Digital Road Map Report, July 2017

1.0 Summary

In April 2017 this Committee considered a report to raise awareness of the future direction of the Digital Strategy and to adopt in principle a Phase 1 approach that incorporates the Local Government Digital Standard. That report covered how digital technologies are changing and that the digital revolution is not just about technology, but true digital transformation will change business processes, employee and leadership skills/behaviours and corporate culture. It was agreed that a detailed road map and cost implications plan for the Phase 1 Digital Strategy will be bought back to the July Committee. This document details an actionable roadmap over the next 12 months.

2.0 Digital Work Force

2.1 Training development and empowerment

To ensure that the workforce have the knowledge, skills and empowerment to deliver well designed services, something along the lines of a digital skills framework needs to be implemented to acquire, develop and improve the digital skills and competencies of the workforce. There needs to be a basic level of digital competency at all levels so that moving forward we can operate effectively in this digital age. However, at higher levels of management there will need to be much greater awareness of the potential of digital to make a difference. Digital will become something we are and not what we do.

2.2 Skills Frameworks

It is becoming increasingly common for private and public sector bodies to adopt digital skills frameworks with several different frameworks in existence.

Two such frameworks have been identified which demonstrate how digital skills can become embedded within the organization, recognizing the different roles and levels. The Skills Framework for Information Age (SIFA) is one potential framework and the Government Digital Service Digital and Technology Framework is another. In truth neither are entirely suited to us but we feel that we could adapt these to suit our own requirements.

The simplified framework that we will adapt will cover the competences and skills required for 3 different levels: -
- Basic level for all staff;
- Service management level to lead service reviews; and
- High level understanding to support appropriate leadership and management for members and senior managers.

Once developed a skills framework will quickly provide us with a baseline of the capability of the organisation, specific departments, teams and individuals, identifying any skill gaps. The development of this framework will be a key part of the initial action plan.

2.3 Culture & Different ways of working

With the implementation of the recommended framework there will be a basic level of digital competency across the organisation. The management and leadership team will take full responsibility for making changes to the organisation, structure, culture and working practices that will be needed to ensure that we become a Digital Council.

3.0 Digital People

3.1 Digital skills and educate

At Annex 1 is a Digital Heatmap for Melton. From this it can be seen that the likelihood of overall digital exclusion is **Medium.** 10.7% of adults have never been online in comparison to 77% of the population who have all five basic digital skills, which consist of managing information, communicating, transacting, problem-solving and creating. (Partnership, 2017)

Non-internet users

To tackle the 10.7% of residents who have never been online, it is recommended that we promote the use of supported internet access points where users can embark on basic digital training using platforms such as learnmyway.com which offers free courses on using a computer, browsing the web, sending an email and finding work online. Furthermore the council will publish a page on the corporate website which identifies the key supported access points as well as promoting other free online resources which will help residents acquire basic digital skills.

On 28th June a meeting was held regarding older people and digital where a number of opportunities were discussed, including the potential to run drop in type sessions in some of our buildings. Over the next 12 months we could pilot a couple of initiatives to deliver basic digital skills for older people in places such as Gretton Court. A budget of around £10k could support some different pilots and would cover necessary costs such as wifi connectivity, learning facilitators, devices, etc.

Savvy internet users

To engage with residents who already have the 5 basic digital skills it is recommended that there is budget put aside for marketing efforts to promote digital independence as well as council online services. With a marketing budget traditional marketing methods can support more modern approaches to engage with a wider audience. As we know from previous customer insight reports, there are a large number of residents who are more receptive to direct mail as opposed to social media. On the other hand the budget will also allow us to deliver sponsored social media campaigns which can be specifically targeted to achieve better engagement. An initial one off budget of £20K is suggested which will allow for some form of communication with every household that will also take into account that many people might only need to contact us once in every few years.

3.2 Empowerment

As part of the Local Plan consultation new Delib consultation software has been piloted. This has proved to be very effective and over the next 12 months the intention will be for Strategic

Management Team to consider the corporate rollout of this to ensure we become consistent, efficient and user-friendly for all of our digital consultation. It is also advised to embrace the opportunity to consult through social media channels as the audience is already engaged with this channel and the majority of platforms now have this functionality.

4.0 Digital Place

4.1 Economic Growth

As can be seen from Annex 1, a large proportion of households in Melton (80.94%) do not get 4G mobile data from all providers. More work needs to be completed around the infrastructure that is planned for Melton to secure digital growth – this will be developed in the longer term Digital strategy. In the mean time we will support any initiatives that support businesses to become more responsive in this digital environment. For example the council currently provides free accommodation for business social media work shops.

4.2 Joint working and Data Sharing

The council will progress the recommendations that were an outcome of joint working with Leicestershire County Council Transformation service. In the long term this may include joint working with neighboring authorities so we can share knowledge and realise cost savings. Furthermore introducing new technology will help join up some of our heritage systems and result in a "one view of the customer" approach.

## 5.0 Actions based on Local Government Digital Standard Actions

Generally, all of the actions detailed below will be managed within normal governance arrangements for projects and service improvement initiatives, which will specifically include the Programme Board.

1. **Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.**

- Build on existing work around customer insight and create and implement a common approach to understanding user needs.
- Allow resource and capacity to carry out research such as focus groups and analyse existing contacts and past issues.
- Ensure we have a multi-disciplinary team when designing services to ensure maximum knowledge of the customer.

2. **Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.**

- Consideration will be given to integrating the following roles into major service improvements projects (These will be managed through usual Programme Board and Business Efficiency/Transformation governance structures)
    - Customer insight officer
    - Business analyst
    - Systems/product provider
    - Customer services representative
    - Website support officer
    - Senior service manager

3. **Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.**

- Implement an agile approach to service design.
- Multi disciplinary team will stay in existence after product launch to ensure capacity to act responsively to issues and iterate product quickly.

4. **Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.**

- Engage with feedback platforms to enable quick response to issues.

- Please note: 3rd party systems commonly carry constraints. Teams may only be able to influence product redesign.

5. **Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.**

- Current reporting is minimal, we need to corporately identify the data/information we to collect so a process can be put into place to gather it, reducing any manual data collection.

6. **Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.**

- Continue involving service specialists to advise on user data and information storing, ensuring we follow legislative regulations.

7. **Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.**

- Due to the size of the authority, development and resources are minimal.

8. **Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.**

- Acquire 3rd party proof of testing on all browsers and devices
- Create matrix of devices and browsers as part of the product/process testing plan.
- Make use of free software online.
- Adopt a test version of the website to enable end-to-end testing of the process before it enters a live environment. Cost involved.

9. **Make a plan for the event of the digital service being taken temporarily offline, and regularly test.**

- Continue with current service downtime plan
  - Publish announcement on website
  - Publish message on social media
  - Open more telephone lines

10. **Make sure that the service is simple enough that users succeed first time unaided.**

- Continue to test user journeys – especially after implementation

- Re-iterate service based on customer feedback, continually
- Continue to use help fields and help pages to assist users
- Continue to use Engage software which allows publishing of help pop ups in problem areas of the product

11. **Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.**

- Digital style guides and content strategies are derived from government standards and are under regular review

12. **Encourage maximum usage of the digital service (with assisted digital support if required).**

- Marketing is low key to date; opportunities will be maximized with the continuation of advertising efforts but will be increased with the introduction of more traditional methods
- A marketing budget would be needed assist this approach

13. **Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.**

- With the introduction of new services, targets need to be implemented from the start of the project
- Processes need to be put in place to enable performance measurement end-to-end
- A sophisticated, well-designed performance framework is needed

14. **Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.**

- Ongoing re-iteration needs to become the norm

15. **Test the service from beginning to end with appropriate council member or senior manager responsible for it.**

- Testing of the service needs to be carried out with the Head of Service and a Member.

Annex 1 – Digital Exclusion Heat Map for Melton
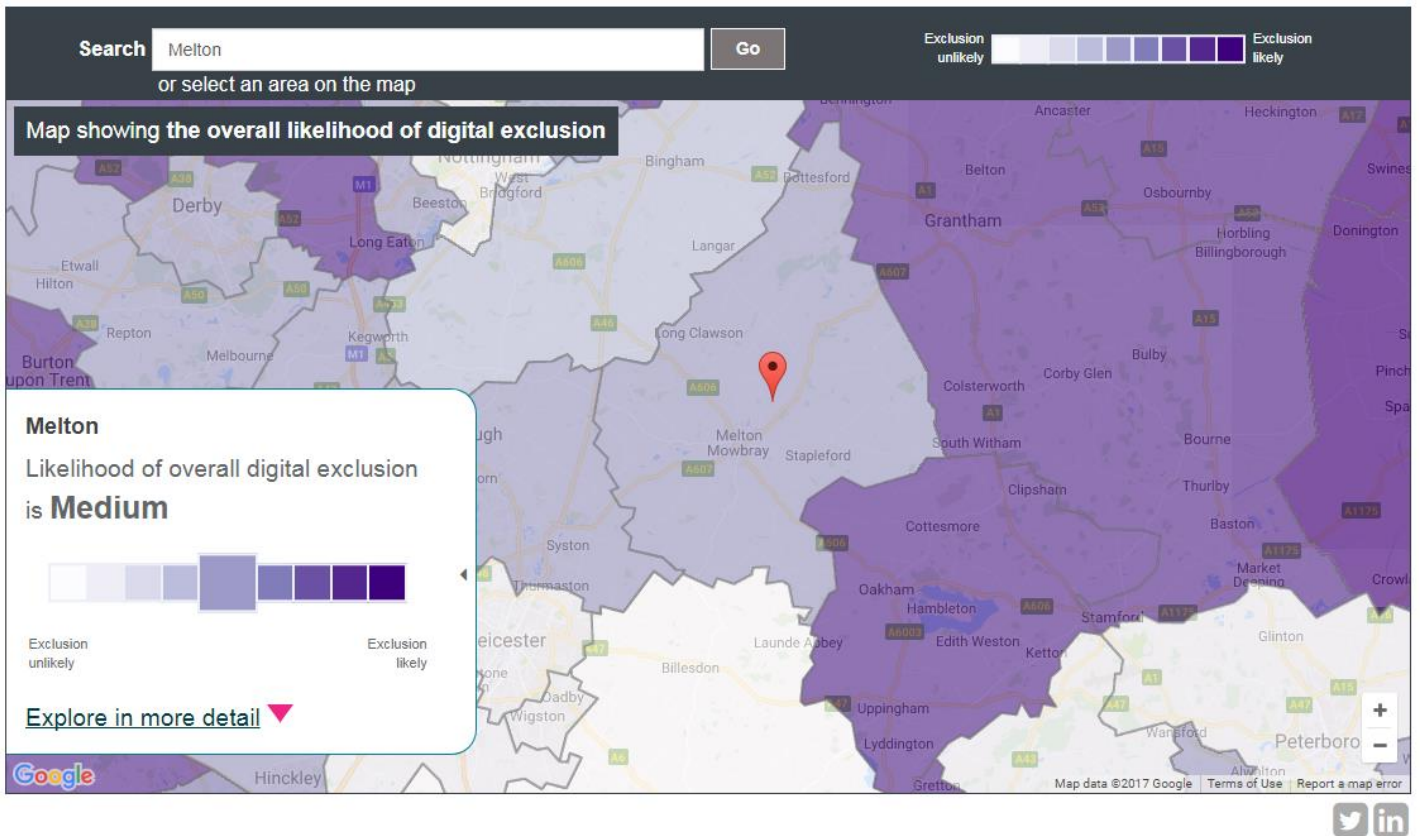
Melton

Likelihood of overall digital exclusion is **Medium**

The likelihood of overall digital exclusion is made up of eight core digital and social metrics.

Combined Digital Indicator

Explore the combined digital indicators ▼

Combined Social Indicator

Explore the combined social indicators ▼

Explore indicators in more detail

Digital Indicators

The combined digital indicator is made up of four metrics that indicate digital exclusion. These are infrastructure, the number of people who have never been online, Basic Digital Skills and Basic Digital Skills used.

INFRASTRUCTURE (COMBINED)

View infrastructure (combined) on map

The combined infrastructure metric is made up of two sets of data: household broadband speeds; and the household availability of 4G mobile data.

INFRASTRUCTURE - BROADBAND 10MBPS

7.00% of households in Melton **do not receive broadband speeds of at least 10 megabits per second (Mbps)**. Learn more

You can also view the percentage of households not receiving speeds of at least 2Mbps. Show

INFRASTRUCTURE - 4G MOBILE DATA

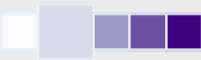**80.94%** of households in Melton **do not receive 4G mobile data from all providers**. Learn more

OFFLINE

View offline on map

10.7% of adults in Melton have **never been online**. Learn more

BASIC DIGITAL SKILLS

View Basic Digital Skills on map

77% of adults in Melton have **all five Basic Digital Skills**. Learn more

BASIC DIGITAL SKILLS USED

View Basic Digital Skills used on map

39% of adults in Melton have **used all five Basic Digital Skills in the last three months**. Learn more

Social Indicators

The combined social indicator is made up of four social metrics that indicate digital exclusion. These are age, education, income and health.

AGE

View age on map

21.0% of adults in Melton are **over 65**. Learn more

EDUCATION

View education on map

35.40% of adults in Melton have **no qualifications and/or no Level 1 qualifications**. Learn more