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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>20 June 2017</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/31/17/AMcD/AP</b>
<b>Contact Officer:</b>	<b>Allan McDonald</b>	<b>Contact No:</b>	<b>01475 712098</b>
<b>Subject:</b>	<b>Digital Strategy 2017/20</b>		

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## 1.0 PURPOSE

1.1 The purpose of this report is to seek Committee approval of the Digital Strategy for 2017/20.

## 2.0 SUMMARY

2.1 The Council's previous Digital Access Strategy covered 2013/16 and the main actions contained therein were delivered. The Strategy created a good base from which the Council could move forward with the expansion of online services, flexible working and improved Customer Service.

2.2 The new Strategy highlights the increase in the use of digital media and services in the everyday lives of the public and therefore the Council needs to continue to develop its services to ensure that they can be accessed and delivered in the manner which the public expect. It is however important that the Strategy recognises that there are a sizable number of customers within Inverclyde who make limited or no use of digital services and will continue to interact with the Council on a face to face basis or by telephone.

2.3 The Strategy also recognises the close links between the Digital Strategy and the Customer Service Strategy and ICT Strategy. Unsurprisingly therefore the main focus of the Digital Strategy is around improving services to our customers both in terms of ease of accessibility and efficiency.

2.4 The formulation of the Digital Strategy was facilitated by the Improvement Service which led 2 workshops which took place early in 2017 supported by attendance from all Directorates. The first workshop captured service aspirations in terms of Digital Access and from this 11 workstreams were identified by the Improvement Service. The second workshop distilled these 11 workstreams and associated actions into 3 main themes as follows:

- Working practices.
- Customer focus.
- Infrastructure

The action plan attached to the Digital Strategy references each action to one of these themes.

2.5 It is proposed the Digital Access Group chaired by the Chief Financial Officer continues to oversee the delivery of the new Digital Strategy and that all Directorates continue to be represented at an appropriate level on this Group. In line with other transformation projects the proposals in this Digital Strategy will not be delivered without buy-in from the relevant services and therefore a review of the membership of the Group is incorporated within the Strategy to ensure that members are officers and managers with the appropriate knowledge and authority to implement the recommended proposals.

2.6 The Committee needs to be aware of the limitations of some of the systems which the Council operates and the capacity it has within ICT and elsewhere to facilitate major transformation of Digital Services. Therefore the proposals in this draft Strategy are grounded in the reality of the current financial climate. In the event Members want a significant step change then, based on

actions under taken by other Councils, this will require a major investment in both systems and resources over and above current available budgets.

- 2.7 Despite the above there are real opportunities which the Council can deliver within existing resources to improve services to the customer and the support of the Committee for the proposals included in the action plan in this report is sought.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee approves the Digital Strategy 2017/20.
- 3.2 It is recommended that the Committee approves the actions contained in the Appendix to the Digital Strategy (Digital Strategy Action Plan).
- 3.3 It is recommended that the Committee supports the Council joining the Local Government Digital Office with effect from 2017/18 and that the membership costs be funded from the Modernisation Earmarked Reserve.

**Alan Puckrin**  
**Chief Financial Officer**

## **4.0 BACKGROUND**

- 4.1 The Council's previous Digital Access Strategy covered 2013/16 and the main actions contained therein were delivered. The Strategy created a good base from which the Council could move forward with the expansion of online services, flexible working and improved Customer Service.
- 4.2 Progress against the 2013/16 Digital Access Action Plan was monitored by the Digital Access Group chaired by the Chief Financial Officer and which has representation from each Council Directorate.
- 4.3 The formulation of the 2017/20 Digital Strategy was facilitated by the Improvement Service which led 2 workshops which took place early in 2017 supported by attendance from all Directorates. The first workshop provided useful background on developments within the public sector in the use of Digital Technology and captured service aspirations.
- 4.4 The second Workshop converted the output from the first workshop into 11 Workstreams and from there into 3 broad themes; Working Practices, Customer Focus and Infrastructure. From this specific actions are proposed which are aligned against the 3 themes.

## **5.0 KEY FACTORS & ACTIONS**

- 5.1 The Strategy recognises the close links between the Digital Strategy and the Customer Service Strategy and ICT Strategy. Unsurprisingly therefore the main focus of the Digital Strategy is around improving services to our customers both in terms of ease of accessibility and efficiency
- 5.2 The Strategy also recognises the significant increase in the use of digital technology by the wider public and specifically the use of on line processes to transact with Councils. In saying that, the Strategy highlights that, for a significant proportion of the population, the use of digital services is not the preferred route or an option and as such it is important that the Council continues to provide both face to face and telephone contact within the list of potential communication channels.
- 5.3 In line with other transformation projects the proposals in this Digital Strategy will not be delivered without buy-in from the relevant services and therefore the support of the Committee is sought for the actions proposed.
- 5.4 One specific proposal is that the Council joins with 29 other Councils as part of the Local Government Digital Office. The annual subscription would be £12,000 and would require to be funded from the Modernisation Earmarked Reserve. Given the limited capacity within the Council's ICT service it is believed that on balance the extra resource/opportunities which this would enable the Council to access will outweigh this annual cost and the time commitment. The Council's participation would be kept under review.
- 5.5 The Action Plan contains a number of actions with the key ones being:
  - Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulk uplifts.
  - Review and revise the range of services available via the Inverclyde Online smartphone "app".
  - Develop a range of management and business intelligence reports and the creation of a central Customer Service dashboard of management information reports.
  - On the assumption of a persuasive Business Case, implement digital opportunities for Property Maintenance and Environmental and Commercial Services.
  - Review and increase the use of Mobile, Home and Agile working.
  - Engage with staff and customers.
  - Develop a Citizen Self-Service Portal where KANA CRM is linked to the portal and enable citizens to access multiple services via single sign-on.

## 6.0 IMPLICATIONS

### 6.1 Finance

It is intended that all costs associated with the delivery of the Digital Strategy will be contained within existing budgets/earmarked reserves. In the event that a significant service improvement/ spend to save investment was identified then this would be the subject of a separate report to the CMT and, thereafter, this Committee.

At this point no savings are factored in specifically arising from the Digital Strategy as there are no proposals to close down existing communication channels due to the need to maintain equality of access for those who are digitally excluded.

#### Financial Implications:

##### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Modernisation	2017/20	36		3 year contribution to the Digital Office

##### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A					

### 6.2 Legal

There are no legal issues arising from this report.

### 6.3 Human Resources

Specific training is identified within the report and a plan for delivery of this will be developed by the Head of Organisational Development, HR & Communications.

### 6.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

### 6.5 Repopulation

Providing easier access to Council services will make Inverclyde a more attractive area to stay in and therefore Digital Access positively supports the Repopulation agenda.

## 7.0 CONSULTATIONS

7.1 The draft Strategy has been produced in consultation with the Improvement Service and shared with the Digital Access Group.

## **8.0 LIST OF BACKGROUND PAPERS**

- 8.1
- A Digital Strategy for Scotland: Scottish Government (April 2017)
  - Scottish Local Government ICT Strategy
  - Inverclyde Council Area – Demographic Factsheet, National Records of Scotland (30/11/2016)
  - Digital Scotland 2020: Achieving World Class Digital Infrastructure
  - Scotland's National Digital Public Services Strategy and Action Plan
  - Internet Access – households and individuals; Office for National Statistics (August 2016)
  - Statistical Bulletin: Internet users in the UK: Office for National Statistics (May 2016)

## Equality Impact Assessment

This document should be completed at the start of policy development or at the early stages of a review. This will ensure equality considerations are taken into account before a decision is made and policies can be altered if required.

### SECTION 1 - Policy Profile

1 Name/description of the policy, plan, strategy or programme	Digital Strategy
2 Responsible organisations/Lead Service	ICT Services
3 Lead Officer	Allan McDonald
4 Partners/other services involved in the development of this policy	All Council Services The Improvement Service
5 Is this policy:	New <input type="checkbox"/> Reviewed/Revised <input checked="" type="checkbox"/>
6 What is the purpose of the policy (include any new legislation which prompted the policy or changes to the policy)?	Increase the number of Council Service available via alternative channels such as Web based applications, Mobile Apps and other non-traditional channel access methods. Increase the number of Digital Services available to staff to allow alternative means of working and service provision.
7 What are the intended outcomes of the policy?	Improve Customer Service standards and produce suitable Management Information to provide evidence to support those improvements.
8 Geographical area (Inverclyde wide or a specific location)	Inverclyde wide
9 Is the policy likely to have an impact on any of the elements of the Council equality duty (if yes, please tick as appropriate)?	<input type="checkbox"/> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 <input checked="" type="checkbox"/> Advance equality of opportunity between people from different groups <input type="checkbox"/> Foster good relations between people from different groups
10 Will those who may be directly or indirectly affected by this policy	Yes

be involved in its development?	
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## SECTION 2 – Impact on Protected Characteristics

Which of the protected characteristics will the policy have an impact upon? (see guidance for examples of key considerations under each characteristic)

Protected Characteristic	Impact					Reason/Comments
	Positive High	Positive Low	Neutral	Negative High	Negative Low	
Age			x			There are no plans to eliminate access to traditional means of access to customer services within this strategy.
Disability	x					Provide access to greater range of Council services to customers with access issues.
Gender Reassignment			x			
Pregnancy and maternity			x			
Race			x			
Religion or Belief			x			
Sex (Male or Female)			x			
Sexual Orientation			x			
Other groups to consider (please give details)						



### SECTION 3 – Evidence

**What evidence do you have to help identify any potential impacts of the policy? (Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)**

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy)	Improvement Service hosted two workshops for service staff during development of policy.
Research	Reviewed National developments and examples of good practice. Surveyed members of the Citizens Panel on online services requirements.
Officer's knowledge and experience (including feedback from frontline staff).	Will provide an additional route to Council Services for those unable to attend in person or use traditional telephony communications
Equalities monitoring data.	N/A
User feedback (including complaints)	Evidence of growing number of users using online council services and feedback from customers on some of the current processes.
Stakeholders  Other	Employees and Customers of the council.
What information gaps are there?	N/A

**SECTION 4 – CONSEQUENCES OF ANALYSIS**

<b>What steps will you take in response to the findings of your analysis? Please select at least one of the following and give a brief explanation.</b>		
<b>1. Continue development with no changes</b>	x	We have reviewed the Strategy and believe we have taken all reasonable steps advance equality and foster good relations between groups
<b>2. Continue development with minor alterations</b>		
<b>3. Continue development with major changes</b>		
<b>4. Discontinue development and consider alternatives (where relevant)</b>		
<b>How will the actual effect of the policy be monitored following implementation?</b>		
Annual monitoring and reporting to Policy and Resources Committee against targets in the Action plan.		
<b>When is the policy due to be implemented?</b>		
2017 - 2020		
<b>When will the policy be reviewed?</b>		
Annually		
<b>What resources are available for the implementation of this policy? Have these resources changed?</b>		
Funding via Modernisation EMR		

**Name of Individual(s) who completed the Assessment**

Name(s): Allan McDonald

Position: ICT Service Manager

Date: 27<sup>th</sup> April 2017

**Authorised by**

Name: Alan Puckrin

Position: Chief Financial Officer

Date: 11<sup>th</sup> May 2017

Please send a copy of all completed forms to Karen Barclay, Equalities Officer at [karen.barclay@inverclyde.gov.uk](mailto:karen.barclay@inverclyde.gov.uk)

Appendix 1 - Digital Strategy Action Plan 2017 - 2020

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Customer Focus	Provide Improved online Services	<p>Develop a Citizen Self-Service Portal where KANA CRM is linked to the portal &amp; enable citizens to access multiple services via single sign-on.</p> <p>Allow customers to book &amp; pay for services online. Increase the range of services available via Web Self-Service</p> <p>Revise the range of Services available via Inverclyde on-line app.</p> <p>Allow Council Tax administration via the Council website</p> <p>Conduct targeted citizen surveys – design services the way citizens want them to be delivered.</p> <p>Create KANA scripts to gather feedback and promote digital services.</p>	Delivery of extended range of services available.	December 2017	<p>Digital Access Group</p> <p>Chief Financial Officer</p>
	Increase customer feedback opportunities to design, improve and promote services. Enable citizens to track and monitor progress of queries, orders, applications etc.	<p>Enable opportunity to allow citizen to rate experiences. Conduct regular citizen surveys to gather feedback.</p> <p>Develop communications plan.</p> <p>Identify and develop digital ambassadors &amp; Customer Service Champions in all Services and provide training to members.</p> <p>Provide training &amp; qualification opportunities for all customer facing staff.</p>	<p>Increased use of Digital Channels.</p> <p>Improved Customer Service &amp; satisfaction</p>	From October 2017	<p>Corporate Policy &amp; Partnership Manager</p> <p>Corporate Communications Manager</p> <p>Revenues &amp; Customer Services Manager</p> <p>Head of OD &amp; HR</p>

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Working Practices	Identify and implement agile working opportunities subject to appropriate Business Case	<p>Work with Property Maintenance and Environmental &amp; Commercial Services to identify opportunities.</p> <p>Produce appropriate business cases for Digital Access group consideration &amp; implement If required.</p> <p>Review physical infrastructure – building layouts.</p> <p>Provide staff with full access to information online.</p> <p>Optimise use of existing buildings via appropriate Equipment/Access/Permissions &amp; Hot Desk Facilities.</p>	<p>Delivery of agile working solutions for appropriate staff.</p> <p>Improved access to Council information to all employees</p>	Dec 2018	<p>Property Services Manager</p> <p>Street Scene Manager</p> <p>Corporate Director Environment, Regeneration &amp; Resources</p>
	Review home and Mobile working Policies	Identify opportunities with ECMT	<p>OD&amp;HR to review policies a practices.</p> <p>Improved productivity and employer satisfaction.</p>	<p>March 2018</p> <p>From 2018/19</p>	Head of OD&HR
	Develop a range of management and business intelligence reports and the creation of a central Customer Service dashboard of management information reports in order to improve and target service delivery.	Define specifications and identify appropriate functions to be offered.	Delivery of a range of reports and information required by services	Dec 2018	ICT Service Manager/Revenue & Customer Services Manager.

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Infrastructure	Implement an open Data Policy	Develop a clear policy in line with customer expectations and national developments.	Open data policy published and implemented.	Ongoing	Senior Information Risk Officer/ Information Governance Working Group
	Investigate further systems integration	Engage with suppliers to identify possible system integrations to allow additional services to be available to staff and customers  Develop business case for presentation to Digital Access Group if appropriate.	Further systems become available online.	Ongoing	ICT Service Manager
	Consolidate and improve ICT offering in Community Facilities	Identify key access hubs & refresh equipment/improve digital access.	Reduce Digital Exclusion	From March 2018	Head of Safer and Inclusive Communities  ICT Service Manager

# Inverclyde Council Digital Strategy 2017 - 2020



Digital Council - Digital Service - Digital People

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## 1 Executive Summary.

- 1.1 This document sets out Inverclyde Council’s Digital Strategy for the period 2017 – 2020.
- 1.2 It develops and builds on the work completed in response to the Councils’ 2013 – 2016 Digital Access Strategy and aims to identify a set of outcomes that will improve the accessibility and efficiency of the way in which Council staff and customers engage.
- 1.3 It should be read in the context of the Council’s Customer Service Strategy that was approved at Policy and Resources Committee in September 2015 and the 2017 – 2020 ICT Strategy to be considered at the June 2017 Policy and Resources Committee. Working with the Improvement Service, the Council has conducted an extensive consultation and development exercise with the aim of drawing upon institutional expertise and knowledge, relevant context and information to help build shared ownership of the strategy’s development.
- 1.4 The aim was to develop a strategy that is:
- Realistic
  - Achievable
  - Pragmatic
- 1.5 The consultation and development process identified 11 key workstreams under a broad heading of “Digital Council - Digital Service - Digital People”:
- Customer Satisfaction
  - Data Quality
  - Channel Shift
  - Technology
  - Customer Access
  - Efficiencies and Savings
  - Partnership Working
  - Streamlined/Integrated Services & Processes
  - Mobile & Agile Working
  - Staff Empowerment & Culture Change
  - Measurable Benefits
- 1.6 The outcome of the strategy is to increase and promote the range of digital services available to staff and customers of Inverclyde Council and to exploit the opportunities digital services can achieve:
- Improve user experience and interaction with Council Services
  - Reduce cost to deliver services via channel shift opportunities
  - Improve efficiencies and productivity of services
- 1.7 The strategy also considers some of the broader strategic objectives we want to achieve and look at the opportunity to support the move from making things easier for citizens; to making life better for citizens.

- 1.8 The Digital Strategy is aligned to the Council's People and Organisational Development Strategy. It is recognised that in order to deliver on our digital ambitions, the Council will need a workforce that is developed appropriately to ensure our employees are comfortable with the technologies we use to deliver services. Through the Council's performance appraisal process an assessment of skills will be undertaken and plans for development training will be put in place to upskill employees to the required level of ICT competence (and digital awareness) for their roles. Digital ambassadors and champions will assist in promoting a culture that encourages people to increase knowledge, the sharing of knowledge and skills between employees and ensuring employees have the digital tools to do their jobs, no matter what their role or work location.
- 1.9 The resultant action plan contains a wide range of actions covering three broad themes.
- Working Practices
  - Customer Focus
  - Infrastructure

Progress against these will be reported to the Policy and Resources Committee annually.

## 2 2013 – 2016 Strategy Review

- 2.1 The Councils Digital Access Strategy 2013 – 2016 identified that the vast majority of public contacts with the Council were via telephone calls or visits to offices. The purpose of the previous strategy was to allow the migration of much of this interaction to digital channels – Internet, mobile network etc. It identified convenience and efficiency as the key drivers for this approach.
- 2.2 It introduced a plan for improving public access to its services by introducing a number of new digital contact channels that would provide easy and convenient access in flexible and convenient ways:
- Make access to its services available through a range of appropriate and cost effective ‘digital’ contact channels, designed with the needs of the public in mind
  - Over time, encourage greater use of the most effective digital access methods
  - Not to disadvantage any individual or group by limiting the choice of contact methods available
  - Design processes that reduce the need for customers to make contact multiple times to complete one transaction.
- 2.3 The plan recognised that the public will use a range of different channels, not just for different types of interactions, but also to suit their own lifestyle, experiences and convenience.
- 2.4 A core part of the strategy was a recognition that investment was required in the core systems that supported the Councils’ “online” presence.

Two key areas of technology were identified:

### 2.5 Web Development Project

There was an acknowledgment that the Council’s website was no longer fit for purpose, and that a new approach to design, maintenance and development was required. A number of steps were identified and undertaken to review and refresh the web site to provide an enhanced “user experience”

- A formal Web Team consisting of core, key members was set up.
- A responsive design was agreed and implemented that focussed on transactional and customer focussed activities
- GIS was upgraded to provide a better mapping service.
- Design optimised for browsing on a range of devices from traditional laptops to tablets and smartphones

### 2.6 CRM Upgrade

Data Cleansing: The Council completed an extensive Data Cleansing exercise to create a unified customer record across all systems. This project

took considerably longer than anticipated due to the complex nature of the data involved and an absolute commitment to producing a dataset that could be relied upon going forward. Extensive integrity testing involving staff across ICT, Customer Services and Revenues and Benefits has provided assurance that the data is accurate and reliable.

- 2.7 Technology Upgrade: Phase 1 - The CRM system was upgraded to the latest available version and a new post of Customer Service Development Officer was appointed to have a more prominent role in administering and configuring Lagan, once the upgrade was completed.
- 2.8 Phase 2 - The introduction of Employee/Citizen Reporting & Self Service being rolled out via the website and the introduction of a smartphone app. This was identified as a key component of the previous Digital Access Strategy and aimed to offer a range of easy and convenient 'digital' facilities to interact with the Council.
- 2.9 Online School Payments was seen as a key project and a pilot was implemented by Education Services in 2 Primary and 2 Secondary Schools was implemented during the 2016/17 academic year. The results of the pilot were very encouraging, particularly in the Primary sector where between 70% to 80% of parents had signed up for the service.
- 2.10 It is recognised that the main aims and objectives of the 2013 – 2016 Digital access Strategy were delivered successfully and have that a move towards using digital channels to interact with the Council has been recorded within Customer Service Statistical information. The successful delivery of the previous strategy provides a foundation for the development of these services and by implication a continued change in the way our customers interacts with the Council.

### 3 Local Context

- 3.1 Inverclyde Council has developed a “Nurturing Inverclyde” approach that has been rolled out across all services to help achieve its vision. The Council has developed this approach through adapting the wellbeing outcomes that are used in the ‘Getting it right for Every Child Model’ to suit the needs of all Council Services expanding it to cover Getting it right for every child, citizen and community’. The wellbeing outcomes that the Council uses are:
- Safe
  - Healthy
  - Achieving
  - Nurtured
  - Active
  - Respected
  - Responsible
  - Included
- 3.2 Inverclyde’s Single Outcome Agreement 2012/17 (which will develop into the Local Outcome Improvement Plan from October 2017) identifies the priorities and issues which affect the lives of Inverclyde residents, and sets out priority areas of focus and outcomes which, when achieved, will improve the quality of life of the people who live here.
- 3.3 The actions resulting from this strategy will contribute to the Council’s vision and SOA outcomes by ensuring that delivering excellent service is at the heart of everything we do. We will also achieve these objectives by learning more about our community and striving to modernise and improve in line with changing times, decreasing resources and technological advances and demand.”
- 3.4 Inverclyde Council is the 28th largest council in Scotland (population). The population of Inverclyde accounts for 1.5% of the total population of Scotland.
- 3.5 The 2015 population for Inverclyde is 79,500; a decrease of 0.5 per cent from 79,890 in 2014.
- 3.6 By 2039 the population of Inverclyde is projected to be 70,271, a decrease of 12% compared to the population in 2014.
- 3.7 Over the 25 year period, the age group that is projected to increase the most in size in Inverclyde is the 75+ age group; (7,229 to 12,123). The population aged under 16 in Inverclyde is projected to decline by 16%.
- 3.8 The projected demographic change will provide Inverclyde Council with different challenges and demands to deliver public services. To meet the growing pressures of demand to public services and improved services, digital transformation supports this objective.

### 3.9 Digital Inclusion

The Council must continue to cater for the significant part of the population that either does not have access to digital channels, or prefers to visit an office or to use the phone to access Council services. This is particularly important, as it is these people who are likely to have the greatest need to use public services. Therefore, it follows that face to face and telephone contact options remain in place to continue to meet this demand.

- 3.10 Access to digital facilities is essential for those who claim welfare benefits and are capable and are required to maintain their claims online. Universal Credit replaces working age benefits and tax credits with claimants being allocated an online account to record work search activity; receive correspondence about their benefits; and to stay in touch and reply to messages from their work coach. Universal Credit claimants are required to access their online account regularly with sessions routinely lasting longer than an hour
- 3.11 The Council offers public Internet access from PCs sited in libraries and also provides a range of basic PC and ICT courses. The Council is a signatory to the Digital Participation Charter, the charter establishes a framework for organisations in Scotland to support the Digital Participation Programme. Signatories to the Charter commit to working together in a spirit of partnership to promote digital participation in Scotland.
- 3.12 There are five key commitments involved in signing the Charter. Charter signatories commit to:
- Ensuring that all of our staff and volunteers have an opportunity to learn basic digital skills, and that they take advantage of this opportunity.
  - Encouraging and supporting our staff and volunteers to help other people learn basic digital skills, and help other organisations to embrace digital tools.
  - Contributing resources and practical support for digital participation initiatives in Scotland in whatever ways we can.
  - Channelling our efforts through the Digital Participation Programme, so that our activities can be co-ordinated for maximum impact and measured consistently.
  - Using common language based on digital participation and basic digital skills, to make our thinking and actions as clear as possible.
- 3.13 A review of Community Facilities, including refresh of ICT equipment will be required to ensure access opportunities are consistently available throughout Inverclyde.

## 4 National Context

- 4.1 The Scottish Government has a Digital Vision for Scotland to be a world-class digital nation by 2020, a country in which:
- Digital technology provides a foundation for innovative, integrated public services that cross organisational boundaries and deliver to those in most need, and for services for business that promote growth;
  - Digital technology captures patterns of service use and feedback, so that users of public service are more directly involved in service design and improvement;
  - This use of digital technologies provides a firm basis for a shared commitment to, and responsibility for, public services
- 4.2 In March 2017 the Scottish Government launched a refreshed Digital Strategy for Scotland that will ensure that Scotland is recognised throughout the world as a vibrant, inclusive, open and outward-looking digital nation.
- 4.3 It includes an action plan “To create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.” This strategy links directly into key elements of the plan and aims to support its broad ambitions and objectives across its headline targets:
- Economic growth
  - Participation
  - Productivity
  - Population
  - Inclusion
  - Sustainability
  - Solidarity
- 4.4 The outcomes for its vision “To realise Scotland’s full potential in a digital world.” Are directly related to outcomes identified as part of developing this strategy.
- 4.5 The Scottish Local Government ICT Strategy is a response to the 2103 McLelland review and has set the agenda for Digital Transformation in Scottish local Government. It created a ten year vision of how digital projects would be delivered in a local authority context.
- 4.6 The strategy focuses on the achievement of three outcomes, enabled by ICT that will take us to the vision:
- Digital Services
  - Reduced Costs
  - Enabling Reform through ICT
- 4.7 The strategy is also closely linked to the achievement of:
- A reduction in the local and global environmental impact of our energy consumption and production

- A Digital Enabled Economy

#### 4.8 The Scottish Local Government Digital Office.

The Local government ICT Strategy board identified a requirement for a Chief Digital Officer role to be central figure to take forward a range of options and opportunities for joint or collaborative working. It aims to advise and lead on a transformation on the way Local authorities in Scotland deliver services digitally.

- 4.9 In particular it is looking to build a common approach in three areas:
- Digital Leadership – Getting the culture, comms and skills right to digitally transform local government
  - Digital Services – Redesign services which are supported by digital technology that help reduce costs whilst still delivering the best outcomes for the citizen
  - Digital Foundation – Configure a back office fit for purpose in the digital age and exploit Cloud Computing, Big & Open Data, Mobile & Flexible working, Collaboration tools whilst balancing the need for Security and the ability to operate in a flexible and responsive way that does not prohibit councils from doing business
- 4.10 By signing up the Council would be committing to the duration of the programme and the funding would be allocated to build a centralised team who can research, advise and manage the programmes of work the programme aims to deliver.
- 4.11 The Council is committing to join the collaboration and look to take advantage of the joint working opportunities that could be delivered by the programme.

#### 4.12 SEEMIS – Next Generation

The Improvement Service are leading the development of the Parents Portal within SEEMIS. A number of areas identified as potential actions by the Council have been submitted to form part of SEEMIS Next Generation project. While some are already provided by the current system, SEEMIS are keen to provide a Parent Portal to provide parents and guardians with the opportunity to strengthen the digital relationship between parents, pupils and schools.

- 4.13 The Parents Portal will offer a reduction of administration resource in schools, encourage greater parental engagement, and will make a valuable contribution to digital transformation across Scottish Local Government. The online services planned for this Parents Portal include:

- Parents Evening Booking System
- Placing Requests
- Apply subject choices/ free school meals/ clothing grants/ free transport



- Enrolment
- View school holidays/ trips info/ class timetable/ pupil report card/ attendance/ homework
- Report absence
- View Exam results/ events/ basic school info
- Pay school meals/ trips
- Permission slips

4.14 There is ongoing discussion regarding the funding of the programme and it may prove not to be deliverable as envisaged and the Council may have to revisit some of the proposals if this is the case.

#### 4.15 MyAccount

With the drive to increase the number of services online, the Council has to be mindful that a number of services will require citizens to prove who they are; to achieve channel shift however this needs to balance potential risk against the user experience, there are considerations to be resolved; for services requiring identity verification.

4.16 Inverclyde Council has agreed to adopt MyAccount, the Scottish Government authentication service.

4.17 MyAccount is a secure sign-in service provided by the Improvement Service for online public services in Scotland. It provides people living in Scotland with the ability to set up an online account and, to use that online account - using a single user name and password to access a range of online public services provided by Local Authorities, the NHS, the Scottish Government and other Public Service bodies.

4.18 The Service aims to provide 4 key Elements:

- Sign-In - Web single sign-in services including authentication, credentials management and account registration and management
- Data - Tools to help public sector organisations build a single view of their customers
- Verify - Verification, validation and data correction tools to promote data integrity
- Notify – Notification of change in circumstances via “tell-Us-Once“ platform

4.19 The Improvement Service has reported that there are now approximately 231,500 online accounts being used by customers of public services in Scotland.

#### 4.20 Developments by other Local Authorities

The Council has researched its position in relation to other Local Authorities in Scotland and to a lesser extent in England and Wales. Comparing the Councils position to other local authorities and looking for best practice to

adapt and implement.

- 4.21 Research into the adoption of single-sign on was carried out by Aberdeenshire Council in 2017. Nine councils confirmed they were already using MyAccount for customer single sign-on to online services. This is broadly consistent with the November Improvement Service User Forum update meeting where it was forecast that 35% of councils would be using MyAccount for customer single sign-on by the end of 2016.
- 4.22 There are a further 12 councils with plans in development to utilise MyAccount authentication taking the total forecast uptake at the time of this research to 21 councils.
- 4.23 The councils were asked which areas they plan to or have implemented online service delivery using MyAccount or similar authentication service.

The most popular area noted by councils were:

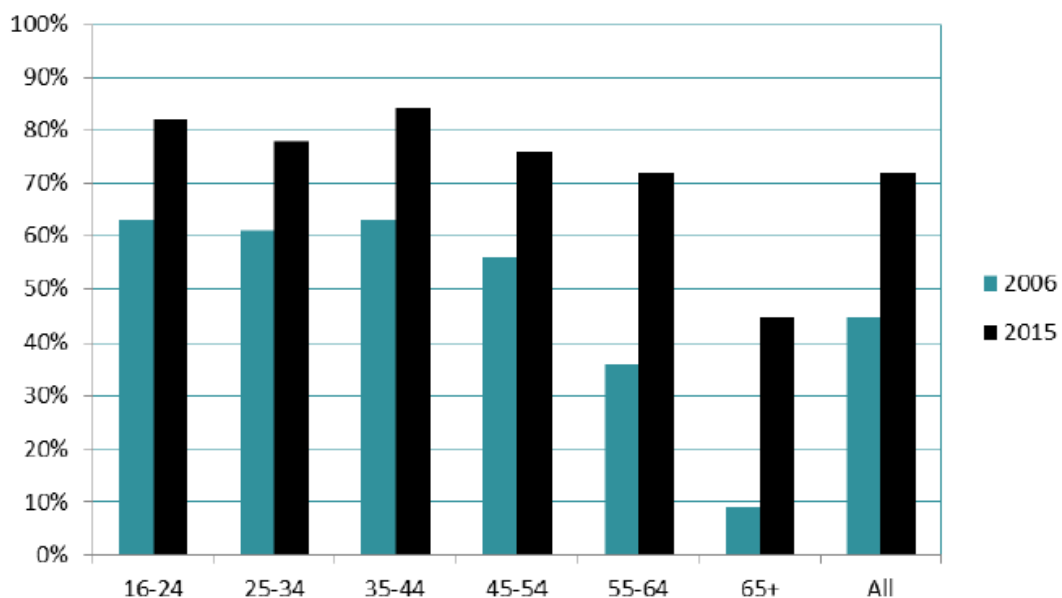
- Schools (88%) school payment systems with MyAccount authentication.
- Waste (84%) Bulky uplifts, missed bin collections, and fly-tipping.
- Revenues & Benefits (80%) Council Tax and Business rates.
- Housing transactions (72%) Applications, repairs and rents.
- Road Faults and Travel Information (64%) Bookings & Appointments and Licensing (51%)
- Environmental Health (48%)

- 4.24 The Scottish Government has listened to concerns about widening access to the NHSCR, and will not be taking forward the originally proposed amendments. The Scottish Government will work with stakeholders, privacy interests and members of the public to develop a robust, secure and trustworthy mechanism by which an individual member of the public can demonstrate their identity easily – and be confident that no-one else is able to pretend to be them, and that their privacy is guaranteed.

The Scottish Government supports the continued use of the MyAccount system within local government and health, as regulated by the existing framework and safeguards

## 5 Changing Digital Landscape

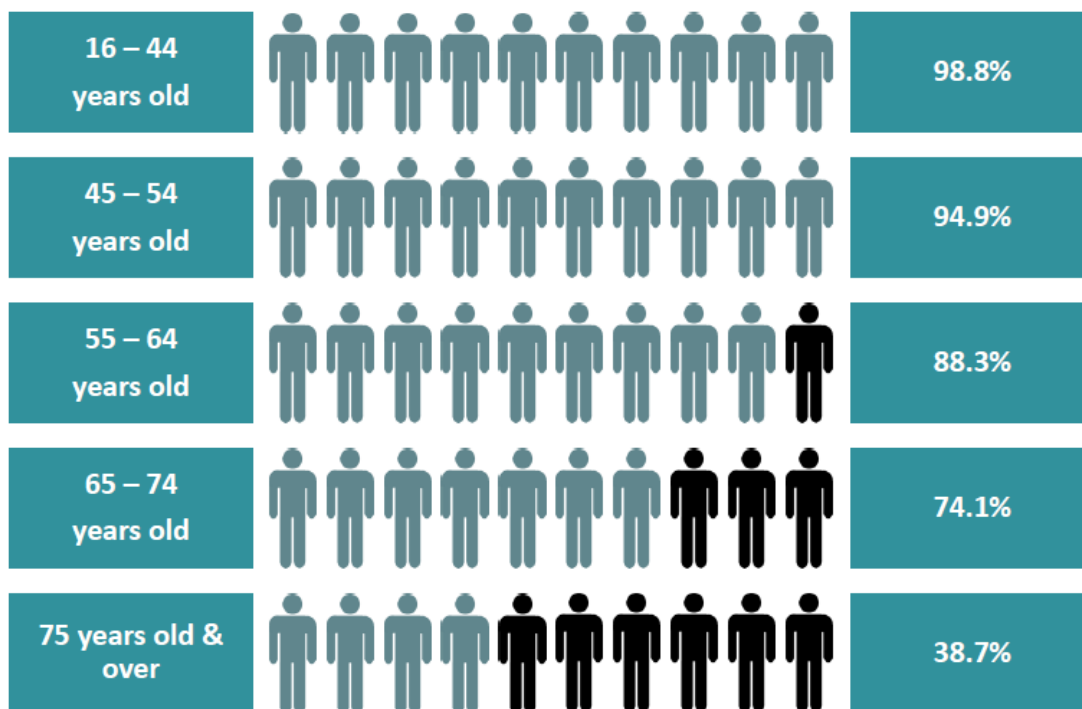
- 5.1 The strategy acknowledges and reflects a changing Digital Landscape in which in 2016:
- 82% of adults (41.8 million) in UK used the internet every day or almost every day
  - 77% of adults bought goods or services online.
  - 70% of adults accessed the internet ‘on the go’ using a mobile phone or smartphone, up from 66% in 2015.
  - internet use in the retired category has increased by 19.1% points since 2011 to 58.9%
- 5.2 The use of handheld devices to access online services has grown significantly:
- 81% of adults in the UK own a smart phone (91% of 18–44 year olds).
  - Over 55% of smartphone owners between 18–34 years old use instant messaging apps daily.
  - Email usage on smartphones increased by 11% in 2016 to 71%
- 5.3 Between 2006 and 2015, the UK has seen a significant increase in internet usage. Statistics provided by Office for National Statistics illustrates the increase in daily internet usage by age group. With this increasing change in consumer behaviour, there is the opportunity for Inverclyde to reform and reshape its service areas to plan for a digital future.



- 5.4 More and more services are consumed digitally by more and more people. According to the Office for National Statistics 87.9% of people aged 16+ have used the internet in the last 3 months.

Almost all people aged 16 to 44 years have used the internet recently but there is still a need to consider online service for those aged 75+ as only 4

5.5 in every 10 have used the internet in the last 3 months.

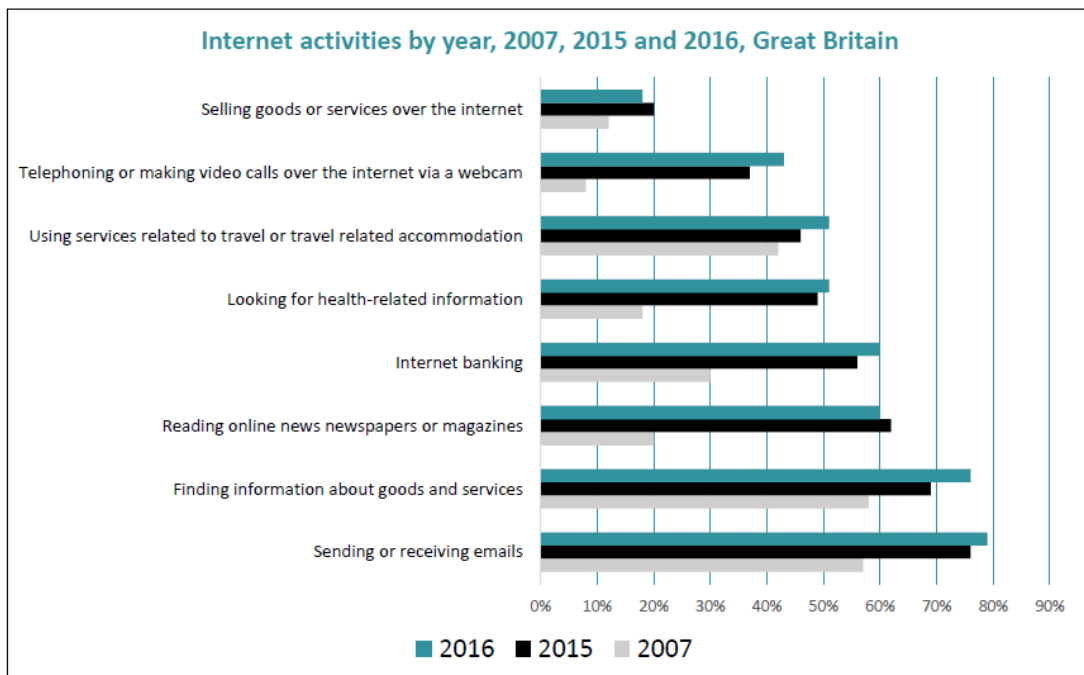


5.6 As “digital natives” age the number of citizens who do not use the internet on a regular basis will inevitable fall and the Council must reflect this in the services it provides.

## 6 Developments in Online Services

6.1 In a survey conducted by The Office for National Statistics to identify what activities are completed online by 16+; the most popular activity completed online was sending/receiving emails (79%). This was an increase of 3% points from 76% in 2015 and a rise of 22 percentage points since the 2007 estimate of 57%.

6.2 Internet banking (60%) and looking for health-related information (51%) have also seen large increases from 2007, rising 30 and 33% points respectively. The continuing trend illustrates that more and more people are completing activities online



### 6.3 Internet availability in Inverclyde

In the last 10 years a significant investment by the Scottish Government and the telecommunications companies has seen the delivery of Super-Fast Broadband to over 93.4% of the population of Inverclyde.

6.4 The Digital Scotland Superfast Broadband programme aims to expand fibre coverage to over 96% of the population by the end of 2017. The Scottish Government has also announced a project to deliver superfast broadband to the rest of the country by 2020.

6.5 Virgin Media, as part of their "Cable My Street" programme are currently deploying their fibre infrastructure in Kilmacolm and Gourrock, expanding their already extensive network in Greenock and Port Glasgow and offering further choice for residents in these areas.

6.6 Free Wi-Fi is available in all of Inverclyde's public libraries. Inverclyde Leisure has plans to roll-out public Wi-Fi in their Sports and Community

Facilities. Riverside Inverclyde are developing a town-centre Wi-Fi service to provide free or low cost internet access initially in public spaces in Greenock but with plans to expand across the area. Riverclyde Homes have piloted schemes to provide Wi-Fi in a number of their premises

## 7 Digital Access within Inverclyde Council

7.1 Delivering successful digital services does not rely simply on the application and implementation of technology. There are a number of other areas to understand and consider.

7.2 The Council recognises that a range of ways in which it works, may need to change. For digital transformation to achieve its goals, all of the elements linked with change need to be successfully identified and addressed.

7.3 To deliver a successful Digital Access Strategy, the Council needs to identify:

- The enablers
- The capabilities
- The gaps to be overcome

To identify these the Council engaged with the Improvement Service to host two engagement workshops with relevant services.

7.4 Workshop 1 – Development Approach

The first workshop provided services with an overview of the development approach and through a series of break sessions, identify high level targets:

- What does success look like and critical success factors
- Enablers, capabilities and gaps to overcome to deliver?
- Data collection plan / analysis – what information does the Council need to make informed decisions?

7.5 Workshop 2 – Outcomes Review

The second workshop reviewed the outcomes of workshop 1 and aimed to translate these high level outputs into the 11 key themes from which could be developed across key indicators in each area to identify what success would look like for the Council.

7.6 It was agreed that delivering successful digital services does not rely simply on the application and implementation of technology. There are a number of other areas that needs to understood and considered.

7.7 For the transformation to be successful an understanding and recognition that a range of ways in which the Council works, may need to change. To achieve its goals, all of the elements linked with change need to be successfully identified and addressed.

7.8 The workshop identified the enablers, capabilities and gaps across the 11 key themes:

7.8.1 Customer Satisfaction:

- Increase levels of customer satisfaction
- Decrease duplication of customer jobs (getting it right first time).

- Integrate customer service functions (e.g. referrals, H&SC)
  - Reduce reputational damage or negative media coverage.
  - Reduce Transaction Times
  - Increase customer awareness of online and digital services.
- 7.8.2 Data Quality
- Improve Data quality and accuracy.
  - Develop master data management strategy and integration of systems.
  - Improve collection and data analysis.
  - Develop Management Information/Business Information reporting
- 7.8.3 Channel Shift
- Increase number of services which can be made available digitally.
  - Increase convenience for customers.
  - Identify channels which can be closed.
- 7.8.4 Technology
- Centralise customer responses via IT systems.
  - Improve customer communication - actions tracked in real time.
  - Implement Telecare/Digital first approach
  - Implement and expand the use of Mobile/Flexible working
  - Increase systems integration
  - Improve Wi-Fi access able across estate.
- 7.8.5 Customer Access
- Improve customer ease of access to services online.
  - Improve accessibility of services to all customers.
  - Improve efficiency of services provided to customers.
- 7.8.6 Efficiencies and Savings
- Explore saving through joint procurement opportunities.
  - Identify opportunities to exploit economies of scale.
  - Achieve efficiencies and savings by improving delivery of service.
  - Identify sustainable models of delivery.
- 7.8.7 Partnership Working
- Identify opportunities to deliver services through joined up approach with partners
  - Identify efficiencies and savings through co-located services.
  - Identify partner services which would add value to citizens by being able to access them via new Inverclyde app.
- 7.8.8 Streamlined/Integrated Services & Processes
- Streamline services to enable consistent practices and policies across services and partners. Technology
  - Identify opportunities to create end to end digital processes to achieve savings and efficiencies.
  - Build digital offering around people – user centric approach.



#### 7.8.9 Mobile & Agile Working

- Achieve efficiencies and increases in productivity through roll out of mobile / agile working across council workforce
- Review office estate to enable mobile/agile working.
- Review Mobile Working policies and practices.

#### 7.8.10 Staff Empowerment & Culture Change

- Use digital to improve communication across organisation (top down).
- Increase training to staff to enable them to fully benefit from functionality and scope of technology.
- Use technology to increase accessibility and opportunity for staff to interact and engage.
- Increase awareness to all staff across services of their role in providing customer service.

#### 7.8.11 Measurable Benefits

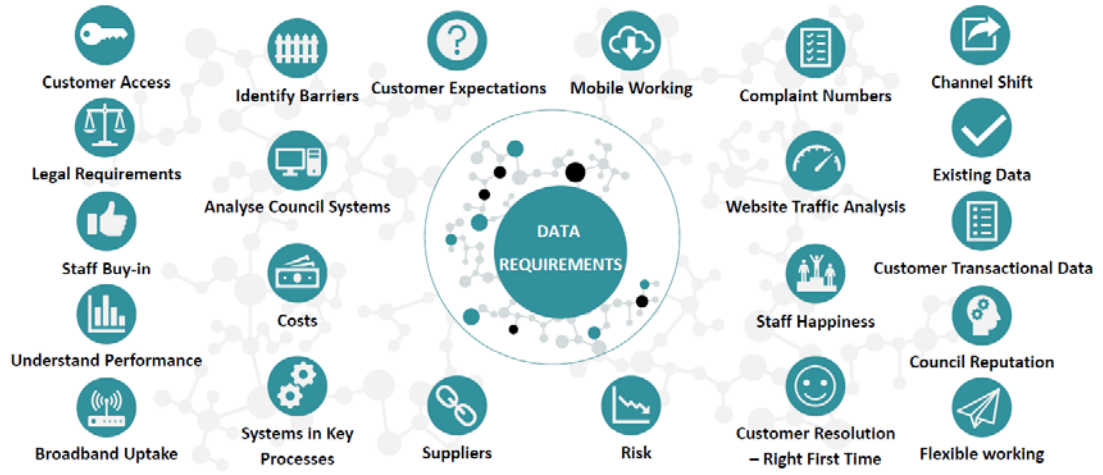
- Create a reliable and measurable set of customer satisfaction standards through both qualitative and quantitative means.
- Quantify financial benefits through digital access strategy.

### 7.9 Data Collection

In order to achieve intelligence based decision making it is essential to identify what data and information is required to inform the development of the Digital Strategy.



#### 7.10 The workshops identified areas that need data to be collected and analysed:



## 8 Proposals

### 8.1 Phase 1 – Additional Online Services

- 8.1.1 Building on the foundations laid by the previous Digital Access Strategy, it is proposed that there will be an immediate increase in the number of online service made available to customers of the Council.
- 8.1.2 A further upgrade to the Verint Lagan CRM product will enhance the ability to offer online services in a much more dynamic and agile way.
- 8.1.3 ICT and Customer Services have identified the following service areas to be investigated and delivered before the end of 2017:
- Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulky uplifts.
  - Enhance the range of services available via Web-Self Service, including integration of MyAccount authentication.
  - Review and revise the range of services available via the Inverclyde Online smartphone “app”.
  - Work with suppliers to enable Council Tax account administration via the Council web site
  - Develop an on line service for the provision of copies of Birth, Death and Marriage certificates
  - Develop a range of management and business intelligence reports and the creation of a central Customer Service dashboard of management information reports.

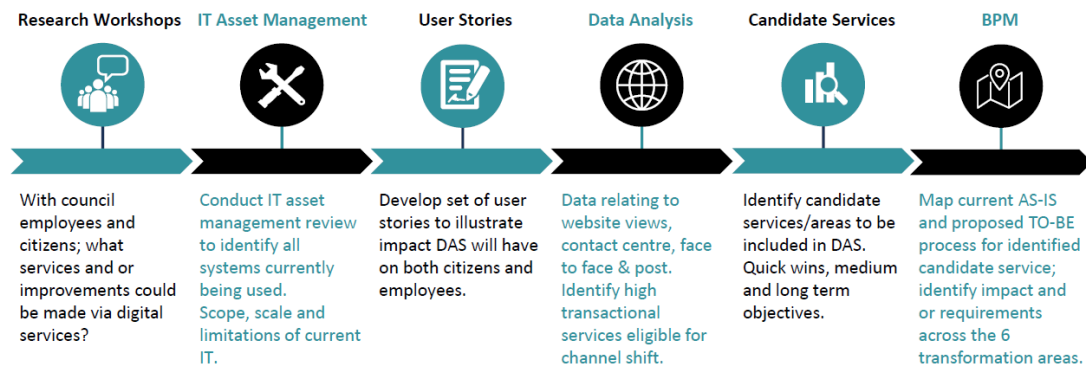
### 8.2 Phase 2 -Further Developments

- 8.2.1 In addition to the immediate actions identified above, the development workshops identified three key workstream groups to deliver tangible outcomes:
- Working Practices
  - Customer Focus
  - Infrastructure

Within each of the three Key themes the workshops identified further actions to be delivered as part of the Strategy:



8.2.2 To deliver these outcomes the workshops identified an approach to a gather, evaluate and deliver opportunities and projects.



8.3 An action plan detailing the required actions is at Appendix 1

## 9 Resource Implications

9.1 The Digital Access Working Group shall continue to be responsible for the approval and monitoring of Digital Projects. Funding will be contained within existing resources. If a larger investment requirement is identified then this will be subject to specific separate reports to committee via the CMT.

9.2 In line with other transformation projects the proposals in this Strategy will not be delivered without buy-in from the relevant services and the composition of the working group will be reviewed to ensure that members are officers and managers with the appropriate knowledge and authority to implement the recommended proposals.

## 10 Reporting & Review

10.1 The Chief Financial Officer will report against the action plan to the Policy and Resources Committee on an annual basis. A progress report and review will be presented as part of that process.

10.2 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Digital Access Working Group.

## 11 Beyond 2020

11.1 The Council is committing to use the current CRM and associated platforms through the life of this strategy, however it is both accepted and anticipated that the digital landscape will continue to change significantly in the next three years.

11.2 As part of the reporting and review process and in tandem with the ICT Strategy, ICT Services will develop a position on the use of cloud and hybrid technologies that could provide a different range and approach to delivering digital services to the Council and its customers.

11.3 In anticipation of greater collaboration between public bodies in Scotland

the Council will continue to work with the Improvement Service, the Local Government Digital Office, COSLA, SOLACE and SOCITM to identify opportunities for joint and shared services where appropriate.