



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PROFESSIONAL SERVICES

TOPIC – DIGITAL APPROACH

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Legal Services Manager, the Chief Executive and the Strategic Director: Resources are consulted together with Chairman and Vice Chairman of The Overview and Scrutiny Committee and any other relevant overview and scrutiny committee. In addition, all Members are notified.

If five or more Members from those informed so request, the Leader may require the matter to be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Democratic Services Officer by 5.00pm on 14/09/2018

Contact Officers: Chris Roberts, Digital Transformation Officer, Tel: 01962 848389, email: croberts@winchester.gov.uk

Case Officer: Joseph Holmes, Strategic Director – Resources, email jholmes@winchester.gov.uk

Democratic Services Officer: Matthew Watson, Democratic Services, Tel: 01962 848317, email mwatson@winchester.gov.uk

SUMMARY

The Digital Approach reflects the Council's digital vision for the next three years.

The Approach outlines how the Council will deliver its vision, and sets out the key principles that underpin the approach.

PROPOSED DECISION

That the Portfolio Holder for Professional Services agrees the adoption of the Digital Approach.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Winchester City Council aims to make greater use of technology to improve the delivery of our services, in order to increase the opportunities for our residents, businesses and visitors. The Strategy document lays out the different strands of this approach, their reasons and benefits and how we will deliver the strategy.

The benefits of embracing a digital approach are clear: increased efficiencies, reduced costs, better customer interactions (as well as residents, businesses and visitors) and making a better use of data. This all leads to improved outcomes for those that we serve.

Given that the Council faces significant financial challenges, reducing costs and making efficiency savings is also a vital element of this. Adopting a digital approach is a catalyst for making these savings, through fostering better productivity and channel shifting from traditional forms of communication to cheaper self-serve methods.

As technology has continued to evolve over the last decade, so have expectations about how services are delivered. The Council aims to keep up with the expectation that services should be delivered online, by ensuring all services are available digitally by the end of 2019.

Through adopting a digital approach, the Council can ensure it is still able to deliver high quality services in the current economic climate.

RESOURCE IMPLICATIONS:

Resources in the form of officer time will be needed to complete the actions arising from the Digital Approach. A number of actions have already been identified, each of which has an overall owner who will be responsible for identifying what resource will be required (including any budget and required actions to secure this)

CONSULTATION UNDERTAKEN ON THE PROPOSED DECISION

Consultation upon the proposed decision has been undertaken with senior officers of the council prior to member consultation.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

N/A

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

N/A

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

Councillor Stephen Godfrey – Portfolio Holder for Professional Services

APPENDICES:

Draft Digital Approach Strategy (June 2018)
Draft Digital Approach – Appendix (June 2018)

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DIGITAL STRATEGY
2018 - 2020



Our Vision

Winchester City Council will make greater use of technology to improve the delivery of our services, in order to increase the opportunities for our residents, businesses & visitors.

We are committed to:

- Developing our digital channels to enable our residents, businesses & visitors to have greater access to our services
- Utilising data more effectively to better engage with and support our residents and customers needs
- Exploiting new technology to drive productivity and economic benefits
- Ensuring that our online services are safe and personal data is protected

About this Digital Approach document

The benefits of embracing a digital approach are clear: increased efficiencies, reduced costs, better customer interactions, better use of data, all leading to improved outcomes for those that we serve.

This document outlines how the Council will deliver its vision up until 2020, and sets out the key principles that underpin the approach and how we will achieve these.

By taking advantage of the advances in digital infrastructure, applications and analytics we will be able to offer new, better and more cost-effective services to residents, businesses & visitors in pursuit of the aims of the Council's Strategy.

The case for digital Winchester

Why do we need to digitalise Winchester?

Shifting environment

The way that we interact is changing. Over the last decade, uptake of high speed broadband, smart phones, social media and open data has continued to increase.

In 2016 more than
8/10 people used the internet daily,
compared with less than 4/10 people in 2006
(ONS, 2016)

External pressures

The Council faces significant financial challenges as a result of changes to the way local government is financed. Pressures resulting from the Council becoming financially self-sufficient has an impact on the way services are delivered.

In the last decade the population of the
District has increased by 10%
(ONS, 2016)

Resource constraints are exacerbated by an increasing demand for services. As a result the Council needs to adopt more productive ways of working. Embracing our digital capability is key to working more efficiently and ensuring that we can continue to deliver quality services.

Efficiency

Digitalising our organisation will reduce costs and provide improved ways of working:

Cost of customer interactions:

Face to face £13
Telephone £1.80
Online £0.48
(SOCITIM circa 2012)

Through offering more of our services online, we will provide residents, business & visitors with increased choice and flexibility in how they access our services.



BUSINESS

LOADING 100%

X MEDIA

NETWORK SEARCH

- VIDEO
- MUSIC
- SEARCH
- CONTACTS
- MESSAGES

How?

1. Enable residents to access our services more easily

We want to retain our focus on our residents, and see the further use of digital options as a way of allowing broader access to our services across all demographics. We want this to help us reach new audiences across our district. Government policy is to make all services available digitally and we have set ourselves an ambitious target to provide access to all of ours online by 2019.

2. Enhance the District through exploiting new technology

As people's expectations of services change at a time of rapid technological improvements, we want to offer new ways for residents, businesses & visitors to experience the District. By exploiting new technology we will enhance the services that we deliver, improving the District and quality of life within it.

3. Efficient and cost effective services

Council funding from Government is shrinking. Before the end of the decade, the Council will no longer receive any core government funding. We will be totally reliant on generating our own sources of income, such as Council Tax, an element of Business Rates, investment income and revenue streams from services that we charge for. Adopting a digital approach will provide us with opportunities to generate new and long term revenue streams. It will also assist in reducing our cost base and realigning our resources through the use of online channels.

All of the above support the Council Strategy 2018–20. The increased use of digital services will support the success of the Strategy outcomes and underpin how we deliver to our key stakeholders and customers.

How will we achieve it?

The diagram below sets out the four key areas that we want to achieve to deliver this strategy. We have selected these four for the following reasons:

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- **Use data to gain insight and improve our service** – we want to improve our relationship with our customers through simplifying what we do. We know that this will make it easier to work with us. Through using data and behavioural insights we will deliver more targeted and streamlined services.
 - **Exploit new technology to drive productivity** – our core ICT services are provided through a successful shared service with Test Valley Borough Council. This gives us a resilient platform on which to build. The Council faces a significant financial challenge and we need to exploit new technology to reduce costs and streamline services to continue to drive greater efficiency.
 - **Improve digital security** – underpinning the strategy is the need to ensure the data we hold and the infrastructure running our digital services are secure. This will be through a resilient service, and this will be even more important as we make greater use of digital channels.
 - **Enable residents and businesses to digitally transact** – the Government's Digital by Default initiative aims to get all government services online by the end of 2020. We are more ambitious, and by the end of 2019 want to provide access to all of our services online. We want this shift to help our customers more and provide new ways of working. We also know that to achieve this, we need to become a smarter district where there is an enhanced connectivity.

- Channel shift
- Enhanced Customer preference
- New ways of working
- Improve connectivity across the district
- Environmental benefits

- Simplified systems
- Use customer behaviour to change our services
- Improved customer relationship



- Secure data with reduced cyber risk
- Protect data that we hold
- Support IT resilience
- Exploit technology for preventative work e.g. CCTV

- Utilise digital collaboration to enhance savings / avoid cost
- Improve workforce skills and productivity
- Drive change through digital futures
- Remove paper from the organisation

Who will we be working with?



Staff

We want to embed working digitally into the heart of the organisation. We already utilise a wide range of systems and manage a large amount of data. Our challenge is to make systems as lean as possible, driving internal efficiency and self-service to simplify our processes. With the advent of the General Data Protection Regulation requirements (GDPR) in 2018, we will need to review our data holding to ensure it complies with legislation. This also provides an opportunity for the Council to assess how we best retain and use data to greater effect. There are also many new technologies available that we need to assess to see how we can improve our internal processes to the benefit of those who use our services.



Residents

Our Council Strategy sets out that we want to use evidence more effectively to support our decision making and service delivery. The digital revolution will enable us to use new forms of engagement with our residents to make sure we take on board the views of a broader range of residents. We are ambitious, our residents survey and budget simulator exercise taking place in 2018 will elicit better engagement with citizens to help shape our work. Through using new technology and having all services accessible online by the end of 2019 we want our residents to have easier access to our services, but also to have a more responsive set of services to fulfil citizen's needs.



Businesses

The digital approach provides an opportunity for us to investigate being a 'smart district'. This will look to improve connectivity for businesses, but also explore ways in which the Council can support businesses to connect with our residents and visitors in a more joined-up way.

Migrating our services online so businesses are able to pay their business rate bills, access information and learn about reliefs and opportunities will help support them and reduce administration costs and paper use.



Visitors

New technology provides a great opportunity to enhance the visitor experience to the District. We will be investigating how we can improve services such as tourism and parking through the use of new technologies and use the data available to enhance these services.



Suppliers

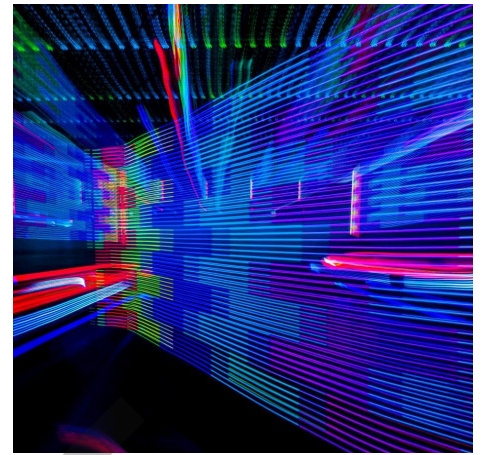
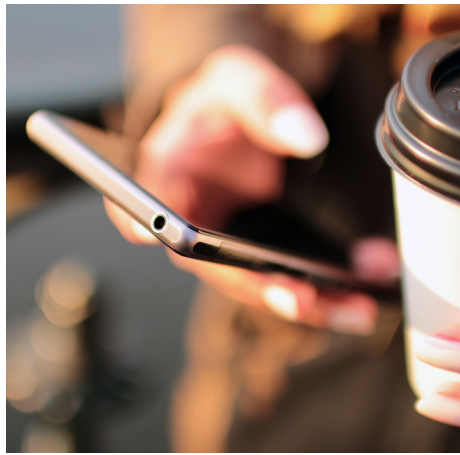
The providers of digital services will be critical, and we will thoroughly investigate what possibilities exist for us to improve our processes before working with suppliers and deciding what the most effective solutions are. We need to ensure that we 'future proof' our services so that we minimise disruption to service delivery in the future by changing.

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How will we deliver this strategy?

The plan below highlights some of the initial actions identified to deliver the strategy. Given the fast pace of technological and social change the actions required to meet our ambitions will continue to evolve.

	1	2	3	4	5	6
ACTION	Wi-Fi enablement of the city centre with consistent, reliable and high-speed Internet connectivity	Establish a baseline of cyber security arrangements	Establish an audit of current ICT infrastructure and develop a plan to enable all services to be available online by the end of 2019	Review opportunities to remove paper and printing by and for officers and members	Provide data held by WCC and partners in an open format that is easily accessible	Explore 'digital inclusion' opportunities to promote availability of digital channels to residents
BENEFITS	Improve the digital experience and accessibility for residents, businesses & visitors and support the high street and local economy	Highlight areas of strong protection and opportunities to enhance resilience	Improve customer experience and explore new technology for increased efficiency	Reduce costs and support the environment impact of printing	Ability to gain better insight into services and use customer behaviour to change services	Assess level of digital take up across the district to better shape services to residents, whilst finding solutions to areas of digital exclusion
OWNER	Strategic Director	Corporate Head of Regulatory	Digital Transformation Officer	Corporate Head of IMT	Corporate Head of Engagement	Corporate Head of Engagement
COMPLETION	December 2018/January 2019	Complete	December 2018	July 2018	September 2018	December 2018



7	8	9	10
Establish a 'hack' event for the district using Council and partners data	Establish seamless connectivity for businesses and residents across the District	To provide Ultrafast Business Broadband to our commercial Business Parks to allow our growing business community to exploit new sales channels and markets	Reduce average transaction costs through digital transformation
Better shape services and find potential solutions to the key issues facing the District	Improved connectivity for our residents and businesses, and opportunity for new revenue streams	Build commercial opportunities for our commercial residents to grow business, increase productivity, more local employment for local people	Assists in cost base reduction to deliver the medium term financial strategy
Head of Economy & Arts	Corporate Head of IMT	Corporate Head of IMT	Digital Transformation Officer
September 2018	Ongoing	December 2018	December 2019

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Winchester
City Council



DIGITAL STRATEGY 2018 - 2020

APPENDIX





Appendices

Appendix 1 - New Technologies



Key Drivers

Interoperability
 Value for Money
 Security
 Functionality

Sustainable
 Maintainable
 Future Proof
 PSN Compliant



What:

E-Commerce on the High Street

Wifi, tailor-made offers, loyalty programme

What:

Sophisticated transport system

Intelligent parking

What:

Build the e-marketplace for 'made in Winchester' products and services

Work with UKTI/HCC/LEP/Chamber on export programme for SMEs

What:

Superfast Broadband Roll-out

Supporting HCC programme, developing solutions for business community where needed (eg Winnall, rural areas)

What:

Supporting the digital sector

Provide the right workspace, providing informed officer support, WCC grants/dragons den funding, explore links to Productivity Council, prioritise sector in new economic strategy

What:

Creating the right environment

Consult the sector, Google sheds, hackathons, showcase events, business awards, Member 'Digital Champion', regular celebration PR, consider implications of Government review by Hall/Pesenti

What:

Training and Information Sharing

Commission SME skills audit, provision of training programme to fill gaps, networking, promotion of 'business hacks'

What:

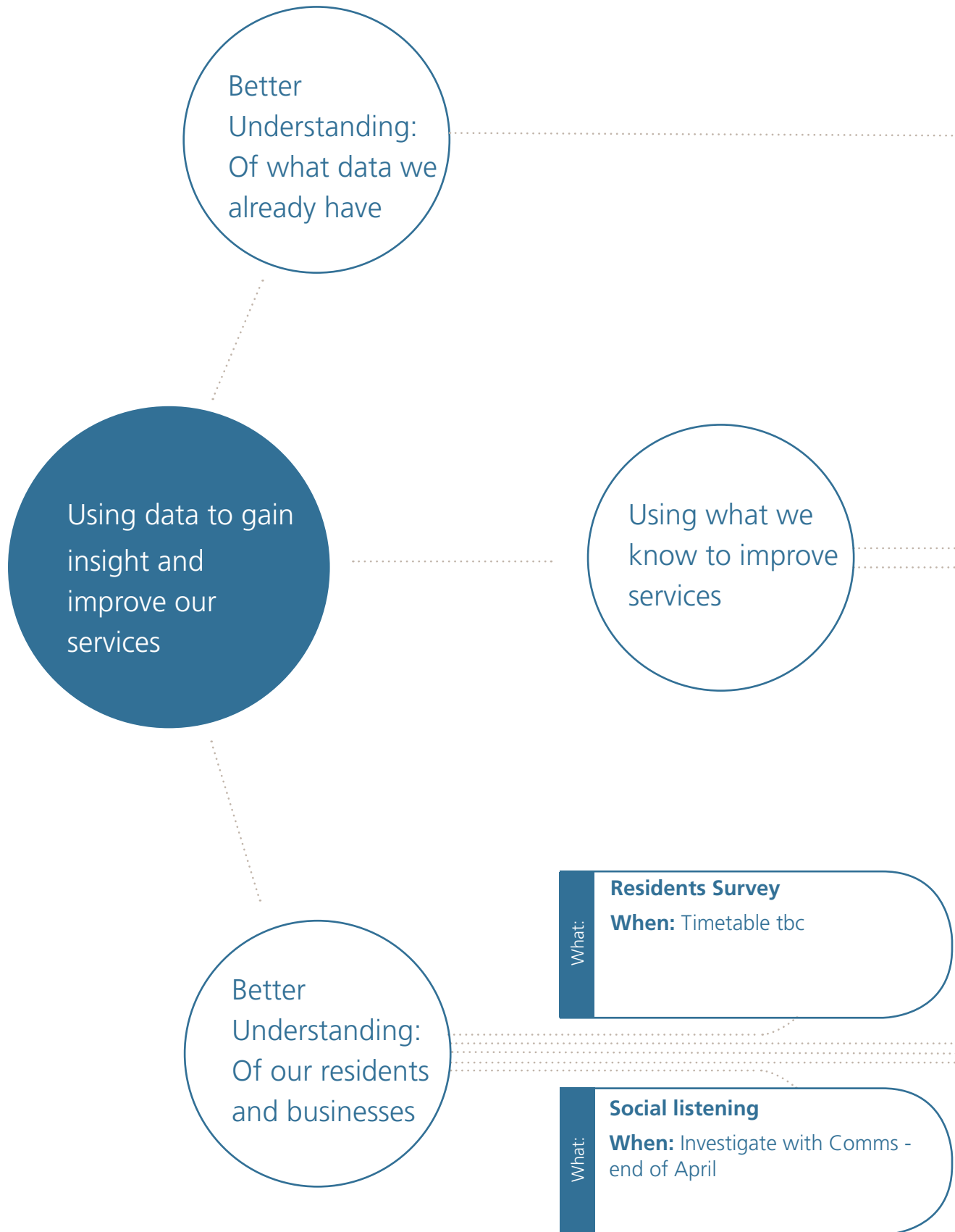
Online access to all WCC business services

Audit of current provision (information and transactional), targets for all teams to offer comprehensive on-line transactions, supporting comms/training as required

Appendix 3 - Cyber Security Review March 2017

	IN SITU		
DATA	Controlled Use of Administrative Privileges	Data Protection via encryption on all mobile devices	Controlled End User Access Based on the Need to Know
USER	Secure and Standard configurations for both Hardware and Software on Mobile Devices, Laptops, Workstations and Servers	User Accounts regularly Monitored and Controlled	Security Skills Assessment and Appropriate Training as part of induction process
APPLICATION	Portfolio of Authorised Software maintained with change management processes applied in place for additions and upgrades	Maintenance, Monitoring and Analysis of Audit Logs	Controlled Use of Administrative Privileges
HOST	Continuous Vulnerability Assessment and Remediation including monthly "Patch Tuesday"	Controlled Use of Administrative Privileges	Maintenance, Monitoring and Analysis of Audit Logs
INTERNAL NETWORK	Only council owned devices can connect directly to the network	Continuous Vulnerability Assessment and Remediation	Limitation and Control of Network Ports, Protocols, and Services
NETWORK PERIMETER	Email and Web Browser Protection using Topsec and Sophos technologies	Limitation and Control of Network Ports, Protocols, and Services	Secure Configurations enabled for Network Devices such as Firewalls, Routers, and Switches
FACILITY	Data recovery capability enabled by mirrored data facility at the TVBC Andover site	Data server and core networking kit residing in dedicated server rooms with highly restricted access	

		POTENTIAL IMPROVEMENTS
Separate GCSX email accounts used for all PSN derived data		Consider the implementation of secure email capability and a secure data portal to be used when sharing sensitive data with 3rd parties who do not have access to GCSX
Incident Response and Management plan developed by IMT (OSCaR)		Consider improved build processes and security management on mobile Smartphone and tablets
Application Software Security Maintained by monitoring threats and securing via "Patch Tuesday"		
Market Leading Malware Defences with auto updating deployed including Sophos AV, Topsec Blended Threats, etc.		Review the market for Malware products in consideration of the growing threat from Ransomware
Segregated Wireless Access Control with no direct link to the corporate WCC network	Penetration Tests and Red Team Exercises	Raise awareness of staff regarding IT security best practises. Consider internal red team exercises subject to resourcing and priority
Boundary Defence using NetScaler and dual factor authentication (SafeNet)	Penetration Tests conducted annually in support of PSN accreditation	



What:

Compelling visitor experience

Data audit

Follow-on opportunities: Work with IBM, hackathon, synergies and opportunities to combine, data cleansing, reviewing data against council strategy for opportunities

When: Autumn 2017

What:

Vanguard

When: As per programme

What:

Randomised control trials.

- Work with Revenues to support channel shift to digital forms. Application of household level Mosaic Digital data to target marketing and further support

When: Summer 2017

What:

Economic Profile

When: Required for Inward Investment Strategy work – to be commissioned end of May

What:

Customer insight through mosaic & mosaic digital

When: End of April

What:

Performance management

When - New performance management framework and quarterly monitoring in place by 30 June to support decision making
Follow-on opportunities: Better use of complaints data
