



## **Appendix 1: The Digital Agenda**

### **What it means for the Customer**

- Customers expect services to be accessed in a digital manner at times and locations that suits them with access from mobile devices increasing in use
- Redesigned services that work efficiently – are clear and simple to use
- Processes that are transactional and streamlined and resolved, where possible, at first point of contact enabling self service
- Digital improves the customer experience, reduces costs and increases transparency of information
- Digital does not just mean channel shift but a redesign of the service and being able to interact with the Council online, on the phone and face to face and obtaining the same quality of service

### **What it means for the Council**

#### **Redesigned processes**

- Reviewing and improving processes, data and technology to improve services to customers
- Increasing the use of cloud based technology
- Moving the Council to a joined up use of information


- Exploiting the ICT shared service to ensure that digital processes are shared
- Reducing the complexities of integrations between systems, removing manual intervention and rationalisation of systems
- Taking a new approach to software and technology - reviewing the legacy systems when appropriate to ensure that they are fit for a modern digital agenda
- Supporting Councillors in being able to deliver digital services to residents
- Embracing new technologies such as the Internet of Things (IoT) to continuous improvement of services

### **Outcomes**


- Digital services designed with the customer experience in mind
- Competent and confident staff in the ability to use digital technologies
- Digital processes which continue to ensure the Council is flexible and agile in providing services with mobile working increasing in importance

## Key Deliverables supporting the ICT Digital Strategy 2016-20

This table details the key deliverables that support the ICT Digital Strategy 2016-20

 <b>Customers</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy.</b> <b>Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>Improved digital services to residents</b>	<p>The implementation of the new redesigned, responsive website to improve the main online access channel for Customers.</p> <p>To expand the range of services available online</p>	<p>To enable customers to:</p> <ul style="list-style-type: none"> <li>• Access a wider range of online transactional services</li> <li>• Access the Council website on mobile devices</li> <li>• Access information in plain English</li> <li>• Online parking permits</li> </ul>	<p>October 2016 and ongoing developments</p> <p>2017/18</p>	<p>Head of ICT</p> <p>Head of Customer Services and Business Support</p>
<b>Online Account for Council Tax</b>	<p>The implementation of Capita's – Connect product which provides access to online Council Tax accounts</p>	<p>To enable customers to:</p> <ul style="list-style-type: none"> <li>• Access personalised services through an online account</li> <li>• Have more control over their personal data and notify the council, just once, if their circumstances change</li> </ul>	<p>November 2016</p> <p>From Q1 2017/18</p>	<p>Head of Revenues and Benefits</p>

<b>Customers</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy.</b> <b>Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
		<ul style="list-style-type: none"> <li>• Review further online services</li> </ul>		
<b>Improved online payments</b>	Increase the range of online payments and online direct debit available to customers	<p>To support delivery of the increased payments and direct debit:</p> <ul style="list-style-type: none"> <li>• Improve overall customer experience</li> <li>• Achieve savings</li> <li>• Increase the choice and take up of self-service.</li> <li>• Increase first time resolution</li> </ul>	<p>Review of current provision Q3 16/17.</p> <p>Business case for online direct debit – September 18</p>	Head of ICT

 <b>Technology</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	
<b>New council datacentre</b>	Implement the new council datacentre including: shared infrastructure with Elmbridge and core technology refresh	<p>To ensure that the council's ICT environment:</p> <ul style="list-style-type: none"> <li>• Resilient and reliable</li> <li>• Enables staff to deliver services</li> <li>• Exploits the latest technologies</li> <li>• Is secure, resilient and cost effective</li> <li>• Is scalable and future proofed</li> </ul>	<p>Q4 2016/17</p> <p>Implementation 17/18</p>	Head of ICT
<b>Hybrid Cloud services for Disaster Recovery and Business Continuity</b>	Ensure services are resilient and able to any issues within the infrastructure. Utilising cloud based technology to enable the backup and recovery.	To ensure that the Council can recover from any issue and continue to provide services to residents	From Q1 2017/18	Head of ICT
<b>Cloud Services</b>	The delivery of ICT business applications through systems hosted in the cloud.	To review options for cloud based services as the opportunity arises	Ongoing	Head of ICT

<p><b>Technology</b>  <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b></p>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	
<b>Windows 10 &amp; Office 365</b>	Test and implement latest Microsoft operating systems for desktop, servers and office environment	To ensure that the Microsoft platform is secure, on the most recent versions and that the Council is able to benefit from advancements of latest technology	From Q1 2017/18	Head of ICT
	To utilise the cloud based services from Microsoft for email and office.	To drive to be a collaborative workforce and drive efficiencies	From Q1 2018/19	
<b>Mobile working</b>	To continue to exploit the use of iPads and other mobile devices across the Council	To increase the range of systems available through a mobile device and ensuring: <ul style="list-style-type: none"> <li>• A more flexible workforce</li> <li>• Improved service delivery</li> <li>• More responsive to customer needs</li> <li>• Cost effective</li> </ul>	April 2018	Head of ICT

<b>Technology</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	
<b>New passenger transport system</b>	The procurement and implementation of Flexi route passenger transport system to manage the property portfolio	To help Operational Services and Customer Services following the Business Process Review to manage the passenger trips better. Expand use of system and mobile options	Q4 16/17  From Q3 17/18	Head of Operational Services
<b>Document Management</b>	To review the document management system within the Council to ensure fit for purpose	To ensure supported system and staff obtain the most efficiencies from the system with workflow and searchable documents	17/18	Head of ICT




## People

**Values: Openness; Customer Focus; Integrity; Forward thinking.**

<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>Improved ICT training for all</b>	To offer a range of regular ICT training opportunities to staff, including 121s, bite size briefings and drop in sessions	To ensure that staff are competent and confident in ICT and digital technologies to improve staff technical knowledge and capabilities.  Review of ICT Competency Framework and consider ICT induction.	Reviewed annually in April.  October 2017	Head of ICT
<b>Technically qualified ICT staff</b>	To increase the number of certified practitioners within the ICT Shared Service across a range of technical and management disciplines	To ensure ICT staff have relevant and up to date knowledge to enable them to support changing technologies	Skills audit reviewed annual in April	Head of ICT
<b>Councillors</b>	To offer a range of regular ICT training opportunities to staff including 121s, bite size briefings and drop in sessions.  To continue to expand the use of iPads, flexible working and telephony.	Support Councillors in use of technology.  To enable Councillors to support Residents via electronic means.	Reviewed annually in April.	Head of ICT



<b>People</b> <b>Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>Improved ICT staff resilience</b>	Provide more opportunities for cross training within the ICT Shared Service	To equip ICT staff with a diverse range of technical skills to ensure that they are able to effectively and continuously support council requirements	Reviewed annually in April.	Head of ICT
<b>Flexible and agile</b>	Staff will be able to work in a variety of locations  Staff able to provide services out and about in the Borough	To enable great work life balance and be able to take advantage of changing approach to work  To increase the service delivery and provide better more efficient services	Ongoing to March 2020	Head of ICT
<b>Collaborative</b>	To implement and use collaborative tools within Office and the Cloud  To implement new telephony system	To work and communication more effectively.  To have single source of documents and communicate more effectively over projects	From 17/18	Head of ICT

 <b>Processes</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>Digital Services</b>	To support the Council to ensure that systems are implemented in an open and flexible manner	To ensure that systems and processes are <ul style="list-style-type: none"> <li>• Not double keyed</li> <li>• Online by default</li> <li>• Resolved at first contact</li> <li>• Paid for and booked online</li> </ul>	Ongoing to March 2020  Annual production of Service Delivery Plan	Head of ICT
<b>A shared ICT service</b>	Progress the shared ICT service proposal with Elmbridge Borough Council  Shared Service Desk	To improve staff resiliency and realise cost savings across both sites  Improve performance to Staff and Councillors	Reviewed as part of annual budget exercise in October  Q4 2016/17	Head of ICT
<b>Service Standards and Monitoring</b>	To monitor Service Level Agreements and network and servers uptime.	To continually ensure that ICT supports the Council in the provision of business services	Reviewed annual in January  Service Level reported quarterly to ICT Customer Focus Group	Head of ICT

<p><b>Processes</b>  <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b></p>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>ICT Governance Framework</b>	Review and refine the ICT Governance Framework	To ensure that the council's ICT is being managed effectively and consistently within the governance framework with particular focus on improved planning, resourcing and prioritisation	Reviewed annually in September	Head of ICT
<b>ICT Software Licences</b>	Ensure that processes on Software licences are continuously reviewed and managed	To ensure ICT software documentation is: <ul style="list-style-type: none"> <li>• In one place</li> <li>• Up to date</li> <li>• Easy to access &amp; search</li> </ul>	Reviewed annually in September	Head of ICT
<b>Improved disaster recovery &amp; business continuity</b>	Offsite replication of data and resilient core systems	To ensure the Council is able to recover quickly from issues and incidents  An annual test of the processes and technology	Improvements with Datacentre March 2018  Tested annually in January	Head of ICT

<b>Processes</b> <b>Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</b>				
<b>Key Deliverable</b>	<b>What</b>	<b>Why</b>	<b>When</b>	<b>Who</b>
<b>ICT Project Management</b>	Review and refine the Council Project Management processes and ensure that they meet the needs of ICT projects	To ensure that the Council's technology is being effectively managed	Reviewed annually in July	Head of ICT
<b>Code of Connection – Public Sector Network</b>	To ensure that the Council passes the Public Sector Network Code of Connection requirements to ensure that Council can deliver benefits and other services securely.	To ensure: <ul style="list-style-type: none"> <li>• Services are delivered</li> <li>• Technology is secure, resilient and reliable</li> <li>• Externally tested</li> </ul>	Security test annually in September  Compliance annually in December	Head of ICT

## **ICT Governance**

The Head of ICT is responsible for the delivery of the strategy and will each year produce an ICT Service Delivery Plan in conjunction with the Director of Finance and Resources and Chief Executive. The detail of the plan will be agreed following:

- ICT Collaboration Team meetings with Service Areas
- Review and agreement of the ICT Customer Focus Group

- Review and agreement of Leadership Team

The Service Delivery Plan details the specific actions required to be delivered in the year against the strategy and in general for the ICT Shared Service. The same process is followed at Elmbridge Council. The Plan breaks down the areas into more detailed actions and includes owners of the tasks.

Risks for all projects and in general for the Council in terms of ICT and Digital are identified as part of the Business Case for major projects and through the service specific risks that are then fed into the Leadership team.