

A digital strategy
for Wiltshire Council
2017/21

Context

Our vision to create stronger more resilient communities continues to underpin our work and provide a clear focus on the actions we take. Our priorities will continue to focus on:

- Growing the economy
- Strong communities
- Protecting the vulnerable

This digital strategy is about how, as an organisation, we harness technology and digital opportunities to deliver these priorities by making our services more easily accessible for our customers (e.g citizens, visitors and businesses) maximising the potential of our workforce and working more collaboratively across the local public sector.

This strategy aligns to the Government Transformation Strategy 2017/20, the Sustainability Transformation Plan for Wiltshire and underpins the Business Plan 2017–2027 for the council.

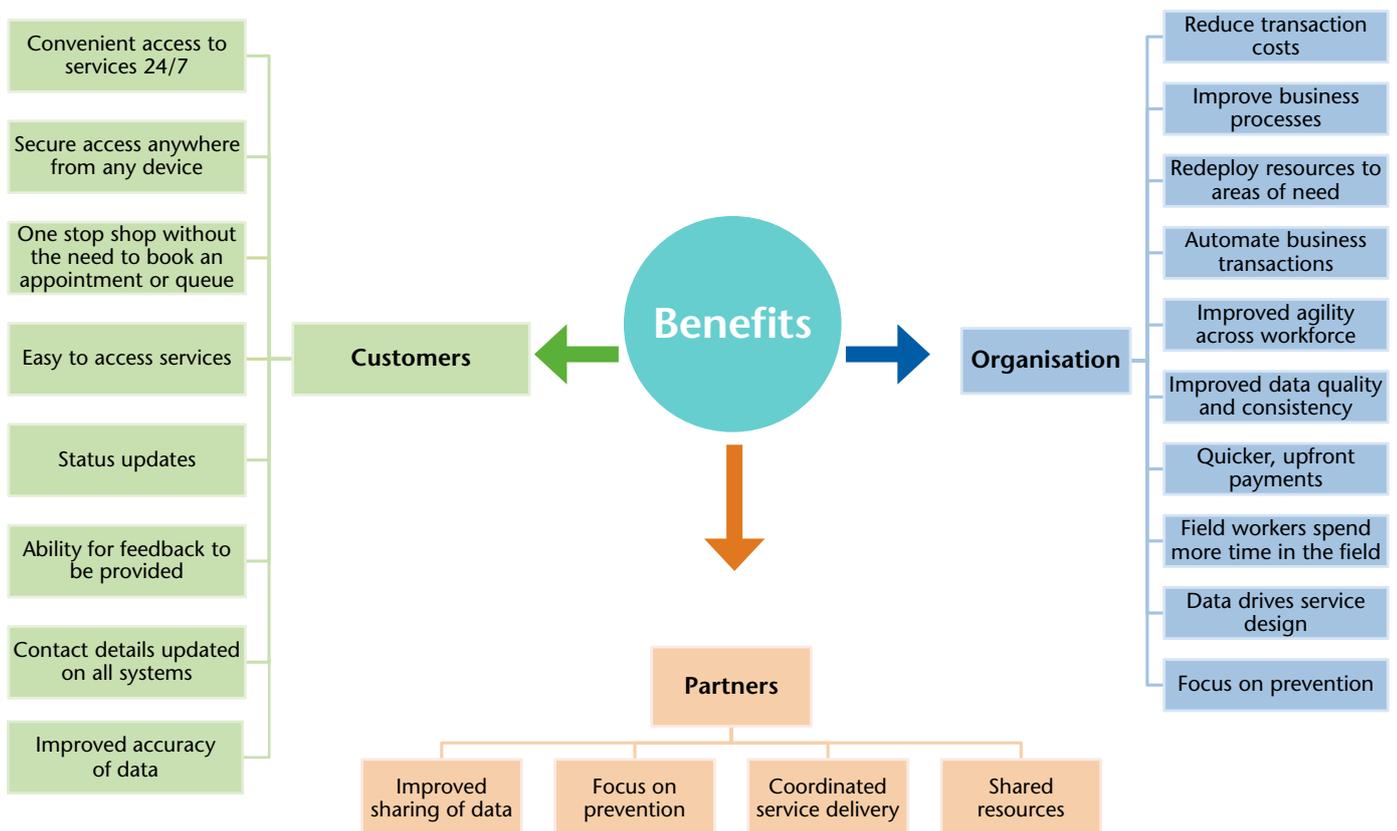
Vision

Wiltshire Council’s digital vision, to 2021:

Serving our customers using digital tools that are convenient, easy and safe to use, efficient and reliable.

Benefits of the digital strategy

The benefits of developing the digital strategy will include:

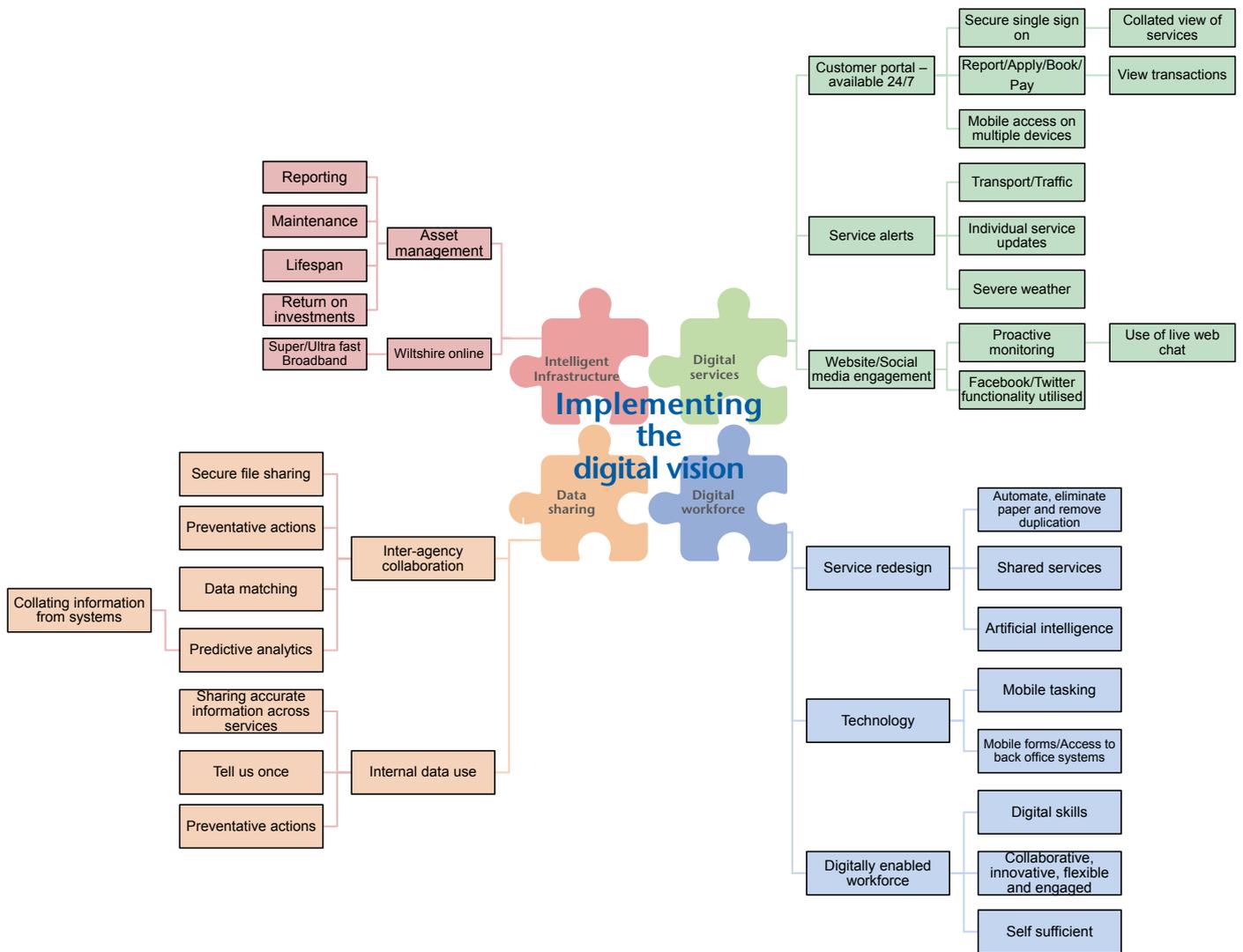


Digital strategy aims

This vision for the future requires that we deliver against four key aims:

1. Redesigned services that improve customer access and maximise automation – **digital services**.
2. Appropriate digital skills and technical capabilities – **digital workforce**.
3. Digital data analysed to constantly improve services – **data sharing**.
4. Digital capabilities and intelligent infrastructure – **intelligent infrastructure**.

The following image depicts the digital vision and the four aims:



Short term priorities

Improve customers access to information and enhance ability to 'self-serve' at a convenient time for our customers. Activities to achieve this include:

- Information readily available on our website within three clicks.
- Reducing the number of customer portals across the organisation.
- Increasing the number of online payments that customers can make.
- Developing simple, fully automated transactions for bookings, applications and reporting that are designed around the customers' requirements.
- Improving interoperability between standalone systems.

Design our technology platforms to maximise the potential number of uses. This will include:

- Customer services and officers using the same customer self-service systems.
- Using video conference software with third parties and customers to reduce travel need and removing need for desk phones.
- Defining how workers can access systems in the field.

Develop customer focused digital plans across all services to identify commonalities and break down silos

Improve data storage across the organisation, to securely store information in a structured way and improve data sharing. This will also include defining data standards alongside sharing data with partners

Improved connectivity and provision of broadband access across Wiltshire via the Wiltshire Online Programme

A digital response to council priorities

A digital response to meeting the council's business priorities includes:

Growing the economy

- Superfast broadband infrastructure being delivered by the Council's Wiltshire Online Programme to households and businesses so they can access goods and services online
- Intelligent infrastructure will facilitate the introduction of Internet of Things (IoT) technologies to give us up to date and real time data such as greater situational awareness and support the introduction of apps that can enhance customer experiences of our area
- Better information about the local job market to help local people access job opportunities.

Protecting the vulnerable

- Leverage our data to understand and manage future demands on services and future needs of our population
 - Interoperability (systems that talk to each other) and collaboration with partners (e.g. police, health services, town and parish councils etc...) to allow better information sharing, decision making and resource allocation – improving support for customers
- Move from being reactive to preventative – for example using latest technology to support vulnerable adults remotely living at home
- Identify concerns early and act quickly to ensure more complex problems or difficulties don't arise
- Provide the right interventions at the right time and right place

Strong communities

- Customers and communities are able to use our data to provide creative solutions to local problems
- Customers can access and update information held about themselves
- Promote the use of community digital champions
- Focus on consistent customer service
- Easier access to advice and information
- Individual view of transactions and personal alerts
- More opportunities to gather feedback
- Potential for “you said/we did” programmes
- Opportunities for better joint working with customers, parish and town councils
- And continue to maintain accessibility for all

An efficient business

- Improved digital access may increase levels of demand for services, however, automatic processing is significantly more cost effective than manual processing. (research by SOCITM)
- Informed customers use services more effectively
- Data is used to inform decision making at all levels of the organisation
- Potential for service redesign
- Improved resource allocation to areas of business need
- Remove waste steps/duplication
- End to end processes that are digital by design
- Staff skills can be used flexibly across the organisation where appropriate
- Cost avoidance by preventing small problems growing into larger, costly problems
- Data quality is improved as customers can update certain personal information held about themselves.

What a digital future will look like

Our customers, communities and businesses can

- access council services at any time, in any location and with a device of their choosing whether it's to report an issue, request a service, find information or make a payment
- see the progress of any requests
- be kept informed on subjects of interest from the council e.g. road closures, severe weather, event listings, etc.
- access joined up health and social care services e.g. because we share relevant information securely between the council, GPs and community health services
- interact with each other and with public services to generate local solutions to local issues
- interact with Council meetings, via the use of digital technologies, such as webcasting/video conferencing using tweets and social media, to ask ‘public questions’.
- Data quality is improved as customers can update certain personal information held about themselves.
- Avoid travel by attending meetings online, reducing carbon footprint and lower travel/fuel expenditure



As a customer, I... will be able to check information such as my Council tax balance and make requests for certain services 24/7. I will be able to perform more tasks online, which will save me having to visit or phone my local Council office.





At a GP Surgery...

A GP care co-ordinator will be able to check whether a patient registered to their surgery has a social care package, on a 24/7 basis. This will save staff time and will ensure their patients receive services quickly and efficiently.



As an officer, I...

will be able to view customer information and see what other services the customer is receiving, to be able to fully understand their needs and update common information. This will mean I can provide a better service to the customer and ensure their query is handled quickly and efficiently.



As a social worker, I...

Will be able to complete an assessment during a visit to a family, using the system assessment form previously downloaded for my use and gain a digital signature. I will be able to upload this information directly to the system once I am online from either the office or at home. This will save an additional visit back to the family.



Our council:

- offers online services available 24/7
- offers digitally-enabled solutions and exploits technology and information to transact, share information and engage with communities both proactively and responsively
- understands its customers and targets preventative and responsive support
- makes better informed decisions that are made more quickly through evaluation of digitally available data
- is carbon and energy efficient through more effective use of technology
- communicates effectively with residents, visitors and businesses, removing the need for them to ring and ask 'what's happening'. Automatically updating customers on matters they have chosen to be kept up to date on.
- services are designed from the customer point of view to make it easier for the customer, not defined by organisational constraints.
- automates back office processes so that officers can focus on front line services
- offers joined up working across the public sector and with other partners – such as Wiltshire CCG, local NHS acute trusts, Wiltshire Police, MOD, contracted service providers
- remains fully committed to securely maintain and protecting sensitive data.

Our workforce:

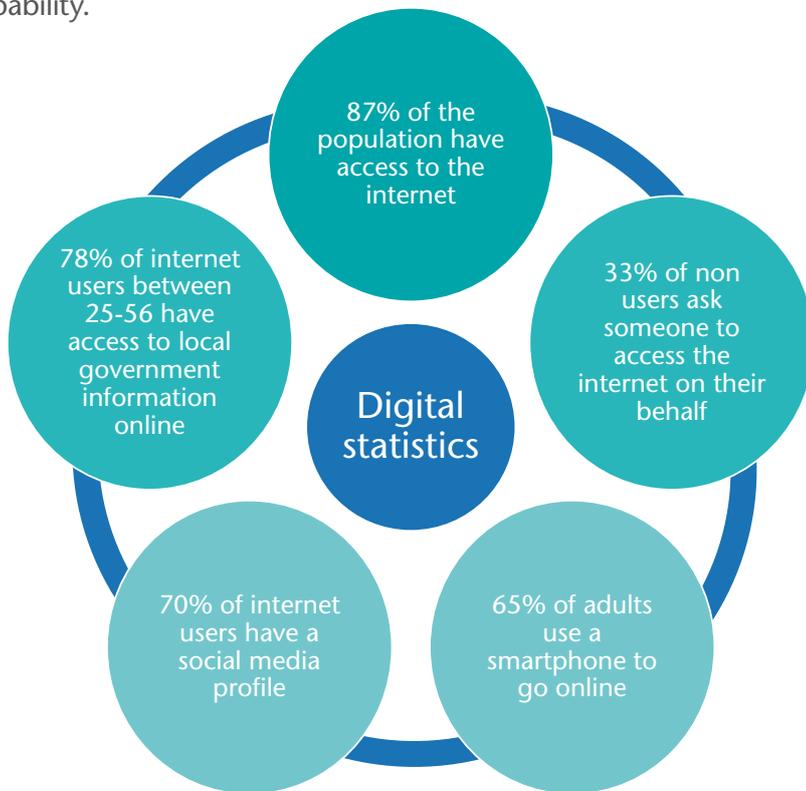
- is mobile, flexible, efficient and safe
- works out and about in our communities and is equipped to access and update records and information on the move in real time, so they always have access to the information they need to do their jobs effectively and safely, spending more time in the field where they have the greatest impact by reducing the need to make unnecessary trips into the office
- has the right tools for the job and keeps data and information safe and secure
- uses webcasting and interactive meetings over the internet to avoid travel – both for staff and customers.

Our data is:

- accessible, available, accurate and holistic so members and council staff can intelligently analyse and interrogate it to enable effective business intelligence capabilities that inform decision making, improve resource allocation with a focus on prevention
- secure, encrypted and meets government standards
- accessible and available to authorised users in both the office and the field, in their delivery of services – including both council employees and employees of partner agencies
- entered only once, reducing risk of errors
- used many times, in many services to maximize its value and accuracy
- timely and up to date, adding value to customers by improving staff knowledge and understanding of the customer.

Current position

The figure below shows some key statistics from the 2016 Ofcom report on the Communications and Media market that evidence the adoption of digital within the population. Our customers are growing as a digitally enabled population and we need to design processes and services to meet their capability.



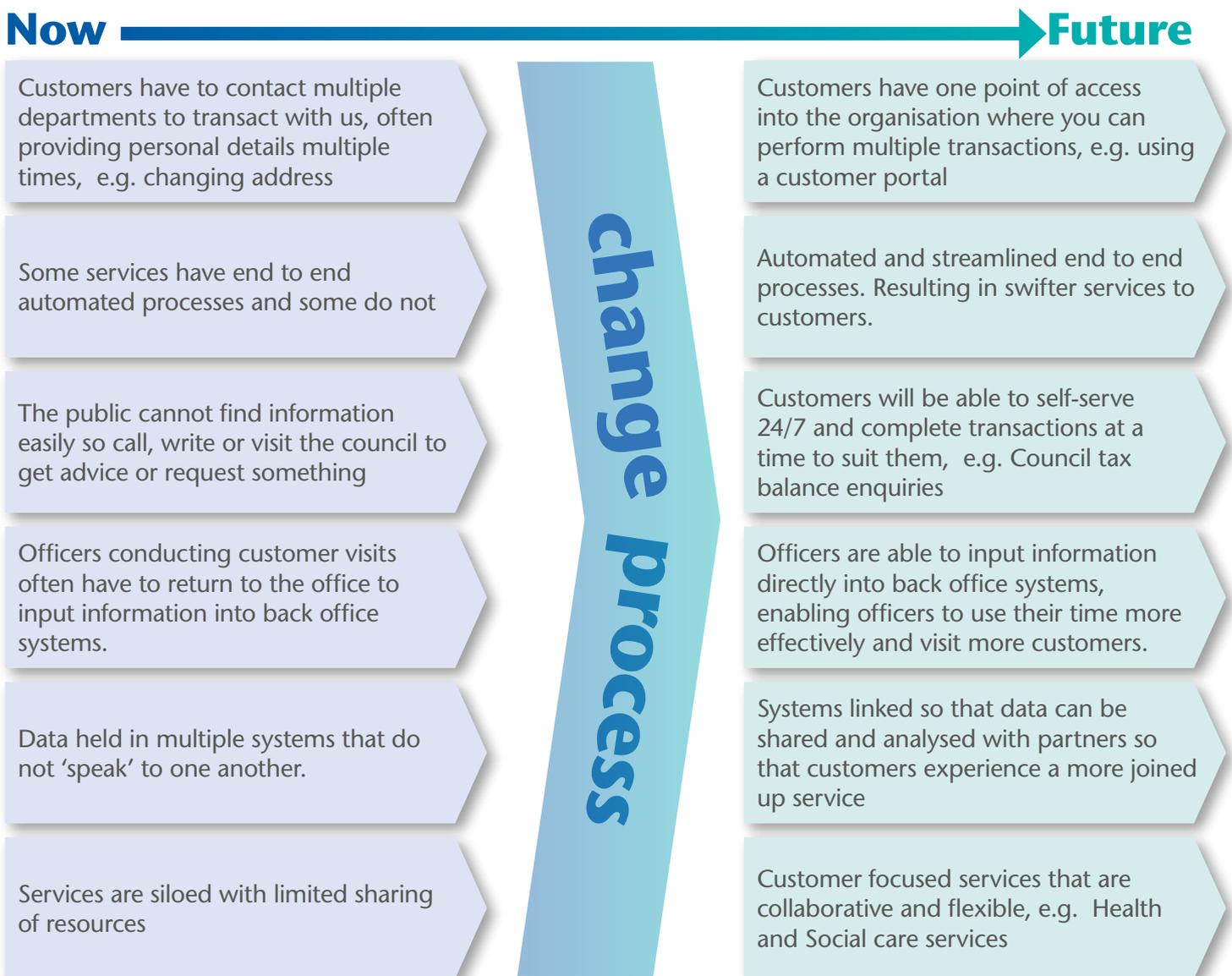
There are already many positive digital activities taking place across Wiltshire Council. For example, our customers can:

- use open access WiFi 'Wiltshire Online' in local libraries and council buildings to access the internet
- report highways issues on the MyWiltshire system. For example, between Jan 2015 and Jan 2017, 12,500 customers have reported a pothole. 2,300 requests came through on mobile devices with a GPS marker to accurately identify the pothole location. Customers are updated in real time regarding the progress of any pothole reports including repairs carried out by the contractors
- create reports through the MyWiltshire system; 70% of reports being created by members of the public self-reporting
- search for houses and make payments to our housing service
- promote community digital champions to empower residents in using technology
- apply for benefits online
- submit an application for school admissions online
- make payments online and store their card details using our Civica eStore service
- notify the council of a missed bin collection online
- renew their garden waste service with the council online. Last year 70% of customers applied online, mostly between the hours of 6pm and 10pm.
- meet with our staff at home or in-the-field as staff have laptops with direct access, reducing the need for them to travel to and from meetings and the office

- easily access information on the website – the council’s website is being refreshed to ensure as much information as possible is easily available within three clicks
- receive a more joined up service between health and social care as the council is piloting a tool to enable sharing of relevant information between GPs surgeries and our social care service.

This highlights that customers are happy to use digital channels to transact with the organisation at a time convenient to them and avoid having to call or visit the council in person. However, currently, processes are not digital end-to-end and usually require manual intervention at one or more points, e.g. the benefits claim form where information is manually inputted from an online form. Additionally, our online services are through different digital portals requiring separate logons. The digital strategy provides an opportunity to design automated end-to-end processes, improve the coordination of information across separate services and systems and simplify the number of customer portals.

The following table outlines the current and future potential for the digital strategy:



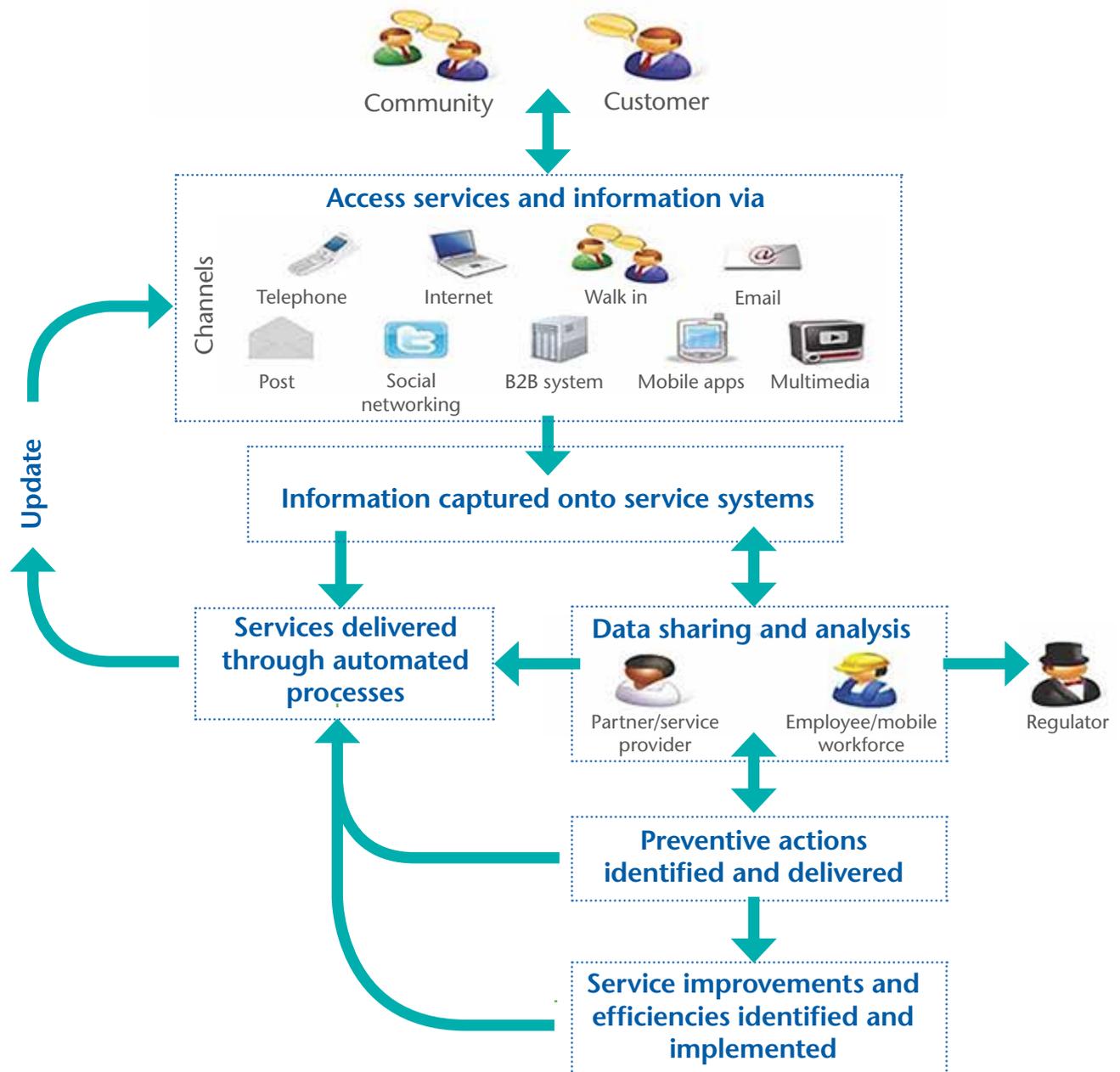
The organisation has been progressing on a digital journey. Whilst development has been made by areas of the business, this strategy is about bringing in greater alignment and undertaking digital activities in an efficient and more cost effective way.

Digital strategy outcomes

Digital starts with automating as many processes as possible to deliver a seamless and consistent experience for anyone interacting with the council whether online, from a desktop or mobile device, by telephone or in one of our hubs. Customers will still be able to telephone or visit the council, but we will aim for our digital services to be so easy and simple to use that people will prefer to use them, at a time convenient to them. Maintaining existing channels enables customers without internet access to continue to access council services. Digital will reduce processing costs as less staff time is needed to handle paperwork. This in turn will lead to greater accuracy of data and reduce risk of errors occurring. Therefore, more staff time will be available where human intervention adds value to the customer.

Services will become preventative rather than reactive and people will see small problems being resolved and responded to before they escalate. Organisational and agency boundaries won't get in the way and it will feel as if you are being supported by one public sector. Our customers will feel safer as we share intelligence with other agencies so that we can improve their health and care.

The following image illustrates how this process would function:



Customer insight

Transaction volumes have been captured across the organisation by access channel. The table in figure 1 shows a breakdown of the highest volumes of transactions across telephone, face to face and email. This indicates where the need for making changes is highest.

Figure 1: Highest areas of transactions between January 2016 and January 2017

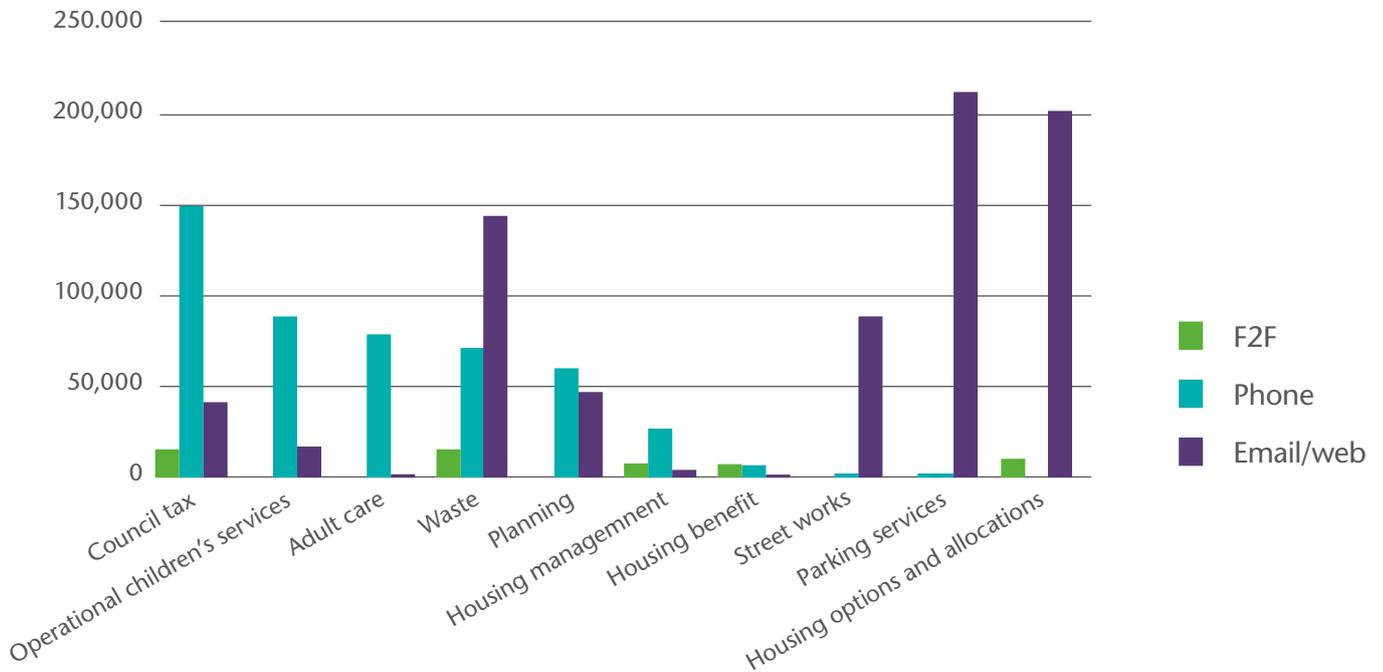


Figure 2: Spread of high volume transactions via channel (excluding web) between January 2016 and January 2017

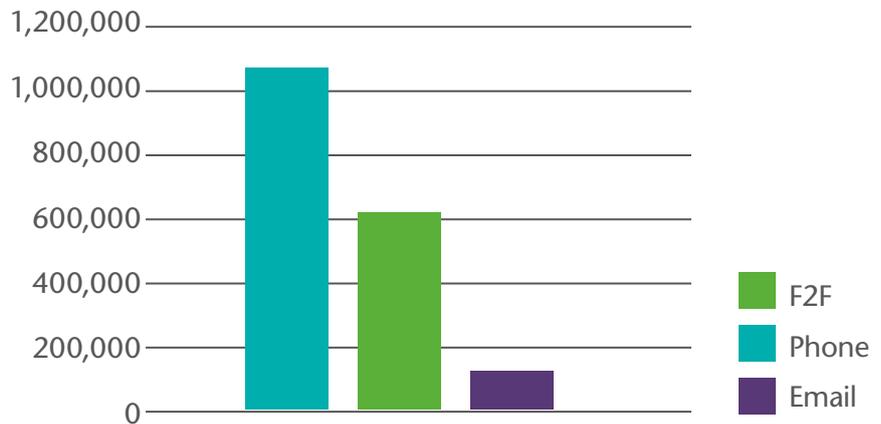


Figure 2 highlights that excluding web transactions, the majority of transactions are undertaken via the phone and therefore this represents an opportunity to move to higher value, digital channels.

How the strategy will be delivered, funded and monitored

In order to successfully achieve the digital vision, short term, medium term and long term corporate priorities have been identified, using transaction 'heat mapping' data and in consultation with heads of services. An IT technology strategy will be developed to support the technological implementation of the digital strategy.

A digital approach means that services are designed from the customer's point of view to make it easier for them, not bound by organisational constraints. Alongside the corporate priorities outlined below, the digital programme will engage with all services to ensure they have plans to adopt the principles of the Digital Strategy incorporating the digital design elements set out in Appendix A (National guidelines for digital design) and Appendix B (Wiltshire specific principles).

The priorities for the digital strategy are to deliver digital functionality that will:

Short term – 2017 to 2019:

1. Develop customer focused digital plans that facilitate collaborative working across services.
2. Develop an IT technology strategy setting out the technical architecture to support delivery of the digital strategy.
3. Information readily available within three clicks on the website so customers can find what they need 24/7, reducing customer enquiries and encouraging them to utilise the cheapest channel as well as increasing transparency.
4. Customer assist – customer services and officers use the same customer self-serve systems to reduce duplication and ensure data is up to date.
5. e-invoicing – further details are shown in appendix C for this short term priority.
6. Online payments will be made up front through a single corporate payments engine at a time of day to best suit the customer. Online payments to facilitate the shift towards a cashless environment, this will include initially: leisure class bookings, libraries, waste and blue badges.
7. Fully automated simple transactions designed around the customer, using systems thinking principles and with a focus on high volume transactions, such as:
 - Book onto a class at a leisure centre (900,000 requests per year)
 - Check and pay my council tax balance (190,000 calls per year including general queries)
 - Change of address – working towards the customer informing us once and digital systems updating across services (55,000 changes to household records not necessarily property moves)
 - Replace MyWiltshire system with additional functionality (50,000 registered users have signed up within the last 2 years)
 - Housing options applications (6,228 requests per year)
 - Waste container management (29,724 service requests per year)
 - Report missed bins (14,859 reports per year)
 - Household Recycling Centre van permits (6,172 permits in the first six months)

8. Digital democracy/webcasting (phase 1) – make best use of current functionality.
9. Simple access to information and advice about resources in my community that allow me to live independently, healthy and well – links to priority 12.
10. Development of a new digital front door to adult care – evaluate and design a method of enabling customers to perform self-assessments and access services across the health sector.
11. Video and telephone conferencing – improved communication across the organisation. Reduced need to travel to administrative hubs.
12. Video and telephone conferencing externally with third parties – Improve communication with officers, customers and partner organisations. Will lead to a reduction in travel costs.
13. Removal of Mitel phones – reduction in overall costs of having a telephony system as the system will work without handsets
14. Direct/email marketing and communications – improve how we communicate with customers, ensuring we are using the latest methods to interact with our customers
15. Define mobile working and mobile access requirements for the organisation and how this can relate to partner organisation such as health, schools and police.
16. Improved connectivity and provisioning of broadband access across Wiltshire via the Wiltshire Online Programme: over 90,000 homes and businesses to be able to connect to fibre broadband by end 2018.

Medium term – 2019 to 2020

17. Enhanced electronic data sharing with partners including the development of data matching to reduce duplicate records by linking key systems (improved interoperability) e.g. Social care information with the health service
18. Redesign and automate more complex business processes using systems thinking principles
19. Digitally empowered workforce who are fully mobile and able to access systems remotely e.g. social care workers who are able to meet with clients and upload information directly onto records in real time.
20. Adaptations in social care which include the development of a sustainable eMarketplace for adult social care – Appendix C shows further details on adult care and this medium term priority
21. Digital democracy/webcasting (phase 2) – ability for customers and councillors to input into meetings online, including ability to post comments via social media
22. Reducing the number of individual service portals and replacing them where possible with a single sign on customers portal, so that the customer doesn't need to remember multiple logons and passwords and transactions can be personalised

23. Improve data storage across the organisation, to securely store information in a structured way and improve data sharing. This will include our intranet.
24. Content Management System CMS – Developing one integrated solution that covers Children’s services and improves how information is accessed. Further information is shown in Appendix C.
25. Children’s services Digital Assessment and Referral Tool (DART) – developing a digital ‘front door’ to services, setting thresholds for access, managing demand and allowing users to access appropriate services and professional advice quickly and without needing to phone or email.
26. A complete digital procure to pay process from raising purchase orders to paying invoices for goods and services. This will include changes to business processes, adaptations to existing systems, better provision of training and how e-invoicing could be utilised further. Further details are shown in Appendix C.

Long term – 2020 to 2021

27. Predictive analytics – smarter use of data to predict customer demand
28. Continuous digital process improvement using systems thinking methodology
29. Artificial Intelligence (AI) and technological solutions including robots to low value high volume transactions and high value client interaction

An initial high level implementation plan can be found in Appendix D.

Digital delivery – the sum of the parts

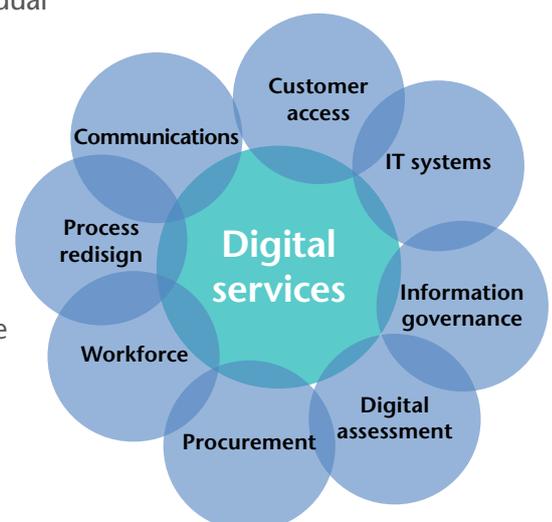
To successfully deliver this strategy a mix of both corporate and individual service projects will need to be established. Each will need to work collectively as part of a cohesive portfolio and will all need to address the following elements. Further detail on each of these heading is shown Appendix B.

Investment for digital

Funding for digital will be made from capital and revenue budgets as appropriate and a significant allocation has been set aside in the medium term capital assets budget for the investment. Projects will be approved through appropriate decision making processes on a case by case basis, informed by cost benefit analysis. Benefits realisation will aim for business cases with an aspirational financial return on investment of 20%, although the financial return may be lower if outweighed by other greater benefits, e.g. social.

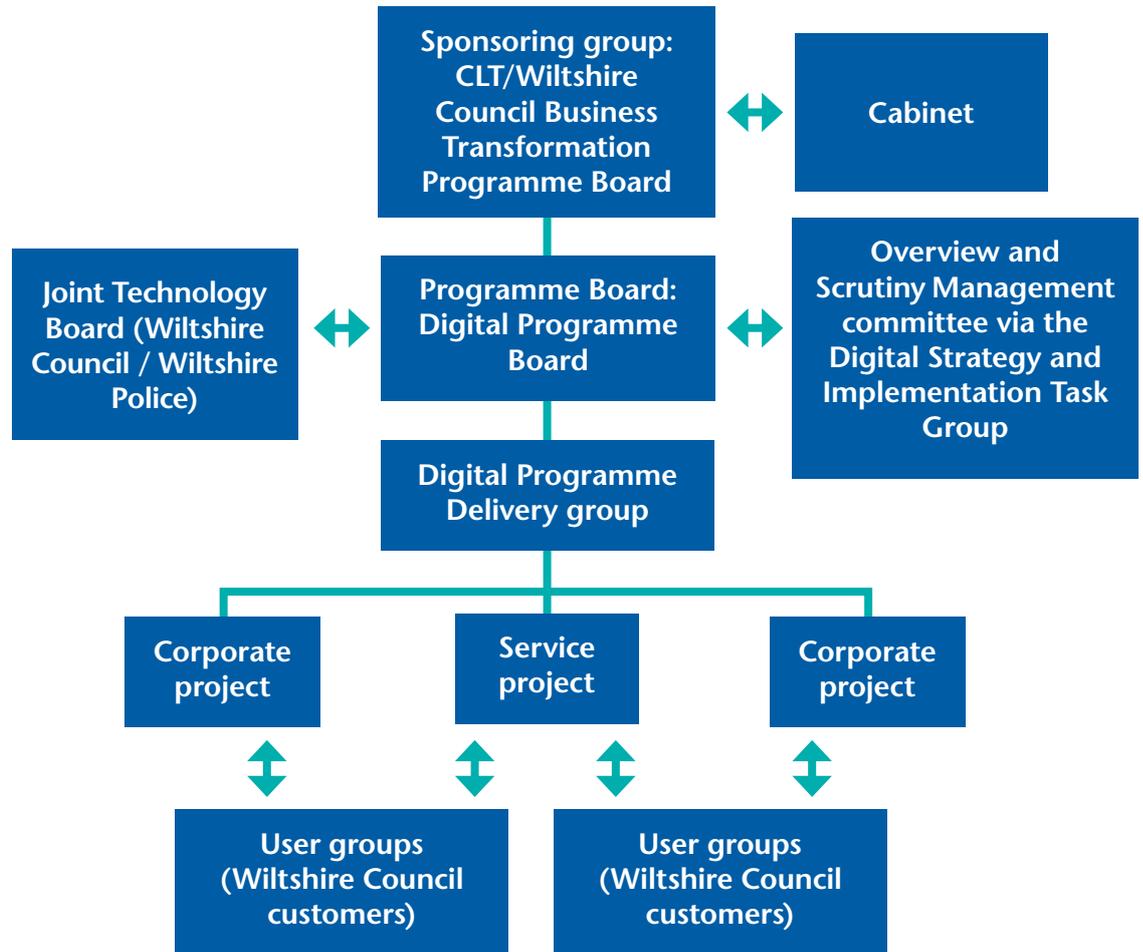
The following revenue statement savings have been identified through the Medium Term Financial Plan for digital:

- 2017/18 £0.250m
- 2018/19 £2m
- 2019/20 £2m
- 2020/21 £0.5m



Governance structure

The strategy proposes the following governance structure is to be implemented:



Following approval of the digital strategy, a portfolio of work will be initiated, with strategic decisions being made by the Digital Board. Within this group, a nominated individual will be responsible for reporting progress, risks and issues to the Corporate Leadership Team. This will ensure any decisions relating to digital activities will meet the future aspirations of the wider business plan.

Monitoring and review

Once established, the portfolio will provide the Corporate Leadership Team (CLT) with a monthly highlight report that will detail progress, delivery of benefits, risks/issues and any key decisions that may be required. The Digital Board will act as a gateway for any major new digital projects before work starts on them.

List of appendices

Appendix A – National guidelines for digital design

Appendix B – Wiltshire specific digital design principles

Appendix C – Opportunities to digitalise

Appendix A – National guidelines for digital design

All deliverables of the digital strategy have a common set of design principles as outlined by the Government Digital Service (GDS). This is so that what we do is consistent and is planned at the outset to meet the needs of the digital strategy.

1. Put the customer first
2. Become a Digital-First organisation
3. Design digital so that services and processes operate without human intervention
4. Move from reactive to preventative
5. Work with others as one public service
6. Easy access to services, right time/place
7. Ensure efficiency and effectiveness
8. Flexibility and constant review
9. Do it once, do it right
10. Design for inclusion

Appendix B – Wiltshire specific digital design principles

Digital assessment

- With support from the digital programme team every service will assess where they are currently and develop a plan for full digital access to their services in line with this strategy.

Customer access and service design

- A fully automated, end-to-end experience through customer focussed service design
- Accessible design from the outset and include customer input where appropriate
- An equalities analysis will be conducted as part of this strategy
- A mobile friendly website and mobile app as the main access channel, or digital front door available 24/7.
- Digital by choice: customers may continue to phone or visit the Council and staff will use the same systems and processes to assist customers with transactions.
- Automation of bureaucratic processes will free up officer time to intervene where a person is needed.

A digitally enabled workforce

- Training and development in digital technologies
- Enhanced mobile working
- Readily available access to digital document storage
- The right digital tools for the job
- Data science skills to maximize value from our data
- A more creative workforce able to challenge the way of doing things to make systems work for us, rather than adapting to meet the system
- Recruiting against a more generic skill set – less focus on specific role descriptions
- More able to move our resource around to meet demand across the Council
- Staff trusted to use their judgment and do the right thing and to manage when and how they work – performance measured by meaningful customer outcomes
- Motivated staff with a growth mindset, eager to learn new skills
- A flexible approach to staffing – recognizing that people are different and responding to that to help everyone maximise their potential
- People are more self-sufficient – which reduces the need for management, more specialist knowledge that people can access.

This digital strategy will be supported by the council's People Strategy.

Communications

- A redeveloped website which will constantly evolve and be updated to ensure it is a reliable first port of call for accessing services
- Social media channels developed to enable the council to re-position itself as a leader in local government digital communications
- A training and awareness programme will be launched
- Digital champions will be needed to train both staff and the public not just how to use computers and mobile devices, but also how to use our websites and social media and stay safe online

A full communications and engagement plan will be developed to support delivery of the digital strategy.

Information governance

- We will protect our information, our residents' information and third party information and keep it secure
- We will ensure we have appropriate information sharing protocols in place, that we have the right permissions and that whoever uses the digital solutions we develop has choice on what information they do or don't share
- We will be transparent with our data, publishing as much information as possible on our website
- We will carefully manage the risk of cyber threats in a proactive and robust way

Procurement and IT systems

- Future IT procurements will require links between systems to extract and share information.
- All procurement will ensure we are exploiting technology internally and across providers.
- A list of generic digital requirements is available separately.
- Opportunities for joint commissioning and procurement with partners will be explored where this adds value, makes better use of funding and delivers a better digital service for customers.

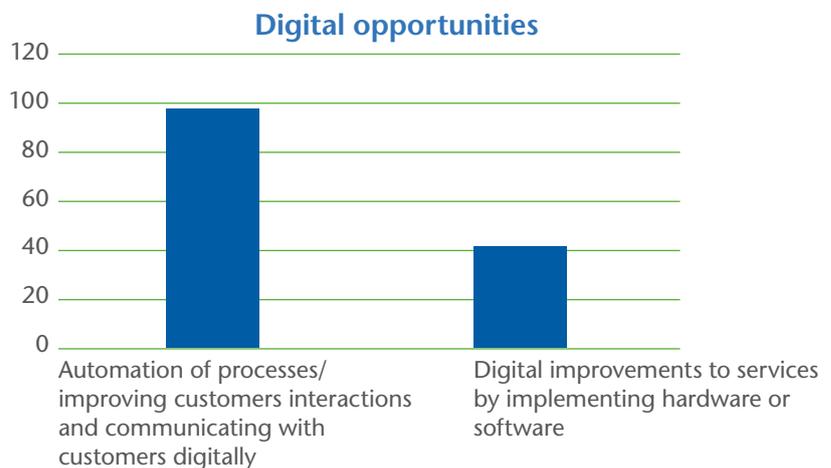
Appendix C – Opportunity to go digital

A set of workshops and interviews have been undertaken with Associate Directors and Heads of Service across the organisation to establish individual service requirements with regards to opportunities for developing digitised services.

The sessions focused on two areas:

- Relatively straightforward transactions that can be provided on line and delivered end to end with digital solutions – e.g. book, pay, report, order, apply...
- Ways that digitisation can improve the productivity of staff delivering complex personal services – e.g. mobile working, ordering and booking on behalf of clients.

The chart below identifies the most common responses from services during the sessions and the figures detailed represent the frequency of responses.



Individual service plans

All services have considered how digital access can be of benefit to their service delivery and how this will impact on the key priorities described within the Wiltshire Council Business Plan 2017/27. These are:

1. Growing the economy
2. Strong communities
3. Protecting those who are most vulnerable
4. An innovative and effective council

Some of the opportunities for services are set out below, and a comprehensive list is held in a separate document.

Adults and Children's Service

Despite funding challenges, the Council wants to increase its early intervention and early help work for both children and adults as well as continuing to support more vulnerable people. Increasing our early intervention will be achieved, in part, through a shift to greater use of technology – blending face-to-face support with online delivery. For example, the Council and the CCG have recently commissioned on-line counselling support for young people and an app is now in use for getting advice and support from School Nurses.

Children's services

By end 2019 Children's services will have implemented a new fully integrated Case Management System (CMS) with the intention of amalgamating current, separate systems, into a single solution alongside providing improved access to systems via portals, and reducing back office administration.

Part of the anticipated outcomes will be the migration of four solutions into one. This will provide an opportunity to share information about children and families across multiple children's services.

The implementation of (customer) portals within children's services enables improved data capture and greater scope to share information internally and externally with parents and professionals. In addition to the benefits of improved data quality the flexibility to share information portals enables improved access to professionals for children and families.

Children's services are currently developing a Digital Assessment and Referral Tool (DART) for use with children and families. DART will allow professionals to identify, with a child/parent, any concerns they have (including those requiring a safeguarding response), understand what resources and support is appropriate and seek advice, provision and collaboration from others to achieve good outcomes. The DART is a digital 'front door' to services, setting thresholds for access, managing demand and allowing users to access appropriate services and professional advice quickly and without needing to phone or email.

Adult social care

The future of adult social care is a more integrated service providing preventative not reactive care, enabling a self-help and self-service environment. This will include the development of apps for people to access information themselves, such as assessments. We will also provide an eMarketplace to enable customers greater flexibility to choose care provision that suits them.

Digital will help improve the flexibility of health and social care professionals and sharing of information across partner organisations in order to provide services which are in line with demand. We will ensure that the provision of information online is easily accessible by service users, carers, family members and providers, to find out answers to information, such as support services. In the future, this could be linked to web analytics and web chat to answer customers questions and provide support before customers move into a 'crisis'. The aim is to lower and prevent demand in adult social care and free up resource for more intensive care only where this is needed.

Development management and planning

As the third largest local planning authority in the UK, the council's planning department is one of the busiest areas for customer interactions. The robustness of the web service is vital to ensuring our customers are able to access planning applications with ease (for which availability of and access to the online mapping search is important), and able to make their representations known reliably. Reducing system downtime is essential to providing an efficient, effective and engaged planning service. The main source of planning applications is the national planning portal and the council should therefore consult with PortalPlanQuest as well as the council's IT suppliers to achieve this.

The implementation of an app which will enable stakeholders to obtain information on planning applications in their area will make the service more reliable and cost effective.

In addition to managing planning applications, it is also important that we can maximise the effectiveness of our consultations in relation to the development of planning policy and evidence underpinning it. In particular we need to ensure that when we consult, we reach the broadest possible audience and stakeholders are encouraged to respond, so that everyone has the opportunity to respond. This means ensuring our digital platforms enable our customers to respond when they want, and in the manner they want to – for example this could be by making sure the consultation portal is friendly with mobile devices as technology advances and in order to capitalise on effective ways of capturing responses in an electronic format. In particular we should as part of the digital strategy ensure that our consultations are relevant and meaningful to people across all walks of life, and that we reach out to those who otherwise may feel disengaged from the process.

Converting our remaining paper records to digital formats will also make them available to our customers much more readily and easily through our digital platforms.

Behind the scenes, we are working towards better integration of our systems to enable officers on site visits and surveying for evidence and monitoring purposes to get more done on the road, rather than having to make paper records which need to be keyed in once back at the office. This and other intelligent systems will further improve our efficiency in delivering the planning service.

The ability to allow customers to pay online for planning application fees, moving towards a cashless and chequeless environment, will also save time and money.

Highways

Highways currently use three lines of business systems covering highways management, asset condition analysis and street lighting management. This is in addition to the MyWiltshire platform. All three systems operate on a modular basis, and historically Wiltshire Council selected individual modules from suppliers that best suited the council's needs and statutory duties.

The highways service will be progressing a joint procurement exercise with Oxfordshire County Council to procure a single infrastructure asset management system that will combine the functionality of the existing three systems to provide a joined-up business solution. There will be a strong focus on enhanced functionality through mobile working and asset intelligence.

Waste management

For waste management, the optimal time to digitise its service data is when the new waste management and collection contracts commence. Waste and recycling is collected from every household in Wiltshire and as such the council receives and manages approximately 160,000 service requests annually from residents in addition to 94,000 requests for information, such as collection day information.

Whilst the majority of renewals for the chargeable garden waste collection service are completed online, for other service requests the vast majority are received by telephone or face to face. Digital data for these services would enable residents to access information and request services at a time convenient to them and reduce time spent by customer services and waste teams managing these requests. When the council's new contract for collection of recycling and waste commences the contractor will provide a system which will integrate with the council's system to enable collection round information and service requests to be received in and sent direct from each collection vehicle. This will enable residents to access information in real time rather than having to wait for a response once collection crews have returned to the depots.

Waste management also provides a network of household recycling centres which are available for residents across the county to dispose of household waste and some other materials. Digital service data would enable the introduction of on-line payment for disposal of non-household waste materials by residents as well as improvements to existing household recycling centre permit schemes.

Registration

The registration service have introduced online bookings for appointments and are just about to roll out a digital system which will enable customers to upload their ceremony choices via electronic arrangement forms, store the information on their booking reference and automatically produce the ceremony script for the registrar. The registration service is also hoping to implement online payments in the very near future.

Nationally there are changes being implemented around verifying documents (birth certificates etc). The service plan is to digitise the records to enable sharing between organisations such as the passport office/DVLA. Subsequently the General Register Office for England and Wales see the system becoming accessible to future employers, organisations such as the police force who need proof of date and place of birth of individuals.

Local land charges

The main statutory function of local land charges is to update and maintain the local land charges register. The department also deals with requests for local authority searches (part of the conveyancing process). Within the service there are two types of search:

Full searches

These are generally requested by solicitors. From start to finish this function is processed by the local land charges team. These searches are completed on a fee-charging basis (fee is dependent on the type of search) which in turn generates revenue for the council.

Personal searches

These are carried out by agents for private companies at the local land charges office personal search companies are employed by solicitors to carry out the searches. Under environmental information regulations access to the information is free of charge. Prior to access, input from officers is necessary which can be quite time consuming, due to both manual and electronic being viewed by agents.

The service has most of its records stored manually in physical ledgers/lever arch files/maps.

There is currently a national project being conducted whereby the registering authority for Local Land Charges (LLC) in England and Wales and the sole provider of the LLC1(Official Certificate of Search) will eventually be the Land Registry.

It is expected the Land Registry will require records to be digitally and textually captured before handover of ownership.

The local land charges department will still be required to update and load the information into the national register as well as answer the questions of the local authority (CON 29 forms) asked by the solicitors.

It is essential for the authority that searches are returned accurately. If errors occur in search results compensation can be claimed by property/land purchasers, along with the wider implication of clients using alternative sources for local searches (personal search agents).

- Digital/data capture records and maintains them using an IT system which is used to deliver all land and property searches received.
- Digital will develop personal agents self-service which will enable the service to provide all the registrations to personal search agents electronically.

Procurement and business service finance

E-Invoicing – The exchange of invoices between supplier and buyer in an electronic format will enable the organisation to process, authorise and pay invoices with no human intervention. For compliancy reasons, as an organisation, we must ensure the appropriate steps are implemented to enable suppliers to issue invoices in electronic format by October 2018.

Procure to pay – A redesign of how payments are made for goods and services. The redesign will look at improving the process of raising purchase orders and improving how payments are made and processed. This will include studying changes to business processes, adaptations to SAP, better provision of training and how e-invoicing could be utilised further.

Leisure • Passenger transport • Library services • Housing options • School admissions • Health improvement • Pest control • Education and skills:

All these services identified the need for a centralised online system where customers can book, apply, report and pay up-front for services without the need to book an appointment with a member of staff or queue in hubs.

