**Resources and Fire & Rescue
Overview and Scrutiny Committee**

12 December 2018

Digital and Technology Strategy Update

Recommendation

The Resources and Fire & Rescue Overview and Scrutiny Committee is asked to consider and comment on the content of this report.

1   Introduction

1.1   This report has been written at the request of members to provide an update on the delivery of the Council's Digital and Technology Strategy that was approved by Cabinet on the 13th of September 2018.

1.2   The vision of Warwickshire County Council (WCC) transformation programme and new operating model includes putting digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.

1.3   The Digital by Design programme is the delivery vehicle for the Digital and technology Strategy and is tasked with the implementation of the strategy to support the Council transformation programme, new operating model and the digital enablement of the Council services. It will assist the Council to underpin its financial sustainability by leveraging advances in digital and technology.

2   Digital and Technology Strategy

2.1   Eight digital principles have been identified to provide high-level guidance for everyone involved in shaping digital and technology services at WCC. The principles are:

- Start by identifying our user needs.

- Align user needs with our business objectives.

- Keep it simple.

- Build digital services not websites.

- Use evidence not judgement or opinion

- Design, launch, test, repeat and build for reuse

- Build it for everyone

- Design for context of use

2.2 Four key building blocks have been identified on which the Council's Digital and Technology Strategy will be delivered. The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions. The building blocks utilise guidance from industry standards and adhere to local government compliance requirements. The four building blocks are:

- **Best digital experience** - We will place digital at the heart of our relationship with our customers, increase digital self-service, redesign our services to improve customer satisfaction and reduce the cost of service provision.

- **Better use of data, information and insights** - We will use data to inform what we do. We will treat our data as an asset, utilising it to make better more informed business decisions; improve our demand management capability and increasing our ability to act proactively or undertake preventative interventions.

- **Operational efficiency and productivity** - We will deliver services more efficiently and effectively. Combining digital and technology capability to enable the delivery of optimised and efficient services that are fit for purpose and delivered in collaboration with our services partners. We will consolidate and rationalised our application portfolio.

- **Innovation and creativity** - We will create value from ideas that challenge the norm. Improving our digital maturity, increasing our digital leadership capabilities, adopting modern ways of working and developing a culture of collaborative innovation and creativity.

2.3 The intended outcomes that will be enabled by the digital by design programme include:

- Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed.

- Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient.

- Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working patterns.

- Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention.

- Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations.

- Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation.

- Consolidate and rationalise duplicated features and capability in applications to reduce cost.

- Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities.

- Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes.

3   Digital by Design Programme

3.1   Council Website

3.1.1   The current Council website is built on old technology with the content no longer meetings customers' expectations. An 11-week audit of the website content was completed and found:

- 2,134 pages were reviewed and tested by customers. The data findings were:
    - o   10% of pages (approx. 220) account for 70% of visitors
    - o   32% of pages (approx. 700) account for 90% of visitors
    - o   66% of pages (approx. 1400) receive less than 1 visit a day
- Content was not prioritised
- User experience and writing style was inconsistent
- Navigation was confusing

3.1.2   A new fit for purpose Council website is in development and will be launched on 23rd January 2019. The following progress has been made:
- New website design has been approved by the Digital by Design Board
- New website Content Management System has been procured
- Website content rewrite is in progress
- The Digital Standards Working Group has been established to oversee website governance

3.2 Council Intranet

3.2.1 A new Council intranet was designed, implemented and launched as a digital workspace for employees. The new intranet is now an integral part of the device start up process which ensures that have access to up to date Council news as well as their productivity tools in one workspace.

3.3 Digital Customer Platform

3.3.1 The Council's digital customer platform components have been defined, agreed and approved by the digital board.

3.3.2 The Council Firmstep environment is in the process of being separated from that of two other Councils whom we shared the environment with in order to give WCC more control over the solution configuration, features and modules we deploy.

3.3.3 The Firmstep business portal and shared workspace modules are being added to the digital customer platform to create a "business portal", enabling the Council to deliver online services to businesses and collaborate with partners.

3.4 Information Strategy

3.4.1 Business intelligence (BI) is a technology-enabled process for analysing data to help members, managers and other end users make informed business decisions.

3.4.2 The Digital programme has commissioned a 10-week Corporate Business Intelligence Review (CBIR) to help identify all the Council's analytics needs, capability and practices.

3.4.3 The review will provide an overview of the current BI impact, capacity, capability, (in)-efficiencies and requirements. The review will also identify the current and future requirements of the Council, any gaps in the provision of BI and why these exist. The output of this work will be a fully documented review including a suggested roadmap for the way forward.

3.5 Functional Operating Model (FOM) Digital Enablement

3.5.1 The Digital programme is providing support for the delivery of enabling technology for the new operating models that are being implemented as part of the Council's transformation to its new operating model.

3.5.2 To enable the delivery of the Finance operating model, the Digital programme will be supporting the following system changes on the Council Agresso Finance solution:

- Upgrade of the core system to ensure continuous support
- Introduction of self-service capabilities provided to Budget and Cost Centre managers
- Update of integration interfaces to reduce the burden of system reconciliation, manual recording and reporting issues on iTrent and Hotline.

3.5.3 Three other operating model digital enablements are scheduled in the next 4 months. These will include
- HR/OD,
- Customer
- Business Support.
- ICT

3.6   Ongoing Business Projects

3.6.1 The Digital programme is currently providing support for a number of ongoing business. These include:

- Adults Social Care Systems and Process project (End to End) Reablement services
- Electronic Visitor Record payments process
- Early intervention, prevention and self-care
- Highways transformation
- Assistive technology

3.7   Strategic Reviews Digital Enablement

3.7.1 The Digital programme is currently enabling and supporting the delivery of the recommendations of the strategic reviews that have taken place in:

- Children's and Families
- Special educational needs and disability (SEND),
- Schools Admissions
- Home to School Transport supply

3.7.2 The Digital programme business analysis team have completed the initial requirement gathering for the Multi-Agency Safeguarding Hub (MASH) calls. The team is working the Children's and Families service to co-design an optimised call routing process that will make the best and most appropriate use of available resources.

3.7.3 The Digital programme business analysis team is currently gathering detailed requirements, collating requirements, as-is process mapping and assisting to define the "to-be" processes in preparation for the design and implementation stages in SEND.

3.7.4 The Digital programme business analysis team have re-engaged with Schools Admissions to progress to the solution design stage. The team is working closely with the Schools Admissions team to agree scope and timescales.

3.7.5 The Digital programme business analysis team has completed gathering detailed requirements, collating requirements, as-is process mapping for home to school transport. The team is currently assisting to define the "to-be" processes in preparation for the design and implementation stages.

3.8 End User Computing

3.8.1 The Digital programme is working with the Modern Working project to determine how our employees, partners and consultants will securely access Council services, applications, and data enabling anywhere, anytime, working and collaboration utilising the most appropriate tools and devices to get work done.

3.8.2 Ultimately the End User Computing objective is to provide users access to applications when and where the business needs work done. The aim is to do this in a way that lowers costs and improves the end user's experience.

3.9 Enterprise Technology Roadmap

3.9.1 The Digital programme is working to define an enterprise technology roadmap to establish consensus about a set of needs and the technologies required to satisfy those needs. It provides a mechanism to help forecast technology developments, and it provides a framework to help plan and coordinate technology adoptions.

4   Financial Implications

4.1   All the developments outlined in this report can be delivered within existing resources, including the £2.5million Digital Transformation Fund approved as part of setting the 2018/19 budget.

5   Indicative Delivery Timescales

5.1   The following are the high-level deliverables and indicative:

New Corporate Website	January 2019
Digital Customer Platform	January 2019
Enterprise Technology Roadmap	February 2019
End User Computing	February 2019
Business Intelligence Platform	April 2019
Ongoing business projects	Between April and December 2019
Strategic Review enablement	Between April and July 2019

6   Supporting Documents

Appendix A - Digital by Design Strategy

|	Name	Contact Information
Report Author	Rob Musekiwa	robmusekiwa@warwickshire.gov.uk Tel: Phone number
Assistant Director	Craig Cusack	Interim Assistant Director for Enabling Services craigcusack@warwickshire.gov.uk Tel: 01926 418141
Strategic Director	David Carter	Strategic Director of Resources davidcarter@warwickshire.gov.uk Tel: 01926 412564
Portfolio Holder	Councillor Kam Kaur	cllrkaur@warwickshire.gov.uk

The report was circulated to the following members prior to publication: -

Local Member(s): n/a
Other members: n/a

OOP 2020 Doing things better
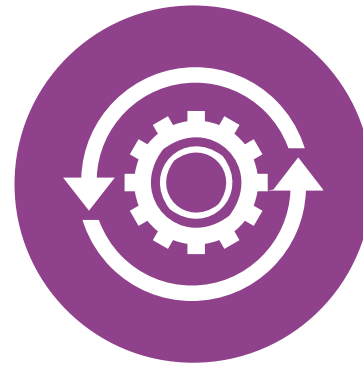
Digital & Technology Strategy 2018 – 2021

Shaping Warwickshire's digital future

Warwickshire County Council

Background

A digital revolution, as a result of the rapid advances in technology and digital services, is redefining the way we live, work, learn and play. It is challenging the way we currently deliver services and providing us with opportunities to transform our services in ways which make a real difference and ensures the services are valued by those who use them.

A successful digital and technology strategy must position the customer at its centre. Warwickshire County Council's new operating model puts digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.

Our aim is to deliver better outcomes, manage demand and increase our financial sustainability. To do this we need to ensure our services are more efficient and joined up, and that we make best possible use of new technologies and innovation.

We cannot do this alone and so will look to our customers and partners in the public, private and voluntary communities to help guide and support us in finding solutions and different ways of working.

We will encourage customers who are able to self-serve through online channels to do so. This will allow us to focus our limited resources on our vulnerable residents; improve our customers' experience when engaging with the Council; increase customer control over their data; and make services more intuitive, convenient and available.

We are in an era where we will be defined by our ability to adapt to and utilise the rapid pace of technological change. There is much to do to ensure we benefit from the wider and more effective use of digital services. When delivered in a strategic and prioritised way, the potential benefits to our customers, the Council and our partners are enormous.

Using digital processes and new technology to enable the provision of our services will bring the following benefits:

- Reduced costs of delivery and better value for money
- Greater efficiencies and better customer outcomes
- Stimulate and enable innovative ways of working
- Positive reshaping of the relationship between the Council, its customers and its partners
- Improved communications, collaboration and partnership working
- Better use of council held data
- Establishment of new revenue streams

Introduction

This strategy supports the delivery of Warwickshire's One Organisational Plan (OOP) 2020 and will play a key role in enabling the emerging new operating model for the Council. Our financial sustainability is underpinned in part by the Council's ability to leverage advances in digital and technology to enable: better provision of information, advice and guidance; further self-service; consolidated applications; connected/automated processes; delivery of operational efficiencies; and maximisation of revenue.

Our ambition is to use our digital and technology capabilities to enable and support four key stakeholders - our customers, our people, our partners and the organisation by:

- improving our customers' experiences and outcomes

- optimising the way we work

- forming mutually beneficial partnerships

- improving our use of data, financial performance and sustainability
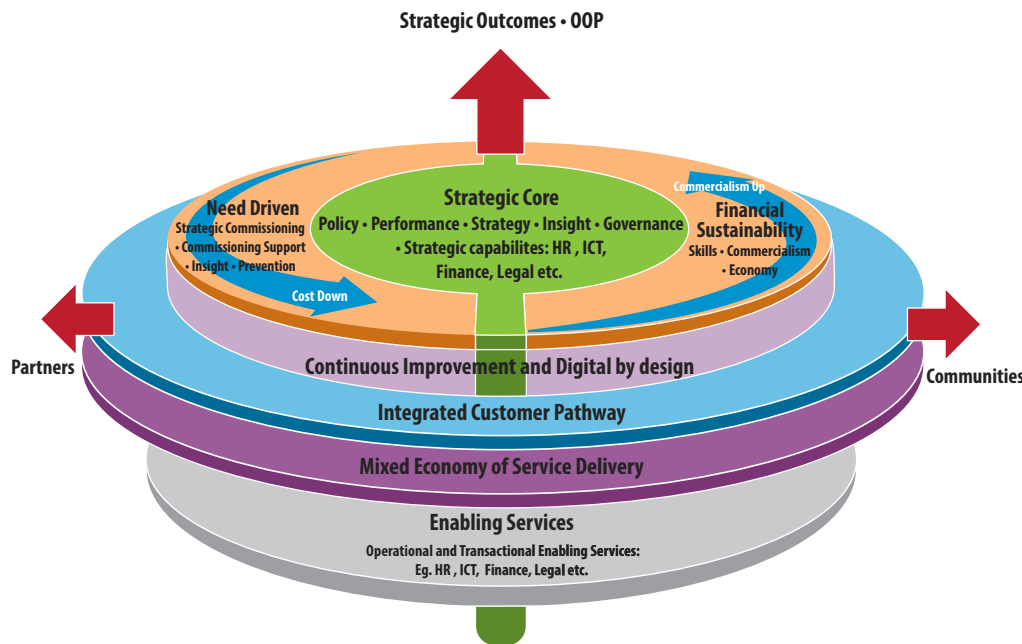
Our work is based on the philosophy that best customer and business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people. We will work with our customers, our people, communities, businesses and partners to ensure we deliver digital services that matter and make a difference to the way they live, work, learn and play.

This digital and technology strategy and its associated programmes and projects will be key enablers to supporting the way services will be provided in the future and ensuring the Council can achieve its vision "to make Warwickshire the best it can be".

Strategic Outcomes • OOP

Strategic Core
Policy • Performance • Strategy • Insight • Governance
• Strategic capabilites: HR , ICT, Finance, Legal etc.

Need Driven
Strategic Commissioning
• Commissioning Support
• Insight • Prevention

Commercialism Up

Financial Sustainability
Skills • Commercialism
• Economy

Cost Down

Continuous Improvement and Digital by design

Partners

Communities

Integrated Customer Pathway

Mixed Economy of Service Delivery

Enabling Services
Operational and Transactional Enabling Services:
Eg. HR , ICT, Finance, Legal etc.

Aims of the strategy

The aim of the strategy is to enable Warwickshire County Council to deliver its vision, priorities and customer outcomes by placing digital at the heart of the relationship with customers and enhancing their interactions with the Council.

Our strategy will deliver the following outcomes:

Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed

Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient

Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern

Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention

Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations

Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation

Consolidate and rationalise duplicated features and capability in applications to reduce cost

Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities

Our digital and technology strategy will support the Council's new operating model by enabling us to:

- Understand our customers' needs and deliver services that meet their needs

- Redesign end to end digital services

- Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes

- Support the move to a new integrated ICT and digital operating model

- Develop a robust, integrated and risk-based digital and technology governance and assurance model including:
  - Definition of the minimum standards for future digital and technology investments
  - Definition of delivery methodology, frameworks and approaches

- Take a strategic approach to digital and technology investment that balances the need for enabling better customer outcomes against the cost to serve

- Improve our collaboration capabilities and enable better service integration with partners

Design principles

Our organisational design principles have been formulated around the themes of what we do, how we do things and how we will work to ensure our new operating model brings a single, consistent approach to the way we do things in the future. The digital and technology strategy will adhere to these design principles and use them as the basis for the emerging digital and technology design principles which aim to simplify, standardise, share. The organisation design principles are:

What we do

- We will only commission activities that contribute to our outcomes
- We will organise ourselves around achieving our outcomes
- We will use data to inform what we do
- We will invest in activities that strengthen economic sustainability

How we do things

- We will enable our customers to support themselves
- We will build resilient self supporting communities
- We will retain our role as the commissioner of our outcomes
- We will have a mixed economy of service delivery arrangements

How we will work

- We will work collaboratively with our partners
- We will be innovative and creative in our way of working
- We will take accountability, ownership and responsibility for our performance
- We will be lean, efficient and agile in the way we work

Digital principles

We want to give everyone that uses our digital and technology services an excellent and consistent experience, and our digital design principles will enable us to do this. These digital principles provide high-level guidance for everyone involved in shaping digital and technology services at Warwickshire County Council.

1 Start by identifying our users' needs

By users we mean everyone using our digital services. This could be customers, residents, partners and staff. If we don't know what their needs are we won't build the right service. Do the research, analyse the data, talk to them and do not make assumptions. If we understand the needs of our internal and external customers we will design better services.

2 Align user needs with our business objectives

We should clearly define our objectives for all our digital services and relate these back to our business strategy and One Organisation Plan (OOP) 2020.

"User-centred design is not about giving users what they want. It's about leveraging the natural behaviour of users to get what the business wants"

3 Keep it simple

Our services and communications should be simple, straight-forward, logical and consistent. We need to keep it simple, giving our users what they need but remembering that 'less is more'.

"Simplicity is the art of removing everything that doesn't have to be there."

4 Build digital services not websites

Digital service design means designing the whole service not just the digital bits. If you're redesigning a service, you need to think about what the user is trying to achieve and then build a service that meets those needs. It goes deeper than just improving our website. The digital world needs to connect to the real world and all aspects of your service.

5 Use evidence not judgement or opinion

We can learn from looking at how existing services are used in the real world. Rather than hunches or guesswork, we should use a combination of data and customer stories to make decisions.

6 Design, launch, test, repeat and build for reuse

Our approach will be to release early digital services that meet basic needs, test them with users, delete what doesn't work, identify quick wins where possible and make refinements based on feedback. We will make sure our approach is consistent and will help people become familiar with our services.

"Iteration reduces risk. It makes big failures unlikely and turns small failures into lessons."

7 Build it for everyone

Good design is accessible design that is inclusive and easy to understand. Designing to meet needs is more important than style. The people who most need our services are often those who find them hardest to use. Let's think about those people from the start.

8 Design for context of use

We're designing for people, not designing for a screen. We should design our digital services around:
- how and when people will use them
- the task a user has come to complete
- looking to signpost where possible and focus on the part that is relevant and unique to a person or business in Warwickshire.

"All information must be presented in the context of a user task to be useful."

The aim of the principles is to help inform and shape many of the decisions we make when creating or improving our digital and technology service and are underpinned by our ambition to simplify, standardise, secure and share.
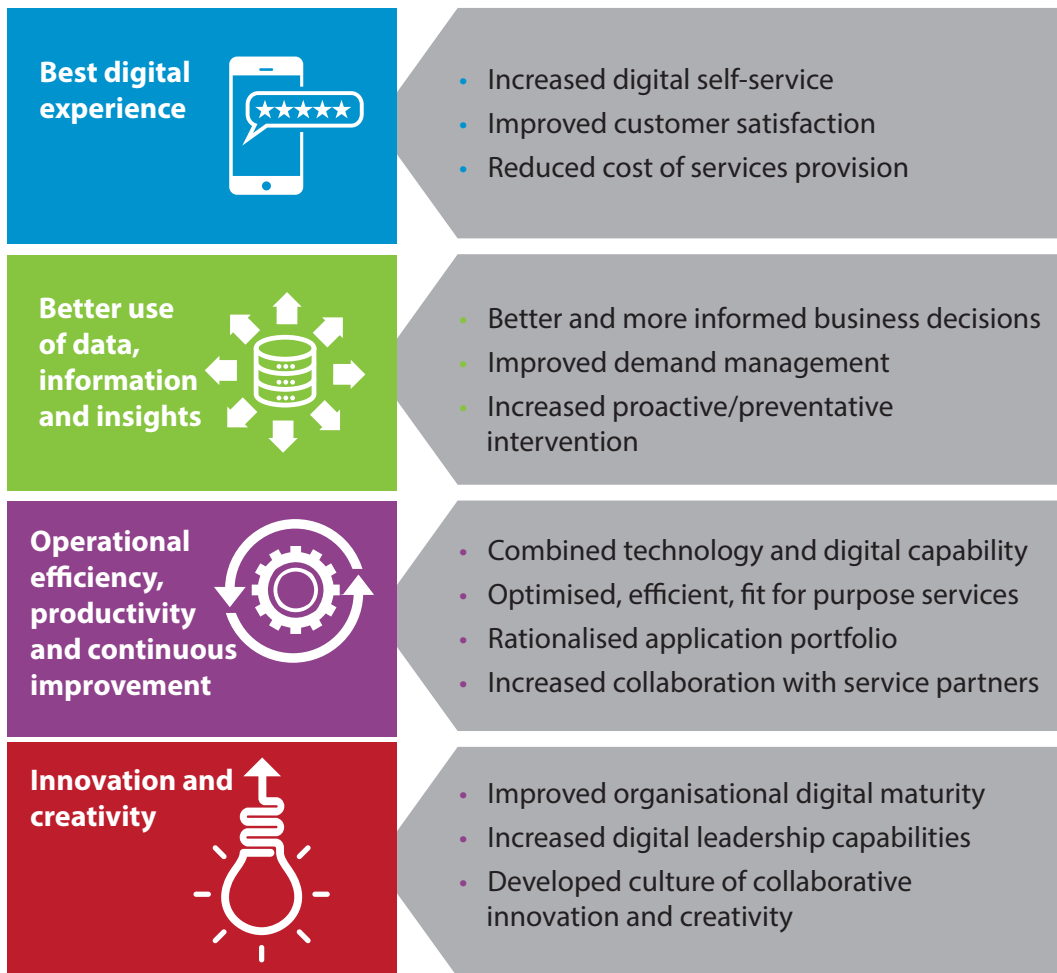
We will revisit these principles frequently throughout our delivery programme to make sure we remain on track. These principles will come to life through our strategic delivery building blocks.

Key building blocks

To support the Council's priorities, the OOP vision, new operating model and our digital ambitions for our customers, four key cross-cutting building blocks have been identified which will underpin the Council's Digital and Technology Strategy.

The four building blocks are:

Best digital experience
- Increased digital self-service
- Improved customer satisfaction
- Reduced cost of services provision

Better use of data, information and insights
- Better and more informed business decisions
- Improved demand management
- Increased proactive/preventative intervention

Operational efficiency, productivity and continuous improvement
- Combined technology and digital capability
- Optimised, efficient, fit for purpose services
- Rationalised application portfolio
- Increased collaboration with service partners

Innovation and creativity
- Improved organisational digital maturity
- Increased digital leadership capabilities
- Developed culture of collaborative innovation and creativity

The building blocks have been developed from the identified needs of our customers, the Council, our stakeholders and partners. We have defined the required objective themes and outcomes; however, it must be noted that:

- No building block is independent of the other, all are inter-connected

- Jointly they create an integrated framework for change

- Together they define a minimum acceptable standard (reference architecture)

- They will be governed and assured centrally

The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions.

The building blocks utilise guidance from industry standards and adhere to local government compliance requirements.

Best digital experience

Block 1 - Best digital experience

Objective: We will place digital at the heart of our relationship with our customers

We want as many of our customers, council staff, stakeholders and partners as possible to benefit from our digital services. We want to make it easier for our customers to access more of our services online enabling us to manage demand and costs better. We want to ensure no one is left behind as technology continues to change the way services are delivered. Digital connectivity is a key enabler for growth across all economic sectors and increasingly relevant to inward investment. Smarter use of technology can bring fantastic opportunities for us as new technology solutions become an integral part of our lives. Our smartphones, tablets, laptops allow us to access the internet for banking, shopping and social media. We can use the same technology to improve the way council services are designed and delivered, connecting in a way that is transparent, easy, convenient and matches our customers' expectations.

We will achieve this by focussing on:

- **Our digital customers.** We will undertake an end to end digital service redesign of all our services to ensure they are optimised to meet customer needs and become the preferred choice of our customers

- **Digital inclusion.** We will work collaboratively to identify and provide targeted assistance to customers who need digital assistance, specifically those who are less digitally connected and more vulnerable

- **Digitally enabling our people.** We will provide our employees with the digital tools and skills they need to perform their roles, supporting and enabling modern ways of working

- **Creating digitally capable communities.** We will work with our partners to help equip communities and businesses with the digital skills and tools they need to function in an increasingly digital economy and enhance their lives

- **Digital infrastructure.** We will continue to work with telecommunications suppliers and other digital agencies to create the right conditions to accelerate digital investment through easier access to assets and simpler planning permissions

- **Digital collaboration.** We will work much more closely with partner organisations to deliver joined up services

Better use of data, information and insights

Block 2 - Better use of data, information and insights

Objective: We will use data to inform what we do

Our new operating model and future council vision is heavily dependent on our ability to use information analytics to pursue the knowledge and insight that will allow us to understand the behaviours of customers, the services they use and how we can best meet their needs. Data has a value that we can exploit, and we will develop our maturity in the use of data to meet our future business needs. Data is a critical resource for enabling more efficient, effective Council services that respond to users' needs. It is the foundation and life blood upon which our digital and technology services depend.

The organisation is committed to the principle of being evidence-led; this will be dependent on having timely, accurate and accessible information insights and intelligence. The adoption of an organisation-wide approach to the use of data will enable us to optimise business decisions, be more proactive in meeting customers' needs, drive continuous service improvement, manage demand more effectively whilst enhancing the customer experience and satisfaction with the service provided.

We will achieve this by focussing on:

- **Data as an organisational asset**. We will position data as a key strategic asset rather than a by-product of administrative processes and enable the organisation to maximise the value of data by using it to inform and evidence Council decisions, enable proactive and early preventative intervention which stops demand before it starts

- **Open and transparent data**. We will support and encourage open data and data transparency by proactively publishing any data that we would need to provide to the public when requested

- **Data as an enabler of better service**. We will make data an enabler for our services, gathering it once and utilising it to inform the way we design and deliver services, particularly where those services across organisational boundaries

- **Information management**. We will manage the information that we hold in an open and transparent manner that is secure and compliant with regulations. We will ensure that our customers have access to and maintain control over the data we hold about them

- **Management information**. We will utilise insights to enhance our ability to respond strategically to customers' needs and financial pressures, ensuring that all our people have the business intelligence they need to inform their decisions and help customers to understand the reasons for those decisions

- **Improved data quality**. We will ensure that our insights are based on reliable data and that data quality standards and rules are rigorously enforced by establishing data quality standards, enhancing data stewardship, automating data processing and implementing a robust data quality strategy

- **Our people's skills and expertise**. We will develop our people so that we move from "I think…" to "We know…" by investing in the skills and tools to improve our analytics

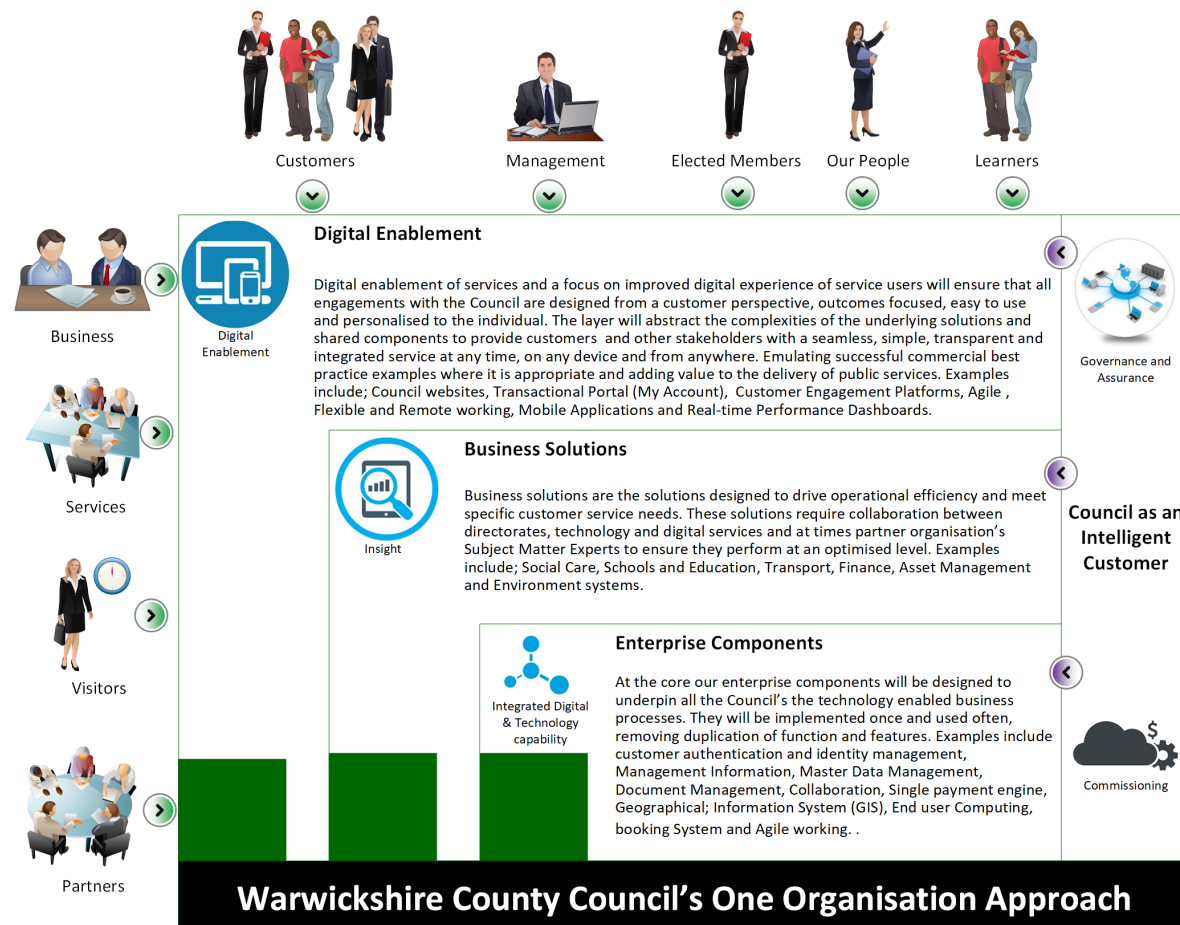**Operational efficiency, productivity and continuous improvement**

Block 3 – Operational efficiency and productivity

Objective: We will deliver services more efficiently and effectively

Increasingly technology underpins many of the public services we deliver and most of the work that we do. To meet the changing needs of our customers, partners and our new operating model we must realign our investment in digital and technology services and technology to the Council's priorities. As our customers, partners and organisation become more digitally capable, we need to enhance the efficiency and responsiveness of the Council's operations and the ability of our people to take advantage of the latest technologies and opportunities.

At the heart of the digital and technology service will be a reference architecture that will set out the fundamental design of the Council's customer, digital and technology environment moving forwards. We will commission the right solutions by adopting a joined up, one organisation approach that shares its core enterprise components and its digital enablement capability as shown in the diagram.

Customers   Management   Elected Members   Our People   Learners

Business

Services

Visitors

Partners

Digital Enablement

Digital Enablement

Digital enablement of services and a focus on improved digital experience of service users will ensure that all engagements with the Council are designed from a customer perspective, outcomes focused, easy to use and personalised to the individual. The layer will abstract the complexities of the underlying solutions and shared components to provide customers and other stakeholders with a seamless, simple, transparent and integrated service at any time, on any device and from anywhere. Emulating successful commercial best practice examples where it is appropriate and adding value to the delivery of public services. Examples include; Council websites, Transactional Portal (My Account), Customer Engagement Platforms, Agile , Flexible and Remote working, Mobile Applications and Real-time Performance Dashboards.

Business Solutions

Business solutions are the solutions designed to drive operational efficiency and meet specific customer service needs. These solutions require collaboration between directorates, technology and digital services and at times partner organisation's Subject Matter Experts to ensure they perform at an optimised level. Examples include; Social Care, Schools and Education, Transport, Finance, Asset Management and Environment systems.

Insight

Integrated Digital & Technology capability

Enterprise Components

At the core our enterprise components will be designed to underpin all the Council's the technology enabled business processes. They will be implemented once and used often, removing duplication of function and features. Examples include customer authentication and identity management, Management Information, Master Data Management, Document Management, Collaboration, Single payment engine, Geographical; Information System (GIS), End user Computing, booking System and Agile working. .

Governance and Assurance

Council as an Intelligent Customer

Commissioning

Warwickshire County Council's One Organisation Approach

Our three layer approach *(see diagram on page 10):*

1. **Digital enablement:** a single digital platform that is both inward and outward facing that will ensure that customers can use our services easily and our people can deliver services cost effectively

2. **Business solutions:** line of business solutions designed to drive operational efficiency and meet specific customer service needs e.g. MOSAIC. These solutions require collaboration between business commissioners, digital and technology and at times partner organisations

3. **Enterprise components:** taking a one organisation approach, these will share systems designed to underpin multiple business processes. These will be put in place once then used often, reducing waste and duplication.

We will achieve this by focussing on:

- **Combined digital and technology capability.** We will establish combined digital and technology capability with a new funding model and governance model that is aligned to the Council priorities

- **Digital and Technology investments.** We will realign our investment budgets in digital and technology services and technology to enable a cohesive investment strategy that allows the Council to leverage strategic partnerships, deliver its cloud first ambition, reduce total cost of ownership and leverage its purchasing power

- **Consolidating and rationalising our applications portfolio.** We will reduce maintenance and support cost by deduplicating and shrinking the number of digital and technology systems and delivering more joined up services where common functionality is shared

- **Investing in emerging technologies.** We will invest in the tools, skills and capabilities necessary to enable us to harness and leverage the rapid advances in technology

- **Understanding our costs and delivering value for money.** We will adopt a new robust sourcing and procurement strategy and use our purchasing power to take advantage of licensing opportunities

- **Modern working and service agility.** We will enable, support and promote modern and agile working, by providing the right tools (devices, software, access) and developing essential digital skills and capabilities to support our customers and support existing and attract appropriately skilled staff. We will implement technology to support increased Bring Your Own Device (BYOD)

- **Improved partnership and collaboration.** We will actively team up with partners to deliver service efficiencies and share workloads where it is mutually beneficial and in the interest of the customer, these partners may include regional health organisations, Police and emergency services

- **Increase service integration.** We will adopt standard integration patterns and specification, to provide system integration and information exchange with internal systems, service delivery bodies, partners and suppliers

Innovation and creativity

Block 4 – Innovation and creativity

Objective: We will create value from ideas that challenge the norm

Innovation and creativity are essential to the success of our future Council and on-going support of our new operating model. We will need to be able to take advantage of opportunities as these arise, adapting to change quickly and delivering benefit to the organisation and our customers as early as possible.

We will create space, time and a culture that enables innovation, is prepared to take calculated risks and uses failure as a learning tool.

We will achieve this by focussing on:

- **Establishing an innovation capability.** We will work with the business change hubs, partners and the academic sector to rethink and reimagine our services promoting and encouraging entrepreneurship to benefit our local economy and inspire and enable people both within and those connected to the Council

- **Establishing a digital capability.** We will increase our digital maturity by enhancing our digital leadership capabilities and the organisation's digital fluency

- **Establishing strategic partnerships**. We will establish strategic partnerships that are mutually beneficial and enable us to gain access to subject matter expertise and additional support from key partners

- **Publishing the data we hold**. We will publish open data to encourage customers, partners and businesses to utilise it for the benefit of the community