

# Cognitive Council

Digital & IT Strategy 2023 -2027

Making delivery of services cognitive,  
through innovation and transformation



# Foreword



In today's digital world, our residents and businesses expect a seamless experience across all services of the Council. Building on the successful outcomes achieved through the adoption of technological changes over the last four years (2019-23), by combining the Digital and IT strategies over the next four years (2023-27), we aim to create a more inclusive, consistent and engaging customer experience that meets the needs of communities within Tonbridge & Malling Borough Council.



Councillor Kim Tanner  
Cabinet Member for Finance and Housing

Digital transformation has become a paramount objective for the Council, as we strive to enhance service delivery, engage residents, and optimise operational efficiency. A robust strategy is essential to harness the potential of technology in addressing the evolving needs of our communities. This Digital & IT strategy sets out the significance of citizen-centricity, data-driven decision-making, cybersecurity, and collaborative partnerships.



Councillor Martin Coffin  
Cabinet Member for Transformation and Infrastructure

# Retrospection: Digital strategy 2019-23

**Agile, Flexible work for staff.**  
Enabling remote working.  
95% of staff able to work remotely

**Telephone, emails and 99% of servers now cloud-based.**  
Enabling increased availability and flexibility by design

Further securing our critical data from ransomware and cyber threats  
Achieved Cyber Essentials certification for TMBC in November 2022

**In only the last 90 days!**  
blocked **317** phishing attacks,  
tagged **324,842** emails as spam,  
scanned **21,858** emails attachments for viruses

**Customer Experience**

Self-service cases on average increased by **11%** since the adoption of Digital Strategy

Enabling residents to self-serve with the new Citizen Accounts, enabling multiple queries to be managed in a single place.

Residents are able to self-serve via our app and website that has been available 100% of the time since going live in July 2021!

**Cost savings based on electricity consumption**

**Saving between £39k-£53k per annum**  
based on current unit price and average yearly consumption

**Customer mobile experience**

Over 5000+ mobile active subscribers on Android and Apple devices without any major campaigns for the take up.

Comparatively better response rate to notifications sent to our mobile app users on various communications.

**Supporting the 'Green Agenda'**

**73% reduction (34472kg of CO<sub>2</sub>/annum)**



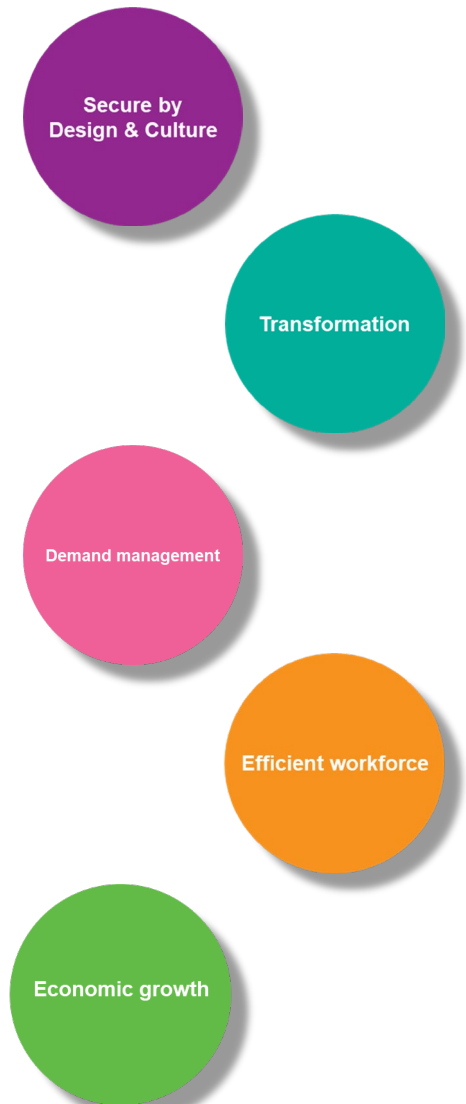
# Introduction

Having made significant progress over the last four years in migrating the Council's IT infrastructure and adopting enterprise technological platforms, this four-year combined Digital and IT strategy sets out the Council's five core digital priorities in meeting the challenges faced by the authority.

As the Council increasingly relies on digital infrastructure, ensuring the security and privacy of citizens' data becomes paramount. Hence, this Digital & IT strategy includes robust cybersecurity measures to safeguard sensitive information. This involves implementing secure networks, encryption protocols, and regular vulnerability assessments. Adequate training and awareness programmes will also be provided to staff and members to mitigate the risks of cyber threats. Additionally, respecting citizens' privacy rights and complying with relevant data protection regulations are crucial to maintain public trust and confidence in the Council's digital services.

The primary focus of the strategy will ensure that the Council remains customer experience focused, placing the needs and preferences of residents at the forefront. This entails developing user-friendly digital platforms and services that facilitate easy access to information, streamline processes, and promote citizen engagement. Examples include online portals for service requests, digital citizen feedback mechanisms, and interactive mobile applications. By embracing citizen-centricity, the Council will continue to foster trust, improve transparency, and build stronger relationships amongst constituents.

This Digital & IT strategy is instrumental in unlocking efficiency, improving service delivery, and empowering citizens. By adopting a citizen-centric approach, leveraging data-driven decision-making, prioritising cybersecurity and privacy protection, and fostering collaborative partnerships, the Council can navigate the digital landscape successfully. Embracing these components will enable us to harness the transformative power of technology, resulting in more inclusive, responsive, and effective governance. **This strategy places citizens at the heart of decision-making and leverages technology to build sustainable and vibrant communities.**



# Key challenges/drivers

- Cyber threats
- Growing demand for digital workplace & life-skills
- Increasing service demand
- Financial sustainability
- Climate Change demands
- Loss of resilience in the local economy
- Recruitment & retention challenges
- Public expectation of quality and efficiency of digital services (24/7)



# Digital Objective

## **Mission:**

To deliver the priorities of Tonbridge & Malling Borough Council (TMBC) through challenge, innovation and transformation, underpinned by technology

## **Vision:**

To become a 'Cognitive Council' where the communities and businesses we serve can interact with TMBC online instantly and securely 24/7 for the majority of our statutory services.

# Core Digital Strategic Priorities

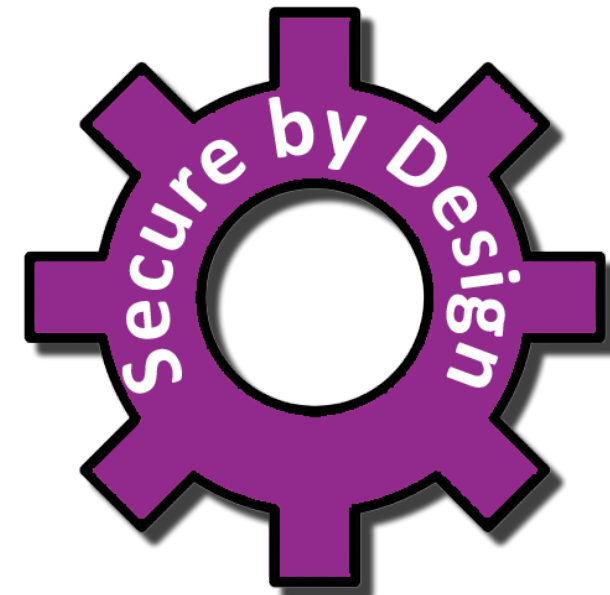
1. Secure by Design & Culture
2. Transformation
3. Demand management
4. Efficient workforce
5. Economic growth



# Secure by Design & Culture

Protecting the information assets of our residents, staff, and council's data and increasing the communities' trust in Tonbridge & Malling Borough Council. Enhancing the Cyber security posture of the Council through automation of security solutions to mitigate risk and vulnerability to the ever-growing cyber threats.

- Defender for Endpoint security solution
- Phishing and security awareness training
- Secure Cloud Backup Solution
- Enhanced Microsoft Licences to further secure and protect TMBC
- Investigation of solutions for Zero Trust Architecture
- Compliance solution to further prevent data loss
- PCI DSS certification submission
- New cyber awareness training e-Learning
- Investigation of AI based security solution to enable rapid cyber protection
- Security Templates to maintain compliance with achieving security standards
- Internal Phishing simulations for Cyber Awareness
- Cyber Essentials certification
- Security Centre vulnerability management for Endpoints to enhance and secure TMBC staff and residents' data
- Deployment of AI based security solution to enable rapid cyber protection
- Endpoint management to further reduce and remediate security vulnerabilities
- Automatic onboarding of TMBC devices to keep high security standards phased
- Obtain full discovery, categorisation, retention and defensible disposition to remediate risk and help protect data on file shares and on council's EDRMS platforms
- Automatic onboarding of TMBC devices to keep high security standards test group

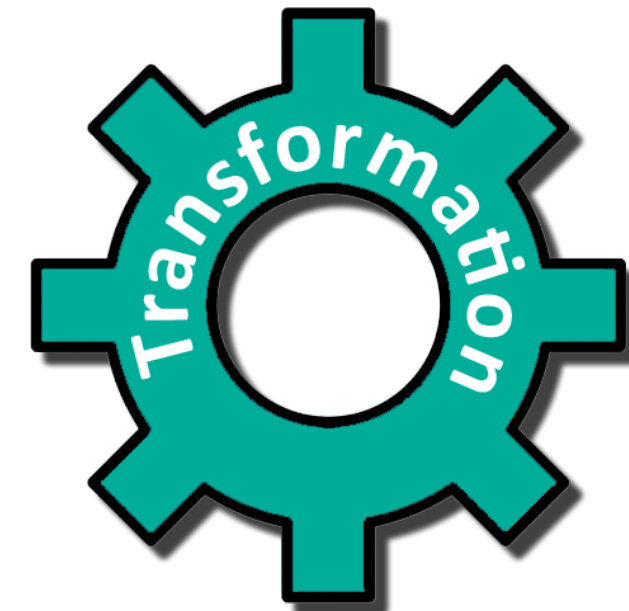




## 2. Transformation

Continually monitoring the effectiveness of services throughout the Council both front and back-office to better serve residents. Ensuring the optimum efficiency is achieved to provide best value for money, whilst improving quality of service offered. Using digital transformation, improving the Council's processes and enhancing customer experience by streamlining transactions. This in turn will reduce the demand on staff and contribute towards the Council's financial sustainability.

- MFD Printer re-procurement and reduction
- Decommission of surplus solutions for cost savings
- Catalogue information assets
- Converting physical media to digital formats
- Enable centralised outgoing post printing and enveloping allowing officers to send a digital copy of the post to the print room. The outgoing mail is then printed, enveloped and posted from the print room
- Move all (shared) media to the DMS and provide a search tool to find data
- Digitalisation of case handling by moving all customer inquiries and processes to the case management system



# 3. Demand management

Granting better access and speed to public services in one place when required to deal with ever increasing demand and further cementing the ‘One Council’ ethos. We aim to achieve this by enhancing customer experience through analysis of data with the use of cognitive services to better respond to our residents and enable 24/7 interaction with the Council. Thus, enabling authority to switch from servicing the demands to managing them.

- Providing Digital life-skills through partnerships working with Government bodies and security specialists to help residents to understand how to use technology safely and responsibly online to access our services digitally and other day to day activities such as being able to shop, bank, access online services or apply for jobs online
- Monitoring and AI analytics to improve resource allocation to public facing and high demand systems
- Automated communication and status updates during the processing of customer inquiries using the mobile app, SMS messaging, email and the case management system
- Automated proactive communication through the mobile app, SMS messaging, email, website and user accounts
- Provide context sensitive information on website and user customisable relevant information panels on their user account’s home page
- Automation of scaling of internal and external systems to cope with predicted and unpredicted workloads
- Provide proactive communication for businesses (events, interruptions...) by mobile app, SMS, email, website and user accounts
- Enable online booking for all events and appointments for the residents. Provide automated reminders and ability to reschedule their bookings



## 4. Efficient workforce

We will make our workforce efficient through automation of workloads, data optimisation and predictive analytics. This will create a continual monitoring of services and performance via dashboards to enable managers to be more responsive. Constant learning and improving on how we deliver services will contribute to better outcomes for staff and service experience for residents and businesses.

- Enabling digital skillsets for staff through partnerships working with Microsoft and security specialists
  - Moving first line support and standard communication to the customer services if it can't be fully automated
  - Scanning all incoming post and distribute to the staff electronically
  - Implement data retention rules on all systems and automatically delete data that exceeds the retention time
  - Deploy automated schedulers and route planners to optimise the workflows and schedules for the officers
  - Provide predictive analysis and reports for the directors, managers and services relevant to their field and in relation to the council as a whole
- Provide role specific analysis and reports to enable individual officers to plan and monitor their output and performance
  - Provide access to top level trend analysis and reports for all the staff to help them better understand the “bigger” picture
  - Provide outcome reports to all officers involved in a case during its lifetime and summary reports of all similar cases to help the officers better to understand the impact of their input and part in the process
  - Use intelligent algorithms to dispose data without perceived value, is outdated, redundant or trivial
  - Architecture investigation and best practice for central reporting source



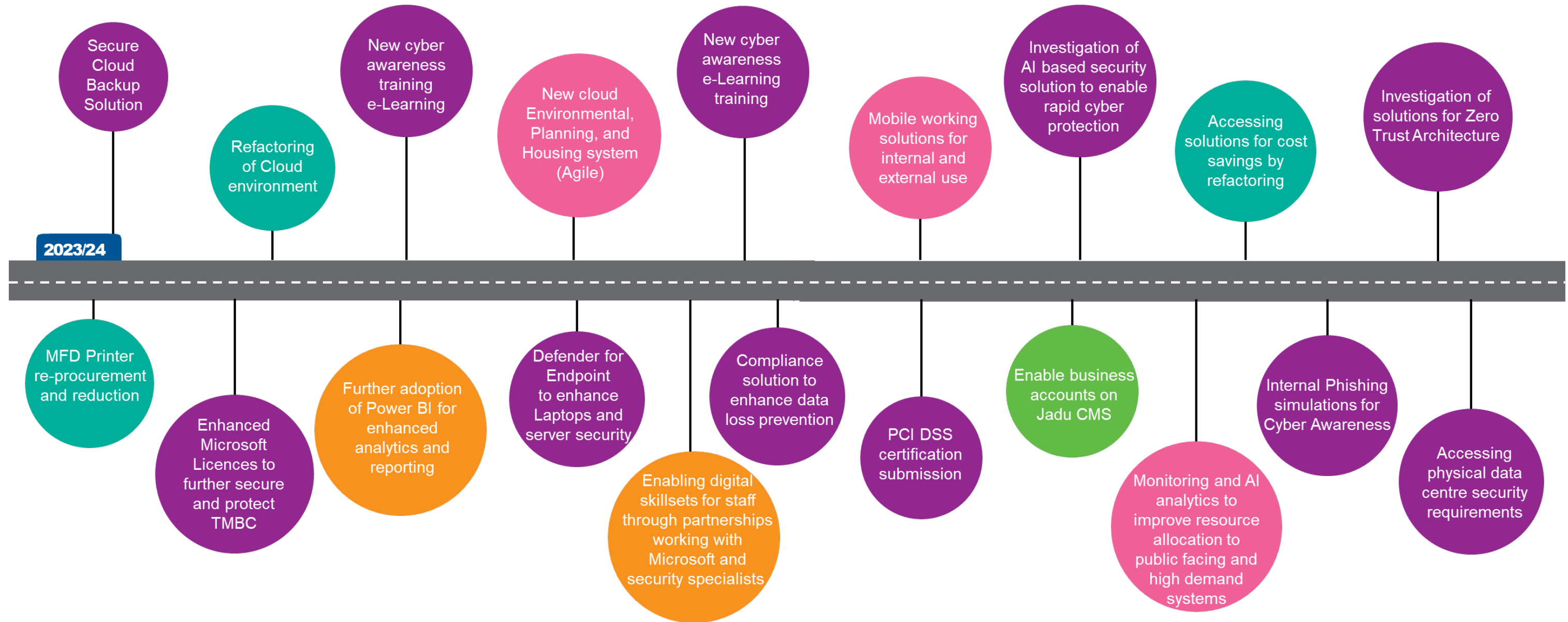
# 5. Economic growth

Promoting economic growth by enabling business to business (B2B) and business to consumer (B2C) relationships within Tonbridge & Malling Borough Council using the Council website and customer portals.

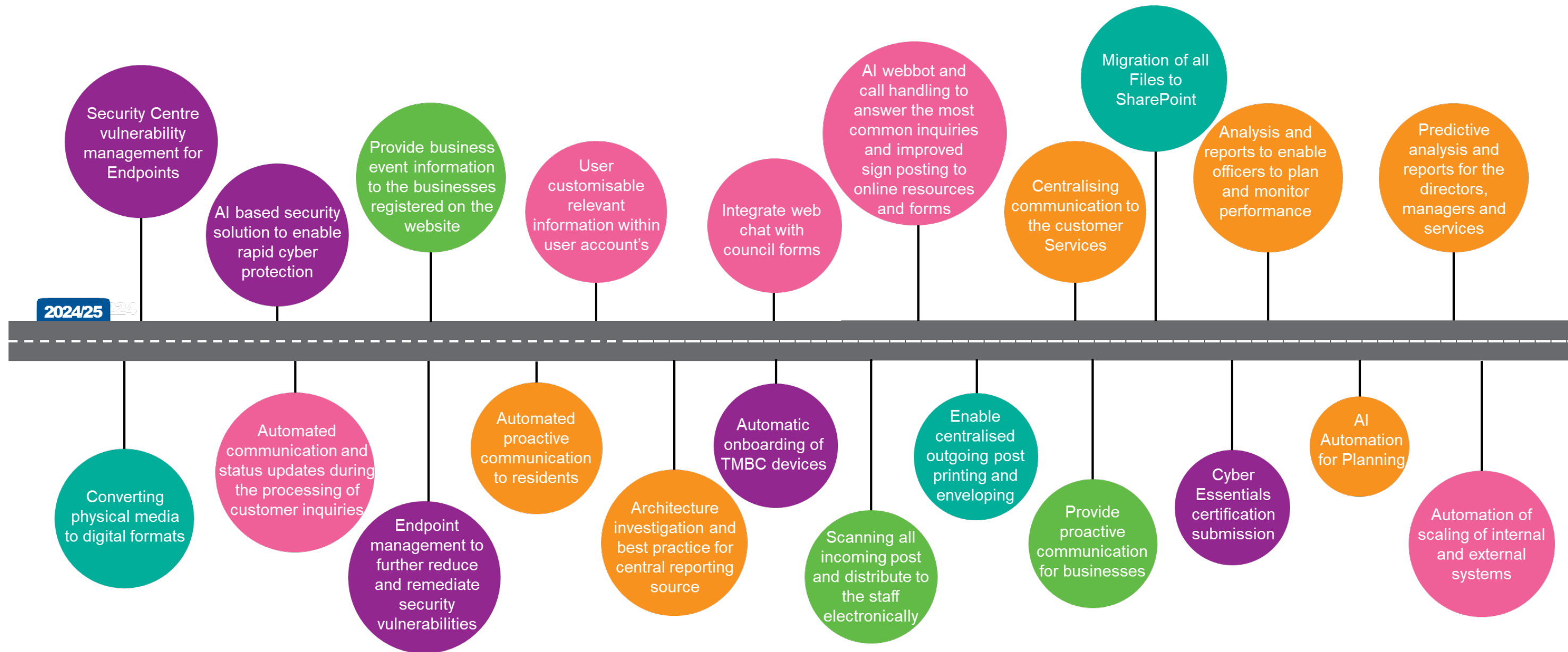
- Enable business accounts on TMBC customer portal (“My Business Account” on Jadu CXM)
- Provide business event information to the businesses registered on the website (“My Business Account”)
- Make the borough more attractive to businesses by providing borough centric business directory and discovery platform
- Enable businesses to find local services, resources and suppliers more easily through business portal (B2B)
- Provide borough centric business marketing tool through business directory (B2B advertising, discovery and product listings)
- Enable local business discovery to the website visitors and registered users by showing the businesses nearest to them (B2C)
- Provide opportunities for local businesses to advertise through the website, business directory and user accounts (B2C)
- Direct access to business related advice and forms from the business user accounts



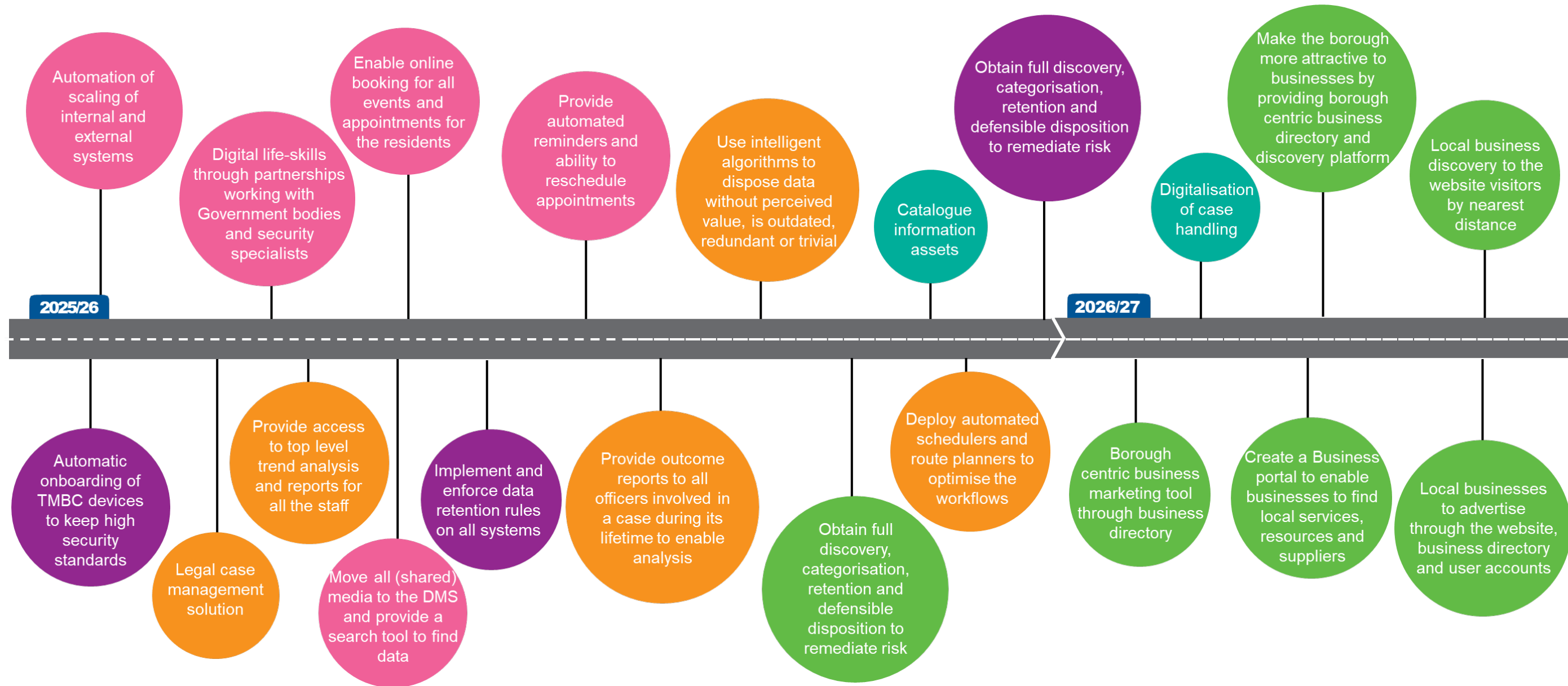
# Digital & IT Strategic Road Map 2023 - 2024



# Digital & IT Strategic Road Map 2024 - 2025



# Digital & IT Strategic Road Map 2025 - 2026



Underpinning our Corporate vision  
to be an innovative and forward-thinking council, that  
leads the people and businesses of the borough towards  
a vibrant, prosperous and sustainable future.

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The Ultimate outcome