



**Report Reference Number:** PR/18/8

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**To:** Policy Review Committee  
**Date:** 12 March 2019  
**Ward(s) Affected:** None  
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**Lead Executive Member:** Councillor Lunn, Executive Lead Member for Finance and Resources  
**Lead Officer:** Stuart Robinson, Head of Business Development and Improvement

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**Title: Digital Strategy**

**Summary:**

The Digital Strategy 2018-2020, was approved by Executive in July 2018 and sets out the Council's approach to how technology will be used to support and enable the improvement and transformation of Selby District Council.

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

This reports provides an update against the objectives of the strategy and highlights successes and as well as areas of concern.

**Recommendations:**

Policy Committee are asked to note the progress made against the objectives.

**Reasons for recommendation**

As recognised in the 2017 Peer Review, digital transformation is central to the future sustainability of Selby District Council.

Delivery of the Digital Strategy will facilitate acceleration of the digital and transformational agenda.

**1. Introduction and background**

**1.1.** Whilst we use 'digital' as an interchangeable term for information and communications technology, being digital is more than technology, a process or a mission statement; it is a way of doing things.

1.2. Digital transformation is central to the future sustainability of Selby District Council. This was recognised in the recent Peer Review:

*“Accelerating the emerging digital and transformational agenda will help unlock efficiencies and service improvements further.... there is potential for this to be developed further through more up to date technologies aimed at not only customer facing aspects of services but also how staff manage their work on a day to day basis through more mobile and flexible working.”* (LGA Peer Review Team, 2017).

1.3. Delivery of the Digital Strategy is a priority in the recently updated Corporate Plan and successful delivery will help us achieve the Council vision to make Selby a great place: to do business; to enjoy life; to make a difference; and deliver great value.

1.4. Achievement of the objectives set out in the strategy will bring benefits including; wider customer choice in accessing services; more secure, resilient ICT; a more mobile, flexible and skilled workforce; and, of course, efficiency enabling savings.

## 2. The Report

2.1 The focus for the next couple of years will be on fixing the foundations – i.e. getting a robust IT estate in place – and delivering digital transformation that will empower citizens and council employees to reach their full potential. As such, the Strategy is framed around the following three themes – each of which has three underpinning objectives:

- **Digital Foundations**

- Modernise the ICT infrastructure to improve resilience and security.
- Simplify the ICT estate
- Better use of data

- **Digital Customers** (direct links to the emerging Customer Strategy):

- Increase customer engagement and involvement
- Increase the proportion of services delivered online
- Improve the accessibility of online services

- **Digital Workforce** (will underpin the Organisation Development Strategy):

- Create a digital culture
- Improve digital skills
- Implement technology that supports workplace transformation

2.2 Implemented effectively, the strategy will enable the following benefits:

- improved staff productivity;
- reduced accommodation costs;

- improved staff satisfaction;
- more customers accessing services online;
- lower transactional costs;
- improved customer satisfaction;
- lower longer term IT costs – including the potential avoidance of extra costs;
- increased system availability; and
- better use of our data leading to more robust, evidence based decisions.

**2.3** Appendix A shows progress made against each of the objectives and details projects coming up in the next six to twelve months.

#### **2.4 Successes**

- Digitalisation of data – maps and legal property deed packets.
- 50% of new benefits claims now carried online.
- 40% of all new Council tax direct debits completed online.
- Securing LGA funding for new cyber training.

#### **2.5 Concerns**

- Speed of delivery for digital workforce is a risk until we have procured a Microsoft Partner and the design phase has been completed, it should not affect delivery for 2020.
- Concerns around the income management system with a change of supplier and automated integrations into back office systems.
- Achieving website accessibility standards on current software platform.

### **3. Alternative Options Considered**

Not applicable

### **4. Implications**

#### **4.1 Legal Implications**

There are no legal issues with the Digital Programme, however, many of the projects support delivery of statutory and legal requirements that the Council need to meet.

#### **4.2 Financial Implications**

Delivery of the Digital Programme is the central programme for achieving the planned savings. Not delivering the programme will put achievement of those savings at significant risk.

All of the known spend is currently budgeted for and was approved as part of the 2018/19 and 2019/20 budget process. If additional funding is required,

this will be subject to future reports and in the context of the Council's overall savings requirements.

Executive delegated authority to spend by Programme board to Councillor Lunn and Julie Slatter to ensure projects can be progressed without delays.

#### **4.3 Policy and Risk Implications**

ICT is currently a corporate risk. Delivery of the Digital Programme – e.g. the Disaster Recovery work stream – will introduce additional controls and help mitigate that risk.

There will be a need to revisit a number of employee policies – e.g. the ICT acceptable use and homeworking policies as work streams around Digital Workforce are delivered.

#### **4.4 Corporate Plan Implications**

Implementation of the Digital Strategy is a specific action set out in the 2018 update of the Corporate Plan.

Furthermore, delivery of the Programme will help enable the achievement of a range of other priorities – particularly those linked to the priority of *Delivering Great Value*.

#### **4.5 Resource Implications**

Delivery of the Digital Programme will be led by, and primarily delivered by Business Development & Improvement.

Consideration of required resources from services, will be undertaken through each project brief/business case.

#### **4.6 Other Implications**

None

#### **4.7 Equalities Impact Assessment**

An equality impact screening are carried out as part of each project.

### **5. Conclusion**

- 5.1** In conclusion, the digital strategy and implementation plan form the ICT programme until the end of 2020. These projects will support delivery of the Corporate Plan priorities and ensure the technology offers value for money to support our services.

The focus will be on fixing the foundations and delivering digital transformation that will empower citizens and council employees to reach their full potential.

The programme is progressing well, with projects now gaining traction across all themes meeting the objectives of the Digital Strategy.

**6. Background Documents**

Digital Strategy 2018-2020



**7. Appendices**




Appendix A: Digital Strategy – An update against the objectives



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Appendix A: Delivering the Digital Strategy: Summary Q4 2018/19

Objective	Benefits	Update	Next 6 months	Progress
<b>DIGITAL FOUNDATIONS</b>				
<b>Modernise the ICT infrastructure to improve resilience and security.</b>	<ul style="list-style-type: none"> <li>• Reduced system costs</li> <li>• Increased availability of systems</li> <li>• Improved security</li> <li>• Improved communications and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• New back-up solution being configured March 2019.</li> <li>• New firewalls being procured and implemented for May 2019.</li> <li>• Updates have been made to key software to run on latest versions.</li> <li>• Secured LGA funding to address cyber training.</li> <li>• Revised BCP plan in draft.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing use of passwords across applications.</li> <li>• Revised DR Plan with new solutions to be agreed.</li> <li>• Upgrades and patches to software.</li> </ul>	 On track
<b>Simplify the ICT estate</b>	<ul style="list-style-type: none"> <li>• Reduced system costs</li> <li>• Increased availability of systems</li> <li>• Improved security</li> <li>• Better use of data</li> <li>• Improved communications and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Management software being configured and tested.</li> <li>• Planning upgrade software being configured and tested.</li> <li>• Licencing software being configured and tested.</li> <li>• ModGov software implemented for democratic services.</li> <li>• Land Charges software upgraded.</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy new software to users across the services.</li> </ul>	 On track

Objective	Benefits	Update	Next 6 months	Progress
<b>Better use of data</b>	<ul style="list-style-type: none"> <li>• Reduced system costs</li> <li>• Improved security</li> <li>• Improved communications and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Address data usage policy approved for LLPG, preventing manual address input.</li> <li>• 150 maps and 800 deed packets digitalised for use on GIS system.</li> <li>• Document Management System upgraded with GDPR compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Review how we analyse customer data</li> </ul>	 On track
<b>DIGITAL CUSTOMER</b>				
<b>Increase customer engagement and involvement in digital solutions.</b>	<ul style="list-style-type: none"> <li>• Improved customer satisfaction</li> <li>• Better understanding of customer views and customer journeys</li> <li>• More digitally savvy residents</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant Scrutiny and Repairs and Maintenance Panels engaged to inform design of Housing Management System's Tenant Portal.</li> <li>• Customer surveys set up to inform decision making.</li> </ul>		 On track
<b>Increase the proportion of services delivered online.</b>	<ul style="list-style-type: none"> <li>• Lower transactional costs</li> <li>• Improved customer satisfaction</li> <li>• Better understanding of customer views and customer journeys</li> <li>• Better information management</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic forms to report and pay for services online.</li> <li>• Electronic forms online for customer to access Revenues and Benefits services.</li> <li>• New self-serve scanning station being implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Housing tenant portal</li> <li>• Planning services</li> <li>• Replacement income management system to be implemented</li> <li>• Increased customer engagement and user testing</li> </ul>	 On track

Objective	Benefits	Update	Next 6 months	Progress
		by April 2019 <ul style="list-style-type: none"> <li>Revenues and Benefits portal go live May 2019.</li> <li>Self-service Housing Options module live for customers at risk of homelessness.</li> <li>Public Access software upgraded with enhanced tools for members of the public.</li> </ul>		
<b>Improve the accessibility of online services.</b>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Better understanding of customer views and customer journeys</li> <li>More digitally savvy residents</li> <li>Better information management</li> </ul>	<ul style="list-style-type: none"> <li>Council signed up to the Local Digital Declaration in Dec 18.</li> <li>Project currently being scoped with NYCC to improve accessibility on mobile devices.</li> <li>Stakeholder engagement plan drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Making accessibility improvements to the SDC website.</li> <li>Wi-Fi being installed at Ousegate homeless hostel</li> </ul>	 On track
<b>DIGITAL WORKFORCE</b>				
<b>Create a digital culture</b>	<ul style="list-style-type: none"> <li>A digital council</li> <li>Reduced costs</li> <li>Improved productivity</li> <li>Better customer service</li> <li>A more attractive place</li> </ul>	<ul style="list-style-type: none"> <li>Engagement workshops March 2019.</li> <li>Staff Working group set up to inform projects.</li> <li>Members ICT working</li> </ul>	<ul style="list-style-type: none"> <li>Align policies to new culture.</li> <li>Transform processes to maximise use of new technology.</li> </ul>	 On track



Objective	Benefits	Update	Next 6 months	Progress
	to work	group set up to inform project.		
<b>Improve digital skills</b>	<ul style="list-style-type: none"> <li>• A digital council</li> <li>• Reduced costs</li> <li>• Improved productivity</li> <li>• Better customer service</li> <li>• A more attractive place to work</li> </ul>	<ul style="list-style-type: none"> <li>• Skills survey 50% returned.</li> <li>• Results being analysed.</li> </ul>	<ul style="list-style-type: none"> <li>• Create ICT skills training programme</li> </ul>	 On track
<b>Implement technology that supports workplace transformation</b>	<ul style="list-style-type: none"> <li>• A digital council</li> <li>• Reduced costs</li> <li>• Improved productivity</li> <li>• Better customer service</li> <li>• A more attractive place to work</li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft partner procurement March 2019.</li> <li>• MyView HR system to be implemented April/May 2019 to provide employees with online payslips/leave booking/time sheets and expenses submissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Hardware procurement</li> <li>• Design new Microsoft solution (April/ May 2019)</li> <li>• Test and Implement Microsoft solution (July/ Aug 2019)</li> <li>• Rollout Microsoft solution and hardware (Aug 2019/ Sept 2019)</li> <li>• Implement Support module on Housing Management system to enable Support Officers to update support plans with customers in their homes using mobile devices</li> <li>• Implement scheduling module on Housing</li> </ul>	 On track

<b>Objective</b>	<b>Benefits</b>	<b>Update</b>	<b>Next 6 months</b>	<b>Progress</b>
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			Management system to automate allocation of work in real time.	
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