Digital ICT Vision Draft

Digital ICT Vision:

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

- **To create a modern, customer focused council through people led change which adapts and operates in a thriving digital place.**

- **To provide reliable and fit for purpose Digital technology enabling the Council to deliver choice and quality services to customers.**

- **To promote an adaptable environment which maximises emerging technology and opportunities to best deliver the Corporate Plan.**

Introduction:

Building on the success of the Councils transformation programme our Digital ICT Vision helps to maintain our corporate plan to deliver:

- **Customers** We believe in putting our customer at the centre of everything we do
- **Our Council** Working together is crucial to being able to achieve the aims of the Council and deliver excellent council services.
- **Business Smart** and get things done, WLDC is constantly looking to deliver to the highest standards
- **Communicating Effectively** simply, clearly and concisely ensuring that the message is understood by all
- **Integrity in Everything,** we are accountable for all our decisions and actions

The Digital ICT Vision with Guiding Principles and Business Planning sets the focus, framework and plan to deliver and respond to the service improvements that we need to address.

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.

Through our Together 24 (T24) transformation programme, we have redesigned services with our people and enabled them to think innovatively to identify issues, challenges and inefficiencies. We have supported and encouraged our staff to take a fresh look at how we deliver services, identifying the challenges and listening to what our customers need. We have successfully designed modern services, saving us all time and money and implemented digital solutions and enabling technology along the way.

The context of 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.

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 rapid changes we made across the organisation in response to the pandemic highlighted the value that digital can bring to our lives and how adaptable it enables our services and people to be.

The Digital ICT Vision enables the organisation to then benefit from the pace of change and be open to the opportunities in this modern digital world.

This is a very different to any Digital Strategy before, in that we have removed the need for bold statements and restrictions on what we could or couldn't do. This new approach creates a new Digital ICT Vision with Guiding Principles with a Business Planning which sets the focus, framework and plan to deliver and respond to the issues that we need to address to deliver our corporate priorities.

We see Digital as not being just about new technology but what we do with it, led by services experience in service delivery and user-centred design, to make a difference to people's lives.

Digital is about working together with a focus on staff, customers and their needs. It is about working in an open way, sharing data, information and knowledge. It's about delivering new customer experiences and reducing our impact on the environment when designing and delivering services.

The key focus is on being adaptable, delivering the promised outcomes to align with the corporate plan with a clear focus on the impact and benefits for customers and officers on enable improved delivery.

The strategy adds agility to our council's Business Planning process and sets 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.

The Council has taken the opportunity over recent years to transform at services through a successful programme, where services have been redesigned with our people and enable them to think innovatively to identify the issues. This programme has taken a fresh look at how we deliver services, identified the challenges and listened to what our customers need. We have designed modern services, saving us time and money and implemented digital solutions and enabling technology along the way.

Digital, both outward and inward facing is imperative in today's world. Whilst the Covid pandemic has forced some change at a greater pace than previously achieved, it was the direction that the world was already heading in.
This Digital ICT Vision gives the Council the basis to move forward with confidence so that it can adapt to future technological changes and improvements over time to optimise the way that we use advancements to the Council's benefit.

To ensure that the recommendations of the vision can be fully considered a clear definition of Digital and ICT is provided:

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 (Appendix 3 updated version to follow) that aims to change, fix, or improve stability to deliver daily requirements.

Digital ICT Vision: How does this look and feel?

Based on the successful delivery of T24 and the processes utilised, we will consistently challenge ourselves to continuously improve and consider new ways to deliver services, making sure we are doing the right things in the right way.
Through Change Management, we continue to provide the right conditions and culture for people-led change. This will ensure that we listen and support our people to support the change required to creatively tackle issues and where innovation becomes the norm.

The Digital ICT Vision will:

- Support the end to end redesign of services from a digital and techologically 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.

The approach is broken down into three clear sections:

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

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.

An important part of the implementation of the Digital 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.

Digital ICT Vision: Guiding Principles

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.

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.

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

The Guiding Principles function as a checklist that we follow to ensure that any decision that we make continues to create an advantage. This enables our 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 assess the new products against.

The Guiding Principles are designed to encourage conversation between teams to ensure that when technology decisions are made 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.

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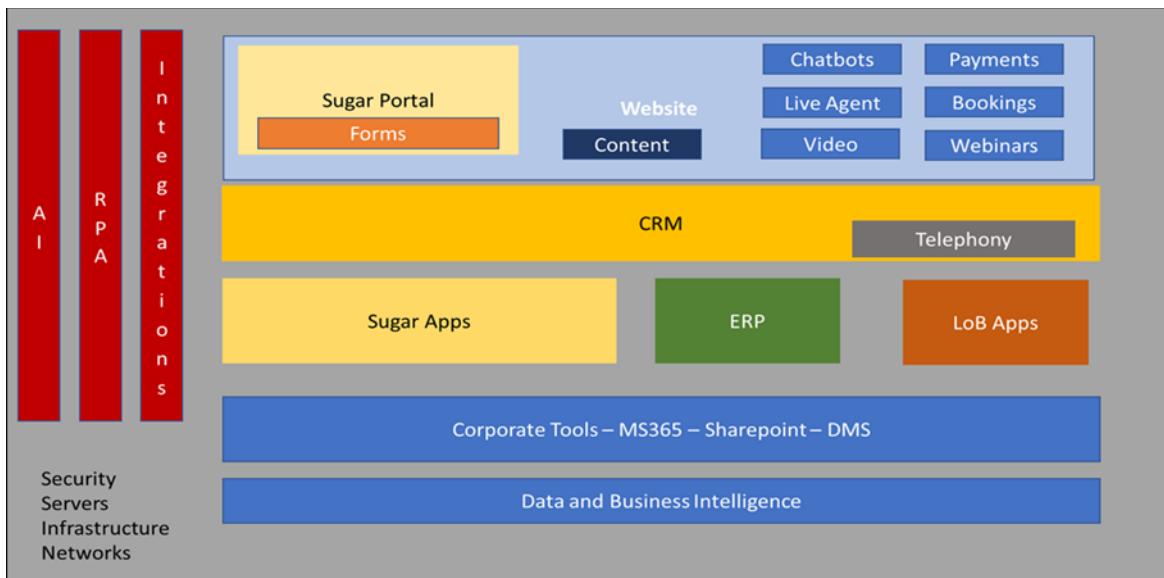
This blueprint underpins the service redesigns where the solutions available may or may not be used by different services, or even processes within a service. Every review will consider customer facing digital tools and ways to enabler the teams for process improvements, more choice for our customers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

All tools are considered as part of the whole customer journey including where Customer Services are more involved and therefore the CRM build, alongside the mid-office requirements with deeper access to a range of service systems and finally the back-office improvements.

All this runs alongside option to consider new automations, such as Robotic Process Automation (RPA), and Artificial Intelligence (AI) where applicable. This provides us with the start of an 'ecosystem' of tools that are identified for services to choose from to develop recommendations as part of continuous

improvement and this ecosystem underpins the transformation work within the council.

There will be times where we may need to consider options outside of this blueprint and this is where adaptability is required to enable the council to be encouraged to trial where the technology has been identified to fix a problem that a service area has, and where we need to go wider than just the application immediately available.

Digital ICT Vision: The Business Plan

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.

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:

The Vision will therefore follow this simple approach across both the organisation as a whole and individual service areas to support the development of Digital Business plans:

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?

In short, this can be summarised as, where are we today, where do we want to be and what is stopping us from getting there. The actions are then how we bridge the gap. There will be multiple options for actions, some that cover a single problem and some that cover many.

From the list of actions developed in the Service Business Plans, the Systems Development Team, Change Team and Project Management Office will create a list of achievable projects for each financial year. The team will ensure that we have the right funding, have an agreed phased implementation and resourcing in place.

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.

Once the Business Plan has been approved then new projects being added to the plan will either need to be resourced from the current capacity, which will mean a different project will need to be halted or re-scheduled or additional

resource brought in. This will provide Financial assurance across the ICT Roadmap and planned investments in Digital.

When we move into project planning, delivery and then benefits realisation, you can see from the diagram below, we will be identifying benefits, impacts and outcomes at the very start of planning the programme. Therefore, although the Digital ICT Vision is vitally important, we will ensure that the impact and benefits are the focus.
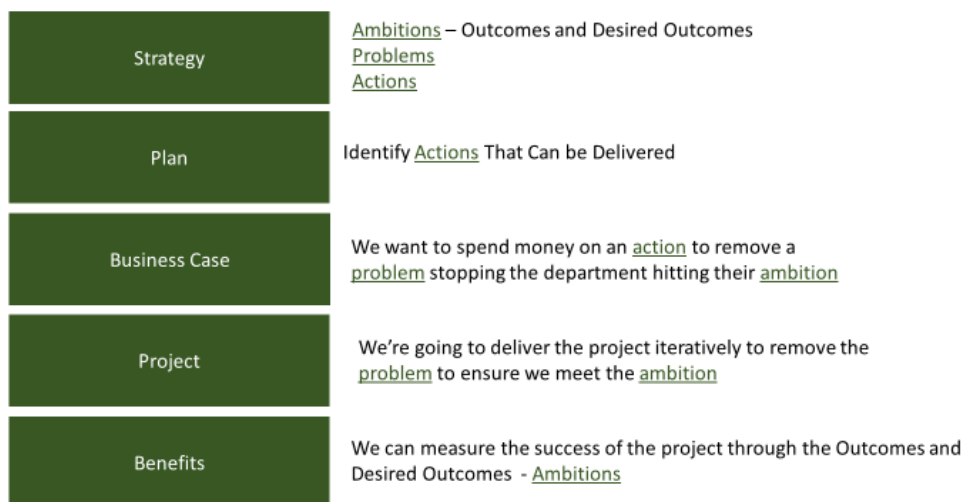
Digital ICT Vision: The Delivery

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

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

G. Implementation Governance	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
H. Architecture Change Management	Continuous Improvement	ICT, Change Management

Digital ICT Vision: Measures of Success

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.

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

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