

Gloucestershire County Council
Digital Strategy
2018-2023



Working more effectively

The Vision:

Gloucestershire: **A Smart Place.**

Digitally Connecting Community, County and Council;
putting the Power in People's Hands.



Community Improved customer access

- Enable community capacity
- Help residents develop digital skills
- Understand our residents
- Increase provision of digital services



County Business growth

- Create Smart places
- Be the catalyst for a wider digital public service
- Provide the infrastructure for a digital county
- Grow digital business



Council Organisational efficiency

- Apply digital principles consistently
- Develop our digital leadership and workforce
- Continuously improve services based on data and evidence
- Rationalise information assets
- Maximise use of technology
- Have the right environment for digital innovation

Governance, Ethics and Security

Doing things differently, doing things digitally

Digital isn't just about developing digital services nor doing ICT projects better; it's about doing and thinking about things differently in response to customer and user need and expectations. To get us to the right solutions (technical or otherwise) digital transformation requires dynamic change both at council and county level, looking at people, processes, strategy, governance and structure. It will involve the active engagement of the council's leaders, managers and staff as well as its partners, in order to make it a lived reality. Transformation will never be complete: it is a journey in which we will have to constantly respond to new challenges but also find and exploit new digital resources.

Why Digital?

At the moment, local government is structured in a way that customers find difficult to understand and hard to navigate. However, the sector is changing and our approach needs to keep pace with the need to provide more efficient and joined-up solutions.

The case for change is compelling. We face the challenge of providing improved services, whilst coping with reduced funding and changes in expectations and demands. The full benefits of digital transformation will materialise over time. Through effective change management, the introduction of a digital approach can enable us to meet our strategic priorities:

- Protecting the most vulnerable people in our county
- Building sustainable communities
- Investing in vital services and infrastructure
- Growing our economy
- Creating a council that is fit for the future

Where are we now?

We have undertaken a digital maturity assessment and recognised that we are in the early stages of the digital journey, but have the appetite to move forward digitally, now that new technology is available that will support our ambition.

Where we want to be

Digital is the way we work. We put the power into our people's hands by becoming a digitally connected Council, County and Community:

- a council that facilitates digital exploitation and innovation;
- a county characterised by a growing digital economy;
- a stronger and more networked society;
- a smarter public service; and
- an inspiring space for digital advancement.

Our digital approach will be developed to align, support and enable the realisation of the **council's strategy** and become a common theme running through all of our strategies.

A Digital Community

If digital is the engine for change, the people of Gloucestershire and communities are our destination and our residents are the navigators. We will use a digital approach to help people and communities help themselves, ensuring people with different digital needs are appropriately supported and using technology to enable them (not relying on the technology to make the change).

Outcome 1 Enable community capacity

- Improve data flow
- Support greater connectivity through resident access to superfast broadband
- Open up our data to encourage those with digital skills to develop solutions for the public
- Deliver the **Faster Communities** programme
- Manage service demands by enabling people to help themselves

Outcome 2 Help residents develop digital skills

- Deliver a digital skills programme in communities around the county
- Create a safe place for residents to learn, explore, play and become confident in their digital learning
- Work in partnership to promote digital and cyber safety
- Ensure our most vulnerable service users understand cyber harm and basic prevention techniques

Outcome 3 Understand our residents

- Collaborate and listen
 - Enable residents to participate more in the design of services
 - Undertake digital development that is based on clear user need
 - Improve solutions in response to user feedback and evolutions in user behaviour
- Learn from digital best practice from other councils and central government and where appropriate collaborate in order to enhance the user experience
- Choose Digital solutions, except where this does not add any value to the process or service

Outcome 4 Increase provision of digital services

- Increase self service options
 - Provide information to customers that is consistent, accessible and up-to-date
 - Recognise the ways users expect to communicate and continually develop our offer
 - Enable Omni-Channel Access
 - Harness mobile technology, ensuring that customers can get the same easy experience from their mobile phones as from a desktop, laptop or tablet PC
- Create a virtual Archives
- Increase access to our Library Services
- Digitise our Registration Services
- Enable the Digital Coroner
- Develop Digital Highways Services
- Socialwork not paperwork

A Digital County

Digital is the engine for change that will help create an environment across Gloucestershire where digital builds economic growth and the realisation of **Vision 2050**.

Outcome 1 Create a Smart Gloucestershire

Implement Smart Places, where digital innovation and new approaches are adopted to shape places that are sustainable, accessible and promote well-being, made up of:

- Smart Technology
- Smart Energy
- Smart Planning
- Smart Buildings
- Smart Mobility
- Smart Governance

Smart means cost-effective and sustainable systems which are connected, integrated and coordinated through services, active users, and enabling technologies.

Outcome 2 Become the hub for a wider digital public service

- Enable secure partnership working at council offices
- Work in partnership to innovate Gloucestershire
- CyberShire - work in partnership to develop and implement a county wide approach to digital safety

Outcome 3 Provide the infrastructure for a digital county

- Provide **broadband for business**
- Increase smart and eco travel options
- Increase eco friendly digital solutions
- Maximise the use of the cloud

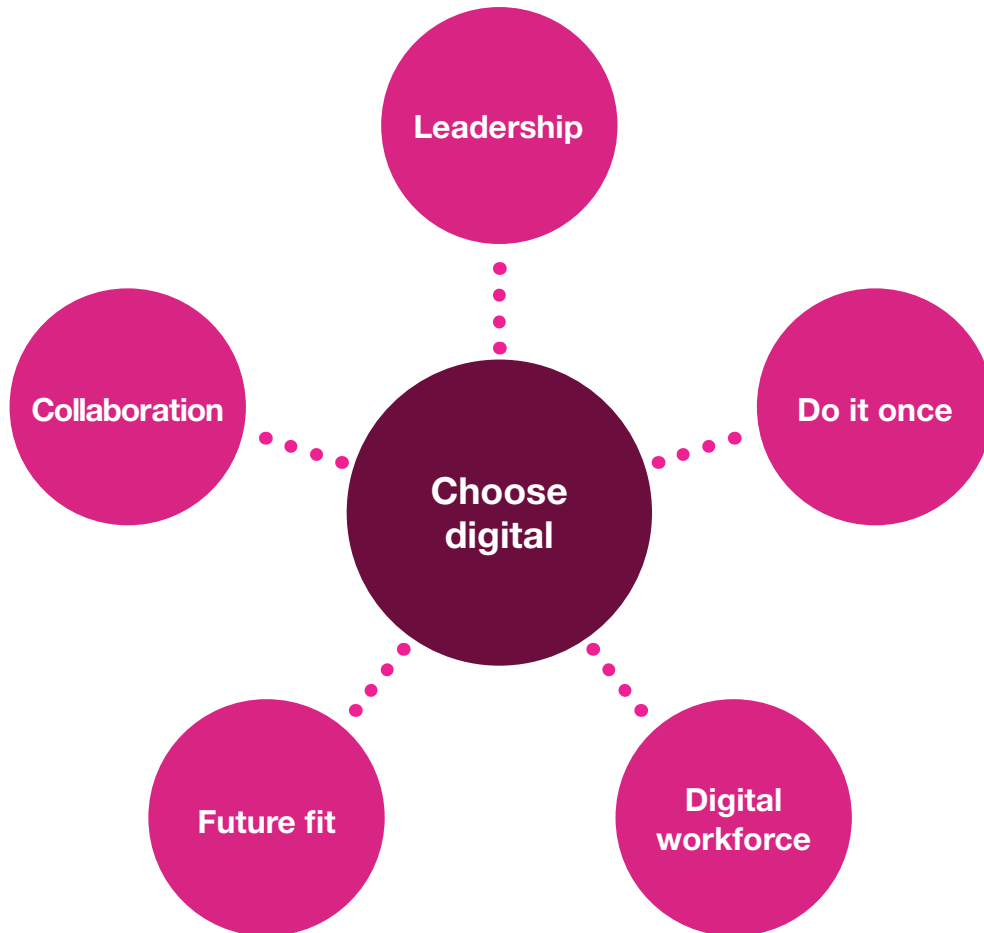
Outcome 4 Grow digital business

- Shape the future of the Cyber and Digital ecosystem in Gloucestershire
- Deliver the FasterBusiness programme
- Develop all council run libraries into **Growth Hubs**
- Establish **Innovation Labs** in council run libraries

A Digital Council

Outcome 1 Digital principles are consistently applied

If digital is the engine for change, the principles keep it on track. These are the overarching principles that must be embedded and followed for us to shape and improve all of our processes and services and become successful with our digital transformation.



Leadership our leaders are digital enablers promoting the right culture which will thrive on creativity and trust. The digital approach is collectively owned and we have clear, simple and transparent processes for implementing digital improvements.

Collaboration we work across barriers and take a council and county wide approach to sharing data and information. The communication and information needs of people are supported to ensure access by a broad range of people across our communities and the information we provide will be accessible.

Future fit end to end systems and processes designed with the future in mind. Straight forward, lean and convenient to enable the Council to meet its strategic aims and objectives now and in the future. Digital services are designed collaboratively based on the needs of our customers and service areas.

Do it once Benefits are identified and maximised, tools and systems are used across the whole council, avoiding duplication and can be scaled appropriately for delivery partners to use. We have a single view of data, which is available at the right time.

Digital Workforce staff are skilled and confident in the digital workplace and the infrastructure is in place to support them.

Outcome 2 Digital Leadership and a Digital Workforce are in place

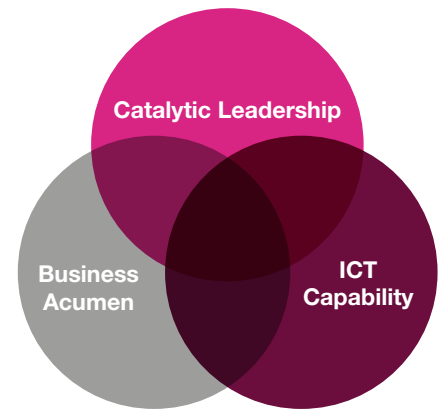
If digital is the engine for change, the people are the sparks that will ignite it. To be successful, the digital strategy, its goals, activity and operations, will be embedded across the organisation. The council will move toward a digital mindset; innovation will be encouraged and digital expertise identified to help employees engage effectively with the digital world and continuously acquire the necessary skills and knowledge:

- We will increase the digital skills of our council colleagues to embed innovation and flexible working
- Our services will be designed and transformed with our digital commitment in mind by our staff and leaders
- We will develop leaders who are fully competent in the three dimensions of digital leadership:

i. **Catalytic Leadership:** Inspiring and equipping their people to embrace the digital world. Identifying and capitalising on future partnerships and collaboration with a range of stakeholders.

ii. **ICT Capability:** awareness and knowledge of new technologies, big data analysis, cyber security and protection

iii. **Business Acumen:** the foresight and ability to make good judgements around our operating environments, business opportunities and expertise in delivery, from resourcing and finance through to delivery



Outcome 3 Continuously improve services based on data and evidence

If digital is the engine for change, data is the fuel. We will identify the people, process and technology required to facilitate the development of rich data insights, and ultimately become a data driven organisation:

- Capture the right data securely based on its potential value
- Provide reliable data intelligence and flow to support council services
- Produce new and corporate insights and intelligence from near or real-time 'open data' for key services to perform better
- Improve monitoring and control through on-demand reporting
- Use analytics of online user behaviour to ensure there is evidence of user need for new developments and highlight where online solutions are not performing as expected
- Bring together and analyse data to support regional economic growth and local public sector reform

Outcome 4 Information assets are rationalised and their potential maximised

If digital is the engine for change, the way information assets are managed is the air flow. To maximise the value from our information we will:

- Remove systems and processes that hold the same information on different platforms
- Replace existing outdated systems that are not currently integrated
- Implement a suite of corporate solutions for common functionality; tools and systems are used across the whole council, avoiding duplication
- Ensure a flexible approach to programmes and projects
- Automate slow and repetitive processes
- Develop excellent, cost efficient digital services that our customers and staff proactively choose to use, whilst not excluding those who can't

Outcome 5 Maximise use of technology

If digital is the engine for change, technology is the oil that can smooth the way. Digital transformation is not simply about technology: technology is not the solution to every problem. Technology provides a catalyst for change, opening up new possibilities for how we manage operations and deliver services. The council's technology must be fit for purpose, and our platforms must be suitable for responding to and embracing new technologies.

We will enhance our technology to support the business to transform and streamline its processes and activities and help us become a Digital Council. We will:

- Strategically align ICT investments with business objectives
- Centralise oversight of ICT services across the council and reduce instances of shadow ICT
- Consolidate, standardise and simplify technology solutions
- Reduce dependency on legacy and proprietorial systems
- Enable our sites and processes to support flexible working
- Have the right technology in place to get the right information to the right person at the right time
- Simplify secure access to systems
- Design and create new digital products in cases where needs are not being met by off-the-peg solutions

Outcome 6 Provide the environment for innovation

If digital is the engine for change, innovation is the future. Whilst at the start of our digital journey our focus will be on developing the building blocks for transformation, it is important that we foster innovation and ensure it is harnessed appropriately.

- Align our business architecture with strategic objectives
- Enable the trial of new ideas to test the future of digital public services within a test environment.
- Implement an innovation fund (and supporting process)

Governance, Ethics and Security

Digital will provide opportunities to re-invent business models and transform customer interactions. Whilst it can create great potential it also creates new risks at all levels of the business. Digital governance can be achieved through a combination of rules, processes and awareness. We will therefore take steps to:

- Protect the confidentiality, integrity and accessibility of information, including achieving Public Services Network (PSN), The Data Security and Protection Toolkit (DSP) and Cyber Essentials Plus accreditation
- Embed Privacy by Design into our processes and service design
- Comply with the Human Rights Act and Data Protection Legislation
- Ensure any digital solution is built according to agreed standards and meets digital continuity requirements
- Adopt government standards for data and information, including standards for accessibility (W3C AA)
- Ensure that access, use and sharing of data is transparent and communicated clearly and concisely to customers
- Consider the risks and limits of new technologies and ensure there is sufficient oversight so that methods employed are consistent with recognised standards of integrity and quality.

Glossary

Cloud: the delivery of computing services – servers, storage, databases, networking, software, analytics and more – over the Internet (“the cloud”). Companies offering these computing services are called cloud providers and typically charge for cloud computing services based on usage, similar to how you’re billed for gas or electricity at home.

Information Assets: a body of information that is valuable to the Council’s business. It will often be a collection of business information, for example the information held on the social care system and any supporting files and documents could collectively be an information asset regardless of the format e.g. paper, electronic, or microfilm.

Omni-Channel: a multichannel approach that seeks to provide people with a seamless experience, whether they’re online from a desktop or mobile device, by telephone, or in a council building.

Privacy By Design: integrating data protection into processing activities and practices, from the design stage right through the lifecycle.

Smart: cost-effective and sustainable systems, which are connected, integrated and coordinated through services, active users, and enabling technologies. For example, a smart city uses different types of electronic data collection sensors to supply information which is used to manage assets and resources efficiently. This includes data collected from citizens, devices, and assets that is processed and analysed to monitor and manage services, such as traffic and transportation systems and air pollution.

This diagram shows how data and information are the foundation for operational and strategic insights; essential for the success of emerging technologies (e.g. artificial intelligence) in supporting the council's work.

