

## AGENDA ITEM No. 9

CABINET

HEAD OF IT & FACILITIES SERVICES

04 APRIL 2017

REPORT NO. IT1701

### CUSTOMER & DIGITAL STRATEGY

#### SUMMARY AND RECOMMENDATIONS

Digital technology is transforming the world we live in and providing many opportunities to look at alternative ways of delivering and improving services and becoming more efficient. Whilst the Council has made good progress in utilising digital technology in some areas, the Council has set out its response and future approach to the use and development of digital technology in its Customer and Digital Strategy (**Appendix A**).

The Strategy pulls together the Council's digital ambitions and action plans, and sets out its general direction of travel in a non-technical and easy to understand document. The strategy aims to transform the Council in to a more modern, efficient, joined up and customer focussed organisation in response to changing customer demands, the Council Plan and a more challenging financial environment.

Cabinet is asked to approve the Council's Customer & Digital Strategy for submission to Full Council on 20th April for adoption.

#### 1. INTRODUCTION

- 1.1 The last decade has seen enormous developments in the range of technologies, digital tools and approaches available to both residents and organisations. For example, smart phones and tablet computers are now commonplace; use of social media is now mainstream, data and systems are increasingly stored in the 'cloud' and, according to Ofcom, approximately 80% of adults have internet access and can go online from any location. Collectively, these advances have enabled residents and businesses to change the ways in which they interact, gain access to information and services, and organise their daily lives and work.
- 1.2 At the same time, the change in digital technology and the uptake of technologies such as mobile devices, social media, high-speed broadband and open data present huge opportunities for the Council to target, improve and deliver better services through alternative service delivery models and to save money through associated efficiencies. To keep pace with advances in technology and meet the increasing expectation of our

customers it is important that the Council has a clear, agile and progressive approach to the development of its digital agenda and associated resources.

- 1.3 This report introduces the Council's Customer & Digital Strategy (given at **appendix A**) and outlines the approach that the Council will take in the use and deployment of digital technologies to deliver services and outcomes that matter to its customers. Whilst providing for a general direction of travel, this has deliberately been formatted as an accessible and non-technical document.
- 1.4 Cabinet is asked to approve the Council's Customer & Digital Strategy for submission to Full Council on 20th April for adoption. As such, Cabinet approval does not form a key decision at this stage.

## 2. BACKGROUND

- 2.1 Given the wider social and technological background shift outlined above, the Council's Information and Communications Technology (ICT) services and the digital strategy are seen as key enablers.

- 2.2 Central to the delivery of services that are fit for the future, it is widely recognised that the Council's digital strategy and approach will underpin and make significant contribution to all of the Council's four main priority work areas detailed in the Council Plan 2017-18 (shown opposite). As such, the development of the digital strategy sits on the Cabinet work plan and has formed one of the key work streams of the Council's transformation programme in its drive towards financial sustainability.



- 2.3 Collectively this forms the basis of our digital vision. This is one where 'Rushmoor' and its communities are empowered through the use of so-called 'smart city' technologies and infrastructure to support a strong economy and regeneration, social well-being and joined-up modern public services.

## 3. DETAILS OF THE PROPOSED STRATEGY

### Guiding principles

- 3.1 To help realise this vision, the proposed strategy has, following consultation with Members and staff (see section 4 below), been structured around eight digital ambitions. Whilst high level and aspirational in nature these guiding principles have been established so as to allow for some flexibility, agility and a degree of responsiveness to what is a fast

paced, ever changing and dynamic technological environment. Our digital ambitions include –

- a) Realising **the technology opportunity** – using modern technology to reduce costs and improve service quality for all.
- b) The Council **working differently and better** – using digital technology to make the Council more efficient and sustainable for the future.
- c) **Everyone included** – designing our services to be accessible to ensure no one is digitally excluded.
- d) **Working together and joined-up** – working with partners and other organisations to join-up services to make them easier to use.
- e) **Improve health, wellbeing and generate economic growth** – supporting opportunities to increase technology investment(s) to help create jobs and stimulate growth.
- f) **Engaging young people** – providing information and services electronically to ensure the Council remains relevant.
- g) **Better informed – Better Connected** – using modern technology to provide timely and accurate information to enable customers to make better choices.
- h) **Digital democracy** – to support democracy, community leadership and engagement through appropriate channels (including social media) and electronic voting.

3.2 Central to the digital strategy is a strong customer focus. This reflects the content and ethos of the Council Plan 2017-18, to **Listen, Learn, Deliver : Better**, and seeks to enable the delivery of the Council's work through the digital (re)design of services around the customer experience.

3.3 Whilst promoting self-service at times and in ways that our customers want to engage with our services, the strategy also seeks to facilitate a 'one Council' approach to service delivery. This will require the use of digital technologies to integrate front and back office systems, join up customer contact(s), analysis of customer data and interactions to gain insight and understanding of customer needs and, developing front office systems that can handle and process most of them (i.e. customer transactions) at the first point of contact.

### **Digital Themes & Action Plans**

3.4 By way of translation of the Council's digital vision and ambitions, a set of digital themes and action plans have also been established to detail how the strategy will be delivered. These also reflect key areas of the Council's work programme, plans and priorities and are summarised below.

- a) **Connected Rushmoor** – making sure Rushmoor is connected by the fastest Broadband and wireless technologies and that our residents and businesses have support and access to the internet.
- b) **Digital by design** – putting digital technologies at the heart of services; (re)designing services as digital by default whilst mindful of those who may find using technology difficult.
- c) **Working smarter** – using technology to make the Council work better and smarter by, for example, remote and mobile working, enabling self-service and reducing running costs.
- d) **Digital skills** – provision of training, education and support to improve the digital skills of employees, those we work with and the community at large to use the new technologies.
- e) **Digital communities** – improving lives and driving economic growth by creating a ‘digital place’ and a dynamic, inclusive and efficient digital community able to do business electronically, from any location, at any time.

3.5 Whilst additional governance detail is given within the strategy, each theme essentially sets out the strategy objectives and how we will realise its ambitions. The individual steps or actions that will contribute to meeting each objective and the measures by which progress will be monitored are then set out in more detail in a series of high level action plans.

3.6 Implicit to the five themes and underpinning the overall strategy, is a sixth (unstated) element concerning the infrastructure necessary to deliver it. Whilst infrastructure is a critical enabling feature which pulls and holds the strategy together, the design, management, maintenance and necessary resources for this are governed through the Council’s ICT Strategy. Infrastructure is not therefore specifically detailed in the Customer & Digital Strategy.

## 4. CONSULTATION AND DEVELOPMENT

4.1 The Customer and Digital Strategy has been developed by a work group established as part of the Council's transformation programme. This has looked extensively at what other local authorities and a range of major private sector partners (e.g. Microsoft, Virgin Media, Gartner etc) are doing to identify both industry norms and where technology and technological developments are generally heading.

4.2 Furthermore, the strategy has been developed following consultation with the Corporate Services Panel and follows an all Member workshop on the subject in 2016. Council staff have also been engaged through a series of staff workshops, a digital learning network and briefings. The document and associated action plans have also been subject to external challenge by a competent third party specialist.

4.3 Where approved, the strategy will subsequently be made available online, and be promoted and shared with key partners (e.g. Hampshire County

Council, the local enterprise partnership (LEP) and Enterprise M3 etc). Customer led input will also be captured through the planned residents survey 2017; also part of the Council Plan 2017-18.

## **5. IMPLICATIONS (of proposed course of action)**

### **Risks**

- 5.1 There are no immediate risks associated with the approval of the strategy itself as it has been intentionally developed to be flexible, agile and adaptive to changing technological and social circumstances. However, there may be some risk concerning IT security and cybercrime, digital inclusion and the skilled resources necessary to deliver it. These are outlined in more detail below.

### **Legal Implications**

- 5.2 There are no immediate legal implications.

### **Financial and Resource Implications**

- 5.3 There are no immediate financial implications associated with the strategy whereas the Council's Capital Programme for 2017/18 to 2019/20 provides for an ongoing rolling programme of £200,000 to support the ICT, Customer and Digital Work Programme. Moreover, for 2017/18, Cabinet has already approved an additional £85,000 for work related to the new environment customer hub/ portal. However, any new digital developments beyond those already programmed would need to be subject to usual business case and supplementary approvals.
- 5.4 With reference to other resources, it has long been recognised that the UK suffers from an IT skills shortage and has not produced enough skilled people to service the ICT sector. Supply and demand therefore results in high sector salary levels. Collectively, these factors mean that the Council operates in a highly competitive environment which, in turn, means that it may sometimes be a challenge to deliver some of its ambitions; particularly where skilled input is required.

### **Equalities Impact Implications**

- 5.5 Whilst the strategy is designed to take account of the Governments digital inclusion framework to ensure that no one is digitally excluded, the Council recognises that not everyone in our communities will be able to access its services digitally. Therefore, whilst committing to making services digital by design and independently accessible by the majority, the digital strategy will include options for key services to be accessed in traditional ways by customers who may require our support. The Council will take a steer on these matters by the recently established Rushmoor & Hart Digital & Inclusion Task Force.

### **IT Security**

- 5.6 Greater accessibility and increasing use and reliance on digital technology will inevitably expose both the Council and its customers to a risk of

cybercrime. To combat this, the Council has and will, as part of its digital strategy, maintain a comprehensive programme of activities to reduce the risk of cybercrime based on the principles of the Government's National Cyber Security Strategy 2016-2021.

- 5.7 The Council has and is expected to maintain a high industry standard for its current IT security arrangements. As part of the Government's Public Service Network (PSN) the Council is required to maintain its code of connection whereby it is externally audited by the Cabinet Office and subject to an independent third party annual penetration test. However, it will need to continue working with specialist partners to protect and look after the Council's network and educate staff and Members on new and emerging threats and the actions they need to take to minimise them. As part of its digital strategy, this information and support for staying safe will also need to be extended to local residents and businesses.

## **6. CONCLUSIONS**

- 6.1 By virtue of a non-technical and accessible document, the Customer & Digital Strategy builds upon existing investment by setting out the general ambitions, approach and direction the Council will take in the use and deployment of digital technologies. The Strategy is designed to be flexible and adaptive to reflect the ever changing dynamic technology environment and seeks to bring a range of projects and initiatives together to enable the delivery of the Council Plan and deliver services and outcomes that matter to its customers.
- 6.2 Notably, the strategy is designed to empower 'Rushmoor' and its communities through the use of so-called 'smart city' technologies and infrastructure to support a strong economy and town centre regeneration, social well-being and joined-up modern public services.
- 6.3 The strategy has been developed following staff and Member consultation (c/o Corporate Services Panel) and seeks to align ICT and digital services with the broader aspirations of the Council. It seeks to ensure ICT and digital services become an enabler and platform for service transformation across the Council to do things better; ensuring that services are accessible, efficient and fit for the future in a safe and secure IT environment.
- 6.4 As part of the ongoing development and delivery of the action plans that support the strategy, arrangements are in place for the Cabinet Member for Corporate Services to be provided with regular progress updates. In addition, there will be opportunities for Members to contribute, participate, and work on a range of initiatives and to monitor progress.

**BACKGROUND DOCUMENTS:** None.

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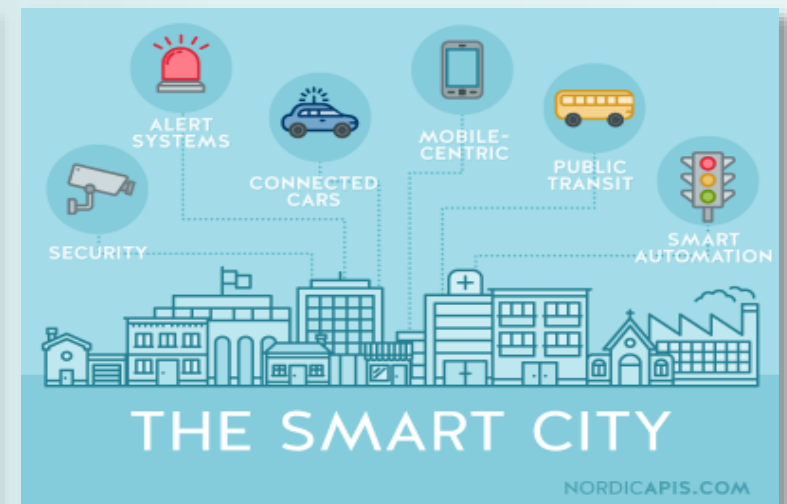
**APPENDICES:**

Appendix A – Rushmoor Borough Council, Customer and Digital Strategy 2017-2020 (April 2017).



# Rushmoor Borough Council

## Customer & Digital Strategy 2017 - 2020



4th April 2017 Cabinet Version



# Forward



**B**y the end of the decade users of public services will expect to access what they want 24/7, by a variety of digital means – smart phone, tablet, TV, computer and many others.

Rushmoor Borough Council believes that to be successful we should listen to our residents, businesses and communities. We should learn from them and from experts about what works best and then ensure we use this knowledge to deliver better services.

Through our Customer and Digital Strategy, we will seize opportunities to do things better by increasing our digital offer to improve services to our customers. There are now opportunities for councils to be the first to redesign public services around the customer experience, enabled by personal mobile digital technology.

These opportunities will also provide ways to reduce cost and improve services to local taxpayers. Our Customer and Digital Strategy provides a direction of travel for the future and a clear focus for how we will use technology to help address some of our biggest challenges.

Ours is an active strategy approach, one which ensures that Digital Technology is at the heart of what we do.

## Digital Communities

The Digital Strategy is designed to enable and support the ambitions of the Council to regenerate key areas of Aldershot and Farnborough through encouraging the use of '**smart city technologies**' and digital infrastructure.

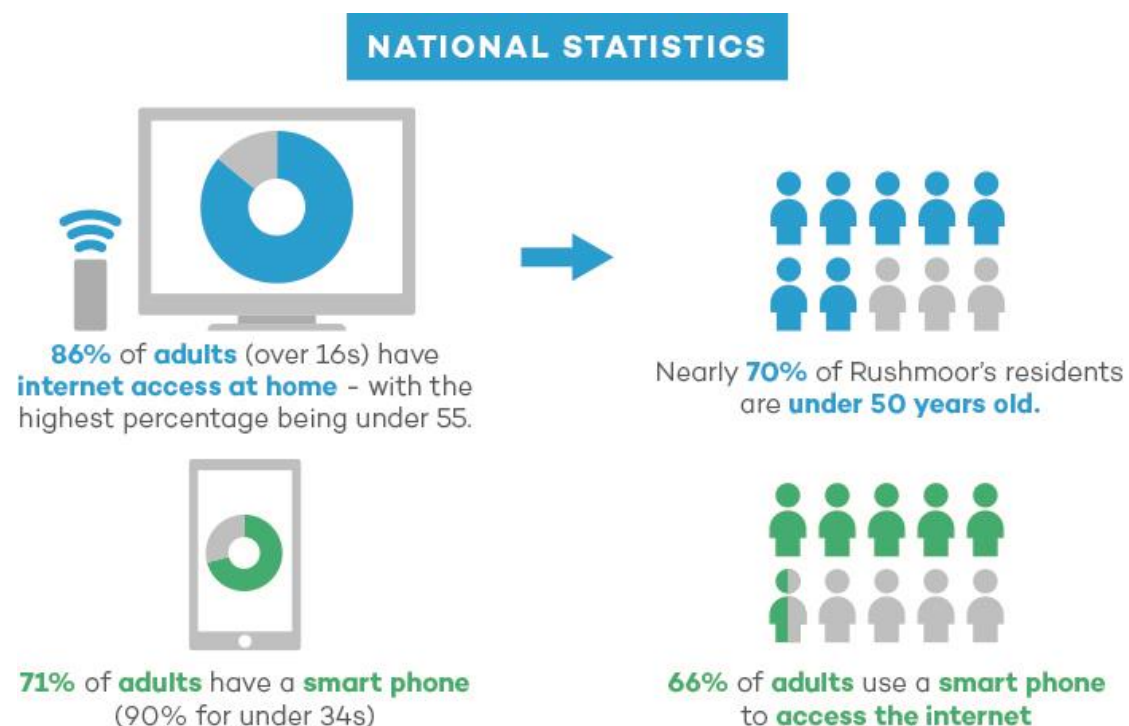
Working with partners in the regeneration programme we will look to implement new technologies which support economic growth and provide a strong economy, social wellbeing and joined-up modern public services.



Councillor Paul Taylor,  
Cabinet Member  
for Corporate Services

# Rushmoor Borough Council Customer and Digital Strategy 2017 - 2020

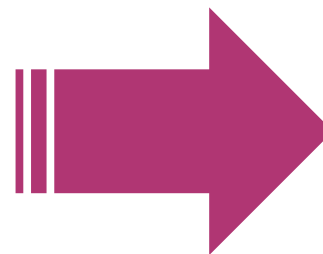
“We now live in an online society. According to Ofcom, close to nine in ten adults now go online from any location, while 77 per cent of all adults have a broadband connection. In addition 78 per cent of us have looked online for information on public services and 69 per cent have completed government processes online”<sup>1</sup>



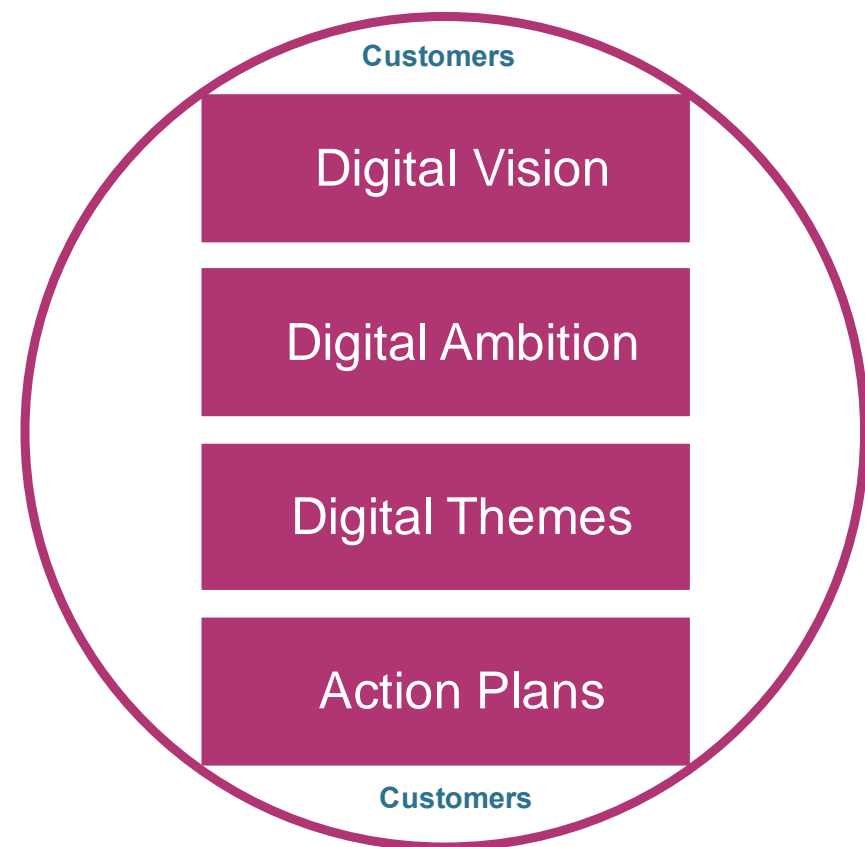
<sup>1</sup> NDL National Digital Report 2015

# About this Strategy

**R**ushmoor Borough Council has adopted the Council Plan 2017 -18 which sets out the vision for the Council under four main priority areas:



**T**he Customer and Digital Strategy is intended to underpin these areas of focus and ensure that the Council's overall priorities are delivered. The plan is divided into four sections:



# What is Digital?

Digital can be best defined as using modern information technology (computers and other internet connected devices) to connect people with information. Using this new technology allows organisations to transform the way services are provided.

## Our Vision

‘Our Customer and Digital Strategy describes how we will use modern tools and technologies to enable the digital opportunity and fundamentally change how the council serves internal and external customers’

In every aspect of society digital transformation is taking place. Over the last twenty years in particular we have seen the development of the internet; initially used on computers but now used increasingly on mobile and many other connected devices. In the last five years we have witnessed new ways of communicating for example through social media and this is now mainstream.

These changes, together with consistent growth in information technology processing power, storage and better network connections have meant that few tasks today have not been changed by these developments. From banking, shopping, travel to communicating with friends and doing business – every aspect of our lives has been touched by the digital revolution.

Over the next few years these changes will continue with the advent of new technologies and continued improvement in existing technologies. Technologies like virtual reality and the internet of things will allow us to connect and make intelligent everyday devices and services to transform how we interact with our surroundings. The result of this will be the automation and transformation of many things in our personal and business life. The speed of change will for some be difficult and for others exciting. Everyone will be challenged to adapt to meet these changes.



# What is the digital opportunity?

**T**here are rapid changes taking place in society fuelled by advancements in modern mobile internet technology meaning that every organisation needs to respond to the changing demands of their residents, customers and businesses. The Council needs to reduce the cost of services whilst improving service quality, remain relevant to the many customers who use digital services everyday whilst ensuring that it meets the demands of all the customers it serves. Three key areas will provide opportunities to achieve this:

## Social Media

Social media has changed the way in which we can communicate and engage – it's opened up access and provides us with a wealth of opportunities to build relationships and connections in the community. Our aim is to use Social Media to listen, learn and deliver better services.

## Website

Websites will be transactional with an emphasis on easy access, self-service, up to date and relevant information and fully mobile enabled. Around 60,000 customers visit our website every month, our aim is to ensure that our website is succinct and information is accessible in a maximum of three clicks.

## Digital Infrastructure

Digital technologies allow the redesign of services around the customer. The ability to deliver many transactional services electronically – whether paying, applying or reporting can be done at a lower cost. We will invest in digital technologies, harnessing the power of Cloud Computing where appropriate, to support better customer service.



## What is the Opportunity?

The Government itself has estimated that local councils across the country could save up to £5bn by adopting better digital technologies<sup>1</sup>.

There are many examples of how other councils have innovated and used modern technology to improve services and reduce cost, from waste collection to income collection – digital technologies are making a difference.

<sup>1</sup> DCLG survey February 2015

**A**lmost everyone who lives, works or visits the Borough uses a service provided by the Council in one form or another. Everyone at the Council plays a part in meeting these needs and ensuring that the services reflect our residents, customers and business requirements.

The Council is committed to developing a ‘one council approach’ which delivers high quality services first time, every time to all its customers.

## Customer Insight

Each Council Service collects data on customer demand and customer requirements. We analyse this data to gain a better insight into customer needs. We can see what information people access through our website, what people are looking for when using a search engine or if they are a new user or someone who regularly contacts the Council. Using customer information and intelligence allows us to better commission services our customers want and support continuous improvement in service delivery. This information has supported the development of this strategy and to roll-out of new services such as the ‘Love Rushmoor’ App

**LOVE**  **RUSHMOOR**



**Help keep Aldershot and Farnborough clean and safe with our new mobile app**



**RUSHMOOR**  
BOROUGH COUNCIL

# Listening to our Customers

# Delivering excellent customer service

**T**he Council will centralise and 'join-up' customer contact using digital technology to improve customer service and reduce cost. The Council will:

- Develop a centrally managed front office which will handle most day to day customer transactions at the first point of contact, where appropriate.
- Move as soon as possible to a 'One Council approach' established with fully integrated front and back offices with a range of services dealt with at the first point of contact at the council.
- Increasingly promote access channels which are self-service with easier customer contact and help residents, customers and businesses shift to these new channels.
- Provide service cost reductions at each stage whilst maintaining high levels of customer satisfaction.

## What is self service?

By using digital technology it is possible to design many services so that the customer can enter service request information (e.g. make an application or payment or request a service) directly from their computer, smartphone or tablet.

The service request can be processed automatically and all information provided back to the customer electronically to satisfy the request. This is a much more cost effective way to provide services with a lower number of staff needed to process requests.



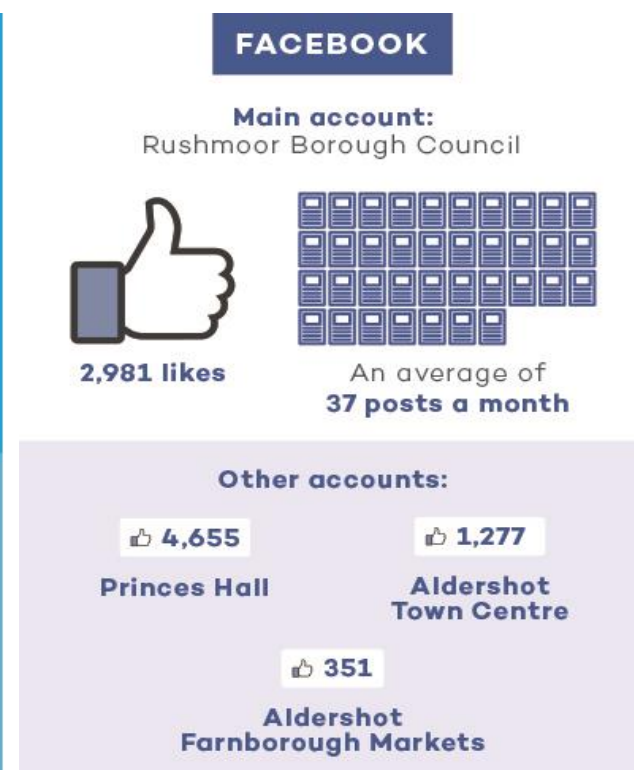
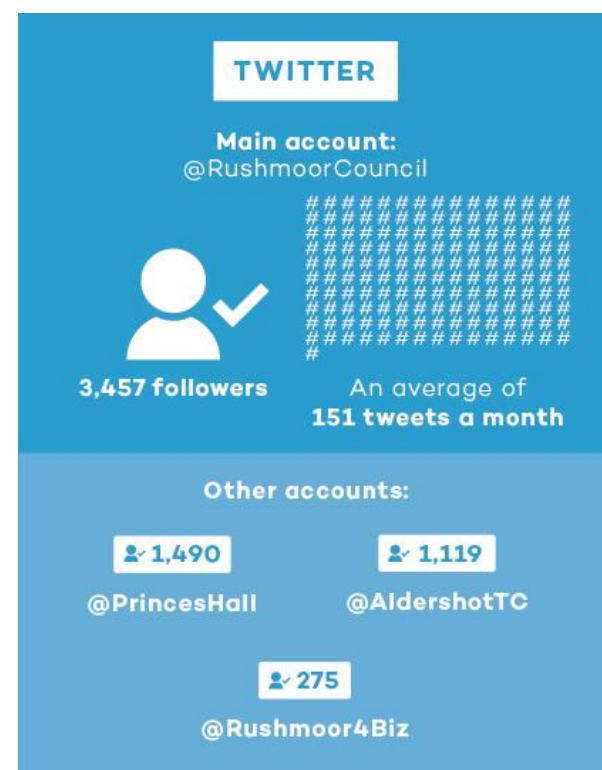
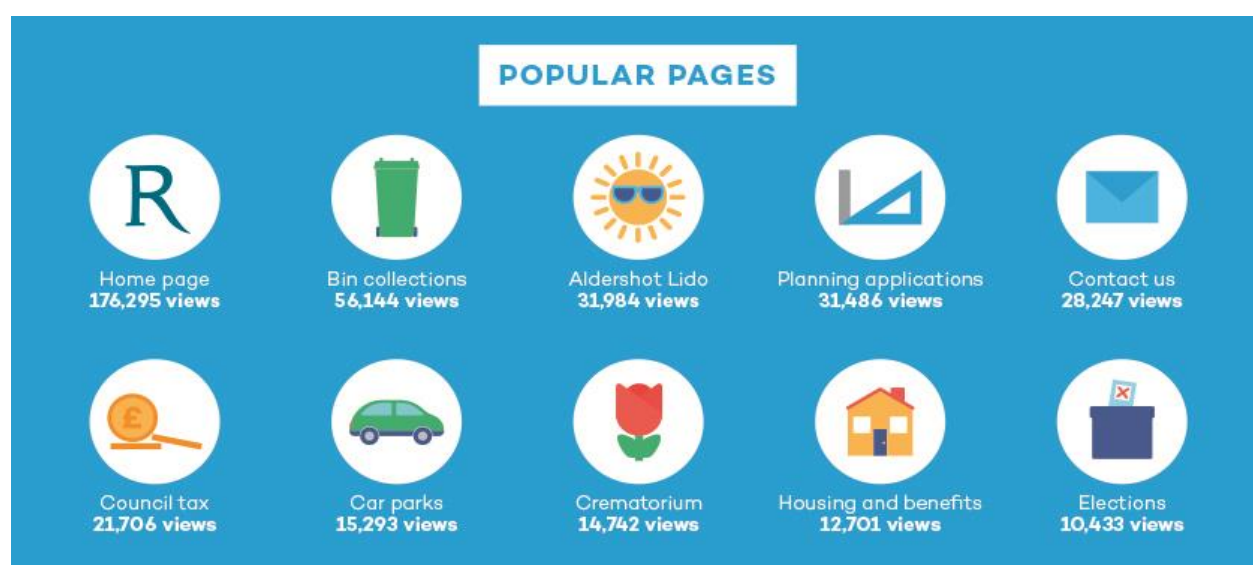
## What is a 'One Council approach'?

At the moment many council services are provided by different teams and in some cases different organisations within the Council. This can mean customers need to wait to see different staff when they visit or call the Council about services – causing delay, duplication and wasted time.

A One Council approach means that the Council will establish a single Customer Service Hub able to deal with all requests for services and respond to most enquiries immediately, regardless of the team or organisation delivering the service. This will provide a much better service to the customer.



# Rushmoor Digital Customer Service



The Council will continue to develop the delivery of customer services using modern digital channels.

The role of social media in customer service delivery will increase as more residents, customers and businesses continue to interact with the council through social media channels such as Twitter and Facebook.

The Council will continue to make it easier for customers, by ensuring service fulfilment at the first point of contact. This is fundamental to improving service for the customer with greater convenience and efficiency at lower cost. Whenever possible this should be through the simplest and most direct channel accessed by the customer themselves.

Residents, customers and businesses will increasingly expect the Council to provide modern digital services which -

- Enable them to do this in a way that suits them
- Provide the right information to help them organise and run their lives
- Enable them to access services and track progress 24/7/365
- Understand and relate to them as a single organisation
- Allow them to do a number of things at the same time

# Safety, Security and Access



## Managing IT Security and Cyber Crime

Cybercrime is a global problem. It is usually carried out over the Internet and can take many forms. There are a number of things we can do to protect ourselves. The Council has a comprehensive programme of activities to reduce the risk of Cybercrime based on principles from the Governments National Cyber Security Strategy 2016-2021

- Working with specialist partners, protecting and looking after the councils network.
- Educating staff when new threats surface of what action they need to take.
- Taking an organisation wide approach in order to stay secure.
- Proving information and support for business and residents to stay safe.

## Ensuring Digital Inclusion and Access to Services\*

The council recognises that not everyone is able to access services digitally. This maybe because of financial constraints or because they do not have the skills. The Council is committed to ensuring services will be, where appropriate, digital by design but include options to be accessed in traditional ways by customers who require help. In addition, the council will work with partners to provide support and improve skills at a local level.

# Our Digital Ambition

**O**ur Customer and Digital Strategy puts residents, customers and businesses at the heart of everything we do. We have developed eight clear ambitions to support our Digital Vision.

## 1. A new technology opportunity

Using modern technology we will reduce costs and improve service quality for everyone.

## 2. The Council Working differently

We will use digital technology to make The Council more efficient and ensure it is sustainable in the future.

## 3. Everyone Included

We will work hard to make sure no one is 'digitally excluded'. We will design our services to be accessible using modern technology regardless of age, disability or ethnicity.

## 4. Working Together Joined-up

We are committed to and will work with other organisations and technology partners to join-up services and make them easier to use.

## 5. Improve health, wellbeing and generate economic growth

Investing in modern technology can help create jobs and stimulate economic growth. We will ensure that we support opportunities which increase technology investment in Rushmoor.

## 6. Engaging Young People

We know that most young people want to access services and information electronically. We are committed to ensuring the Council remains relevant to all.

## 7. Better informed better Connected

We believe that our customers can make better choices if they have the right information. We will ensure we provide timely and accurate information.

## 8. Digital Democracy

We want to use technology to enhance and support democracy and community engagement through, easier communication/ social media and potentially electronic voting.



# Digital Ambition into Action

**O**ur digital vision and ambition identify **‘what’** the Council intends to deliver. To turn the strategy into reality a set of five Digital Themes and associated Action Plans have been developed. These are **‘how’** the strategy will be delivered. The five key Digital Themes relate to how the Council will work **‘smarter’**, how it will improve the delivery of services using digital technologies as well as enabling communities to use modern technology to more efficiently access services and collaborate with the Council.

## Digital Ambition

|   |   |  |   |
|---|---|--|---|
| <b>1. A new technology opportunity</b><br>Using modern technology we will reduce costs and improve service quality for everyone.  | <b>2. The Council Working differently</b><br>We will use digital technology to make The Council more efficient and ensure it is sustainable in the future.                                  | <b>3. Everyone Included</b><br>We will work hard to make sure no one is ‘digitally excluded’. We will design our services to be accessible using modern technology regardless of age, disability or ethnicity. | <b>4. Working Together Joined-up</b><br>We are committed to and will work with other organisations and technology partners to join-up services and make them easier to use.                       |
| <b>5. Improve health, wellbeing and generate economic growth</b><br>Investing in modern technology can help create jobs and stimulate economic growth. We will ensure that we support opportunities which increase technology investment in Rushmoor. | <b>6. Engaging Young People</b><br>We know that most young people want to access services and information electronically. We are committed to ensuring the Council remains relevant to all. | <b>7. Better informed better Connected</b><br>We believe that our customers can make better choices if they have the right information. We will ensure we provide timely and accurate information.             | <b>8. Digital Democracy</b><br>We want to use technology to enhance and support democracy and community engagement through, easier communication/ social media and potentially electronic voting. |

## Digital Themes



## Digital Council Action Plans

# Digital Themes

## CONNECTED RUSHMOOR

We want to ensure that the whole of the Rushmoor area is connected by the fastest Broadband and wireless technologies. We want our citizens and businesses to have excellent access to the internet. We will look to enable the provision of Wi-Fi and other internet technologies where they do not exist in important public areas. We will support those vulnerable groups who find accessing these services difficult.

## DIGITAL BY DESIGN

We will redesign and develop our services by putting digital technologies at their heart. We call this Digital by Design. Instead of thinking about how to 'add' digital services, often as an afterthought, we will instead look to design services as digital from the start, using customer insight and intelligence to inform the design. We will, however, always be conscious of those who find using technology difficult.

## WORKING SMARTER

We will use modern technology to make the Council work better and smarter. We will change the way we work, introducing remote and mobile working, reducing our space requirements to enable fee paying tenants. We will help customers self-serve to reduce the number of staff we need & will invest in technology where it gives service improvement or reduced running costs.

## DIGITAL SKILLS

To allow the opportunity offered by digital to flourish we need to ensure all those within our organisation, those we work with and the community at large have the skills to use the new technologies. To achieve this we will encourage training and work with the education sector and partner organisations to support digital training and skill improvement.

## DIGITAL COMMUNITIES

Our ultimate ambition is to create a dynamic council. This will be characterised by the ability of residents to do business with public sector organisations electronically, from any location and at any time. It will mean businesses will get support to innovate, develop and improve lives through the use of digital technology to potentially drive economic growth. This will be digitally inclusive, engendering a sense of place which is digitally enabled.

# Governance

**T**o ensure the effective delivery of the Customer and Digital Strategy, the Council has established a robust governance approach based on best practice delivery of large complex programmes.

It is using an adapted project management methodology to control the delivery of key project outputs on time and on budget.

Reporting for the programme is through a dedicated Transformation Programme Board reporting to the Cabinet and relevant scrutiny panels which provide Member oversight of the projects.



**Cabinet & Scrutiny Panels**  
(Customer & Digital oversight)

**DMB/Transformation Programme Board**

**Workstreams**

Organisational  
Development

Customer  
& Digital

Income  
Generation

**Action Plans**

# Action Plan 1

## CONNECTED RUSHMOOR

We want to ensure that the whole of the Rushmoor area is connected by the fastest Broadband and wireless technologies. We want our citizens and businesses to have excellent access to the internet. We will look to enable the provision of Wi-Fi and other internet technologies where they do not exist in important public areas. We will support those vulnerable groups who find accessing these services difficult.













| Programme/Project   | Description   | Project Status   | 2017 Status           | 2020 Ambition        |
|---|---|--|-----------------------|----------------------|
| Public Services Network (PSN)<br><a href="https://www.gov.uk/government/groups/public-services-network">https://www.gov.uk/government/groups/public-services-network</a>  | The PSN is the government's secure high-performance network, which helps public sector organisations connect, work together, reduce duplication and share information.  | Compliant March 2017 – Annual review & external assessment             | 0% complete           | 100% complete<br>↓ ↓ |
| Hampshire Public Services Network (HPSN2)<br><a href="http://www3.hants.gov.uk/hpsn2.htm">http://www3.hants.gov.uk/hpsn2.htm</a>  | Led by Hampshire County Council, HPSN was established to deliver an integrated voice and data network for Hampshire and Isle of Wight public sector partners. Its successor is HPSN2, provided through a partnership with Virgin Media Business, and is available to any public sector organisation and used by Rushmoor.   | Service operational  | 0% complete           | 100% complete<br>↓ ↓ |
| Hampshire Superfast Broadband Initiative<br><a href="https://www.hampshiresuperfastbroadband.com/">https://www.hampshiresuperfastbroadband.com/</a>   | Improvement of broadband is a priority for the County Council who are investing a combined total of £28.4m of public funds to increase coverage from 80% to more than 95% of premises across Hampshire. The Hampshire Superfast Broadband Programme has extended coverage to 90% of premises at the end of 2015. Plans are in place to reach more than 95% of premises in the county by September 2018. | Hampshire IT Managers Initiative                                       | 0% complete           | 100% complete<br>↓ ↓ |
| 4 <sup>th</sup> & 5 <sup>th</sup> Generation Mobile<br><a href="http://www.bbc.co.uk/news/technology-30224853">http://www.bbc.co.uk/news/technology-30224853</a>  | The council is involved in rolling out the latest telecommunications and mobile technology to support the delivery of services.   | Local Enterprise Partnership (LEP) & Hampshire IT Managers Initiatives | 0% of enabled devices | 100%<br>↓ ↓          |
| Public Wi-Fi  | Public Wi-Fi provision will be delivered through partnerships with other public and private sector organisations e.g. HCC, retail shopping centres, developers, voluntary sectors and independent traders.  | Aldershot and Farnborough Regeneration Projects                        | 0% usage              | 100%<br>↓ ↓          |
| Cyber Security<br><a href="https://www.gov.uk/government/publications/national-cyber-security-strategy-2016-to-2021">https://www.gov.uk/government/publications/national-cyber-security-strategy-2016-to-2021</a> | Implement ISO 27001 and wider Information Security policies.  | Implements & continuously reviewed                                     | 0% complete           | 100% complete<br>↓ ↓ |



# Action Plan 2

## DIGITAL BY DESIGN

We will redesign and develop our services by putting digital technologies at their heart. We call this Digital by Design. Instead of thinking about how to ‘add’ digital services, often as an afterthought, we will instead look to design services as digital from the start, using customer insight and intelligence to inform the design. We will, however, always be conscious of those who find using technology difficult.

| Programme/Project   | Description   | Project Status   | 2017 Status   | 2020 Ambition |
|---|---|--|---|---------------|
| <i>Love Rushmoor “App”</i><br><a href="http://www.rushmoor.gov.uk/love-rushmoor">http://www.rushmoor.gov.uk/love-rushmoor</a> | Implement Love Clean Streets solution, residents “take up” strategy, mobilise Customer Service Unit and Contract teams.<br><br>Phase 2<br>Local info & integration with new waste contract.   | Phase 1 “live”<br>February 2017<br><br>Phase 2 Autumn 2017 | 0% complete  100% complete      |               |
| Environmental Services Integration Hub  | The Council, working in partnership with key suppliers, will develop front to back solutions to allow the public to report, enquire and pay for a wide range of environmental services via the website, Love Rushmoor App or telephone. This secure fully integrated solution will allow the Customer and staff to see the exact status of service requests in real time. | Spring 2018  | 0% complete  100% complete  |               |
| Mobile Working for Front Line Services  | Deployment of mobile solutions for environmental services maintenance, contracts, housing and building control teams.   | By 2019  | 0% complete  100% complete  |               |
| Council Web Site  | Web Site Re-Design to ensure inclusion of Environmental Services Integration Hub.   | 2018/19  | 0% complete  100%           |               |
| Committee Management System development   | Introduce meetings app for the Cabinet, Committees and panels (Phase 1).  | April 2017   | 0% complete  100%           |               |
|   | Develop a solution for managing meetings in Rushmoor through <a href="http://modern.gov">modern.gov</a> (Phase 2).  | Spring 2018  | 0% complete  100%           |               |

# Action Plan 3



We will use modern technology to make the Council work better and smarter. We will change the way we work, introducing remote and mobile working, reducing our space requirements to enable fee paying tenants. We will help customers self-serve to reduce the number of staff we need & will invest in technology where it gives service improvement or reduced running costs.

| Programme/Project  | Description   | Project Status   | 2017 Status                 | 2020 Ambition     |
|--|---|--|-----------------------------|-------------------|
| Corporate Flexible Working Programme   | The Council has adopted a set of projects to enable staff to be mobile and work remotely from the office. This approach means greater flexibility for staff, lower costs of premises and improved service to the customer is possible. The intention is to expand this programme of work to allow all staff working in appropriate roles to be able to work flexibly.   | Working Smarter Project  | 0% able to work flexibly    | Target percentage |
| Digital Workspace<br><i>Flexible, adaptable agile – digitally enabled workspace for staff, members and customers</i> | The Council is working with Hampshire CC, the Police and other agencies to create a single location for multiple services. This will improve coordination and provide better communication between public bodies. As a result customers can expect to not have to visit different locations to get public services.   | Office Accommodation Strategy                                    | 0% of multi-agency activity | 100%              |
| Service Transformation – Customer & Digital  | The Council is working to ensure that all processes are reengineered to ensure that wherever possible they will be delivered digitally. In addition we will collect, store, collate and transmit information electronically wherever possible. This approach will lead to efficiency in services, reduced cost and duplication and more accurate information provision. | Phased work programme  | 0% of Council back-office   | 100%              |
| Transparency & Information Management  | Information management is a discipline that governs the transparency and accountability for the structure, storage, quality and usage of information required for management and business intelligence purposes.<br><br>Including Geographical Information Systems.   | Ongoing<br><br>Webcam meetings Development<br><br>Annual refresh | 0% completed                | 100%              |
| Information & Communications Technology (ICT) Strategy   | The ICT Strategy is designed to ensure that the Councils Information and Communications Technology environment is properly managed, maintained, secured, resourced, is cost effective and designed to supports the Councils business needs.   | Annual refresh   | 0% completed                | 100%              |

# Action Plan 4



To allow the opportunity offered by digital to flourish we need to ensure all those within our organisation, those we work with and the community at large have the skills to use the new technologies. To achieve this we will encourage training and work with the education sector and partner organisations to support digital training and skill improvement.

| Programme/Project  | Description  | Project Status                                  | 2015 Status | 2020 Ambition |
|--|--|---|-------------|---------------|
| Digital Learning Network   | Establish a network of digital champions across the organisation to act as a reference point and advisor for change. Start digital knowledge sharing events across the organisation, including training, workshops, informal lunchtime learning, service reviews or digital rapid improvement events.                                      | Ongoing,<br><br>Staff Hub development underway. | 0% complete | 100% complete |
| Members Development Group  | Member training and development programme to include; Social Media, IT Skills.<br><br>Members IT Service – support members with solutions and skills   | Ongoing<br><br>Working Group                    | 0% complete | 100% complete |
| Organisational Development   | Everyone working at the Council will need the skills, knowledge and digital understanding to meet the changing demands of the organisation, our residents, members and local businesses. Training and learning activities are being rolled out to support our digital ambitions.   | Phased roll-out<br>2017 – 2020                  | 0% complete | 100% complete |
| National and Local Digital Training Initiatives<br><a href="https://local.gov.uk/organisations/2/">https://local.gov.uk/organisations/2/</a> | The Council will promote the use of national and regionally funded digital training initiatives. Using the Rushmoor & Hart Inclusion Taskforce, GO ON UK, the Council will facilitate improvement in local digital skills, particularly focused on supporting deprived areas of the community such as older people, families and disabled. | To be developed<br>during 2017/18               | 0% complete | 100% complete |

# Action Plan 5

## DIGITAL COMMUNITIES

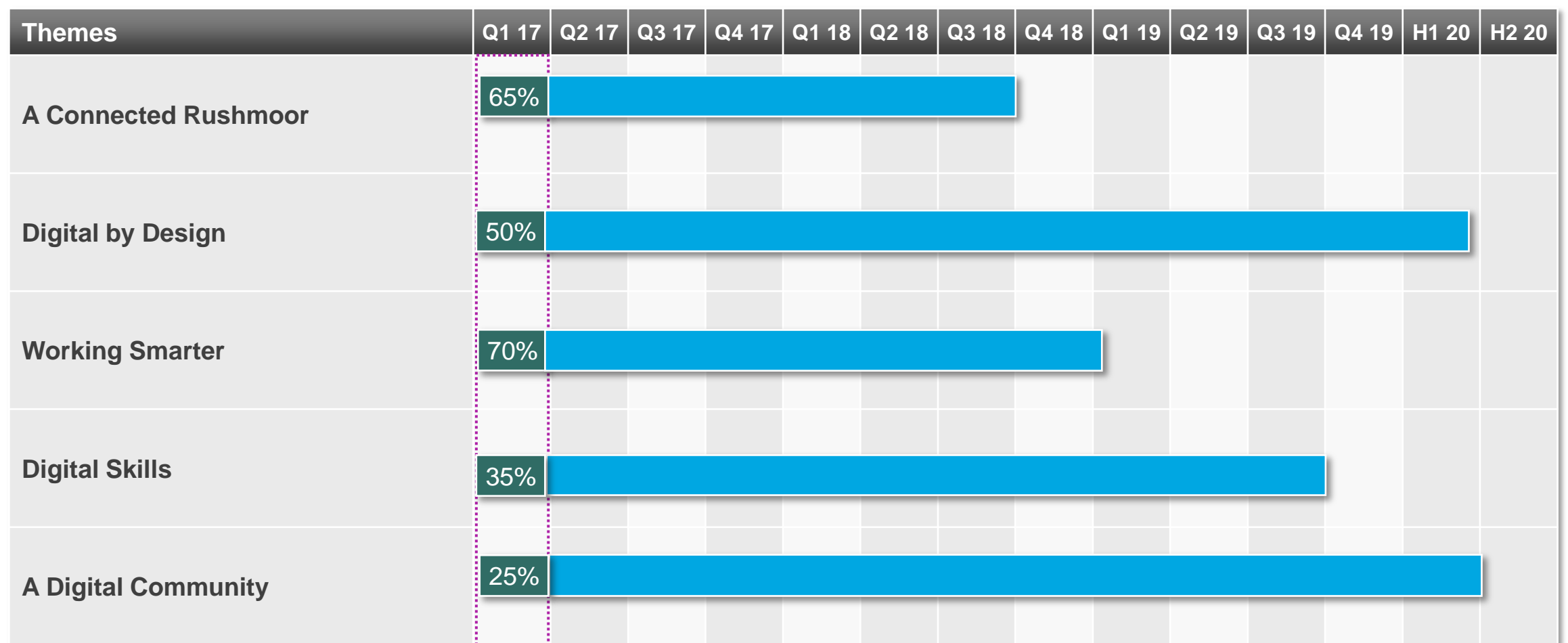
Our ultimate ambition is to create a dynamic council. This will be characterised by the ability of residents to do business with public sector organisations electronically, from any location and at any time. It will mean businesses will get support to innovate, develop and improve lives through the use of digital technology to potentially drive economic growth. This will be digitally inclusive, engendering a sense of place which is digitally enabled.

| Programme/Project  | Description  | Project Status  | 2015 Status | 2020 Ambition |
|--|--|---|-------------|---------------|
| Smart City Concept<br><a href="https://youtu.be/Br5aJa6MkBc">https://youtu.be/Br5aJa6MkBc</a><br><br><a href="https://www.youtube.com/watch?v=qvGuw2zZ3qc">https://www.youtube.com/watch?v=qvGuw2zZ3qc</a> | To seize the digital opportunity and embrace modern technologies, mobile applications, the internet-of-things and cloud computing. Working with partners to deliver smart city concepts for Aldershot and Farnborough town centres enhancing the quality of life.  | Local Plan Members Steering Group<br><br>Enterprise M3/ Local Enterprise Partnership Digital Initiative s | 0% complete | 100% complete |
| Internet of Things<br><a href="https://www.youtube.com/watch?v=QSIPNhOiMoE">https://www.youtube.com/watch?v=QSIPNhOiMoE</a>  | Internet of Things is a proposed development of the Internet in which everyday objects have network connectivity, allowing them to send and receive data. We will use the Internet of Things to improve service delivery where appropriate.  | ICT Strategy  | 0% complete | 100% complete |
| Aldershot Games Hub<br><a href="https://www.enterprisem3.org.uk/industry/ict-and-digital-media">https://www.enterprisem3.org.uk/industry/ict-and-digital-media</a>   | The Games Hub will be a physical space, similar to an enterprise centre with a range of facilities including an incubator space that will be dedicated to facilitating the growth of the games industry. It will achieve this by bringing together the wealth of existing and emerging games talent in the local area. The vision is for the building to become a Games Hub that will provide innovative and creative modern space with facilities which could include:- <ul style="list-style-type: none"> <li>• Secure premises</li> <li>• Meeting Rooms</li> <li>• Office space</li> <li>• Collaborative work space</li> <li>• Virtual Reality Suite</li> <li>• Auditorium</li> </ul> | Feasibility   | 0% complete | 100% complete |
| Digital Inclusion<br><a href="https://www.youtube.com/watch?v=JsZXEh6Y70I">https://www.youtube.com/watch?v=JsZXEh6Y70I</a>   | The Council is working with the community to ensure that all groups remain able to access digital services. This will be achieved through training and supported access where required   | Hart & Rushmoor Inclusion Taskforce   | 0% complete | 100% complete |

# Implementation Plan Summary

## The timeline below summaries progress and shows the remaining delivery of our Customer and Digital Strategy by 2020

The Council has adopted a project management approach to the delivery of all digital projects. The timeline below shows the key milestone dates for the delivery of future projects. The progress bar is indicative & reflects the fact that some projects are already underway.



Completed  
Not completed

March 2017

The above progress bars in blue indicate the work the council needs to undertake to meet the targets for each project shown in the attached five action plans. In some cases the project target is less than 100%. The progress shown so far is indicated by the green percentage box and is an cumulative estimate based on project work completed at March 2017.

# Customer and Digital Strategy 2017- 2020 ensures

An **ambitious** and clear direction of travel for digital services in the Council.

An **agile** approach to reflect our ever changing dynamic technology environment.

A **secure** and **safe** Information Technology environment.

**Inclusive** with services **accessible** for all.

## Summary

A clear **action plan** which **enables** the **delivery** of the **Digital Strategy**.

A framework for supporting the development of **Digital Communities**.

A direction of travel to share with **partners** and the **community**.

**Opportunities** to do things better and provide digital services fit for the **future**.





# Further Information

You can find out more about the Customer  
and Digital Strategy at  
[www.rushmoor.gov.uk](http://www.rushmoor.gov.uk)



[www.facebook.com/rushmoorboroughcouncil](http://www.facebook.com/rushmoorboroughcouncil)

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