



**Corporate Policy and  
Resources Committee**

**Wednesday 9<sup>th</sup> November  
2023**

**Subject: Digital ICT Vision**

Report by:	Director of Change Management, ICT and Regulatory Services
Contact Officer:	Nova Roberts <a href="mailto:nova.roberts@west-lindsey.go.uk">nova.roberts@west-lindsey.go.uk</a>
Purpose / Summary:	To seek to approve the new Digital ICT Vision

**RECOMMENDATIONS:**

**Committee are asked to:**

1. Approve the Digital ICT Vision, to provide structure to the delivery of the digital services in the Council.
2. Approve that minor housekeeping amendments to the Digital ICT Vision be delegated to the Director of Change Management, ICT & Regulatory Services, in consultation with the Chair of the CP&R Committee.

## IMPLICATIONS

### Financial:

None arising from this report.

FIN REF: FIN/154/23/MT/SL

### Staffing:

None arising from this report.

HR REF:

### Legal:

None arising from this report.

### Equality and Diversity including Human Rights:

Initial Equality Impact Assessment Part 1 and 2 in Appendix 2

### Data Protection:

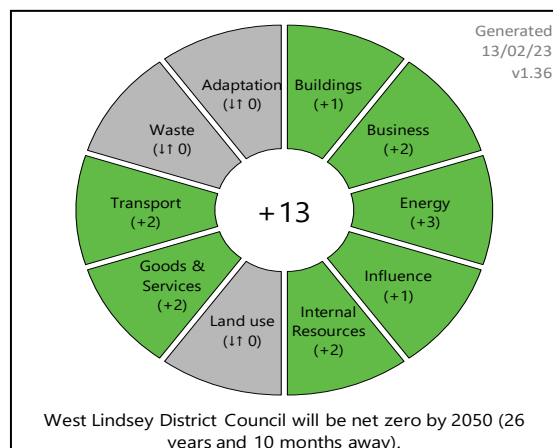
None directly arising from this report.

### Section 17 Crime and Disorder Considerations:

None arising from this report.

### Climate Related Risks and Opportunities:

A CESIA has been completed for this policy and is shown below:



CESIA risk assessment provides positive scoring in a number of areas including staffing as the strategy will release efficiencies and staff capacities; services to be delivered more efficiently using digital tools; improved choice for digital access to services and how services are delivered, reducing need for travelling and reducing mileage from fossil fuel vehicles; reducing the amount of office space/energy required to deliver services.

**Health:**

None arising from this report.

**RISKS AND MITIGATING ACTION:**

None directly arising from this report.

**Title and Location of any Background Papers used in the preparation of this report:**

ICT Strategy Roadmap 2018 [ICT & Digital Strategy 2018.pdf](#)

Appendix 1 - Draft Digital ICT Vision

Appendix 2 – Equality Impact Assessment Part 1 & 2 (Initial)

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

*i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)*

**Yes**

**No**

**x**

**Key Decision:**

*A matter which affects two or more wards, or has significant financial implications*

**Yes**

**No**

## Executive Summary

This report asks members to adopt West Lindsey's Digital ICT Vision, a copy of which is appended to this report. The Digital ICT Vision is a forward-thinking framework which will enable the Council to benefit from advances in technology and to be open to new opportunities in support of two key Corporate Plan objectives under the 'Our Council' theme:

1. To deliver high quality, customer centric services that offer an excellent customer experience and;
2. To deliver modern and sustainable services that offer quality of access to all.

The overarching Digital ICT Vision is for the Council to:

**“To enable modern, high quality services through digital technology that meet the needs of our customers and our staff.”**

The document attached as Appendix 1 sets out in full how this Vision will contribute to delivering the Corporate Plan. Members are asked to approve this Vision; and to approve the plan for implementation as set out in this report.

## 1. Introduction

- 1.1 At the beginning of 2020, a review was completed of the Council's current ICT Strategy however due to the pandemic the review and the recommendation did not reach committee stage. It is therefore timely to review the existing ICT Strategy and make recommendations in the form of a new Digital ICT Vision that reflects the Council's current position, the pace of digital change and where the Council needs to position itself to deliver future technology needs. The new Vision sets guidelines and gives us the capability to maintain a strategic perspective in support of delivering the new Corporate Plan.
- 1.2 Through the Council's flagship Together 24 (T24) transformation programme, we are re-designing services with our staff to enable them to think innovatively when identifying issues and challenges in delivering services to our customers. The aim of the T24 Programme is to design modern, efficient services, enabled by digital technology that puts the customer at the centre of everything we do and supports our staff to implement new ways of working through people led change. Having a Digital ICT Vision will support the delivery of this aim, both now, and in the future once the T24 Programme of work has ended and becomes embedded in our business as usual activity.

The new Digital ICT Vision contains guiding principles and proposes using the Council's existing business planning framework to understand the digital and technological needs of our services and to be able to respond accordingly. By adopting the Digital ICT Vision, the council can now build on the opportunity to learn from the T24 transformation and continue to modernise, looking at opportunities to invest in digital technology to make improvements and efficiencies both now and for the future.

- 1.3 With mounting pressures such as the cost of living crisis, high inflation, rising interest rates, energy insecurity, and disruption of the global supply chain, digital transformation presents a range of possible solutions to help mitigate additional pressure on Council services. . By employing smarter working practices as well as data-driven workflows, public services can ensure that the right decisions are being made to navigate these turbulent times.
- 1.4 The key focus is on being adaptable, delivering outcomes to align with the Corporate Plan through a clear focus on the impact and benefits for customers and officers. .
- 1.5 The Digital ICT Vision adds agility to our business planning process and commits to an annual Digital ICT Business Plan and Roadmap, which will be resourced adequately, and budget approved, whilst recognising that digital is only part of the solution.

## **2.0 Stakeholder Engagement**

- 2.1 Applying the principles of people led change, the Digital ICT Vision has been developed with our key stakeholders, namely staff, Team Managers, Change Management, ICT and System Development teams. In the absence of this being able to be presented at Leaders Panel, two Councillors with Digital ICT experience have been approached to enable them have a presentation on the Digital ICT Vision and provide feedback to further enhance the proposal.

The comments and feedback received from the first Member includes;

- Being supportive of the approach of the Vision, as it has the human element of both staff and customers at its core.
- Ensuring that training is included as a key aspect, for assurance of understanding, earning across the organisation and member awareness
- Suggestion to consult with other Councils to share best practice and to present back on the outputs and achieved results
- The inclusion of the developing Equality Impact Assessment for each CRM development, using established government accessibility guidance.
- Mapping for resource capacity and value across all Digital projects to provide reassurance on delivery and return on deliverables
- Consider the option in Digital development projects for the 'Minimum Viable Product' is a version of a Digital product with just enough features to be usable early staff and customers who can then provide feedback for future product development

## **3.0 The Digital ICT Vision**

- 3.1 Digital as a way of working is not just about the technology; it is always first and foremost about people led change and using Digital tools to enable the change.

The key elements of the Digital ICT Vision are:

- Supporting services to deliver the aims and objectives of the Corporate Plan
- Focusing on the impact and benefits for customers, by adapting access to services in line with wider technological advances now and in the future.
- Seeking to take advantage of changes in technology so our services can keep pace to provide choice to customers
- Aligned with the Business Planning process, to set an annual Digital ICT Business Plan, which is appropriately resourced and approved as part of the Annual Executive Business Plan and Medium-Term Financial Plan.
- Making business cases for change easier to develop and approve
- Recognising that digital is only part of the solution and must always enable and not hinder officers by exploring all options.

3.2 Implementing this Vision will deliver more choice for the customer, drive efficiency and improve value for money. Whilst ensuring that we can provide time in supporting those more vulnerable or in need, both to ensure they gain access to the services they require and wherever possible ensure, with support, they can access as much help and support digitally as is feasible.

3.3 To ensure that the recommendations of the vision can be fully considered, Digital and ICT is defined as:

**Digital:**

- The different types of technology tools available to improve how Council services are delivered.
- These tools help the Council to communicate and build relationships with customers, services, partners, or stakeholders, especially online.
- Using the most relevant Digital tools for the service areas means they can operate in a more efficient way, providing improved accessibility to services.

**ICT:**

- ICT is all the infrastructure, from the physical hardware through to the operating software that powers the delivery of the services systems.
- This technology resources are used to transmit, store, create, share or exchange information and data in the organisation.
- ICT supports the development of a Budgeted ICT Roadmap that aims to change, fix, or improve stability to deliver daily requirements.

3.4 **The Digital ICT Vision will:**

- Support the end to end redesign of services from a digital and technologically perspective through people led change
- continue to explore the options available to deliver online digital services that provide choice of access to our customers
- use digital technology to continuously improve our services; automating processes and using assistive technology

- use data and intelligence to support service redesigns and decision making, understand need, target service delivery, and to manage demand
- build knowledge of emerging technologies to support an enabling culture across the organisation that is creative, innovative, adaptable and inclusive
- demonstrate digital leadership across the whole organisation by embedding Digital in the business planning process to deliver the Corporate Plan objectives.

3.5 The approach is broken down into three clear sections:

1. The Digital ICT Vision statement
2. A set of Guiding Principles
3. A Digital Business Planning model with a document per Service and includes the ICT Roadmap for technical delivery

3.6 Some adaptability is required as the organisation continues to identify and embed the T24 recommendations; ongoing transformation requirements and continuous improvement; regulatory or policy changes; available funding or reprioritisation of service delivery, projects or programmes.

3.5 An important part of the implementation of the Digital ICT Vision is the ICT Roadmap that the ICT service works to. The ICT Roadmap is agreed in advance through the ICT Partnership Board, ICT Board and Finance team to monitor budgets and future procurement requirements.

#### 4.0 Guiding Principles

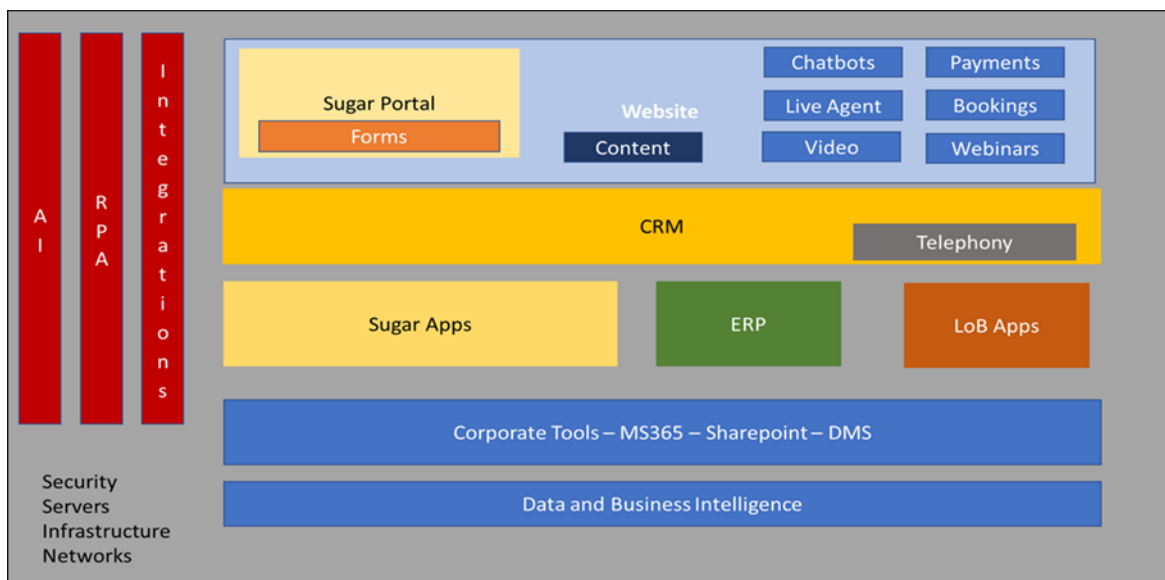
4.1 To shape the implementation of the Digital ICT Vision there is a set of Guiding Principles. These principles help to guide the organisation through the range of considerations and support the actions required to progress to the desired outcomes.

4.2 By following these, it ensures all recommendations, decisions, business cases and actions can be directed in an agreed and pre-approved direction. Aligned with the Business Planning process, approved as part of the Annual Executive Business Plan and Medium-Term Financial Plan.

4.3 The proposed guiding principles we will use are:

- **West Lindsey One Council** - The good of the organisation, aligned with the Corporate Plan.
- **Integrated** – Systems and processes would be integrated where necessary and at the right level
- **Cloud First** - Software as a Service will be the first choice for new systems.
- **Ecosystem** - Applications which is complementary technology over a number of individual separate systems to improve efficiency
- **Security** – Security of the Applications, Cyber, Storage and Estate is measured and reasonable, with effective and tested BCP, staff training and risk management

- 4.4 The Guiding Principles function as a checklist that we follow to ensure that any decision that we make continues to the Council to support the delivery of business plans. This enables the Council's Programme Boards to base their decisions on a consistent framework. When procuring or implementing new technology solutions, the Guiding Principles can also be a useful framework to test the new products against.
- 4.5 The Guiding Principles are designed to encourage conversation between teams to break down any service specific isolation or silos that may exist and to ensure that when technology options are being considered that the necessary pre-work has been completed including the impact of such decisions and on other parties and the teams. The Change team currently enables this, through engagement with Team Managers and through T24.
- 4.6 Sitting alongside these guiding principles will be the blueprint for council systems and technology:



This blueprint underpins the service redesigns where the solutions available may or may not be used by different services, or even processes within a service. Every redesign and review for continuous improvement will consider customer facing digital tools and ways to enable the teams for process improvements, more choice for our customers and efficiencies in delivery. This includes tools such as website accessibility and online forms, portals, webchat, chatbots and video.

## 5.0 The Digital ICT Business Plan

- 5.1 The business case for investing in technology is often not straightforward. However, the approach set out in the Digital ICT Vision mitigates many of the problems associated with investing in technology or focusing on the digital tool itself rather than the outcome.
- 5.2 Our overall model of delivering the Digital ICT Vision is to focus on the outcomes the Council wants to achieve. The Vision will therefore follow a simple approach



across both the organisation as a whole and individual service areas to support the development of Digital Business planning integrated into the existing business planning process and using the following questions to develop the business plan:

- **Ambition:** What is the council or service area needing to achieve?
- **Problem:** What is stopping the department from achieving the ambition?
- **Actions:** What actions do services need to take to achieve the outcomes required and move from where they are today and the ambition and outcomes they want to achieve?

5.3 From the list of actions identified in Business Plans, the Systems Development Team, Change Team and Project Management Office will create a list of achievable projects for each financial year that will return the greatest Return on Investment and ensure that the Council has the right funding, have an agreed phased implementation and resourcing in place.

5.4 Once a project is agreed through the Council's existing governance arrangements, it will be monitored and managed through the existing project management framework which includes robust project planning, change management and benefits realisation.

## 6.0 Digital ICT Delivery

6.1 As part of the Digital project delivery we use the **TOGAF** -The Open Group Architecture Framework development model, which is currently the most used framework for enterprise architecture, alongside Enterprise Architecture development model and the 5 stages of the ITIL (Information Technology Infrastructure Library) Service Lifecycle which are very similar:

<b>TOGAF Enterprise Architecture</b>	<b>ITIL's Service Lifecycle</b>	<b>WLDC's methodology equivalent – areas of responsibility</b>
<b>A. Architecture Vision</b>	Service Strategy	Service Areas, Business Plans and Progress & Delivery Reporting  Decision Making through appropriate Committee/s
<b>B. Business Architecture</b>	Service Design	Service Areas/ Change Management Teams / Programme Boards / Service Reviews and Redesigns
<b>C. Information and Application Architecture</b>	Service Transition	Systems Development Team
<b>D. Technology Architecture</b>	Service Operation	ICT Team

<b>E. Opportunities and Solutions</b>	Service Improvement	Programme Boards, Service Plans, Change Management
<b>F. Migration Planning</b>	Service/Programme Delivery	Systems Development, ICT Board
<b>G. Implementation Governance</b>	Programme Review	Portfolio Board, ICT Partnership Board,  Engagement with members, Key stakeholders and Team Managers engagement  Member engagement  Governance and decision making through appropriate Committee
<b>H. Architecture Change Management</b>	Continuous Improvement	ICT, Change Management

## 7.0 Measures of Success

- 7.1 We will take the time to evaluate our Digital projects against the outcomes and desired outcomes as part of our Project Management process. These are reported through Programme and Portfolio Boards with relevant operational delivery updates reported through P&D. This might mean that we evaluate the outcomes at the end of the project and the desired outcomes six to twelve months later and more deliverables are achieved. It is important that we relate our projects back to the desired outcomes and the Corporate Plan, especially if they relate to access to services, efficiencies and savings.
- 7.2 What this also shows is that Digital technology is only ever a part of the solution. It might be able to deliver the outcomes, but when we get to the desired outcomes we are looking at Digital to enable our staff and service delivery to change too. This is why it is key that the Digital ICT Vision is aligned to our transformation and the ongoing continuous Improvement programmes of our Council in support of delivering the Corporate Plan

**END**

**Appendix 1 Draft Digital ICT Vision Document (to be updated after chairs brief)**  
**Appendix 2 Equalities Impact Assessment Digital ICT Vision (Initial Part 1&2)**