**BRAINTREE DISTRICT COUNCIL**

# Digital Strategy 2017 – 2021

## Why do we need a Digital Strategy?

### For our customers

The internet and digital technology have become a huge part of our everyday lives. Nine in ten (86%) adults now have internet access at home, with the average user estimating they spend approximately 25 hours online each week. More people are now using the internet to interact with organisations. We are using online services for shopping, banking, information and entertainment because they tend to be quicker, more convenient and cheaper to use. There are now more smartphones than landlines, people want to access services when it's convenient to them. The trend for young people is to use the internet/social media/texting/email on their phones more than they use them to make 'phone-calls. The older generation is getting more internet-conscious and there is now a growing core of 'silver-surfers'. This is particularly helped by the major rollout of fast broadband services across the country via landlines and mobile networks. In the UK, fixed internet traffic is set to double every 2 years, while mobile data traffic is set to increase further at a rate of up to 42% per year. Consequently we need to respond to these existing and the emerging trends to ensure our customers remain well served and engaged with our web services and digital presence.

Focusing on Digital will mean putting our customers at the centre of all digital change, and developing and maintaining an internal digital culture. We must also be aware of the digitally excluded and ensure that there remain non-digital methods of contact for those who really need them. We must also continuously improve the digital services we provide.

We want to inspire confidence in our digital services for all of our customers. We want going online to be the first preference when customers choose to interact with us; for it to be digital by default. For customers to trust our services online and actively choose them first, we need to create truly accessible, good quality digital services, and to do that we need to transform how we work, starting with continually listening to our customers and incorporating their feedback when making improvements and changes. We also want to have a consistent look and feel to our digital processes for our internal and external customers. By being bold, re-imagining and redesigning our services, and embracing digital tools and processes, we can improve the customer experience and make financial and resource savings across the organisation. With these savings we can increase our capacity and focus our time and expertise on understanding and helping those who need support to get and stay online. The better our online services are, the faster our customers will move away from choosing traditional methods of contact like the phone.

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## For our Organisation

There has never been a more challenging time for Local Government. How local authorities are funded is changing. By 2020 Braintree District Council will be largely self-funded, which means we need to take a more commercial and private sector approach to delivering our services.

These financial constraints are requiring us to reinvent ourselves to be more efficient and effective, while the world of digital is developing and public expectations are growing. Technology has and will play a vital role in how we manage our business. We must find ways to drive better services at lower cost, which means using new technology to the very best advantage

With the increased use of technology and larger amounts of information stored comes an increase of the impact created through cyber security threats.  We need to ensure that we keep our customers information safe and ensure business continuity through strong management of our information and systems.

## Our Digital Landscape

The digital age is changing what we do, how we work and how we communicate. The world has been transformed by the Internet and our customers are embracing technology in all its forms.

Where are we now?

- We receive over 66,000 visits to our website each month, with over a quarter of a million page views – (66,132 - 293,121)
- Mobile devices users make up 47% of our online visitors
- Over 79,00 online transactions are made each year by our customers (79,732)
- 74 online services are available through our website, including 60 online forms
- Completion rates for our online forms are around 74%
- In 2016/17 31% of all transactions with the Council were made online.

The drive to make more services available online has been part of our Channel Strategy for some time and we have made great progress to:
- Make access to our services easier and more convenient
- Improve the customer experience of our online services
- Reduce waiting and be more efficient in dealing with requests
- Meet customer expectations for online services

In 2016/17 we made the following improvements:
- Launched our new website in March 2016, which is designed for all device types

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- Improved the navigation, content and forms on our website to make information easier to find and understand.
- Moved more services online
- Launched 'Open Access e-billing' for Council Tax and Business Rates, enabling customers to receive and review their bills online.
- Improved the Councillor information available on the website
- Implemented Google Site Search to improve our customer search experience
- Improved our technical and user Cyber Security knowledge and skills
- Upgraded our infrastructure to provide enhanced security, flexibility and performance
- Made it easier for customers to upload planning applications via the website
- Made improvements to back office processes to make them more efficient
- Launched a 'Do It Online' area on the website and supporting campaign to make it easier for customers to make transactions online.
- Launched a 'Do It Online' area in our reception, providing access to our online services for those customers who do not have access, skills or confidence to do it from home.

# Purpose of Strategy

There is still significant potential for improving our performance and delivering better digital services. This strategy sets out how we will meet our challenges and make the best use of technology to deliver better outcomes for our customers.

Our vision is to deliver excellent digital services by:

- Improving productivity and performance of our services and our people through the use of technology
- Redesigning our digital services to meet the needs of our all customers regardless of age, gender, ability or location, making them so good, convenient and easy to use that people make them their first choice of contact.
- Improving digital skills and promoting access across the district, ensuring that everyone has the capability to access and use digital services.

There are three key themes to our digital strategy:

- Digital Council
- Digital Customer
- Digital District

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# The Digital Strategy

## Digital Council

Digital transformation can make every business more productive. A recent survey of 1000 UK based businesses found digital capabilities helped boost revenue by 4.4% and reduce costs by 4.3%.

As a digital council, the way we work is changing. In the current challenging climate, most companies and public sector organisations are looking closely at what they do and how they do it and where they do it. Becoming more flexible and working smarter is at the heart of transforming and streamlining our business.

Smarter working focuses on achieving the following benefits:

- Increasing the effectiveness of our activities
- Focusing our work on outcomes rather than processes
- Meeting the aspirations of staff for an improved work-life balance
- Reducing the financial costs of running our business
- Creating office environments that facilitate collaboration and innovation
- Reducing the environmental footprint of our working practices
- An environment which readily allows remote working and reduces the need to be in the office to work
- Easy communication and collaboration

Work in the 21$^{st}$ century is about what you do, not where you do it; however there are currently technological limitations and challenges of a traditional office culture and paper based processes that hold us back. Smart working is about embarking on a journey, where the aim is to make continuous process towards achieving these benefits.

The internet and digital transformation are extraordinarily powerful tools for freedom, innovation, growth and knowledge. The increasing uptake of internet-based technologies has brought, or will bring, significant advantages to our Council, Customers and District. But as our reliance on technology grows, so do the opportunities for those who would seek to compromise our systems and data. Responding to this threat and ensuring the safety and security of our systems is an essential requirement. The benefits of digital will only continue if people and businesses feel safe and confidence whilst online.

What we will do:

- Improve mobility and flexibility of our workforce through the use of technology; enabling our teams to spend more time adding value to our customers
- Improve the way we handle and use information to make decisions that create better outcomes for our customers

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- Reduce the cost of service delivery through the use of technology improving how our systems integrate and reducing duplication in our processes and data collection
- Regularly review cyber security threats, ensuring that our organisation is well protected and that we have strong business continuity plans in place in the event of an issue
- Improve our digital skills across the organisation to make the best use of technology for our staff and members
- Improve our interactions with other authorities, our knowledge sharing and the tools we use for these

## Digital Customer

We have a responsibility to provide excellent services to our customers and value for money to the taxpayer. The ways in which customers interact with us are a critical part of the service we provide and there is an ongoing impetus for them to be managed effectively and efficiently for everyone.
In the current age, our customers want and expect access to services using a method and time that suits them. We need to be agile and responsive to customers' needs but also ensure that we deliver services in the most cost effective manner. We must balance treating customers individually and according to need, with continued pressure on finances and a drive to make best use of the most financially efficient methods of contact. Our customers are always at the heart of what we do and therefore improving access to our services through the use of technology is our priority.

We currently provide access to services through a number of existing channels:

- Face to face visits at our premises
- Telephone via our Customer Services Centre
- Telephone direct contact through personal extensions
- Email via our Customer Services Centre
- Email via other generic or personal inboxes
- Website visits

We know that the demand for digital services is growing and so are the expectations of our customers, but our finances continue to be stretched. The Society of Information Technology Management (SOCITM) details how much it costs local authorities to interact with their customers:

- Face to face        £8.23 per visit
- Telephone           £3.21 per call
- Web                 £0.39 per transaction

We will not discriminate against any individual by limiting the choice of contact methods; however our overheads will reduce and we'll see a huge improvement in how we deliver services if every one of us adopts this strategy in to our everyday work and thinks 'Digital First'.

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We will provide digital access to services and meet the needs of our customers enabling them to successfully transact, interact and engage with us online and continue to provide support for those who are unable to do so. We will do this by:

- Making digital services available 24hrs a day, 7 days a week, from anywhere with internet access, using any device.
- Increasing the number of services available online
- Continuously reviewing the customer experience of our digital services
- Continuously reviewing and improving content and navigation so that information is easy to find and understand
- Promoting and encouraging use of our digital services so that our customers know what services are available and how to access them
- Supporting customers to use our digital services effectively so that they have a choice about how to contact us
- Engaging with customers to design, review and improve services
- Promoting and encouraging the use of our digital services
- Providing people with access to the internet, technology and equipment and helping them to learn the skills they need to exploit the digital revolution.

## Digital District

As digital is becoming a bigger part of our society, it is important for our District to ensure that it is in the best position to use digital to support growth in a sustainable way.

The UK's digital infrastructure must be able to support the rapid increase in internet traffic predicted, providing coverage with sufficient capacity to ensure data can flow at the volume, speed and reliability required to meet the demands of modern life. Broadband and mobile must be treated as the forth utility, with everyone benefiting from improved connectivity. This will play a crucial role in ensuring that everyone, wherever they live and however they connect, can make full use of digital services and benefit from participation in the digital economy. Improved connectivity also increases innovation and productivity across the economy, bringing significant economic rewards for the district. Independent research suggests that increased broadband speeds alone could add £17 billion to UK output by 2024.

Although we live in an increasingly online world, a significant part of the population remains digitally excluded. One in 10 adults have never used the Internet and many more are missing out on the opportunities the digital world offers, whether through lack of connectivity, digital skills or motivation. We must continue to address the digital divide between those who have been able to embrace the digital world and those who have not.

We also need to turn our attention to those who have basic digital skills and connectivity, but lack the confidence and knowledge to make the most of the digital economy, whether at work on beyond. Many jobs have a digital element, and it is predicted that within 20 years 90% of all jobs will require some element of digital skills. Effective digital skills provision is essential to ensure the workforce is prepared for this and future technological changes.

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For those lacking basic digital capacity, the reasons for this exclusion are often complex. Research suggests that there are four key barriers, and more than one may affect individuals at any one time:

- Access – the ability to connect to the internet and go online
- Skills – the ability to use the internet and online services
- Confidence – a fear of crime, lack of trust or not knowing where to start online
- Motivation – understanding why using the internet is relevant and helpful

We need to work with our partners to increase the digital capability of those who are digitally excluded, as well as those who are online but lacking the confidence and knowledge to make the most of it.

We will do this by:

- Promoting high speed and reliable broadband development across the district for domestic and business use
- Ensuring that digital infrastructure is considered as part of the development of new communities
- Promoting digital skills for businesses across the district
- Working with education providers to improve the quality of digital apprenticeships

# How we will deliver the strategy

This strategy will be delivered through an annual digital plan and ICT roadmap that will align with the corporate business planning process. More detailed information can be found at the Appendices

Appendix A – Annual Digital Council Plan 2018/19

Appendix B – ICT Roadmap

Appendix C – Annual Digital Customer Plan 2018/19

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# References

- South Staffordshire Customer Services Strategy
- Ofcom Communications Report
- Oxfordshire Digital Strategy
- SOCITM – cost per contact data
- UK Digital Strategy 2017
- Camden Digital Strategy
- Thurrock Digital Strategy
- SMART Essex strategy

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**Appendix A**

## Annual Digital Council Plan 2018/19

1.  New Technology

    As part of the Digital Strategy and to take the council along a path that allows more flexibile working, enhanced collaboration and improved communication it is essential that a number of new products be launched within the organisation.

    1.1 Office 365

    Microsoft's latest offering provides software and services covering email, MS Office tools (Word, Excel, etc), virus checkers, social networking in the business environment, Share-point amongst others. It is typically hosted on the cloud which offers resilience and easier business continuity.

    1.2 Video conferencing

    Office 365 offers point-to-point video-calling. However, it is envisaged that there will be times when the council will need to meet formally with other organisations in a conference style setting. The facilities to allow this will be built into the organisation's main meeting room – Causeway Room.

    1.3 Move from ISDN to SIP

    In order to improve telecommunications technology to make more use of the internet connections to improve resilience and reduce costs of phone-calls.

    1.4 Move from a physical server room to Cloud services

    The servers are physically contained in Causeway House although the bulk of them are virtual servers. By moving the physical presence it will be possible to build in resilience (in the event of a problem occurring in the building), reduce operability costs and offset lighting, heating, air-conditioning, server room protection and insurance costs.

2.  Business Continuity/Disaster Recovery

    The following systems/services are hosted externally:
    HR/Payroll
    Echo – Waste Management
    Arbitas – Housing
    Marketplace – Procurement
    Covalent – Performance & Project Management
    JADU – Intranet and Internet

    In the event of a failure in the council's server room then the above functions can still be carried out. However, the other systems used by the organisation are hosted in Causeway House and will not be accessible. They will have to be restored elsewhere. The council are currently working through the practicalities of the different recovery scenarios and solutions. It is expected that these will be known and agreed by March 2018.

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3.  Flexible & mobile working

    3.1 Flexible working
    An increasing number of staff are now using works smartphones when they are on the road. This allows them to readily access emails and to contact the office when there are issues identified that require back-office support. The smartphones also allows them to capture evidence and pin-point locations e,g, fly-tipping, violations and areas of concern.

    3.2 Mobile working
    Our staff are moving more towards laptop usage rather than fixed base desktops. This gives them the freedom to work in any location once they have access to a wi-fi link as they will be able to access emails and documents from anywhere. This programme is being rolled out as equipment is replaced throughout the organisation.

    3.3 BYOD
    Bring Your Own Device (BYOD) is closely related to flexible working – it offers the same way of working and is only different in that the kit used are owned by staff and not the council. It entails different management by the ICT team which is why it is separately identified.

    3.4 Jabber
    The upgrade to Cisco 11 in 2017 gives the council a springboard to other Cisco offerings. Jabber is the Cisco tool for networking within the organisation environment. It will allow management to communicate very quickly with the office-based workforce and allow free/quick access between individuals within the organisation – this is especially key for the communication with staff in other buildings.

    3.5 P2P Teleconferencing
    As above, the upgrade to Cisco 11 in 2017 gives the council a springboard to other Cisco offerings. Point 2 Point teleconferncing is one such facility. It allows individuals to communicate face-to-face over the network and is another aid to communication  for people who prefer such types of communications.

4.  Cyber-security
    The Cyber-security subtitle covers a very wide area from the technical end of the spectrum to the non-technical user-oriented.

    4.1 Firewalls
    The firewalls used to protect the council require regular maintenance and upgrade when collaborations need to be set up. This will become more critical as the council works more closely with other organisations and/or when new partners move into the main building. Both of these scenarios are envisaged over the next 5/6 years and there will therefore be much activity on this front.

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4.2 Intruder Detection System/Intruder Protection System

The IDS/IPS products provided within Cisco offers good protection from cyber attacks. They are not labour intensive at the moment but it is projected that cyber attacks will increase rather than decrease. This item notes the potential for extensive ICT effort being required in this area.

4.3 Passwords

This is not expected to be a highlight this year but is still critical to cyber-security. It therefore remains on the radar and will remain there for the life of this document.

4.4 Metacompliance

The first metacompliance exercises are planned for late 2017. Dependent on the outcome of those tests there may be further activity on this front. It is therefore included in this strategy as part of the education and training of our users in cyber-security and the risks associated.

4.6 Education & training

There are two elements to cyber-security education and training. The first is of the users and the need to keep them abreast of developments and threats to beware. There is also the need to induct joiners and to refresh training done in the past.

The other side of education/training is that of the technical support team. They will need to be kept up to date on new developments and to network with other organisations. This will be managed with external organisations.

5. ICT Education & Training

In order to develop and maintain the ICT Roadmap for the council and to ensure that we are heading in the same direction, ICT will arrange for users to be kept up to date with technology relevant to their workareas. This will be done using:
Surgeries: these will be run by the ICT team for specific items
Open days: similar to the Surgeries but for non-specific items
Technology days: managed by the ICT team but external companies would be invited to present ideas relevant to our users

| Description | Ap | My | Jn | Jl | Au | Se | Oc | No | De | Ja | Fe | Mr |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Consolidate Video conferencing | x | x | x | | | | | | | | | |
| Plan for Office 365 | x | | | | | | | | | | | |
| Plan for BC/DR exercise | x | | | | | | | | | | | |
| BYOD | x | | | | | | | | | | | → |
| Flexible working | x | | | | | | | | | | | → |
| Mobile working | x | | | | | | | | | | | → |
| Firewall upgrades/ | x | | | | | | | | | | | → |

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| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| maintenance | | | | | | | | | | | | | |
| Replacement kit programme | x | | | | | | | | | | | | |
| Jabber enhancement | x | x | | | | | | | | | | | |
| Teleconferencing | x | x | | | | | | | | | | | |
| BC/DR exercise | | | x | x | x | | | | | | | | |
| Office 365<br>– initial training<br>- pilot<br>- roll-out | | | | | | x | | x | | | | x —→ | |
| IDS/IPS enhancement/ maintenance | x———————————————————————————————→ | | | | | | | | | | | | |
| Passwords | | | x————————————————————————→ | | | | | | | | | | |
| Metacompliance | | | | x———————————————————→ | | | | | | | | | |
| Cyber-security education & training | x———————————————————————————————→ | | | | | | | | | | | | |
| Move from ISDN to SIP | | | x————————————————————————→ | | | | | | | | | | |
| Move server room to Cloud<br>    -    Initial study | | | | | | | x————————————→ | | | | | | |
| CRM | | | | | | | | | | | | | |
| Online booking | | | | | | | | | | | | | |
| Online payments | | | | | | | | | | | | | |

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# Appendix B - ICT Roadmap – September 2017

| Item | Name | Dependent on Items | Area | Planned Infrastructure | Benefit/Saving |
|------|------|--------------------|------|------------------------|----------------|
| 1 | Workstation refresh | | Laptop/Desktop | Workstation | Improved workstation performance Improved flexible/ mobile working |
| 2 | Email upgrade | | Email | Office 365 | Improved collaboration Improved mobile/flexible working |
| 3 | Telephony Refresh | | Telephony | Cisco UCS | Future-proofing Platform for later products |
| 4 | Communications | 3 | Jabber - internal comms | Cisco UCS | Improved BDC comms Improved collabortion |
| 5 | BC/DR | | Business Continuity | Hosting | Resilience |
| 6 | Telephone line upgrades | 3 | Telephony | ISDN -> SIP | Resilience Reduced costs |
| 7 | Storage & Backups | | Hosting | | Resilience Business Continuity |
| 8 | MS Office upgrade | | Office 365 | MS Applications | Future proofing |
| 9 | Server move to cloud | | Hosting | Server | Resilience Business continuity |
| 10 | Metacompliance | | Cyber security | Cyber security | Business continuity |

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| 11 | Enforcement of Password compliance | Cyber security | Cyber security | Business continuity |
|---|---|---|---|---|
| 12 | P2P video-conferencing | Telephony | Cisco UCS | Collaboration Internal Communications |
| 13 | CRM update | Customer Service | Application | Integration Costs |

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# Appendix C – Digital Customer Plan 2018/19

1. Use technology to improve the customer experience of our digital services
   1.1. Investigate the need for a Customer Relationship Management System
   1.2. Provide an online payment option for all goods and services offered by the Council
   1.3. Implement an online booking system to allow customers to book and pay for goods & services
   1.4. Investigate a single sign on account to enable customers to view personal information, carry out transactions, track the progress of their enquiries or orders and interact with us online.

2. Improve the digital skills and knowledge of our staff
   2.1. We will implement new standards for web content.
   2.2. We will ensure that any staff using our website Content Management System have been fully trained in its use and in 'Writing for the Web'.
   2.3. We will provide training for our front facing staff to enable them to better promote our online services
   2.4. We will make our Service Heads the Digital Champions for their service area and responsible for promoting customer needs.
   2.5. We will consider adoption of the Local Government Digital Service Standard as our methodology for designing and implementing digital services

3. Help more of our customers to go online and be confident using our digitial services
   3.1. We will promote our web services to customers through our Do It Online campaign
   3.2. Our Customer Service Advisors will promote digital first and assist customers to go online and have confidence in our digital services
   3.3. We will consider introducing a weekly drop in day for our customers to get practical assistance using our digital services.
   3.4. We will work with our partners to assist our customers with using our online services

4. Improve the online experience for our customers to make Digital their first choice
   4.1. We will use our customer feedback, analytics data and user testing to continuously improve our digital services
   4.2. We will use our business networks to understand the needs of the business users to improve our service to them.

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4.3. We will review all of our online forms to ensure they are concise, relevant , the information requested is not excessive and is kept for no longer than is necessary

4.4. We will make improvements to the website navigation to make information quicker and easier to find.

4.5. We will work with accessibility specialists and our web developers to improve the accessibility of our website for our customers

4.6. We will critically review our website content to ensure that it is easy to understanding, concise and fit for purpose.

# Chelmsford City Council's Digital Strategy and Roadmap



# Discussion paper

## Authors:

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14th November 2016

# Executive summary

*'Councils deliver an estimated 80 per cent of local public services, and are located in and form part of the communities they serve. They are rising to the challenges they face and transforming the way they deliver services by redesigning, reorganising and reforming. An important part of this process is bringing their deep understanding of local needs together with technological innovations to offer better management of demand, more reliable and efficient handling of routine transactions, and greater use of shared data.'* (Nesta, Connected Councils 2016)

The case for using digital to transform local government services has been strongly made, from the LGA to Nesta, there is plenty of evidence to support the case for digital, estimating savings of £14.7 billion, and between 2% and 13% of an average Council's annual budget.  But the real prize offered up by digital is that it unlocks an entirely new way of thinking about the way we operate as a local authority, a service provider and how we relate to our Chelmsford community.

## Fit for the future

Our aim is to use digital technology to enable more efficient and effective services.  That doesn't necessarily mean that all services can or should be digital end-to-end, but that we use technology to enhance and enable better results.   This means digital services that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded.

By **digital** we mean internet-enabled: such as desktop, laptop, tablet, mobile or digital devices not yet invented. We also include video and non-networked digital devices such as kiosks.

This means wherever possible our services, including information and transactions, will be delivered through digital channels, rather than face-to-face, phone or post.

It will involve changing the way we work, and transforming our processes and practices.

Most importantly, digital services will be designed around the needs of our users, whether public, practitioners, staff, partner organisations or stakeholders. We will use technology wisely, ensuring that we can scale resources up or down as required and that we are not held hostage to long term, prescriptive capital contracts.

Our approach will be to move away from standalone systems towards core capabilities and components that we can share, accessible easily from multiple devices and freeing us up to work more flexibly.  We want to put our information and data at the heart of our operations.  Our management information will be significantly improved because we will have access to joined up information across all our services, and for the customer it will mean being able to deal with the Council as a whole, rather than individual services.

There is also the opportunity to achieve financial savings.

| Approach | Rationale | Type of saving | Examples |
|---|---|---|---|
| Automate individual processes | Moving from paper to online channels for payments and services. | Low cost channels such as web = efficiency savings. | Electronic filing, improved processes eg parking permits, report a missed bin, request a license. |
| Design our processes for a digital age | This makes processes simpler and takes out unnecessary bureaucracy | Efficiency savings – across the Council these can be substantial. | Implementing a Council wide CRM (Customer relationship management tool) to give us a 'single customer view'. |
| **Digital operations (recommended approach)** | **Enables us to share information and resources and to operate as 'one Chelmsford',** | **Significant economies of scale and scope including opportunity to reduce overheads** | **Common IT infrastructure, Cloud hosted common components eg. Document management, ticketing etc.** |
| Business model built around digital platform | Replaces traditional management and/or back office processes with self generated options | Transfer of responsibility, for example Chelmsford citizens helping other citizens with advice or connecting third party partners to customers | Eg Implementing a knowledge base of articles to answer common customer service questions. Build a sharing platform for Chelmsford connecting local businesses to customers |

## Our core themes and plan of action

Our digital transformation will be organised in 4 core workstreams:

### 1) *Transforming our services*

To give us the economies of scale and efficiency and to give our customers a better, more joined up experience of the Council's services, we will implement a Council wide data strategy and technology that gives us a 'single customer view'.

This will mean integrating our customer information, implementing new back office process and committing to one Customer Relationship Management tool and Customer Services approach for the whole organisation.

All the Council's services will be available via a customer 'portal' (aka a 'myChelmsford account), accessible as a self service tool and used by Customer services.

### 2) *Transforming the way we work*

We will open up opportunities for the Council to operate more flexibly. We can reduce overheads giving Council employees secure access to their information and communication tools wherever they are, and from a range of devices.  For example, giving our planning or housing teams access to important documents out in the field

We will invest in better digital skills across the organisation, thereby reducing our reliance on external suppliers and create a new Digital Services team from the current ICT structure with the addition of further programme and project management capabilities.

We will enable far better insight into the workings of the Council through improved management information, if possible in real time.  This will allow us to see how our services are being consumed and to adapt our delivery for greater efficiency and better customer experience.

3)  *Removing the barriers to digital transformation*

We won't realise the benefits of this investment without changing our approach and our culture.  By that, we mean:

- Empowering our employees to work more flexibly using better digital tools
- Taking steps to measure performance of our investments and projects
- Running leaner, faster tendering processes
- Identifying and finding solutions to legislative barriers to digitising services.
- Identifying, developing and using common components and services.

Without tackling aspects of our culture as an organisation and the way we lead, we won't realise the benefits of the new digital tools and infrastructure.  For example, giving staff new remote working tools without changing our policy towards home-working and implementing it consistently would be pointless.  So we will implement a complete review of our working processes and culture alongside a review of our service delivery to identify where digital tools will work best.

4)  *Transforming the way we engage*

We have a great opportunity to rethink the way we engage with each other, with our wider community, visitors to Chelmsford and all our stakeholders.  This digital strategy recommends an approach to technology that will mean:

- Opening up consultations and engagement by increasing access to and effective use of social media eg webchat for customer services.
- Using common technology and applications such as a CRM (Customer Relationship Management tool) to connect our revenue generating services, thereby enhancing opportunities for 'cross-sell' and awareness.

- Driving awareness and encouraging channel shift through more consistent and sustained communication and collaborating with other partners.
- Being able to collaborate and communicate securely with partners such as the NHS, police, social services to provide better support for those who need it.
- Providing ways for people to access our digital services if they are not able to do so independently.

## Managing the implementation

This strategy supports the priorities set out in Chelmsford City Council's corporate plan and provides a framework for service transformation between November 2016 and 2020.

Progress will be tracked through a formalised programme plan and the digital roadmap. It will be developed alongside all the Council's service areas, and supported by other policies and protocols such as data and security management, HR and communications. We will be seeking authority from the ICT Strategy Board to implement a policy framework to support future IT expenditure.

Louise Goodwin, Director of Corporate Services will lead the implementation of the strategy and champion digital transformation within the Management team and across the organisation. The ICT Strategy Board will own the strategy and associated investments and will monitor progress towards goals.

However, everyone across our organisation – not just digital specialists – will have to be involved and committed to these actions to make the strategy a reality and make Chelmsford City Council a digitally capable organisation for the future.

## A Strategic Plan for Digital Transformation

## 1. Our Vision

Chelmsford's digital vision sets out how the increased use of digital and technological innovations can support better public services and in Chelmsford. Specifically focussing on the need for:

- Redesigning public services for digital accessibility, convenience and value for money

- Modernising the way we work for Chelmsford via better use of data and technology

- Seeing our customers in the round

- Adapting to an increasingly mobile population

- Understanding the future value of data

- Preparing for a digital future, whatever that brings

-

## 2. The Scope

Digital transformation will support Chelmsford City Council's priorities by:

- delivering better information to allow users to make more informed decisions about when and how to interact with us
- delivering better, less costly services to make it easier, faster and cheaper for people to use Council services
- transforming the operational, structural or cultural processes and practices which support our information and service provision.

Our strategy focuses on how we will start to move towards a digital future, but does not provide a detailed review of every information asset, transaction, service, channel or process. We will develop detailed implementation plans to support priority projects in the coming months, and focus on digital transformation of those services where it provides better value for money. Chelmsford City Council provides some services online, but often only part of the process is digitised and we deliver services in organisational silos, forcing customers to repeat information and contact us many times with the same information.

Most of these services could be extensively if not fully digitised. This would be better value and provide a much better user experience. Some of our services are not online at all and still rely on paperwork or call centres, and these could be significantly improved and rationalised using digital tools.

In many cases we would like to see less demand on our services where customers are able and more than willing to use 24/7 digital service provision. In some cases, successful services may well be those which are used less.

Redesigning services to respond to user needs and in order to relate to customers as a single entity rather than organisational silos is critically important to our digital strategy, and will be a significant change in approach for the Council. However, investing in new digital tools alone will be money wasted if we don't ensure that our processes, policies and culture adapt alongside them.

The potential for all of this to improve confidence in the work of Chelmsford Council and to provide transparency and value for money for local residents and businesses should not be underestimated.

Digital transformation is essentially about how the Council develops better business strategy and a way of operating, informed by understanding of customers.

**What's out of scope**

The recommendations in this strategy do not include improvements to business as usual IT operations, maintenance and upgrades to core infrastructure, such as CCTV, public wifi and internet access to Chelmsford CC buildings. However, there are some key dependencies in the implementation of this Strategy, such as internet access and resilience of our current systems.

# 3. The core themes

| Theme | What it means for Chelmsford |
|---|---|
| Transforming the way we deliver services | Customers can access any of our services at a time and in the ways that suit them and can expect the service to be well designed and on a par with other good quality brands. This is particularly important where we are providing more 'commercial' services such as leisure facilities. |
| Transforming the way we work | Staff will have the digital tools and skills required to deliver services effectively and efficiently. This means a better experience for Chelmsford's residents and businesses because staff have access to the data they need with a complete picture of our customers' relationship with us and the best available technology ensuring they have the skills to use it effectively. Managing the Council's operations will be easier because we have far better, up to date management information. |
| Reducing the barriers to digital transformation | We will be empowering our employees to work more flexibly using better digital tools, taking steps to measure performance of our investments and projects and running leaner, faster tendering processes. We will identify and find solutions to legislative barriers to digitising services.<br>Instead of duplicating effort across the Council we'll identify, develop and use common components and services. |
| Transforming the way we engage and collaborate with partners | Digital technology will enable the Council and its partners to tackle complex issues and work together seamlessly. This means using digital technology to work with our partners to deliver the outcomes we all need |

## 3.1 Transforming our services

Our focus is to provide a better experience for the user and deliver greater efficiency across the Council's services. We will identify the processes, services and information where digital transformation can make the most difference.

Recent work to digitally enable some services has already begun in some areas of the Council, notably in:
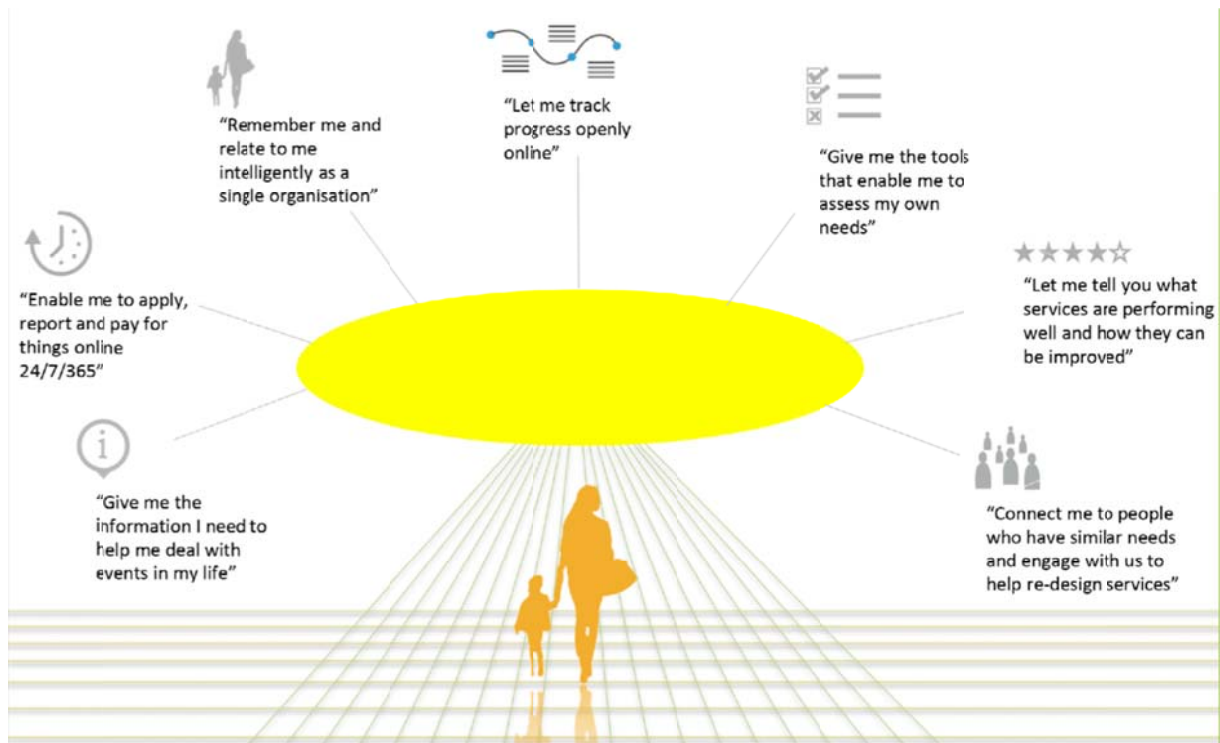
• Waste management, where a managed service using the Salesforce platform provides an end-to-end case management approach.
• Revitalising Chelmsford.gov.uk with more user-focused online content for core services.
• Mapping customer journeys (service requests) in order to enable these using a CRM tool,
• Introducing Office 365 trial for Members.

Without a digital strategy and services framework these initiatives don't deliver greater efficiency or a better experience for our customers in the round but they do provide an excellent springboard and learning from which we can accelerate our digital programme.

However, many of our services have not been digitised. Sometimes, those that have been are often ineffective, increasing demand on more expensive channels like helplines. *This is because in the past we have not redesigned our services around customer needs and behaviours, we have*

*designed the service around the capabilities of disparate systems.* Digital 'transformation' is exactly that. Investing in better digital tools and technologies presents us with a prime opportunity to transform the way the department operates to realise a step change in service quality and reduce costs.

Here's an example of the approach that Bristol City Council has taken:

### 3.1.1    *Joining up our customer data to give us a 'single view of the customer'.*

Without having a 'single view of the customer', Chelmsford City Council cannot deliver the kind of digital and transactional experience that people have come to expect. The Council is currently unable to effectively authenticate or identify users across its portfolio and information is often duplicated, leading to inefficient and ineffective service delivery.

At best, our systems and applications do not support an integrated view of customer service delivery and at worst, they encourage many 'workaround' processes that add cost and inefficiency in our operational delivery.

Additionally, there is no clear data policy for the organisation and thus no data mandate, policies or guidance. As proliferation of data continues and Chelmsford City Council makes more use of digital services, this will become critical.

*3.1.1.1  Data strategy:*

We will develop a data strategy for the Council including a policy for data governance and identify a data 'champion' to oversee this. This is a set of processes that will ensure that important data assets are formally managed and exploited throughout the Council. It will give the Council a more trustworthy view of customers and businesses. It is about putting people in charge of fixing and preventing issues with data so that the Council can become more efficient. The data policy will help the Council think differently about how it uses customer data and will empower wider access to it.

*3.1.1.2  Data integration*

We will review our systems and applications moving to a platform-based architecture, making full use of Cloud technologies and open data standards where appropriate and helpful.  The key focus will be interoperability and improved data 'flow' around the organisation.

*3.1.1.3  Customer relationship management (CRM)*

We will power all future customer service management and delivery through the use of a Council-wide CRM tool and have identified Microsoft's Dynamics365 product as a good fit for this approach. This will allow us to service a digital customer account enabling self service as well as giving our customer service teams and front line staff greater actionable insight into our customers needs.  It will also significantly improve the Council's ability to 'cross sell' across services particularly leisure and lifestyle services.

*3.1.2    Creating a digital 'myChelmsford' digital account for Chelmsford residents and businesses*

Our customers don't care about how we structure ourselves as an organisation, and our divisional boundaries create operational inefficiencies in the way we deliver services.  Simply put, our customers expect to deal with us digitally in the same way that they are able to access other online services such as Amazon.

That means creating a simple customer digital account, where customers and businesses can see a complete overview of their relationship with us, and control this to suit their needs.

We will use MS Dynamics CRM to power this account and in time, an associated smartcard, which will allow customers to:

- Change and control their basic information such as addresses and bank details
- Store payment and credit cards allowing them to pay for services
- Manage their services such as gym memberships
- Book tickets
- Feedback, for example on consultations
- Find key documents
- Access Council services such as leisure centres and car parks

*3.1.3    Delivering early 'proof of concept' services*

We have identified 7 services/capabilities that we may need to prioritise.  Some we will deliver

initially as 'proofs of concept' by March 2018.  This will allow us to get early feedback from customers and staff that we can use to further develop the services, but it also gives our staff an opportunity to get used to the new tools and to provide their own feedback.  It means that we can phase our digital implementation over a longer period, and that the challenge ahead doesn't seem as insurmountable.

The following areas are in scope (exact project to be defined):

- Customer service requests, such as report a missed bin, public health notifications and customer feedback.
- Waste management case management
- Theatre Bookings
- Riverside leisure management
- Marketing newsletters
- Planning/Gazetteer
- Remote working/Office 365

*Other solutions will need to be prioritised in the Roadmap, but aren't necessarily suitable to deliver as a proof of concept.  For example, the requirement for a replacement leisure management application and a separate ticketing solution will be tackled differently. This is a significant technology programme in its own right and will require its own project controls and budget.  The aim is to break the programme into smaller deliverables and to support early delivery of key components.  Ordinarily, we would not start with a key programme such as this, but its important that the overall digital strategy informs the design of the new leisure and lifestyle platform.

### 3.1.4    Re-imagining Chelmsford's core services using digital technology

We will set out a programme  to redesign all of our services, where digital transformation will provide better value for money. We'll prioritise those which support the projects within our Corporate Plan.

These include all paid for transactions such as council tax payment, parking and and leisure services.

We will also be tackling many services where the volumes are lower, but better value for money could be realised. And we will explore opportunities where changing an existing process would make delivery of a new digital service possible.

We will publish our priorities by January 2017, once we have further assessed the potential for digital transformation, and designed the ideal applications infrastructure. This will mean that we can fully cost and prioritise projects.

### 3.1.5    Establishing a new cohort of digital service managers to oversee the design delivery and ongoing management of each service.

Service Managers will be accountable for the quality and usage of the digital services across the Council.

They will:

- champion the needs of users throughout the full life cycle of each service
- join up divisional, front line and digital delivery teams
- combine a deep understanding of the business with knowledge of the digital technology that underpins the service.

By March 2017 we will have identified Digital Service Managers across all core services within the business and trained them with the necessary skills.

### 3.1.6 Ensuring that Chelmsford.gov.uk supports well designed, consistent access to all our digital services.

Building on the work that the Customer Services team have started to improve the efficacy of Chelmsford.gov.uk, we will harmonise all information and services within the core website, developing a consistent but relevant customer experience powered by our CRM system.

### 3.2 Transforming the way we work

### 3.2.1 Investing in better digital skills in-house, reducing our reliance on external suppliers, and offsetting common tasks such as password resets through automation.

The external maintenance and upgrade costs of supporting our current systems are not sustainable, and we currently have very little control within the scope of our contracts. By taking the approach to digital service design outlined above, we need to rethink the way we support these services in the future. For example, we have only one business analyst and scarce IT programme management capabilities within the ICT team at present. The need for this kind of support ongoing will be substantially increased. At the other end of the scale, ICT provides an exceptionally high level of service already in some areas already, but if we introduce Digital Service Managers within the divisions, it will be possible to 'outsource' the day to day service management for some of our applications.

### 3.2.2 Creating a new Digital Services Team from the current ICT structure with the addition of further programme and project management capabilities

See above. We are already seeing substantial demand for core project management across the Council. This kind of function would sit well within the new DS team.

### 3.2.3 Making full use of digital to become more accessible and improve performance, accountability and services.

By setting ourselves a bold ambition for digital, we move beyond 'digitisation' of services and work tools to challenging the way we operate. Digital tools will give us access to incredible insight and management information which can, in future, support real time service delivery.

As part of this digital transformation, we will therefore challenge all the Council's back and front office processes. In doing so, we will remove unnecessary complexity, become more efficient and transparent in our service delivery and at a stroke, make substantial cost savings through streamlined services.

### 3.2.4 Supporting flexible working and reduced operational costs through more effective use of

*digital technology*

Underpinning all of our aspirations for a better digital customer experience is the need for better working tools and practices for our staff.  If we are to support flexible working, we need to enable staff with a toolkit that allows them to take their office applications and documents with them securely, accessing their information wherever they are.  Like our customers, our staff are used to accessing the information and 'apps' they need on devices such as smartphones and tablets.  We should aspire to giving them the same kind of experience at work because it will make them more efficient.

>  3.2.5   *Adopting a more 'agile' approach to the design and development of our digital services – continuously improving these at pace.*

We often find ourselves searching for a new or replacement system to do a particular task in the Council.  Over time, a number of suppliers specialising in local government have developed 'off the shelf' services that appear easy to plug in and use for a specific purpose. In reality, these systems are all standalone and the associated contracts or licences are limited. Over time and across the whole Council, the costs of maintaining these disparate systems is unsustainable.

We will therefore recommend that Chelmsford City Council moves to a platform approach for our digital service delivery.  This is a modern approach to IT and systems architecture which provides agility in a number of ways. Small, loosely coupled components/services can be built, modified and tested in isolation, or even ripped out and replaced depending on how requirements change. This style of architecture also lends itself to a flexible and adaptable deployment model, since new components/services can be added and scaled if needed.

To support this the Council should invest in a new integration platform, which is basically technology that manages access to applications and services providing a single, simple and consistent interface. It's very good for standardising across all our existing databases and systems in the interim which is something that is critical if we are to achieve a single customer view.

## 3.3 Removing the barriers to digital transformation

Chelmsford City Council's organisation and service delivery has evolved over a long time, and many of our processes can no longer cope effectively with demand.

As with many local government systems, there are problems with:

• Outdated, siloed technology
• complex and lengthy procedures
• general resistance to change
• objections due to perceived issues of security, cost, reliability and take-up

To achieve our digital ambition, we'll need to remove the barriers throughout the system.

>  3.3.1   *Breaking down large programmes into agile, leaner projects encouraging a culture of continuous innovation.*

One of the reasons that digital innovation doesn't happen is that projects become so complex that they are unmanageable.  As we approach larger programmes, such as implementing a leisure and lifestyle account for our residents, we should consider breaking the overall programme into a number of parallel workstreams with identified leads and budgets.  These can run in parallel, allowing us to accelerate the amount that can be achieved within the timescales.

### 3.3.2    Improving processes

Like many local authorities, Chelmsford City Council suffers from a lack of documented business processes on the one hand, and some overly bureaucratic processes on the other. This isn't just an issue of quality or cost efficiency.  It exacerbates the cultural issues and barriers to innovation and means that the Council is missing the opportunity to harness the entrepreneurial spirit of its staff, elected Members and the community. In ICT for example, there are several 'single points of failure', particularly where there is a heavy reliance on particular specialist skills.

Processes need to be developed to harness and share knowledge and skills more widely through digital tools. We need to re-engineer the Council's business processes giving the it the ability to rapidly respond to changing needs and customer/member information in real or near time.   This may require investment in agile business processes software and this will be investigated.

### 3.3.3    Procurement and commissioning

Additionally, our 'back office' functions need to be supported with leaner processes to help them to play their part in the digital transformation ambition.  By moving to a software as a service model around a common platform, we will be able to make use of the Government Digital Service digital marketplace and the G-Cloud framework, that allows us to procure pre-qualified specialist services quickly.

### 3.3.4    The right tools for the job in hand

We aim to take the same approach as we do for digital customer services, ie to develop staff 'personas' and design a digital toolkit and associated processes that are adaptable to different needs.  For example, an individual who works from different locations, would be a priority for remote working tools including cloud storage.

### 3.3.4    *Moving to modern, agile solution architecture and technologies, embracing cloud and software as a service.*

There are gaps in the Council's technology infrastructure and it suffers from some of the issues of legacy systems.   Frustration with the inability of the current systems to support integrated delivery is high, and incurs additional costs and time resources where it is necessary to use workarounds.

Chelmsford City Council finds itself in a very similar position to many organisations of its size and complexity.  In the past, investment in technology would have required a few extra noughts on the budget and IT teams were faced with complex and inflexible contracts. That context has changed and the Council should not have to tailor and fine tweak its systems to fit its needs.

In the future, our digital strategy will be to move from capital investment in self hosted systems, with all the associated costs every time the system needs an upgrade to 'the Cloud'. To put it simply, the 'cloud' refers to the infrastructure of the internet. In practice, it means storing our data and files over the internet rather than on an internal hard drive or Council servers. Using cloud hosted technology means that our staff can access applications anywhere, anytime, on any internet-based device.

Implementing a Cloud strategy has a number of advantages:

- Flexibility: rather than being limited to a desktop PC, staff can access data files and applications across a variety of web-based devices, including tablet or smartphone, with whilst mobile.
- Cost-effective: We are effectively subscribing to software on a pay-as-you-go model that means you only have to pay for the applications and amount of storage that you use.
- Increases collaboration: We will be able to synchronise, access and manage all our projects across the Council and extend to colleagues and clients from around the world.
- Reduces IT administration: with automatic updates and security, the need for IT to manage local hardware and software issues is removed, freeing up time and money
- Increased security: as all of our data files are automatically backed up on a remote cloud platform, all of our important files can be recovered in the event of a storage device or datacentre failure.

*3.3.5    Measure performance and deliver real-time management information.*

A further barrier to the Council reaching its digital ambition is the lack of an effective management information system. Many of our services were not designed to capture the data we need about our customers and our performance.

We will work with our business to understand  how we can develop better real time management information. As we begin to redesign our services we will take a modular approach, building automated data collection into each one. And we'll make sure that we have the right tools to make sense of all this new data.

*3.3.6    Identifying and finding solutions to legislative barriers to digitising services.*

Across many services, legislation passed before the growth of digital constrains the development of simple, customer end-to-end digital services.  That's particularly true in services such as planning and benefits.

As a digital Council, we will have to commit to identifying and removing perceived legislative obstacles. In practice  this could mean reviewing current restrictive interpretations of laws that prevent us from developing straightforward, convenient digital services. An immediate example is the need for a wet signature that prohibits full digitisation across many of our services or for excessive numbers of documents to identify customers.

As this can take time to change, in the interim we will get on with delivering partial digital solutions,

but always with a view to realising the full potential for digitisation later.

### 3.4 Transforming how we engage

*3.4.1 Connecting staff, users and partner organisations with each other and the information and the tools they need to deliver digital solutions.*

In future, our services must owe far more to collaboration within the Council, across the police, the NHS, other third sector providers, front-line staff and the Chelmsford community.

This means finding ways to connect us all to work together in partnership. We won't always need to build digital solutions, and can reuse tools that already exist in the marketplace.

Digital technology will allow us to collaborate more with our users and partners to improve our services together. Defaulting to open standards and making greater use of APIs (Application Programming Interfaces) in the development of our services will support this.

Additionally, there are a number of free to use or cost effective digital tools that will enable this and we should work hard to build these into our menu of digital tools.

*3.4.2 Opening up consultations and engagement by increasing access to and effective use of social media eg webchat for customer services.*

Digital tools will make it easier than ever before to engage the public and specialists in the work of the Council and as a way to raise awareness of our services.

Our digital strategy will focus on engaging and consulting more openly and informally in the spaces where people are already having conversations. This includes online spaces such as blogs, chat rooms, Facebook, and Twitter. We should not see social media as a just a marketing tool, but a very effective way to deliver timely customer service.

We will support this with access to the right tools and understanding of how to use them effectively, including trialling new tools such as web chat for customer service staff for staff.

*3.4.3 Using digital to drive new sources of revenue and support our existing commercial offers*

A feature of successful digital organisations is a strong commercial mindset. It's important to understand that this doesn't equate to a profit driven culture, but to understanding value exchange.

Like other public sector organisations, Chelmsford City Council is embracing new opportunities for revenue generation and improving existing services such as leisure facilities for a digital age. Opportunities to build great and profitable services through better digital delivery must be seized by the Council and this means radically overhauling some transactions that can be a deeply frustrating experience, cost time and money and often do not match those services available through commercial enterprises.

As Chelmsford City Council moves towards a 'digital first' approach, service development and outreach activities should focus on digital delivery. Too often, organisations spend a lot of time and effort translating 'offline' services to fit the digital space and thus miss out on the opportunities that digital offers to rethink how audiences consume. Look to the retail sector for examples of digital innovation that are 'born digital' and there will be plenty of scope to redefine the way Chelmsford Council engages, delivers, showcases and shares knowledge.

Our strategy will be to place real users at the heart of our digital service design, ensuring that we are creating services that match their expectations. For example, we should ensure that they have access to some basic features such as:

- Digital wallet
- Intuitive and easy to use booking applications
- Personalised services and information

Our revenue generating services will be supported with first class applications that match the experience that our customers have in the commercial sector.

### 3.4.4 *Driving awareness and encouraging channel shift through more consistent and sustained communication and collaborating with other partners.*

As well as enabling our staff, we need to ensure the public are aware of our digital services and the shift away from other channels. Our ambition is for digital services to be so easy to access and use that all who can use them, choose to do so. We should embrace tools such as SMS and email to keep our residents and businesses aware and alert to Council services.

### 3.4.5 *Providing ways for people to access our digital services if they are not able to do so independently.*

As we reducing the number of non-digital channels and we need to help as many people as possible to access digital services as the default method. Despite the high levels of digital literacy in Chelmsford, given the breadth of our user base, not everyone who uses our services will currently be able to access them digitally, and we are committed to ensuring that our digital services are accessible to all.

As we introduce new digital services we will consider where more effective methods can be used as a 'way in' to access these. What we provide for people will depend on the service and the needs of the user, but we will look to work with a range of external partners, such as Barclays Digital Eagles to ensure that the right level of support is provided, focusing on those who need the most help.

In developing assisted digital, the Digital Services team will operate within the required standards established for government websites and software development.

## 4. The Digital Roadmap

The Digital Roadmap provides an overview of all projects involving a digital element, and those that would support provision of a digital service or process.

The Roadmap will be based on contributions from across our business and the Digital Services team will lead on ensuring that each project meets the required standards and commitment.

The Roadmap is the basis of our future Digital Transformation ambition. This will focus on those priority projects identified by the ICT Strategy Board.



| Chelmsford City Council - Digital roadmap | | 2016/17 | | | | | | 2017/18 | | | | 2018/19 | 2019/20 | 2020/21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | | | Q4 | | | Q1 | | | Q2-Q4 | Q1-Q4 | Q1-Q4 | Q1-Q3 |
| | October | Nov | Dec | Jan | Feb | Mar | April | May | June | | | | | |

**Transforming Services**
Description: Defining the customer experience, identifying suitable proofs of concept, systems transition plan, secure budget and define KPIs and other metrics.
- Define and run 7 proofs of concept in phases
- CRM capabilities rolled out to Council teams (phased)
- Accelerate priority projects
- Further website development
- Design and map CRM infrastructure

**Transforming Work**
Description: Defining the strategy for transforming the way we work, from flexible working technology to process mapping and redesign. Policies to enable above.
- Decision point: ICT Strategy Board
- Scoping and definition
- Setup PMO and define its processes
- Define new technical architecture
- Decision Point for digital programme and plan: Cabinet
- Analysis, drafting & costing of long term digital programme and plan
- Implement long term digital programme and plan
- ICT Strategy Group becomes project gateway
- Office 365 Plan
- Office 365 Trial
- Full Office 365 implementation (phased)
- Riverside go-live
- Review CCC infrastructure - Cloud readiness
- Migration of services to the cloud (phased)

**Removing Barriers**
Description: This workstream covers the enabling technology for digital engagement and to achieve a single view of the customer
- Prioritise and plan business process re-engineering
- Business Process re-engineering (phased)
- ICT Skills audit
- Skills development
- Agree ideal team structures
- If necessary recruitment

**Transforming engagement**
Description: This workstream covers work to support skills development and team structures that underpin the digital engagement strategy.
- Define CRM structure
- Commission core CRM and platform
- CRM capabilities enhanced with each proof of concept (phased)
- CRM capabilities continue to be enhanced beyond proofs of concept

The Roadmap will continuously develop over time as we work to ensure we have realised the full digital potential of existing projects and scope new digital opportunities.

## 5. Delivering the change

The new digital framework will evolve over a four-year period, with some workstreams expected to carry on beyond. By December 2020 (if not sooner) all the new services and most workstreams will be operational and many will be well established in their new ways of working.

Primarily, the timescale will be driven by the speed with which Chelmsford City Council is able to refresh processes, procure or source new applications and software where needed and build confidence in the quality of the digital products.

We anticipate a scoping phase between November 2016 – March 2017 during which we will design the ideal applications architecture for the future.   But we will accelerate the move to flexible working in this period, introducing Office365 across the Council.  Simpler projects will also be delivered as 'proofs of concept' in this period.

Once the new digital strategy, framework and associated investment has been agreed, Chelmsford Council can establish the new workstreams. Responsibility for implementing the new strategy will fall to the ICT Strategy Group and the Senior Responsible Owner will be the Director of Corporate Services (Louise Goodwin).

**5.1 Timescales**

After the initial 3 month scoping period, the coming year (2017) will be a period of Transition. There will be a period of mobilisation to establish the programme of change required to deliver a 'Digital Chelmsford'. This is not a small task and will have to be prioritised by the Management team to ensure that it is delivered at pace.

Chelmsford City Council will also address some of the capability gaps within the new structure, both via the development of existing staff and selective recruitment as required.

2017/18 will be the year of Stabilisation - there will be significant effort devoted to technology development activity and the implementation of the full range of digital services. This will ensure that during 2018/19, final rationalisation of resources can take place and all functions will be operating effectively and be truly embedded in the new ways of working.

**5.2 Mobilising a programme of change**

It will be important to engage with HR and internal communications colleagues as this work progresses as their input will be required to advise of job roles and person specifications, alignment with the organisation's policies and performance management.

The key actions during this first phase include:

- Establishing a Digital Programme including a project team and supporting infrastructure;
- Agreeing the change management process and identifying implementation support requirements;
- Identifying some 'quick wins' such as enabling the digital workforce
- A systems amnesty, followed by a moratorium on any further systems procurement without the explicit authority of the ICT Strategy Board
- Early engagement with the all Teams to secure engagement and commitment with the overall strategy and roadmap;
- Identifying leads within all teams to support the programme in the first few months;
- Carrying out a skills assessment and gap analysis of existing specialist resources;
- Identifying and prioritising the core processes – including customer journey mapping;
- Developing and agreeing an approach and business case for consolidating digital technology (including a detailed inventory of the existing Chelmsford City Council systems);
- Recruiting key digital roles or upskilling where necessary

**5.3 Measuring progress towards digital maturity and return on investment**

Changing the way we measure the effectiveness of our digital services will be a key element in transforming digital services. Chelmsford City Council should consider a balanced scorecard approach to measurement, mixing qualitative with quantitative measures. For example, whilst its interesting to see how many people are using your website, what do they think about the quality of the experience, and how easy do they find it to navigate?

Digital analysis is a specialist skills and consideration should be given to how this will be done and whether additional specialist skills are required.

McKinsey recently developed a way of measuring digital maturity – their Digital Quotient matrix. This is a useful way of measuring progress on the Digital programme.
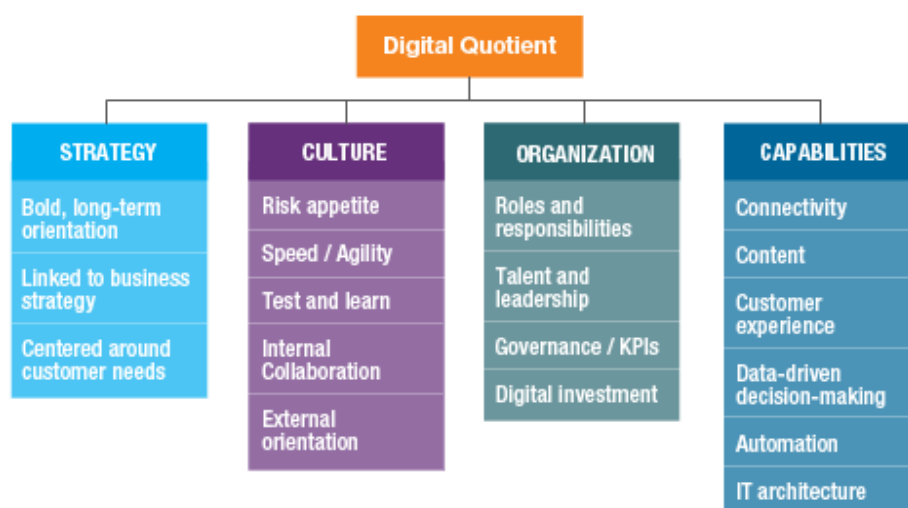


Once the programme scope is approved and is underway appropriate measures will be developed to determine how the success of the project will be measured and be included in the initial project plan.

## Conclusion

This is a programme that should radically change the way Chelmsford City Council operates. The ways that will happen are partly enabled by new technology, but much of the transformation will be in the way the Council 'works' as it becomes more adaptive, more confident in its decision making, more innovative and more connected.

It could be very easy to revert to the tactical delivery of new digital platforms, to build a nicely designed new website and to lose the opportunity to revolutionise Chelmsford City Council's way of

operating because pulling off a true digital transformation is challenging and disruptive.  Chelmsford City Council should hold onto a bold digital vision and remain excited by the opportunities that this work and investment will open up.