

Brighton & Hove Council Digital, Data and Technology (DDaT) Strategy

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Glossary of key terms

Term	Definition
<i>DDaT</i>	Digital, Data and Technology
<i>IT&D</i>	IT&Digital service
<i>DDaT capabilities</i>	The Council's 5 core capabilities for DDaT as defined by this strategy (<i>Digital Customer, Digital Organisation, Data, Foundational IT and Service Systems</i>).
<i>Council Business Framework</i>	The Council's guide to how it will deliver services to meet the needs of the city and deliver the priorities of the forthcoming Corporate Plan 2023-27.
<i>Council Corporate Plan 2023-27</i>	The Council's corporate plan for delivering a fairer city with a sustainable future.
<i>Council MTFP</i>	The Council's medium term financial plan setting out the financial context for the Council and forecasts for income and expenditure across revenue and capital budgets.
<i>Clients</i>	Residents with complex needs that are supported by specialist Council services.
<i>Customer Index and Viewer</i>	Single central repository of core customer identity details and records for teams to look-up individuals.
<i>Customers</i>	Brighton & Hove residents that interact with the Council.
<i>GDPR</i>	General data protection regulation
<i>M365</i>	Microsoft 365 productivity applications
<i>MyAccount</i>	The Council's corporate platform providing a single personal account for customers to access information and transact with services.
<i>Services</i>	The functions and teams that work to serve customers, including front-line and office-based staff.
<i>Transactions</i>	Refers to simple customer exchanges with services such as accessing information, reporting issues and making payments.

Executive Summary

Digital, Data and Technology (DDaT) as part of the Council's Business Framework

Digital, Data and Technology (DDaT) is one of the Council's key pillars that forms part of the organisation's *Business Framework* and operating model. DDaT, in combination with the other organisational pillars, is essential to supporting and enabling the Council and its services to deliver improved outcomes for customers, within the constraints of the current fiscal pressures.

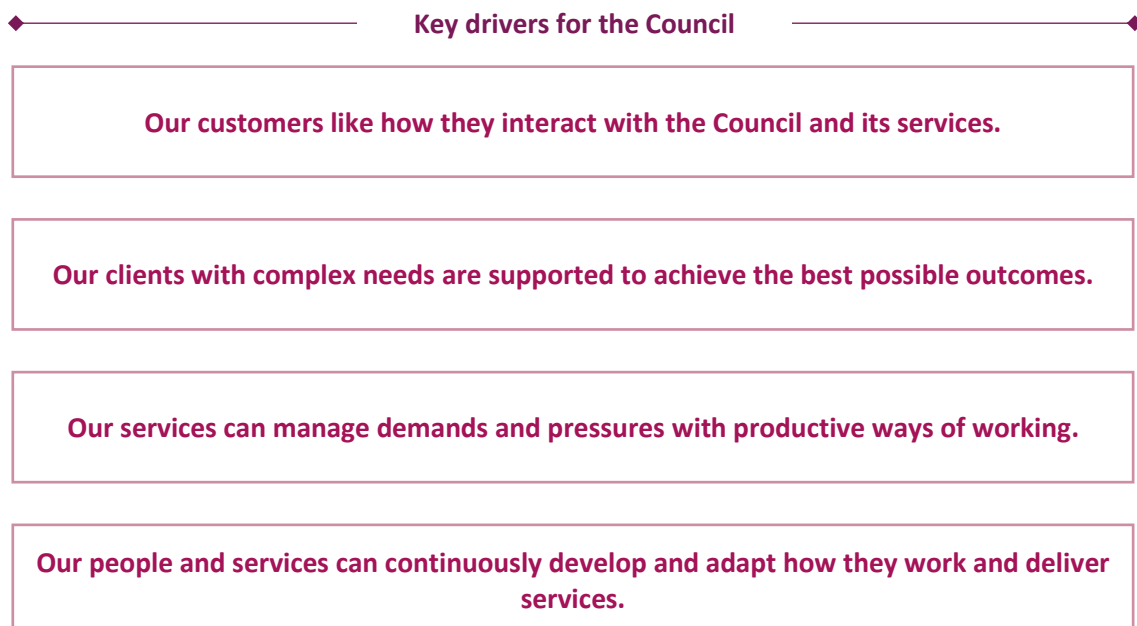
The DDaT strategy and its inclusion within the Council's Business Framework acknowledges the need to incorporate the investment, development, and use of the DDaT capabilities within the strategic business planning for the Council.

The future direction for DDaT

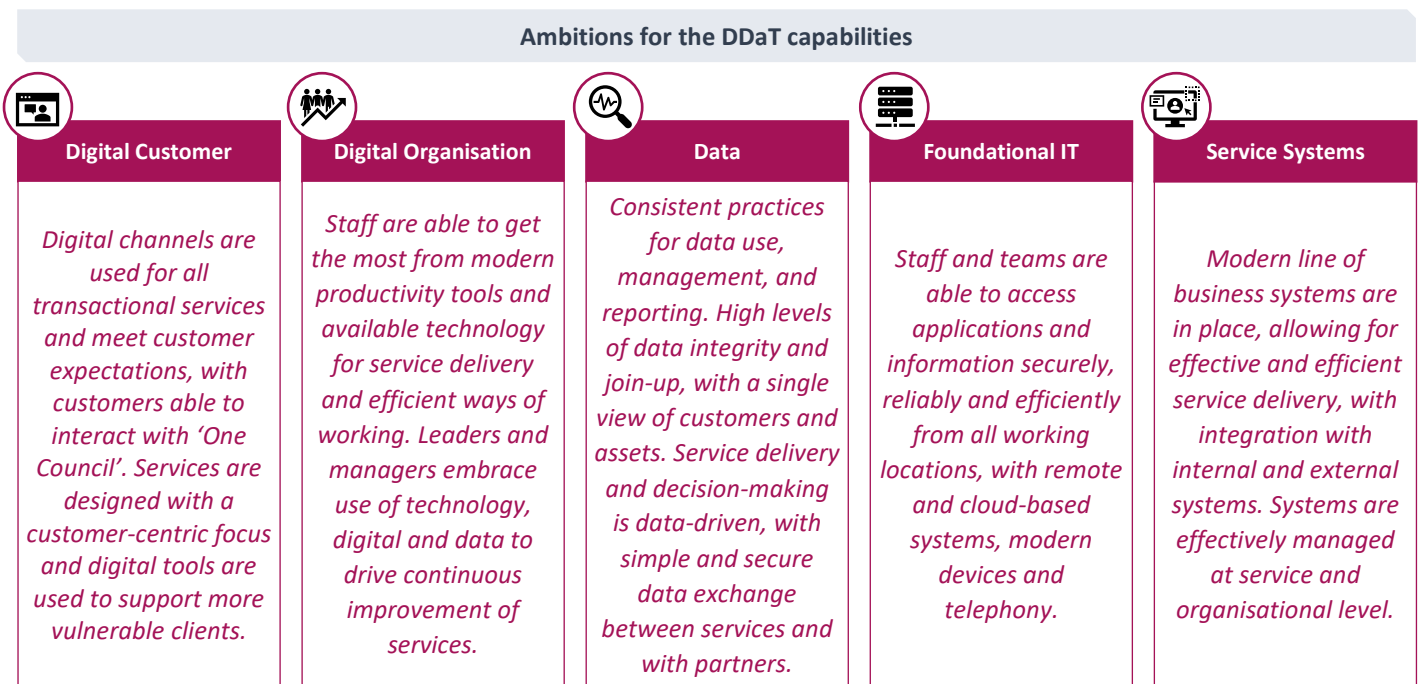
The Council's ambitions for DDaT in the next 5 years is:

To support and enable all Council services to deliver improved outcomes for customers, through the development of the DDaT capabilities.

The DDaT strategy and ambition are underpinned by a set of key organisational drivers that focus on customer experience and outcomes, and how services and people work and develop:



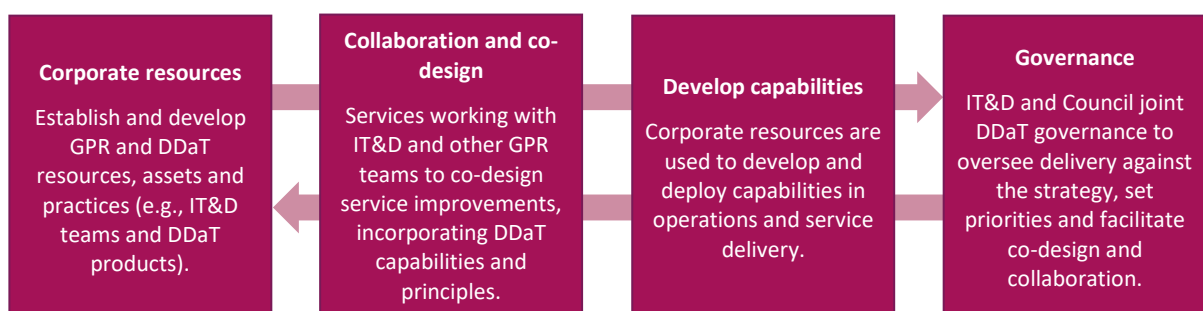
Development of the 5 core DDaT capabilities to levels of good practice consistently across the organisation will help to deliver against the ambition and drivers. The ambitions for each of the DDaT capabilities are:



Moving forward to deliver on the ambitions

The journey to develop the capabilities and deliver on the ambitions is based on addressing current and emerging risks in the first instance, to ensure that the foundations are in place to be able to move forward. The immediate priorities for initial focus include ensuring that: existing digital customer channels remain functional; staff are supported to develop fundamental skills and awareness; services can use data to meet statutory responsibilities; and systems and data are recoverable.

As well as focusing on these immediate priorities initially, there is a need to establish the required working conditions to deliver the strategy. The organisational approach set out in this strategy defines the framework and principles for working on DDaT, which centres on collaboration and co-design between IT&Digital, GPR and service teams. The core aspects of the approach are outlined below:



Corporate and service level investment in DDaT

Development of the DDaT capabilities requires both corporate and service level activity and investment. This is based on a joined-up single Council approach with continued investment and development of the corporate DDaT resources, assets, and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods) which are used to develop and deploy capabilities in service delivery.

By investing in and developing the DDaT capabilities at corporate and service levels, and delivering on the ambition of this strategy, the following key outcomes can be achieved for Councillors and Customers, Leaders and Managers, and Staff:



1. Purpose of the strategy

The Digital, Data and Technology (DDaT) strategy defines the Council's ambition for digital, data and technology. It builds on the Council's Business Framework by setting the direction for building the organisation's DDaT capabilities in the next 5 years, from where they are today. It is a 5-year strategy for how the organisation will use DDaT to improve how the organisation works and delivers services, whilst putting the foundations in place to build towards a long-term vision. The direction and ambition are based on services' key priorities that were identified as part of engagement with all directorates.

The strategy also sets out how the Council will develop the DDaT capabilities and deliver on its ambition. This includes an organisational approach to DDaT moving forward that is based on developing and investing in corporate resources and assets to shape, design and enable improved services and outcomes for customers.

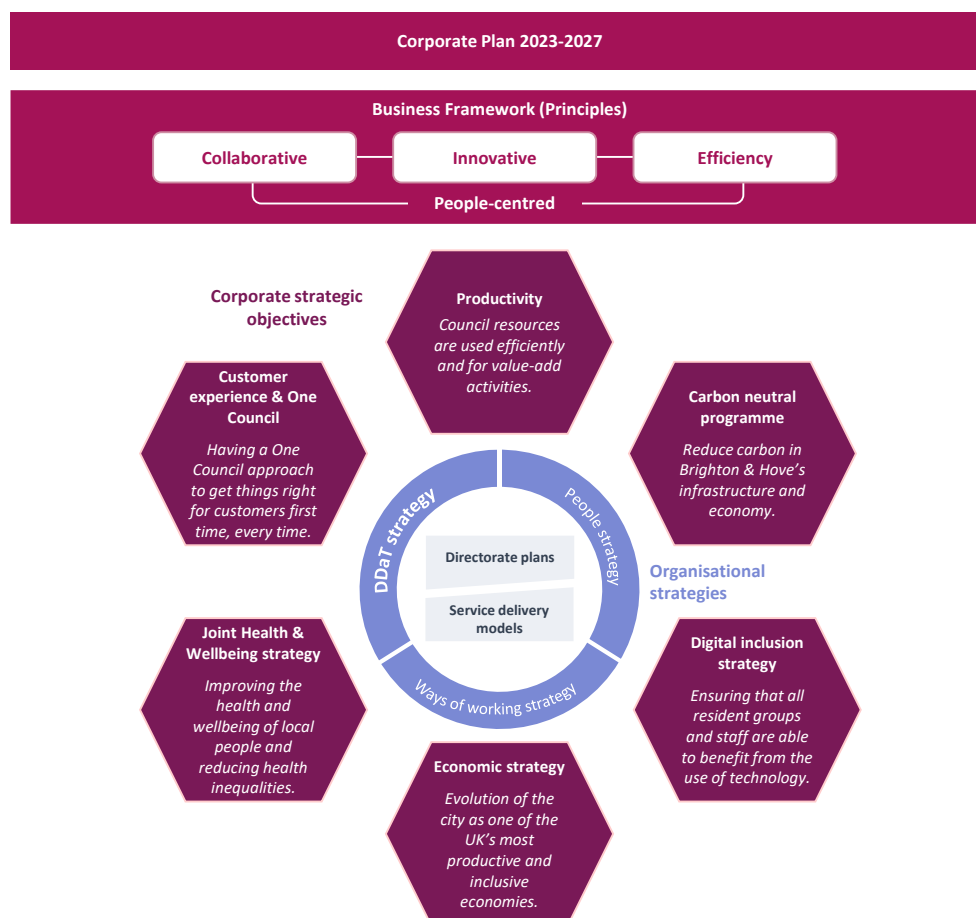
2. How the strategy works

2.1 DDaT as part of the Council’s Business Framework

DDaT and this strategy sit as part of the Council’s Business Framework, which defines how the organisation will deliver the priorities of the forthcoming Corporate Plan for 2023-2027. The framework sets the principles for how the Council will work and deliver services to meet the pressing needs of Brighton & Hove, within a challenging fiscal environment. DDaT will serve as one of a number of key organisational pillars to support the delivery against the Council’s priorities and improve how the organisation and services work.

The Corporate Plan and Business Framework are underpinned by a series of key corporate strategic objectives and agendas (as outlined in Figure 1). The DDaT strategy sits alongside the *People strategy* and *Future Ways of Working strategy* as key organisational strategies that set the direction and approach for developing organisational capabilities. The DDaT strategy and its ambitions (in combination with the People strategy and Future Ways of Working strategy) will be delivered in practice through service’s delivery models.

Figure 1. An overview of the Council’s strategic context



The DDaT strategy and its inclusion within the Council's Business Framework is acknowledging the need to incorporate the investment, development, and use of the DDaT capabilities within the strategic business planning for the Council.

2.2 Structure of the DDaT strategy

In setting the future direction for DDaT, the strategy is made up of the following key elements:

- The Council's context and where it is today: Outlining the Council's current fiscal and local position, where it is today broadly with DDaT, and the key organisational drivers for DDaT moving forward.
- The overall ambition for DDaT: Statement of where the organisation wants to get to with DDaT in the next 5 years.
- The ambitions for each of the 5 core DDaT capabilities: Defining where the organisation wants to get to with the 5 capabilities to collectively deliver the overall ambition. These have been developed based on engagement with all directorates to understand service priorities. Definitions and summaries of each of these capabilities can be found in section 4 ('Where the Council is today with DDaT').
 - *Digital Customer*
 - *Digital Organisation*
 - *Data*
 - *Foundational IT*
 - *Service Systems*
- The organisational approach to deliver the ambition: Defining how DDaT capabilities will be developed through the joint working of corporate teams (including IT&Digital and other GPR teams) and Council services to deliver improved services and outcomes for customers. This includes an outline of the indicative investment required in corporate resources, assets and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods) and service-specific developments.

3. Background and context

3.1 The Council local context

The current political and economic environment is an uncertain one for all local authorities and customers. The recent developments and emerging challenges in the UK economy are putting significant pressure on budgets, with limited local authority allocations from central government.

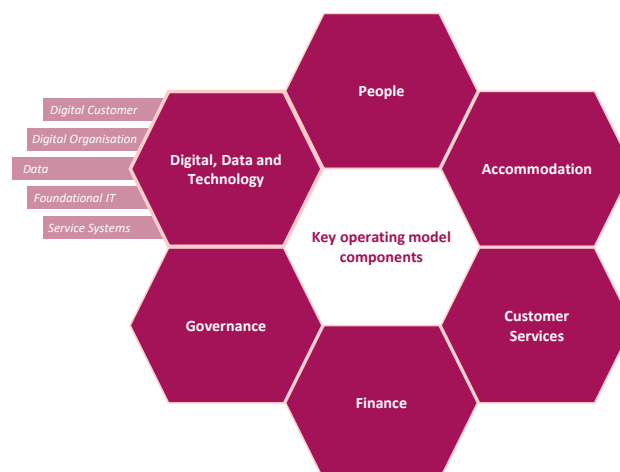
The impending fiscal pressures on the Council and cost-of-living challenges for customers means that the organisation is facing a period of greater demand to support local people, with constraints on resources to do so. With the objective of delivering on the Corporate Plan outcomes, the Council's focus in the next few years will be to ensure that services are able to work effectively to support local people through these challenging times.

This puts even greater emphasis and importance on the need for the Council to be able to respond to these local demands and pressures using the resources available in the coming years. Now more than ever, it is imperative that the Council has joined-up, effective and efficient services, with ways of working that allow our people to focus on the value-add activities and deliver the best outcomes possible for customers. DDaT and the organisation's other fundamental operational pillars are essential to supporting services to do this (see 'The Council DDaT context' below).

3.2 The Council DDaT context

DDaT is one of a number of organisational pillars in the Council's Business Framework, with a significant role to play in developing how the organisation delivers services (Figure 2). As mentioned in section 2, DDaT is made up of the 5 core capabilities that support and enable service delivery through integration and application of tools and practices by service teams into their working. The development and deployment of the DDaT capabilities going forward is dependent on the alignment and development of the other organisational pillars; all of the pillars need to be aligned and collectively developed to enable improved service delivery (Figure 2).

Figure 2. An outline of the Council's key organisational pillars



By way of an example of this interdependency, in order to develop the Council's data capability (how it uses data to inform decision-making and deliver services), this is not only dependent on developing the technology and methods, but also ensuring: there are clear roles for different uses of data; staff are equipped with the required skills and knowledge to use data in their roles; there is a culture for maximising use of data; there are defined processes and practices for data use and management, and consistent data management approaches and controls are in place.

The rapid changes forced on the council during the COVID-19 pandemic highlighted the dependency on DDaT to keep the council running and to be able to respond at pace to unprecedented service demands and challenges. It is also recognised that, in this digital age, the Council's clients' and customers' expectations of the Council are changing, and there is a need to continue to adapt to this.

Moving forward, DDaT has huge potential to enable the Council to proactively respond and enhance the way it serves its clients and customers, and other community stakeholders. It can enable quick and convenient access to Council services, whilst also facilitating more efficient and effective administrative processes for council staff. When combined with the right skills and culture, DDaT can provide the organisational capability and capacity to fundamentally transform how it works and what it does.

3.3 The Council's approach to DDaT

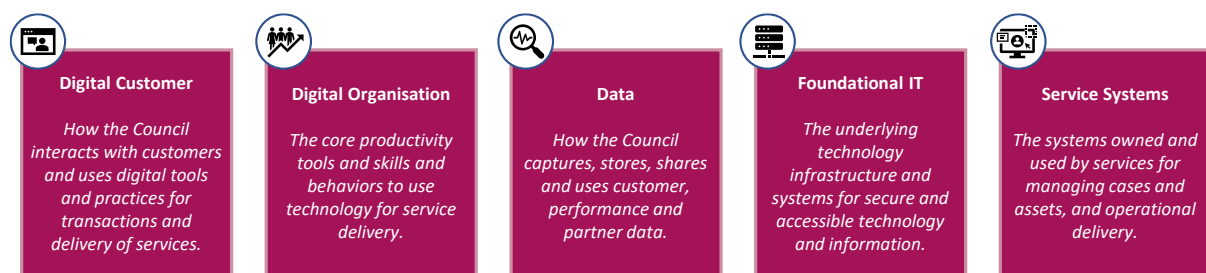
In recent years, the Council has invested in DDaT, with spend in this area comparable with other unitary authorities. Corporate investments have generally been focused on accelerating the development of specific capabilities, with 'spot' investment particularly in foundational IT and digital customer platforms. Whilst this enabled the Council to respond to changes in working practice and service delivery as a result of the COVID-19 pandemic, with the upcoming financial pressures there is a need now to define an organisational direction of travel for DDaT so that developments and investment are joined up and focused on priorities. This strategy enables this by setting the ambition for where the organisation wants to focus development and investment in DDaT, whilst defining the approach for how it will do this and prioritise work moving forward.

4. Where the Council is today with DDaT

4.1 Organisational DDaT maturity

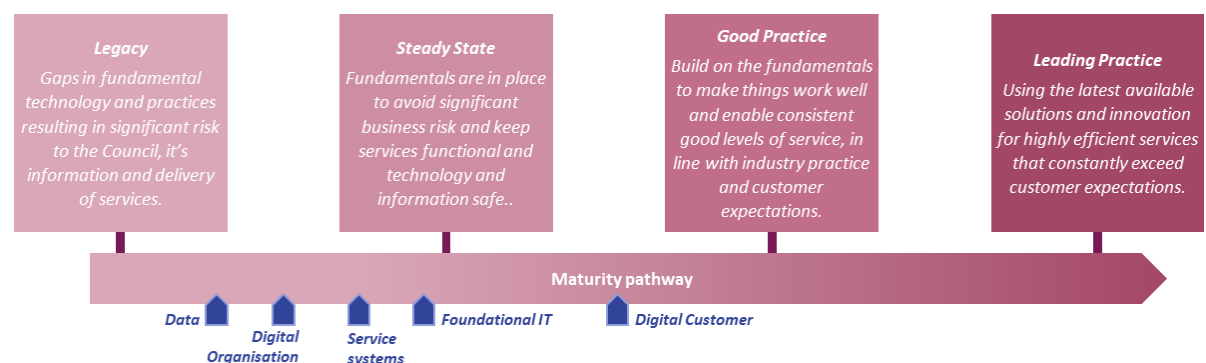
As a precursor to the development of this strategy a review of the Council’s DDaT capabilities was carried out. In doing this, 5 core DDaT capabilities were defined: *Digital Customer, Digital Organisation, Data, Foundational IT* and *Service Systems*. The strategy is focused on the development and deployment of these capabilities in service delivery models. Summary definitions of the capabilities are outlined in Figure 3.

Figure 3. The DDaT core capabilities



A broad assessment was conducted through a process of engagement with directorates and IT&Digital to understand the maturity level of the 5 core capabilities across the organisation (Figure 4 for a summary of findings). Progress has been made in developing the capabilities in the last 5 years, particularly in the case of Digital Customer and Foundational IT. Whilst progress continues to be made, there is a need to focus efforts on pushing through with the development of the capabilities to enable step change in how the organisation works.

Figure 4. A summary of the maturity assessment of the DDaT core capabilities



The findings from the maturity assessment help to define where the Council is today and consequently, inform the ambition and direction for developing these capabilities moving forward.

Details of the findings from the maturity assessment for each of the 5 capabilities can be found in Appendix A.

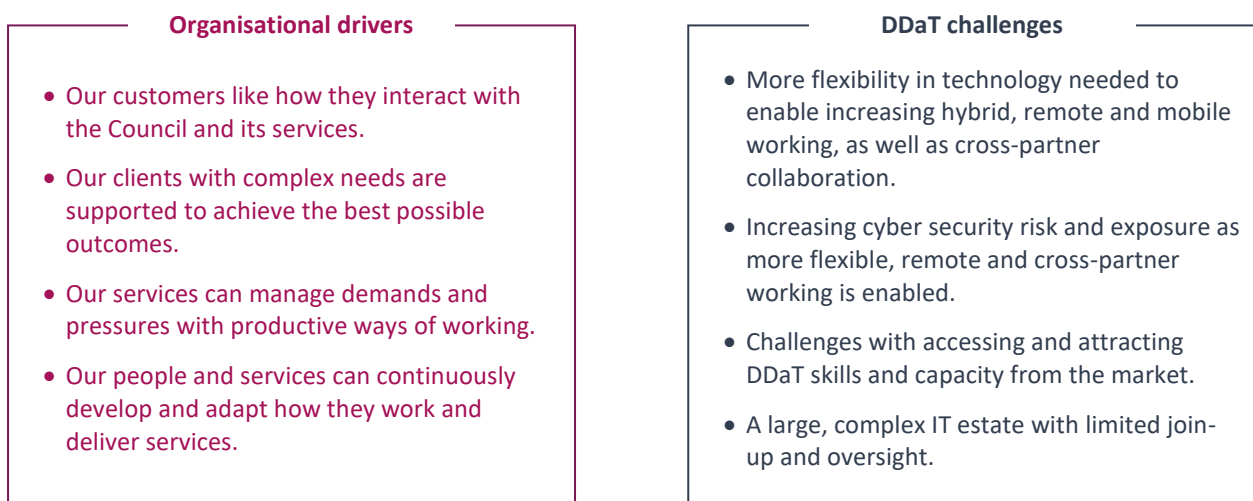
4.2 DDaT drivers and challenges

As outlined above, the Council has invested in a number of areas in recent years, particularly in response to the changing ways of working and customer service expectations arising from the COVID-19 pandemic. Key developments in DDaT in recent years include:

- Customer *'MyAccount'*: Customer online account as a single-entry point for customers to access information and services and carry out certain transactions (with successful integration into Parking and Revenue & Benefits services)
- Microsoft applications suite (M365): New versions of communication and collaboration tools (M365) to support hybrid and mobile working.
- *'Customer Index and Viewer'*: Single central repository of core customer identity details and records for teams to look-up individuals.
- Network remote access: Modern platform to enable effective remote working.
- Modern systems: Number of new key line of business systems introduced (HASC, FCL, Housing).

Whilst these developments have provided advancements in specific capabilities, there is a need to define a strategic focus for DDaT moving forward. Based on where the Council is today, there are a set of broad organisational drivers and specific DDaT challenges that underpin the strategic focus (Figure 5).

Figure 5. Organisational drivers and challenges for DDaT



5. The future direction for DDaT

5.1 The overarching ambition for DDaT

The Council’s ultimate ambition for DDaT is:

To support and enable all Council services to deliver improved outcomes for customers, through the development of the DDaT capabilities.

In order to deliver on this ambition, the primary focus for the next 5 years is to reach and maintain good practice DDaT capabilities across the organisation through development and deployment in service delivery models. The journey to achieve this is based on working through the following 3-stages:

- Address significant risks to the Council and ensure the foundations are in place to develop good practice DDaT capabilities.
- Developing and sustaining good practice across the core capabilities by making the most of available technologies and applying consistent approaches and methods to deliver effective and efficient services that meet customer expectations.
- Starting to explore more leading practice capabilities by looking to incorporate the newest technologies and practices for highly efficient services with experience and outcomes that exceed customer expectations.

The immediate priority moving forward is to address risks, by focusing on current limitations and gaps in DDaT capabilities to mitigate against potential disruption to service delivery; these are considered ‘*must do*’ activities. With the foundations in place and maintained, this means that the Council will be able to develop the capabilities to a level of good practice across services effectively and securely. By developing and maintaining efficient services that meet customer expectations, the Council will be able to pursue more strategic ambitions and innovative leading practice capabilities. The development of capabilities to levels of good and leading practice are considered ‘*should do*’ and ‘*could do*’ (respectively) and will generally require business case approval (see section 6 – ‘The organisational approach to DDaT moving forward’).

Figure 6. Overarching direction for DDaT in the next 5 years



5.2 The long-term vision for DDaT: Going beyond this strategy

Beyond the next 5 years, the Council’s long-term vision is to enable Brighton & Hove to move towards becoming a ‘smart’ city. Becoming a smart city means exploiting the full potential of smart technology and digital innovation to revolutionise the way the city works and focus on maximising outcomes for all customers; from supporting the most vulnerable to economic growth and the prosperous. A connected and smart Brighton & Hove would be built on a smart infrastructure with high levels of technology integration across partners and businesses, providing a wealth of connected and rich data. The Council and city partners could leverage this data for deep and real-time insights into customer needs and behaviours, and asset performance; enabling Brighton & Hove to continuously work better, faster and cheaper for residents, service providers and businesses.

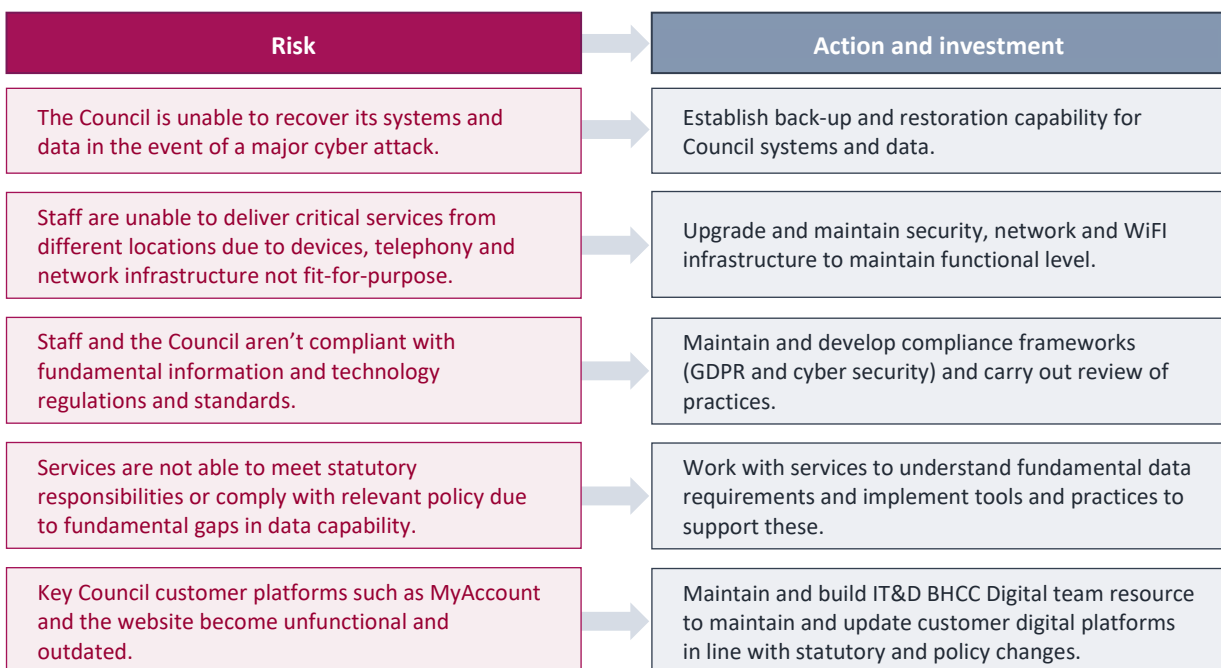
The direction and ambition for DDaT set by this strategy will put in place the fundamental DDaT capabilities that are needed to be able to move towards this long-term vision for how the city will work in the future.

5.3 Where we want to get to with the DDaT capabilities

A set of ambitions and objectives for each of the DDaT capabilities have been defined, which collectively enable the overall DDaT ambition. The ambitions and objectives set out where the Council wants to get to with each of the capabilities and what these will look like for services and customers. These have been developed based on engagement that has been carried out with all directorates to understand their service priorities.

The immediate focus is to address areas that pose material risk to the Council and ensure that the foundations are in place to then be able to really develop and utilise the capabilities across the organisation within service designs and delivery models. The activity and investment to do this are considered critical and ‘must do’ for the organisation; these are summarised in Figure 7.

Figure 7. Summary of immediate DDaT priorities to address material risks



With these foundations in place, the Council can start to develop the DDaT capabilities to enable improved ways of working for services and outcomes for customers. The ambitions, objectives and key steps for each of the capabilities is outlined below (page 16). What this will look like and mean for customers, services and staff is summarised in Figure 8.

Figure 8. Summary of the 5-year DDaT ambition, with practical examples

What it will look like	What this will mean for customers and staff	Example of application in service delivery
All repeatable, simple customer transactions are available online, with access through a single customer account and different devices.	Customers can make payments, submit requests, and report issues from any device, only having to provide information once.	Residents report fly tipping from a mobile device which goes straight to the relevant team to update records, respond to the customer and resolve the issue efficiently.
Delivery of client-based services are tailored to client needs, using assistive technology combined with human support.	Clients with complex needs can be better supported to improve personal outcomes and independence, whilst freeing up front line service capacity to manage demand.	Use of assistive technology within social care packages enables more clients to remain in their homes and maximises their independence.
Dedicated resources are in place to support staff and teams in developing technology skills for day-to-day working and service delivery.	Staff have the skills and confidence to use available corporate tools and service systems, freeing up time and equipping staff with relevant contemporary skills.	Staff delivering client-based services, such as social care and housing, are proficient in using latest applications and devices to reduce manual tasks and have more time to focus on complex cases.
Datasets are joined up with simple and quick access to rich accurate data from across the Council and partners.	Services can quickly understand complex customer cases with insight of case histories from all services and needs and risks to put in place the best possible actions for the customer.	Safeguarding professionals have access to a single view of vulnerable families to understand risks such as debt, homelessness, and health and wellbeing, to take prompt and effective mitigating action.
Applications and data can be used and accessed securely and efficiently from different work devices and locations.	Staff can carry out their work effectively from any location, from Council sites and home working to out in the community.	Housing repairs operatives can access property information and process customer orders in real-time from a property, allowing for efficient job fulfillment and good customer experience.

It should be noted that the development of the Digital Organisation capability will be progressed by IT&Digital and HR&OD teams together, as this is focused largely on the people, skills and culture aspects required for DDaT going forward.

Digital Customer

How the Council interacts with customers and uses digital tools and practices for transactions and delivery of services.

Maturity pathway

Our immediate priority is to address risk

Existing corporate digital customer platforms are maintained on an ongoing basis to ensure they continue to be functional and work for customers.

- Council MyAccount and websites continue to be functional for customers to access existing services and transactions.
- The platforms that hold and match customer information (Customer Index) and process customer contacts (Contact Management), are functional.
- The corporate customer digital platforms are updated in line with statutory or policy changes.

What it will look like

Key steps to get there

- Ensure there is the digital team resource to maintain and develop customer digital platforms to maintain functionality and respond to statutory and policy changes.

Our 5-year ambition is to get here

Digital channels are used for all transactional services and meet customer expectations, with customers able to interact with 'One Council'. Services are designed with a customer-centric focus and digital tools are used to support more vulnerable clients.

- All repeatable, high-volume transactions are online, and can be carried out through personal MyAccounts.
- Use of digital channels is maximised but balanced with human-centric routes where appropriate.
- Customers only give the Council information once.
- Council website is clear, easily navigated and continuously adapted to customer preferences
- Services can respond to customer contact and queries efficiently with use of digital tools.
- More vulnerable clients are supported to manage needs and maximise independence with use of digital tools.
- Use of interactive digital channels for engagement and consultation with diverse resident groups.

- Work with services to improve service models and customer outcomes, with user-led service design including customer journeys and business processes.
- Support services with channel shift including use of available digital channels for customer transactions and contact.
- Work with specific services on use of digital tools and assistive technology to enhance service delivery and outcomes for vulnerable residents.

Our long-term ambition is to get here

Using the latest available technology and digital design approaches to optimise service delivery, and customer outcomes.

- Online customer transactions are progressed to fulfilment automatically where possible.
- Artificial intelligence chatbots and online help guide customers to the relevant information and resources.
- High level of customer experience with personalisation and choice.
- Wide variety of channels and media support service delivery (e.g., remote video consultations, support and monitoring services).
- Service staff are freed up to focus on the more complex cases and customers.
- All services adopt user-led and agile approach to service design with continuous improvement through data insights and adaptability.

- Establish corporate digital resources and tooling for advanced digital transactions and services.
- Work with services to introduce advanced digital tools for high level of user experience that continuously meets and exceeds customer expectations.
- Support service leads and managers to develop digital skills and practices (see Digital Organisation).

To be progressed with HR&OD

Digital Organisation

The core productivity tools and skills and behaviors to use technology for service delivery.

Maturity pathway

Our immediate priority is to address risk

Staff are confident in using standard technology and are able to use the core business productivity tools to carry out fundamental working tasks effectively.

- Staff have the skills and confidence to use the common business productivity tools at a basic level to be able to carry out their work.
- Staff have an awareness and openness to the opportunities technology provides.
- Staff are aware of and compliant with the defined principles and practices for safe and secure use of technology, including data privacy (GDPR) and cyber security.

What it will look like

Our 5-year ambition is to get here

Staff are able to get the most from modern productivity tools and available technology for service delivery and efficient ways of working. Leaders and managers embrace use of technology, digital and data to drive continuous improvement of services.

- Staff are equipped with and confident in using modern productivity tools that support hybrid and flexible working.
- All staff are proficient in use of productivity tools and service systems, so that services can make the most of these tools for efficient working; minimising paper-based processes.
- Staff have foundational skills for use and management of data in line with organisation practices (see Data capability).
- Management staff have the skills and behaviours to drive business strategy and change in services.
- Leadership and management levels embrace working with IT&D and are open to use of DDaT to improve service delivery and efficiency.

Our long-term ambition is to get here

Staff and teams can continuously improve how they work by being agile and responsive to challenges and opportunities and using innovative technology.

- Services work to high levels of efficiency with advanced productivity tools.
- Manual and repeatable operational tasks are automated as much as possible.
- Staff embrace continuous improvement in ways of working, actively seek use of technology and collaboration with IT&D.
- All staff are aware of latest digital and agile principles and methods, and practice these in team working.
- Leadership and management levels have digital leadership skills and behaviours to constantly challenge and adapt service models, such as digital literacy and awareness, and focus on data to inform changes.

Key steps to get there

- Staff training in basic use of communication and collaboration tools ('Connecting You' programme in-flight).
- Carry out review to understand current skills base.
- Work with HR&OD to incorporate basic technology skills development into induction processes.
- Maintain and develop compliance frameworks (GDPR and cyber security) and carry out review of practices across services.

- IT&D teams work with HR&OD to support services to develop, support and recruit staff digital, data and technology skills.
- IT&D teams work with HR&OD to support development of hybrid and flexible working models.
- Establish 'tech advocate' roles to support staff to use existing productivity tools in processes for efficient working.

- Support services to reach high levels of efficiency in business processes, with innovative productivity and automation tools.
- IT&D teams work with HR&OD to support services to develop, support and recruit staff DDaT skills.

Data
How the Council captures, stores, shares and uses customer, performance and partner data.

Maturity pathway

Our immediate priority is to address risk

Our 5-year ambition is to get here

Our long-term ambition is to get here

Practices are in place to ensure services meet statutory reporting duties with accurate and reliable data. Staff are compliant with GDPR policies and have an awareness of basic practices for using data.

Consistent practices for data use, management and reporting. High levels of data integrity and join-up, with a single view of customers and assets. Service delivery and decision-making is data-driven, with simple and secure data exchange between services and with partners.

Advanced data tools and capability to predict future outcomes for individuals and groups, and shape services to intervene earlier and more effectively, for optimal customer outcomes and reduced demand.

What it will look like

- Staff understand and apply the fundamental GDPR principles and practices.
- Services have the tools and practices to meet statutory responsibilities for information management and reporting.
- Services are supported to meet policy requirements that require data capability.
- Foundational principles for use and management of data, information and files are defined for the organisation.
- All staff have basic-level data literacy and awareness, and apply the foundational data and information management principles when using and handling data.

- Consistent practices for data management, allowing for high levels of data integrity and use.
- Use of data is embedded in service delivery.
- Services can readily access a single in-depth view of customers and assets; to inform decision-making.
- Data can be shared and accessed securely and intuitively between services and with external partners (e.g., health, voluntary and community sector, local businesses)
- Services can react to customers' needs effectively and efficiently using joined up and up-to-date data.
- There is an organisational culture for sharing data.
- There is a consistent and efficient approach to business reporting and intelligence.

- Services can use data to identify emerging risks and future outcomes.
- Services have forward-looking insights, to take proactive action to shape decisions and actions.
- Services can prevent customer needs and issues from arising using predictive modelling.
- Reduced demand for costly complex services, resulting in savings and more targeted use of resources.
- Use of live reports and analytics is incorporated into service operations.

Key steps to get there

- Develop basic level data literacy and understanding in services, working with HR&OD to develop learning & development programme.
- Work with services to understand data requirements and implement tools and practices to support these and existing/emerging key programmes (e.g., FCL Supporting Families)
- Establish organisational data strategy and foundational principles and oversee these through corporate data governance group.

- Wider development of data capability across the organisation, with corporate tools and practices for organisation-wide sharing, integration and access to data.
- Deploy modern business intelligence tool as a single platform with consistent practices for reporting across the Council.
- Explore advanced tooling for join-up of Council datasets.
- Corporate data governance defines and oversees organisational data standards and practices.

- Work with services to identify opportunities for using advanced analytics for predictive insights.
- Develop corporate predictive analytics and machine learning tools and practices.
- Work with services to incorporate advanced analytics into reporting and service models.
- Support the development of advanced data skills and capabilities in services.

Foundational IT

The underlying infrastructure and systems for secure and accessible technology and information.

Maturity pathway

Our immediate priority is to address risk

Our 5-year ambition is to get here

Our long-term ambition is to get here

Modern network security provides essential perimeter protection from breaches, and Council data is backed up and recoverable. Systems are available when needed.

Staff and teams are able to access applications and information securely, reliably and efficiently from all working locations, with remote and cloud-based systems, modern devices and telephony, connectivity and security.

Advanced security and connectivity infrastructure to enable optimal use and high performance of cloud-based systems for any form of working and location.

What it will look like

- Service and corporate systems and applications function as needed for teams and staff to carry out day-to-day work.
- The Council can respond in the event of a major cyber-attack to recover and restore systems and data.
- Critical services can be provided in the event of a failure in the core infrastructure.
- WiFi infrastructure is up-to-date and functional across all Council sites.

- Modern network infrastructure for efficient and reliable connectivity for all core working locations.
- Systems and data can be quickly recovered from a major cyber-attack.
- Advanced protection from cyber-attacks, for a low risk of breach.
- Externally hosted (cloud-based) systems and applications can be used securely.
- If part of the infrastructure is down systems can continue to operate with limited downtime.
- Staff and external partners can access and navigate information and systems simply and securely.
- Modern telephony platform supports efficient routing of customer contacts.
- Range of modern devices deployed to staff, which can be tailored to meet specific needs.

- Parts of the core technology infrastructure can fail and result in no or minimal downtime for services and customers.
- Customers will be unaware of incidents and failures within the technology infrastructure.
- High levels of cloud-based application usage across the Council can be done in a highly secure way (with the impact of breaches limited to isolated devices).
- High speed of access and connectivity to systems and data.
- Most modern devices deployed to all staff and swapped out to support changing service requirements.

Key steps to get there

- Establish back-up and restoration capability for Council systems and data.
- Upgrade WiFi access infrastructure across all Council sites.
- Network and security upgrades to ensure up-to-date fundamental security and network performance in place and maintained (in-flight).

- Implement advanced cyber security monitoring tool and protection for web-based applications.
- Establish specialist resource to support/maintain security and network assets.
- Laptop and mobile upgrades.
- Implement modern telephony solution.
- Review of systems and information access for users and external partners.

- Explore options and approaches for implementing a 'zero trust' infrastructure for a cyber security capability that supports and enables high levels of remote/mobile working and use of cloud-based applications.

Service Systems

The systems owned and used by services for managing cases and assets, and operational delivery.

Maturity pathway

Our immediate priority is to address risks

Our 5-year ambition is to get here

Our long-term ambition is to get here

Service systems are functional for effective case and asset management. Systems are procured and implemented in line with fundamental technology and data security and technical standards.

Modern line of business systems are in place, allowing for effective and efficient service delivery, with integration with internal and external systems. Systems are effectively managed at service and organisational level.

All systems are always on the very latest versions available. Simplified and rationalised organisation systems estate with use of cloud-based applications optimised.

What it will look like

- Service systems are compliant with security, information and architecture policies and standards.
- Services are able to meet statutory responsibilities for service delivery and reporting with functional systems for processing cases and information.
- Services and IT&D work together on new system implementations, from scope, procurement, design and implementation.
- New service systems or changes to existing ones are coordinated so that they support digital design.

- Services have modern systems that enable efficient ways of working and case management.
- Simple systems landscape, with rationalised set of service applications.
- System integrations are in place between service and corporate systems for exchange of key Council data.
- System integrations between Council systems and partner organisation systems to allow for simple exchange of customer data (linked with Data and Digital Customer capabilities).
- The organisation and IT&D can identify and manage cross-cutting dependencies and opportunities.
- Services can manage and procure systems effectively to get optimum value.

- Optimal mix of systems that are held on-premise, through external hosting, and in public and private clouds.
- Systems are automatically on the very latest versions and are 'evergreen' (constantly adapted to support modern ways of working).
- High-performance systems that are highly available for staff with split second refresh and upload times.
- Highly rationalised and simplified systems landscape with zero cases of 'shadow IT'.

Key steps to get there

- Establish robust and agile corporate assurance process and governance to ensure systems meet IT standards (see section 6 – 'DDaT governance framework').
- Establish joint IT&D and service governance forum to oversee developments in key service systems and ensure they are aligned with corporate principles for digital and data design (see section 6 – 'DDaT governance framework').

- Establish directorate/service level IT governance to help services to manage overall systems maintenance, contracts/suppliers and changes.
- Support services to develop systems, supplier and contract management skills and capabilities.

- Build productive relationships with system providers that enable deployment of the very latest technologies and upgrades to continually improve ways of working.
- Continual review and updating of service technology infrastructure to take advantage of new components, market opportunities and system optimisation and rationalisation

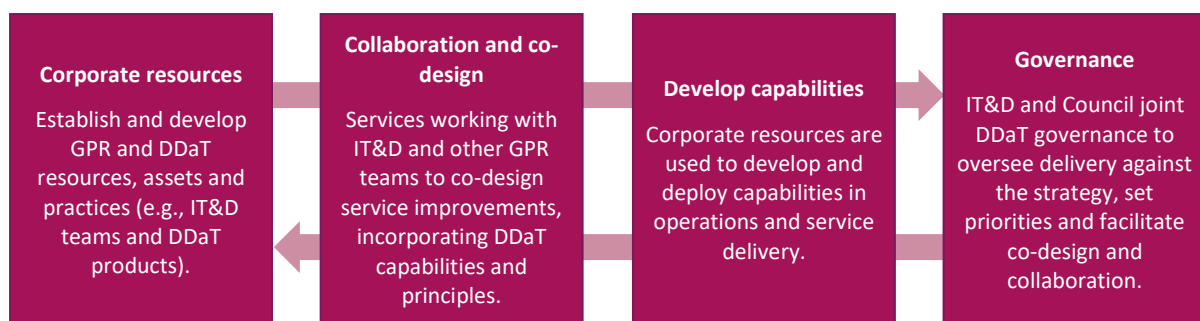
6. The organisational approach to DDaT moving forward

6.1 Summary of the DDaT approach and principles

Delivering the DDaT ambition and objectives with the development and deployment of the DDaT capabilities hinges on the collective working of IT&Digital and other GPR functions with service teams. It is largely through services' delivery models and operations that the practical development, application, and benefits of the DDaT capabilities will be seen.

The overall approach to delivery primarily centres on building and deploying corporate resources (including DDaT resources) which are used to develop capabilities and fundamentally improve service delivery. These resources include IT&Digital teams and corporate DDaT platforms and practices, along with other GPR teams such as HR&OD, Finance, and Customer, Modernisation & Performance Insight. A summary of the approach is outlined in Figure 9.

Figure 9. Outline of the organisational approach to DDaT



In order to deliver the DDaT ambition as an organisation, it is imperative that IT&Digital (along with the other GPR functions) and Council services work together in close partnership. To achieve this, the approach for delivering the strategy and ambitions is based on the application of a set of key principles, as set out below:

- Adopting a user-centered design ethos to underpin service improvement and redesign and not leading with technology products.
- Open, collaborative and partnership working between services, IT&Digital and other GPR teams, with the collective goal of delivering better services and outcomes for customers.
- Effective governance and engagement with services as they develop and implement business plans to ensure effective involvement of IT&Digital (and other GPR teams) and application of the DDaT ambitions, objectives and principles.
- Co-design and development of services using technology with DDaT specialists working together with service teams (see 'DDaT governance framework' below).
- Outcomes and success of the strategy are dependent on working with directorates/services and GPR teams to make use of the corporate DDaT resources and assets for service transformation and continuous improvement.

- Ongoing review and evolution of the strategy in line with changing Council priorities and technological changes.

The application of these principles is fundamental for the Council to deliver against the ambitions and objectives. They will be further developed and built out into a model that defines how work will be carried out with services (this will be done by the 'Digital Design Group' as a key forum as part of the DDaT governance framework – outlined below).

6.2 Corporate and service DDaT developments and investment

In line with the principles outlined above, to move forward with developing the DDaT capabilities for service delivery, there is a need to work as a single Council. This means ensuring join-up and co-working between IT&Digital, GPR and service teams. As a result, the Council's approach is based on:

1. Continuing to invest in and develop corporate DDaT resources, assets, and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods).
2. Corporate DDaT resources, assets and practices are used to develop and deploy capabilities in service delivery.

It is recognised that development of capabilities in services will require application of the corporate resources, assets and practices, as well as developing specialist solutions to meet the specific needs of services and their customers.

With this, there is a need for directorates and services to develop their own business plans in line with their specific business ambitions and customer and client needs. These business plans should include reference to the DDaT capabilities that would enable the planned business changes. The intention is for the IT&Digital Business Partners to work with service leads and Business Improvement Managers and draw upon the expertise of DDaT specialists and service practitioners to support services in their development of strategies and business cases. The development of business cases will aid the alignment of service led DDaT development proposals with the Council's DDaT strategy (this strategy) and principles for the 5 capabilities. It should be noted that business cases will generally be expected for both investment in corporate DDaT resources and assets, and service specific developments, with approval and prioritisation through the DDaT governance (see 'DDaT governance framework' below).

Summary of corporate and service investment

The required indicative investment in DDaT at the corporate and service levels has been identified to inform the Council's Medium-Term Financial Plan (MTFP) 2023-27. This comprises £c.10-20m of investment in the core DDaT strategy and an investment requirement for service specific developments from directorate business planning (to be defined in the Policy & Resources Committee report for February 2023). Investment of this magnitude as part of the financial plan

going forward will enable the following fundamental outcomes for the Council's key stakeholder groups:

Customers and Councillors:

- Customers' experience of carrying out simple transactions (e.g., making payments or bookings) and interacting with services meets their expectations.
- Clients with more complex needs feel more supported and can have a better way of life with greater independence.
- Councillors are assured that customers are content with how they access, contact and transact with the Council and those clients with more complex needs can achieve better outcomes.
- Councillors will be more able to progress with policy and strategic ambitions with a Council that is working efficiently and with greater agility to respond to change.

Leadership and Management:

- Leaders and managers will have the resources, tools and skills to continuously improve how their teams and services work.
- Leaders and managers and their teams will be able to manage pressures and focus more and more on improving customer experiences and outcomes from their services.
- Leaders and managers can access greater insights on service performance and demand to make more informed decisions on how to respond and adapt services.
- Leaders and managers will be supported to develop further skills and learn the latest methods for driving business strategy and transformation.

Staff:

- Staff spend less time on manual tasks and more time on the high value-adding activity such as more complex client cases and service delivery improvement.
- Staff are more informed to understand their customers and assets and are able to take prompt and effective action.
- Staff can contribute to improvements to services and focus on more challenging work, meaning they can develop new skills and have greater fulfillment in their roles.

Corporate DDaT investment

The indicative investment in corporate DDaT resources and assets to enable the development of DDaT capabilities has been identified (as shown in Table 1). These activities and investments will generally require business case development and approval through the DDaT governance arrangements. The indicative investment figures are presented as ranges with the '*must do*' non-discretionary investment (lower value) to the '*could do*' discretionary investment (upper value).

Table 1. Indicative investment in corporate DDaT resources and assets

Capability	Indicative medium-term investment (for medium-term financial plan 2023-2027) ^{1, 2}	Key investments	Key outcomes
Digital Customer	c.£6.9m - £10.1m	<ul style="list-style-type: none"> • Ongoing maintenance and development of corporate platforms (e.g., Council website, MyAccount) • Digital specialists to support service design and development and deployment of channels and tools • Digital resource to design and implement assistive digital tools • Functional and user experience improvements to platforms 	<ul style="list-style-type: none"> • Corporate platforms remain functional for customers and meet statutory and policy requirements • Services meet customer expectations • More efficient customer fulfillment • Improved outcomes for clients with complex needs
Digital Organisation	c.£0.5m – £3.7m	<ul style="list-style-type: none"> • Learning & Development resources to support staff in use of all IT&Digital and productivity technology • Resource to support business process improvement 	<ul style="list-style-type: none"> • Staff can get the most from available technology for more effective and efficient service delivery • Services work more efficiently, freeing up staff capacity
Data	c.£1.3m - £2.9m	<ul style="list-style-type: none"> • Develop specialist data team to support services' key data requirements and develop wider organisational capability for integration and data insights • Develop corporate platforms to support data access, integration and analysis 	<ul style="list-style-type: none"> • Services have greater insight into services, assets and customers to improve decision-making and outcomes • Services can access information and work more efficiently between themselves and with partners
Foundational IT	c.£1.5m – £4.4m	<ul style="list-style-type: none"> • Establish back-up and restoration capability for Council systems and data • WiFi infrastructure refresh • Deploy modern corporate telephony platform • Refresh staff mobile devices and laptops • Improve infrastructure resilience and systems availability 	<ul style="list-style-type: none"> • Council data and systems can be recovered from a major cyber breach • Staff can access what they need and work efficiently from Council, remote and community locations • Services can continue to run seamlessly if part of the IT infrastructure fails
Service Systems	<i>Based on directorate strategies and plans</i>		
Total corporate DDaT investment	c.£10.1m - £21.1m		

¹Indicative investment range based on 'must do' non-discretionary investment (lower value) to 'could do' discretionary investment (upper value)

²Indicative numbers take account of inflationary factors for the MTFP period

Service-led DDaT developments and investment

A number of key directorate strategic agendas have been identified where the development of DDaT capabilities will play a significant part. These and further developments for services will be identified and worked through the directorate and service business plans and DDaT governance arrangements (see 'DDaT governance framework' below). Examples of current directorate agendas include:

HASC and the Sussex Health and Care System: Integrated and closer working between the local NHS, local authorities and health & care organisation to address complex challenges in the system.

FCL and the Early Help programme: DLUHC and DfE led agenda to drive continual improvements to local partnership working and data use to help children, young people and families at the earliest opportunity.

City Clean Modernisation programme: Transformation of the service's ways of working and service delivery with core system upgrade and development the digital offering.

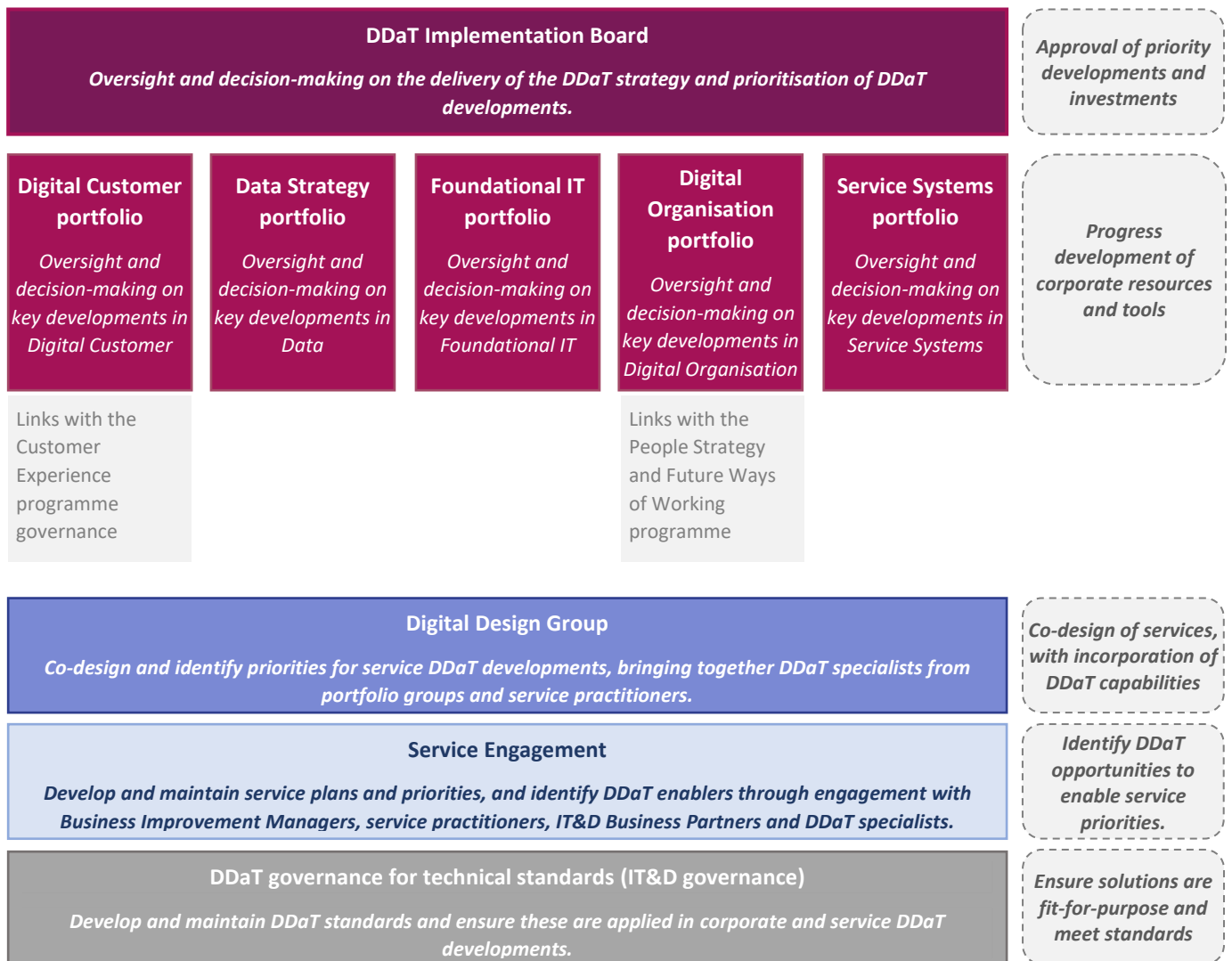
Housing digital programme: Review and development of the service design and customer experience, with opportunities for digital channel shifts.

6.3 DDaT governance framework

A DDaT governance framework will be established to oversee and manage the developments in the DDaT capabilities and delivery against the strategy (Figure 10). Crucially, this framework will provide the connection between services and DDaT specialists for the fundamental co-working required and ensure service developments are joined-up with corporate ones. The framework will also allow for effective prioritisation and coordination of corporate and service developments.

As well as this, the framework will facilitate cross-Council collaboration and working, with links into existing organisational forums such as the Customer Experience programme and HR&OD groups, so that service designs and developments are shaped with the required people, customer and DDaT inputs. This multi-disciplinary approach allows for more effective join-up and awareness of opportunities between services and corporate teams.

Figure 10. DDaT governance framework



The roles of each of the governance groups is outlined below (‘Roles of the DDaT governance groups’).

Governance for DDaT developments and investments

With the financial pressures faced by the Council and a clear organisational direction for DDaT moving forward, there is a need for clear and efficient mechanisms for decision-making on DDaT investments going forward. This is to ensure that effective decisions can be taken to prioritise development and investments at both corporate and service levels within a constrained funding envelope, based on organisational and service objectives, and alignment with the DDaT strategy. The portfolio groups for each of the DDaT capabilities and Digital Design Group will identify priorities for corporate and service developments respectively, with the DDaT Implementation Board approving the prioritisation.

The process for identifying and progressing DDaT developments and investments starts with service-led business planning and prioritisation (see 'Service Engagement' as part of the governance framework). This involves directorates and services developing and maintaining the directorate business plans to define service priorities. DDaT opportunities to enable service priorities can be identified through working with IT&Digital Business Partners and DDaT specialists and service subject matter resources, practitioners and Business Improvement Managers.

Roles of the DDaT governance groups

DDaT Implementation Board

Purpose: To oversee and take decisions on the delivery of the DDaT strategy and monitor progress against the ambitions and objectives.

Representation: Senior officer board.

Role:

- Ultimate decision-making group for major corporate and service developments and investments across the DDaT capabilities.
- Oversees the progress of developments in the 5 DDaT capabilities to ensure overall delivery against the DDaT strategy and ambitions (with reporting from the 5 capability portfolio groups).
- Approves prioritisation of corporate developments and service developments (as set by the portfolio groups and Digital Design Group).
- Monitors service engagement with the Digital Design Group and agrees how to respond to any significant blockers.

Digital Customer portfolio

Purpose: To oversee and take decisions on the delivery of the Digital Customer portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of corporate digital customer developments (e.g., MyAccount) – through the Digital Customer programme.
- Links with the Customer Experience programme governance to ensure the Digital Customer portfolio and programme is aligned with evolving priorities from the customer experience programme.
- Makes decisions on key corporate and service digital customer designs and developments (emerging from the Digital Design Group's work with services – see below).
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments.

- Defines the corporate design principles for digital customer platforms, channels and practices (including the 'One Council' principles).
- Manages the corporate resources and assets for digital customer (e.g., MyAccount).
- Engages with and supports services on key design decisions for digital customer practices and tools, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Data Strategy portfolio

Purpose: To oversee and take decisions on the delivery of the Data Strategy portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Sets and oversees the Council's data strategy to deliver the ambitions and objectives for the Council's data capability.
- Oversees the portfolio and programme of corporate data developments through a Data Strategy programme (e.g., ongoing developments to the Customer Index).
- Makes decisions on key corporate and service data designs and developments (emerging from the Digital Design Group's work with services – see below).
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments.
- Defines the corporate design principles for data platforms and practices.
- Manages the corporate resources and assets for data (e.g., PowerBI).
- Engages with and supports services on key design decisions for data, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Foundational IT portfolio

Purpose: To oversee and take decisions on the delivery of the Foundational IT portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Sets and oversees the Council's Foundational IT strategy to deliver the ambitions and objectives for the Council's foundational IT capability.
- Oversees the portfolio and programme of corporate foundational IT developments through the FIT programme (e.g., refresh of devices).
- Makes decisions on key corporate and service foundational IT designs and developments (emerging from the Digital Design Group's work with services – see below).

- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments.
- Defines the corporate design principles for foundational IT platforms, tools, devices and practices.
- Manages the corporate resources and assets for foundational IT (e.g., devices and telephony).
- Engages with and supports services on key design decisions that have foundational IT implications, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Digital Organisation portfolio

Purpose: To oversee and take decisions on the delivery of the Digital Organisation portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of digital organisation developments through a digital organisation programme (e.g., central resources for learning and development).
- Links with the Council's People Strategy and Future Ways of Working programme governance to incorporate the ambitions and objectives for the Council's digital organisation capability.
- Ensures that the digital organisation portfolio is aligned with and supports the delivery of the People and Future Ways of Working strategies.
- Makes decisions on key corporate and service digital organisation designs and developments (emerging from the Digital Design Group's work with services – see below).
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments.
- Engages with and supports services on key design decisions for digital organisation tools and practices, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Service Systems portfolio

Purpose: To oversee and take decisions on the delivery of the Service Systems portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of major service systems developments.

- Sets the standards and controls process to ensure systems meet fundamental technical and security criteria.
- Defines the corporate design principles for service systems, including those for digital design and data.
- Ensure developments in service systems are aligned with corporate principles (through engagement in the Digital Design group).

Digital Design Group

Purpose: Brings together representatives from the 5 portfolio groups and service leads to work through service model designs and improvements.

Representation: Joint IT&Digital, GPR and service representation.

Role:

- Ensure service and corporate developments (from the portfolio groups) are coordinated when shaping and developing service models.
- Develop and implement the principles and model for how DDaT and service teams work together.
- Ensures service model redesign and decisions are informed by and take into account the principles for the 5 capabilities.
- Serves as the key forum for DDaT specialists to come together, engage and work with service practitioners to develop designs and business cases for service change work.
- Manage the pipeline of work with services and make decisions on how and to what extent work will be carried out.
- Define the priorities for service change work with sign-off from the DDaT Implementation Board.
- Manage the schedule of work with services that aligns with the individual programmes of the 5 portfolio groups.
- Bring in representatives and teams from GPR, Council corporate programmes and wider IT&Digital teams where necessary.

Service Engagement (Business Improvement Managers and service practitioners with IT&D Business Partners and DDaT specialists)

Purpose: Develop and maintain service plans and priorities, and identify enabling DDaT opportunities through engagement with business managers, service practitioners, business partners and DDaT specialists.

Representation: Joint IT&Digital, GPR and service representation.

Role:

- Develop, deliver and continuously review medium-term service business strategies and plans.
- Define and manage the business priorities and initiatives for services.
- Identify where DDaT can enable business strategies and priorities, and identify possible options and solutions.
- Develop business cases for DDaT developments and investments with input and review from the Digital Design Group.

7. Appendices

Appendix A – DDaT Maturity Assessment

	Digital Customer	Digital Organisation	Data	Foundational IT	Service Systems
Definition	<i>How the Council interacts with customers and uses digital tools and practices for transactions and delivery of services.</i>	<i>The core productivity tools and skills and behaviors to use technology for service delivery.</i>	<i>How the Council captures, stores, shares and uses customer, performance and partner data.</i>	<i>The underlying infrastructure and systems for secure and accessible technology and information.</i>	<i>The systems owned and used by services for managing cases and assets, and operational delivery.</i>
Example tools/methods	<ul style="list-style-type: none"> • <i>MyAccount</i>: Single customer account for certain basic transactions and access to service portals and forms. • <i>Contact Management application</i>: Corporate tool for efficient channeling and processing of customer contact. • <i>Customer Index</i>: Dynamic database for customer identity details that underpins MyAccount and Contact Management solutions. 	<ul style="list-style-type: none"> • <i>Microsoft 365 communication (Teams, Outlook, SharePoint)</i> • <i>Microsoft 365 information management (OneDrive)</i> • <i>Microsoft 365 business applications (PowerPoint, Word, Excel)</i> 	<ul style="list-style-type: none"> • <i>Customer Index</i> • <i>Customer Viewer</i> • <i>Business Objects</i> • <i>PowerBI</i> 	<ul style="list-style-type: none"> • <i>Data centres</i> • <i>Network (local and wide area)</i> • <i>Devices and telephony</i> • <i>Cyber security tools</i> 	<ul style="list-style-type: none"> • <i>Eclipse Social Care system</i> • <i>Northgate Housing Management system</i> • <i>Civica Finance and Civica Pay</i>
Maturity level	<i>Working between Steady State to Good Practice, with risk of fallback</i>	<i>Working between Legacy and Steady State</i>	<i>Working between Legacy and Steady State</i>	<i>Working between Legacy and Steady State</i>	<i>Working between Legacy and Steady State</i>
Maturity assessment summary	<ul style="list-style-type: none"> • Significant progress has been made in developing the council’s digital capability and customer channels. 	<ul style="list-style-type: none"> • New versions of productivity and collaboration tools (Microsoft 365) being rolled out and supported. 	<ul style="list-style-type: none"> • There are inconsistent practices for data and information management, which can risk compliance with regulatory and statutory requirements. 	<ul style="list-style-type: none"> • Core foundations have been built towards establishing fundamental level of security and availability of systems, services and data. 	<ul style="list-style-type: none"> • Several core line of business systems have been upgraded or replaced during the last couple of years.

	<ul style="list-style-type: none"> • MyAccount as a single digital entry point for customers for high volume transactions (as part of the 'One Council' customer approach). • Progress made with specific services such as Parking and Revs & Bens to incorporate MyAccount and digital service; but work needs to be done with other services. • There is a risk that the Council will not be able to keep the existing MyAccount and Contact Management platform functional with the current digital capacity 	<ul style="list-style-type: none"> • Broadly there are mixed skills, confidence and culture around using technology. • There's an opportunity to get more from the enterprise tools and service systems for improved business processes and reduced manual working. 	<ul style="list-style-type: none"> • There is a lack of culture and awareness for maximizing the use of and value from the Council's data. • Limited data sharing and join-up across services, which can result in multiple versions of the truth and services missing out on insights to inform decisions. 	<ul style="list-style-type: none"> • Improvements ongoing currently to address remaining security and connectivity gaps. • Lack of back-up of Council systems and data means the Council is not able to recover from major cyber-attack. • Infrastructure refresh needed in next 2 years, includes local area network, telephony and devices. 	<ul style="list-style-type: none"> • Further work is required to modernise the entire IT Application estate and make better use of technology and data innovation to support service delivery. • Lack of central oversight and planning for service systems, with applications often sourced and implemented in services in silos; can add to complexity of the IT estate and mean opportunities are missed for economies of scale and a simpler architecture. • Data exchange between services can be impacted by gaps in system join-up (linked to Data capability).
<p>Maturity assessment findings</p>	<ul style="list-style-type: none"> • Significant progress made over the last 4 years to build the 'One Council' approach and single-entry point (with corporate MyAccount) and develop digital customer channels and transactions. • Particular progress with Parking service and implementing digital channels and MyAccount for online transactions. • 120,000 citizens have BHCC MyAccounts, 350,000 transactions have been delivered through the platform. 	<ul style="list-style-type: none"> • New versions of communication and collaboration tools (M365) being rolled out and supported, with dedicated training for user adoption taking place. • New versions of Teams, SharePoint Online and OneDrive being implemented, with training for basic-level use being delivered for all staff through the 'Connecting You' programme (completed with FCL). • Broadly there is inconsistent skills and proficiency in enterprise 	<ul style="list-style-type: none"> • Mixed levels of practice for data and information/file management, which poses a risk to compliance with regulatory and statutory reporting. • Lack of culture and practice for maximising the use of and value from the Council's data. • Limited data sharing and join-up across services, which can result in multiple versions of the truth and services missing out on insights to inform decisions. • Customer Index tool has been deployed, 	<ul style="list-style-type: none"> • Significant progress in 4 years of partnership to progress towards a steady state position, with remaining gaps in security and network to be addressed (with some activity in-flight). • Modern network security tools being deployed to ensure essential level of perimeter security. • Cyber monitoring tool being updated to ensure the Council can effectively detect and respond to incidents and breaches. • Lack of back-up of Council systems and data means 	<ul style="list-style-type: none"> • Upgrading these systems presents a significant opportunity for transformation (including automation, reporting and analytics). • But this is dependent on services planning and designing these with an appetite for changing ways of working, rather than replacing like-for-like. • Exchange of data for reporting and service operations can be impacted by gaps in system join-up (linked to Data capability).

	<ul style="list-style-type: none"> • There is still a need to work with a significant number of services to optimise use of digital customer channels. • Before further work can be done with more services, there is a need to put in place the necessary resources to support and maintain what is in place already. There is a risk that developed platforms can't be supported effectively going forward and the Council won't fully deliver on the 'One Council' vision for customer access. • There are opportunities to start to exploit readily available digital tools in the delivery of services to customers with more complex needs. 	<p>productivity tools (M365 etc.) with a need to support services to get the most out of these for their needs.</p> <ul style="list-style-type: none"> • There is a risk that without supporting and enabling staff to use what is now readily available standard technology and the ways of working that goes with it, the Council won't be able to make the most of the enterprise (and service-specific) tools and productivity gains these provide. • There is an opportunity to work with staff and teams to engage and support them in the use of the standard productivity tools (e.g., M365 applications) to support and improve business processes; serving as the foundation to develop the organisation's culture towards one that values and maximises the use of technology for better services and customer outcomes. 	<p>establishing core identity details and linked records from 15 BHCC datasets and 500k records with daily feeds, matching and reconciliation.</p> <ul style="list-style-type: none"> • Customer Viewer (on top of Customer Index) enables BHCC teams to search for individuals to see which service that person is known to and to search for cohorts. • PowerBI has been introduced with an early adopter group and data analyst community workspace in MS Teams. • Further roll-out of PowerBI premium licenses has been agreed. • Data Governance & Insight Steering Group recently set-up as a forum for data insights and reporting matters (currently driving PowerBI for corporate reporting). 	<p>the Council is not able to recover from major cyber-attack.</p> <ul style="list-style-type: none"> • Local Area network refresh is in-flight, improving connectivity at remote and core Council sites. • Currently working to stabilise AOVPN network to ensure consistent performance and availability for all users. • Devices and telephony are coming to end of life and require upgrades in next 2 years. Corporate telephony strategy is being developed. • Work ongoing by IT&D on improving corporate systems and process for managing staff access and data. • The need for mobile, flexible and secure access to corporate and service systems is growing with new ways of working and the increased collaboration between services and with external partners. There is a need to develop simple and secure means for staff and partner access to systems and information. 	<ul style="list-style-type: none"> • Lack of central oversight and planning for service systems, with applications often sourced and implemented in silos; this means that there isn't a central forum to manage service's technology and identify opportunities for shared systems or lessons learned from previous implementations. • There is limited capability within services for effective ownership and management of systems, including lifecycle, contract and supplier management; services generally own their systems and contracts, with limited procurement and IT capability.
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