

Digital First Strategy Delivery Plan

December 2023

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Digital Services



Introduction

The purpose of this report is to provide an overview of achievements by Lancashire County Council against its Digital First Strategy from 2019 to date.

The Digital First strategy sets out how Lancashire County Council intends to deliver sustainable digital services to the public in a way that best meets their needs and circumstance. It outlines a vision for ensuring that our technology, the way in which it is used, and our staff can work as efficiently as possible whilst using the digital channels available to them, rather than relying on ad-hoc, paper-based solutions.

Where appropriate for the service and its primary audience, this 'Digital First' strategy supports the delivery of the council's corporate objectives as outlined in the council's [corporate strategy](#). These are:

- People make use of technology to access services, support, and information
- We support people of all ages and abilities to learn and develop their skills
- We will equip our most vulnerable people with the support and skills they need to do more for themselves
- We recruit and retain a workforce that meets service needs

Our Vision

Lancashire County Council will be a Digital First organisation, supporting and empowering people, where possible, to engage with us digitally. Digital and on-line solutions will be the preferred method of engagement with us, and our digital solutions will deliver complete end to end transactions designed to meet the needs of the customer. We will deliver our vision by:

- Putting the customer first and involve them in how we improve their experience by simplifying processes and procedures.
- Making more services available 24/7 to fit in with our customers' and partners' needs.
- Defining the operating model for how the council delivers its services digitally.
- Ensuring the way customers, councillors, employees, suppliers, and partners work with us and get information is as effective and efficient as possible.
- Using technology to automate processes as much as possible for both internal and external facing services.
- Establishing clear priorities that will help us to become a digital first organisation and setting specific and measurable targets to measure our progress.
Promoting 'channel shift' as much as possible to signpost customers to digital channels as first point of contact.

What does Digital First mean?

Being **Digital First** is not about replacing our services with digital only options, it is about encouraging and enabling those who can use digital tools, or go on-line, to do so. The needs of our customers will continue to be at the heart of everything we do. In 2019 we identified **5 key priorities** that Lancashire County Council will commit to address so that we can provide the best, possible service and experience for our customers and service users.

The **5 priorities** were established through consultation and represent the areas we continue to focus on to become a Digital First council. They are to:

- **Become more data driven**
Ensure all data is captured accurately, kept up to date and accessible. This will enable us to make informed decisions that shape the direction of our services.
- **Embed digital behaviours across the organisation**
Build confidence in our digital solutions and create an agile and flexible working environment that focuses on service outcomes. This will drive down costs, encourage innovation and enhance the skills throughout our workforce. Becoming a digital first organisation is at the forefront of decision making; partnership working and operational objectives.
- **Work with our partners digitally**
Work in collaboration with partners to deliver integrated digital solutions where possible, to join up our systems and processes. This enables timely decision making across agencies and gives a holistic picture of customer's needs, to deliver the right support at the right time.
- **Explore new digital technologies**
Work with partners, technology providers and 'best in class' organisations to find and understand new technological opportunities and innovative solutions that can benefit Lancashire. Use their experience and success to shape potential developments in service delivery and customer engagement.
- **Build a stronger Lancashire economy**
Promote the benefits of digital technologies and digital skills across Lancashire. Encourage customer engagement through continuing provision of access to Superfast and Next Generation Broadband for homes and businesses.

Lancashire County Council, in collaboration with its partner organisations continues to build upon the 2019 Digital First commitments. The following section outlines our successes to date and ongoing commitment to the Digital First agenda.

Priorities

Priority 1: Become more data driven

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Get the basics right by ensuring the data we collect is appropriate, accurate and stored in the correct systems, in the correct way. Appropriate retention periods will be applied, and data will be held in a way that makes it easily reportable, without the need for manual intervention</p> <p>Deliver accurate, relevant, and accessible data that can be used to support decision-makers in effectively predicting and planning, both tactically and strategically</p> <p>View our data as a priority asset for Lancashire and make better use of it strategically and when assisting the people and businesses across the county</p> <p>Develop a clear vision and approach to what we report and how we report it. This needs to be built upon the good practice set out in the data strategy to ensure confidence in the data we hold and publish.</p>	<p>Formally 'launch' Digital First Strategy at HoS & with communications campaign and delivery plan</p> <p>Deliver data strategy.</p> <p>Publish achievements update - Digital First Strategy</p> <p>Build a data implementation plan to ensure the strategy is being adopted and embedded by building four key capabilities:</p> <ul style="list-style-type: none"> • Implement Data Governance Framework • Define and build council wide Data Architecture • Implement Data Management capability • Implement BI and Analytical tools 	<p>Delivered</p> <p>Delivered</p> <p>May & November 23</p> <p>October 2023</p>	<p>Digital First Strategy and implementation plan updated and published.</p> <p>Data strategy agreed and published.</p> <p>Updates published April 23 and November 23</p> <p>Between April and November 23, several changes have been made within the Digital service to further improve data management capabilities, including:</p> <ul style="list-style-type: none"> • Consolidating all data-related teams into one, to strengthen data governance. • Implementing the use of our IT business management tool to support the effective and timely management of requests to improve data usage across the council. • Finalised a contract for a Master Data Management toolset, which will support the organisation in improving the way we transact our core data across different services. • Creating a mechanism for the team to effectively deliver tasks and innovations using templates to encourage speed and consistency.

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Simplify data collection, storage, and use, minimising the number of different systems we use. We will maximise the use of core ICT systems and stop procuring and using bespoke, non-integrated, methods of data recording such as individual spreadsheets and standalone databases.</p> <p>Maximise the interface between 'line of business systems' (when these can't be avoided) and core ICT systems, to give a comprehensive overview of information. Ensure any digital systems used in the line of day-to-day business</p> <p>Ensure our workforce understands and takes responsibility for keeping data accurate and appropriate</p> <p>Ensure we only hold data once and do not duplicate it throughout multiple systems, ensuring adherence to GDPR</p>			

Priority 2: Embed digital behaviours across the organisation.

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Drive positive culture change by encouraging the inclusion of digital-first solutions at the heart of all strategies, and through support from senior managers by providing the leadership to drive this forward.</p> <p>Ensure continued alignment between the Digital First Strategy and:</p> <ul style="list-style-type: none"> • Service business plans. • The People Strategy • The Corporate Strategy • Lancashire 2050 <p>Build the next generation Digital First strategy >2025</p>	<p>Service plans will be made available for scrutiny to ensure alignment of opportunities</p> <p>Design the approach; engage stakeholders; agree aspirations, deliverables, approval and publishing</p>	<p>Delivered</p> <p>December 2024</p>	<p>Service Plan 3-year summaries completed for the period 2023-2026</p> <p>People Strategy agreed. Corporate Strategy published Lancashire 2050 published</p> <p>Renewal activity has started, content creation will begin Feb 24 to conclude July 24. Publish deadline December 2024</p>
<p>Deliver a single digital platform for small to medium-sized applications and workflows to support our Digital First behaviours and embed the key capabilities of the Data Strategy</p>	<p>Procure a digital platform to achieve the following benefits:</p> <ul style="list-style-type: none"> • Decommission aging technology • Deliver resident focussed online services • Accelerate digital transformation • Support our data governance strategy • Offer a cheap, rapid, and agile approach to application and workflow development 	<p>Delivered</p>	<p>The first cohort of applications are live, including several resident-facing services. More internal and resident-facing applications are in progress as part of a rolling program to ensure full value from the platform and to improve and expand the council's digital footprint.</p>

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
	<p>Promote potential for the digital platform within the council to ensure full benefit realisation.</p> <p>Build migration roadmaps to:</p> <ul style="list-style-type: none"> • Replace the existing workflow platform • Replace and decommission >100 legacy platforms 	<p>Ongoing</p> <p>November 2024</p>	<p>The council is actively working towards the migration of over 100 legacy web applications and over 140 web forms onto the digital platform. This will improve the council's capability to improve online services and assure our commitment to the data strategy and application rationalisation.</p>
<p>Become a "paper-lite" authority, reducing the requirement for physical records and challenging paper usage wherever possible.</p>	<p>As part of a print service review, the council has now realised several additional benefits in order to achieve savings targets:</p> <ul style="list-style-type: none"> • A reduction in the number of printers in the councils fleet • Replacement of large multip functional devices with smaller desktop devices • Reduced access to colour printing • Improvements in the way residents access printing services within our libraries. <p>Implement and monitor progress against:</p> <ul style="list-style-type: none"> • Use of hybrid mail technology • Continuous reduction in MFP clicks in conjunction with reduction in ad hoc central print requests 	<p>January 2024</p> <p>Ongoing</p>	<p>Changes to our print fleet will conclude in January 2024.</p> <p>The use of hybrid mail technology continues to increase across the organisation. Since April 2023, we have seen a 3% increase in the number of users from 833 to 856. For the same period, the number of physical letters issued has reduced from 211,407 to 207,732. This indicates a slow but consistent move towards digital correspondence.</p>

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
	<ul style="list-style-type: none"> Challenge use of 1st class mail to seek 10% reduction in usage Publication of the councils print policy <p>Continue to reduce physical record holdings through a combination of back-scanning appropriate records; preventing hard copy records from being created and the disposal of records which have reached the end of their retention period.</p>	<p>September 2023</p> <p>Ongoing</p>	<p>We continue to see a reduction in the number of prints issued from our devices, from 4,333,314 in April 2023 to 4,021,383 in September 2023. This equates to a 7% reduction in print requests.</p> <p>The council continues to promote the use of 2nd class postage where possible.</p> <p>The council's print policy is approaching completion.</p> <p>19% reduction in the total physical document holdings since 2019:</p> <ul style="list-style-type: none"> 2018/19, 56,000 items 2022/23, 49,981 items as of August 2023 <p>Recent improvements to the delivery model have result in the following:</p> <ul style="list-style-type: none"> A greater focus on document disposal; and Increased use of scanning to digitise documentation, particularly where retention periods exceed 75 years. <p>This should result in further reductions year on year to the total physical holdings.</p>
<p>Provide comprehensive employee support through a 'digital first' culture change programme. Working closely with Learning & Development, we will devise a programme of digital skills support to build capability and confidence throughout our workforce.</p> <p>Build a strong agile workforce who will embrace and utilise technology that encourages electronic delivery of</p>	<p>Work with stakeholders to design and deliver digital focussed training aligned to strategic objectives.</p> <p>Leverage the apprenticeship levy to recruit apprentices into positions within the council and upskill existing staff to achieve digitally focussed service improvements.</p>	<p>Delivered</p> <p>Under review</p>	<p>Working with local Education partners, five digital focussed apprenticeships have been made available to Lancashire County Council with a total of 40 LCC employed apprentices currently on a learning programme.</p> <p>The council is reviewing its data and digital skills requirements as part of the 2024 digital strategy renewal process. Commitments will be outlined in the 2025/6 delivery plan.</p>

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
			<ul style="list-style-type: none"> Introduced a new digital Corporate Induction module. Introduced a new more user-friendly Equality and Cohesion eLearning module. Introduced video training on the use of MS Teams to share files, from a data protection perspective to reinforce employee responsibilities in this regard. Introduction of training to help onboard services to e-signature tools. Ran an Oracle Guided Learning (OGL) survey to gauge user opinion and help identify where improvements can be made e.g., search facility. Two business systems trainers are now gearing up to train 1,350 staff in Jan/Feb 2024 as a result of the 'Living Better Lives in Lancashire' program which impacts the way we use our core system, Liquid Logic.
Encourage integrated workplaces that are multi-disciplinary and support effective partnership working to ensure reliable connectivity, Wi-Fi, network, and systems access (where required). Remove physical and technical barriers including access to buildings, ICT networks and support systems.	Develop and refine the integrated workplaces model.	<p>Delivered</p> <p>Delivered</p> <p>January 2024</p>	<p>12 locations created as integrated workplaces. Lancashire Care Foundation Trust Mental Health workers (LCFT) and LCC Mental Health workers use these as operational bases. WIFI connectivity and VPN access is available.</p> <p>17 locations within County Hall now utilising hybrid technology.</p> <p>Eight additional locations situated across the county are work in progress, the expectation is that hybrid technology will be operational in January 24.</p>
Improve management information and HR processes making them more accessible with a focus on enabling managers to do more online at first contact.	Replacement of the Oracle eBusiness suite (R12) to support the council's evolving digital requirements for more integral and efficient business functions.	Delivered	Oracle Fusion was procured and implemented to offer a single secure cloud platform for all HR, Payroll, Finance, and Procurement functions

Priority 3: Work with our partners digitally

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
Continue to build on the development of shared processes and ways of working with health partners, local authorities, Lancashire Constabulary and Contractors to deliver better services and outcomes more effectively for our customers.	Successfully implement Digital Discharge project which will enable effective information sharing between Lancashire County Council and the Lancashire Teaching Hospitals NHS Foundation Trust in facilitating an improved hospital discharge process. This will allow for electronic transfer of the assessment, discharge and withdrawal information from NHS organisations to Local Authorities in a way that is directly imported into social care systems and workflow. The solution design will provide a Target Operating Model which is repeatable across other hospital sites	Delivered	Successful launch of the Digital Discharge service Following the successful implementation of Digital Discharge, a further transformation programme has been initiated by the Lancashire and South Cumbria Integrated Care Board who will look to deploy this solution with partner health organisations alongside their other hospital discharge solutions.
	Lancashire County Council Adult Services in collaboration with the Lancashire and South Cumbria Integrated Care Board will transform its traditional analogue telecare service into a technology-enabled tele care (TEC) service, fit for the digital future. By moving Telecare from an analogue platform to a digital platform the council will radically transform the way it delivers health and social care, using personal and environmental sensors to:	Delivered	TEC contract awarded and 6-month implementation in progress.
		Delivered	The new digital TEC service was launched as planned and includes a fully integrated falls lifting service across the Lancashire-12 district area and the additional unitary authorities of Blackburn with Darwen and Westmoreland and Furness

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
	<ul style="list-style-type: none"> prevent and manage chronic illness. build self-care confidence. reduce or delay domiciliary care costs. sustain independence as people age; and avert admission to acute and institutional care <p>LCC becomes a "Regional govroam federation" which allows up to 25 organisations to join under a single operator. This removes technical barriers for those working across multiple sites within all organisations in scope of the service.</p> <p>Lancashire County Council join the cooperative network infrastructure (CNI) to support better partner working and collaboration across private and public sector services. Membership of the cooperation will enable organisations to share digital infrastructure for the benefit of Lancashire businesses, public sector organisations and residents. Exploiting partnership opportunities to provision long term high-capacity connectivity to highways assets; public buildings;</p>	<p>January 2024</p> <p>Delivered</p>	<p>Six NHS Foundation Trusts are in the process of onboarding.</p> <ul style="list-style-type: none"> Blackpool Teaching Hospitals NHS Foundation Trust (BTH) East Lancashire Hospitals NHS Trust (ELHT) Midlands and Lancashire Commissioning Support Unit (CSU) Lancashire and South Cumbria NHS Foundation Trust (LSC) Lancashire Teaching Hospitals NHS Foundation Trust (LTH) University Hospitals of Morecambe Bay NHS Foundation Trust (UHMB) <p>Lancashire County Council are now members of this forum and discussions are already taking place about cross organisation collaboration and innovation which will benefit Lancashire residents and inform the next iteration of the Digital Strategy 2025/29</p>

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
	<p>future smart city technology and the Eden Project</p> <p>'Lancashire Insight' hosted by Lancashire County Council is re-launched in 2022. Utilised by a multi-agency partnership the site enables strategic planning across the county, targeting of resources and evaluation of interventions. It offers secure access for partnership members and a mechanism to publish community safety profiles for smaller geographical areas.</p>	Delivered	
Encourage and enable our suppliers to play their part in achieving our digital aspirations by ensuring there is some obvious benefit to them, such as timely payment and early payment incentives. To do this, our systems need to be highly intuitive and easy to use.	Supplier incentive scheme to encourage suppliers to invoice the council for payments ahead of contractual timescales in exchange for a small rebate. Efficiency benefits for the council however early payment also offers significant growth and development of small business in Lancashire.	Delivered	<p>Early payment system went live on 21 August 2019 in partnership with Oxygen Finance, the UK's leading early payment solution provider to the public sector.</p> <p>Oxygen Finance are using the Authority's payment database to actively promote the scheme to suppliers not already signed up.</p>
We will replace iSupplier and achieve a 90% uptake of suppliers who interact with us digitally.	iSupplier will be replaced with the Oracle Fusion Supplier Portal. There will be an invoice scanning solution which will ensure all invoices will be sent to a single email address so improve invoice processing efficiency.	Ongoing	Since migration to Fusion, suppliers are being encouraged to self-serve in terms of updating their records, amending bank details, viewing payments and invoice status. The migration has presented some challenges which need time to resolve at which point the council will become more proactive in achieving the 90% target.

Priority 4: Build a stronger Lancashire economy

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Deliver on our role as one of the first regional Digital Skills Partnerships for the Department of Digital Culture Media and Sport. To map, promote and develop positive initiatives increasing digital skills within Lancashire. These will be continually developed and delivered to ensure the ongoing improvement of digital skills across all Lancashire residents to enable them to engage more easily with digitised council services, and empower them more generally in their jobs and day-to-day lives</p> <p>Work with others to provide and facilitate opportunities to develop digital skills across the Lancashire community. Working closely with Learning & Development, Museums, Lancashire Adult College, Public Health, the LEP, Children and Family Wellbeing we will work in partnership to further develop a programme of digital skills support, to build capability and confidence throughout our communities and local businesses.</p>	<p>Support resident focused digital upskilling to address skills gaps; encourage talent into the digital industry and address digital isolation.</p> <p>The council will continue to work with colleagues in the Lancashire Skills and Employment Hub and forge strong links between the Digital First strategy and Lancashire Skills and Employment Strategic Framework</p>	Ongoing	<p>Lancashire Digital Skills Partnership publishes research 'Lancashire's Digital Landscape' informing a strategic framework to drive Digital growth. Achievements against the Lancashire Skills and Strategic Framework include:</p> <ul style="list-style-type: none"> • Digital Inclusion – Through Second Digital Freedoms project working through COMF funding with Selnet and the Good Things Foundation Data Bank through Lancashire Libraries – gifting devices to adults and data, increasing access to digital health resources. • LDSP launch website regularly updated to ensure offering of free digital skills training, partnership activity and opportunities current for Lancashire residents • Tech Talent Charter continues to be promoted to businesses to drive greater diversity and inclusion in technology roles • Local Labour Market Information animation and presentations for use in schools and colleges on Digital and Cyber careers developed after consultation with young people. • Continued growth of Lancashire's Skills Bootcamps programme through significant DfE funding, sector specific skills and fast track interviews with local employers including Lancashire County Council. • BAE Sponsored #InspiringLancashire Programme with InnovateHer and Create Education programme for 1000s of young people expanded to include primary schools and a cyber focus. • Digital Careers Education – Successful TeenTech Festival; 8 Schools and Colleges achieved CyberFirst Recognition Status – Only 2 Gold Status Schools/Colleges in North West are in

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
Ensure our digital ecosystem grows by facilitating and strengthening links between employers and education			Lancashire; successful pilot of Cyber Fairy Tales Primary School Programme – coverage on BBC Local news as part of Lancashire Cyber Festival.
Provide advice and, where possible, funding, to ensure that all office and property development has the correct infrastructure and community support to enable the development of digital businesses and digitally skilled businesses – including Fraser House at White Cross, Strawberry Fields, The Landmark etc.	<p>Lancashire County Council will support the UK governments Gigabit Programme (Project Gigabyte) which targets broadband services to those properties which do not feature in commercial suppliers' plans i.e. rural and sub urban environments. LCC will support the rollout of superfast broadband by enabling development and utilising its assets to facilitate progress.</p> <p>LCC fund the provisioning of high-speed full fibre broadband to local authority connected schools and public buildings.</p>	<p>Ongoing</p> <p>December 2024</p>	<p>The Lancashire Superfast Broadband intervention has completed its last phase of delivery with over 150,000 residential properties and over 10,000 business properties with access to Superfast connectivity</p> <p>The Government's Project Gigabit programme for Lancashire is currently in development and it is expected that Building Digital UK, the Government's digital connectivity delivery agency, will issue a tender later in 2023. Currently, Building Digital UK are reviewing commercial plans to assess exactly where there needs to be public intervention to ensure Gigabit connectivity. County council officers are;</p> <ul style="list-style-type: none"> a) liaising with Building Digital UK to provide local intelligence as required; and b) forging links between the LEP and Digital Services to utilise LCC assets to facilitate progress <p>42% of schools completed as of April 2023</p>

Priority 5: Explore new digital technologies

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Explore and learn from the increasing number of examples where businesses and authorities are using new technologies. However, it is important we build a solid foundation and get the basics of becoming a digital first organisation right, before we fully explore these opportunities. Work within the "Data Centre of Excellence" to understand the nature and value of data across the Council and harness emerging technologies to present information seamlessly, reliably and where necessary, securely, in a manner best suited to the intended audience.</p> <p>Promote geospatial information/technology as the key to disseminating location-based information. As most data sets contain some form of location, that commonality can be used to bring disparate datasets together, determine patterns/trends within a particular area of interest and ultimately inform decision making.</p>	<p>Upgrade to new ArcGIS Enterprise mapping architecture (on-premises) and utilise ArcGIS Online (online/cloud-based solution) to leverage the latest mapping and data technology to support the priorities and values of Lancashire County Council (LCC). To promote data and the meaningful presentation of it to actively improve service delivery within the council.</p> <p>To foster improved collaboration with both partner organisations and residents in the Lancashire area</p> <p>To make wider use of GIS technology, away from traditional use cases found in Highways and Planning, by promoting in services areas such as Children's Social Care.</p> <p>To implement field working technology to capture data on the go to streamline workflows</p> <p>Continue to support town, parish, and district councils to gain maximum value from the solution to benefit their local communities</p>	Ongoing	<p>Lancashire County Council leads the way by upgrading Mario (Maps and related information) to ArcGIS online to deliver new mapping applications and dashboard capabilities; making information about Lancashire far more accessible to residents; officers and elected members. Key 2022/23 deliverables include:</p> <ul style="list-style-type: none"> • Enabling data to deliver >60 successful applications for Warm Space grants during December 2022 • Enabling data to support the council's response to the Avian Influenza outbreak in 2022 • Creation of a councilor dashboard to enable resident interactions relating to key highways information • Working alongside the Emergency Planning and Lancashire Resilience Forum (LRF) the team have built a working prototype for an emergency incident management solution. This will allow major incidents to be declared at the scene via mobile devices or control centres. Any impacted residents will be able to complete their details online which in turn informs rest centres to process evacuees as they arrive. Information about the major incident can be easily accessed and shared in real time to help inform emergency services. The prototype will become a showcase of what could be achieved on a national scale.

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
<p>Consider using more innovative methods to compliment the delivery of our services to users, where there are opportunities and demand to do so.</p> <p>Strive to continually develop and improve service delivery and customer experience through technological advances, working alongside the traditional and familiar.</p>	<p>Restructure the service to create capacity and specialist resources to identify improvement opportunities and deliver.</p> <p>Continue to utilise features within the business platform (Genesys) to support improvement initiatives</p>	Ongoing	<p>Since the 2022 Customer Access Service restructure we continue to make service improvements based on the feedback from our customers and councillors. Using our increased business analysis capability, the following improvements have already been achieved:</p> <ul style="list-style-type: none"> Residents have greater access to services and resolution opportunities at first point of contact using automation. The number of resident transactions resolved using automation equates to 50% of all voice contacts. This rate has remained stable throughout 2023 Our process for Blue Badge applications now incorporates online payments and enhanced self-service user guides. Both initiatives have resulted in 38% less residents requiring advisor input during the application process. In addition, where advisor support is required, by migrating the transaction from email to the telephony platform, we have seen a 16% reduction in the time taken to process a single application. In addition, based on customer feedback we have made further improvements to the renewal process which will positively impact customers with specific medical conditions, those over 80 years of age and those who are blind or severely impaired. By making amendments to our telephony system, residents applying for School Admissions online now receive guidance relevant to the key admission stage, making the whole process more intuitive and less likely to require advisor support. We anticipate further improvements as we embed our new telephony system implemented in September 2023.

By 2024 we will ...	Deliverable milestones achieved and in pipeline	Delivered/Target	Status
			<ul style="list-style-type: none"> Implemented a standard deviation model to support advisor personal development plans, to improve performance and optimise good practice across the service. Introduced a new 'Broadcast' system to enable real time communications to our advisor network using the telephone. This feature delivers a means to disseminate key service-related information and guidance quickly; auto allocate time to read and understand the guidance and analytics to evidence receipt of broadcasts. After successful implementation of our new telephony platform, we have now achieved our aspiration to present missed broadcasts to advisors on return to work after a period of absence. <p>Our new telephony platform and associated systems offer numerous opportunities for further improvements. Amongst other things, we are focussing on the potential of natural language processing which will allow us to work out much more quickly what the customer is calling about and improve the customer's experience through a speedier and more effective response.</p>

The next 12 months

- Continue to progress new and existing deliverables within the delivery plan.
- Begin building the next-generation Digital First strategy with a strong emphasis on:
 - Creating a resident-centric strategy to take account of their needs and encourage collaboration when setting aspirations
 - Working alongside partners including the health sector where we share ambitions to create a better service for Lancashire residents.
 - Improving our understanding of what digital inclusion means for Lancashire and untapping the potential to better support residents and exploit digital opportunities.

Please use the following contact details for all enquiries relating to the Digital First Strategy and Delivery plan:

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