



**Committee: Corporate
Policy and Resources**

Date: 14th June 2018

Subject: ICT & Digital Strategy

Report by:

Executive Director of Resources

Contact Officer:

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Purpose / Summary:

To advise and seek approval of the Council's
ICT Strategy for the future.

RECOMMENDATION(S):

- 1. To approve the adoption and rollout of the ICT & Digital Strategy**

IMPLICATIONS

Legal:

None

Financial : FIN/46/19/TJB

The Strategy recommends the following –

1. Procurement of an ERP system. (Soft market testing is being undertaken to inform of potential costs)

OR

2. Procurement of a CRM system

3. Specify and procure a number of replacement business applications compatible with any ERP system.

It is therefore evident that significant investment will be required to deliver the proposed strategy.

Existing budgets in the Capital Programme include;

Finance £150k

Customer First Programme has £181k

Channel Optimisation £50k

In addition there are base revenue budgets for current system licences/maintenance and support, which can be offset against any ongoing revenue costs of new systems.

Business cases with full financial implications will need to be developed for any new acquisition and prior to reporting to the Corporate Policy and Resources Committee for approval.

Staffing :

No direct implications for staff, although staff resource will be required to support the various implementation projects.

Equality and Diversity including Human Rights :

Each individual business case for projects within the strategy will be assessed as part of its implementation for E&D implications

Risk Assessment :

The Strategy contains a significant number of changes to the future of ICT in the Council. As such a business case will be undertaken for each significant change to ensure that all risks associated with the strategy have been understood and mitigated. The overall risk is that integrating a significant number of systems may be more complex and costly than anticipated.

Climate Related Risks and Opportunities :

Use of Cloud technology will reduce the Councils overall electricity consumption

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

None.

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

x

Executive Summary

1. Introduction

- 1.1 The use of ICT is a key component of the Councils Service Delivery capabilities; and the ability to deliver services is now highly reliant on technology and business systems.
- 1.2 Technology, particularly digital technology, continues to develop at a staggering rate and consumers, residents and business are constantly offered new and emerging technological solutions; in the wider corporate and retail world. These quickly become adopted; and customers expect that technology to be offered as the norm.
- 1.3 Whilst the Council is heavily reliant on technology, it can be considered outmoded in the ICT solutions it uses; which are designed for traditional Council operations. In particular, in the case of digital capabilities, our Customers can find that the Council lacks interaction capabilities that are the norm in the wider commercial world.
- 1.4 As such, the Council has developed a future ICT and Digital Strategy to address this situation, and to move the Council to a more modern fit for purpose ICT architecture, which supports our Corporate Plan, and key aspirations for future service development. In particular, the Councils Customer First Transformation Programme is heavily dependent on enabling technology to achieve the ambitions and outcomes to deliver our vision of 'putting the Customer at the centre of everything we do'.

2. Strategy Timeline

- 2.1 The ICT & Digital Strategy provides a framework for the management and improvement of WLDC's ICT over the next three years. It outlines the key areas to be focused upon and details the priorities in terms of planned projects and deliverables. The clearly defined plan provides a means to track and monitor progress as the Council develops their services over the life of the strategy.
- 2.2 The strategy extends to a three-year programme for the ongoing use of technology and information as looking any further forward than this provides limited value (predicting technology advancements that far ahead is difficult in a rapidly developing market). Having said that, any IT decisions made in the short term will consider the likely future developments at the Council to ensure that they are not taking the organisation down a route which may have short term benefits but are not fit for purpose in the longer term.

3. Strategy Scope

3.1 Within this strategy, the focus is on six key areas which are fundamental to the strategic direction of ICT at West Lindsey. These are:

- Application Improvements;
- Agile Working;
- Omni-channel Service Delivery;
- Excellent Customer Services;
- ICT Governance; and
- Technology Changes

Although there are many projects identified in this strategy, and all are important to the improvement of services at WLDC, these six headlines are the catalyst for bringing the most significant business change.

3.2 The details of each of these strands are found in the Strategy document itself which can be found in Appendix 1.

4. Expected Outcomes from the Strategy

4.1 The implementation of the ICT & Digital Strategy will revolutionise the way the Council delivers its services technologically. It will...

4.1.1 Provide a significant improvement in the way our Customers can access services and information, along with delivering advanced digital solutions for those that want to use them.

4.1.2 Create an enhanced integrated business systems core, allowing the Council to have rich data on its customers, its operational performance; and intelligence to improve our services for the future

4.1.3 Deliver efficiencies and cost reduction savings as the Council automates and digitalises processes and information, which can be readily accessed in digital ways by staff and customers alike.

4.1.4 Reduce infrastructure overheads as the Council moves to a Cloud First strategy and integrated core products, reducing support costs for ICT over time.

4.2 Some of the (many) key differences that the implementation of the Strategy will achieve are:

4.2.1 Greater self-service digital options for our Customers, including an Account and Service Management Portal, Automated Telephony Options (for out of hours servicing) and adoption of digital technologies such as webchat, virtual assistants and digital kiosks.

- 4.2.2 Integrated Access Channels, with shared data and processes, meaning that information on requested services and contacts will be available to Customers and Employees alike, irrespective of which channel they may have contacted us, or how often they have interacted.
- 4.2.3 That same information can be used by the frontline staff to resolve simple queries at the first point of contact, greatly increasing our first time resolution rates; and meaning that Customers get answer quicker and easier.
- 4.2.4 The use of Artificial Intelligence to help with automation and digitalisation both in terms of Customer interactions, and back-office processing, releasing staff to concentrate on the more complex processing.
- 4.2.5 A smaller set of integrated business applications, which will provide a more comprehensive corporate approach to operations, and reduce the cost of business applications for the Council
- 4.2.6 Adoption of a Cloud First Strategy, which will (overtime) decrease the cost of ICT support and infrastructure for the Council.
- 4.2.7 Improved field working technology, meaning that Employees can better serve our Customers when out in the field, access information and record their activity or decisions without need to return to the office; making them more productive and reducing travel time and cost.

5. Conclusions

- 5.1 The benefits that the ICT and Digital Strategy bring to both the Council and its Customers are significant and as such it is recommended that the content of this Strategy are noted; and that approval is given for its adoption; and rollout.