Digital strategy

Version 1 – agreed

05/01/2015
P Masters
The following organisations have endorsed and committed to supporting the development and implementation of this strategy.
Context

We need a digital strategy that enables our organisations to change how we deliver many of our services. We need this because the world has changed. This digital strategy will therefore support our organisational strategies.

In 2013, 73% of adults used the internet every day and this figure is rising every year. The rapid uptake of technology over the last few years is because computers (including phones) are now easy to use, cheap, fun, portable and useful. At the same time public services are experiencing cuts in funding and/or growth in demand. This means we all have to find ways of providing ‘more for less’. This involves changing how we deliver many services. One major opportunity is lowering the costs of engaging and transacting with services, for the many, while freeing up resources to deal with more complex processes and more vulnerable customers so that no one is left behind. This work involves changing: customer experience; operational processes; business models. Key drivers include:

1. Improving services/outcomes;
2. Meeting customer/staff expectations about ease and speed of service;
3. Meeting regulatory requirements;
4. Boosting our economy;
5. Making savings and / or increasing productivity;
6. Surviving (organisations remaining sustainable).

As part of any digital strategy each public sector organisation in Cornwall and the Isles of Scilly will need to make similar investments, access similar resources, work in partnership and provide services to the same customers. With resources scarce, it makes sense to work together. Agreeing this strategy is the first step in this journey.

Mission

Everyone can engage and transact with public services, in Cornwall and the Isles of Scilly, easily, in a digital environment.

Notes:

1. ‘Engage’ refers to activities which may not be repeatable such as seeking information, advice or guidance or having a consultation with an expert.
2. ‘Transact’ refers to repeatable activities such as applying, booking, paying, reporting, finding out or seeking advice.

3. ‘Public services’ are those paid for by tax-payers. They are delivered by organisations in the public, private, voluntary and community sectors.

4. ‘Easily’ means transactions are easy to do and easy to track. For those people who do not find it ‘easy’ to access or use, digital services, there will be help, free of charge, in every town\(^1\). For people who cannot travel we will ensure that there is someone who can help them in their home.

5. ‘Digital environments’ involve computers – this includes phones, tablets, televisions and a wide range of technical devices.

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\(^1\) The first tranches of towns are: Liskeard, Penzance, Newquay, Truro, St Austel, Bodmin followed by St Ives, Falmouth, Saltash, Bude, Launceston and Camborne/Pool/Redruth.
<table>
<thead>
<tr>
<th>Strategic intent:</th>
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<tbody>
<tr>
<td>1. Re-design services</td>
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<tr>
<td>Re-design services, with customers, to be easy, seamless and secure</td>
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<td>Implement a ‘Cornwall’ web-site to make it easier for people to access local public services</td>
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<td>Implement an integrated care record</td>
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<td>2. Support Cornwall through ‘digital transition’</td>
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<td>Help people access and use digital services</td>
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<td>Raise digital skills</td>
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<td>3. Increase system capability</td>
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<tr>
<td>Create a framework for sharing and leveraging value from information</td>
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<tr>
<td>Implement robust standards of Information Governance</td>
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<tr>
<td>Implement a seamless infrastructure</td>
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<tr>
<td>Establish digital leadership and oversight across Cornwall</td>
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**Benefits for people in Cornwall:**
- Less effort to access or engage with services;
- Greater satisfaction with public services;
- Greater access to entitlements;
- Easier to care for yourself or your loved ones.

**Benefits for public services:**
- Lower engagement, transaction and infrastructure costs;
- Improved perception of public services;
- Better delivery of policy objectives.
Notes on recommendations

The table below provides more detail about our strategic intent (see Blueprint, above) and links to the ‘areas’ of strategy that we developed detailed papers for. These Supporting Papers are also available to PSG.

<table>
<thead>
<tr>
<th>Area of strategy</th>
<th>Strategic intent and supporting notes</th>
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</thead>
<tbody>
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<td><strong>1. Re-design services</strong></td>
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| **Customer access** | **Re-design services, with customers, to be easy, seamless and secure.**  
Our organisations lack basic data such as the number of transactions going through different channels (telephone, web etc), the cost of each channel and levels of service failure which lead to people engaging with us unnecessarily. However, from the data we have, we think the ‘size of the prize’ from achieving channel shift, combined with demand reduction, is very large. While over 70% of people use the internet every day we estimate that only 6% of Council transactions are ‘digital’ and less than 2% are ‘end-to-end’ digital. We think figures will be similar for partners. This suggests we have a huge opportunity to transform how we deliver services and make savings. Within the Council, we estimate that adopting the Newham Council approach to reducing demand and ‘nudging’ people on-line could result in savings of £15m. Most public services have their own customer access programmes. We will look at opportunities to link these and to share customer insight, learning, skills, tools and resources. This is particularly important where we provide similar or overlapping services. |
| **Customer access** | **Explore establishing ‘Cornwall.gov’ to make it easier for people to access local public services.**  
The creation of ‘Gov.uk’ has demonstrated the value of moving from multiple departmental web-sites, all with a different ‘look and feel’, to a single portal with common standards. The creation of ‘Cornwall.gov’ would give customers a single, trusted, place to interact with local public services. This approach would also support sharing standards, infrastructure and platforms to increase resilience and cut costs. It would give us the capacity to adopt shared approaches to dealing with challenges such as authentication and common transaction ‘types’ such as booking appointments. |
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</tr>
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| Inter-operability | **Implement an integrated care record.**  
Inter-operability is the way of making it easy for different systems to share information by applying agreed standards. It enables organisations – or the wider public sector - to be more efficient by sharing information. As a first step, health and care commissioners, and providers, are currently developing plans to implement a care portal. This development has the potential to support our triple aim of improving health and well-being, improving people’s experience of care and support and reducing per capita costs. |
| Digital inclusion | Help people access and use digital services.  
The top reasons people do not use the internet are: lack of understanding and motivation; lack of skills or confidence; cost of access and/or infrastructure; preference for doing things in person or by telephone; access. Eliminating the digital divide is a key area of our digital strategy and needs to be driven forward across all sectors to ensure there is a comprehensive service to help everyone (who wants to), to access and use digital services. This will include making sure that there are full ‘public service’ buildings in every town. |
| Education, skills and culture | **Raise digital skills.**  
Over 100,000 people in Cornwall and the Isles of Scilly do not have basic IT skills and we also have a shortage of people with advanced IT skills. We therefore need a programme to raise digital skills for Cornwall and the Isles of Scilly. This programme should be linked to children’s centres, schools, colleges, higher education institutions, the voluntary and community sector, the Cornwall Learning Academy and Cornwall and the Isles of Scilly European programme. |

**2. Re-design services**
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<td>Open, big, data</td>
<td><strong>Create a framework for sharing and leveraging value from information.</strong> The needs of communities cannot be met without integrated intelligence and the risk associated with not being able to evidence the rationale for service change or disinvestment is high. Joined-up intelligence is critical to establishing a common understanding of what is needed in Cornwall and the Isles of Scilly now and in the future. The number of information sources available across the public sector continues to increase. However, attempts to join up intelligence have been ad-hoc, and the ability to have the right information available at the right time in the right place has not kept pace. We continue to be ‘data rich - intelligence poor’. As such there is a need to develop a trusted and robust intelligence offer that is agreed across agencies and focuses on establishing a “single version of the truth”. ‘Big data’ is the joining-up and interpretation of data sets and open data is the appropriate publishing of that information.</td>
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<td>Information Governance</td>
<td><strong>Implement a robust standard of information governance.</strong> Information governance needs to be strategically led across public services in Cornwall and the Isles of Scilly. Appropriate investments need to be made to ensure that the information principles for the UK public sector are properly applied. Current governance structures need to be reviewed and an Information Strategy Group established. This group should contain operational, information governance and IT expertise.</td>
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<td>Technical infrastructure</td>
<td><strong>Implement a seamless public services infrastructure.</strong> We all have networks, datacentres, servers, applications and an information infrastructure. This infrastructure enables our digital strategy by allowing appropriate access to services and information. We should establish an infrastructure working group to carry this work forward and to identify potential savings and efficiencies.</td>
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<td>Cross-cutting theme</td>
<td><strong>Establish digital leadership and oversight across Cornwall and the Isles of Scilly.</strong> Making the most of the opportunities presented by our increasingly digital world is about working with people, organisations and communities across Cornwall and the Isles of Scilly. It is also about learning from work that has been done elsewhere. Driving this work forward will require strategic leadership, investment and tough decisions. Cornwall and the Isles of Scilly should appoint ‘Digital Champions’ to provide leadership in this area.</td>
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Possible measures of success

- Customer satisfaction with public services.
- % of population with basic digital skills. Target: 90% by 2018.\(^2\)
- % of public sector transactions conducted ‘on line’. Target 50% by 2018.\(^3\)
- % reduction in transaction costs. Target 70%.
- % of people, who are receiving care, accessing their integrated care record ‘on line’ in a year. Target 50% by 2018.
- Proportion of towns with a ‘full public service’ building in operation. Target 100% by 2018.

Recommended next steps

1. Establish a Digital Strategy Working Group and agree priorities;
2. Develop a Digital Strategy Implementation Plan.

Strategy developed by:

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\(^2\) 80% of people in Cornwall, or 425,000, are estimated as having basic IT skills. This leaves an estimated 105,000 who do not.

\(^3\) We lack data in this area but estimate that well under 10% of transactions are digital and fewer than 2% ‘end to end’ digital.