



# Digital Strategy 2019 – 2022

Version 1.0 | January 2019  
FINAL

# Digital to improve

*“How we will transform using Digital and technology, to support and enable us to deliver on the objectives of our Corporate Plan 2018 – 2023. Introducing, our Digital to improve programme.”*

# Introduction

## Background

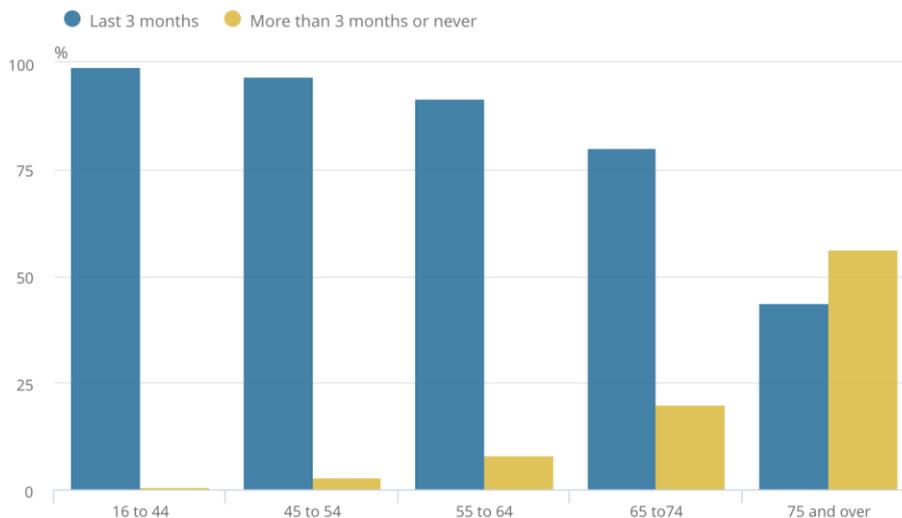
The vision for our Corporate Plan 2018-23 is underpinned by four key priorities:



This Digital strategy directly supports projects aligned with our Corporate Plan priorities, as well as existing projects identified within our Transformation Programme. Digital can be applied pragmatically across our service portfolio and as such, the delivery of this strategy will be supportive of all priorities above. In the age that we live and with the significant advancements made over recent years, digital and technology capabilities are key aspects that will be a major help, in us delivering on the objectives set out beneath each priority.

The use of technology has proliferated dramatically in society and continues to do so. The Office for National Statistics UK Internet users report (2018) reveals significant metrics regarding the levels of engagement with the internet and therefore, Digital/technology:

**Internet users by age group, 2018, UK.**



While there is a clear bias toward the younger demographic, this too is shifting, with recent internet usage by retired adults increasing by 25% in the last 7 years. Similarly, recent internet use by adults who were economically inactive, increased by 18 percentage points over this period.

**Source: Office for National Statistics. "Internet users, UK: 2018" [2018]**

With this monumental shift in engagement and adoption, organisations of all kinds need to ensure that the way services are delivered fall in-line with the expectations created by our increasingly Digital society.

**This Digital strategy sets out the way we will advance our capability over the next three years. This will ultimately enable us to better serve our borough, while improving the day-to-day experience for those working within the bounds of the organisation.**

The services we present digitally will naturally have a direct, positive impact on how we address the needs of our customers. What we must consider however, is that all effective change starts from within. By empowering our workforce via improvements to the technology tools they use to support our customers, an organic ripple effect will occur, thereby enhancing our outward facing customer experience further.

Having an active Digital strategy to work towards is essential through this period of transformation. Establishing a roadmap that leads us to our destination makes a potentially daunting programme achievable, serving as a clear direction from A to B. In developing, owning and delivering the innovative initiatives identified herein, we create an environment for success and a clear model for the future. **Introducing, the *Digital to improve* programme.**

## The need for change

Over recent years ICT within the Council has to an extent stagnated, with a strong and highly recognised "keeping the lights on" BAU capability, while perhaps precluding the evolution of the department to becoming a true strategic partner to the organisation. The SOCITM review performed in 2018 Q1 reinforces this message well with the following statement:

*"The IT stakeholders that we interviewed were unanimous in their respect for the reliability of the operational service provided by IT and the individual expertise and helpfulness of IT staff. However, many commented that they did not see IT as a partner capable of promoting and supporting business transformation."*

**Source: SOCITM Advisory. "South Ribble Project 3636 IT Review Final V1.0" [2018]**

Following the SOCITM review, it has anecdotally been noted that ICT have embarked on a journey to become a more open and collaborative service area. This strategy provides the necessary direction to take this forward much further, and in doing so helping shape a greater evolution. This evolution is in direct support of the Council's transformation plans for the coming years.

## Consultative approach

This Digital strategy is a key product of a consultation process involving our colleagues, customers, local businesses, and elected members. The excellent contributions from all interested groups has led to the formation of our Digital to improve programme, that has been directly informed by input from our people. This collective insight has resulted in a robust series of initiatives and projects, including key items such as:

- Bring your own device, for secure access to Council data and systems
- Modern, advanced tablet devices with document annotation capabilities
- Simple, intuitive and engaging website design and content
- Universal search across all customer facing websites and portals

## Strategic themes

In order to ensure that the strategy addresses all key perspectives and the needs of those outside, inside and holistically across the Council, it is structured in terms of four main, highly interlinked themes:

- **Colleagues / Members** – Empowering those working within and setting direction for the Council.
- **Customers** – Using technology to evolve how our customers engage with us, supported by floorwalker presence in our locations, and interactive customer services on our website.
- **Operations** – Streamlining internal operations to increase efficiency, reduce wastage and provide improved outward customer service as a result.
- **Services** – Expanding and enhancing our Digital service delivery to have an enriching effect on the way we work with our customers.

*Note: Initiatives and their projects sometimes overlap multiple themes, with benefits spanning two, or more in some cases. In the interest of easy reading, initiatives are aligned to their dominant theme throughout this strategy.*

## Programme governance

The strategy and proposed transformation programme comprise 18 initiatives, each with key activities/projects contained within. Each initiative has been analysed and sequenced based on high-level estimates of elapsed time to deliver, with consideration to interdependencies where relevant.

Throughout the period of the strategy, initiatives (or their projects) may be reprioritised, being reallocated between delivery phases as appropriate. Likewise, additional elements may be added if appropriate, or projects temporarily deferred. Programme delivery will be overseen by a Digital to Improve Programme Board which will have representation from all areas of the Council. Progress will be reported to the Corporate Plan Programme Board and elected members in line with the performance updates on the Corporate Plan. Further details will be provided on this by way of the developing Digital Strategy performance framework.

While a three-year strategy does not span a particularly long timeframe, it is of paramount importance to maintain agility and the ability to alter the scope of the programme, given the rapid advancement in the digital and technology space.

The initiatives identified within the programme are broken down as follows. These are accompanied by a number of measures which we will use to track our progress and success, at a theme by theme level.

Theme	Initiatives	Projects	Measures
Colleagues / Members	8	33	10
Customers	3	15	8
Operations	5	23	10
Services	2	3	5
TOTAL	18	74	33

*Note: The activities/projects referenced within this strategy have been grouped where appropriate to do so. The gap analysis documentation produced prior to creating this document includes all ungrouped items, as well as referencing suggested high-level activities for each activity. Please review this associated document if you wish to review these in more detail than this document can reasonably provide.*

Throughout the sections of this strategy, suggested measures are identified to be used as a starting point for monitoring progress through delivery and the realisation of outcomes. These measures will be developed into a structured performance framework, in conjunction with our Performance and Projects service area. As all measures are new, the exact mechanism for reporting will be identified as part of commencing delivery of the relevant initiatives. Likewise, any underlying procedures that reporting on the specified measures may necessitate will need to be established. As the strategy moves into the delivery phase it may be necessary to add and refine measures accordingly.

From a targeting and reporting perspective, the suggestion is that measures be reported bi-annually in the main. This will naturally be varied whereby certain metrics only become live in later stages of delivery, where associated projects are logically sequenced later on in the roadmap. At each reporting interval, metrics for the prior period can be reviewed and targets set for the forthcoming interval. Many of the projects identified will be delivered on an ongoing basis and as such will be expected to deliver continual improvement in many cases. It is therefore only right that targets be established and re-evaluated through the lifetime of the strategy.

It is natural for a programme of this scale, with its diverse range of initiatives and projects, to require significant investment. In due course, business cases will be developed that quantify projected fiscal return on investment to help make the case for adopting a “spend to save” methodology. Business cases will also cover the indirect and non-fiscal benefits, that will be realised by the respective projects.

While primarily led by ICT, the Digital to improve programme outlined within this Digital strategy is highly dependent on the positive engagement and support of stakeholders across the organisation. The table below identifies the key groups identified at this stage:

Group	Dependency
Digital to improve programme board	The programme board is pivotal to all key decisions, steering, governance and reporting of the programme.
Corporate Plan programme board	Support of the entire Corporate Plan programme board (and Leadership Team) is essential to achieving buy-in and engagement across the organisation.

Group	Dependency
Elected Members	Acting as Digital champions, elected members must be supportive and promotive of the initiatives set out in the strategy and Digital to improve programme. The encouragement and support of citizens is key to increasing engagement.  If Elected Members are not supportive of the initiatives identified, can we justifiably expect broader external customers to be?
Finance	Support for the inevitable financial and procurement aspects of the programme.
Communications	Continued collaboration with ICT, especially on initiatives with critical dependency on this service area (e.g. website).
Audit	Proactive input and validation by IT Audit specialists, to embed sound principles and appropriate controls as part of project scoping.
Team Leaders across all service areas	Leading by example in terms of buy-in and engagement with all initiatives, projects, and activities.

## Colleague engagement & communication

The success of our Digital to improve programme, and the adoption of the extensive change it will create, will be directly enabled by the way in which we engage, and communicate, with our people. It is therefore critical that we mobilise robust engagement and communication plans prior to entering into programme delivery phases. Similarly, learning and development frameworks that ensure appropriate training and support is available will be formulated. These will take the form of group sessions, as well as smaller one-to-one provisions, to ensure that an environment of confidence, rather than uncertainty, is created.

Due to the prevalence of digital and technology in the modern workplace, our Digital to improve programme presents a major opportunity to drive empowerment, and establish new ways of working. It will, therefore, be linked to and greatly supportive of our Empowering the workforce corporate programme.

## Roadmap

This Digital strategy is accompanied by a series of roadmap visual representations. These are embedded as Appendix 2 of this document and can also be viewed in separate high-resolution form.

Given the transformative nature of many of the projects in the programme, it is important to note that delivery is, in many cases, phased over time. Larger projects are therefore logically split and sequenced within the roadmap, to expand scope progressively. This is especially true for ongoing activities including:

- Continuous improvement
- Cultural change, including Agile workforce, Learning and development, plus Paperless council
- Digital inclusion
- Learning and development
- Systems integration & automation

# Appendix 1 – Digital to improve Plan

## Theme: Colleagues / Members

### Introduction

The Colleagues / Members theme deals with the internal ICT environment for these two “internal customer” groups, with a focus on how digital and technology improvements will be used to enrich it. The modern-day technology workspace encompasses highly capable, yet simple and engaging capabilities, that will empower and advance the day-to-day experience for our people.

The characteristics of the workplace are changing; with a significant emphasis on being able to work flexibly whenever, from wherever, on whatever (device). Working patterns and cultures that instil a need for work to take place in a fixed location are starting to be re-evaluated, due to the recognition that they are no longer optimal, thanks to advances in technology removing the need to be “tethered” to a desk. Productivity, effectiveness, and empowerment are commonly cited as reasons for embracing an agile culture, with technology providing the underlying layer that simply facilitates.

**Source: ACAS Paper. “Flexibility in the Workplace: Implications of flexible work arrangements for individuals, teams and organisations” [2017]**

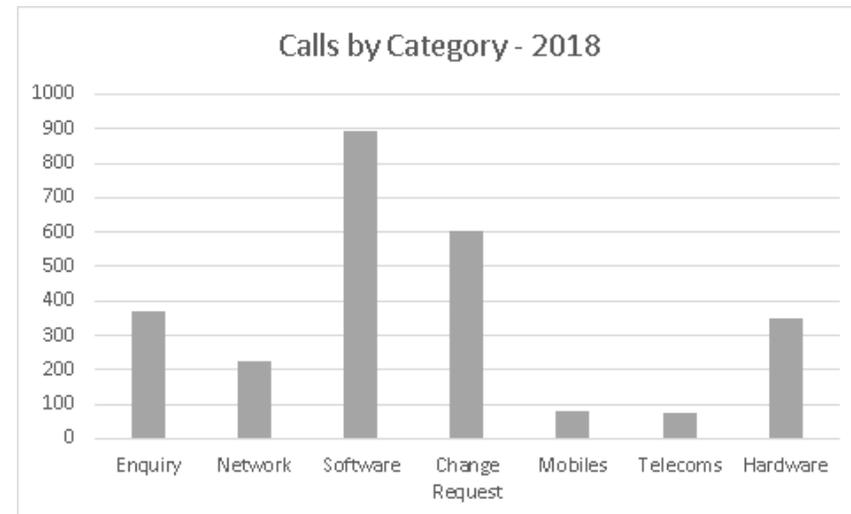
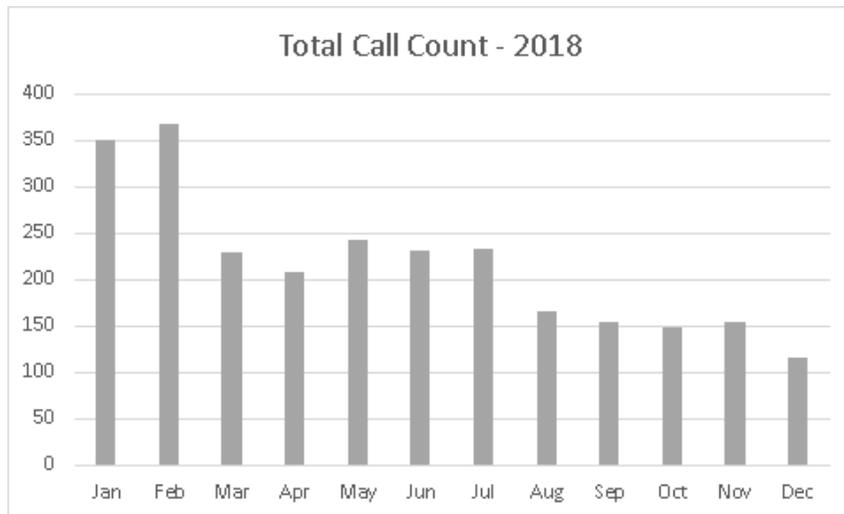
The rise in use of technology among the general public, which naturally includes our colleagues and members, means that in many cases people are using the latest and greatest at home, then commonly taking a step back when coming into work. This does not fulfil and inspire and in actual fact often has the opposite effect, thereby adversely affecting engagement, productivity, and efficiency.

In the post-GDPR time that we live, security and compliance are becoming an ever-increasing concern. Cyber security threats are emerging on a more frequent than ever basis, and as such organisations must be fully prepared, ready and capable to prevent/deal with them. Security and flexibility commonly sit on a continuum that must be carefully balanced. Competing priorities are always tricky to navigate, however, this is one area that must be struck accurately to ensure that our information assets are adequately protected, without unnecessarily impeding the realisation of benefits associated with many of the other initiatives identified within this theme.

Learning & Development is one of, if not the most critical initiatives within this theme. Given the volume of change that is forthcoming, our people must be fully supported to enable them to make the best use of new capabilities that will be delivered. Technology solutions can be inherently challenging for people, especially without the necessary learning support as part of the implementation. Technology that is challenging is easily disengaged with, which is why this initiative is so important to the realisation of benefits within this critical theme. In a

similar vein, having a highly dynamic and engaging ICT service is fundamental to the success of the Digital to improve programme. A number of projects will be commissioned to make great strides in building on the solid foundations within the team today.

As it stands currently the ICT Helpdesk is servicing many customer requests, with an evident decreasing call count over the past 12 months. In order to provide a baseline, the charts below provide information on calls logged within the helpdesk system, with a breakdown based on call category. As part of the ICT Service Improvement project, significant changes to how the Service functions, being guided by recognised frameworks as appropriate, will be made. This will among many other aspects, greatly improve the performance monitoring and reporting capability.



## Summary of Initiatives & Outcomes

The table below provides an overview of the initiatives within the Colleagues / Members theme, with a summary of the key positive outcomes that they will deliver.

Initiative	Description	Key outcomes	Distinct Projects
Agile workforce	Create a digital working environment that empowers and enables colleagues and members to work from anywhere, as effectively as they would be able to in an office. This will entail using technology to support the creation of a dynamic and collaborative working culture that can take place anywhere.	<ul style="list-style-type: none"> <li>• A flexible, agile and empowered workforce that can access all required apps/services from anywhere</li> <li>• Reduced investment in tablets and smartphones by enabling our people to use their own, to securely access Council systems</li> <li>• Improved customer service and colleague safety via advanced operative technologies</li> <li>• Reduction in on-site infrastructure with key services such as file data centrally stored within cloud platforms led by a cloud strategy</li> </ul>	10
Connectivity enhancement	Broaden connectivity capabilities in a highly digital world, to enable all interested parties to have an improved and better-connected experience.	<ul style="list-style-type: none"> <li>• Faster and more robust connectivity from main and satellite Council buildings, including the Leyland museum/market</li> <li>• Broader WiFi coverage across the borough to benefit of our internal and external customers</li> </ul>	3
End-user environment modernisation	Empower colleagues and members with modern end-user computing interfaces and solutions with the latest operating systems and productivity software. Enable users to work dynamically by serving applications and services to a broad range of devices. Enhance and modernise email services in-line with broader improvements.	<ul style="list-style-type: none"> <li>• An empowered user environment with versions and hardware aligned to those that many are familiar with at home</li> <li>• Efficient centrally managed delivery of applications and services to devices</li> <li>• Increased productivity due to dual-screen installation for our colleagues in roles that will benefit from this facility</li> </ul>	6
External collaboration	Enable simple secure external collaboration with public and private sector partners, to reduce or remove the need to send file data via email.	<ul style="list-style-type: none"> <li>• Reduced risk via assured secure sharing of data with our partners</li> </ul>	1

Initiative	Description	Key outcomes	Distinct Projects
ICT Service improvement	Create an ICT Service that can be fully supportive of SRBC's Digital Transformation, by improving the way the service is provided to the organisation. Ensure that ICT is consistently enabling and strategically advising the organisation as it moves through this exciting and extended period of change.	<ul style="list-style-type: none"> <li>• A re-worked ICT Service structure that is aligned with the needs of an organisation under transformation</li> <li>• An ICT service that is functional and recognised as a strategic business partner</li> <li>• Clear service delivery agreements, monitoring, and reporting</li> <li>• Modern service desk and intranet systems to aid delivery of the service improvements</li> </ul>	4
Learning & Development	Ensure that the required learning and development frameworks/facilities are embedded, to support and enable Digital transformation. L&D is relevant to both colleagues and elected members alike, with a need to establish Digital champions that will help increase engagement and adoption.	<ul style="list-style-type: none"> <li>• Establishment of a learning framework and culture to support the organisation on the transformation journey</li> <li>• Increased engagement with and tailored training for elected members</li> <li>• Nominated Digital champions to lead the support and promotion of changes through the life of the strategy</li> </ul>	3
Security & Compliance	Continue to make Security & Compliance key priorities for the Council, while ensuring that the controls employed are pragmatic and appropriate. Implement technologies to ease and improve user experience while maintaining and improving on security posture.	<ul style="list-style-type: none"> <li>• Simpler, more efficient login processes that are more secure</li> <li>• Increased flexibility following rework of PSN service delivery and implementation of security practices that are appropriate to the Council</li> <li>• Reduced risk in terms of BC/DR and Cyber Security vulnerability</li> </ul>	4
Telephony & Real-time communication	Modernise the telephony and contact centre solution, to remove the limitations of legacy systems usable within Council premises only. Introduce real-time communication to enable new forms of communication including video, to increase efficiency and simplify cross-premises communication.	<ul style="list-style-type: none"> <li>• Increased flexibility and agility by removing constraints associated with traditional phone systems</li> <li>• Improved customer experience when using the telephone contact channel</li> <li>• Increased efficiency and reduced costs due to real-time communication advancements</li> </ul>	2

## Projects

The table below provides details of the projects aligned to each initiative outlined above, within the Colleagues / Members theme. An indicative completion timescale, as well as the key contributing services/teams are provided. The projects within this theme are all highly supportive of the Corporate Plan Transformation programme, as well as being enablers in meeting outcomes defined in the Our People priority.

Projects/phases listed in **blue** are recognised as quick win opportunities prioritised for early delivery within the roadmap.

Initiative(s)	Project	Complete by	Key contributors
Agile workforce End-user environment modernisation	End-user device review & refresh	2019.Q2 (P1 – Review) 2019.Q3 (P2 – Desktop publishing) 2019.Q4 (P3 – Refresh)	Helpdesk Infrastructure
Agile workforce	Bring your own device (BYOD) introduction	2020.Q1	Helpdesk Infrastructure
Agile workforce Security & Compliance	Mobile Device Management (MDM) Review	2019.Q4	Infrastructure
Agile workforce	Cloud platform & storage introduction	2019.Q3 (P1 – Foundation) 2019.Q4 (P2 – Photo Library)	Infrastructure
Agile workforce	Remote access improvement	2019.Q4	Infrastructure
Agile workforce	Agile working culture introduction	2020.Q2	Leadership
Agile workforce	Agile working governance introduction	2019.Q2	Leadership
Agile workforce	<b>Cloud governance &amp; strategy establishment</b>	2019.Q2	Infrastructure Leadership
Agile workforce	<b>Modern caretaker environment introduction</b>	2019.Q1	Applications Infrastructure
Agile workforce	Modern operative environment introduction	<b>2019.Q2 (P1 – Cameras)</b> 2021.Q1 (P2 – Tracking) 2021.Q2 (P3 – Tracking LoB App Integration)	Applications Infrastructure

# Appendix 1



Initiative(s)	Project	Complete by	Key contributors
Connectivity enhancement	Site connectivity enhancement	2020.Q3	Infrastructure
Connectivity enhancement	<b>WiFi Improvement</b>	2019.Q2	Infrastructure
Connectivity enhancement	Borough WiFi introduction	2021.Q3	Infrastructure
End-user environment modernisation	<b>Core directory service upgrade</b>	2019.Q2	Infrastructure
End-user environment modernisation	<b>Dual-screen introduction</b>	2019.Q2	Infrastructure
			Leadership
End-user environment modernisation	<b>Corporate email branding improvement</b>	2019.Q1	Infrastructure
End-user environment modernisation	<b>Corporate email enhancement</b>	2019.Q1	Infrastructure
End-user environment modernisation	<b>Address book housekeeping &amp; enhancement</b>	2019.Q1	Infrastructure
End-user environment modernisation	<b>Email marketing introduction</b>	2019.Q2	Applications
			Communications
External collaboration Security & Compliance	External collaboration implementation	<b>2019.Q1 (P1 – eGress)</b> 2020.Q1 (P2 – Office365)	Helpdesk
			Infrastructure
ICT Service Improvement	ICT Service Improvement programme	2019.Q2 (P1 – ITSM) 2019.Q2 (P2 – Skills / Training) 2019.Q3 (P3 – Service Desk Solution) 2019.Q4 (P4 – Intranet) Ongoing (Continual Improvement)	All ICT
			Leadership
ICT Service Improvement Learning & Development	<b>Digital strategy communications framework</b>	2019.Q1	Leadership
ICT Service Improvement	ICT & Comms Resourcing review	2019.Q1 (P1 – Skills & Structure) 2019.Q3 (P2 – Expansion/Recruitment)	Leadership

## Appendix 1

Initiative(s)	Project	Complete by	Key contributors
ICT Service Improvement	ICT Reporting introduction	2020.Q1	Helpdesk Leadership
Learning & Development	Learning culture establishment	Ongoing – starting 2019.Q2	All ICT Leadership L&D Service (TBC)
Learning & Development	Member digital enhancement	Ongoing – starting 2019.Q2	All ICT
Learning & Development	Digital champion programme	2019.Q2	Leadership
Security & Compliance	Smart single sign-on implementation	2019.Q4	Applications Helpdesk Infrastructure
Security & Compliance	PSN Service Review	2019.Q2	Applications Infrastructure
Security & Compliance	BC/DR Remediation & Enhancement	<b>2019.Q1 (P1 – Remediation)</b> 2021.Q1 (P2 – Enhancement)	Infrastructure
Security & Compliance	Cyber Security Remediation & Enhancement	<b>2019.Q1 (P1 – Remediation)</b> Ongoing (P2 – Enhancement)	Infrastructure
Telephony & Real-time communication	Telephony refresh & real-time communication enablement	2020.Q2	Infrastructure
Telephony & Real-time communication	Contact centre refresh (interim)	2019.Q3	Infrastructure

## Measures

We will measure the projects under the Colleagues / Members theme based on the following metrics:

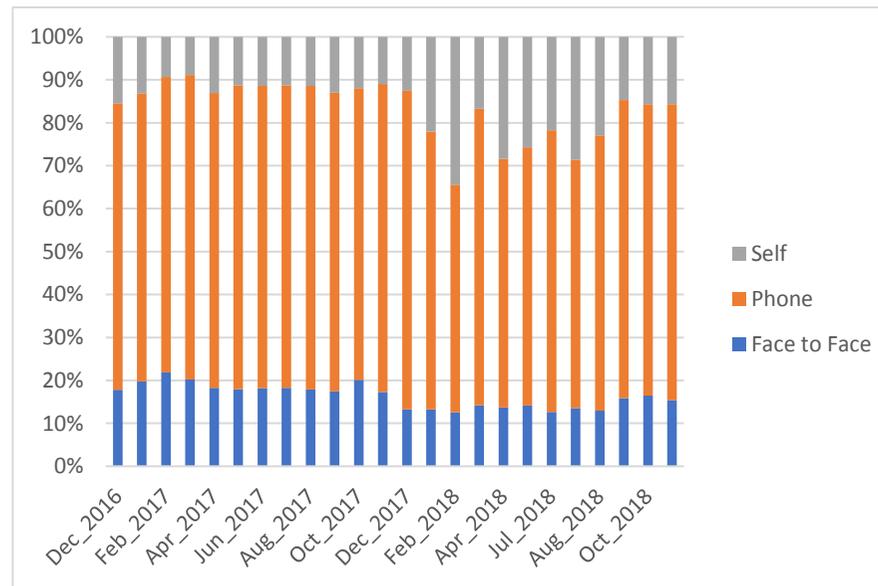
1. Number of Colleagues / Members engaging with BYOD technology (Determine via policies signed/users enabled)
2. Percentage of Colleagues / Members engaged in regular mobile working (Determine via survey)
3. Percentage of applications/services hosted on a cloud basis (Determine via service catalogue update/review)
4. ICT Service Desk SLA adherence (Determine via Service Desk system against defined and agreed SLAs)
5. ICT Service Desk customer satisfaction (Determine via proactive customer surveys via Service Desk system)
6. Member Digital confidence (Determine via survey)
7. Number of Member Digital champions (Determine via members enrolled in the programme)
8. Percentage of applications / services enabled for single sign-on (Determine via service catalogue update/review)
9. Percentage of successful BC/DR tests vs performed over a year (Determine via test reports, at least two are recommended annually)
10. Number of known cyber security breaches (Determine via monitoring and reporting processes)

# Theme: Customers

## Introduction

The Customers theme deals with the Digital and technology environment that our customers interact with, as part of their interaction with us. As an overall objective to help drive channel shift and reduce transaction costs, the way in which we present technology to our customers is key. Solutions must be attractive, simple and above all efficient to use if customers are to be encouraged to use this channel over more traditional options such as via phone or face-to-face.

Arguably the most significant and needed initiative of all identified within the strategy is the one concerning the website and self-service. This must not only be completely refreshed and enhanced, but also subject to a significant increase in promotion and marketing, to ensure that the likely investment required achieves the outcomes that this initiative sets out to create. Based on inbound request metrics obtained from the Firmstep CRM system, the chart below presents the picture over the last two years in terms of percentage of calls via the three main channels (face-to-face, phone, self-service).



The chart above clearly demonstrates the need to enhance and promote Digital services, due to the large proportion of customer enquiries that are either phone or face-to-face based. Over the two-year period reported, 72% of enquiries were raised via traditional phone or face-to-face channels, with only 18% that remained being of a self-service nature.

**Source: SRBC Firmstep CRM System Data, Dec 2016-Nov 2018**

The need to address the very real challenge that is Digital exclusion is another key area aligned to this theme. As the Council seeks to increase the use of Digital services, being mindful of and ensuring not to exclude disadvantaged groups or those unable to access Digital services is essential. As such, a number of projects will be engaged as part of the Digital inclusion initiative which will help in ensuring a broader spectrum of citizens have access to the connectivity, devices, and skills to flourish in a digitally oriented society.

Based on the Digital Exclusion Heatmap 2017, our likelihood of overall Digital Exclusion in South Ribble is classed as Medium. This is based on eight indicators across Digital and Social factors, as summarised in the table below:

Digital indicators			Social indicators		
Indicator	Description	Score (Rating)	Indicator	Description	Score (Rating)
Infrastructure (Combined)	Average score based on households without broadband availability (> 10Mbps) and a lack of 4G data service	1.59% (2/5)	Age	Adults over age 65	20.9% (4/5)
Offline	Adults not online within the last 3 months	8.9% (3/5)	Education	Adults with no qualifications and/or no level 1 qualifications	33.8% (2/5)
Basic Digital Skills	Adults who have all five basic digital skills	78% (2/5)	Income	Average income per taxpayer	£22,100 (3/5)
Basic Digital Skills Used	Adults who have used all five basic digital skills in the last 3 months	45% (2/5)	Health	Long term illness or disability	18% (3/5)

**Source: Digital Heatmap 2017, The Tech Partnership**

One final area where projects within this theme will support us in preparing for the future relates to the exciting period of economic development that the borough will experience over the next four years. The planned expansion of thousands of new build homes presents an excellent opportunity to integrate our Digital inclusion activities, by working with strategic partners to ensure these homes are Digitally enabled with robust and futureproofed connectivity from day one.

## Summary of Initiatives & Outcomes

The table below provides an overview of the initiatives within the Customers theme, with a summary of the key positive outcomes that they will deliver.

Initiative	Description	Key outcomes	Distinct Projects
Customer technology interaction	Present a modern and innovative image via the use of technology in customer facing areas, in essence, Gateway. Later, expand this use of technology to include strategic locations situated across the borough in line with the Digital inclusion initiative.	<ul style="list-style-type: none"> <li>Enhanced, simple and modern self-service capability for citizens that walk-in to the Civic Centre</li> <li>Reduced expensive face-to-face transaction volume</li> <li>Visitors steered toward revolutionised website/self-service capabilities via the use of a modern tablet (or similar) device, thereby highlighting new capability</li> </ul>	1
Digital inclusion	Improve digital readiness within South Ribble and provide non-technical citizens with opportunities to increase their engagement and familiarity with modern technology. Engage a programme to help address Digital exclusion as the Council moves toward services that are delivered digitally in the first instance.	<ul style="list-style-type: none"> <li>New build homes designed/built with Digital in mind, reducing connectivity related exclusion</li> <li>Gateway based Digital access points expanded upon, to strategic locations across the borough. Potentially disadvantaged groups provided with localised convenient access to technology and therefore, digitally delivered services</li> <li>Preparedness for growth across the borough, via developments in digital infrastructure to include 4G/5G and high-speed internet, again reducing connectivity related exclusion</li> <li>Reduction in skills-based exclusion via a Digital skills programme, delivered in conjunction with key strategic partners</li> </ul>	3

Initiative	Description	Key outcomes	Distinct Projects
Website, self-service & customer digital interaction	Establish a completely refreshed, simple, modern and engaging website/self-service experience. Sites integrated with/alongside the website should be as seamlessly accessible as possible presenting the user with an intuitive experience that is very easy to navigate/search. Accompany this with an expansion in the use of social media that is also seamlessly integrated. Ensure that the team(s) responsible for managing and updating the website are appropriately resourced, skilled and structured. Finally, the website and related self-service capabilities must be well marketed to raise awareness and drive engagement.	<ul style="list-style-type: none"> <li>• Increased engagement with the website and all digitally delivered services</li> <li>• Increased awareness of the services available to customers digitally</li> <li>• Significant improvements in channel-shift towards Digital self-service based interaction, thereby reducing the number of more expensive phone and face-to-face transactions</li> <li>• Improved perception of the Council and its innovation/excellence, especially to the younger demographic who will typically measure against well-established digital service providers</li> <li>• Established insight into digital performance and channel shift success via regular proactive monitoring of customer engagement with digital services</li> </ul>	11

## Projects

The table below provides details of the projects aligned to each initiative outlined above, within the Customers theme. An indicative completion timescale, as well as the key contributing services/teams are provided. The projects within this theme are all highly supportive of the Corporate Plan Transformation programme, as well as contributing to the Health & Wellbeing, and Place priorities.

Projects/phases listed in **blue** are recognised as quick win opportunities prioritised for early delivery within the roadmap.

Initiative(s)	Project	Complete by	Key contributors
Customer technology interaction Digital inclusion	Digital access point introduction (Gateway and across the borough)	2020.Q1 (P1 – Gateway) 2020.Q3 (P2 - Borough)	Helpdesk  Infrastructure  Leadership
Digital inclusion	Digitally enabled homes programme	Ongoing – starting 2019.Q3	Leadership
Digital inclusion	Digital infrastructure capability	Ongoing – starting 2019.Q3	Leadership
Digital inclusion	Digital skills programme	Ongoing – starting 2019.Q2	Business Skills  Community Partnership and Engagement Team  L&D Service (TBC)
Website, self-service & customer digital interaction	Website refresh	2019.Q4	Applications  Communications  Infrastructure
Website, self-service & customer digital interaction	Social media expansion	Ongoing – starting 2019.Q3	Communications

## Appendix 1

Initiative(s)	Project	Complete by	Key contributors
Website, self-service & customer digital interaction	Mobile app	2020.Q4	Applications Communications
Website, self-service & customer digital interaction	Self-service improvements	2019.Q3 (P1 – SSO) 2019.Q4 (P2 – Payments) 2020.Q3 (P3 – Req. Referencing) 2020.Q3 (P4 – Req. Tracking) 2020.Q4 (P5 – Single property view) Ongoing (Continual improvement)	Applications Communications Infrastructure
Website, self-service & customer digital interaction	Website customer service	2020.Q1 (P1 – Web Chat) 2020.Q3 (P2 – Chat Bot)	Applications
Website, self-service & customer digital interaction	Electronic canvassing	2021.Q1	Applications Democratic Services
Website, self-service & customer digital interaction	Firmstep review	2019.Q2	Applications
Website, self-service & customer digital interaction	Smart home service access	2021.Q4	Applications Communications
Website, self-service & customer digital interaction	Website & self-service marketing	Ongoing – starting 2019.Q4	Applications Communications

Initiative(s)	Project	Complete by	Key contributors
Website, self-service & customer digital interaction	<b>Website &amp; self-service reporting</b>	2019.Q2	Applications Helpdesk Leadership
Website, self-service & customer digital interaction	Website content development	Ongoing – Starting 2019.Q1	Communications

## Measures

We will measure the projects under the Customers theme based on the following metrics:

1. Number of Digital transactions raised via self-service whilst within Council premises (Determine via service accessed from source IP address)
2. Number of Digital transactions raised via self-service whilst using Digital Access Points (Determine via tracking to determine source device type/location)
3. Percentage of new developments with Digital enablement incorporated into the building control/planning process in conjunction with partners (Determine via new metrics incorporated into relevant processes/procedures)
4. Number of adults enrolled on the Digital skills programme within our borough (Determine via monitoring of programme enrolments and participation)
5. Website customer satisfaction (Determine via customer surveys)
6. Percentage of self-service channel access vs phone/face-to-face (Determine via Firmstep CRM platform reporting)
7. Number and percentage of services enabled for Digital self-service (Determine via Firmstep CRM inventory)
8. Number and percentage of services available for smart-home device access (Determine via smart-home enabled service inventory)

# Theme: Operations

## Introduction

The Operations theme is focused on a number of key areas. One such area is the fundamental understanding and improvement of business/ICT processes that are supported by our ICT systems. This will be taken further by identifying inefficiencies and systematically removing them, via a number of approaches:

- Rationalising and consolidating systems to reduce the number that contribute to a given process
- Standardising on datasets and unique references in systems to ease the process of integration
- Automating and integrating systems to enable data to pass between without human intervention

Streamlining data flow between systems is one way the Operations theme will greatly improve the use, value, and efficiency of systems. One other example is the initiative that will centre on the data held within these systems and starting to use this for far greater purposes than is the case today. Recent years have seen dramatic improvements in technology that can analyse, develop models, report, shape, visualise and ultimately enhance the usability of raw data. Advanced analytics technologies such as Machine Learning and Artificial Intelligence can transform a historically static transactional dataset into one which adds significant value to decision making processes and monitoring. These technologies are becoming more accessible to a broader range of organisation thanks to advancements in cloud-based technology. They should, therefore, be subject to investigation and horizon scanning, to determine the appropriateness and use-cases within our Council.

Another key initiative within the Operations theme is to begin a journey toward a digitised and ultimately, paperless Council. Paper is an expensive medium for communication and record keeping, without beginning to think about the costs of printing, postage and handling time. It therefore represents a major opportunity to not only “spend to save”, but also to significantly increase efficiency and reduce manual overhead, especially in-service areas that still own manual processes involving the printing of thousands of letters. Technology solutions to reduce the burden and cost of paper processing exist today and will only continue to increase due to the damaging effects to our environment that are becoming increasingly recognised by society.

A more specific example of an operational service that will be streamlined and greatly enhanced is CCTV. This service will benefit from investment to improve capability, reduce risk and ultimately increase safety, over its current position. CCTV systems are inherently critical and as such, need to be appropriately specified and implemented to ensure resilience and availability of footage at all times.

## Summary of Initiatives & Outcomes

The table below provides an overview of the initiatives within the Operations theme, with a summary of the key positive outcomes that they will deliver.

Initiative	Description	Key outcomes	Distinct Projects
CCTV	Establish a fit-for-purpose, robust and reliable CCTV system for the Council, to increase safety across all interested parties - customers, colleagues, and members.	<ul style="list-style-type: none"> <li>• A safer borough and workforce</li> <li>• CCTV systems that are no longer vulnerable to disruption and/or data loss due to distributed deployment and single points of failure</li> <li>• Increased efficiency of processes involving monitoring and reporting from CCTV footage/data</li> </ul>	1
Data, analytics, BI and reporting	Increase the value of the Council's extensive pre-existing datasets by embedding intelligent analytics, mining, reporting, and BI practices. Ensure that data is assessed holistically across all relevant systems, to help identify valuable relationships between data in currently disparate information repositories.	<ul style="list-style-type: none"> <li>• Predictive analytics and intelligent models that can aid decision making due to better, more dynamically generated supporting information</li> <li>• Identification of trends that would be difficult, time consuming if not impossible to recognise manually</li> <li>• Timely reporting with automated generation increasing efficiency and reducing manual overhead</li> <li>• Interrogation of Information spanning multiple systems enabling greater insight that holistically relates to data subjects, e.g. customers/service areas</li> </ul>	4
Paperless Council	Introduce and embrace technology as well as a culture of operating a paperless organisation. Realise efficiency savings in terms of financial, time/resource and physical storage, while streamlining processes and helping the environment.	<ul style="list-style-type: none"> <li>• Significant financial and resource efficiency benefits due to reduced/removed paper handling</li> <li>• Risk reduction due to digitising legacy paper records vulnerable to threat, such as fire</li> <li>• Increased space to accommodate and re-organise physical building layouts currently consumed with paper/microfiche record storage</li> <li>• Reduced carbon footprint and positive environmental impact</li> <li>• Increased value of digital systems such as Mod.Gov</li> </ul>	6

Initiative	Description	Key outcomes	Distinct Projects
Systems Integration & Automation	<p>One of the main aims of Digital transformation is to streamline operational processes to a point that they are extremely efficient and effectively supported/enabled by appropriate systems. Technology systems should be coherent and help rather than hinder process efficiency, they should remove the need (and not create) double entry and process step duplication.</p>	<ul style="list-style-type: none"> <li>• Understanding and documentation of business processes and the systems/functions that underpin them</li> <li>• Efficiency gains in terms of human resource effort through key processes. Reduction/removal of double entry/re-keying</li> <li>• Self-scanning (e.g. documentation) by customers to improve front-desk efficiency and reduce expensive transactions</li> <li>• Data consistency across systems for easier referencing and record retrieval</li> <li>• Use of a common reference across all integrated systems to simplify lookups, analytics and reporting</li> <li>• Efficient centrally managed delivery of applications and services to devices</li> <li>• Unified views for properties/customers to improve efficiency for our colleagues and simplify the experience for our customers</li> </ul>	7
Systems review & rationalisation	<p>Ensure that the applications and services within the Council's ICT portfolio are appropriate and effective. Identify opportunities to replace, consolidate, migrate and decommission where sensible, in order to simplify the environment and ease future automation/integration.</p>	<ul style="list-style-type: none"> <li>• Simpler integration and automation due to reduction in multi-vendor processes/services</li> <li>• Cost efficiency due to consolidation of contracts with software vendors</li> <li>• Cost/resource efficiency via expansion of systems sharing as part of shared services arrangements</li> <li>• Improvements to internal/external customer functionality by identifying ways to increase use of maps/GIS</li> <li>• Identification of ongoing opportunities to increase use of cloud technologies and reduce/simplify in-house hosting needs</li> </ul>	5

## Projects

The table below provides details of the projects aligned to each initiative outlined above, within the Operations theme. An indicative completion timescale, as well as the key contributing services/teams are provided. The projects within this theme are all highly supportive of the Corporate Plan Transformation programme, as well as contributing to the Health & Wellbeing, Place and Our People priorities.

Projects/phases listed in **blue** are recognised as quick win opportunities prioritised for early delivery within the roadmap.

Initiative(s)	Project	Complete by	Key contributors
CCTV	Refresh, standardise and deliver an enhanced CCTV service	2020.Q3	Infrastructure Neighbourhoods TBC
Data, analytics, BI and reporting	IDOX Data Mining introduction	2020.Q3	Applications
Data, analytics, BI and reporting	Data Warehouse & Analytics introduction	2020.Q4	Applications
Data, analytics, BI and reporting	Data technology horizon scanning review	2020.Q2	Applications
Data, analytics, BI and reporting	Data classification review	2019.Q4	Applications
Paperless Council	Paperless Council realisation	2021.Q1 (P1 – Review & Assess) 2021.Q2 (P2 – End-to-end) 2021.Q4 (P3 – Scanning) 2021.Q4 (P4 – Inbound post)	All ICT Leadership
Paperless Council	Paperless letter fulfilment	<b>2019.Q1 (P1 – Planning &amp; Dem Services)</b> Ongoing (P2 – Ongoing expansion)	Applications Dem. Services Infrastructure Leadership Planning

# Appendix 1



Initiative(s)	Project	Complete by	Key contributors
Paperless Council	E-Payslips implementation	2020.Q1	Applications Shared HR/Payroll
Paperless Council	<b>Digitised insurance &amp; claims system introduction</b>	2019.Q1	Applications Shared Assurance Serv.
Paperless Council	<b>Digital asset management system introduction</b>	2019.Q3	Applications Infrastructure Neighbourhoods
Paperless Council	Paperless culture integration	2021.Q1	Leadership
Systems Integration & Automation	Process mapping review	2019.Q2	Applications
Systems Integration & Automation	Process automation continual innovation	Ongoing – starting 2019.Q3	Applications
Systems Integration & Automation	Front-end self-scanning driven automation	2020.Q2	Applications
Systems Integration & Automation	Single account view introduction	2020.Q1	Applications
Systems Integration & Automation	Front-end to back-end automation	2020.Q4	Applications
Systems Integration & Automation	UPRN unique key establishment	2019.Q3	Applications
Systems Integration & Automation	Automation platform training/development	2020.Q1	Applications
Systems review & rationalisation	Core systems review	2019.Q1	Applications Helpdesk Infrastructure
Systems review & rationalisation	IDOX Enterprise capability and benefits review	2021.Q2	Applications
Systems review & rationalisation	<b>Shared services systems review</b>	2019.Q1	Applications
Systems review & rationalisation	GIS innovation review and expansion	2020.Q4	Applications
Systems review & rationalisation	Cloud offering assessment and opportunity review	Ongoing – starting 2019.Q3	All ICT

## Measures

We will measure the projects under the Operations theme based on the following metrics:

1. Percentage of reports incorporating multi-system data (Determine via report inventory)
2. Percentage of paperless processes (Determine via process mapping, with reference to paper-free processes)
3. Percentage of paperless service areas (Determine via process mapping per service area, with reference to paper-free processes)
4. Printing volume based on primary print contract (Determine via printing reporting tool)
5. Percentage of large-volume letters fulfilled externally vs internally (Determine via Critiqom fulfilment stats vs internal office services franking requirements)
6. Number and percentage of processes automated (Determine via process automation inventory)
7. Number and percentage of end-to-end processes automated (Determine via process automation inventory)
8. Percentage of relevant systems with integration based on/incorporating UPRN (Determine via process automation/system inventory)
9. Number of core line of business applications/services in Production use (Determine based on service catalogue data)
10. Number of systems and front-end forms incorporating GIS mapping capabilities (Determine based on service catalogue data and front-end form inventory)

## Theme: Services

### Introduction

The Services theme deals with specific enhancements to the way customer service is delivered, separate to the more general initiatives included within the Customers theme. It encompasses two main initiatives; both of which have the potential to significantly modernise the way many services are delivered.

The first relates to customer appointment bookings, which today is not something that we offer. Many other public and private sector organisations provide this type of service, in addition to making this a customer-managed process to reduce the burden on our people. To further this and help mitigate the risk of appointments being missed, text message notifications will be incorporated which again has become increasingly normal across organisations of many shapes and sizes. It is therefore what our customers will increasingly come to expect – if they don't already.

The second major opportunity that is presented as an initiative within this theme is how we deal with customer payments; specifically, those made on Gateway or out in the field. Simple card/contactless payment readers are now becoming mainstream, to a point that many businesses ranging from corner shops to street traders have this facility. The society that we live is becoming increasingly cashless, and as such we can take this opportunity to, with little investment, be at the forefront and ease how customers pay us in a variety of different scenarios.

## Summary of Initiatives & Outcomes

The table below provides an overview of the initiatives within the Services theme, with a summary of the key positive outcomes that they will realise.

Initiative	Description	Key outcomes	Distinct Projects
Customer appointments & notifications	Provide services that allow customers to book appointments for a time that suits them, via the self-service interface, as appropriate. Ensure these services can offer simple text message reminders to minimise the risk of missed appointments, in-line with the services offered by many other organisations today. Identify other opportunities to use text message communication on a more proactive basis to communicate key reminders to citizens of the borough.	<ul style="list-style-type: none"> <li>Streamlined customer experience due to self-managed appointments</li> <li>High probability of appointment attendance due to proactive reminders</li> <li>Perception of an innovative and up-to-date Council by adopting processes commonly seen elsewhere in both the public and private sector</li> <li>Proactive outbound communication to reduce routine enquiries such as when bills are due or what bin needs to be put out, increasing efficiency overall</li> </ul>	2
Customer payment processing	Expanded in-person payment options given the vast growth in the use of chip and PIN/contactless as a day-to-day payment method.	<ul style="list-style-type: none"> <li>Increased efficiency and improved customer experience due to additional concurrent payment capacity on Gateway</li> <li>Increased efficiency and improved customer experience due to the ability to process card/contactless payment at events/festivals and when completing services such as garden waste collection</li> <li>Reduction in officer cash handling due to flexible card-based payment options</li> <li>Ability to process card payments out of hours without any dependency on gateway; again, useful for officers out on the field delivering Council services</li> </ul>	1

## Projects

The table below provides details of the projects aligned to each initiative outlined above, within the Services theme. An indicative completion timescale, as well as the key contributing services/teams are provided. The projects within this theme are all highly supportive of the Corporate Plan Transformation programme, as well as contributing to the Place priority.

Projects/phases listed in **blue** are recognised as quick win opportunities prioritised for early delivery within the roadmap.

Initiative(s)	Project	Complete by	Key contributors
Customer appointments & notifications	Customer appointments and notifications	2020.Q4	Applications Customer Services Infrastructure
Customer appointments & notifications	Proactive customer notifications	2020.Q4	Applications Customer Services
Customer payment processing	<b>Wireless Chip &amp; PIN</b>	2019.Q1	Applications Customer Services Infrastructure

## Measures

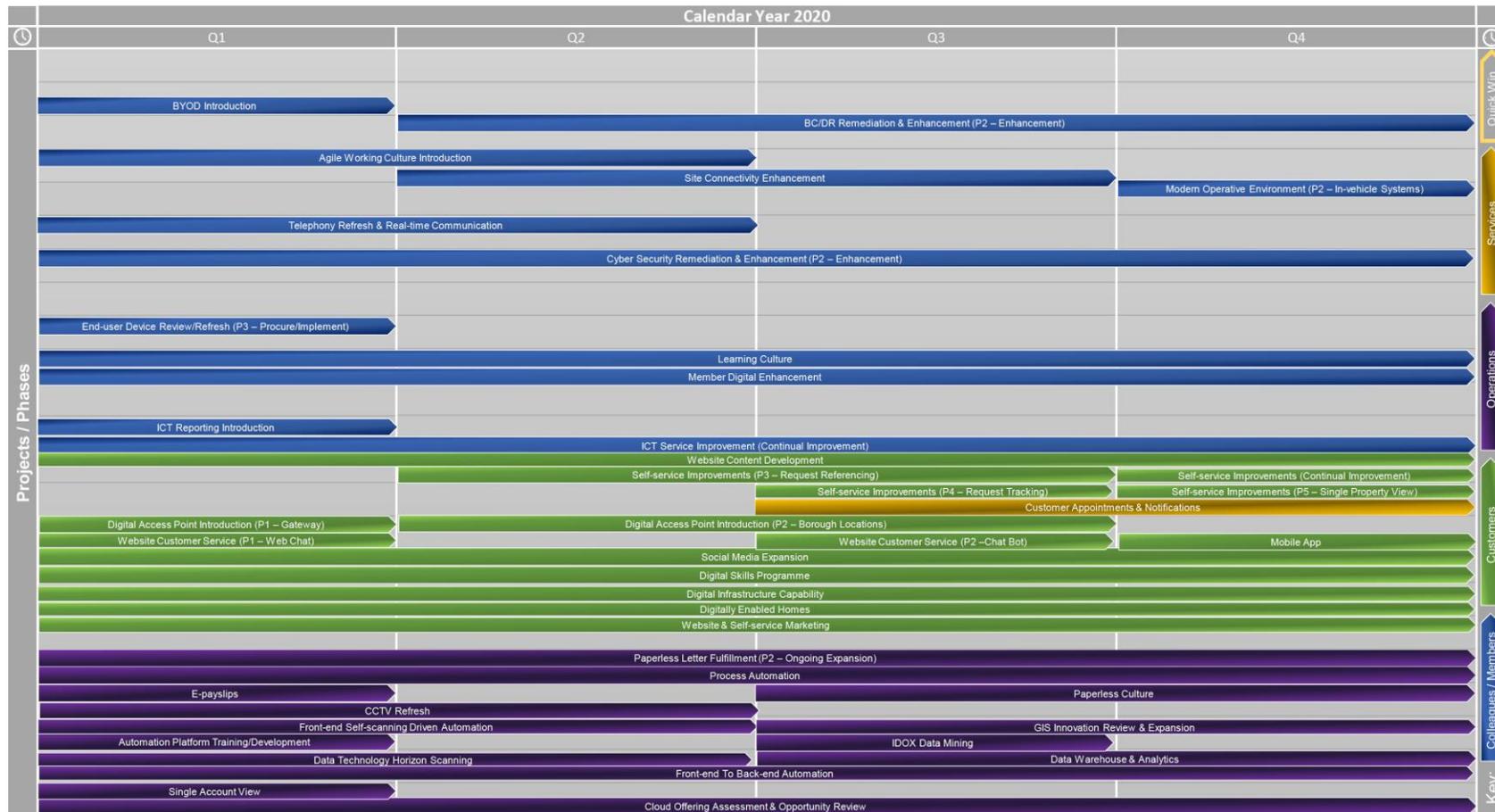
We will measure the projects under the Services theme based on the following metrics:

1. Number of customer self-booked appointments (Determine via appointment booking metrics)
2. Percentage of missed appointments (Determined via appointment attendance metrics)
3. Number of routine phone enquiries (Determined CRM reporting data)
4. Number of payments made via Wireless Chip & PIN (Determined via device usage data)
5. Percentage of payments made via Wireless Chip & PIN vs Cash (Determined via inbound ad-hoc payment data)

# Appendix 2 – Digital to improve roadmap Year 1 – 2019



# Year 2 – 2020



# Year 3 – 2021

