

Dorset Council Digital Vision Delivery Plan - 2021-2023 Priorities								
Vision	Theme	What we are trying to achieve	How are we going to do it	What will success look like - intended outcomes	Responsible Officer	Governance	Baseline	Measure
Digital Place	Digital Skills & Inclusion	Encourage people in the community to use council online services, and utilise opportunities to increase their digital skills.	Create embedded digital champions across Council frontline roles, developing basic awareness training to highlight, encourage use of online services available and signpost to community digital champions.	Council online services are promoted and well used, residents increase their digital skills.	Ian Bennett	Digital Place Board	0	The number of embedded digital champions.
Digital Place	Digital Skills & Inclusion	Remove the barriers to online connectivity for people.	Continue to facilitate and grow the volunteer digital champions to support and develop the skills of others face to face or on the phone hotline.	People are able to get online and gain the advantages that brings.	Penny Syddall	Digital Place Board	75,000	Reduction in the number of people who are digital excluded in Dorset.
Digital Place	Digital Skills & Inclusion	Remove the barriers to getting online for people.	Explore what people need and funding sources available to understand how we might support, for example through provision of devices to provide digital access for all .	People are able to get online and gain the advantages that brings.	Penny Syddall	Digital Place Board	30,000	Reduction in the number of people who are completely offline in Dorset.
Digital Council	Digital Skills & Inclusion	Increase the digital skills of the workforce and adoption of O365/Teams to improve productivity.	Project working with Changing Social and 365TRIBE to grow our workplace digital champion network to enable champions to develop the skills and knowledge of other people in their teams.	Workforce has basic digital skills and confidence using O365 increases.	Delia Carr	Dorset Workplace	78%	Increase in confidence of workforce using O365/MS Teams. Increase in the adoption of O365 & Teams across the workforce improving productivity.
Digital Council	Digital Skills & Inclusion	Provide access to the DC ICT network to parts of the workforce who currently do not have access.	Explore the use of bring your own device and new Microsoft licences to give all staff access to DC corporate information and systems.	The workforce can access corporate information and systems reducing feelings of exclusion.	Tamsyn Harwood	Dorset Workplace	1000	Reduction in the number of staff who cannot access Corporate information and systems.
Digital Council	Digital Skills & Inclusion	Leaders and managers have the skills they need to operate in the digital age and a modern council.	Working with the NHS locally to create Dorset Digital Academy to develop future skills across the system.	The ambitions set out in the Dorset Workplace will be realised and we will live our Council plan principles to be effective and modern.	Lisa Trickey, Snr L&D Officer	Dorset Workplace	7.5	An increase in the average score of 7.5 in managers confidence to successfully manage a remote team.
Digital Council	Digital Skills & Inclusion	Equip the workforce with the skills needed to keep data and information secure in the digital age.	New cyber security training to rollout across the Council.	People are up to date and copmpliant with cyber security training.	Alex Barrett	Information Governance Board	92%	Increase the % of people that have completed cyber security training.
Digital Council	Business Intelligence and Data	Develop a scalable and sustainable one council BI and performance reporting capability which makes use of reliable data and ensures data-driven decision making.	Implement an in-house solution which builds on the existing corporate data warehouse and develop plans to improve data ownership, quality and management across the council. Add BI capacity: Recruit two BI BPs for 12 months & 1 FTE BI Lead.	Service areas have access to data, including health data, which supports insight and data-led decision making. Improvement in both efficiency and service user experience /outcomes, which includes ensuring better targeting of effort and an enhanced ability to both manage and prevent demand.	David Bonner & James Ailward	Transformation Programme	tbd	To be developed.
Digital Council	Technology & Infrastructure	Provide good joined up customer experiences over multiple channels, maximising our online channel to reduce cost of service delivery.	Implement the new customer platform , replacing the existing website, customer contact management system and providing an online customer account to enable us to build services on and introduce new artificial intelligence capabilities.	More people choose to interact with us online and get what they need without needing help, understanding the information on the website so they don't have to contact us. Accessibility compliance.	Lisa Trickey	Customer Transformation	48	Reduction in the number of websites and portals customers use. Customer satisfaction feedback rated good/high.
Digital Council	Technology & Infrastructure	Rationalisation of the number of systems that collect and manage customer information.	Build into procurement process option to assess use of customer platform first. Complete analysis to develop a roadmap that deteremines what existing systems could be replaced by the customer platform and the cost savings.	Reduced cost and better understanding of our customers through joined up information.	James Ailward, Lisa Trickey	Transformation Programme	tbc - Q3 21/22	Reduction in software contract cost and number of applications to be managed.
Digital Council	Designing future services	Maximise the use of technology to automate processes, remove manual intervention, personalise and provide good online experiences.	Systematically re-designing services to provide a digital first approach based on understanding customers needs.	Officer time is shifted from customer management administration to valuable conversations/specialist support.	Lisa Cotton	Customer Transformation	tbc	Increase in the use of online services by residents and businesses reducing demand over the phone and face to face. Reduced paper usage and postal costs, helping to meet the council's climate commitments.
Digital Council	Technology & Infrastructure	Support dispersed working, collaboration and future Dorset workplace.	Provide equipment to enable effective hybrid meetings. Help people to go paperless adopting the capabilities we have and provide solutions such as resource booking and electronic signatures as requirements are understood.	The workforce will be able to operate and collaborate effectively in the spaces and places they are working.	James Ailward, Lisa Trickey, Marc Eyre	Dorset Workplace	tbd	To be developed.
Digital Council	Technology & Infrastructure	Able to identify cyber security vulnerabilities with the ICT solutions we are using.	Implement vulnerability management tooling to identify vulnerabilities. Implement policy position and operational processes regarding ICT Operations response to identified vulnerabilities.	ICT operations performance reflects the policy position e.g. 'critical' rated vulnerabilities removed within 'x' days of identification.	Alex Barrett	Information Governance Board	tbc - April 2021	% of critical and high vulnerabilities removed within policy standard timeframe.

Digital Council	Technology & Infrastructure	Able to identify malicious or abnormal activity across our ICT systems.	Implement Security Incident and Event Monitoring (SIEM) tooling to identify suspect activity.	We have effective cyber security response processes in place which have been assured through testing.	Alex Barrett	Information Governance Board	tbc - Q2 21/22	Qualitative report following ICT continuity and cyber security response test and retrospective undertaken to identify improvements and learning.
			Implement policy position and operational processes regarding ICT Operations response to identified network activity.					
Digital Council	Technology & Infrastructure	Our data is more secure from encryption or corruption by malicious actors.	Implement immutable backup solutions to provide an additional layer of data protection.	We have systems in place to make it more difficult for malicious actors to encrypt or corrupt our critical data.	Alex Barrett	Information Governance Board	tbc	Binary assessment of capabilities being in place: Yes/No.
Digital Place	Technology & Infrastructure	Mobile infrastructure - Research, collaboration plus leading/participating in R&D programmes including the 5G RuralDorset project.	5G RuralDorset Inciteful 5G testbeds and trials with research reports on how mobile connectivity can facilitate delivery of council services and our corporate priorities. Four outcome-based workstreams: - Future of Food - Rural Business Accelerator - Connected Coast - Innovation Accelerator	Develop our understanding of how mobile connectivity can deliver council services and our corporate priorities, e.g. economic growth.	Colin Wood	5G RuralDorset Executive Board Digital Place Board		Deliver all 5G RuralDorset milestones and deliverables on time and to budget.
Digital Place	Technology & Infrastructure	Mobile infrastructure - Understand current levels of mobile connectivity.	6-month pilot of RootMetrics starting February 2021.	An initial view, presented via GIS, of total and partial not spots across the Dorset Council area.	Gary Littlelyke	Digital Place Board	42.6%	Increase in % of A and B roads in Dorset have acceptable signal on all the 2G mobile networks.
Digital Place	Technology & Infrastructure	Fixed connectivity - Maximise coverage of superfast broadband connectivity in Dorset.	Completion of the superfast programme by 2022.	Coverage of premises at superfast+ speeds under the BDUK superfast programme vehicle realised to the maximum possible extent.	Dominic Fitzgerald	Digital Place Board	96%	Percentage of premises within the Dorset Council area that can access superfast broadband services.
Digital Place	Technology & Infrastructure	Fixed connectivity - Maximise access to gigabit capable connectivity to residents, businesses and the public sector.	Progression of delivery under the Fibre Hub Connectivity in Rural Dorset and Dorset Libraries projects providing public sector building upgrades/ hub and spoke enablement in communities served.	Completion of Dorset Libraries project and maximised award/successful delivery of full fibre connectivity to sites under the FHCIRD project.	Dominic Fitzgerald / Rachel Howarth	Digital Place Board	6.6%	Percentage of premises within the Dorset Council area that can access gigabit-capable (full fibre) broadband.
Digital Place	Technology & Infrastructure	Fixed connectivity - Maximise access to gigabit capable connectivity to residents, businesses and the public sector.	Continue working with Building Digital UK (BDUK) to ensure Dorset benefits at the earliest stage possible for funding, pilot or first wave opportunities under the new UK Gigabit programme.	Dorset is an early funding recipient/participant in Gigabit Programme procurements Initiation of Phase 1 (small lots) procurement in Dorset by BDUK and/or other supply side interventions receiving Government funding.	Dugald Lockhart / Dominic Fitzgerald	Digital Place Board	6.6%	Percentage of premises within the Dorset Council area that can access gigabit-capable (full fibre) broadband. Initiation of Phase 1 (small lots) procurement in Dorset by BDUK and/or other supply side interventions receiving Government funding.
Digital Place	Technology & Infrastructure	Fixed connectivity - Ensure commercial provision of gigabit capable connectivity proceeds at pace.	Work with suppliers to maximise inward investment in Dorset, and to support, encourage and inform suppliers expansion & delivery plans in the county.	Established and routine engagement with suppliers is maintained with quality information exchange. Suppliers are enabled via access to Dorset Council resources wherever possible (time, expertise, assets).	Dominic Fitzgerald	Digital Place Board	6.6%	Percentage of premises within the Dorset Council area that can access gigabit-capable (full fibre) broadband. Expansion of gigabit capable connectivity in Dorset under commercial delivery.
Digital Place	Technology & Infrastructure	Fixed connectivity - Provide support for residents, businesses and suppliers to maximise utilisation of available government voucher funding for new gigabit connectivity.	Continue structured and resourced project management of supplier & community engagement and top up funding (as available) to facilitate maximum utilisation of government funding for provision of new gigabit connections.	Continued increase in voucher utilisation/voucher funded gigabit connectivity in Dorset continues to increase.	Rachel Howarth	Digital Place Board	6.6%	Increased level of voucher funded gigabit connections to Dorset homes and businesses / full utilisation of Dorset voucher top up funding.
Digital Place	Technology and Infrastructure	Fixed connectivity - Maximise the number of people benefiting from improved broadband connectivity.	Communications campaigns to drive adoption of superfast and full fibre connections.	Higher take-up.	Penny Syddall	Digital Place Board	70%	Monthly Openreach take-up report.
Digital Place	Leadership & Culture	Dorset becomes a leader in digital adoption and innovative implementation, thus maximising internal investment for both public and private sectors.	Networking and communicating our initiatives within and beyond Dorset so we learn from each other and increase our understanding of what's possible.	Individuals and organisations outside Dorset look to our digital leaders for examples of good practice.	Debs Smart Dugald Lockhart Lisa Trickey Penny Syddall	Digital Place Board	Not available	Count of incoming enquiries.
Digital Council	Leadership & Culture	Embed a design-led approach, agile delivery, and develop a 'digital mindset' across the organisation.	Continue to offer a range of learning opportunities and apply new approaches to delivering change work. Adopt new national service design apprenticeship being developed. Develop digital graduate programme to attract future talent.	The digital maturity of the organisation increases (see descriptions on the curve stages in the vision).	Lisa Trickey, Nina Coakley, Snr L&D Officer	Leadership & Culture - Transformation	1	Consistency across the organisation at moving into stage 2 of the digital maturity curve.