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Hull City Council



Digital Strategy 2020 – 2024



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Executive Summary

This digital strategy provides a framework to enable improved outcomes for citizens of Hull through effective use of ICT and digital services. The framework develops the themes referenced in the Hull City Plan, the Corporate Plan and the Smart Digital Strategy for the City, taking into consideration consultation across the council that captured priorities and key issues faced in service areas. It also aligns with the government digital strategy to build a stronger, fairer country that works for everyone, improving living standards and economic growth by increasing productivity, driving growth and creating an economy that is resilient to change and fit for the future.

The aim of the strategy is to provide direction and support decision makers to develop an action plan and programme of works that deliver the themes to achieve outcomes for the city. We will work with partners to agree a statement of intent to deliver quality digital services and ensure a joined up approach.

The scope of the strategy includes digital services, innovation and infrastructure that will create a modern platform for the council to provide excellent services to the citizens of Hull. The themes identified to guide the strategy are:

1. Build a strong local economy
2. Develop a sustainable environment
3. Create inclusive, resilient and safe communities
4. Provide excellent public services
5. Deliver organisational excellence by working in partnership

Our ambition is to deliver a digital programme over the next 4 years that will establish Hull as a Smart City. We will install intelligence systems that facilitate data driven decision making to deliver citizen-focused services and manage priorities. We will design digital services with the user in mind and enable citizens and visitors to interact with the council efficiently and effectively making full use of our connectivity including 100% full fibre availability across the city.

Vision

To deliver digital technology which provides a safe and secure foundation for innovative, integrated public services that cross organisational boundaries and deliver to those in most need, while supporting business to promote growth.

Objectives

The objective of the digital strategy is to deliver on the themes set out below to align with the City Plan and Corporate Plan. It will build on the council's strengths to improve the digital presence and deliver better outcomes for the city.

The City Plan aims to address key long term issues facing the city to bring together strategies and plans from other organisations to ensure that everyone moves in one direction, towards shared ambitions:

- create 7,500 jobs for local people
- delivering a £1 billion investment in the city
- reducing the bills of every household
- cutting the city's carbon footprint

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- reducing the welfare bill

To support these ambitions the digital strategy includes aspirations for Hull to position itself as a leading digital city, attracting new technology industries, providing affordable ultrafast broadband, increasing citizens digital skills and awareness and building on the regions wealth of talent and opportunities.

The Corporate Plan aims to improve access through digital services, modernising online services to enable residents and visitors to interact with the council and provide access to skills and technologies that support active participation. A digital first approach will manage the demand for services, designing services around the needs of the citizen to encourage them to help themselves and continue to support those who need help to access services. To support these ambitions, the digital strategy will work towards:

- Delivering the new digital strategy and customer programme providing digital self-service solutions for citizens, businesses and visitors by making use of smart technologies
- Increase the use of digital platforms and systems to provide services that are accessible 24 hours a day
- Increase the use of data to improve service provision, including ensuring that assets are fully mapped and personal data is held securely
- Support the development and roll out of ultrafast broadband to businesses and communities
- Investigate opportunities to align public sector budgets, along with sharing services and facilities with other organisations where this delivers benefit to our city
- Actively seek external funding and grants wherever possible to help deliver local programmes and increase funding within the city
- Move towards digitising all documents sent to the council to support smarter and flexible ways of working and reduce the need for documents to be physically stored

Our Customers

Examples of our customer base:

- Major sporting teams, retail, hospitality and leisure facilities, Hull has a reach of over 500,000 with over 30,000 people travelling into Hull to work every day
- The council provides services to 270,000 citizens of Hull
- In a growing economy, Hull is worth £5,594 million and provides employment to 120,000 people
- Hull is the third most deprived local authority in England with over 20 per cent of all households being workless and 13 per cent of households living in fuel poverty
- A learning city, there are over 19,400 primary school children, 13,200 secondary school children and over 15,000 university students
- Rates of children in need and looked after are both approximately twice the national average
- There are over 24,500 homes the council are responsible for
- Over 1 million calls are received per year requesting services
- The population of Hull consists of 158,900 of working age, 63,100 of school age and 38,700 have reached national age of retirement

Our customers are many and varied, and with an expected increase in demand over the coming years the challenge is identifying how to deliver more for less. Increasing our digital presence will go

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some way to meet these demands by focusing on the end user journey and how encouraging digital interactions will improve service delivery, freeing up limited resource to help those in most need. Our strategy will keep the service user at the heart of what we do.

Our Commitment

The digital strategy focuses on how ICT will maximise business benefits from digital initiatives and support the objectives and future plans for the city, within a tight budget. It recognises the need to deliver new, customer focused ways of working made possible by enhanced digital capabilities.

A programme of works and action plan will detail current and planned projects to meet the digital strategy objectives. We are committed to deliver the programme and continuously improve services to achieve better outcomes for citizens. Examples of current initiatives:

- Adopting a cloud first approach that aligns to government policy encouraging use of Software as a Service (SaaS) models for enterprise IT and back office functions. This will also support the government's environmental plan to reduce emissions by 2030. Progress has been made by rationalising servers, reducing the number required to support IT and reducing costs of maintenance
- Adopting a digital first policy to ensure, where possible, services are digitised making the best use of available technology to meet citizen needs. This supports the government's environmental plan to reduce emissions by 2030. We will be proactive in working with service areas to identify the problem and find a resolution through digital means where available
- The WorkSmart programme is designed to enable flexible working which has seen a shift in the culture for council officers by empowering them to do their job wherever they might be, removing constraints on location and increasing productivity. This work will continue to maximise benefits including a reduction in the carbon footprint by reducing the need for permanent office space where flexible working is more appropriate
- The launch of My Account, designed to provide access to council services, saw the citizen end to end journey redesigned to improve their interaction with the council and reducing the number of expensive visits and telephone calls
- Equipment and software will be replaced to keep the estate up to date and to meet security standards
- Partnerships are being developed to share ideas and progress initiatives that improve outcomes
- Hull is the only city in the UK where ultrafast broadband is rolled out as standard by fibre to the premise connecting more people, businesses and academic institutions to the internet. This can be used as a platform for innovation that improve the lives of citizens

Strategic Aims

The objectives and commitments of this digital strategy will be underpinned with a programme of work and an action plan to achieve the ambition to become a city of digital excellence over the next four years. There are five themes to support the council in achieving this ambition:

Theme 1 – Build a strong local economy

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- Positively and proactively encourage sustainable economic growth by providing expertise, guidance and, where appropriate, infrastructure to support digital services and innovation to enable council officers to deliver better outcomes
- Provide digital solutions to effectively market services and encourage visitors and tourism to the city to promote Hull as a world class visitor destination
- Explore funding opportunities to take advantage of digital innovation that supports businesses and promotes growth
- Establish a digitally supportive environment for Hull businesses to become digitally mature
- Invest and support development of digital people and skills for council officers, partners, providers and citizens to enable use of digital technology and realise benefits

Theme 2 – Develop a sustainable environment

- Support the commitment to become carbon neutral by 2030 by migrating to the cloud and promoting flexible working
- Utilise internet of things to help monitor and control environmental factors such as air quality, energy consumption, noise, water levels and mobility
- Support employees with new ways to carry out their roles by reducing travel and enabling officers to be more effective in delivering outcomes
- Expand digital connectivity across the City to facilitate development of secure and resilient smart technologies, using data intelligently and establish Hull as a Smart City
- Identify opportunities to support research and development to stay ahead of the technology curve in a rapidly changing global environment

Theme 3 – Create inclusive, resilient and safe communities

- Provide digital tools to enable 24/7 interactions that support the citizen and council officer journey and deliver effective services
- Support council officers to develop digital on-line services to help reduce social isolation and help people feel safe and healthy in their own homes
- Explore opportunities to improve outcomes such as safer and healthy environments using smart city technologies
- Aim to be a place of opportunity for all encouraging fair growth across all businesses, organisations and institutions to support the collective wellbeing of citizens

Theme 4 – Provide excellent public services

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- Align digital strategies with the Corporate Plan, City Plan and other strategies, working with service areas to explore the art of the possible
- Deliver improved public services through digital means developed around the need of citizens
- Build upon the work already done to develop effective community digital engagement channels
- Ensure access channels are available to support a channel shift to digital services that meet the needs of the citizens and council officers.

Theme 5 - Deliver organisational excellence by working in partnership

- Endeavour to join up services by working collaboratively with partners to achieve better outcomes for the City by sharing data and introducing integration of public services effectively. Partners include, but are not limited to, the following:
 - Local Digital Roadmap (LDR)
 - The Place Based Board
 - Humber ICT Leader's Board
 - Business Leadership Board
 - Emergency Services (Police, Fire, Ambulance)
 - NHS
 - Clinical Commissioning Group (CCG)
 - Local Enterprise Partnership (LEP)
- Share and open up the use of non-personal data to support new digital initiatives
- Make best use of assets and budgets across organisations to improve outcomes and deliver services efficiently and effectively
- Provide the infrastructure to support partnerships interacting across public services
- Provide the digital services to support partnerships interacting across public services
- Work to appropriate standards and abide by them in order to share data and improve services with partners

General Principles

- Adopt a cloud first policy, where appropriate, in line with government policy to modernise ICT and provide a platform to enable innovation
- Adopt a digital first policy across the council, engage with citizens to design services with them in mind, supporting channel shift to make digital the preferred choice
- Work with partners, sharing data and developing joint standards to enable integration of services whilst ensuring security and availability

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- Build on existing digital and assistive technology platforms to continue to enhance the lives of citizens, supporting independence
- Maximise data and analytics using Power BI to extract data from multiple sources to drive predictive analysis and decision making and exploit the use of big data and business intelligence
- Work with organisations across the region to promote cybersecurity and help prevent cybercrime
- Enable flexible working by supporting people to use their own mobile devices
- Ensure digital services are cyber resilient and secure to protect council information and systems whilst managing an appropriate level of risk to support scalability and flexibility
- To make use of open APIs to support integration in a cost effective way
- Develop the right skills in our staff, combined with government design principles, to enable services to be delivered via the technology code of practice in a learning and iterative environment, driven by better outcomes for citizens
- Deliver fit for purpose systems and platforms to help people do their jobs and improve the lives of citizens
- Enable flexible working through provision of Wi-Fi that supports connectivity to the council network
- Use of open source software will be considered on a case by case basis
- KPIs to be developed in line with Corporate Plan KPIs

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Further Reading

1. The precursor to this strategy Smart Digital Strategy for the City 2018-2023
2. Hull City Council Corporate Plan 2018-2022
3. City Plan <http://theintranet.hullcc.gov.uk/big-picture/about-city/city-plan>
4. UK Digital Strategy <https://www.gov.uk/government/publications/uk-digital-strategy>
5. Government Cloud First Policy <https://www.gov.uk/guidance/government-cloud-first-policy>
6. Environmental Plan <https://www.gov.uk/government/publications/25-year-environment-plan/25-year-environment-plan-our-targets-at-a-glance>