

# North Tyneside Council

## Report to Cabinet

### Date: 20 January 2020

#### Title: A Digital Strategy for North Tyneside

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**Portfolio:** Deputy Mayor

**Cabinet Member:** Councillor Bruce Pickard

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**Responsible Officer:** Paul Hanson, Chief Executive

**Tel:** 0191 643 7000

**Wards affected:** All

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#### **PART 1**

##### **1.1 Executive Summary:**

We live in a digital age and the Authority operates in a digital environment. It is therefore important that the Elected Mayor and Cabinet provide a policy steer for the Authority's work in this area.

This document provides a strategic context for work on data, work with customers, work with and for the team and work with and for the Borough. Appendix 1 then outlines for Cabinet what has been achieved in each area of the strategy and what is planned for the next four years which will align to the Medium-Term Financial Plan.

##### **1.2 Recommendation(s):**

It is recommended that Cabinet

- (1) agree the Digital Strategy;
- (2) note the work done to date; and
- (3) agree the draft work plan – subject to annual agreement of the Investment Plan.

##### **1.3 Forward Plan:**

Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 13 December 2019.

##### **1.4 Council Plan and Policy Framework**

This report relates to the entirety of the North Tyneside Plan as it has consequences for Our People, Our Place and Our Economy.

## 1.5 Information:

### 1.5.1 Background

1.5.2 We live in a digital environment and little the Authority does or little that happens in North Tyneside does not involve data and technology. Since the 70s public services have been increasingly automated and over the last decade the pace of change has risen exponentially. While the expertise of the digital sector is critical it is often the case that the business strategy is not well articulated and thus there is a mismatch between technology and the business objective.

1.5.3 It is therefore important that the Authority's digital work is shaped by the business and given a clear policy context. This document provides that context.

1.5.4 In an attempt to make that context as clear and simple as possible the strategy is in four parts; data, customers, team and Borough. Appendix 1 captures the work done in each area over the last 5 years and then goes on to explain what will be done in the next 4 – that is the period of the next Medium-Term Financial Plan.

### 1.5.5 Digital Strategy

1.5.6 The four aspects of the Digital Strategy are as follows

- **Data:** We will keep it safe, use it well, turn it into intelligence and wisdom, share it lawfully and delete it appropriately
- **Customers:** We will work to design services to make interaction with the Authority consistent and as easy as possible in order to deliver our Customer Promise
- **Team:** We will provide a safe and stable technical environment with tools that are fit for purpose and work well, and we will support our team to use them well; and
- **Borough:** We will work to ensure residents, business and visitors are safe, digitally confident and connected both in terms of physical access to technology and digital connection.

1.5.7 We will use this agreed strategy to shape our approach and prioritise our plans.

## 1.6 Decision options:

The following decision options are available for consideration by Cabinet

### Option 1

Agree the draft Digital Strategy.

### Option 2

Not agree the draft Digital Strategy and ask for more work to be done.

Option 1 is the recommended option.

## 1.7 Reasons for recommended option:

Option 1 is recommended for the following reasons:

- The draft Digital Strategy is based on wide discussion with the team, partners and a look at best practice; and
- A Digital Strategy agreed by Cabinet will give a clear policy direction to a great deal of work which is important to the Authority and the Borough

## **1.8 Appendices:**

Appendix 1: Digital delivery over the last 5 years and plans for the next 4 years

## **1.9 Contact officers:**

Paul Hanson, Chief Executive tel. (0191) 643 7000

## **1.10 Background information:**

No background papers were used in the compilation of this report.

## **PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING**

### **2.1 Finance and other resources**

There are no direct financial implications flowing from this report. However, if agreed, the Digital Strategy will be used to prioritise future investments which feature as part of the agreed Budget and Investment Plan.

### **2.2 Legal**

If agreed, the Digital Strategy is intended to strengthen the Authority's obligations to manage and protect data pursuant to the Data Protection Act 2018 and the General Data Protection Regulation.

### **2.3 Consultation/community engagement**

#### **2.3.1 Internal Consultation**

The Senior Leadership Team collaborated to draft the Digital Strategy. A draft was discussed and agreed by the ICT Board which is Chaired by the Chief Executive, includes the Cabinet Member and Cllr Anthony McMullen, members of the Senior Leadership Team and the relevant senior members of the Engie team.

#### **2.3.2 External Consultation/Engagement**

The Chief Executive and Head of Resources have spent time over the last year speaking to colleagues in the sector and in other local authorities.

### **2.4 Human rights**

If agreed, the Digital Strategy is intended to strengthen the protection of personal details and access to information.

## 2.5 Equalities and diversity

If agreed, the Digital Strategy and consequent work programme are intended to strengthen accessibility to Authority services.

## 2.6 Risk management

A Risk Register is maintained and managed by the ICT Board.

## 2.7 Crime and disorder

If agreed, the Digital Strategy and consequent work programme are intended to strengthen the Authority's resilience. The work with the Borough is intended to help residents, businesses and visitors be safe on line.

## 2.8 Environment and sustainability

If agreed, the Digital Strategy will inform an approach to customer first service design that is intended to design in sustainability.

### PART 3 - SIGN OFF

- Chief Executive  X
- Head(s) of Service  X
- Mayor/Cabinet Member(s)  X
- Chief Finance Officer  X
- Monitoring Officer  X
- Head of Corporate Strategy and Customer Service  X

## Digital Strategy: Appendix 1, Digital Delivery

Strategic objective	Delivery 15/16 to 19/20	Plans 20/21 to 23/24
<p><b>Data:</b> keep it safe, use it well, turn it into intelligence and wisdom, and delete it appropriately</p>	<ul style="list-style-type: none"> <li>• Information governance improvement plan delivered.</li> <li>• PSN compliance maintained (national data standard for data security in the public sector)</li> <li>• Data Security &amp; Protection Toolkit compliance maintained (all organisations that have access to NHS patient data and systems must use this toolkit to provide assurance around data security.)</li> <li>• File plan developed for SharePoint roll-out, in line with Local Government Classification Scheme (LGCS)</li> <li>• Development of Alteryx to provide ‘joined up’ intelligence to help frontline services target resources effectively (e.g. Troubled Families)</li> <li>• Implementation of Controcc, providing direct link between social care and finance data, for greater accuracy and transparency</li> <li>• Implementation of Alteryx as the default reporting tool with Liquidlogic and Controcc.</li> <li>• Agreed Corporate Policy on approach to Data and Analytics</li> <li>• Roll out of Qlik allowing managers to make more effective use of finance, HR and procurement data.</li> <li>• Implementation of RentSense, supporting Housing officers to identify and focus support on tenants most at</li> </ul>	<ul style="list-style-type: none"> <li>• Continued investment in ICT infrastructure to ensure Council data remains safe and accessible.</li> <li>• PSN compliance maintained</li> <li>• School SIMS systems consideration of moving to cloud by 2021</li> <li>• HR Data filing solution agreed and in place</li> <li>• DR solution agreed, delivery commenced</li> <li>• Implementation of Modern.gov</li> <li>• Planned approach to the move of Business applications and core infrastructure and data to the cloud where appropriate, providing more resilience and reducing the reliance on the data centre at Quadrant.</li> </ul> <p><b>Digital Services and Solutions to include:</b></p> <ul style="list-style-type: none"> <li>• O365 Exploitation</li> <li>• Channel Strategy (SMS)* agreed and implemented across:- <ul style="list-style-type: none"> <li>Corporate</li> <li>Construction</li> <li>Housing</li> <li>Income Management</li> <li>EHL Services</li> </ul> </li> <li>• Corporate Authentication for Self-service</li> <li>• AWS, Google, and postcode software secured</li> <li>• Assistive technologies solutions</li> </ul>

	<p>risk of arrears</p> <ul style="list-style-type: none"> <li>• Upgrade to O365 completed for all users and email migration to the Cloud.</li> <li>• Disaster Recovery (DR) position reviewed and documented</li> </ul>	<p>explored</p> <ul style="list-style-type: none"> <li>• Algorithm developed for modelling predictive repairs</li> <li>• Digital approach to the new model to support Children and the Reducing LCA Strategy</li> <li>• Dimension Interfaces (IM,R&amp;B,ASH)</li> <li>• Housing Management Data Cleanse</li> <li>• Construction Accuservice Improvement and development</li> <li>• Civica Letting Policy application</li> <li>• Service Alignment with Construction service</li> <li>• Finance/HR Reporting (Qlik) <ul style="list-style-type: none"> <li>Benchmark &amp; Statutory Returns</li> <li>Exception and Anomaly</li> <li>HR Workforce Development</li> </ul> </li> <li>• Analytics development - Impacts, Outcomes &amp; Forecasting <ul style="list-style-type: none"> <li>For example, Troubled Families.</li> <li>Single View &amp; Outcomes</li> <li>Adult Social care population prediction</li> </ul> </li> </ul>
<b>Strategic objective</b>	<b>Delivery 15/16 to 19/20</b>	<b>Plans 20/21 to 23/24</b>
<p><b>Customers:</b> Design services to make interaction with the Authority consistent and as easy as possible in order to deliver our Customer Promise</p>	<ul style="list-style-type: none"> <li>• Replacement of outdated service directory on website with SIGN directory</li> <li>• Implementation of Liquidlogic MyCare portal, providing online tools to help people identify care and support needs and calculate their financial contribution.</li> <li>• MyCare allows members of the public and professionals to report any concerns about vulnerable adults</li> <li>• Implementation of EMS Early Years Portal to allow parents to apply online</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on Social Care Customer Experience – through the development of Mycare the ambition is to system to regularly communicate with and notify customers of updates at various stages of involvement - i.e. from assessment to support planning to receipt of services to review</li> <li>• Development of a corporate SMS messaging integrated with business</li> </ul>

for 2- and 3-year-old childcare funding.

- SEND Portal implemented allowing parents and professionals to request assessment for EHCP and contribute to assessment process.
- Implementation of Liquidlogic Children's Portal
- Budget and Benefits calculator to allow potential tenants to calculate affordability of Housing tenancy before applying.
- Development of Customer Journey platform and migration from OutSystems.
- On-line Household Waste Recycling Permit scheme operational
- On-line FOI and Members Enquiry System in place
- Initial Accuserve platform in place for the Repairs and Maintenance Service for Housing

systems, e.g. rent reminders, meeting reminders, housing repairs appointments

- Explore / develop Housing case management approach and customer self-services portal.
- Review and further development of SEND Portal
- Review and further development of Children's Portal
- Renew Self Service Kiosk (Libraries)
- Complaints System replaced
- Website improvements, this to include the Corporate site and Service sites such as Housing, and Tourist Information
- Development of Citizen access/ customer portals and user account management
- EMS Portal (Provider portal)
- Implementation of a child portal
  - Info & advice
  - Care plans & reviews
  - Delegation outside Children services
  - Connexions
- Customer Experience – Lagan/Verint system review/replacement
- Northgate citizen access achieved
- MOD.GOV implementation completed
- Customer portal and single sign on
- Online membership, payment, and booking

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|  |  | <ul style="list-style-type: none"><li>• Request a service &amp; pay for services</li><li>• Replacement for I-Resident</li><li>• Benefit Calculator accessible to residents</li><li>• REPORT IT</li><li>• ASB Toolkit Development</li><li>• New complaints system implemented</li><li>• New Member enquiry System Implemented</li><li>• Works order management system Implemented</li><li>• Website Refresh<ul style="list-style-type: none"><li>• NTC</li><li>• HPC</li><li>• Foster Carers</li><li>• SEND IASS</li><li>• Avoidable contact</li></ul></li><li>• EHL Tourism Website</li><li>• Local Offers</li><li>• SIGN portal</li><li>• Complete Outsystem migration</li></ul> |
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Strategic objective	Delivery 15/16 to 19/20	Plans 20/21 to 23/24
<p><b>Team:</b> provide a safe and stable technical environment with tools that are fit for purpose and work well</p>	<ul style="list-style-type: none"> <li>• Desktop refresh programme- removing “thin clients” and provision of laptops/2i1 devices, tablets</li> <li>• Members devices updated</li> <li>• Implementation of Liquid logic and Controcc systems, providing modern, agile and configurable system that can change to meet business needs</li> <li>• Controcc Provider Portal allows social care providers to record actual services delivered allowing comparison with planned services, improving data accuracy, transparency and providing improved communications between Council and commissioned services</li> <li>• Development of Capita One (EMS) to manage Early Years funding streams based on actuals data input by providers.</li> <li>• Delivery of N3 connection allowing the Council to connect to NHS networks.</li> <li>• Transfer and set up of SystmOne and set up of all ICT requirements (laptops, connectivity etc) for the 0-19 Public Health team.</li> <li>• Implementation of Accuserve and all ICT requirements to support the new Construction team</li> <li>• Configuration of Liquidlogic and set up of all ICT requirements for Adopt North East Successful split of Housing and Revenues and Benefits system, resolving technical issues and allowing requirements to be separately</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in ICT infrastructure to ensure Council data remains safe and accessible</li> <li>• Plan to address aging PC estate</li> <li>• Review and Update ICT Policies and Procedures</li> <li>• Review and maintain ICT Gateway Process</li> <li>• Customer Services Scanning Stations reviewed and refreshed</li> <li>• Updated Self-Service kiosks in libraries</li> <li>• Replacement security gates</li> <li>• HR data filing solution</li> <li>• Virtual Meeting Environment implemented</li> <li>• CYPL Agile Working Improvement</li> <li>• CYPL - Service improvement Projects</li> <li>• ASC - appointment booking system</li> <li>• Room booking system requirement for Langdale</li> <li>• In Cab Technology implemented</li> <li>• Field Staff Remote Support improved</li> <li>• CYPL - mobile working improved</li> <li>• Airswab implemented across NTC</li> <li>• Schools use of LA Network reviewed</li> <li>• Poor EE connectivity in North-West addressed</li> <li>• Device Refresh agreed - Adult learning</li> <li>• Adult Learning - Langdale Relocation</li> <li>• Telephony Replacement completed</li> <li>• ITSM Replacement completed</li> <li>• BMS Review /Replacement completed</li> <li>• Embedding and continued development</li> </ul>

	<p>developed</p> <ul style="list-style-type: none"> <li>• Sundry Debtors system replaced</li> <li>• Netcall upgrade</li> <li>• Review and update Library of ICT Policies and Procedures</li> <li>• Implement ICT Gateway process Robotic Process Automation (RPA) implemented in Revenues and Financial Processing.</li> <li>• O365 upgrade completed</li> <li>• Email migration to the cloud completed</li> <li>• Payment kiosks in Customer Service Centres upgraded</li> </ul>	<p>of Office 365</p> <ul style="list-style-type: none"> <li>• Review of Housing management system and various linked databases, with a view to replacement with a single, modern, flexible system to meet business needs.</li> <li>• Development of Liquidlogic Adults system (LAS) to support new legislative requirements around Liberty Protection Safeguards</li> <li>• Review of Capita One (EMS) and Liquidlogic contracts in 2021. This will include a review of CYPL systems, exploring opportunities to reduce the number of databases and provide better integration with Children’s social care. Across- Children’s social care (Liquidlogic), Education and Early Years (EMS), Youth Justice (Childview) and Connexions (Cognisoft).</li> <li>• Priority applications upgrades- BACS, Lagan, SIMS completed</li> <li>• Replace the current Election Management System</li> <li>• Implement a new Members Enquiry System</li> <li>• Explore the scope for paperless meetings.</li> </ul>
<p><b>Borough:</b> ensure residents, business and visitors are safe, digitally confident and connected both in terms of physical access to technology and digital connection</p>	<ul style="list-style-type: none"> <li>• Use of assistive technologies to support vulnerable adults in their homes.</li> <li>• Roll out of Superfast broadband through the BDUK project.</li> <li>• Development of proposal to deliver Local Full Fibre Network (LFFN)</li> </ul>	<ul style="list-style-type: none"> <li>• Further exploration and development of digital and assistive technologies to support vulnerable adults in their homes. The aim is to improve the offer and make assistive technology an integral part of the social care offer.</li> </ul>

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|  | <ul style="list-style-type: none"> <li>• Peoples Network of PC's maintained, with over 12,494 users currently</li> <li>• Supported development of policies about digital industries, digital skills deficit</li> <li>• Engagement with the North of Tyne combined authority in terms of priority digital sectors to be delivered through the devolved Adult Education budget</li> <li>• Working with Schools on the use of digital technologies in teaching and learning</li> <li>• School Improvement Service working on digital activities</li> <li>• Supporting students in understanding the world of work for digital and technology sectors</li> <li>• Assessment of the application of the Digital Entitlement for all UK residents and the application across the borough</li> </ul> | <ul style="list-style-type: none"> <li>• Improved Health and Social Care integration: improve communication of key health events (e.g. hospital admission and discharge) allowing a more 'joined up' approach and better outcomes for clients (Great North Care Record).</li> <li>• Delivery of Local Full fibre Network through the North of Tyne Combined Authority digital project</li> <li>• Review of Peoples Network to determine offer required over the next 4 years.</li> <li>• Supporting residents in pathways to employment for digital and tech skills, e.g. the Accenture Academy for apprenticeships, working with Tyne Met college on their course offer and engagement with digital companies</li> <li>• Ongoing work with Schools</li> <li>• Use of digital technologies in teaching and learning for Adults, and design of courses for Adult Learning and Tyne Met</li> <li>• Delivery of the UK Digital entitlement</li> <li>• Ongoing engagement with employers to ensure a response to employer's digital skill needs are in place.</li> </ul> |
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