

REPORT TO	ON
CABINET	13 February 2019



TITLE	PORTFOLIO	REPORT OF
Digital Strategy 2019-2022	Cabinet Member (Corporate Support and Assets)	Director Customer and Digital

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	<b>Yes</b>
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	<b>Yes</b>
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	<b>No</b>
Is this report confidential?	<b>No</b>

## 1. PURPOSE OF THE REPORT

- 1.1 To seek approval from Cabinet to adopt a three year Digital Strategy to establish a clear direction, for how we will transform using Digital and technology over the coming years. The strategy which is attached at **Appendix 1** to this report sets out the context for our “Digital to improve” programme of Digital Transformation, which will support and enable us to deliver on the objectives of our Corporate Plan 2019/20-2022/23 and Medium Term financial Strategy.

## 2. PORTFOLIO RECOMMENDATIONS

- 2.1 That Cabinet supports the adoption of the three year Digital Strategy.
- 2.2 That Cabinet notes the consultation undertaken to date to help inform the strategy.
- 2.3 That Cabinet notes the arrangements for the effective implementation of the Strategy through the Digital to improve programme.
- 2.4 That Cabinet notes the allocation of resources within the capital programme to fund the Digital Strategy on the basis of invest to save principles

## 3. REASONS FOR THE DECISION

- 3.1 This Digital Strategy directly supports projects aligned with our Corporate Plan priorities, as well as existing projects identified within our Medium Term Financial Strategy and Transformation agenda.

## 4. CORPORATE PRIORITIES

- 4.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	x
Health and Wellbeing	
Place	
People	

## **5. BACKGROUND TO THE REPORT**

- 5.1 In the modern age, digital and technology initiatives are extremely effective in improving customer experience, increasing efficiency, empowering the workforce and modernising the way we interact with our people – whether customers, colleagues, elected members or the public. For this reason, the strategy comprises four key themes: Colleagues / Members, Customers, Operations and Services. These themes form the basis of our programme and shape the context of the strategy.
- 5.2 Naturally, Digital and technology enhancement and innovation carries with it an investment requirement. Many of the projects embedded within the strategy are transformative in nature, and as such will be potential candidates for resourcing via the Council's Transformation Fund, where not covered by agreed capital and revenue budgets. Business cases will be produced that quantify both the fiscal and non-fiscal return on investment for all relevant projects. It is envisaged that while potentially significant investment will be required over the coming years, longer term savings will be realised resulting in an overall net benefit for the Council.

## **6. PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)**

- 6.1 A number of initiatives have been identified through the consultation with the organisation to guide the digital strategy outcomes. These include:
- Agile workforce
  - Connectivity enhancement
  - Customer appointments & notifications
  - Customer payment processing
  - Data, analytics, Business Intelligence and reporting
  - Digital Inclusion Initiatives
  - External collaboration
  - Information Communication Technology (ICT) Service Improvement
  - Learning & Development
  - Paperless council
  - Security/Compliance and Authentication
  - Systems Integration & Automation
  - Systems review & rationalisation
  - Telephony & Real-time communication
  - Website, self-service & customer digital interaction
- 6.2 Many of these are major innovative technological initiatives requiring potential significant investment over the coming years. The exact approach and specific solutions for many of these will be developed in due course.
- 6.3 At this time there are initiatives in the strategy designed to review systems relating specifically to the shared services arrangements. This will allow us to review systems on a broader scale as part of our own internal service review process. The potential challenges here could be around different approaches in other areas, for example differing Business Continuity/Disaster Recovery approaches, differing ICT Service Management models and Standards etc. Shared Service models can be explored once we have decided what the service delivery model is, what ICT will be required and whether we can generate efficiencies through the joint use of common ICT. It is important that we do not allow the ICT to drive our service model.
- 6.4 Three main challenges have been identified and these are:
- Website, self-service and customer digital interaction/service delivery leading to channel shift toward digital
  - End-to-end data flow (front-end forms to back-end systems), as well as automation between internal systems

- Modernising the employee workspace and creating an agile working environment
- 6.5 How the challenges will be faced will be by developing the strategy for the coming years, scoping key initiatives identified by the strategy, developing cost models/business cases and secure funding and engaging and delivering projects over an appropriate timescale
- 6.6 The key desired outcomes we wish to achieve are as follows:
- Channel shift resulting in increased efficiency and reduced cost of transaction
  - Improve customer satisfaction and experience of dealing with the authority
  - Creating an agile workforce that is empowered by seamless, effective technology capabilities
  - Drive efficiencies from internal process improvements and systems automation
- 6.7 Progress will be reported to the Programme Board and elected members in line with the performance updates on the Corporate Plan. Further details will be provided on this by way of the developing Digital Strategy performance framework.

## **7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

- 7.1 A significant amount of consultation has taken place with a range of stakeholders including elected members, staff, residents and business representatives. Open elected member drop-in workshops were held. Three sessions were scheduled and publicised, and two saw attendance with representation totalling ten at each session. Additionally, the online Digital Strategy survey was promoted to elected members at a number of Council meetings by members of the ICT service.
- 7.2 The consultation has been a mixture of face-to-face and online.
- 7.3 The consultation outcomes have been instrumental in the content of the Strategy and have also informed supporting documentation including the Vision, Current State, Service Catalogue and Gap Analysis documents.

## **8. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 8.1 If the status quo was to be maintained, it is likely that the Council would miss the benefit of added value to its services together with wider promotion Digital inclusion, participation, and creating active citizens.
- 8.2 The lack of an effective Digital Strategy presents risks to the Council's delivery of our Corporate Plan and Transformation.

## **9. FINANCIAL IMPLICATIONS**

- 9.1 The Digital Strategy and associated Digital to Improve programme will be delivered through a combination of existing ICT budgets, Capital budget of approximately £200k per year of the programme and transformation funding dependant on satisfactory business cases and return on investment.

## **11. LEGAL IMPLICATIONS**

- 11.1 There are no direct legal implication arising from this report.
- 11.2 Legal services will be consulted on development of any processes to ensure it meets all statutory requirements with regards access to opportunities and responsibilities and relevant duties.

## **12. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

12.1 Human Resources will be consulted on any impacts to service and structure changes, as well as opportunities for the Council to support skills and learning.

**13. ICT/TECHNOLOGY IMPLICATIONS**

13.1 The Digital Strategy will significantly enhance the Council's capacity to respond to ICT/Technological developments and help secure value for money in doing so.

**14. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

14.1 The Digital Strategy will provide support for agile and paperless working through planning office space, potential building closures and changes in culture.

**15. RISK MANAGEMENT**

15.1 The digital Strategy and supporting Digital to improve programme will be performance managed through the Corporate Plan Programme Board and therefore any potential risks will be identified and mitigated actions taken.

15.2 The digital strategy will support our data protection requirements and mitigate data breaches.

**16. EQUALITY AND DIVERSITY IMPACT**

16.1 The Digital Strategy has the ability to assist the Council in its commitments to equality and diversity. It is recognised in the Strategy that reasonable adjustments will be made where possible and also that individuals are not excluded as a result of its implementation.

**17. RELEVANT DIRECTORS RECOMMENDATIONS**

17.1 That Cabinet supports the adoption of the three year Digital Strategy.

17.2 That Cabinet notes the consultation undertaken to date to help inform the strategy.

17.3 That Cabinet notes the arrangements for the effective implementation of the Strategy through the Digital to improve programme.

17.4 That Cabinet notes the allocation of resources within the capital programme to fund the Digital Strategy on the basis of invest to save principles

**18. COMMENTS OF THE STATUTORY FINANCE OFFICER**

18.1 The Digital Strategy supports the transformational programme of the Council. Amounts spent will be made on invest to save / earn projects. The investment will also support ongoing requirements for data protection and data analytics, the latter being used to provide robust demographic and other information to support operational decision making.

**19. COMMENTS OF THE MONITORING OFFICER**

19.1 The Digital Strategy constitutes a more structured approach to the provision of our ICT requirements. It will be a vital component in our transformation agenda. When it comes to any proposed expenditure we shall ensure that all proper procurement exercises are followed and that appropriate contractual documentation will be entered into.

**20. BACKGROUND DOCUMENTS**

None

**21. APPENDICES**

21.1 Appendix 1 – Digital Strategy

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