

## Digital Strategy Action Plan - Structure and Governance

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Agree our delivery method and budgets	Agree high level delivery approach	November 2019	Richard Baker	Complete	Complete
	Agree earmarked reserve	February 2019	Richard Baker	Modernisation Reserve Established	Complete
	Agree drawdown method	February 2019	Richard Baker	Delegated to Modernisation Board in consultation with Leader and Executive Member for Resources	Complete
Ensure we have the right skills and resources in a corporate Digital Delivery Project Group	Identify core project delivery team (5 leads and chair)	October 2019	Richard Baker	Complete. This later changed to an ICT and Infrastructure Working Group to support the wider modernisation agenda.	Complete
	Convene team, agree terms of reference and identify any training requirements / support required from platform partner	November 2019	Richard Baker	Complete	Complete
Allocated adequate resource within ICT / development partners for them to support digitalisation projects	N/A - Part of individual project plans	N/A - Part of individual project plans	N/A - Part of individual project plans	A number of digital projects have been completed. The next phase is to ramp up the service redesign process to deliver change at pace within services.	N/A - Part of individual project plans
Set up a Digital Strategy Corporate Working group and agree the terms of reference	Agree DS-CWG Terms of Reference	October 2019	Richard Baker	Complete. This later changed to an ICT and Infrastructure Working Group to support the wider modernisation agenda.	Complete
	Agree core DS-CWG membership	October 2019	Richard Baker	Complete. This will be reviewed again as we move into the service redesign phase.	Complete

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Set up individual project groups (reporting to DS-CWG or DDPG) as required	N/A - Part of individual project plans	N/A - Part of individual project plans	N/A - Part of individual project plans	A number of digital projects have been completed. The next phase is to ramp up the service redesign process to deliver change at pace within services.	N/A - Part of individual project plans

## Digital Strategy Action Plan - ICT & Infrastructure

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Undertake a systems analysis to better understand our base systems, hosting and future requirements	Gather data on our base systems, including user numbers, data requirements, server/storage requirements etc	January 2022	Richard Baker / Lucy Aston	The background work on infrastructure and applications has been completed through the use of SOCITM as part of the options appraisal for the future ICT delivery model.	Complete
	Understand cost implications (short and long term) of hosting onsite	January 2022	Richard Baker / Lucy Aston	As above	Complete
	Design a roadmap for future architecture and applications	October 2023	Richard Baker / Lucy Aston	The design and delivery of a new model and roadmap for cloud based solutions will be undertaken over the next year as we transition to the new ICT delivery model.	On Track

## Digital Strategy Action Plan - ICT & Infrastructure

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Conduct an ongoing review of our ICT strategy, responding to new technology	Using data gathered, commitments in the strategy, and direction of the council create a new ICT strategy which delivers the infrastructure, purchasing approach, and testing methods required to modernise the Council	October 2023	Richard Baker	The ICT strategy was refreshed during the period, but the fundamental changes will be made during the next phases of the ICT service model design and transition.	On Track
	Identify new software solutions and keep under review	Ongoing for life of strategy	Lucy Aston Richard Baker David Baird	A number of new solutions have been deployed, including Microsoft Teams, Power BI, Power Automate, Forms, Jadu, along with service specific solutions such as the Capita One Portal. The council has also made use of available government tools such as gov.notify and will look to integrate these further as service redesign activity takes place. An applications group meets on a regular basis to consider project concepts for new software solutions.	Ongoing
Undertake an options appraisal and put plans in place for the future of our ICT delivery (contract ends December 2022)	Initial report to general procurement board to agree high level approach	Late 2020	Richard Baker	A procurement board was created to oversee the procurement associated with the Sopra Steria Contract which expires in 2022, and this includes ICT Services. A high level approach was agreed which included the sourcing of a specialist to provide an options appraisal for ICT. This was later expanded to include application support, and details were fed back to the board for the next steps to be agreed.	Complete

## Digital Strategy Action Plan - ICT & Infrastructure

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
	Determine detailed approach and milestones	March 2022	Richard Baker	The direction of travel and a high level timetable has now been agreed. A partner has been procured to assist the council in the detailed design and transition of services and a detailed project plan has been developed.	Complete
Enable all staff to work in an agile and flexible way (remote/home working). <u>This focuses on the digital element only. Office and storage will be considered as part of wider modernisation projects.</u>	Review of core devices	December 2021	David Baird	A review has been completed. Laptops have been agreed and tablets are being trialled in areas which would have a business use for mobile working solutions.	Complete
	Roll out of office 365 and move Microsoft services to the cloud	March 2021	David Baird	Complete. This roll out was slightly delayed and delivered after the planned date due to the complexities involved in undertaking this in a remote way. But the project was complete by June 2021.	Complete
	Roll out of authenticator	From 1 February 2020	David Baird	Complete	Complete
	Roll out of Microsoft Teams	From 1 February 2020	Farhad Cantel	This was configured and in trial by a number of staff in early 2020. This enabled the council to move very quickly in response to the pandemic and need to work from home.	Complete
	Identify, and put plans in place for, systems which are not accessible remotely or cloud based	July 2020	Farhad Cantel	This action was swiftly overtaken by the need to work from home during the pandemic. Services quickly responded to such areas and all core systems can be remotely accessed.	Complete

## Digital Strategy Action Plan - ICT & Infrastructure

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
	Undertake a Wi-Fi survey of key council sites and improve Wi-Fi connectivity	June 2020	Farhad Cantel	A survey was completed, capital bid approved and works undertaken to replace and refresh the councils Wi-Fi network	Complete
	Undertake a telephony review and implement changes to meet the needs of services	February 2022	David Baird	A review has been undertaken, and the councils telephony will be integrated with Microsoft Teams. The change to cabling has been completed in advance of the national changes to the BT network and the integration is underway. This solution will be in test phases by December 2021 and go live in February 2022.	On Track
Utilise the Government Digital Marketplace for procurement	Ensure the councils constitution, policies and procedures allow for advertising on digital marketplace, and the ICT policy sets out that this will be preferred method of procurement for digital projects	March 2020	Richard Baker	The councils constitution allowed for government frameworks to be utilised for the procurement of supplies and services, so no updates were required. The digital marketplace (g-cloud) has been used to source a number of key services such as the digital platform, project tools, a new asset management solution and the work	Complete

## Digital Strategy Action Plan - Culture

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Engage with staff in the design and development of solutions	Identify Back Office System Leads	December 2019	Lucy Aston	<p>System leads were identified and an applications group has been created, which shares good practice, considers project concepts and reports into the ICT and Infrastructure Working Group.</p> <p>Engagement within services is targeted to staff involved in processes, and wider corporate activities are communicated through the wider modernisation communications.</p>	Complete (engagement with teams is ongoing and will increase as we move onto service redesign phase)
Work with teams to identify efficiencies and improve service delivery through digitalisation	No specific milestones - this will form part of digital delivery programme, development of ICT strategy and process redesigns	N/A	Lucy Aston	A number of service redesign activities have started, and as we move into 2022, the pace of delivery will start to increase. A list of customer service requests has been co-ordinated, a broad approach and resources to deliver the programme have been agreed.	N/A - Part of individual project plans
Implement a new intranet that gives staff better access to the tools they need	Identify needs and create tender specification	October 2019	Thom Burn	The new intranet has been implemented (WINNIE), and continues to be developed to improve content available to services.	Complete
	Tender for and select provider / support team	December 2020	Thom Burn		Complete
	Implement	June 2020	Thom Burn		Complete

## Digital Strategy Action Plan - Culture

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Introduce Digital Champions to promote a 'think digital culture'	Create core requirements / skillset for digital champions	November 2019	Richard Baker	The wider councils modernisation programme was announced shortly after the adoption of the Digital Strategy. This led the team to reconsider this activity and park the use of digital champions until service redesign programme starts. Instead, the applications group was created to support sharing of good practice. As the service redesign processes ramp up during 2022, it is envisaged that digital champions will be identified within services, who will champion the use of digital methods to improve services for residents and back office processes, and will act as a showcase for services yet to go through the redesign process.	Paused
	Identify Digital Champions through Heads of Service	December 2019	Richard Baker		
	Hold sessions to deliver key messages on digitalisation and roles of champions	January 2020	Richard Baker		
Continue to embed a #oneteam culture as part of #ourfuture programme	No specific milestones - this will form part of roles of champions, communications and project team	N/A	Digital Delivery Project Group	Through the use of communications and multi service working groups and project teams, a #oneteam approach has continued to be developed.	N/A

## Digital Strategy Action Plan - Service Redesign

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Soft Market Test, Procure and Implement a single digital platform	Soft Market Test	December 2019	Richard Baker	Soft marketing was undertaken to understand the types of systems available. Through the use of the digital marketplace, a list of providers was shortlisted and discussions held to fully understand the systems available. The system which met the councils requirements was selected and award made.	Complete
	Review Results	January 2020	Richard Baker		
	Plan and Undertake Procurement	March 2020 to June 2020	Richard Baker	The core system was implemented, and after discussions at the working group, it was agreed to implement complaints management as the first as type. This was a complex and difficult case type to set up, due to the number of services that would need to use the system and have cases allocated to. The case type went live and the team have been through an iterative process of improvements, and have now integrated the system with Power BI, enabling management reporting and dashboards to be available.	Complete
	Implement core system*1	July 2020 onwards	Lewis White		

## Digital Strategy Action Plan - Service Redesign

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Review our use of Customer Relationship Management and related systems, explore options for a central review of customer during soft market testing*1	Engage with our existing CRM supplier for soft Market Testing	November 2019	Kirsten Roberts	Through the conversations with suppliers, it became clear that a single solution would be available for the digital platform and CRM system. Data migration was considered and no need was identified, shortening implementation time. A transition plan has been agreed and the team are working on moving existing case types from LAGAN to Jadu, with some more forms expected to go live in January. New case types have been identified and will be designed as part of the service redesign process.	Complete
	Ensure CRM explored as part of soft market testing	December 2019	Kirsten Roberts		Complete
	Consider approach to CRM with Platform and potential data migration	January 2020	Kirsten Roberts		Complete
Develop and improve existing web forms and portals	Identify all web forms and portals	January 2020	Lucy Aston	All existing forms have been identified, and a full list of case types has been identified, which will inform the service redesign programme, starting in 2022.	Complete

## Digital Strategy Action Plan - Service Redesign

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
Review our website, including third party systems accessible through it, to ensure it meets accessibility standards	Identify accessibility issues, plan and implement required changes	September 2020	Lucy Ellis	Website accessibility review and action plan is complete. Moving council websites in Jadu will address any accessibility issues with the framework and significantly improve any issues with the content this was completed in January 2022. With content fully compliant by December 2022 following council wide review of inaccessible PDFs. Work to improve with third party systems is ongoing as part of wider work to bring them into digital platform and other system upgrades.	Action plan complete (delivery of changes ongoing)
Undertake process mapping and analysis to inform priorities, service design and delivery	Gather base data on processes (process, numbers, automation, systems)	February 2020	Lucy Aston	A full list of case types has been identified, along with case numbers for many of the core case types. This will inform the service redesign programme, starting in 2022.	Complete
Design a high level project plan and roadmap for digitalisation	Use information gathered on web forms, for single platform and on existing processes to agree phasing for roll out of process reviews	January 2022	Digital Delivery Project Group (Lucy Aston)	As outlined above, base data has been gathered and a high level plan drafted. This will be kept under review as the pace on service redesigns will start to increase this year.	Complete

## Digital Strategy Action Plan - Service Redesign

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
	Arrange 'as is' and 'redesign' workshops based on phasing and platform selected. Implement and review.	Rolling over period of strategy	Lucy Aston	Through the period, the team have designed core service redesign principles which will be applied to all reviews. Workshops will be arranged and redesign will commence during 2022. It is expected at this stage this will be a two year programme of works.	Ongoing
Engage with Third Party Providers on Application Programme Interfaces and other integration options	No specific milestones - this will form part of digital delivery programme, development of ICT strategy and process redesigns	N/A	Digital Delivery Project Group (David Houghton)	Interfaces and other considerations form part of the redesign process. A good example is the revenues and benefits transformation, in which core systems were selected to meet the changing requirements of the service and integrations completed where there was a benefit to do so.	N/A
Develop and integrate systems to provide customers with intuitive, consistent and front-end access to our services	Sign up to Local Government Digital Standards	January 2020	Lewis White	The council signed up to the digital standards in 2020.	Complete
	Design workshop processes and establish process design principles	Summer 2021	Lucy Aston	Through the period, the team have designed core service redesign principles which will be applied to all reviews. The process for service redesign was completed in 2021 and approved by the Modernisation Board. These are attached as a separate appendix.	Complete

## Digital Strategy Action Plan - Service Redesign

Commitment	Milestones	Milestone Target Date	Lead	Update	Status
	Understand our customers - develop core suite of customer profiles	January 2022	Lucy Aston	Customer profiles have been developed to help services focus on the needs of different customers through the service redesign process. This core pack will be built upon as we work with services and get a fuller picture of our customers.	Complete

\*1 There are direct links between CRM and platform, and the decision on these will have direct impact on implementation plans and timeframes