

# TEIGNBRIDGE , EXETER AND EAST DEVON DIGITAL STRATEGY 2022-2025

## ***Vision***

*We want to use the best of digital technology to enable our users to access services in the way they choose, when they choose.*

This strategy explains what we're going to do to build a truly digital council and over the next three years.

Our vision is set out in our [corporate plan](#) and our digital strategy builds on that plan. We aim to ensure that < Exeter, Teignbridge & East Devon> is a great place to live work and visit. making people's lives easier through the use of modern technology and data.

Becoming a digital council is about fundamentally improving our resident, visitor, business, members and staff experience through simpler, better services and tools.

Now is the right time to focus on action.

We recognise the pace of change in this digital world, and we want to make sure our services keep up with the advances in technology. We want to ensure we can utilise technologies <such as IOT> to map our air pollution, traffic flows and recycling, providing customers real time data to inform their decisions on travel choices and environmental improvements.

We want to provide our most vulnerable adults with support that is truly collaborative across services in the area, to partner with local agencies in a protected and safe environment.

We aim to scan future technologies and be ready to adopt the best technologies that give the greatest impact to our citizens.

We aim to do this in collaboration, learning from Government, Councils, Corporate bodies and organisations to understand best practice.

The change of pace means a big shift in our way of using IT, and investments will need to be made to change fundamental architecture first, before significant realisation of savings and customer improvements take place.

We will work with our Technology team to review our progress to date and plan our digital transformation together, ensuring we have the right oversight and management of programmes to deliver this strategy.

<b>Moving away from</b>	<b>Moving to</b>
IT enables staff to perform their role	Digital is the enabler of citizen engagement and services
IT as a cost saving activity	Investing in IT will create greater savings elsewhere in the Council
Call centre focussed	The primary channel of delivery is digital
Desktop estate	Mobility first, mobile, laptop and device agnostic
Labour intensive upgrades to large systems	Incremental upgrades and component-based systems. Lo-code, no-code solutions for quick and easy roll out.

THEME	What is our aim (outcome) for January 2025	How will we achieve this?	What does success look like?	Where are we now?
Customer access and service	All customers can use our online services	<p>Build an evidence base of user needs and behaviour to inform our decisions (EQIA) working to improve our digital inclusion and not leave anyone behind</p> <p>Adopt an ‘inclusive design’ approach based on user research, using functions such as voice-activated technology to access our services</p> <p>We have a “digital resource/team” that responds to changing customer needs and behaviour, transaction data, best practice in the private sector and councils, advances in technology, and builds responsive services</p>	<p>We will improve our customer satisfaction for online services</p> <p>We will reflect on the need to offer the same service regardless of channel including voice/messenger and other technologies</p> <p>Build a Digital Team with skills and roles that puts digital at the core of the council, combining functions with other councils where this brings additional benefit</p> <p>Continuously develop our services and products, not leaving technology to stagnate where it gathers risk, but continuously improve each service to ensure it keeps pace and allows us to iterate what we can offer</p>	<p>90% of Firmstep processes rated 4 or 5 star as at 6 April 2022</p> <p>SW 5% of citizens are offline 17% are partially excluded</p>

	Our website is accessible to all	We will develop a gateway approach to service design that assesses the needs of those with disabilities and differences	<p>We see an increase in My Account service use</p> <p>We achieve an Accessibility score of 'Good' for our website</p>	95.1% Site Improve Accessibility score at 6 April 22
	The majority of customers serve themselves using online transactions and information at a time and place, and using the digital technology, that they choose	<p>Review of current CRM and roadmap for single view of customer</p> <p>Customer transactions are simple, streamlined, automated and make optimum use of new and emerging technology</p>	<p>We have a single view of the customer so that customers are able to access all online services via a single entry point and the council can build a holistic view of customer needs</p> <p>Customers do not receive paper communication from us, except in exceptional circumstances</p> <p>Review the relevance and effectiveness of the Firmstep platform compared to other technologies</p>	<p>Online forms completed by customers</p> <p>2018 – 4,700</p> <p>2019 – 37,730</p> <p>2020 – 63,290</p> <p>2021 – 81,030</p> <p>2022 – 16,800</p> <p>35215 My account subscriptions as at 6 April22</p>
	Face-to-face, telephone and email contact is reserved for high and complex needs	<p>Improve online access making it streamlined and accessible for all</p> <p>Developing an inclusive approach that encompasses as many customers as possible</p>	<p>Reduce the volume of telephone numbers</p> <p>Reduce the volume of generic email in-boxes and general email contact</p>	<p>11,361 average telephone calls per month in 21/22</p> <p>No of generic inboxes tbc</p>

		The majority of customer enquiries are dealt with at the first point of contact by professional customer service advisers or an automated service (Webchat/robots)		
	Our customer service, back office support and expertise is organised to meet the aims of our Digital Strategy	Service and process transformation to redevelop customer service	Digitised services, automation of routine transactions and savings	The councils are reviewing the role of front line customer services and interactions
Digital and mobile work force	Our staff are motivated and have the digital skills and tools to provide high- quality services	<ul style="list-style-type: none"> <li>Implement a digital skills assessment and training plan for our staff and ensure all staff have at least the basic competency level, annually assessed?</li> <li>Support staff and leaders to develop and agile and iterative mindset that encourage innovation and a test and trial culture</li> </ul>		<p>New devices in place</p> <p>Digital Leadership training as part of the digital strategy development</p> <p>365 Tribe and Microsoft 365 training delivered by Hable</p> <p>Appointment of digital 365 champions in service areas</p> <p>Not developed skills assessments or agile and digital mindsets piece</p>
	Our staff have the digital skills and tools to work collaboratively and effectively whatever their location, which has	<ul style="list-style-type: none"> <li>Treat our staff as valued users, using the best of modern services to take the drudgery out of processes' leaving them to focus on external users</li> </ul>	Survey data	<p>Started roll out with 365 in Teignbridge.</p> <p>East Devon and Exeter are in the planning stages</p>

	enabled us to reduce the static desktop estate	<ul style="list-style-type: none"> <li>• Introduce and exploit the use of Microsoft Office 365 within each service, to offer cost savings, efficiencies within key areas of the organisation</li> <li>• Enable staff to work in an agile and flexible way by ensuring appropriate policies and procedures are agreed and implemented</li> <li>• Enable mobile officers to receive cases, input and update via mobile devices</li> <li>• We will review and redesign and automate our internal processes where this improves productivity</li> </ul>	Currently being rolled out	Windows 10 upgrade completed for all Councils
Digital democracy	Our members have the digital skills and tools to work collaboratively and effectively whatever their location	<p>Provide members with 365</p> <p>Provide members with training and skills to fully utilise the suite</p> <p>Survey members and provide the right devices and access to collaborate</p> <p>Review Mod Gov and decide 365 migration</p> <p>Review streaming services and migrate to 365 if possible</p>	Members IT survey	<p>Members have devices in place</p> <p>All TDC members to move to Exchange</p>
High-quality, accessible data	Our transactions are improved continuously based on accurate and	Build data services with the remit to bring insights directly to business areas.	Data Team to add in  What should these look like?	

	timely data about demand and performance	Improve access to reporting tools and devolving data reporting to staff		
	We know our data requirements and have a clear roadmap is in place	<p>Create a data strategy that underpins our approach to data, how we use it and keep it safe. Including understanding of core data sets, data quality standards, ontology, extraction, transformation and visualisation</p> <p>Review use of third-party data and partners data and integration of data into our core data sets</p>	<p>Data strategy in place</p> <p>Improved dashboard management and use</p>	
	We have a better understanding of the needs of our place and our users from timely, accessible data sets and we use this information to inform our decisions	Reconfigure our data systems and architecture to ensure easy access to data in or near real time	<p>Our performance and data is published and available to all</p> <p>Real time or near-real time data</p>	Some PowerBI dashboards have been built for some service areas
	We use technologies such as the Internet of things to map, for example, our air pollution, traffic flows and recycling, providing customers real time data to inform their decisions on travel choices and	<p>Developing POC which benefit customers and staff</p> <p>Seek external funding for pilot activities</p>	Pilot of real time information for customers, such as parking.	Desk research

	environmental improvements			
Digital and Net Zero	We have made a tangible contribution to our Net Zero commitment through innovative use and adjustments to our use of ICT	<ul style="list-style-type: none"> <li>• Implement Strata's Net Zero plan</li> <li>• Build staff calculators for travel decisions</li> </ul>	<p>Tracking staff reduction in use of paper, travel and energy</p> <p>Tracking reduction in customer visits to offices</p> <p>Tracking Strata's reduction in power use</p>	<p>Green policies in place</p> <p>No tracking of progress-to be developed</p>
Responsive and resilient infrastructure	We have moved to a Cloud First approach	<p>Review our IT infrastructure and architecture to ensure it is fit for purpose, identifying and replacing our outdated systems</p> <p>Optimise the use of the Cloud where it provides user access, cost and other benefits</p> <p>Use shared and common resources like gov.uk and GDS to provide efficient use of technology</p>	<p>Developed a cloud roadmap and strategy that includes legacy system migration (where relevant)</p> <p>Anytime access to systems</p> <p>Reduction in service desk calls for access issues</p>	<p>Some systems are cloud based but need to understand cost and implications to move more into the cloud</p> <p>Benchmark to be provided by Strata</p>



	<p>Our infrastructure and systems are modern, flexible, lightweight, secure and integrated</p>	<p>Review the digital capabilities of our technical teams and the balance of our in-house and outsourced requirements</p> <ul style="list-style-type: none"> <li>• Consolidate and reduce high volumes of applications and software</li> <li>• Move away from labour-intensive upgrades to large systems to incremental upgrades and component-based systems and 'lo-code, no-code' solutions for quick and easy roll out</li> </ul>	<p>Skills audit of our technical teams</p> <p>Understanding the capabilities of in-house teams and build partnerships for outsourced requirements</p> <p>Agile approach to software systems and processes</p>	<p>Some services in the cloud</p> <p>Architecture review to be completed</p> <p>Target Operating model report commissioned</p>
	<p>We have a financially sustainable technology model</p>	<p>Early stage investment to develop the infrastructure and architecture that is fit for the future</p>	<p>Develop business plan to show the return on investment over a 5-7 year period</p>	<p>Agilisys report commissioned to develop financial model</p>
	<p>Systems are secure and robust</p>	<p>Security audits carried out</p> <p>Governance arrangements are in place for cyber security including incident planning, disaster recovery and escalation reporting</p>	<p>LGA funding and training to take place</p> <p>Governance arrangements reviewed</p>	<p>Dojo training in place</p> <p>Consultancy appointed to complete Governance review of Security for TDC/ECC</p>