

Digital, Data and Technology Strategy

2024 – 2027



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Foreword

Our council vision **'serving people, improving lives'** is at the heart of everything we do.

Rightly, residents expect our services to be responsive, reliable and secure, and our decision making to be evidence-based and transparent.

None of those things are achievable without access to accurate and timely data, or without the systems on which the council relies day to day.

We are already a digital Council. Technology underpins almost everything we do, helping our employees to work efficiently, to collaborate with one another and with our partners, and provides us with the systems that support the running of our services.

But we know there is more to do. To meet the expectations of the people we serve in a world that is changing rapidly, we cannot afford to stand still.

Our residents tell us they want to be able to request services 24/7, to track where their requests are up to in real time and to be able to do more things online. They also want us to get more things done right first time and use what they tell us to improve our services on an ongoing basis.

Our employees tell us they want to improve how they deliver services by making better use of the technology we already have, and by us better joining up how we work.

Finally, our budget position and reductions in funding at a time when demand and costs are increasing, means we simply cannot afford to do things the same way we have always done. We need to change, to accelerate the pace of modernisation, and to make maximum use of the technology available to us so we can continue to provide high quality services while maintaining low long-term operating costs.

This Strategy includes initiatives already underway and investments that are needed to take us forward to meet the Council's ambitions. In the first year of this Strategy, our focus is on re-setting our ICT foundations to ensure that as we make greater use of technology, we have the modern capabilities and capacity needed to support our wider ambitions. We will also focus squarely on the needs of our customers - implementing new technologies and ways of working that give us flexible, joined up solutions so that we can deliver more efficient and effective services that meet their needs, as well as ensuring our staff have the confidence and skills needed to make the best use of the technologies we implement.



We know that during the life of the Strategy things will change. To manage this, we will create a framework for ICT delivery that means we hold fast to our vision and principles and can adapt our delivery plans as things change, ensuring we have the agility to respond to changing circumstances.

Finally, as we become more digital, it's important we are inclusive and that we support our communities appropriately. While data tells us that most people in Gedling can, and want, to use digital services, we know there are some that can't, or don't. We need to ensure we design our services to be inclusive and meet everyone's needs, so that by creating more efficient services using technology, we can continue to create the capacity to support people who need our help the most.

Mike Hill, *Chief Executive*

A handwritten signature in black ink, appearing to read 'Mike Hill', written in a cursive style.

1 Introduction



Gedling's Digital, Data and Technology Strategy is central to the Council's transformation efforts and a critical enabler of more customer-centric, efficient ways of working. It sets the direction for how we will deliver better services for customers and how we will organise ourselves more efficiently, enabled by Council wide standards and approaches to service design, underpinned by joined up data and technology solutions.

At the heart of the strategy are six target outcomes. Our approach to Digital, Data and Technology will support us to:

- Be more joined up.
- Deliver easy to use services.
- Create more efficient ways of working.
- Ensure responsive, reliable services.
- Keep our data secure.
- Make better use of data insights in our decision making.

The Digital, Data and Technology Strategy supports The Gedling Plan 2023 – 2027, with an overall vision of "Serving People, Improving Lives" and four priority areas of focus:



Economy
To encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities, and promoting an economy that attracts visitors throughout the day and supports leisure activity.



Community
To enable a resilient, empowered, connected, inclusive and healthy community.



Place
To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency.



The Council
To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.



2 Purpose



The purpose of this strategy is to provide a clear vision and direction for Digital, Data and Technology within Gedling over the next three years. It sets out our ambitions for improving our ways of working by making better use of technology, with the aim of helping us to become more efficient and customer focused in how we deliver our services.



The following chart shows how the Digital, Data and Technology Strategy supports aspects of the Gedling Plan.

Strategic theme	To achieve this, over the course of this Strategy we will:
<p>Economy Skills and employment Business Town and local centres Visitors</p> <p>Community Poverty and the vulnerable Children and young people Equality, Diversity and Social Inclusion Health and Wellbeing</p> <p>The Council Customer engagement Innovation and improvement Governance and compliance Financial management Healthy workplace</p> <p>Place Cleanliness, environment and climate change Pride of place Community protection Housing</p>	<ul style="list-style-type: none"> • Bring data together to better understand our customers, their needs, and their experience of interacting with the Council. • Use digital technologies to support customers who can self-serve to do so, so we create capacity necessary to support our most vulnerable residents. • Use data, digital and technology to innovate and transform our services, improving outcomes and enabling more efficient ways of working. • Improve the resilience of our technical infrastructure to ensure service continuity is maintained. • Manage our data effectively to ensure personal information about people is secure and managed in compliance with the law. • Present the data held in our systems in ways that enable us to make sound decisions about our finances and our assets and to help us to manage our resources wisely. • Support our colleagues and communities to develop digital skills and capabilities, including enabling digital inclusion. • Design our services in an inclusive way, considering the needs of all our customers. • Maximise the use of digital technologies in the efficient promotion and delivery of health and wellbeing activity. • Seek to minimise our carbon footprint by using technology to optimise how we deliver our operational services. • Support the cleanliness of our environment by ensuring timely access to customer feedback about environmental service provision so that action can be taken to address local environmental issues.

3

Scope



The scope of this Strategy includes:

Digital, Data and Technology Governance

- How digital, data and technology change is embedded into wider change management across the Council.
- How work is prioritised.
- How solutions are specified, procured and managed.
- Creation of principles and standards.

Digital

- How customer access channels (web, telephone, social media, face to face) operate together.
- How digital services are designed and built.
- How the Council ensures services are easy to use and accessible to everyone.
- How employees are enabled to work efficiently and effectively.

Data

- How data is governed, managed and used.
- How data architecture is factored into decision making about systems and processes.
- How data insights are enabled.

Technology and ICT service management

- Applications
- Infrastructure and connectivity
- ICT and data security
- End user services
- Day to day ICT support services

4 Background - where are we now?



Before developing our future plans, it is important to understand our starting point. This includes considering the challenges and opportunities presented by the external environment and identifying our internal strengths and weaknesses.

4.1 Our external environment

4.1.1 Changing expectations

The use of technology in our customers' day to day lives has grown significantly in recent years, even more so since the Covid pandemic. With more of our customers accessing services online, there is a growing expectation that customers can get what they need 24/7 and that they choose how to interact based on their needs.

The data we hold tells us that customers want services that are responsive and provide real-time 'Amazon like' tracking and updates, which in turn helps the Council to be more efficient overall by minimising customer chase ups and complaints.

4.1.2 The need to be able to access services and work from anywhere

For our colleagues: This means being able to access technology and information when and where they are working so that they can help our customers and deliver services 'on the move'. We recognise that our colleagues have different levels of technical skills, so require intuitive devices, applications and training. These tools should make it easier to complete tasks efficiently and deliver an excellent technology-enabled customer service.

For our customers: We want to ensure our customers can contact us in ways and at times of their choosing, which in turn means we must make better use of digital technology to provide customers with self-service opportunities and colleagues with the tools and information they need to deliver 'one and done' services. This does not just offer more flexible options to customers, but additionally, it should remove some of the transactional workload to allow our teams to focus on value-added activities and more complex work items.

4.1.3 Inclusivity

Despite growing demand for online services, we know that not everyone wants to contact us online and some of our customers might not have the skills, confidence or access to do so. We know that more than 2% of our colleagues and more than 18% of our customers have a disability or a long term physical or mental health condition. Information from the national Digital Exclusion Risk Index indicates that there are small pockets of the borough that are more at risk of being excluded than others and it is important that we take these needs into account when we are designing our services.

4.1.4 Focus on data – security, cyber risk and integrity

Our strategic risk register includes cyber and data security risk. Across the public sector there have been several high-profile data security incidents in recent years.

Beyond ensuring our data is accurate and up to date to enable service delivery, increasingly councils are making use of data to enable preventative and predictive services. The use of the 'Internet of Things' (IOT) devices to help people live independently at home for longer and to understand the performance of assets are good examples of this, with some organisations starting to use predictive analysis to better understand their service demand profile and offer pre-emptive service delivery and others using predictive solutions to take more targeted approach to income collection.

It is critical that our data is well managed and while ICT does not hold direct responsibility for the quality of the data itself, the ICT team has a key role to play in relation to data security and in supporting an active data management culture, working with colleagues across the organisation to achieve this.



4.2 Our internal environment

4.2.1 The need for efficient ways of working

Like most councils, Gedling is facing significant financial challenges because of a combination of rising costs and demand pressures against a backdrop of reducing Council budgets. The Council can no longer afford to operate in ways that it has done previously and needs to look to digital ways of working to enable the council to put the 'people' effort where it matters the most. It is only by doing this that the Council will ensure services remain sustainable into the long term.

4.2.2 More joined up ways of working

To support the delivery of joined up services to customers, the way that the Council is approaching service planning across the Council is changing, with a greater focus on cross cutting themes and outcomes and less focus on individual service needs. In tandem we are looking to introduce improved governance of Council wide change, including a corporate prioritisation approach that ensures we focus our limited resources on our highest priorities. Effective prioritisation and management of capacity is a necessary foundation for the delivery of efficient ICT services and customer focused solutions.

4.2.3 Building on progress to date

Over the lifetime of our previous ICT Strategy, we sought to improve the resident experience and access to information through online channels, and enabled remote working for our teams, in turn building greater operational resilience and supporting service delivery. Our new Strategy gives us the opportunity to build on these successes to maximise the value of technology council-wide, ensuring flexible, stable and scalable services that enable process efficiency and help to reduce the overall the cost to serve.

4.2.4 Key business applications

Over the next three years several of our key business applications will need replacing or upgrading, including our finance system and website content management system. To ensure our systems remain well supported and we are compliant with procurement regulations, our roadmap will contain some 'must do' activities relating to upgrades, migrations and system selection an implementation.

There are also opportunities to build on the work we have begun to digitise services such as waste, by introducing technologies that enable us to track end to end delivery, so our customers and our team members can see exactly where things are up to.

4.2.5 Resilience

Technical resilience is a cornerstone of the Council's Business Continuity Plan and relies on us having robust back up plans in place for our main systems.

While we already have Business Continuity and Disaster Recovery Plans in place, there is more work to be done to ensure that risks are fully mitigated. Over the course of the Strategy this will require us reviewing our technical continuity and recovery arrangements and considering which services may be more resilient in the Cloud, as well as considering the physical aspects of our infrastructure.

4.2.6 Digital and ICT leadership

ICT solutions underpin and enable almost everything the Council does. To date, the Council's ICT service has largely operated as a 'business as usual' service and not as a strategic enabler of change. As we accelerate the pace of change and rely more on technology to deliver efficient services, there is a need for digital, data and ICT to have a stronger voice across the organisation. During the course of the Strategy we will be seeking to strengthen the visibility of digital leadership to support the Council's aims.

4.2.7 IT management and support arrangements

Gedling has a small ICT team with insufficient capacity to support large scale ICT projects. There is limited standardisation of service management processes and an opportunity through the delivery of the Strategy to embed standard processes within the ICT team, freeing up resource to add greater value over time.



5

Where do we want to be?



5.1 Vision and principles

5.1.1 Our vision

We have consulted across the Council to develop our vision for digital, data and technology and our related principles and Strategy.

Our vision is:

"To ensure easy to use, responsive and efficient services, enabled by reliable and secure solutions that make best use of data to help improve lives."

5.1.2 Principles

Our vision and outcomes will be delivered incrementally over the life of this Strategy by applying supporting core principles for the use organisation wide that help us to join up the people, process, technology and data aspects of digital delivery.

As changes to services or solutions are being considered in the future, we will check the proposals against these principles to ensure they are in line with our strategic objectives.



This is how our vision, outcomes and principles fit together:

Council vision	“Serving people, improving lives.”	
Digital Vision	"To ensure easy to use, responsive and efficient services, enabled by reliable and secure solutions that make best use of data to help improve lives."	
Outcomes	Be more joined up	Deliver easy to use services
	Create more efficient ways of working	Ensure responsive, reliable services
	Keep our data secure	Make better use of data insights in our decision making
Our principles	<p>To achieve this, we must...</p> <p>Take a ‘one council’ approach: To governance, prioritisation and design.</p> <p>Consider people, process and technology: Never just the technology on its own.</p> <p>Ensure inclusive design: Meeting accessibility standards, and understanding inclusion needs.</p> <p>Be evidence-led: Properly understand user and council needs first, before deciding on solutions.</p> <p>Design services ‘end to end’: Ensuring we solve the whole problem for service users.</p> <p>Seek to minimise complexity: Avoiding be-spoking and using scalable, repeatable solutions.</p> <p>Make things easy to change: Through intelligent integrations and smart use of components.</p> <p>Prioritise security and availability: Managing risks and business continuity effectively.</p> <p>Manage our systems and data as assets: With clear ownership, management and accountability.</p>	

5.2 Outcomes

Our target outcomes are the final element of the golden thread to support the Gedling Plan. The six key outcomes we want to see because of this strategy are to:

- **Be more joined up.**
- **Deliver easy to use services.**
- **Create more efficient ways of working.**
- **Ensure responsive, reliable services.**
- **Keep our data secure.**
- **Make better use of data insights in our decision making.**

Each target outcome and what it means in relation to digital, data and technology delivery, is explained in more detail in the sections that follow, followed by a set of initiatives that, together, contribute to the delivery of each outcome.

Be more joined up

Why this outcome is important

To deliver joined up services to customers, we need to have joined up approach to service delivery across the Council. That can only happen if we join up our decision making, supported by Council-wide governance, including in relation to the procurement, design and implementation of digital, data and technology solutions.

The Council's increasingly stretched financial position means that we also need to leverage our existing technology solutions better, re-using them across different services where we can, to ensure we use public money wisely.

This approach will also help us to avoid data silos so that customers have a better experience when interacting with the Council overall.

What will change?

To achieve this outcome, the Council will need to introduce new cross-service ways of working including new governance for managing change that spans people, process and technology. Individual service areas will no longer be able to make decisions about technology without reference to the whole Council approach, with the aim of us having fewer individual technology solutions to manage over time.

Deliver easy to use services

Why this outcome is important

Our customers want and expect it to be easy to get what they need, when they need it.

What will change?

Ensuring customer and organisational needs are captured effectively and solutions are assessed against these requirements, (including, in each case, the option to stay 'as is'), providing technical input to an options appraisal that will determine next steps. If a decision is taken to replace the existing solution/s, we will work with colleagues across the organisation to ensure the technical elements of system implementation are well managed.

Create more efficient ways of working

Why this outcome is important

Like many councils, Gedling is facing the dual pressures of rising demand and costs against a reducing revenue budget, creating the need for savings. To meet the financial challenge the Council faces, it is essential that Gedling embraces technology to enable more efficient ways of working as well as refining and aligning business processes to maximise the benefits achievable. Delivered in tandem, this combination of technology use and process change will reduce operational costs to make sure that the Council can reinvest time and skills in meeting the more complex needs of local residents.

What will change?

To deliver more efficient ways of working, there will be changes in operational, organisational and technical capabilities alongside new technology and processes. The Council will increase the focus on end-to-end service delivery and seek to design services based on customer needs to ensure that investment of resources deliver the maximum possible output.

Ensure responsive, reliable services

Why this outcome is important

Residents in Gedling don't just use Council services – they use services from retailers, banks and other organisations - and it is these wider experiences that shape their expectations of the

Council. It is now a universal expectation that services should be available 'at the touch of a button' and responsive to people's needs, enabling residents to see where things are up to and to track progress. The Council needs to ensure that customer expectations are understood, managed, and that services are responsive to people's needs.

In addition, the more the Council relies on technology, the more reliable the technology needs to be. Back ups need to be in place for core systems so that business continuity can be maintained, and responsiveness needs to be a key consideration as part of digital service design.

What will change?

Services will be designed from a customer rather than a service, perspective, based on customer needs. Technology requirements will include specific standards for reliability that must be met. Employees will be able to be more diverse in their skillset, enabled by more standardised technology, improving responsiveness and resilience over time. Management information will be used to understand how services are performing and this will be used to make real-time decisions about service delivery. End to end service performance will be able to be tracked more effectively.

Keep our data secure

Why this outcome is important

Data security risks are very real, with several councils being impacted by cyber breaches in recent years, in some cases leading to impacts costing millions of pounds. Maintaining robust data security is a legal requirement and due to the ever-changing nature of the threats we face, we need to ensure our risk mitigations remain current and are fit for purpose. This includes actively and continually reviewing the cyber security landscape to ensure we can protect ourselves against threats, detect them when they are happening and recover from them successfully. We will continue to look outwards to the National Cyber Security Centre for the latest threat landscape information and best practice guidance and will ensure that as our ICT provision evolves, we take appropriate and proportionate action. This will include managing supply chain risk as well as the direct management of our internal ICT controls.

What will change?

The Council will review and revise its Information Management, Information Governance and Data Governance and Retention Policies and procedures to ensure that it continues to meet its regulatory obligations in an increasingly digital landscape. Changes to the storage and access to information will support this and standard requirements will feature in technology procurement and renewals, in process design and in the management of information outside of the IT estate.

Access to systems will be controlled corporately, so that changes (e.g. starters, movers and leavers) can be well managed and enacted in the systems efficiently.

The ICT controls framework will align to Public Sector guidelines and recommendations and industry best practice, and these guidelines will feature in the audit of and management of supplier contributions.

Make better use of data insights in our decision making

Why this outcome is important

We already use data to inform our decision making. Over the life of this Strategy, our aim is to make that data easier to access and understand, and to give us objective insights that drive service improvement in a timely way.

Our management information will be used to better understand the value, demand, cost, and quality of the services we deliver, enabling us to continually make improvements to better meet the needs of our residents.

What will change?

Governance, supplier selection, technology and processes will all change as a new approach to the use of information implemented. This will also result in a more skills rich workforce and will enable greater cross functional working, enabled by access to information.



5.3 What will be different by 2027?

I will be able to help our customers without having to use lots of different systems at once, making it easier to meet their needs.

Customer Service Advisor

I will be able to log in online and see where my requests are up to.

Gedling resident

I'll be able to see where there are issues in service delivery and fix them more quickly, avoiding complaints.

Head of Service

We'll know where to go to get help.

Gedling resident

I'll be able to find the information I need internally more quickly and be more productive.

Employee

I'll be able to raise a request for one of my constituents and know exactly where things are up to without chasing.

Ward councillor

I'll feel confident using new technology and will be supported to maximise the tools available to me.

Service Manager

We'll be able to see improvements to customer satisfaction with our services and we'll be more efficient.

Director

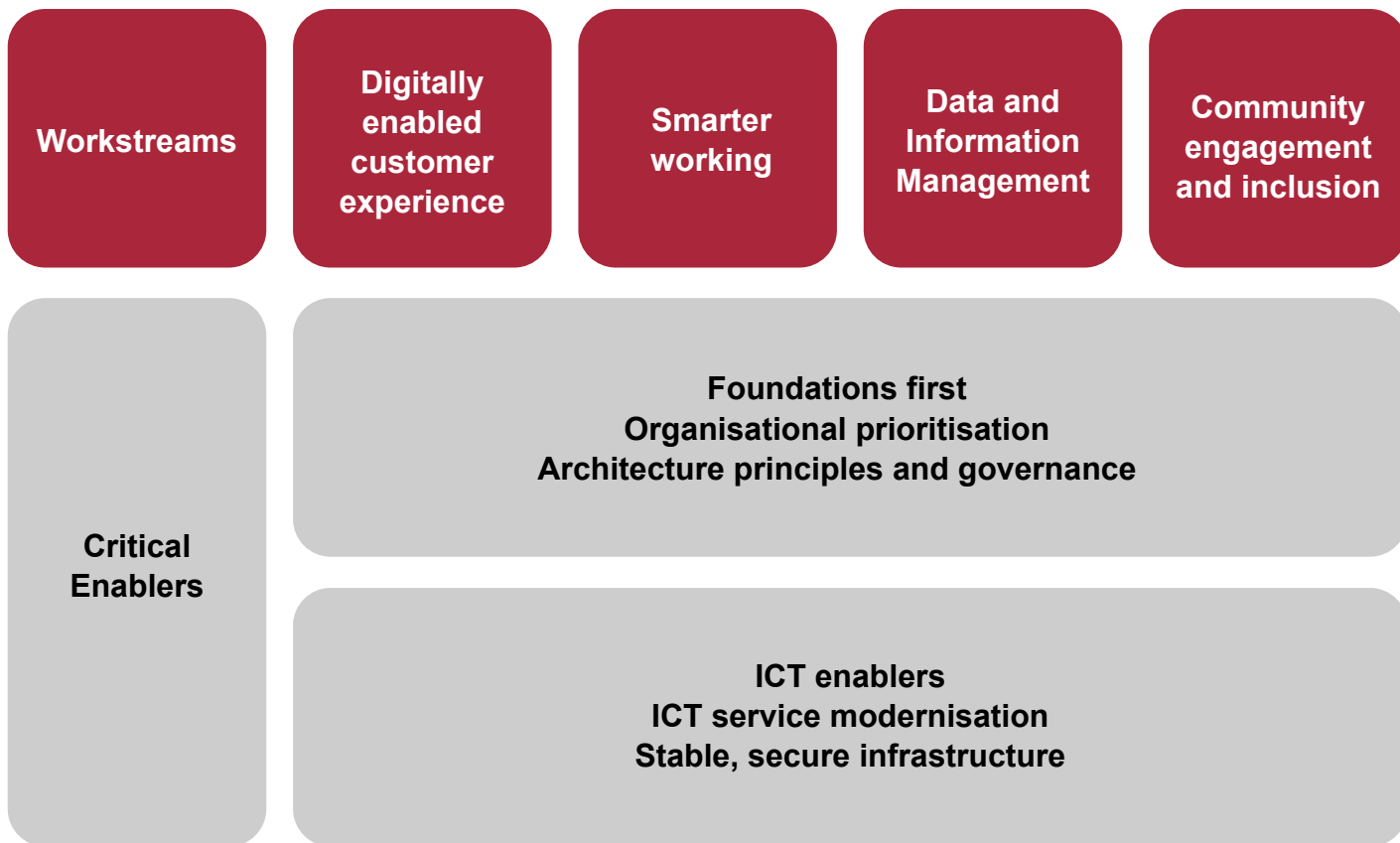
I won't have to keep chasing up.

Customer

6 Delivery Plan



To deliver the strategy, a single, detailed delivery plan has been developed, based on four workstreams and four underpinning critical foundations. While the Workstreams are not expected to change over the course of the Strategy, the Delivery Plan outputs will be reviewed and refreshed on an annual basis to support the overall Strategic outcomes, considering progress made and any changes to the Council's circumstances.



Each workstream is explained in the sections that follow.



6.1 Digitally enabled customer experience

<p>Scope of work</p>	<p>To develop a programme of activity that seeks to improve the customer experience across all customer access channels, enabling consistency in service delivery, an integrated way of working across web, telephony, face to face and social media channels and a joined-up experience for the Council's customers.</p> <p>The programme will identify and deliver significant efficiencies through the automation and integration of processes and technology, enable customer service advisors to do more at first point of contact, support customers to make greater use of self-service options and enable reductions to avoidable contact. It will also enable the Council to better manage changes, and residents to only have to tell us once when things change for them. Once supporting technology is in place, we will be able to make better use of customer feedback on an ongoing basis to continually improve our services.</p> <p>To achieve these outcomes, a programme will need to be scoped, along with the specification, selection, design and implementation of integrated front-end customer access and workflow technologies including CRM and a new Council website. There will be integration and automation of processes between the CRM and the back end operational delivery solutions, with customer centric design, ensuring responsive, reliable service delivery and end to end transparency of performance. The use of Web Chat and social media will be better integrated to be delivered efficiently, and there will be some automation of telephony. In addition to immediate benefits, this will enable improved understanding of failure-led demand on an ongoing basis to optimise customer service delivery as well as customers having a single view of the council and their interactions with it.</p> <p>By implementing supporting technology, customer service advisors will be able to do more to support services, freeing up capacity in critical, and hard to recruit to areas like Planning and making best use of Council resources overall.</p>
<p>Objectives</p>	<p>Improve customer experience – enable self-service, ensure right first-time service delivery, deliver end to end traceability of services, enable customer self-serve, reduce failure led demand (e.g. chase ups).</p> <p>Generate cashable efficiencies – streamline and automate / integrate to processes that reduce reliance on manual activities. Reduce printed materials and postage through improved online communication.</p> <p>Create capacity – in services, by contact centre teams doing more at first point of contact.</p> <p>Join up messaging – across web, social media, telephony and face to face services, enabling targeted communication to be more effective.</p> <p>Make performance transparent – so that improvements can be made on a continual basis.</p>
<p>Year one outputs</p>	<p>Business case for investment in CRM and Council website, including baseline for benefits realisation.</p> <p>Programme design and mobilisation to support implementation.</p> <p>Introduction of a new Business and Technical Design Authority, System, Service and Process Owners and related standards to support the change.</p> <p>Specification, selection and deployment of CRM and Council website solutions.</p> <p>Definition of supporting Target Operating Model, optimising alignment of customer channels and services.</p> <p>Initial services deployed: Starting with high volume transactional areas including Waste and Revenues and Benefits.</p>

Benefits

Customers will receive improved service: Being able to contact us through channels and at times of their choosing, being able to trace their requests and see where things are up to, get speedy answers to questions and have services delivered right first time.

Employees will be more productive: Using fewer systems to answer customer enquiries, spending more time adding value and less time on administration.

Councillors will be enabled to support their communities: Raising queries on behalf of residents, tracking progress, having full transparency of where things are up to without having to chase up manually.

The Council will be more efficient: With less failure-led demand (like chase ups), fewer escalations and complaints, and cashable savings being delivered.

Services will benefit from increased capacity: As more is able to be done at the front end, reducing demand on specialists within service areas.



6.2 Smarter working

<p>Scope of work</p>	<p>To develop a Smarter Working programme that seeks to enable employees to make best use of technology and feel confident in using it, ensures that core technology is kept up to date and that processes can be optimised, making best use of council resources, and enables new capabilities to be explored to better support asset management across the Council as a whole.</p> <p>There are several things that we must do over the course of the Strategy to maintain systems without risk. In addition, our increased use of digital and data means we will need to develop new capabilities both within and outside of ICT. We will invest in developing our staff so they can make use of technology to support service delivery and will consider the core competencies needed at all levels to create the conditions for successful delivery of this Strategy and related outcomes.</p> <p>The programme will include several workstreams, including:</p> <ul style="list-style-type: none"> • Migration of the core Finance System to the Cloud (Phase 1), to ensure it continues to be supported, followed by finance process optimisation (Phase 2) to ensure the most efficient processes are in place to run the Council. • Workforce development – building on the existing employee, manager and leader standards to encompass the digital skills needed, supporting and enabling our teams to be able to make best use of the technology available to them, enabling improved collaboration and productivity. • Workforce access – A large proportion of our workforce do not have access to systems as part of their role yet do make use of technology in their everyday lives. We will explore options for digitally enabled communication to improve consistency and to make it easier for our employees to communicate with us. • Development of an options appraisal for a Council-wide Asset Management System to inform whether there is sufficient benefit for a solution to be procured and implemented to support a Council wide Asset Management Strategy. • Introduction of a standard IT Service Management tool, ensuring the ICT service has the processes in place and data it needs to operate effectively and efficiently. • Improved support for members, to ensure that as new technology is introduced, everyone knows how to use it. • Digitalisation of performance management information. Making use of drillable dashboards and solutions that reduce reliance on manual re-keying of data between systems.
<p>Objectives</p>	<p>Ensure critical solutions remain supported – to enable continuity of core services and to mitigate risk.</p> <p>Ensure most effective use of the Council’s assets – enabling visibility of total asset cost, performance and usage, providing the data needed to strategically plan.</p> <p>Improve productivity – ensuring all employees can make best use of the technology available to them.</p> <p>Generate cashable efficiencies and create capacity– streamline internal processes to keep operating costs low.</p> <p>Improve the employee experience – making it easier for our employees to do their jobs and to communicate with us.</p> <p>Improve employee engagement and digital inclusion – 59% of our workforce live in the borough, enabling our employees to use digital solutions means they can help to support family members and friends in engagement with the Council.</p>

	<p>Make performance real time and transparent – so that improvements can be responsive and made on a continual basis.</p>
<p>Year one outputs</p>	<p>Finance system migration to the Cloud, plan in place for Service optimisation for Year 2.</p> <p>Employee, Manager and Leadership standards updated to include digital considerations.</p> <p>Workforce development plan in place, with Year 1 actions rolled out that enable our workforce to make better use of existing technologies.</p> <p>Options appraisal completed for the development of an Asset Management Solution, to enable the Council to take a decision on investment ahead of Year 2.</p> <p>Discovery completed to determine options for Workforce access – understanding how our employees would prefer to communicate with us, what access they have to technology in their day to day lives and pilot of options on future digital communication tools.</p> <p>Integrated support developed to enable the new technologies introduced (e.g. CRM) to be supported in the long term across the Council.</p> <p>Support for members in the use of the technologies being deployed.</p>
<p>Benefits</p>	<p>Services will benefit from improved continuity: Elements of this workstream are ‘must haves’ to keep the council’s core systems running.</p> <p>Employees will be more productive: Making better use of existing technology and able to use new technology effectively.</p> <p>The Council will be more efficient: Able to understand and make better use of its assets and reduce costs over time.</p> <p>Councillors will have greater visibility of performance: Using technology to raise queries, and to be able to trace where things are up to and seeing real time insights into service performance via Council-wide dashboards, so that decisions can be made about areas for improvement in the future.</p>

6.3 Data and Information Management

<p>Scope of work</p>	<p>The provision of foundational activities to underpin wider changes and enable improved customer service and smarter working. This workstream has interdependencies that support, and are enabled by, the wider Strategy.</p> <p>The workstream includes several activities that are necessary for the Council to join up its service delivery, be more efficient and make better use of data, including:</p> <ul style="list-style-type: none"> • A project to define information management requirements and standards, building on the work done to date on Information Asset Management, to systemise and standardise how, and where, documentation is held and managed Council wide. • Roll out of Teams and document management capabilities, including the creation of clear guidance on the storage of documentation, security, access and version control, ensuring there is one master source. • Definition of common Data Objects (e.g. Customer, Asset, Address, Employee), creating basic standards that are then implemented through the other workstreams to ensure that data and services are easier to bring together over time. • Exploration of the data required to deliver real time performance information to enable dynamic dashboards to be created, removing the necessity in the longer term for manual extraction and re-keying of information from one system to another for performance reporting.
<p>Objectives</p>	<p>Improve our management of data - ensuring we hold information in one place and enable people who need to see it to access it, without having multiple copies or emails, improving access management controls.</p> <p>Only to keep what we need, ensuring compliance with GDPR for personally identifiable information and more efficient, automated ways of managing archiving and deletion.</p> <p>Improved efficiency and productivity – making it easier for our employees and customers to find what they need quickly.</p> <p>Embed master data management and data standards – so that we can bring data together more effectively and efficiently to improve our services, including enabling our customers to ‘tell us once’ about changes.</p>
<p>Year one outputs</p>	<p>Creation of core data standards and data validation controls for common data objects and specifically in relation to Data Objects used in the Customer Experience workstream</p> <p>Identity and Access Management – standardising our approach across the Council and managing this centrally within ICT, with related change controls in place.</p> <p>Mobilisation and scoping of an Information and Document Management project, to define the requirements for document storage and to determine the optimal approach to storing documents and enabling accessibility and management Council-wide.</p>
<p>Benefits</p>	<p>The Council will have more control over risks: Employees will only be able to access the information they need to see to do their jobs, with tighter control of access Council-wide to mitigate the increased risks associated with more joined up systems and processes.</p> <p>It will be easier to find information: Making it easier for customers and employees to find what they need at the touch of a button.</p>

Employees will be more productive: Releasing time to spend on more valuable work rather than administration.

We will be able to 'join up' services more easily: Using common data objects to match data and bring information together.

Information will be trusted: With single, trusted, verifiable data sources created because of improved controls, enabling performance dashboards to be enacted through the Smarter Working workstream over time.

We will be more responsive to customers, including making FOI and SARs requests easier: With information stored in one place to enable it to be found and collated more easily.

The Council will be more efficient: Only keeping the information it really needs, reducing the need (and cost) to store data and reducing the volume of emails and interactions needed to get things done.



6.4 Community engagement and inclusion

<p>Scope of work</p>	<p>To develop a co-ordinated and connected digital inclusion support offer for Gedling residents that seeks to enable digital inclusion by working with partners across housing, the public sector, third sector, and health and care to increase collective capacity to deliver digital inclusion in a sustainable way as well as implementing specific, evidence-based interventions in response to community and council need.</p> <p>To work with communities to understand their needs and gain their inputs into Customer Experience Programme outputs, including engaging communities in design and testing activity.</p>
<p>Objectives</p>	<p>Ensure inclusive approaches to service design: Making sure our services meet the needs of all of our customers, not just those who already find the easy to use.</p> <p>Encouraging more people to use less expensive forms of contact: Making our digital services so accessible that people choose to use them, freeing up resources to help the smaller group of people that can't.</p> <p>Embed a customer and evidence-led mentality: Actively involving customers in service design, using feedback and data to drive decisions.</p>
<p>Year one outputs</p>	<p>Digital inclusion partnership network established.</p> <p>Co-design of a Gedling Digital Inclusion framework and metrics.</p> <p>Community engagement in the development and testing of digital services through the Customer Experience workstream.</p>
<p>Benefits</p>	<p>Customers will make more use of digital services: Reducing the demand for more expensive access channels and creating the capacity we need to support people who cannot self-serve more effectively.</p> <p>Our services will be more customer focused: Designed using data about, and feedback from, our customers rather than being based on how we do things now.</p> <p>The Council will better understand its exclusion needs: So informed decisions can be taken, with partners, about where investment may be needed, and funding sought to make improvements to access.</p> <p>Digitally excluded residents will be better enabled: With opportunities, via a partnership approach, to access services digitally with relevant support, to mitigate the multiple impacts of digital exclusion on financial and social exclusion.</p> <p>Councillors will be enabled to signpost to support: So that residents who need help know how to get it.</p> <p>The local economy will benefit: From raising digital skills among the population to take advantage of higher skilled work and wider opportunities.</p>

6.5 Critical enablers

6.5.1 Organisational enablers

The following section sets out the critical enablers that need to be in place for any of the other workstream activity to be achieved successfully and for risks to be appropriately mitigated.

Critical enablers are split into two key groups – organisational enablers (the things the Council must do to enable successful digital, data and technology delivery) and ICT enablers (the things that the ICT service itself must do).

6.5.1 Organisational enablers

Organisational prioritisation

Architecture principles and governance

Scope of work	<p>To implement a single prioritisation methodology and supporting governance for all Council change and project activity. This will enable effective periodic and iterative planning and enable us to plan in advance of decisions about structures, process or technology being made, so that impacts to digital, data and technology are understood and planned for upfront.</p> <p>This will mean defining prioritisation criteria for all change and implementing a process for new projects and changes to follow, supported by a governance forum to enable prioritisation recommendations to be made to the Senior Leadership Team.</p>	<p>To implement a set of principles to support and enable consistent decision making in relation to digital, data, technology and service provision.</p> <p>This will mean defining easy to understand architecture principles and ensuring they are supported by a new Business and Technical Design Authority which will advise on the impact of change.</p> <p>The principles will enable a joined up approach to be taken to technology delivery and service changes, with impacts and costs understood upfront to feed into prioritiation.</p>
Objectives	<p>Better control change impacts that have interdependencies across people, process and technology.</p> <p>Ensure prioritisation of activities that add the most value, have clarity on related benefits, and to be able to stop those that don't.</p> <p>Improve the foundations for project delivery to better optimise the conditions for success.</p> <p>Ensure organisational buy in to project activity before it commences, reducing reactive and unplanned change to minimise disruption to planned work.</p>	<p>Ensure a joined-up approach to the delivery of our services.</p> <p>Reduce technical debt and better understand and control long term costs.</p> <p>Improve service resilience – technically and operationally.</p> <p>Enable impacts to people, process and technology to be understood before decisions are made.</p> <p>Improve the foundations for project delivery to better optimise the conditions for success.</p>

<p>Year one outputs</p>	<p>Creation and embedding of agreed prioritisation and change management criteria and process across all services.</p> <p>Creation and embedding of supporting governance.</p> <p>Standardisation of project and change reporting.</p>	<p>Creation and embedding of a new Business and Technical Design Authority</p> <p>Creation and embedding of Council-wide architecture principles and governance</p> <p>All changes appropriately impact assessed and controlled, aligned to our strategic direction.</p>
<p>Benefits</p>	<p>The Council will be able to evidence the benefit of changes and projects: Enabling our limited resources to be used wisely and to take evidence-led decisions.</p> <p>There will be full visibility of change: Across the whole Council, ensuring we manage, and sequence activity aligned to available capacity.</p> <p>Employees will have greater clarity on Council priorities: Including building understanding of why things are done, how to raise ideas for new work and why certain projects and initiatives might not be a priority right now.</p> <p>Councillors will have insight into project benefits, strategic alignment and performance: Enabling strategic decisions to be made about what to start, continue and stop.</p> <p>More projects will be delivered successfully: With improved upfront control and benefits being tracked from initiation to realisation.</p>	<p>We will be able to deliver more responsive, joined up services to customers, aligning our technology to support our processes and linking systems and processes together more easily.</p> <p>Transparency in the total costs and impacts of change: Ensuring we understand these upfront, enabling informed decision making, planning, avoiding disruptions in delivery.</p> <p>Reduced long term costs: Making better use of technology to drive efficiencies across the organisation, linking systems together to reduce manual intervention and improve accuracy.</p> <p>Improve service resilience: Using technology to help our employees to 'do more' and reducing complexity in our processes and systems to enable skills to be standardised.</p> <p>More projects will be delivered –successfully: With improved upfront control and benefits being tracked from initiation to realisation.</p>



6.5.2 ICT enablers

Digital foundations, including effective ICT operations

Stable, secure infrastructure

<p>Scope of work</p>	<p>To implement foundational ICT capabilities that align to industry best practices through the use of aspects of industry standards such as ITIL 4, COBIT 5, Agile, PRINCE2 and TOGAF.</p> <p>This spans all ICT Service offers and positions ICT to offer digital service transformations whilst maintaining operational stability</p>	<p>A focused review to ensure that the council's hosting, storage and network connectivity is fit for purpose and that it is sufficiently resilient and adaptable to the Council's known and future needs.</p> <p>Consider the use of Cloud technologies and potential changes to Council assets to determine the most cost effective, secure and resilient hosting options.</p>
<p>Objectives</p>	<p>Provide the basis for ICT operational change in a controlled and measurable way that mitigates risk of operational failures.</p> <p>Resolve current operational debt and risk ahead of commencing significant operational and technical change.</p> <p>Ensure ICT can support the strategic direction of the Council and be fit for the future.</p>	<p>Review the current infrastructure with a view to supporting improved resilience and flexibility aligned to the Council's wider migration to Cloud technologies and considering potential changes to assets.</p> <p>Ensure service continuity risk is minimised.</p>
<p>Year one outputs</p>	<p>Improved stability and control, including improved efficiency in relation to Service Desk and Service Management.</p> <p>Change Management, Problem Management. ICT Financial Planning and Digital Readiness processes established.</p>	<p>Review the current on premise services, make recommendations on which services can be migrated to the Cloud, which need to stay on premise, and for those remaining on premise, the infrastructure requirements aligned to wider asset plans.</p>
<p>Benefits</p>	<p>Operational Risk mitigation: In both the current service stability and in the readiness ahead of change.</p> <p>Greater visibility of operational risk and ability to mitigate: Ability to measure the impacts of operational change and throughout the transition period and the implementation of robust and reliable control processes to detect and control emerging risk.</p> <p>Improved strategic ICT support: Embedding and standardising the basics to enable the bulk of the 'people effort' in ICT to focus on strategic enablement of change.</p>	<p>Services will see improved resilience: Ensuing underpinning technology supports service continuity.</p> <p>Residents will be assured: Of service continuity, performance and security.</p> <p>The Council will be better able to manage infrastructure risk: Including the risk of service continuity, income loss and cyber threat.</p>

6.5.3 Measuring success

Under each workstream of the Strategy, we will develop related success measures that are Specific, Measurable, Achievable, Realistic and Timebound (SMART).

As a starting point, we will use the initial metrics below to understand our progress. Each of the outcome areas will develop a baseline and metrics to be able to demonstrate progress, both in terms of outputs (things being done) and outcomes (impacts as a result).

<p style="text-align: center;">Be more joined up</p> <ul style="list-style-type: none"> • How will we know? • Outputs: Single governance structure and principles implemented. • Number of exceptions agreed outside of principles and / or process. • Fewer systems over time. • Less manual intervention in our processes. 	<p style="text-align: center;">Deliver easy to use services</p> <ul style="list-style-type: none"> • How will we know? • Customer feedback. • Avoidable contact data. • Abandonment rates (all channels). • Right first time metrics. 	<p style="text-align: center;">Create more efficient ways of working</p> <ul style="list-style-type: none"> • How will we know? • Delivery of cashable efficiencies through a combination of automation, integration, simplification and process redesign, and channel shift. • Productivity gains. • Feedback from employees
<p style="text-align: center;">Ensure responsive, reliable services</p> <ul style="list-style-type: none"> • How will we know? • Service availability. • System availability. • System performance • Reduced strategic infrastructure risk. 	<p style="text-align: center;">Keep our data secure</p> <ul style="list-style-type: none"> • How will we know? • Number of data incidents, near misses and / or breaches. 	<p style="text-align: center;">Make better use of data insights</p> <ul style="list-style-type: none"> • How will we know? • Evidence led decision making embedded through the Prioritisation and BTDA processes. • Data held once, shared appropriately, with access controls managed within ICT. • Implementation of data insight technologies over time.

6.5.4 Ensuring accountability for delivery

Progress in delivery will be tracked through:

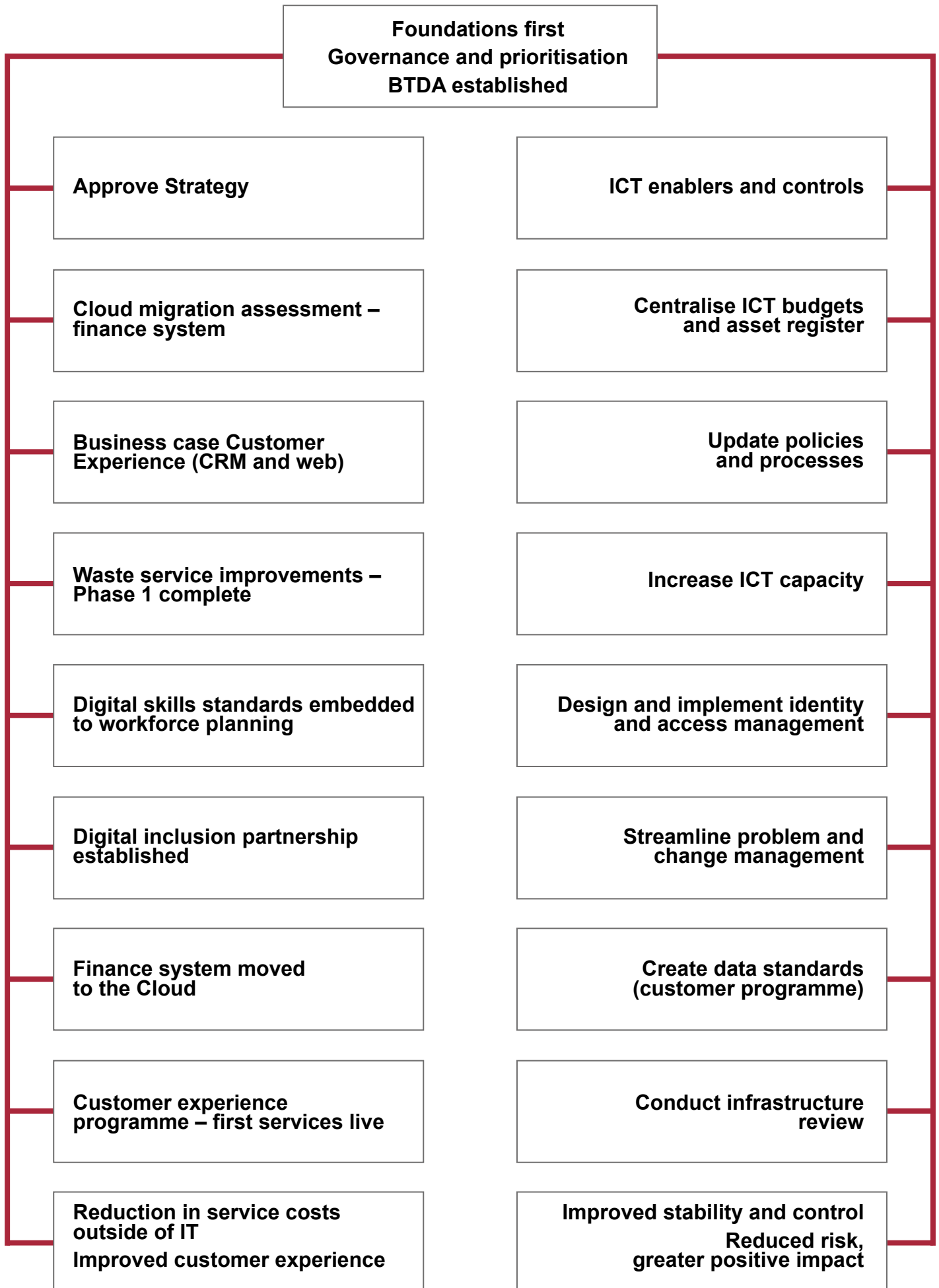
- SLT having collective responsibility for the conditions for success.
- Every workstream having a specific, Senior Responsible Owner.
- Regular reporting by SLT to Cabinet on progress on the overall Strategy.
- Regular reporting to SLT on each Workstream, enabled by the Prioritisation and portfolio management governance that will be defined.
- Standardised project controls being implemented with regular reviews.
- Embedding digital into the Employee, Manager and Leadership standard, including expectations in every team member's objectives – with reviews as part of one to ones, and through the appraisal process.



7 High level roadmap



Year one roadmap summary



8 Risk



This table sets out the risks to the delivery of the Strategy and the mitigations required to achieve its implementation.

Risk	Mitigation
<p>Capacity risk: There is a risk of insufficient capacity to deliver the Strategy and realise associated benefits.</p>	<p>The roadmap will define the resources needed to deliver the Strategy over three years at a high level and the Year 1 investment needed.</p> <p>The implementation of a prioritisation approach, related change control framework and BTDA ensures a controlled approach to capacity allocation and the management of digital, data and technology related change.</p> <p>Business Cases will be required for major investment, with clear benefit attached.</p> <p>Senior buy in to this Strategy, and adherence to related governance, will be required for the Strategy to be successful.</p>
<p>Overload: There is a risk that the Council attempts to do ‘too much’ at once and does not achieve the desired outcomes as a result.</p>	<p>Critical foundations need to be put in place before any large-scale workstream activity gets underway.</p> <p>There needs to be appropriate assessment of capacity before any project starts – this will be managed via prioritisation, and the change control governance. Change will be managed via a single governance structure. Regular updates on projects will ensure ongoing understanding of progress, so the Council can adapt the pace, or augment resources as needed.</p>
<p>Investment risk: There is a risk that the Council will underinvest in the capability needed to deliver the change.</p>	<p>Investment requirements will be made clear upfront.</p> <p>Decisions to reduce investment will require a commensurate reduction in the outputs and outcomes being delivered.</p> <p>The critical foundations will be prioritised to enable resources to be used wisely across the lifespan of this Strategy.</p>

Risk	Mitigation
<p>Skillset risk: There is a risk that the Council does not have all of the skillsets that it needs to deliver the Strategy, or the skillsets in the workforce to easily adopt new technologies.</p>	<p>New roles and additional roles will be needed within the Council to deliver the Strategic ambition.</p> <p>Re-training of current ICT employees and support for workforce development are included in the roadmap to ensure the Council's skillsets are fit for the future</p>
<p>Leadership and culture risk: There is a risk that leaders do not lead by example, do not endorse the Strategy and governance or fail to adopt technology solutions.</p>	<p>Leadership and management expectations will be made clear, with enabling support where needed, and standard performance management processes applying in the unlikely event that leaders or managers do not align to deliver the Strategy or adhere to related governance.</p>



9 Governance



The creation of a new Business and Technical Design Authority and a new Portfolio Board will support this Strategy and the wider prioritisation and delivery of change across the Council.

Terms of Reference will be developed for each governance body, based on delegated authorities assigned to it.

The following diagram explains how governance will fit together.

Democratic governance

Council / Cabinet / Portfolio Holder

Executive governance and leadership

SLT oversight
Ensure alignment with strategy
Key start / stop approval and escalation point

Prioritisation and portfolio management

BTDA
Asks the question: Should we / how should we?
Impact assesses people, process and technical change, guards the principles, approves solution design and procurement.
Advises SLT, Portfolio Board and Services
Approves design

Portfolio Board
Asks the question: Can we? / How do we?
(Prioritises, sequences, estimates and allocates resources, monitors delivery, provides assurance, reports to SLT)
Approves sequencing

Delivery

Small scale changes
(Service requests)

Individual projects and programmes
Deliver within agreed scope.

10 ICT change funnel



Within ICT changes will come from multiple sources and will need to 'plug in' to governance at the appropriate point. The diagram below explains where changes come from within ICT and how they will be handled. Detailed design will be needed as part of the ICT modernisation workstream to define and embed this way of working

<p>Drivers for change</p>	<p>Planned programmatic change: Major initiatives such as building changes or ICT enabled programmes.</p> <p>Planned ICT change: End of contract for a system, product upgrade.</p> <p>Request for change: Inbound request from services to make a change to the ICT infrastructure / application.</p> <p>Request for service: Inbound request for ICT support.</p> <p>Planned annual updates (e.g. Fees and charges)</p> <p>Emergencies: Reactive urgent changes to address critical risks and issues</p>
<p>Categorising and prioritising change</p>	<p>Programmatic change: Resource assigned via Portfolio Board.</p> <p>Planned ICT change: Forward planned with services, resources assigned and reviewed as part of planning.</p> <p>Standard changes: Routine, low risk changes with pre-agreed, repetitive responses. No assessment needed – IT schedules and delivers within service resourcing.</p> <p>Non-standard changes: Require assessment, initially via ICT, potentially via BTDA based on threshold criteria.</p> <p>Emergency changes: Priority 1, resources reassigned as needed, impact assessment follows delivery.</p>
<p>Delivery of change</p>	<p>Delivery of ICT change may take the following forms:</p> <p>ICT resources to be part of project teams, matrix managed via the project for the purposes of delivery, linking back to ICT to ensure appropriate controls are in place. Project teams are temporary and may consist of permanent, fixed term and supplier resources.</p> <p>ICT only projects – these are rarer, but may include ICT team members collaborating on pure ICT deliverables where there is no business impact or input needed.</p> <p>'Business as Usual' standard changes – delivered as part of day to day service support.</p>

11 Monitoring and review



This Strategy will be reviewed at least annually, with annual delivery plans updated in line with the priority areas of focus, taking into consideration any new needs as a result of service planning.



