

Digital Flintshire

Supporting a Modern &
Efficient Council



2017 - 2022

Introduction

Since the development of the Council's previous IT Strategy, rapid developments in technologies have transformed the way that many people live their lives. This ranges from how they purchase goods and services to how they communicate with others. The public sector has also seen significant change against a backdrop of unprecedented financial challenges with little indication of this position changing within the lifetime of this Strategy. The future landscape for Local Government within Wales still remains uncertain which can make planning for long term investment in technology difficult. In the face of these challenges, there are many examples of councils using technology to deliver business efficiencies whilst improving services to customers.

Within Flintshire, we have embraced technology to deliver changes in; procurement through the introduction of an e-Procurement solution, human resources through introduction of manager and employee self-service; housing maintenance through introduction of mobile working; school admissions through development of online application for school admission; customer contact through development and implementation of a fully responsive website, Customer Relationship Management (CRM) system, contact centre telephony and a corporate mobile APP. We have almost 2000 employees able to work in an agile way with secure access to technology from locations of their choice. This has supported the Council's Asset Management Strategy enabling the reduction of office space across the Council. These examples represent just a few of the areas where

technology has been used to support improved business efficiency and customer service.



Within the IT service, we have realigned resources and investment to better meet the Council's priorities, the changing shape of the organisation and the compliance requirements surrounding information management and security.

Increased use of technology has also seen a growth in cybercrime. Balancing the needs of the Council to deliver flexible and reliable services to our customers whilst also ensuring the security and integrity of our digital infrastructure and information presents an increasing challenge.

It is clear that technology has, and will continue to play a significant role in the way that the council develops and delivers services and that it will make a major contribution to the council's priority to deliver a 'Modern & Efficient Council'.

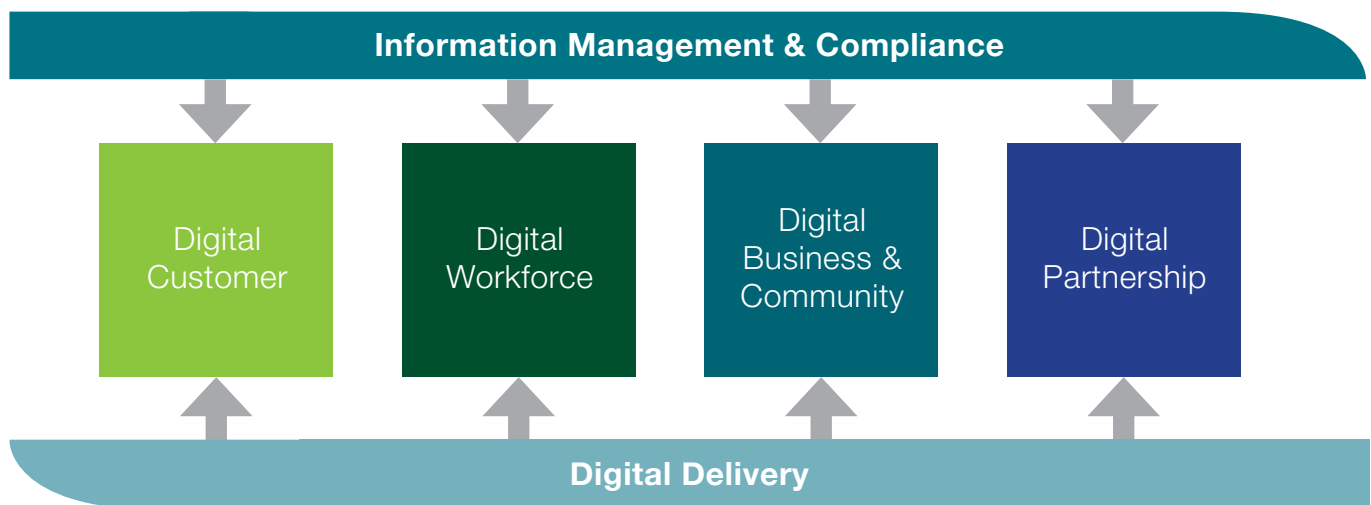
This Strategy will outline how Digital Information and Technology will be used to support the Council's Improvement Priorities and strategic plans over the next five years. A separate Information Management Strategy will also be developed to complement it.

Digital Flintshire: The Vision

This digital strategy sets out how the Council will embrace the opportunities that technologies offer for effective service delivery in an agile, mobile and responsive way. in *Supporting a Modern & Efficient Council* by:



- Using technology to offer customers increased flexibility in when and how they access our services
- Providing and promoting accessible and inclusive transactional services and information online
- Enabling our workforce to work smarter with the necessary skills and technologies to support
- Supporting our customers and communities in the use of, and access to digital technology to ensure that they can take advantage of all of the benefits it may offer them
- Working with and supporting our businesses to maximize opportunities that digital technology offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Ensuring that we treat Information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the council and its customers



Digital Customer

“Empowering customers to access the services and information they need online”

Principles:

- Continue to move transactional services to more effective and efficient digital channels by maximising self service
- Providing services and information online to customers in a user-friendly way
- Ensuring customers have the digital skills to access services and information online
- Delivering accessible, inclusive services and supporting customers to adopt digital services
- Providing choice of contact method whilst balancing efficiency with service quality
- Ensuring that customer needs and service efficiency are at the core of solutions development and implementation
- Delivering secure digital solutions so that customers trust us to protect their information



High Level Actions to Support Delivery:

| No. | Action |
|-----|--|
| 1 | Continued development of CRM to enable single view of the customer |
| 2 | Development of customer self-service facilities on the Council's website |
| 3 | Effective signposting to information and online resources on the Council's website |
| 4 | Working with services to ensure a "Digital First" approach to service delivery |
| 5 | Continue to move transactional services to more effective and efficient digital channels by maximizing self-service |
| 6 | Working with local training providers, partners and 3rd sector to identify and deliver effective customer training to ensure take up of digital services and support Digital Inclusion |
| 7 | Identify further opportunities for use of social media to support service delivery |

Digital Workforce

“Equipping our workforce with the right tools and skills required to deliver ‘digital first’ services”

Principles:

- Employees will have the digital tools and skills required to deliver services effectively and efficiently
- Providing employees access to the information they need when and where they need it
- Equipping employees with the technology they need to deliver high performing services
- Supporting employees to adopt digital change
- Accelerating the move to digital only delivery where possible
- Designing new services ‘digitally by default’



High Level Actions to Support Delivery:

| No. | Action |
|-----|---|
| 1 | Continued implementation and development of agile and mobile technologies to enable employees to access business systems and information from any location |
| 2 | Development of mobile working to support service delivery |
| 3 | Implementation of collaboration and document management technologies |
| 4 | Appropriate workforce training to support use of digital technologies and systems |
| 5 | Implementation of technologies to support agile and mobile working |
| 6 | Extended provision of wireless in Council buildings |
| 7 | E-learning - Development of e-learning modules to support workforce development in use of new and existing technologies and to promote compliance with information management legislation |
| 8 | Implementation of a new intranet with ability for whole workforce access |
| 9 | Continued development and rollout of self-service systems across workforce and schools e.g. HR and Payroll |

Digital Business & Community

“Encouraging the development of an effective digital infrastructure to maximize the opportunities that ‘digital’ offers to business, communities and learning centres”

Principles:

- Working with technology providers to ensure the best possible digital infrastructure and services are made available to Flintshire’s businesses and communities
- Supporting business growth in Flintshire regardless of location
- Supporting strong local economies and sustainable communities
- Working with partners to ensure businesses and communities have the knowledge and skills to embrace digital opportunities
- Providing information to support our young people using channels that they are most familiar with
- Providing all schools with an effective digital infrastructure to support their delivery of core education services
- Providing a platform for the delivery of the Digital Competency Framework to ensure all learners develop the appropriate skills to engage in the digital world

High Level Actions to Support Delivery:

| No. | Action |
|-----|--|
| 1 | Provision and support of digital services to schools through the Council’s new service delivery model for Schools IT support |
| 2 | Provision of training and support for school staff in delivering the Digital Competency Framework through access to Digital Leaders and the Regional Schools Improvement Service (GwE) |
| 3 | Modernising public IT facilities in community settings including Libraries, Connects etc. |
| 4 | Support communities in the development and implementation of town based wireless schemes |
| 5 | Lobbying telecommunication providers and Welsh Government to improve broadband coverage and speed |
| 6 | Work with the 3rd sector and other partners to identify opportunities to improve digital literacy within communities and small businesses |
| 7 | Provision of appropriate training for the Integrated Youth Provision Service (IYP) to ensure that they are able to take full advantage of modern communication channels and emerging technology to communicate and work with young people. |

Digital Partnership

“Digital technology will enable the Council to work in partnership across local government, the wider public sector and the private sector to deliver improved services and drive change”

Principles:

- Developing digital services with partners to deliver more joined up, customer centric services
- Working with partners to develop and procure established technology ensuring best value for money
- Exploring opportunities for alternative service delivery models with other public and private sector organisations
- Simple and secure information sharing with partners
- Embracing technologies which support and enable collaborative service delivery such as cloud, open systems



High Level Actions to Support Delivery:

| No. | Action |
|-----|---|
| 1 | Enable the secure exchange of information with our partners |
| 2 | Working with partners to simplify the approach to identify management |
| 3 | Promotion of collaboration on regional and national projects e.g: <ul style="list-style-type: none"> • North Wales/All Wales Public Services Directory • Welsh Community Care Information System (WCCIS) • All Wales Library Management System • North Wales Legal Case Management System • Capita ONE Hosted service • North Wales Councils Regional Emergency Planning Service • Procurement |

Information Management

“Information Management is a key foundation for ensuring the success and sustainability of digital developments”

Principles:

- Treating information as a key corporate asset to support improved decision making and resource allocation
- Driving out duplication and inconsistency in our customer, property and business data to reduce waste and have confidence in accuracy of information
- Ensuring that we actively monitor compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation
- Ensuring compliance with security and information standards to support data exchange with other relevant partners
- Proactively addressing the risks posed by evolving cyber threats and investing in appropriate detection and prevention solutions

High Level Actions to Support Delivery:

| No. | Action |
|-----|---|
| 1 | Development and delivery of an information management strategy |
| 2 | Development and implementation of Infrastructure and Information Security technologies <ul style="list-style-type: none"> • Secure email • Event and log management • Unified Threat Management |
| 3 | Evaluation of requirements of new General Data Protection Regulations and implementation of processes and procedures to ensure compliance |
| 4 | Review and development of Information Security Policies |
| 5 | Development of systems and policies to support compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation. |
| 6 | Consider ways of reducing both the physical and financial burden of storage on the Council whilst ensuring compliance |
| 7 | Use of technology to reduce duplication of data, to enable more efficient management of core council data and to help reduce the storage burden e.g. Electronic Document Management (EDM) |
| 8 | Maximise the potential that information offers in improving efficiency, resource planning and reducing failure demand by using data visualisation tools such as Geographical Information Systems (GIS) |

Digital Delivery

“Digital Delivery enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change”

Principles:

- Delivering reliable, secure and resilient IT infrastructure and systems to ensure continuity of service provision
- Improved governance to ensure that investment in technology is aligned with the priorities for the organisation
- Achieving best value from investments made in existing infrastructure by ensuring compliance with industry best practice
- Harnessing new and emerging technologies where they can deliver increased efficiency and improved service delivery
- Reducing the number of business systems and improving integration in order to standardise and simplify business processes

High Level Actions to Support Delivery:

| No. | Action |
|-----|---|
| 1 | Technology Roadmap (refresh of Technology Blueprint) |
| 2 | Development of improved governance arrangements |
| 3 | Facilitate the use of Welsh language through technology |
| 4 | Improved capacity management within the service |
| 5 | Effective prioritisation across the Council to ensure that resources are targeted to delivering solutions effectively and appropriately |
| 6 | Support for Asset rationalisation programme |
| 7 | To ensure that we have a clear picture of all the corporate IT assets, their value, relevant contract and license information and warranty and replacement schedules. This will ensure both license compliance as we as assisting with financial asset management planning. |
| 8 | Implement Enterprise Unified Communications: <ul style="list-style-type: none"> • Microsoft Exchange • Skype for business • Integrated technology |
| 9 | Consolidation of Business Systems: <ul style="list-style-type: none"> • Removal of Lotus Notes • Review of business systems to ensure we are getting best value from investments in 3rd part software • Rationalisation of systems to see if we can reduce the number of business systems with the potential to make efficiencies from licence reduction and system management overheads |
| 10 | Implementation of Financial System to support Alternative Delivery Models (ADM's) |
| 11 | Review of Masterpiece financial system |
| 12 | Evaluation and implementation of cloud technologies; <ul style="list-style-type: none"> • Microsoft Office 365 • Microsoft Azure |

Governance Arrangements

There needs to be a mechanism to oversee and ensure the effective delivery of the Digital Strategy. This will be achieved through setting up a specific project board. The benefit of a specific board will be that it provides a mechanism to resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Digital Strategy will be included in the Improvement Plan for the council and the Board will therefore be required to report on progress through the appropriate channels.
- Any bids for resources to deliver actions which support the delivery of the Strategy will also need to be approved by the Board following the development of a business case.
- The Board will be responsible for securing organisational acceptance of the risks associated with selected priority and ensure that they are managed appropriately through identified mitigation.

Delivery

- Each priority within the Strategy should be led by a senior manager supported by an IT Business Partner. Allocation of priority lead officers will be undertaken at the Flintshire Management Academy.
- The lead officers will sit on the Project Board in order to report progress against their particular priority.
- The lead officers will be responsible for prioritising work and will be supported by officers and partners with the appropriate knowledge and skills.

