Cumbria County Council

Cumbria County Council

Digital Strategy 2015 -18

Serving the people of Cumbria   cumbria.gov.uk

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1.   Foreword

This Digital Strategy sets out Cumbria County Council's ambitions to develop digital solutions that meet the needs and aspirations of the people of Cumbria. It outlines the Council's aspiration to move more transactional functions to an online platform, with the website as our first point of service delivery, so that the whole population can access information and services in the most effective way. It also recognises the need to introduce schemes to ensure more people have access to the internet and are equipped with the skills needed in a digital age.

This strategy is focused absolutely on the needs of our communities and service users. We have already delivered a range of solutions and more are being developed to improve services for our residents. This strategy brings these work streams together, articulating our vision of a modern, digital Council. In delivering the Strategy, we will support customers to access and understand our digital offer, providing clear, accessible and user-friendly technology which helps meet customer needs at a time which suits them without being restricted to more traditional "office hours".

The further development of our digital offer presents opportunities way beyond digital enabling of existing ways of working. Adapting to digital is about providing customers with an easy to use platform of advice, information and interaction, signposting to the most appropriate service provider as appropriate, taking the opportunity to open up and redesign services to achieve different and better outcomes for our communities. We want to create web based services that are so easy and smooth that people prefer to use them.

We are mindful that digital services are not always the natural customer preference, either because of a lack of access, skills or through choice not to use online services. Through our focus on digital inclusion, service improvements and changing the way people can interact with the Council, we will invest in a comprehensive package of activities and services to make a difference. We hope that by working in a joined up way, we can focus effort to make best use of local resources and assets to help individuals and communities.

In shaping this strategy we have engaged with the national and regional drivers, listened to our customers, the third sector and key partners who have told us that providing more on-line resources is key to providing solutions that are relevant in the digital world. The Digital Strategy is also an important tool in delivering the budget reductions faced by the council.

I would like to take this opportunity to offer thanks to all those involved in the development of the strategy and look forward to working with you to ensure its effective implementation – making the best use of resources and new technology to deliver on the Council's priorities.

Barry Doughty: Cabinet Member for Fire, Public Safety and Central Support Services

2.   Introduction

The Digital Strategy has been developed to set out the Council's vision for how it will take advantage of the opportunities for providing services digitally for the benefit of its customers, creating a more connected and more digitally enabled Cumbrian population. The Strategy describes how we will increasingly utilise digital technologies to improve access to our services, supporting delivery of council plan priorities while generating efficiencies.
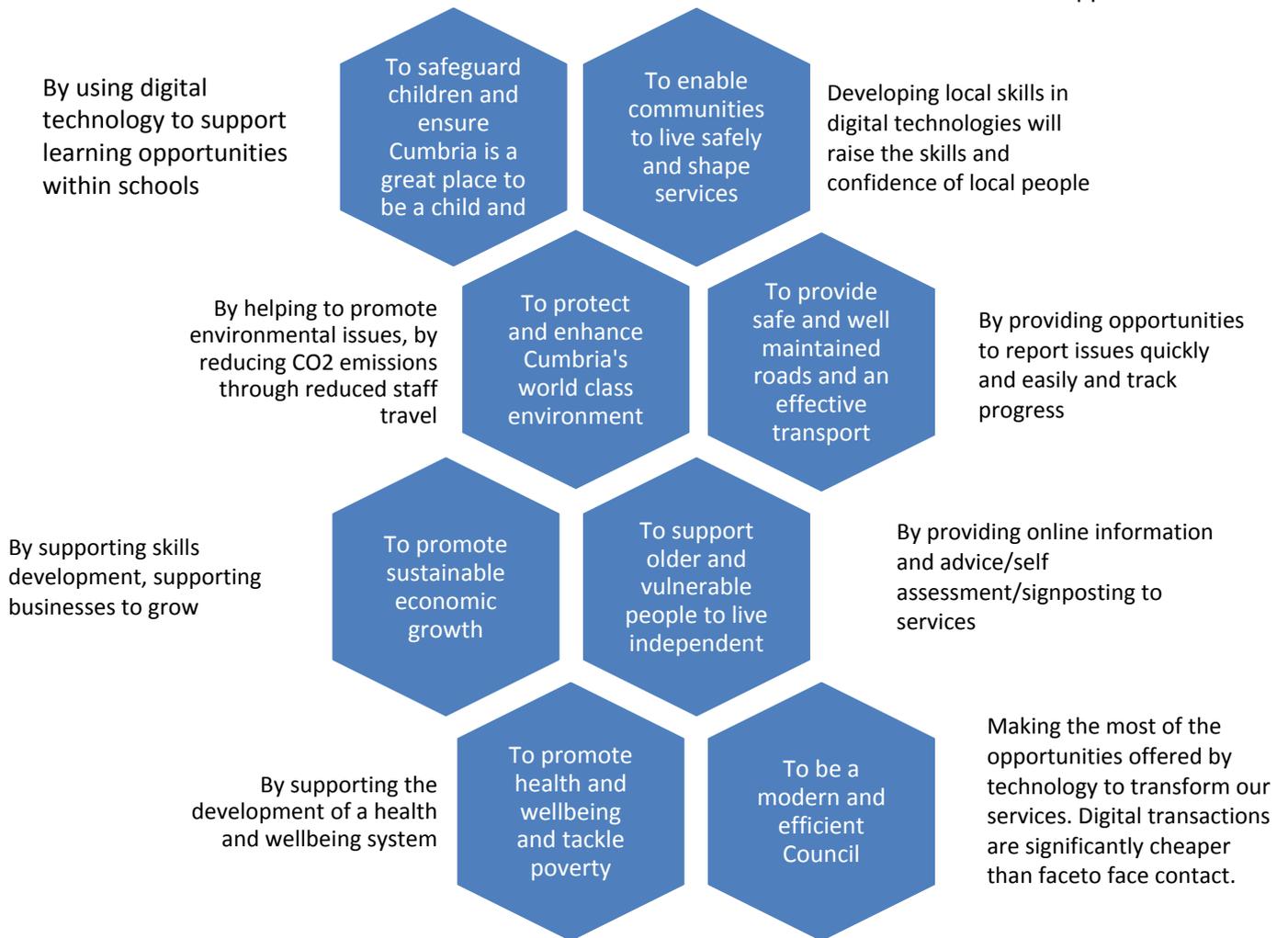
This strategy is about our communities – their needs and how we will meet them, using technology as an enabler. Technology has radically transformed the way that a range of services, from banking and shopping to public services, are delivered in recent years and this trend will continue, with the pace of technological transformation leading to changing expectations of services. People will increasingly want transactional services and information to be accessible through their preferred device, while even services that require significant human interaction can be supplemented and improved by technology.

There is a significant opportunity for us to use technology in more effective and innovative ways, alongside our traditional access points, to create new possibilities for interaction with our communities. It also presents an opportunity to reduce the cost of our service provision and this strategy is therefore based on automation and self-service wherever practicable

We already have a range of digital solutions in place but to fully realise the benefits that digital can bring we need to increase the scope, and in some areas the pace, of our work around digital technology. The strategy therefore sets out our vision, priorities and the actions we will commit to over the next three years. We must increase our digital offer to keep up with the pace of change required and stimulate economic growth in Cumbria, but we will do this in an inclusive way, equipping residents and communities with the digital skills and technology needed to enhance their lives. Our workforce will also be supported to understand the opportunities offered by digital technology and will receive training and advice to embrace new ways of working.

How does this strategy support the delivery of the Council Plan and other key strategies?

The Council has already made savings of £80 million in the years to 2014/15 and has a further £83 million savings to achieve by 2018. Faced with the challenges of a reducing budget and a growing demand for services, the Council Plan sets out how we will concentrate on a clear set of priorities where we will focus our resources and activity for the next three years. The development of this Digital Strategy will help support the delivery of these priorities:

By using digital technology to support learning opportunities within schools

To safeguard children and ensure Cumbria is a great place to be a child and

To enable communities to live safely and shape services

Developing local skills in digital technologies will raise the skills and confidence of local people

By helping to promote environmental issues, by reducing CO2 emissions through reduced staff travel

To protect and enhance Cumbria's world class environment

To provide safe and well maintained roads and an effective transport

By providing opportunities to report issues quickly and easily and track progress

By supporting skills development, supporting businesses to grow

To promote sustainable economic growth

To support older and vulnerable people to live independent

By providing online information and advice/self assessment/signposting to services

By supporting the development of a health and wellbeing system

To promote health and wellbeing and tackle poverty

To be a modern and efficient Council

Making the most of the opportunities offered by technology to transform our services. Digital transactions are significantly cheaper than faceto face contact.

The Digital Strategy does not sit in isolation but is connected to, and supports, the wider policy framework including the Health Strategy, the Medium Term Financial Strategy, Workforce Development Plan, Communications, Asset Management and ICT plans.

3.   The National and Local Context

Over the last four years, internet usage has changed significantly with 87% of the national population having access to the internet. The way in which people access the internet has also changed, for example access to the internet using a mobile phone more than doubled from 2010-2014, from 24% to 58% (ONS). It is estimated that 'offline' households are missing out on estimated savings of £560 a year from shopping and paying bills online.

Alongside changes in the way private sector companies are using digital technology, public sector services are also increasingly changing the way in which services are delivered. At a national level, the Government Digital Strategy sets out how the government will redesign its digital services to make them so straightforward and convenient that all those who can use them prefer to do so and how they will support those who aren't online. It is estimated that delivering this strategy and moving services from offline to digital channels, the saving will be between £1.7 and £1.8 billion a year.

However, despite this growth in use, there are still challenges around the digital agenda. It is estimated that 20% of the population don't have basic online skills (Ipsos Mori). As services increasingly look to online platforms it is therefore critical to ensure that people have the ability to use them and there are national programmes looking at the issue of digital inclusion.

Cumbria

The national picture of internet use is mirrored in Cumbria, with 87% of adults in Cumbria using the Internet in 2014. However, the characteristics of Cumbria's districts and wards vary considerably in relation to age, disability and income, suggesting that levels of internet usage may vary widely at a sub-county level. There are some key challenges that will need to be considered in order to successfully deliver this strategy. These include:

- Cumbria is one of the bottom five areas in the country for internet use for people 65+ with 69.8% of this group offline (ONS/Age UK), but almost 100% of respondents aged under 54 had internet access
- 93% of economically active respondents had internet access compared to only 58% of economically inactive respondents.

Where are we now?

In the year to August 2014, the Cumbria County Council website received a total of 1,755,317 visits from 858,809 unique visitors. 32.7% of visits were made using mobile devices. This is an overall increase of 20% from the previous year's figures, the visits made using mobile devices increased by 123% over the same period.

We have already developed a range of digital solutions that we will build on through the delivery of this strategy, including:

- A fully digital Library Service is now in place, with the ability to join online, access ebooks and emagazines on a 24/7 basis
- The free 'Fill That Hole' app allows users to take a picture of a pothole and report it from the kerbside. The app then sends the data to Cumbria County Council's highways teams. This is being enhanced with the implementation ofa suite of apps covering the full range of highways related services.
- The greater use of social media to engage with our communities, for example recent campaigns for fostering and adoption
- Provision of community based training and development in digital skills and awareness
- Provision of free wi-fi in Cumbria Care homes

- Provision of shared wi-fi networks between the council, police and health enabling staff from each organisation to access systems in any of our buildings
- The rollout of superfast broadband across Cumbria has been improving internet connection and fulfilling the Council's vision 'that everyone in Cumbria – every resident, business, organisation and visitor to the county – has access to Superfast Broadband'. As at March 2015, the programme has brought publically funded fibre broadband to 74,000 homes and businesses across Cumbria. When combined with the commercially funded fibre provision in Cumbria, approximately 175,000 premises (70%) now have access to superfast broadband.

4.   Our Vision and Priorities

This strategy supports the delivery of the Council Plan by embracing the opportunities offered by digital technology and ways of working. Our focus is on improving our citizens' experience of our services. We will move towards increased levels of self-service for residents and business, placing more control and self-determination in the hands of individuals. This will be more cost efficient and effective for us as an organisation and will also meet the changing expectations of how people want to access services. To support this vision, over the next three years our priorities are:

1) **To transform services, reduce cost and support improvement in outcomes through the provision of more online transactions and different models of service delivery in response to customer demand and feedback**

2) **To ensure that the council is using digital technology to its best effect to support economic growth, learning and education and provide support for the most vulnerable to ensure health and wellbeing**

3) **To support digital inclusion and access – enabling people to get online and access services for themselves**

4) **To maximise the potential of digital technology in communicating and engaging with the public, customers and partner organisations**

By successfully delivering these priorities, the key outcomes that will be achieved for our stakeholder groups are:

In delivering these priorities, we will develop an approach that makes provision for everyone. Where our aim is for digital channels to eventually be the default, we recognise that there will still need to be support for those who are not online to ensure they can access services and that face-to-face and telephone contact will remain critical for successful service delivery.

Priority 1 – To transform services, reduce cost and support improvement in outcomes through the provision of more online transactions and different models of service delivery in response to customer demand and feedback

We want to support increased levels of self-service for residents and businesses, with greater digital take-up of services. Our focus is on improving the customer experience of our services and we will provide transactional and customer services and information online in a user-friendly and inclusive way. We will allow straightforward access to information and services in times and in ways that are convenient to users, ensuring that services are accessible to all. Putting information at the fingertips of those who need it, at the right time, will reduce the time and cost of answering questions and resolving issues, enabling us to deliver more cost effective and efficient services

Our aim is to develop the most effective ways that people can access services, through the use of mobile applications, a more transaction focused website and via on-line access points. Enabling user self-service will support us in managing the demand for our services. Face to face contact will be reserved for the most complex cases, allowing us to make better use of our resources. Making the web the channel of choice for most citizens offers the opportunity to achieve significant savings for the council, while at the same time offering a better service. As more and more customers transact with the Council online, the cost of delivering our services could be reduced as demonstrated by the nationally estimated figures below:

Face to face	£8.62 per visit
Phone	£2.83 per call
Web	£0.15 per visitor

Source: Socitm, 2014

We will establish a Customer Service Centre which will be a key interface between internal and external customers. Responsible for the management and delivery of transaction based activities across the Council and County, this service will ensure that resources within service areas can focus on the delivery of core services to the people of Cumbria. The focus of the service will be putting the customer first with first time resolution at the core of delivery. Effective digital channels will enable customers to self-serve solutions which will contribute to a reduced cost of delivery. Increased implementation of self service for customers combined with a redesign of business processes as they transition into the Service Centre will drive financial and non- financial efficiencies.

In addition to providing the relevant technologies to all customers it is essential that the Service Centre has a robust technical infrastructure along with the relevant tools to support first time resolution for customers along with a Customer Relationship Management system at its core. The need to understand our customers and their service requirements is essential data that will support the Council to deliver services that meet the changing needs of the people of Cumbria.

Some customers will not have access to the necessary technology or the skills to help themselves, whilst others may be vulnerable or have complex needs and may still need face-to-face contact. Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged and we will retain a range of facilities for people who need to contact us differently.

We will focus not just on the front face of our services, but also on the processes that sit behind them, ensuring that services are redesigned to reduce demand on staff time and resources. Our internal processes and mechanisms will be modernised using more efficient

digital approaches to ensure that the potential presented by new technologies is maximised for both our customers and employees. The use of mobile devices for our workforce will be developed further, enabling staff to utilise technology to enable integrated real time processes and data collection tools that then automatically link back to back office workflow.

Case Study: Digital Library Services

Significant activity has been ongoing in the Council's library services to implement a fully digital library service.

Before:
- Lengthy online joining process, including double keying of information, requesting information not required, no back-office integration
- No ability to order books online
- Limited access to ebooks
- Limited presence on social media

Now:
- Fully digital library services provision
- Simple, quick online joining process – saving staff time, removing duplication of processes and eradicating human error
- Increased use of ebooks and magazines – visits have increased by 86% since 2012/13
- Better use of social media – facebook likes have increased, raising not only the use of core library services but improving access to events and other council and wider public services, including on-line
- Increase in volunteering and outreach work
- Popular and successful weekly events including "wi-fi Wednesday's" and "Siliver Surfer Thursday's"

Usage of our Online Resources 2012-13 & 2013-14 compared
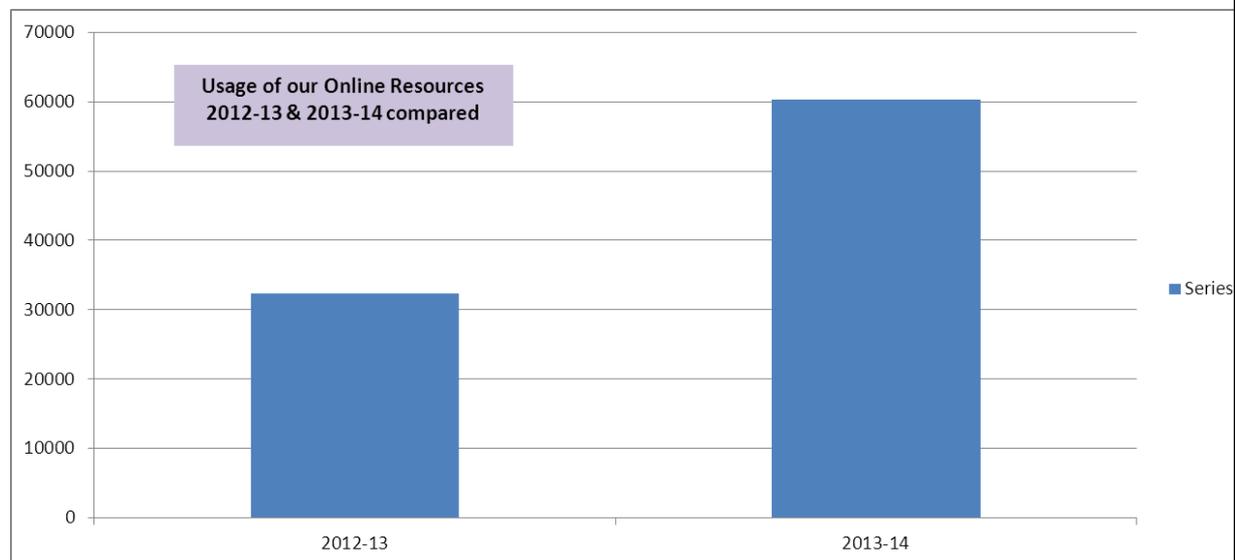
We need to ensure that we have the appropriate infrastructure in place to allow us to securely store and manage our data, meeting the needs of the digital preservation agenda.

We will…
- Deliver a further range of key Council transactions available online to allow residents to transact when and where they want, through their choice of device
- Explore and implement ways in which people can more easily access services
- Reduce cost and improve access by establishing a Service Centre based on principles of self-service and digitisation
- Investigate potential of a customer account and introduction of a self-service platform to allow the establishment of individual profiles for council interactions
- Develop further apps, how we can provide progress updates more appropriately.
- Roll-out the use of mobile devices to staff in key frontline services to increase productivity and reduce costs

Priority 2 - To ensure that the council is using digital technology to its best effect to support learning and education, support for the most vulnerable to ensure health and wellbeing and economic growth

Digital technology can enhance lives, support community cohesion and improve equality of opportunity. Many people are already benefitting from the internet, digital TV and mobile communications. These offer opportunities to save money, keep in touch, pursue personal interests and help with learning.

We want to support residents of all ages to use technology to learn, improve and interact with others, which is crucial for wellbeing. Our aim is to develop a health and social wellbeing system which will support people in Cumbria to live well, building their capacity to be independent, resilient and maintain good health for themselves and those around them. The system will improve how people access support and advice, through the provision of universal wellbeing support which will be quickly and easily accessible via the internet and phone.

We will work with colleagues in other public services, including Health and Police to provide digital solutions and share data where appropriate. In this we will build on and further utilise the shared ICT networks we have already established with our partners enabling staff from the Council and health to access systems in all of our buildings and a more effective system to share information.

Case Study: The Care Act

The Care Act 2014 is the biggest change to social care legislation in 60 years. The County Council will now have legal responsibility for the wellbeing of all adults living in Cumbria, not just those who are entitled to publically funded assistance and in addition, will now have responsibility for ensuring that information and advice on wellbeing is available to all of those who require it, whatever their circumstances, and wherever they live in the County. In order to meet our duties we will need to ensure people have access to information and advice and at the right time and in a range of formats and channels.

The changes in our responsibilities will mean more people, e.g. carers and self funders, will be entitled to an assessment and the way we assess an individual's needs will change. These changes will impact on the demand at our 'front-door'.

In order to deliver our new responsibilities the Council will need to work across all services and find new ways to provide information and advice and enable access to the support people need. Undoubtedly the new duties arising from the Care Act will see a high increase in demand upon our already stretched resources. Using technology to change the way in which that demand is met, will require a significantly different approach.

A lack of access to broadband, or mobile services, or to an IT-literate workforce, especially in rural areas, can restrict growth, inward investment and business start-ups. Cumbrian businesses, large and small, need a good digital infrastructure to be competitive, efficient and close to customers. Being able to communicate and share information electronically with other public sector partners, suppliers, staff and customers is essential for small and large businesses alike.

As work becomes something 'you do' rather than somewhere 'you go' flexible access from home or via a mobile device are as important as fast internet access from business premises. A strong digital infrastructure is a key factor in promoting business growth regardless of location, and this in turn, helps to support strong local economies and sustainable communities.

The Connecting Cumbria programme will continue to increase the number of premises with publically funded fibre broadband to 120,000 by the end of 2015. 93% of premises in Cumbria are targeted to have access to superfast broadband, with the remainder of the county's premises having access to a minimum 2mbps internet connections. There will be connectivity so that every house and business in Cumbria has a choice of Internet Service Provider (ISP) and the cost to the consumer is no higher than for a similar level of service elsewhere in the country. Phase 2 of Connecting Cumbria (currently in procurement) aims to provide superfast broadband to a further 2% of premises meaning that 95% of premises in Cumbria are targeted to have access to superfast broadband by the end of 2017.

We will…
- Deliver Phase 1 and Phase 2 of Connected Cumbria programme
- Develop and implement an online Public Health and Wellbeing service
- Develop Social Care information and advice service in support of Care Act
- Implement online assessment and eligibility checks for social care users
- Provide free public wi-fi access in all of our buildings including offices, libraries, Community Fire Stations and Cumbria Care residential homes

Priority 3 - To support digital inclusion and access – enabling people to get online and access services for themselves

Helping more people go online can help tackle wider social issues, support and economic growth and close equality gaps. However, some people are not able to take advantage of digital services or choose not to do so, due to three main issues:

- Access – the ability to go online and connect
- Skills – the skills to be able to use the internet
- Motivation – knowing why it's beneficial

As more and more services are now increasing their focus on online channels, it's more important than ever that people living in Cumbria gain knowledge and experience of using digital services. Our priority is therefore to ensure that services are accessible to all, either by increasing the opportunities for direct digital access or by providing mediated access. Our role also goes beyond the provision of our own services and we will support communities to gain the skills they need to take advantage the benefits that being online can offer.

Case Study: Community Support

Community Development Centres, Community Fire Stations and Library services across Cumbria, as UK Online Centres, offer local communities the opportunity to be supported in getting online to go digital.   Friendly and approachable staff are available to offer advice and support and to signpost useful sources of information and guidance. In addition the Council's 23 Community learning and skills centres offer anyone wishing to increase their IT skills a range of learning from informal 1:1 support to formal qualifications.

Courses are designed based on the needs of the local community and range from courses on using eBay and iPads and website design to the ITQ, and British Computer Skills qualifications at Level 1 and 2. In the academic year 2013/14, 1135 learners enrolled on 90 classes, taught by 34 tutors across the County.

The characteristics of Cumbria's districts and wards vary considerably in relation to age, disability and income; suggesting that levels of internet usage may vary widely at a sub-county level, creating particular issues around digital exclusion. For example, as access to many state provided benefits, including the introduction of Universal Credit, is expected to be increasingly acquired through on-line processes, it is therefore essential to ensure that people on low incomes have the necessary skills and access to the internet in order that they can maximise their benefit entitlement and awareness of more cost effective essentials.

Our elected members have a key role to play in engaging with their communities and we will equip them with the necessary tools and skills to carry out their roles. We also want to help create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery, and for this digital workforce to support our residents, business and visitors to the county even further. Ensuring our own staff have the skills to both support customers and service users, and are able to make full use of the technological developments available will be part of our workforce development plans.

The Connecting Cumbria programme has a specific workstream that is supporting work around digital inclusion in communities that have been enabled with superfast broadband.

All County Council libraries are UK Online Centres and offer a range of training courses to support people to gain online skills. Working alongside Go ON North West (the UK's Digital Skills Alliance), we have run a Digital Champions event aimed at identifying Digital Champions and connecting people that have the required skills to support those that do not.

We will offer help to users to switch to the digital option of accessing services and information if this is optimal and available ("assisted digital"). We will provide appropriate non-digital channels for users who cannot or will not use the digital option.

We will…
- Provide wifi access in publicly accessible Council buildings
- Provide a further range of basic online skills courses through our libraries and other community based services
- Continue to work closely with Go ON North West to inspire and support people and organisations that want to share their digital skills with others.
- Ensure digital skills are part of our workforce development plans, using existing infrastructure such as training courses in libraries, Community Development Centres and Community Fire Stations
- Equip members with skill and tools to undertake their role with communities
- Run a series of events across the county, including workshops and training sessions, supported by Hub Co-ordinators and Broadband Champions as part of the Connected Cumbria programme
- Work with Parish and Town Councils to provide support for training sessions on broadband
- Provide training for Hub Co-ordinators and Broadband Champions
- Develop a single source for information on digital inclusion programmes and activities
- Work with other public sector partners and community and voluntary groups

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Priority 4 – To maximise the potential of digital technology in communicating and engaging with the public, customers and partner organisations

Listening to, and communicating clearly with, our communities will be increasingly important over the coming years. Interacting with people online can save costs and increase democratic engagement. The growth of social media means we are in a better position than ever to engage directly with our communities. Social media sites such as Facebook and Twitter provide cost-effective and instant channels of communication. We have increased the number of Facebook 'likes' received from visitors to the council website and have established a number of service-specific Facebook and Twitter pages which have enabled us to share information on community activities to a wider audience . We will develop our Council website to ensure people can access information and advice more easily and effectively and will ensure that all our sites are mobile enabled so that people can access them from other devices.

We will communicate clearly and at the right times, using techniques and channels that are cost effective and appropriate to the relevant audiences taking account of their communication needs. Citizens will be able to access services through their choice of channel and have a consistent user experience across all channels, working towards digital by default over coming years. The digital strategy will complement the services provided from an area perspective by offering better self-service solutions for the public enabling the council to make the best use of its resources, with the potential of providing customer self-service points in some of the council buildings. The new office in Carlisle will offer us the opportunity to pilot a new approach to how customers will be able to engage with and interact with us and we will pilot a solution that can then be rolled out across all localities

Openness and transparency of our data is critical to success of this strategy. We want to more effectively and securely share information, working and collaborating with our partners seamlessly, including the effective sharing and use of data. We will look at how we collect, use, process, analyse and share Integration of systems to allow better sharing of information. Providing easier access to intelligence that the Council owns will enable people and business to make informed decisions. We will explore ways in which the public, businesses and partners can access non-sensitive information that the Council holds through its website and share data securely where appropriate.

The effective management and storage of data is a key consideration and we need to meet the requirements of the digital preservation agenda. We will implement an Electronic Document Record Management System (ERDMs) which will enable us to, and we will also introduce a Digital Post Room which will support the submission of electronic documents as well as ensuring consistency of approach across all the ways in which people communicate with us.

We will…
- Pilot new approach to customer services in new build offices in Carlisle
- Develop further our use of social media
- Roll-out Govdelivery tool across the authority which will support more targeted communication with service users on services they are interested in
- Investigate the use of live webchat as an additional tool for customers to engage with us
- Investigate the potential of live streaming of appropriate meetings
- Develop our website further to enable self- help /self-serve
- Introduce a Digital Post Room

5. Delivery of the Strategy

Our outline delivery plan is shown below..

6. Shaping the Strategy

In shaping the strategy the Council has engaged with partners and third sector organisations. Feedback from these discussions has been incorporated into the strategy.

It is critical that the Council continues to engage with communities, organisations and partnerships throughout the lifetime of the strategy. To facilitate ongoing engagement the Council will provide updates on any plans to introduce digital solutions and will use customer feedback to shape the development of further solutions.

7. Monitoring and Reporting on the Strategy

Specific activities outlined in the strategy will be managed and monitored at a service level, and will be incorporated into the Area and Service Delivery Plans.

8. Conclusion

The continuing cuts to finances and increasing levels of demand pose significant challenges for the Council. The effective implementation and utilisation of technology and digital tools and approaches set out in this strategy will support the Council in dealing with these challenges more effectively. By providing those citizens capable of self-serving with the means to do so, we can focus our resources upon those most in need. Supporting our communities to develop self-help approaches will also prevent some demand from arising in the first place. Equally importantly, enabling our staff to work more effectively while they are out and about or operating from different office sites will increase productivity and reduce costs.

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Digital Strategy Delivery Plan 2015-18

We will	Activity	Target Date	Comments	RAG
Ensure that the Council is using digital technology to its best effect to support economic growth, learning and education, support for the most vulnerable and health and wellness	Implementation of a health and wellbeing system	Universal/digital element of system operational November 2015 Community Prevention activity programme in place – April 2016		
	Implementation of online self-serve, self-assess and self-help solution(s) for adult social care	March 2016		
	Redesign front-end of adult social care	December2015		
	Explore options for provision of a digital "Marketplace" solution for adult social care	March 2016		
	Deliver the remainder of Phase 1 of the Connecting Cumbria programme	31/12/2015		
	Tender for Phase 2 of Connecting Cumbria	26/06/2015		
	Deliver Phase 2 of Connecting Cumbria	31/12/2017		
	Implement the ContrOCC social care finance system	December2015		

We will	Activity	Target Date	Comments	RAG
Use technology to support the transformation of services and delivery of outcomes through the provision of more online transactions and different models of service delivery	Undertake an audit of services to challenge whether they can be provided digitally	April –June 15	This will form part of the initial service reviews.	
	Redesign services end to end to take advantage of opportunities offered by digital technology	June 2015 onwards	Further assessment of the potential digital solutions will form part of transition assessments as part of the Service Centre programme	
	Investigate potential of a customer account and introduction of a self-service platform to allow the establishment of individual profiles for council interactions	June-August 2015		
	Develop further apps, how we can provide progress updates more appropriately.	June-August 2015		

We will	Activity	Target Date	Comments	RAG
Support Digital Inclusion and access – enabling people to get online and access services for themselves	Roll-out the use of mobile devices to staff in key frontline services to increase productivity and reduce costs	August 15		
	Service Centre Customer Portal and InTouch Page – improving ease of access for customers	Delivered October 2014		
	Improved iTrent Electronic Payslip – enabling staff with multiple roles to clearly understand their pay	Delivered December 2014		
	iTrent New Look MyHR and People Manager – improved image and easier navigation	Delivered March 2015		
	New Look Jobs Page with interactive map and Job alert functionality – supporting internal and external applicants to identify job opportunities and manage their access to suitable posts	Scheduled for June 2015		
	iTrent Recruitment Self Service Pilot – Cumbria Care. Improving the applicant experience by simplifying application forms and providing the facility to book interview slots post shortlisting. Empowering Managers to take control of the recruitment process from shortlisting to appointment	Scheduled for September 2015 dependent upon Cumbria Care programme dependencies		
	iTrent Learning and Development Module – course booking automation. Improving the customer experience by removing the need for paper forms and associated course documentation.	Delivered June 2015		
	iTrent Performance Management Module – objective setting, learning and development plans, talent management, career pathways	Proposed for September 2015 but may be brought forward		

We will	Activity	Target Date	Comments	RAG
Support Digital Inclusion and access – enabling people to get online and access services for themselves	Customer Relationship Management (CRM) system to be identified, procured and implemented	Discussions to commence Aug 2015	Wider business requirements need to be factored into this solution	
	Develop the County Council website to allow a further range of key Council transactions to be provided online	July-September 2015		
	Develop use of website form building/workflow design software "K2" to support delivery of further transactional online services	July-September 2015		
	Case Management system (K2) for Coroners/Legal/Information governance.	Coroners Oct 2015 IG Sept 2015 Legal Mar 2016		
	Improve and extend the Archive Service's online services and transactions, with the digitisation of significant and important sources	March 2016		
	Rationalise and improve electronic payments for the Archive Service	March 2016	Scoping completed May 2015 System delivery Sept 2015	
	Improve online catalogue interface and supporting webpages	March 2016		
	Establish a digital repository for digital assets	March 2016		
	Roll out installation of wifi to all publicly accessible Council buildings	March 2016	This date relates to a rollout to all sites who have superfast broadband connectivity	
	Introduce public access PCs in Archive Service to improve and extend access to digital resources for learning	March 2016		
	Install book scanners in Archive Centres for testing	June 2015	Testing underway. Full rollout timescale to be confirmed	
	Install microfilm scanners for public use in archives and local studies libraries	June 2015	Awaiting delivery of hardware	

We will	Activity	Target Date	Comments	RAG
Support digital inclusion and access – enabling people to get online and access services for themselves	Oversee the delivery of the digital inclusion workstream of the Connecting Cumbria programme: • Run a series of events across the county, including workshops and training sessions, supported by Hub Co-ordinators and Broadband Champions as part of the Connected Cumbria programme • Work with Parish and Town Councils to provide support for training sessions on broadband • Provide training for Hub Co-ordinators and Broadband Champions	31/12/2015		
	Extend the Archive Service's digital outreach programme	March 2016		
	Integrate digital skills into workforce development plans, using existing infrastructure such as training courses in libraries, Community Development Centres and Community Fire Stations	December 2015		
	Equip members with skill and tools to undertake their role with communities	In progress - ongoing		
	Develop a single source for information on digital inclusion programmes and activities	December 2015		
	Work with other public sector partners and community and voluntary groups to support online access	June – Dec 2015		
Maximise the potential of digital technology in communicating and engaging with the public, customers and partner organisations	Enhance the use of social media to promote Council services and events	April – July 2015		
	Develop the use of the GovDelivery service	July 2015		
	Implement live web-chat	Sept 2015		
	Investigate potential of live streaming of Council meetings	Sept2015		
	Development of customer service kiosk in new Carlisle office with the potential to roll this out across all areas	Sept 2015		

We will	Activity	Target Date	Comments	RAG
Maximise the potential of digital technology in communicating and engaging with the public, customers and partner organisations	Digital Post Room	Outgoing mail Dec 2015 Incoming mail currently being scoped		
	Electronic Data Records Management System (EDRMS) deployed Pilot Deployments – L&D; ICT and Records Management Live deployments by functional unit within each directorate	In progress to July 2015 Sept 2015 – Jan 2017	Lessons learned to be identified Deployment schedule in development	