



# DIGITAL STRATEGY

## 2018 – 2020

*Fixing the foundations and empowering citizens  
and employees to reach their full potential*



# What is this strategy for

This is our ICT strategy. However, it is also much more. Whilst we use 'digital' as an interchangeable term for information and communications technology, being digital is more than technology, a process or a mission statement; it is a way of doing things.

The council vision is to make the Selby district a great place: to do business; to enjoy life; and to make a difference. All underpinned by a council that delivers great value.

Successful delivery of this digital strategy will support us in achieving this vision.

The focus for the next three years will be on fixing the foundations – i.e. getting a robust IT estate in place – and delivering digital transformation that will empower citizens and council employees to reach their full potential.

In doing so, it will be a catalyst for innovation and change. This will be achieved by developing the necessary tools, policies and people within a culture and an environment that further enhances the commercial mind-set of Selby District Council.

# Where are we now...and where do we want to be

## Picking up where we left off

Our last ICT strategy ran from 2010 to 2015. Good progress was made in a number of areas – including: improvements to infrastructure; a mixed provision of hosting arrangements and a successful move to the new Civic Centre.

However, a number of key objectives were *not* progressed as planned. These include: increasing the take-up of electronic services; expanding our use of mobile/remote technologies; and investing in employee skills development.

## Delivering council priorities

This strategy is part of the corporate suite of strategies and plans – all of which support delivery of the Corporate Plan.

The Selby council vision is to make Selby a *great place*: to do business; to enjoy life; and to make a difference – all underpinned by a Council delivering great value.

The use of digital to improve our offer to customers is embedded in the business model through priorities such as ‘facilitating people to access and use alternative delivery channels’ and ‘helping people to access services digitally’.

Successful delivery of this strategy will help us achieve this vision.



## Three priority themes

This strategy is built around delivering on three priority themes. Each theme is underpinned by three objectives that help describe what it is we aim to do and what success will look like. The themes are:



### Digital foundations

We will work with others to update our infrastructure and ensure that our technology is resilient – including to the risk of cyber-attack - secure and our data supports better decision making. Success will see lower costs, increased availability and better data.



### Digital customer

We will use technology to change the way Council services are accessed by those who use them – improving the customer experience and reducing the cost of service delivery. Success will see more customers accessing services online, lower transactional costs and greater customer satisfaction



### Digital workforce

We will create a culture that embraces all things digital and ensure our employees have the right technology and the skills to make the most of that technology to deliver better services for residents. Success will see greater productivity, reduced accommodation costs and improved staff satisfaction.

# How we will we get there

## We will adhere to our values

In delivering this strategy, we will adhere to the council's values. The list below sets out what this means in respect of our approach to digital service delivery:



**Customer focused**

We will listen to our customers and learn; we will seek to understand and respond to needs and requirements providing assistance to those who need it most



**Business-like**

We will maximise the benefit from every £ we spend. Decisions will be evidence led and data driven. Change will address specific problems rather than being technology driven. All projects will have a business case that considers opportunities to reduce operational costs and ensure VFM.



**One team Selby**

Digital transformation requires a whole council approach. Our processes will be inclusive of ideas from all stakeholders; we will break down organisational silos and embrace collaborative technologies. How we can work together with others will be the first consideration for all projects – including co-designing digital services with residents.



**Flexible**

The digital world moves fast. Simplicity and standardisation will not only ensure costs are kept low but will ensure we are able to respond quickly to changing needs. We will be iterative and agile in getting things done.



**Forward thinking**

We will encourage innovation and trying new things – to learn what works best and respond to opportunities that arise. Through horizon scanning and opportunity tracking we will monitor and respond to predictions on the future of technology in the workplace.



**Trustworthy**

We will empower our employees and give them the freedom to get on with what they do best. In delivering this Strategy we will create accountability for delivery through identifying the outcomes we are seeking to achieve and the ways we will demonstrate success.

## We will be 'Better Together'

Provision of ICT infrastructure is currently provided by North Yorkshire County Council (NYCC) through the Better Together programme. Our shared goals are to reduce costs, increase resilience and deliver a technology platform to support closer working.

We will work closely with NYCC – and other partners – to deliver the objectives outlined in this strategy.

## We will introduce greater purchasing discipline

Making technology purchases in line with this strategy is an important discipline. Straying from what this strategy defines will have a long term impact on our ability to deliver.

Purchasing criteria will align to the principles outlined in this strategy (see over page). All technology purchases will be reviewed against these principles by the digital strategy to ensure we have full understanding of our current digital 'landscape' and if it's in keeping with this strategy.

All future strategic technology purchases will require a virtual team to be formed, comprising of stakeholders across the business, including: Procurement; Data & Systems; Business Transformation; relevant partner representatives; and service representatives.

# We will always apply our digital principles

The following principles\* will guide us in delivering this strategy.

	<b>Digital by default</b>	We will prioritise digital over paper; encourage automation and work to ensure customers prefer to use digital before ultimately moving to self-service.
	<b>Cloud first</b>	When procuring new services, we will consider cloud solutions before considering other options. Where cloud is not chosen we will show that the chosen service represents best value for money – and allow future flexibility to move to cloud.
	<b>User led design</b>	All digital and technology spending must demonstrate that it meets user needs (the things that the people who will use the technology need) based on research with users.
	<b>Ease of use</b>	All services will be accessible to the diverse set of users who'll use them. We will provide assisted digital support where research identifies need and enable access to those using assistive technology and a range of end user devices.
	<b>Aligned to priorities</b>	All aspects of service delivery will be aligned with the Council's corporate plan and bring together the relevant IT operating model; service management and integration; and organisational capability and capacity.
	<b>Innovative and agile</b>	Services will incorporate flexibility to support changing business needs. Services will be built/improved using agile, iterative and user-centred methods – and we will ensure we have the capacity and technical flexibility to do so.
	<b>Simple standard interoperable</b>	Software and hardware should conform to defined standards that promote interoperability for data, applications and technology. We will use open standards and common government platforms where available.
	<b>Partner -up</b>	When procuring new or existing services, we will consider and fully evaluate potential partnership opportunities – to reduce costs, improve relationships and share information - before pursuing any other option.
	<b>Proportionate and scaleable</b>	We are a small district council. Our technology should be proportionate to our needs. However, technology should be scalable in order to provide the ability to respond to changing user needs/demands.
	<b>Join it up</b>	Technology will support the delivery of business solutions composed of integrated application and infrastructure components to provide a consistent user experience.
	<b>Open</b>	We will use open industry standards wherever practical. We will make data open by default, while minimising and securing personal data, or data restricted for security reasons.
	<b>Cost effective</b>	The ICT architecture will be managed to ensure the cost effectiveness of the information and technology environment to ensure it provides value for money
	<b>Secure</b>	We will keep user and council data, including personal data and systems safe by following government best practice. Security controls will be balanced according to business objectives – and should be proportionate to risk.

\*These principles are aligned to and informed by the Government Technology Code of Practice.

# Theme 1: Digital foundations

We need to fix the IT to enable digital transformation. Digital transformation is not about technology, but it does assume that the technology works. Therefore, it is important that our ICT infrastructure is resilient - providing a strong and robust platform for systems and applications – and meets/exceeds legislation for security.

This theme is about how we will work with others to update our infrastructure and ensure that our technology is resilient, sustainable and secure. Technology and the digital world moves fast, working with our partners to provide a simple and standardised infrastructure will keep costs low and ensure we are able to respond quickly to changing needs.

Success will see delivery of a simplified modern ICT estate, which is secure and resilient and a service that is able to support our systems, applications and users 24/7/365.

## Objectives:

### 3.1 Modernise the ICT infrastructure to improve resilience and security.

Modernise the ICT infrastructure to improve service availability (24/7/365), increase resilience to cyber-attack and ensure risk based and proportionate levels of information security.

### 3.2 Simplify the ICT estate

Streamline internal systems and processes, reduce the number of applications, increase the commonality of applications and move towards a single platform

### 3.3 Better use of data

Managing and using data securely and appropriately; improving data discovery tools; removing barriers to effective data use; and make better use of data to improve decision making

## Benefits

- **Reduced system costs**

Reduce the predictable costs of ICT year on year. Reduce complexity and associated risk through simplified and standardised technology and an incremental, staged approach to cloud migration.

- **Increased availability of systems**

Increase availability and accessibility of system applications, e.g. through reducing downtime and improving responsiveness of ICT support. Improve resilience through sharing resources and skills across partners. Deliver DR improvement plan

- **Improved security**

Improve cyber security through improved understanding of risk and developing proportionate and risk based responses whilst ensuring data security and facilitating better sharing of data.

- **Better use of data**

Reduced duplication of data, improve the quality of data and reduce the resource requirements of data entry by linking systems together and improving access to information.

- **More effective joint working**

Improved communications and collaboration

# Theme 2: Digital Customer

People have more access to technology today in the form of smart phones, technology enhanced home appliances, and the internet where you can see and buy anything.

Customers expect things to be available all of the time and expect clever, fast delivery of information. This theme is about ensuring we are ready to meet the increasing customer demands fast enough, and being able to deal with complex queries well.

Success will see all basic transactional demands/simple needs being delivered through mobile and web automation leaving customer facing staff to deal with more complex queries.

## Objectives:

### 1.1 Increase customer engagement and involvement

Get a better understanding of customer needs; involve residents and businesses in designing digital services to meet demand.

### 1.2 Increase the proportion of services delivered online

Implement technology to support customers to access services on line and increase the proportion of Council services delivered digitally.

### 1.3 Improve the accessibility of online services

Support those currently unable or unwilling to access on line services, e.g., through assisted digital, to ensure they are not disadvantaged by channel shift.

## Benefits

- **Lower transactional costs**

Achieved through reducing face to face and telephone contact, re-focusing customer services – from transactional to bespoke support and advice and increasing opportunities for online payments

- **Improved customer satisfaction**

Achieved through increasing the availability and accessibility of online digital services that citizens want to use, creating a simplified, faster customer experience.

- **Better understanding of customer views and customer journeys**

Achieved through involving customers in service design, more effective engagement and improved customer insight.

- **More digitally savvy residents**

Residents will be encouraged to get online; supported by increased availability of help and support – including through volunteering - and opportunities to access Wi-Fi in Council and community buildings

- **Better information management**

Improved use of data, including greater speed and accuracy of data processing, and opportunities to open up our data to other stakeholders.

# Theme 3: Digital Workforce

Employees have greater access to technology at home with more smart phones/tablets, technology enhanced home appliances and an internet where you can see and buy anything. We now have higher expectations for our systems and technology at work.

This theme is about transforming the workforce, ensuring we have modern robust ways of working, providing the technology and skills to do the job, effectively and efficiently.

Success will see delivery of modern technology and skills to our workforce - transforming how we work, by creating a culture that embraces all things digital, through automated workflow, delivered through mobile and web solutions, enabling improved services.

## Objectives:

### 2.1 Create a digital culture

Employees and councillors have a collective belief that by being more collaborative, connected, adaptive, flexible, data driven and open, we can create better outcomes for residents.

### 2.2 Improve digital skills

Ensure employees, councillors and residents are equipped with the right skills – not only to use the technology but also to engage with residents, lead service design and be the best they can be.

### 2.3 Implement technology that supports workplace transformation

Ensure those delivering services have the tools necessary to deliver efficient and effective services – improving productivity and creating belief in digital at work.

## Benefits

- **A digital council**

Improving digital communications, developing a digital culture and improving digital skills will reduce silo working and reinforce the one team Selby ethos

- **Reduced costs**

Achieved through reduced estate costs, fewer meeting-related journeys (less mileage, lower emissions) and, through BYOD, potentially lower technology costs

- **Improved productivity**

Online service delivery, supported by more skilled employees will deliver increased caseload/transactions per FTE.

- **Better customer service**

Improved mobility and flexibility will create a more agile workforce – with improved response times, reduced overtime and late finishing

- **A more attractive place to work**

Better places to work contributing to increased employee satisfaction and morale, reduced sickness, improved retention and employee attraction



# How will we know we have been successful

## Measuring & monitoring progress

Progress will be tracked in two ways:

- Progress against activity milestones as set out in the Digital Action Plan; and
- Performance against targets for the 'Measures' set out under each of the themes\*

Progress will be reported to ELT every quarter.

Progress will be reported – by exception – on a quarterly basis to ELT.

Executive will receive a single 'traffic light' update on overall delivery of this strategy as part of quarterly corporate performance reporting.

## Performance measures

### Primary measures

- % customers satisfied with services/the council – aim to increase
- % services delivered online – aim to increase
- £cost per customer transaction – aim to reduce

### Secondary measures

- % savings targets delivered – aim to increase
- Days to process [insert transaction, e.g. new benefit claims] – aim to reduce
- No. of complaints – aim to reduce
- % employees satisfied with the council as a place to work – aim to increase (also potential sub measures focused on technology/engagement)
- £cost of providing workplace accommodation per employee – aim to reduce
- Days sick per FTE – aim to reduce
- Transactions (e.g. benefit claims processed) per employee per [period] – aim to increase
- % staff turnover rate – aim to maintain between X% and Y%
- £cost of printing – aim to reduce
- % savings targets delivered – aim to increase
- £cost of ICT per employee – aim to reduce in the long term
- No. of suppliers/supplier agreements – aim to reduce
- Average time to resolve issues - ICT help desk – aim to reduce
- % time key systems unavailable (e.g. Outlook; Internet) – aim to reduce
- PSN compliance – certificate of compliance maintained

\*Note: it will be necessary to set baselines for each measure specified – this will be required for year one of this strategy.

# Monitoring and review

Delivery of this Strategy will be achieved through the Digital Delivery Programme.

Leadership Team will act as the Digital Programme Board and will receive detailed monthly updates.

High level monitoring will be done through the quarterly corporate performance report.

The Digital Strategy will be formally reviewed and updated in 2020.