the council's current platforms and systems to standardise and make available simple online tools for advertising council events and other island promotional events.

- Integrating digital communication channels to ensure consistency, efficiency and appropriateness for our audiences.

- Reviewing our engagement strategy and platforms to ensure that our customers can engage with us effectively.

- Introducing a digital asset library.

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Digital council – potential activities

- Reviewing and upgrading the council's internal intranet.

- Undertaking a review of the council's SAP Enterprise Resource Planning (ERP) system used for finance, HR and procurement to establish a set of fully funded projects to replace as necessary with an upgrade or migration to strategically selected solutions that will afford the most suitable delivery of business requirements and maximises the potential of digital technology.

- Implementing the new Children's Services case management system and establishing the business cases for wider aspects of the care to change children's services programme.

- Reviewing the current Adult Social Care case management system to ensure that it is fit for purpose, providing modern digital services to service customers in time for the 2023 Care Quality Commission (CQC) Adult Social Care inspections and the 2024 target for integrated clients records for health and social care.

- Creating a staff panel for consultation on digital change. This panel will include representatives who struggle with technology.

- Establishing a digital staff champions group to support other staff to improve skills, and develop more effective processes.

- Learning lessons from the "Norfolk and Suffolk innovation network" project to assist with the implementation of "Internet of Things" (IoT) solutions where there is a strong business case to do so and which can demonstrate improved customer services and/or lead to a reduction in costs. Possible projects could include: Winter Gritting routes, GPS vehicle tracking, desk occupancy, walking trails, motion detection, point of entry monitoring, signal fault monitoring, traffic flows and speeds, building use efficiency, home technology aids, air quality, parking availability, lifebelt monitoring, defibrillator charge, waste bin levels and bridge stress monitoring, amongst many others.

Digital council – potential activities

- Undertaking a review to make sure that third-party digital systems used by the council meet the current version of the accessibility standards required by legislations so that they remain accessible and inclusive to everyone. A corporate standard will be set and followed so all purchased systems offer same quality and familiarity to both internal services staff and customers of our services.

- Undertaking a review of all current partnership contracts and processes with external bodies to establish the potential to create enhanced end to end automated processes for the benefit of mutual customers.

- Investigating and market testing the costs associated with the creation of an Isle of Wight Council app. Some possible services for inclusion in the app could be: care related information, job adverts and applications, volunteer application, general contact information, car park information, parking fine payments, parking charge payments, push notifications for promoting events or awareness of local issues, Island road information for works in local area and regular routes of the registered user, council facility information and bookings for services.

- Undertaking a review of the digital skill levels of our staff to ensure that the skills are held are enabling the council to succeed in providing the benefits from this strategy to customers. This is seen as essential as the council moves to 'digital by default' as a future approach of the organisation.

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Priority 4: Digital intelligence

The Digital Intelligence priority will set out our aspirations for how best to utilise digital technologies in the interest of a providing better public services.

We will do this by:
- **unlocking the value of data through analysis to improve service delivery and evidence based decision making;**
- **utilise business intelligence tools to understand the needs of our residents, customers, businesses and visitors;**
- **using appropriate channels and tools for every engagement;**
- **identifying and develop the next generation of talent to support colleagues in the digital transition.**

The continued cost cutting measures that are having to be taken by all local authorities drives a need for the council to utilise the data and information it holds to provide insights into how the council could provide enhanced, more cost-effective services.

The value of data is currently hidden in the council and its true value will become apparent when appropriately analysed alongside multiple other sources of information to unlock the potential for early or pro-active interventions.

This possibility differs from the standard, method of data utilisation in most organisations to create re-active processes and interventions based on the singularity of data source and the expectation that circumstances will repeat themselves.

In planning activities to bring about improvement in council services through greater use of available data and information, it is important not to fear possible obstacles for data sharing, but to embrace them and devise plans to work within them.

Each area below will form the basis of such investigation on how data can be used appropriately:
- Technical constraints.
- Structural and organisation constraints.
- Legal and GDPR constraints.
- Cultural barriers – both within the council and its partners.

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Digital Intelligence - Potential Activities:

- Investigating the uses of 'open data' that can deepen the collaboration with public sector partners and which has been seen to lead to greater trust in public services, by learning from developments in New York which has Open Data OneNYC Indicators | NYC Open Data (cityofnewyork.us). This investigation will inform whether it is possible to engage with relevant stakeholders and develop a suitable approach for the Island.

- Updating and modernising our information assurance practices to include Digital Data Protection Impact Assessments (DPIA), which will support information sharing activities whilst retaining a clear focus on the importance of protecting data that should not be shared.

- Working with the Island's NHS and other partners to establish how the island will create an integrated care record system and implement it in time for the 2024 target for integrated clients records for health and social care. We will do this by ensuring it is an open system to enable linking into the regional shared record solution.

- Ensuring that our ICT system procurements have data analytics and reporting tools as an identified and prioritised requirement to ensure that the information held is open and easy to access, meets our needs and can be integrated into information flows for enhanced data analysis purposes.

- Incorporating process analytics for all services as necessary for front facing service interactions into the new council website.

- Ensuring that all council processes are recorded based on one customer, one account approach to maintain a single view of our customers. This will enable the customer to have a better access to their council information and historic processes as well as enable the council to better understand its customers needs.

- Create a digital champion's network that will enable information process flow analysis between the council and all partners where data exchange agreements are signed, to ensure all data is exchanged in as automated a method as possible.

- Using digital analytics for performance measurement and evaluation across standardised critical success factors and key performance indicators within services. This will enable improvements in the management of services based on evidence and enhanced benchmarking of services across organisations to be completed.

- Updating and modernising data architecture, ensuring the capacity and knowledge exists and where appropriate using data warehouses, data hubs and data lakes to ensure that the council, and as appropriate, its partners, have access to data to enhance service delivery.

- Investigating the use of AI technology to create a single view of data by automation and consolidation of data to identify duplicate information and flagging of triggers or errors.

- Ensuring that business cases that propose income generating commercial activity is intelligence based with data and information to support such proposals before investment in new service creation is made.

- Equipping the council information governance support team with the capacity and expertise to assist other services in all aspects of information governance. The council will consider a risk managed approach and seek to establish methods of how information can be shared safely.

- Development of a customer relationship management strategy that covers all aspects of handling and processing customer information. Having this access to better customer data will enable mindset change, opportunities for commercialisation, help us corporately to understand trends, identify issues and act on them, and build our strategic direction around what is known rather than what is assumed. It will help us to gain and evaluate insights and then focus our efforts better on the real customer needs of our services.

- Conducting a review in each service area that still use and produce paper records and make recommendations as to the potential to reduce or completely remove paper from their processes. The Agile Change team will then proceeded to support service managers in the development of their business cases for potential projects to deliver the new processes and removal whenever possible of paper within the council.