South Somerset District Council

Digital Strategy

V5 - 30 January 2020

Contents

1. Executive Summary

South Somerset District Council (SSDC) has a high level of ambition to transform the way it engages with citizens and delivers it services through the exploitation of innovative opportunities digital technology can offer. Through its Transformation Programme, the council has undertaken an ambitious programme of change in the way it operates, driving efficiency and improving services to customers. This provides a robust platform on which future digital transformation can be built.

Digital Transformation is not primarily about technology. It is about how an organisation can reimagine the way in which it operates, using advances in digital technology, to enable different ways of working and engagement with its customers. Therefore, this strategy has been developed through engagement with SSDC's business leaders, primarily SLT and LMT, and should be viewed as a core business strategy. There will need to be an underpinning technology strategy, but that is not the purpose of this document.

The Transformation programme has been challenging and a lot of lessons have been learned along the way. The investment made to date, both by the programme and in council's underlying technology infrastructure provides a good platform on which future changes can be built. As the programme ends in 2020, SSDC has initiated this work to progress the development of a Digital Strategy to guide the future plans and priorities for investment. Each investment will need to be justified through a robust business case.

SSDC is now reaching the point where some fundamental decisions need to be made about delivering on its future ambition and vision for digital. Will the organisation continue as one that uses digital to support services as they are delivered today? Or does it reimagine how services could be delivered, embedding digital into the fabric of the organisation to achieve outcomes, engaging communities and partners as part of a system wide approach? It is recommended that a wider stakeholder group, including members, is engaged in developing the next iteration of the digital strategy.

This document sets out four main themes which will needs to be developed through the digital strategy:

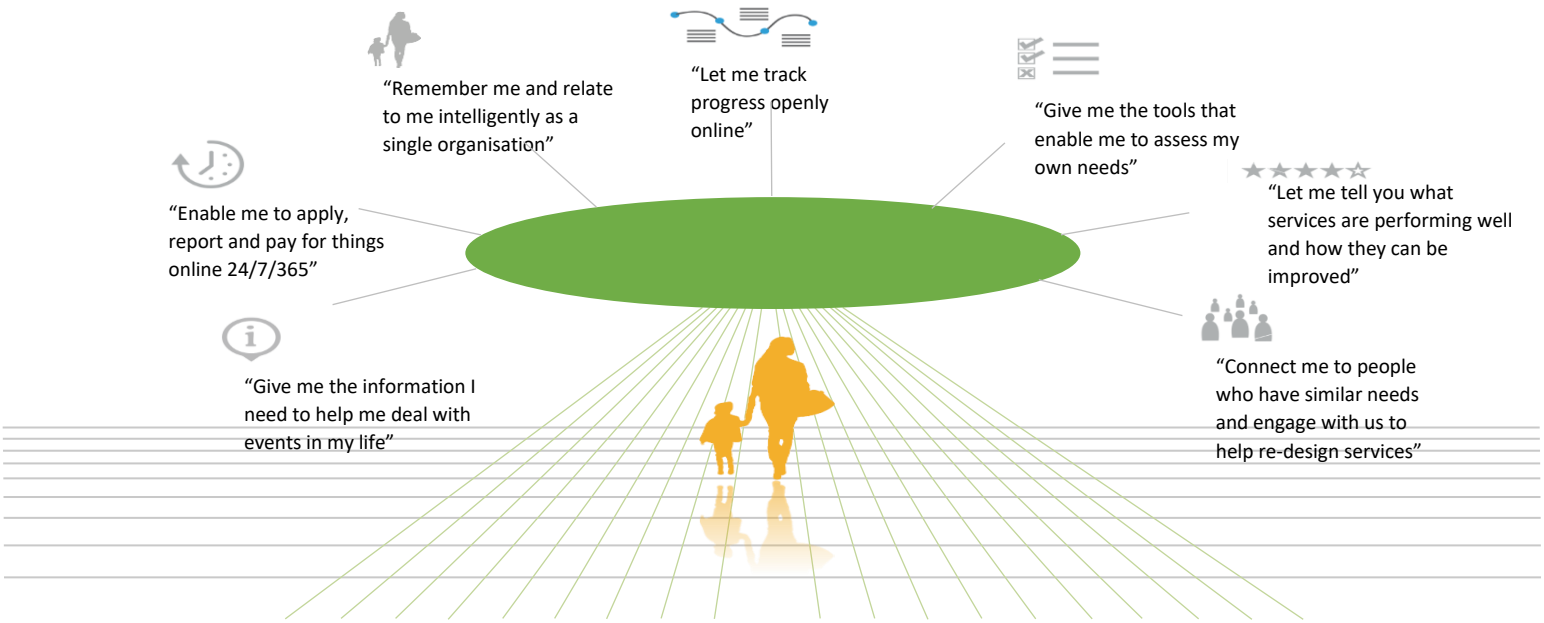
- Future strategic organisational requirements and the implications of making this happen.
- Creating a digitally skilled workforce that can confidently operate in a transformed organisation.
- The consequence for the current IT service and the future role it needs to perform.
- Changes to the organisation's governance needed in a more agile digital world.

These themes are developed in more detail within the report which makes recommendations regarding the next steps.

2. Strategic Context

a) The External View

Being able to transact and engage digitally with any organisation is now a basic expectation of its customers. The picture below indicates the sort of capabilities that a digital strategy should typically enable for its customers.



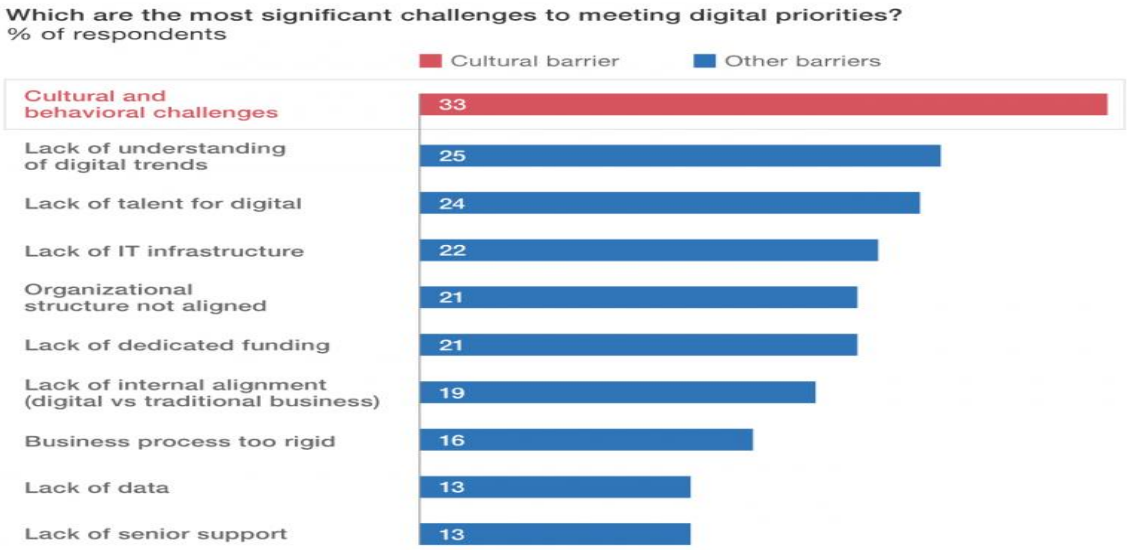
To achieve these outcomes, SSDC will need to be much more outward looking, engaging proactively with partners and stakeholders to build services around the needs of customers, creating a common platform to achieve this. This must become a priority for the organisation going forward, without which services to customers will be fragmented and difficult to use, often resulting in low take up. Adopting standards that allow organisations to readily share information and integrate business processes is key. The retail sector that joins up delivery across the supply chain is a good example of this.

Modern technology enables many organisations to replace previously manual delivery methods with automated and intelligent technical solutions. Much greater use of emerging technologies such as Robotic Process Automation (RPA) and Artificial Intelligence (AI) will be key. The use of such technologies not only offers efficiencies, but improves the speed, ease of access and quality of service to customers. It also frees up skilled staff from administrative tasks, enabling them up to focus on activities where their expertise can really add value.

Digital is not primarily about technology, but what it enables. The starting point should always be 'how can I redesign or reimagine my business to exploit the opportunities that technology can offer'. It is not simply about doing what we do today but using technology to do it better.

Therefore, it is critical this strategy is business led and owned, driving the changes SSDC needs to make in the way it operates to deliver its business outcomes. It is not an IT strategy.

A survey of business leaders, whose organisations depend on digital to deliver, identified the following barriers to successfully achieving their digital priorities. The top 3 issues identified are all around culture, organisational understanding and capability to exploit digital opportunities. Therefore, it is essential that SSDC pays attention to these aspects of digital change and is not just focused on the technology aspects.



Many organisations that have become critically dependent on digital solutions to deliver services, to the extent that they are starting to challenge the need to have a separate digital strategy, it is simply part of their business strategy.

The consumerisation of IT, with powerful mobile devices with ubiquitous network coverage at low costs, has transformed customers' expectations. This will continue to increase, with the imminent introduction of 5G being a further gamechanger enabling near real time operation.

Finally, the commoditisation of IT, where the major shift in the market has been to pay as you go for services rather than own infrastructure (e.g. the move to cloud), will continue to develop and become more attractive as prices fall.

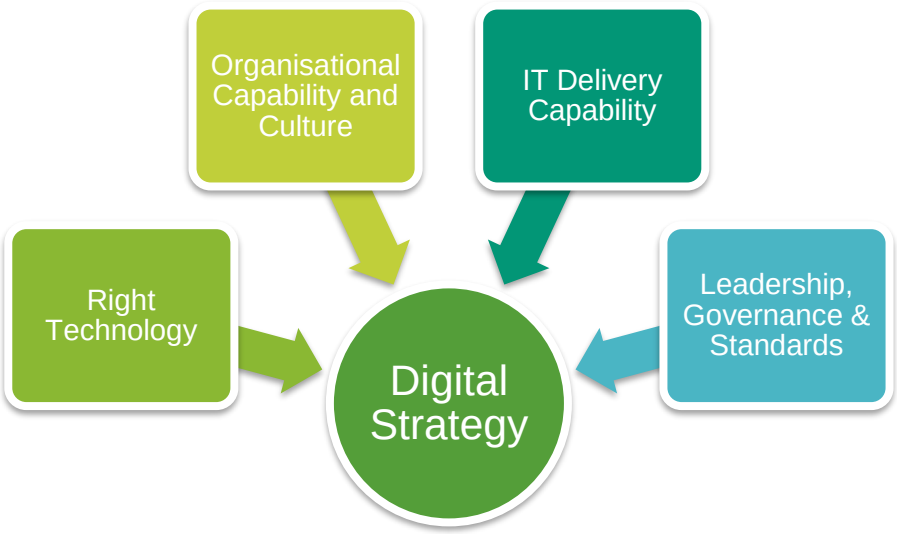
b) South Somerset District Council Context

South Somerset District Council (SSDC) has made a commitment to become a digital council, using technology to drive efficiency and put customers at the heart of designing great services.

The Transformation Programme is underpinned by the delivery of a new suite of technology, largely based on the Civica product suite. This has been a challenging programme for SSDC, with issues both with supplier's products and the internal delivery, although these are now starting to be addressed. While the commitment to Civica should reduce costs and short-term risks, given its strategic importance to SSDC, it will require strong strategic planning and supplier management to avoid being 'locked in' to a single supplier.

Prior to the Transformation Programme considerable investment has been made in modernising the underlying infrastructure, which is in reasonably good shape using modern technology. However, there are a great deal more that could be done to exploit the opportunities that the investment already made could offer. There are gaps in the capabilities to support a more flexible and agile workforce.

Senior staff across the organisation have consistently identified the need to grow the capabilities of the organisation to exploit the opportunities digital can offer. The current IT Service 'traditional' for a local authority with its primary focus being on services to run the organisation. Modern IT departments supporting digital transformation have a very different set of additional capabilities, with the focus on designing, planning and supporting business change. Consequently, the Digital Strategy needs to address the areas indicated in the diagram below.



3. Strategic Drivers, Vision and Ambition

3.1 Strategic Objectives

The Council has defined the following strategic objectives which need to inform and shape the council's digital strategy.

Examples include:

- Being able to openly share information to operate as **One Team.**
- **A strong and ambitious workforce,** that understand the importance of digital in a modern organisation and has the skills to exploit it to deliver great services.
- **Focused on communities and customers,** building digital services around customers' needs and supporting community enablement and engagement through social media and other channels.
- Driving to **continually improve** service quality based on feedback from customers is a core principle of modern digital organisations.

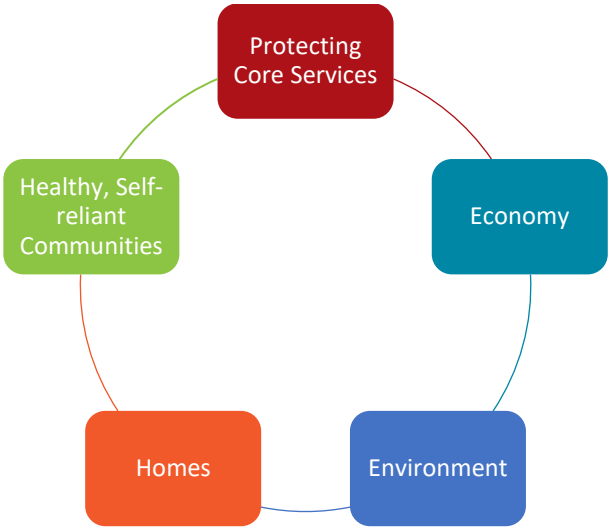
4.2 Design Principles

The Future State Programme design principles offer robust and relevant guidance to inform the Digital Strategy. These needed to be embedded into the Digital Strategy.

1. Focus on the customer experience	**3. Support customers to do more for themselves**	**5. Resolve issues at first point of contact**	**7. Manage customer expectations and keep them informed throughout**	**9. Use skills and expertise effectively**	**11. Use technology to help maintain compliance**
2. Fewest number of steps for the customer	**4. Proactively prevent and shape demand**	**6. Collect information once and only if we must have it**	**8. Processes are Digital by default**	**10. Manage work efficiently using workflows and prompts**	**12. Build performance measures into process workflows**

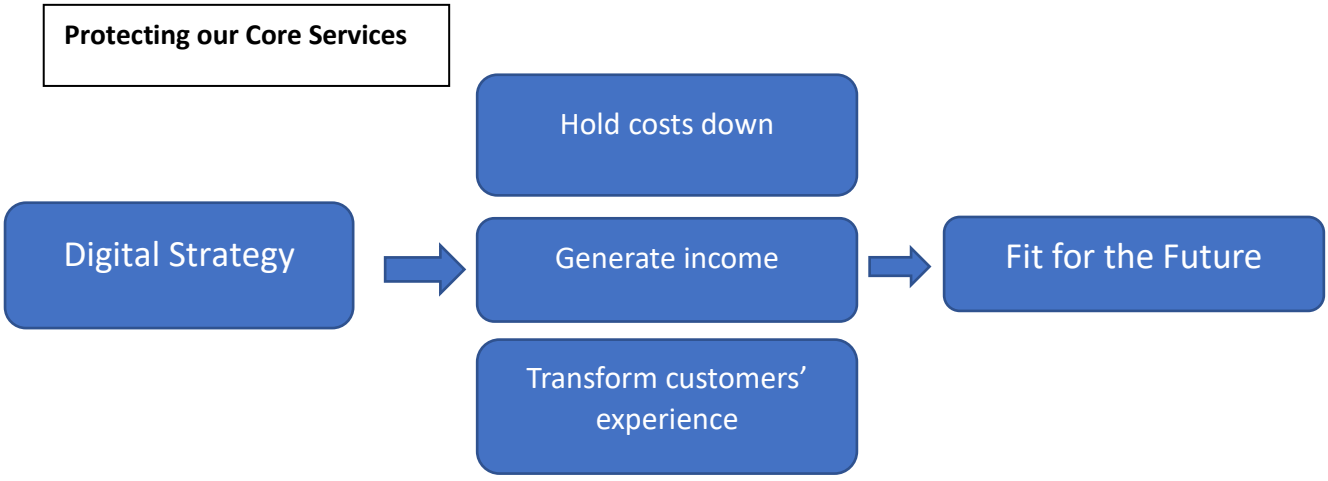
4.3 Communities of Practice

SSDC's Communities of Practice set out five core areas on which all of the council's activities are focused.



There are implications for the digital strategy in each of these areas, particularly when considering the wider use of technology to enable smart communities and using information to influence and engage.

However, the primary area where the digital strategy currently impacts the organisation is with Protecting Core Services. The Digital Strategy will be one among other strategies contributing to the delivery of this theme.



4.4 Creating a Vision and Ambition for Digital

A priority activity must be to establish a clear vision about how SSDC will embrace digital to deliver its outcomes for the communities and individuals it serves. Without this clarity there is a real risk that the ambition to really transform the organisation will be set too low.

Therefore, an early piece of work is needed to develop the organisations vision for the future and the role digital plays within this. For example, how will SSDC work with partners to deliver outcomes; how can technology be used to empower communities to help them become more sustainable.

The digital strategy action plan needs to have a greater external focus than has surfaced to date, looking at what others are doing creatively with technology, both within local government and other sectors. This will help to raise the ambition.

4. Where Are We Today?

4.1 Overview

It was not the intention with this document to undertake an in depth look at the current position within SSDC. However, it is important when defining any strategy to understand the start point, so the following notes gives a brief oversight of the current position.

4.2 Technology

In general, SSDC have made a reasonably good level of investment in the underlying technical infrastructure. From the initial analysis most of the current technology platforms can be taken further and provide the basis future development. However, over time as assets move to end of life, consideration must be given to using cloud services for infrastructure, platforms and applications.

There are some gaps, for example the use of VDI to create a virtual desktop environment is unlikely to meet the needs of a more mobile organisation that will use laptops, tablets and smart phones more extensively.

There are two primary issues with the current technical estate:

- There are no firm plans to exploit the current technology platforms, that can do an awful lot more if they were deployed and utilised effectively.
- There is no underpinning technology strategy (this underpins the Digital Strategy) and consequently no road maps for the future development or replacement of infrastructure. This is currently somewhat ad-hoc.

4.3 The Transformation Programme

The Transformation Programme has delivered a modern platform on which to build the Digital Council. Clearly, there have been significant issues, both with the product and the internal delivery process, but the majority of these are now being addressed. There is a great deal more that can be done to exploit the investment made to date, the Transformation Programme provides a robust platform to build on, rather than being the end state.

The choice to go with an ‘everything in one box’ product from Civica means there is a more limited flexibility over designing service from scratch. However, offsetting this is a lower cost and risk solution that will meet the more standard requirements. There may be requirements that require a more specialised solution e.g. for bookings, which should be relatively easily bought in and integrated. Having the capability and standards to integrate products from different suppliers is key.

The assumption is therefore made that the Civica platform will be the core toolset on which the council builds its services for the next 3-5 years. The challenge, once the Transformation Programme has ended, is the need to invest further time and effort into further developing and continuously improving the Civica product so that its full potential can be exploited.

4.4 Digital Capability of SSDC

From discussions with managers around the organisation, the consensus was that the digital capability of the organisation needs to be significantly lifted.

The current relationship with IT, and the way IT based change is delivered, has been very traditional and rather transactional. In developing a modern digital environment, managers with accountability for services need to be an integral part of the redesign of services and how digital technology is used to enable this. This will require a significant investment in new skills and understanding in business staff and managers.

Also, the general capability of staff across the organisation to use technology was consistently described as patchy. Without investment to grow the skills in individuals to use the tools provided efficiently, transitioning to a digital world will be more difficult.

Investing in a much better organisational digital capability needs to be a major theme of the strategy.

4.5 Governance

The visibility of governance arrangements of digital change has been limited to the Transformation Programme. Some short-term changes have been recommended for the remainder of the programme to address immediate issues with delivery. The governance model is relatively traditional, and more aligned with a 'top down' waterfall approach, rather than being agile.

Digital transformation somewhat challenges this model as it requires a much more agile approach to delivery, where priority is driven by the business value the change will deliver. It tends to work in much shorter delivery cycles (weeks) and creates a much closer relationship between business leads and the technical delivery teams. Some projects will still lend themselves to the more traditional waterfall type approach, e.g. a major infrastructure change.

SSDC is in the process of establishing a Programme Management Office, as part of existing plans. This will be very helpful in creating a level of independent assurance on delivery and risks. Given the move to a much more integrated organisation, built around a single operating model, this really needs to be a key feature of future governance. This needs to operate at both a business and technical level.

5.5 IT Services

The current IT service is built around a traditional role of managing back office infrastructure and operational customer services. Increasingly organisations are buying in services for these more commoditised areas, with a higher proportion of the internal team much more focused on change enablement and strategy.

A short-term issue is the lack of capacity and capability to support the Civica solutions delivered through the Transformation Programme, once the programme closes. This is a significant risk.

The need to create a fit for purpose new service to support a digital organisation is significant and relatively urgent.

5. Closing the Gap – Developing the Capabilities

6.1 Key Capabilities

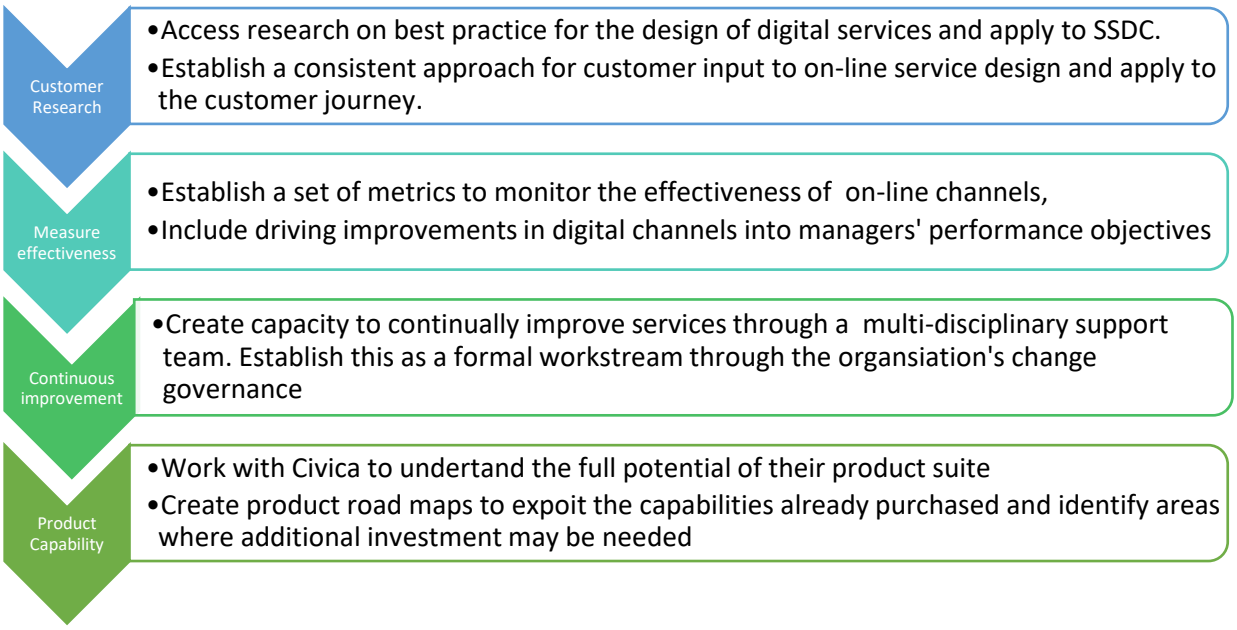
A workshop of the Leadership Management Team (LMT) identified the following priority capabilities that need to be addressed as part of the strategy. These are further developed in Section 6.2 into possible next steps to develop each area.

Great on line services	• Automated 'end to end' services designed around customers journeys and needs, including advice and guidance, driving channel shift and reducing demand.
Well managed and efficient processes	• Simplified and consistent business processes that are continuously monitored and improved, exploiting technologies such as RPA and AI.
Working flexibly	• An integral part of a 'ways of working' strategy that enables staff to work anywhere with technology that supports this.
Access and analyse data	• Well managed data, underpinned by the right policies, that can be readily accessed, supported by tools to enable 'smart' analysis
Integrating with Partners	• Able to readily connect with partners, sharing information and collaborating in the delivery of services, building towards the platform model.
Empowering communities	• Use of tools (e.g. social media) providing information to increase resilience, support democratic engagement and reduce demand
Easy to use systems that just work well	• Increase the reliability and ease of use of systems, making them more intuitive and less complex.
A skilled and confident workforce	• Develop the capability of managers and staff to be able to operate effectively in a digital world.

6.2 Developing the Capabilities

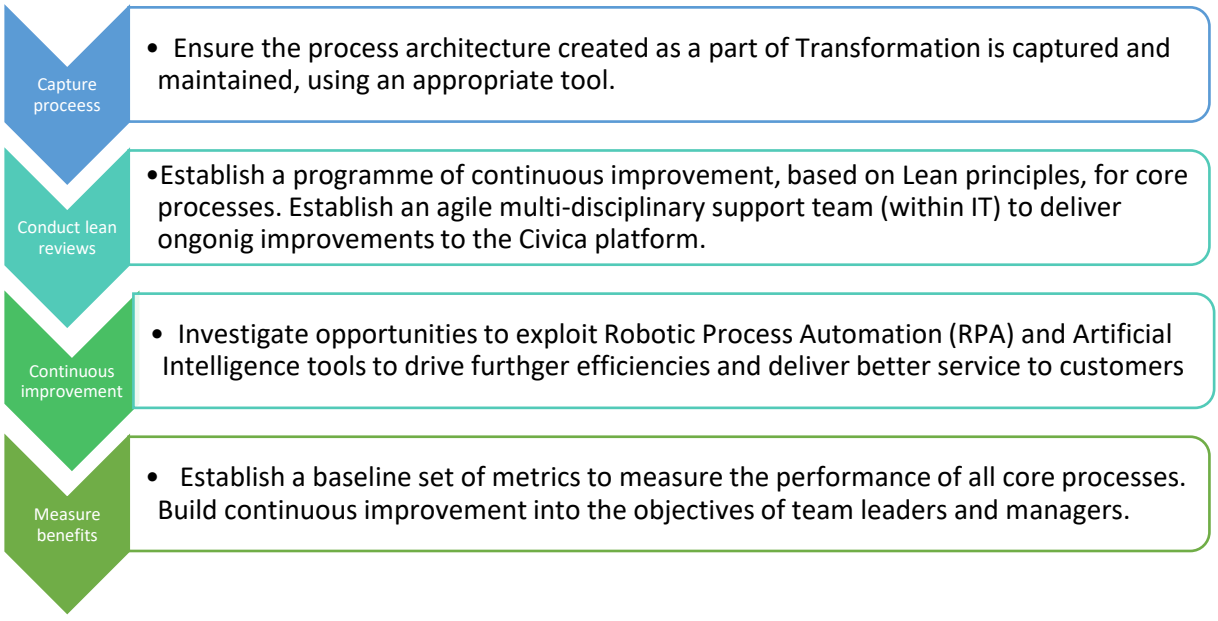
a) Great On-Line Services

Requirement: Ensuring we have on-line services that our customer will want to use because they are so good.



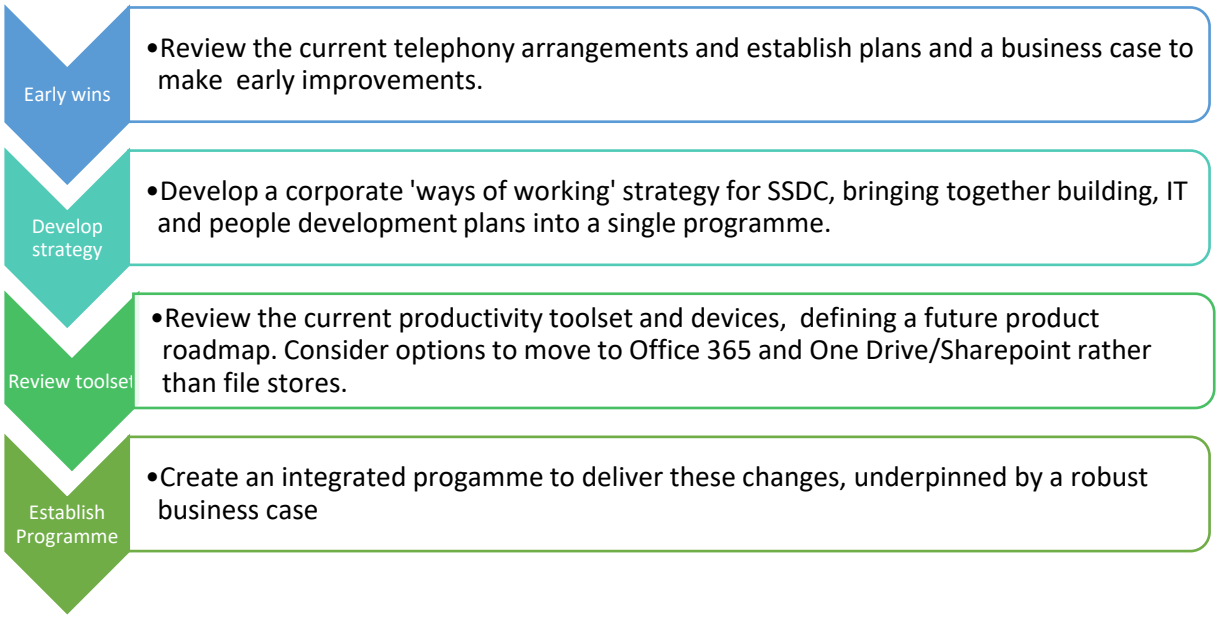
b) Managed and efficient processes

Requirement: To continue to drive efficiency gains and quality improvements into the core processes through which services are delivered.



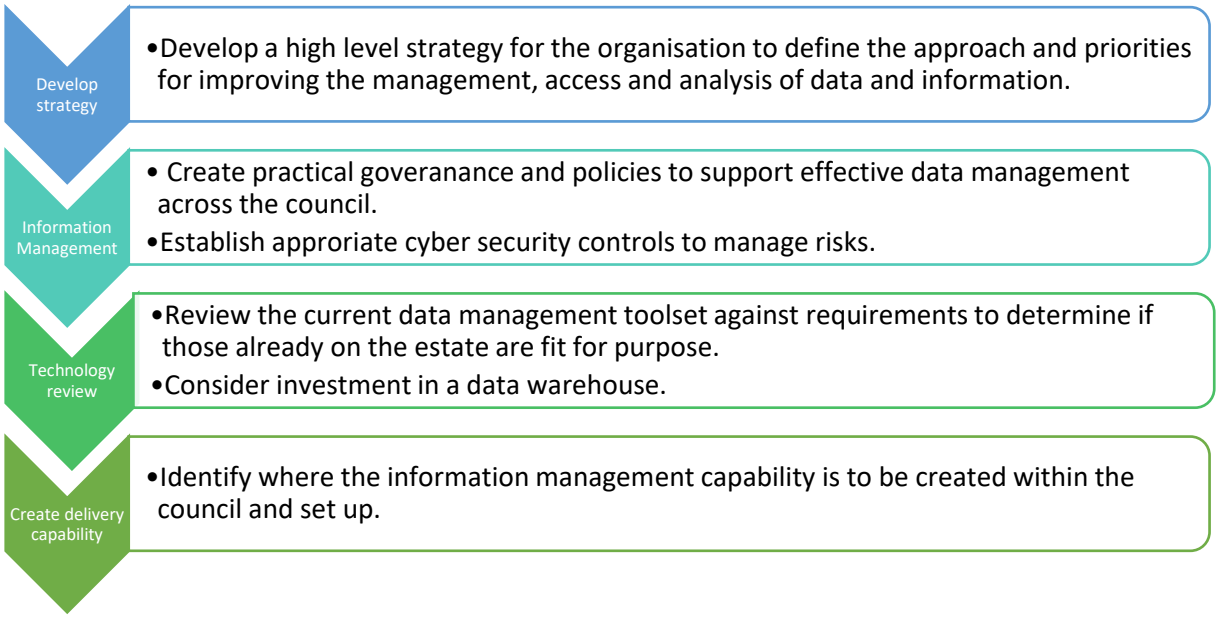
c) Work Flexibly from any location

Requirement: Create an environment in which staff can work efficiently from any location, readily able to collaborate and share information with colleagues.



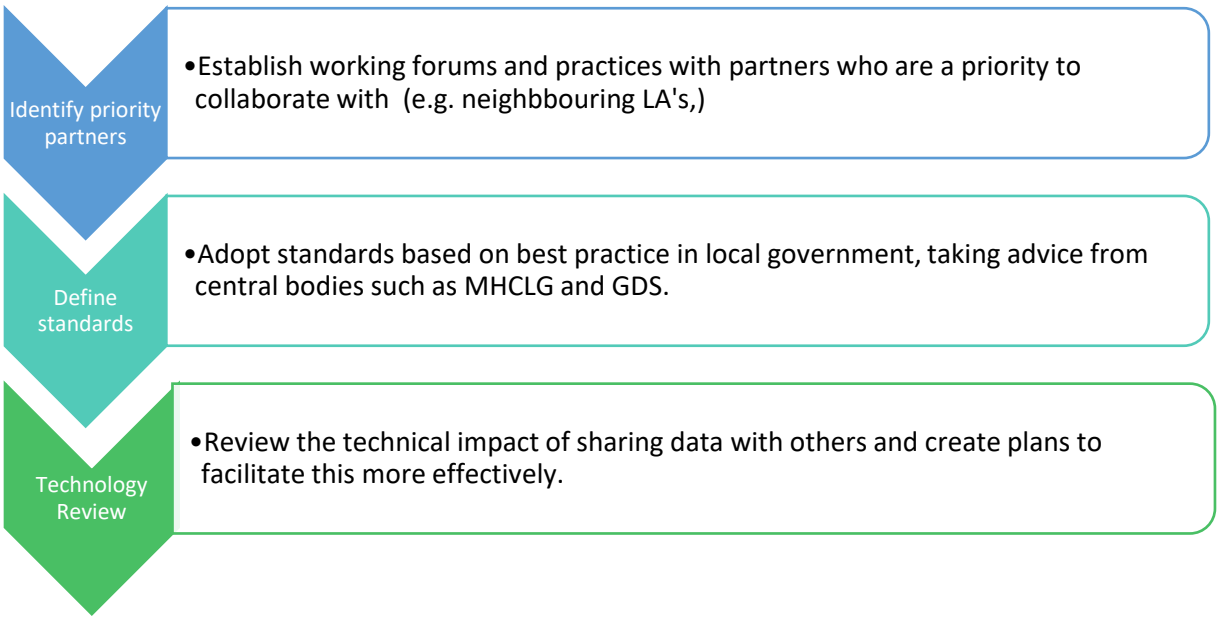
d) Securely access and analyse data

Requirement: To access information held within SSDC and other sources and the tools to analyse data, supporting better planning and performance management while managing the associated cyber security risks.



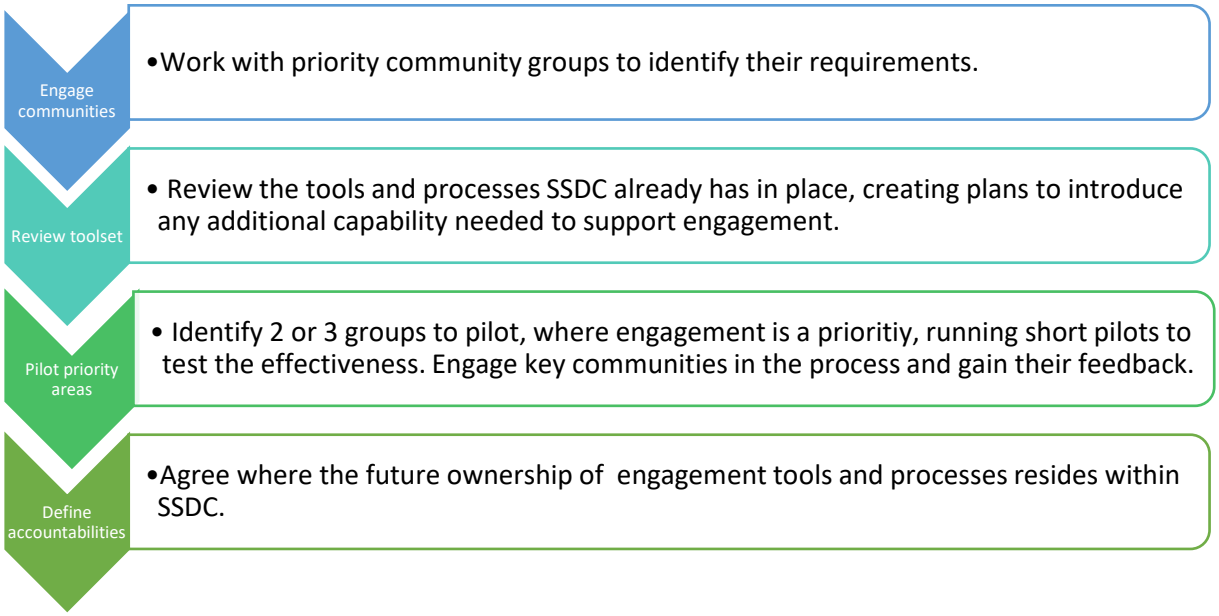
e) Integrating with Partners

Requirement: To be able to collaborate with partner organisations to deliver outcomes and services more effectively.



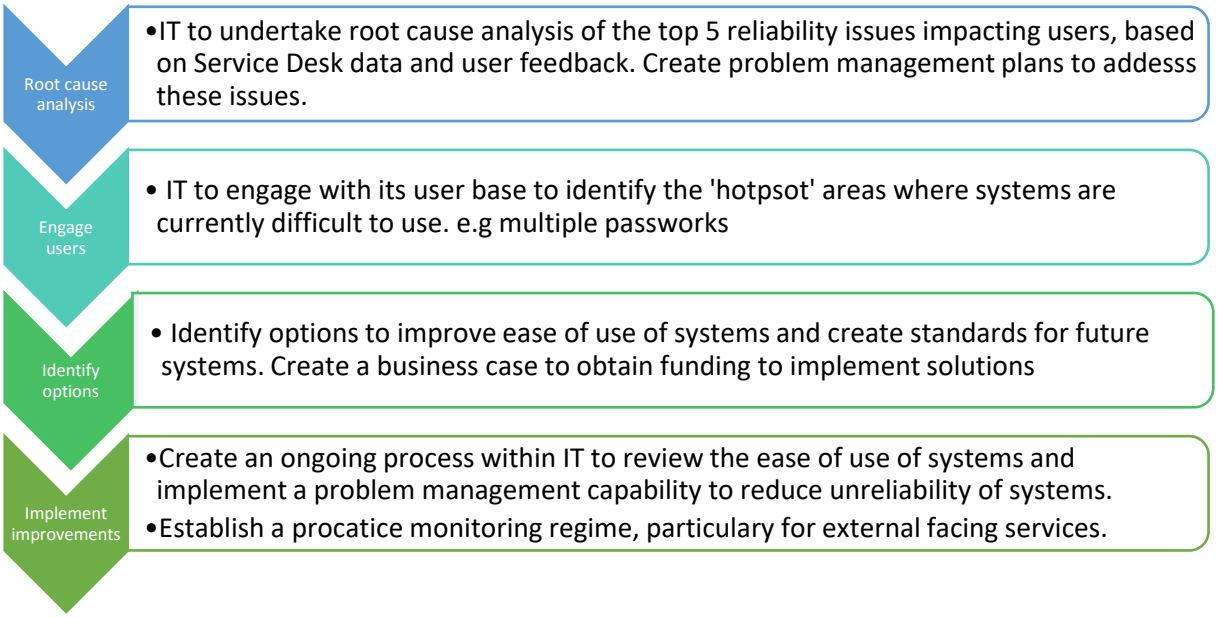
f) Empowering Communities

Requirement: To be able to enable and engage local communities, making them more resilient and reducing demand. Supporting more effective democratic engagement.



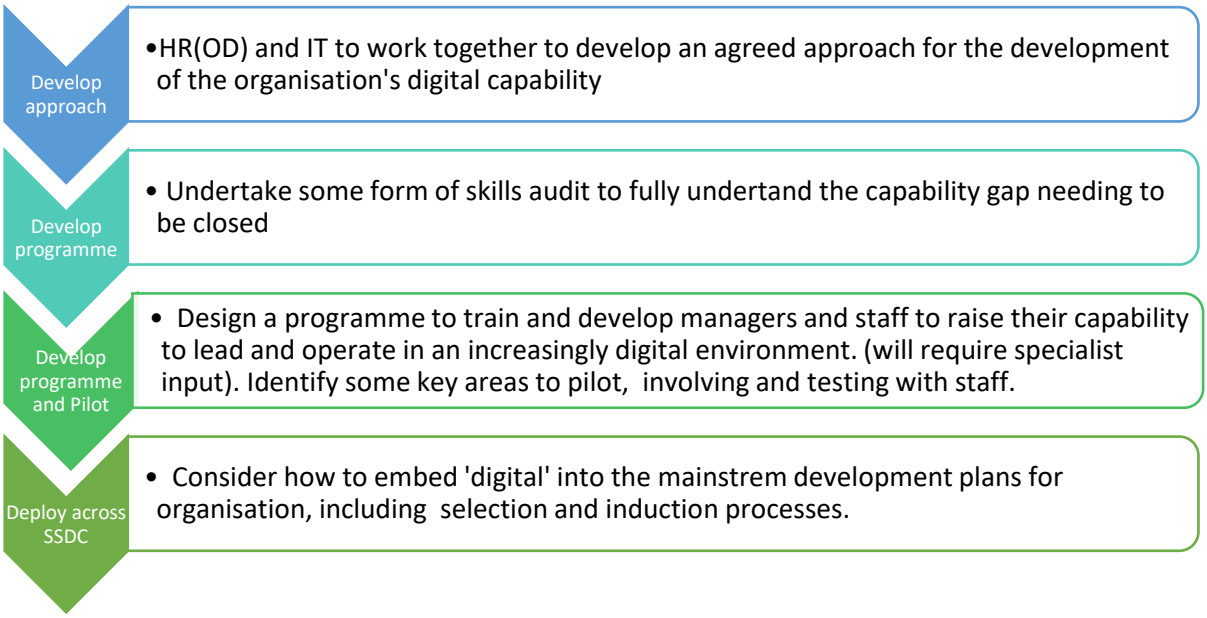
g) Easy to use systems that just work

Requirement: To improve the reliability and ease of use of our systems for users and customers.



i) Skilled and Confident Workforce

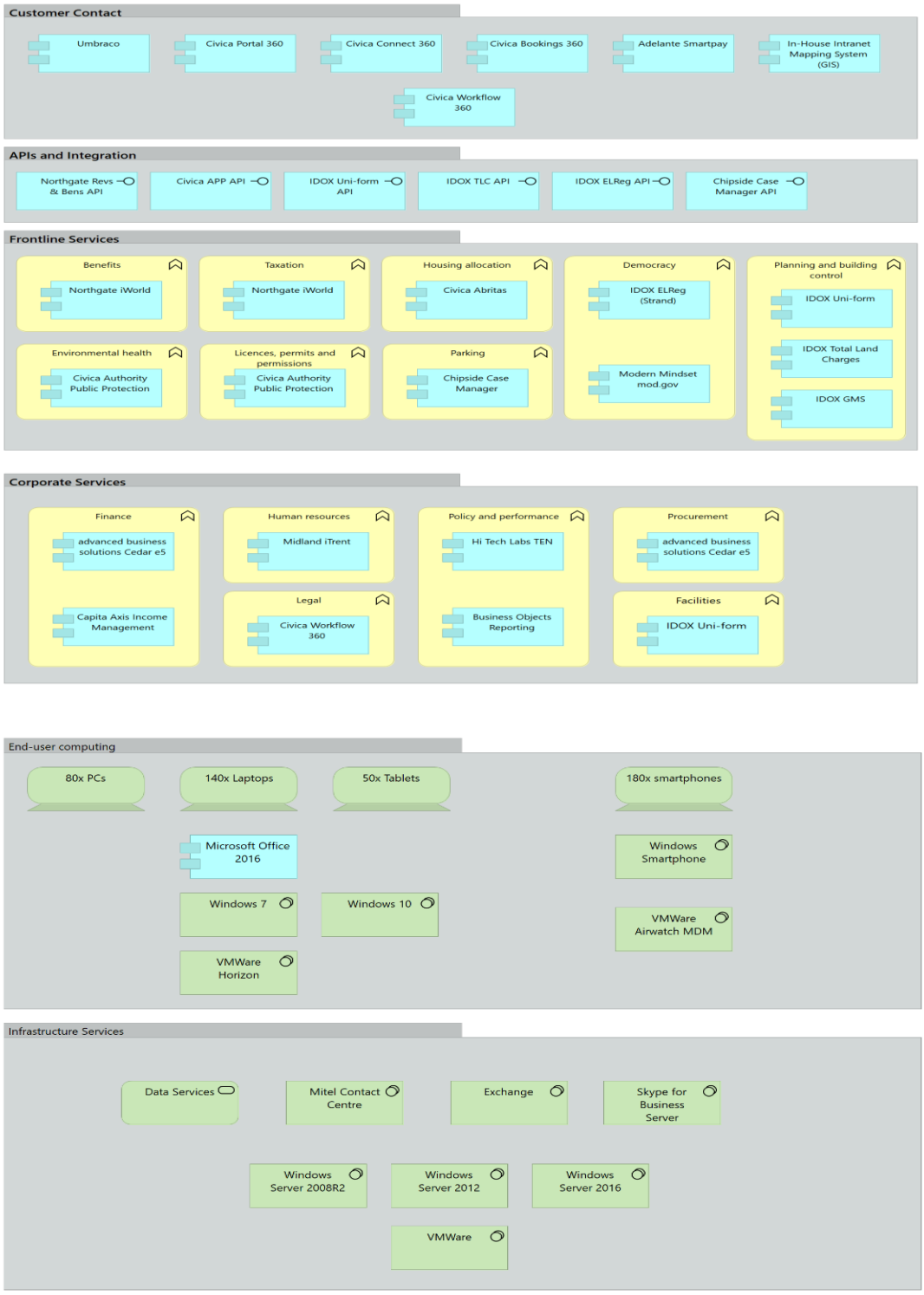
Requirement: Developing the necessary leadership, management and IT skills for staff and managers to operate effectively in an increasingly digital environment.



6. Technology Implications

The architecture diagram below has been captured through a short piece of analysis of the current IT estate. This provides the opportunity to identify areas where there are gaps in the organisations technology capability.

7.1 Architecture Diagrams



7.2 Key Technology Gaps

The following short to medium term gaps have been identified in the organisation's technology capability. These will need to be addressed in order to deliver the required outcome of the Digital Strategy and ensure we are building on solid foundations.

a) User devices.

The current thin client devices are unable to provide the flexibility and user experience which is required for staff to work efficiently and flexibly.

Laptops and tablets will become the standard user devices and thin clients will be phased out.

Mobile phones provided to staff will need to be fully integrated with Skype in order to deliver truly unified communications.

b) Remote connectivity to the network.

The current methods of connecting to the network remotely do not provide a seamless and consistent experience to staff. Not all software and systems are available remotely which currently restricts some staff from working flexibly.

A new platform to delivery remote connectivity is required. This must provide access to all software and systems in a seamless and reliable way and be available to all staff.

c) Collaboration Tools

Skype for Business needs to fully adopted and embedded into the organisation. A combination of activities is required to enable this.

- The technology available in meeting rooms must be upgraded to ensure it is consistent, reliable and easy to use.
- Staff need to be made aware of the capabilities available and become confident to use them.

d) Business Intelligence tools

The existing toolset to analyse data has minimal capabilities and not consistent across the organisation.

A single business Intelligence platform is essential to enable data from many different business systems to be analysed efficiently turning data into meaningful information.

7. Developing Organisational Capability

7.1 Context

Evidence from organisations who have successfully implemented a digital capability is that simply putting new technology in place without addressing the organisational capability and culture will not be successful.

Therefore, SSDC will now creating a programme of digital organisational development to equip staff and managers with the skills to operate and develop a successful digital organisation. Without this there will simply be a continuation of 'old' thinking about service models, reinforced by traditional behaviour. In addition, if staff cannot use the tools provided effectively this will fail to exploit the opportunities that technology can offer to do things very differently.

The skills and capabilities needed include:

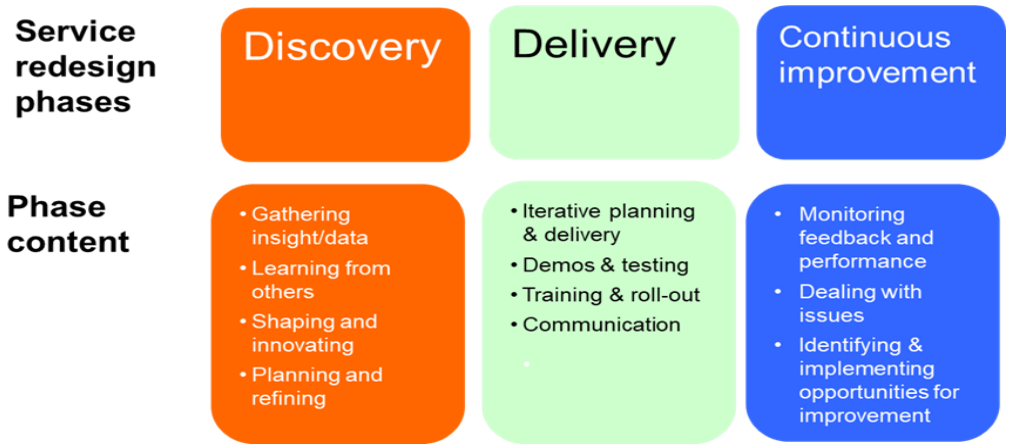
- the basic skills to be able to use the tools that are being delivered
- a more sophisticated capability to lead and engage in the design and improvement of digital services
- embedding digital thinking and behaviours into the leadership and governance of the organisation.

7.2 Leading and Managing in a Digital Environment

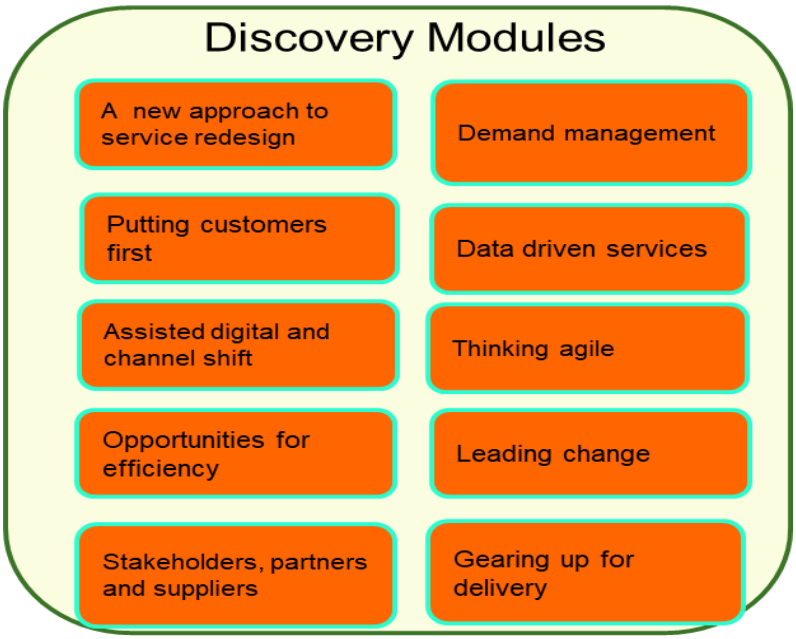
Leaders and managers need to embrace the changes that a digital environment will create and the opportunities it will offer. This means moving towards a model of continuous improvement, where many services will be delivered directly by technology, with limited or no people involved.

Specific skills need to be developed to achieve service redesign include the discovery of what is possible, delivery of change and continuous improvement of services.

The diagram below summarises some of the core skills needed by managers in each of these phases of digital delivery.



It is beyond the scope of this document to design each of these phases in detail, but the diagram below gives some examples of the specific sort of content that could be included in one of the phases for 'discovery'.



Ideally, to increase effectiveness, delivering these modules needs to be aligned to practical service redesign activity, but this is not always possible.

In addition to this more targeted training, the management development programme should be reviewed to consider how this can best be aligned with the objectives of becoming a digital organisation.

Consideration should be given to creating a Digital Champions network across the organisation, to help promote and support the development of new skills and create the required culture.

7.3 Digital Skills Training

No analysis of the current digital skills training in SSDC has been undertaken. However, feedback from LMT very clearly indicates that there is a lot of concern about the potential size of the gap around people's abilities to have even the basic IT skills needed to be effective.

As technology becomes more pervasive, without the necessary support staff find it difficult to engage with the digital agenda and potentially become marginalised. This can often become very evident when organisations move to more flexible working practices, both because of the dependency on new tools to be able to operate, but also because existing support networks change and expose capability gaps.

There are also significant cultural impacts to address. If for example the council should decide to move to a very flexible working environment, with a much smaller office estate with teams using collaboration platforms to work together, staff may become very isolated if they cannot use technology, such as Skype, to stay in touch.

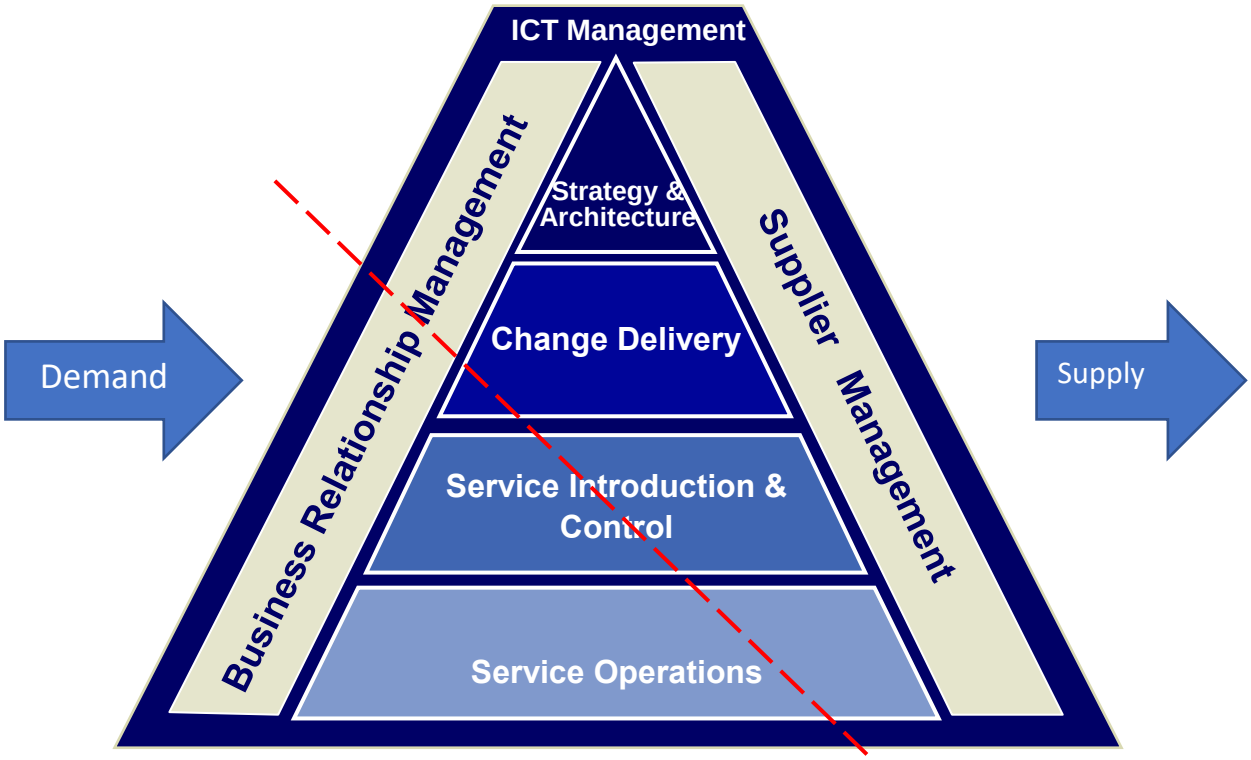
It is recommended that an audit of staff skills is undertaken to inform the design of an organisational development programme to grow the skills of staff. This should embrace both the basic capability to use the technology, but also awareness of the impact digital will have on the way the organisation will operate and the impact on the people within it.

8. The Future IT Service

9.1 Changing role of IT

The current IT Service will increasingly become unfit for purpose to support a digital organisation. The primary change that needs to be made is from an organisation that is built to deliver operational support services to one that can support the organisation to change

The following model shows the role of a modern IT service, effectively acting as the broker between demand and supply.



The transformation needed in the IT service moves the focus from below to above the red dotted line indicated on the diagram.

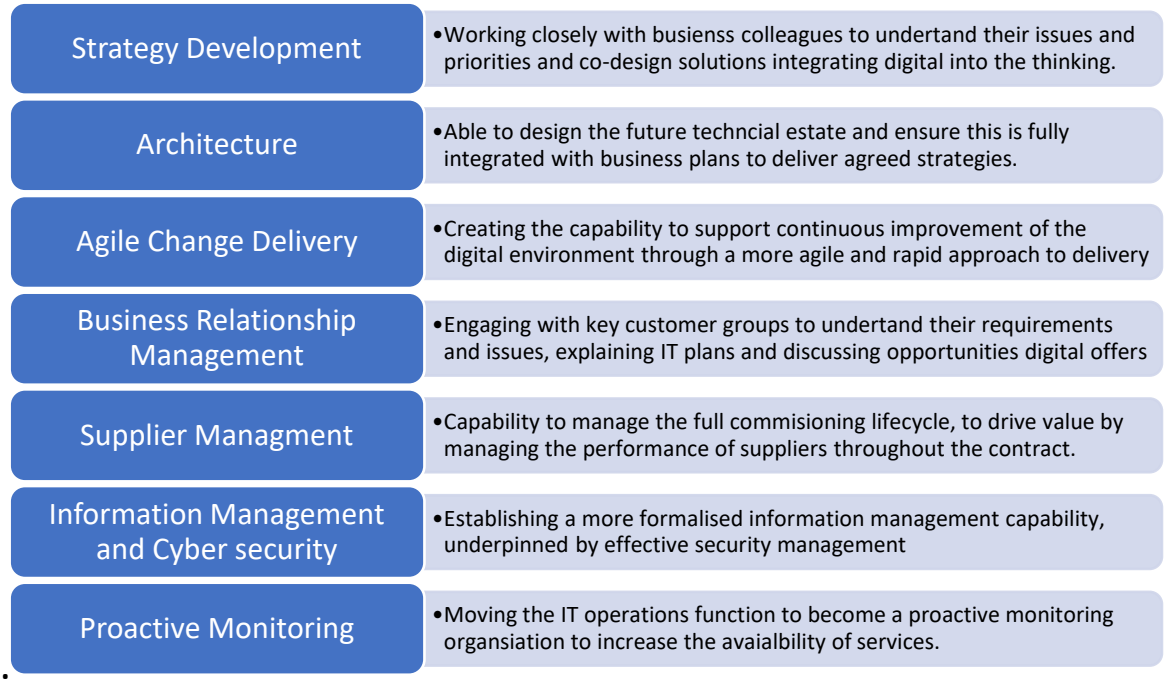
The future organisation will need to:

- Proactively engage with its business customers to co-create digital strategy and plans, exploring the art of the possible.
- Create an underpinning IT strategy and design (architect) the future so that the integration between the business model and the IT estate is aligned.
- Procure and manage the performance of suppliers, driving value from the relationships.
- Develop an agile development capability to support continuous improvement of digital services.

- Move to a proactive monitoring regime, from the current reactive approach, so that services are fixed before the customer is aware, not after the event.
- Able to manage in a ‘cloud’ based environment, requiring different skills than managing an ‘on premise’ estate.

9.2 New Capabilities

The key new capabilities that will need to be developed within the IT service:



.

9.3 Possible Areas for Externalisation

a) Cloud

The general direction for most organisations is towards using cloud services at several levels: infrastructure, platforms and applications. Cloud is now a well understood and mature approach, with services increasingly becoming commoditised.

However, a one size fits all approach is not appropriate as each organisation’s context needs to be considered, such as:

- The age and investment made in the current ‘on premise’ estate.
- The balance between capital and revenue investment.
- Data storage security policies

Cloud services will play an increasingly important part of the mix, with a hybrid environment existing for a number of years. Therefore, it is important to create an organisational plan for cloud migration, so that the right decision can be made each time an opportunity select a cloud option is considered. Cloud should always be included as one option in any case for new services.

b) Other Services for Consideration

With the increasing standardisation across IT, a number of services are now increasingly being bought in by organisations. SSDC should consider in its strategy whether any of the following services would be more effective, and potentially cheaper, if they were outsourced.

- Desk top support, including the provision of devices (e.g. laptops)
- Network management and telephony
- Legacy applications support
- Service desk

9.4 Changing the IT Service

The changes to the IT service require a significant transformation. Some of today's roles will not be needed in future and new capabilities will need to be created. The transition needs to be carefully planned and managed to ensure services can be maintained and staff are treated fairly.

Some of this change is urgent, as the Transformation Programme is already creating an environment that will need to be supported after the programme has closed, but as yet there is no capability or capacity to do this.

There will also be costs associated with making the transition, developing new skills and recruitment where gaps currently exist.

Therefore, it is recommended that the creation of the new **Digital Service** is progressed as a priority and is treated as a change programme with the necessary controls and structure in place to ensure the desired outcomes are delivered.

9.5 Future IT Costs

As the use of digital technology in SSDC grows, and the dependency on it being available increases, there will be upward pressure on the IT budget to support this. There is little point in investing heavily in technology then not getting the best out of it by failing to support it properly.

Increases in license numbers will tend to drive up costs and as the move towards cloud and buying services increases, there will be a shift away from capital requirements towards a flatter revenue profile.

These increases should be partly offset through the redesign of the IT service and taking opportunities to deliver further efficiencies, for example through the rationalisation of current contracts and better procurement.

It is recommended that the IT budget is re-baselined to ensure that there is clarity on the costs of the new service model and on the efficiencies to be delivered.

9.6 Short term issues

Several short-term issues have emerged through the review which require more immediate attention:

Transformation Programme: The programme is delivering a lot of automation, workflow and other technology that is currently dependent on largely external staff within the programme to support it. An in-house capability needs to be created urgently that can pick up support issues. This needs to happen well before the programme closes, so that knowledge transfer from the programme team can be undertaken.

Reliability of Services: Undertake an analysis of the current service outages and identify areas that are having the biggest impact on users. Then create management plans to improve reliability.

Usability: The usability of some of the current technology has been regularly raised. Work with key user groups to understand where this is having the biggest impact then develop options for improvement.

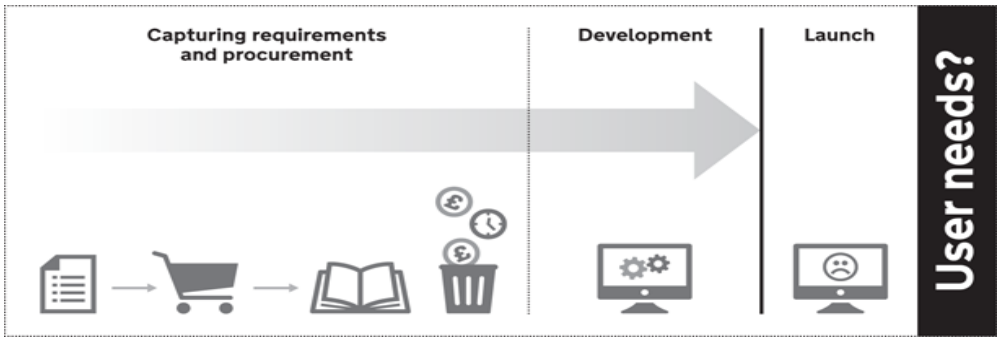
Telephony: Telephony, and the lack of flexibility the current set up offers, has come through as a major area of concern. There is a relatively modern underlying platform based on Skype for Business. Options to accelerate changes to telephony services should be addressed.

9. Governance in a Digital Organisation

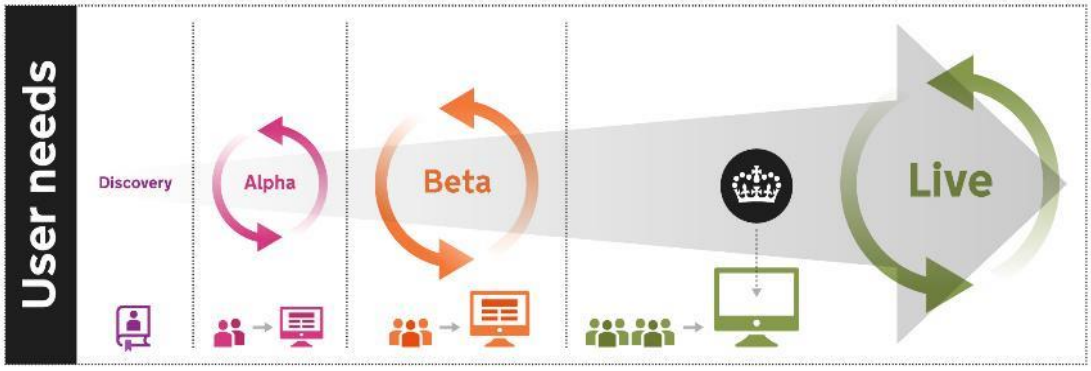
9.1 Agile Delivery

To exploit the opportunities digital can offer, a more iterative style of delivery is needed. This uses an approach called 'Agile' which differs significantly from the more traditional waterfall methodology. The diagram below, from the Government Digital Service, summarises the difference in the two methods.

Old Way



New Way



This approach to digital transformation is now well tried and tested across government and has proved to be the most successful way of delivering benefits from digital at pace.

The advantage of working in an agile way is that opportunities and improvements are identified and implemented throughout the change lifecycle, rather than being fully defined up front as a fixed set of very detailed requirements.

Another advantage of this approach is that delivery is in smaller increments, typically in weeks, so that if something is wrong it can be corrected and changed very quickly.

However, to work well it requires close working between the individual accountable for business services (the Product Owner) and the technical team who are designing and building the solution.

The concept of the delivery team being in place just for the duration of a programme is flawed. It needs to become an embedded part of the organisation, supporting continuous improvement. Clearly, levels of resources are likely to be significantly lower in business as usual, but the method and principles remain the same.

This will require a different governance model than the more traditional top down approach.

10.2 Consequence for Governance

Often governance boards that have been accountable for change feel Agile puts them less in control. In practice, an agile approach provides a great deal more control as any issues and risks are found quickly and resolved, rather than being masked by monthly reporting cycles.

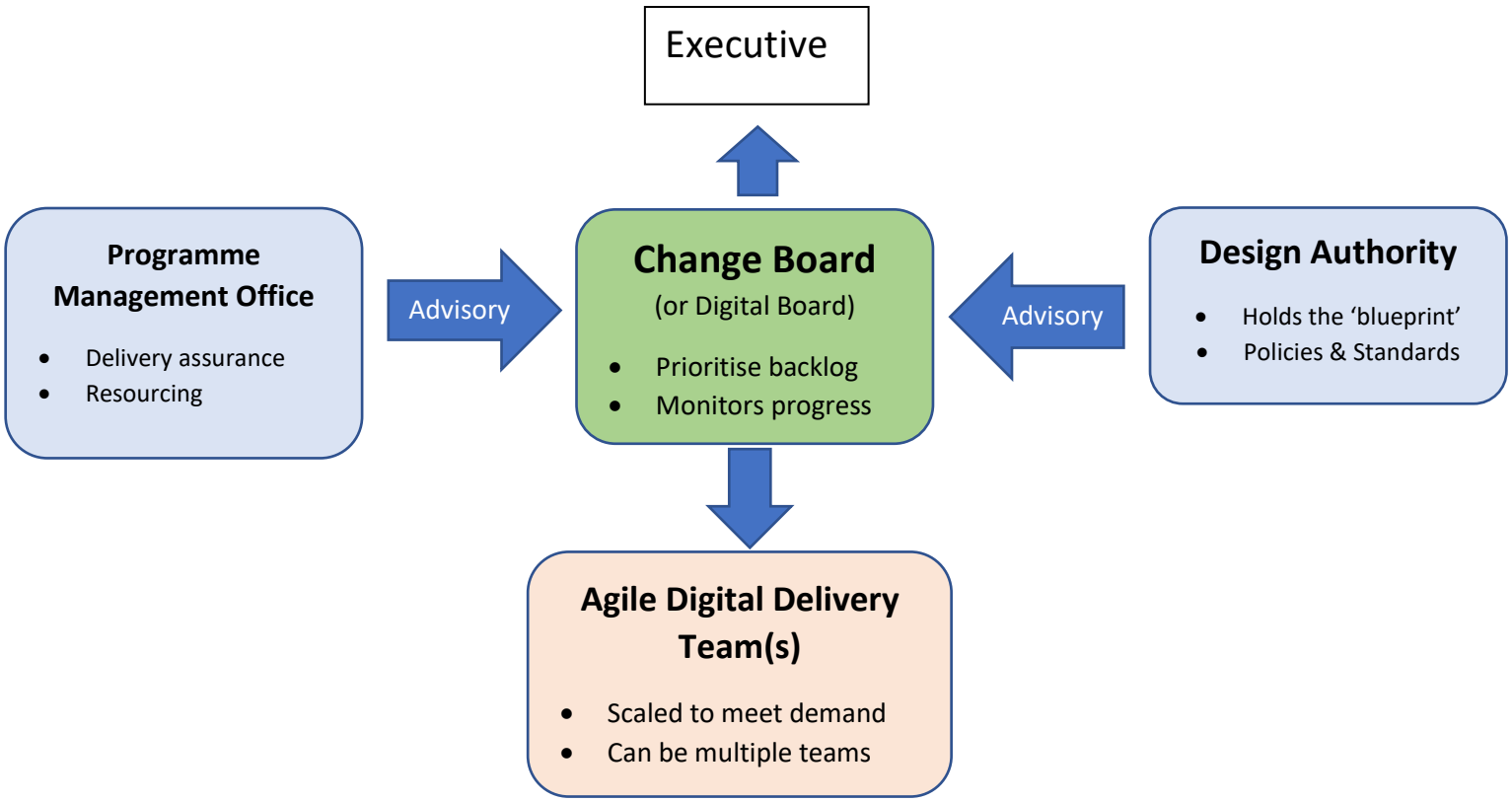
The key roles for governance in agile are:

- Prioritises planned work based on business value, which is then fed into an approved 'to do' list for the delivery team. This is called the 'backlog', which is regularly reviewed and reprioritised.
- Ensures there is clear ownership of the proposed change by the 'Product Owner' and the outcomes and benefits that need to be achieved are clear.
- Adjusts resourcing levels so that the pace of delivery of the backlog can be changed to meet the organisation's needs.
- Addresses risks and issues that cannot be resolved in the delivery teams.
- Ensures that new services are ready to go live and keeps them under review to drive continuous improvement.
- Ensures organisational policies and standards are being applied.

There is no differentiation between changes to existing services and new requirements, these are simply prioritised based on the business value they deliver.

10.3 Proposed Governance Model

The simplified picture below is indicative of some of the functions that are needed within any future governance model.



Key features include:

- A **Change Board** (this could be for all SSDC change or just Digital) that sets priorities, monitors progress and manages risks.
- The **Agile Delivery Team** provides a scalable resource to deliver new services and improvements to existing. Will be one team as a minimum to support continuous improvement.
- **Programme Management Office p**rovides independent assurance to the board on delivery and ensures all resources needed to deliver are in place.
- **Design Authority** ensures the 'To-Be' operating model and underpinning principles, policies and standards are followed by the delivery teams.

APPENDIX – Priorities identified at the LMT Workshop

Priority 1 - **Staff and Managers Digital Capability**

- Create an effective learning environment to grow our digital skills, digital by default
- Improved training on basic IT skills for all staff – base level induction
- Invest more heavily in ensuring staff can use the IT tools we have and are implementing
- Increase digital skills of managers so they can understand the art of the possible and how this can be applied to their service area
- Commercial/investment work – support needed to enable
- Learning needs to be blended, personalised and continuous, not a 'one shot' set approach
- Understand the opportunities better, what's out there, trends and tools

Priority 2 - Easy to use systems that are intuitive for both staff and customers.

- Must make sure out digital channels work well, are simple and encourage people to use them
- Drive the 'tell us once' principle into all we do.
- Develop an engaging and rewarding on-line experience for all
- Simplify access to our systems for staff, make them more consistent and intuitive

Priority 3= Better Technology to enable us to work efficiently

- Become agile as an organisation in the way we operate
- Remote access to data, better collaboration tools
- Remote access critical with such a wide geographical area to support
- Simpler, easy to use phones
- Seamless integration between mobile and office
- Better in-cab technology, use of QR codes e.g. for stores management
- More mobile apps
- Integrated communications including effective videoconferencing
- Agile project management, supported by the right tool

Priority 3= Working effectively with Partners and the Community

- Start to work with neighbouring LA's in Somerset to create a 'Somerset Portal'
- Proactively start to develop shared platforms across Somerset
- Connect digitally with partners e.g. Parish Councils
- Amazon style 'one stop shop' approach
- Giving communities the tools to influence SSDC policy digitally
- Link Careline with relevant services
- Progress the shared services agenda/unitary/partnership working
- Intelligence sharing with other partners

Priority 4=

Communicating with Communities More Effectively

- Opening up local democracy through broadcast tools
- Opportunity to get messages out to larger groups more quickly and easily
- Communicate internally on our performance to enable more agile and efficient working
- Linking with other councils and providers who are feeding into the same communities to join up info for our customers
- Join up our communications more effectively
- Digital marketing

Priority 4=

Better data/information management, enabling flexible analytics and access

- Information to support service demand management, planning and performance
- Better customer insight to design services
- Utilise predictive analytic tools more effectively
- A programme to rationalise and reduce storage (GDPR compliance?)
- Consistent data capture for land and buildings
- Capture real time information to manage services (Smart Community – IoT)
- Digital heritage – museum archive extended to other community museums
- Able to integrate/access with external databases and systems e.g. AONB,
- Improve join up between property, legal and finance data
- Establish a data library and standards

Priority 5

Continuing to drive channel shift and automate services

- Develop webchat/AI etc to help customers self-service, both transactions and information
- Drive customer on-boarding through effective recruitment to on-line channels
- Greater clarity about where digital services are appropriate and where F2F contact is really needed.
- Develop and extend self-serve networks
- Simplify access to information to allow easier on-line searching
- Support more effective income generation through smarter booking systems etc.