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**Customer & Corporate  
Scrutiny Management Committee**

**22<sup>nd</sup> January 2018**

Report of the Assistant Director of Customer & Digital Services

**DELIVERY OF THE ICT STRATEGY**

**Summary**

1. This report further updates the progress against the ICT Strategy (presented to this Committee on 4th September 2017) in terms of the detailed delivery of digital projects and outcomes. The work towards agreement of those more detailed plans and timescales is ongoing and will be a focus of imminent and future discussions at strategic officer level in the council.

**Background**

2. In February 2017 a process was started to develop a new strategy for ICT, based directly on the experiences and aspirations of internal and external customers. The consultation approach was presented to this committee in September 2017. This and other consultation feedback contributed to the revised strategy which is available at:  
<https://cycictstrategy.com/> .
3. The Digital Council/Digital workforce themes within the Strategy have been further developed by the Digital Strategy Group (DSG) which consists of all Corporate Directors, the Head of ICT, and Assistant Director of Customer & Digital Services to drive Digital Programme themes which are shown and described in Annex A. These themes are:
  - Digital City
  - Digital Process
  - Digital Staff
  - Digital Customer
4. Underpinning these themes is the ICT Strategy guiding principle around user experience to ensure that all related work involves the user in all aspects of the development. Also at the core of the model is customer

and management data which should represent 'one source of the truth', allowing the council to know its customers better and support sharing and collaboration.

5. To inform and align directorate ICT/digital project planning with the strategic vision, a structured interview process was undertaken by the ICT Business Engagement and Implementation Manager between September and December 2017 with all Directors and Assistant Directors across each directorate (16 in total).
6. This has directly fed into the attached Draft ICT Digital Strategic Delivery Plan at Annex B. This is the first draft version of a 12-18 month plan shown under the strategic themes. ICT planning has always existed and has driven the ICT capital programme for example, but it is the first time plans have been presented in this way with the plan encompassing the feedback from the interviews described at paragraph 6.
7. The plan does not provide details of the extensive programme of ICT network renewals, maintenance and refreshes which provides the backbone for all council ICT service provision relating to the support, maintenance, storage, management and security of all data, systems and assets. It focuses on the significant digital programmes and projects delivering major change to the way the city infrastructure, council processes, staff based systems and critically provision of services to customer are delivered going forward.
8. Neither does the plan reflect the significant work delivered over recent years and reported to this Committee previously, around the nationally recognised digital infrastructure in the city and other digital projects delivered, details of which and imminent contract procurement plans can be found in a recent report to Executive (December 7th 2017) at:  
  
<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10194&Ver=4>
9. Real achievements can be seen in relation to digitalising customer systems in recent years, an example being Revenues and Benefits systems which have been progressively automated since mid 2016. Aside from financial savings, the outcomes from this work include:

- for Revenues - digital transactions account for nearly 5,000 transactions per month with approximately 60% of those fully automated, providing easy to access services and quicker transactions for customers; and
  - digital solutions introduced into Benefits have resulted in the service becoming the best performing regionally with nearly 100% of all new claims and change of circumstances completed digitally.
10. The plan does include ongoing work including further features of the Revenues & Benefits digitalisation work and specific projects such as the implementation of the Registrars system. The Registrars system, for example, will enable customers to book appointments, services and ceremonies online and pay for them. The go live date for this system is imminent in the back office and due by the end of February 2018 for customers. This work is anticipated to shift at least 55% of customer interactions to digital, if not more. Front line phone contact will also move into the Customer Services customer centre, improving both the online offer and phone contact experience.

## **Delivering the plan**

11. The draft plan and future phases are due to be discussed at DSG in the next few weeks in order to review prioritisation in a cross-cutting way, to ensure that resources are directed appropriately to achieve the greatest return on investment in terms of deliverables and benefits to users and customers. The DSG will review the plan and priorities over time as drivers influencing each theme change – for example a recent successful bid for transport funding has meant that the STEP Transport Technology Programme is now a priority under the Digital City theme.
12. The strategic delivery plan will be continually monitored communicated and delivered over time by a Digital Services Steering Group (Assistant Directors) feeding into Directorate Management Teams (DMTs) and project delivery mechanisms (eg project boards). Resource allocation (people and finance) to support the delivery of projects remains the responsibility of the existing ICT Board chaired by the Corporate Director of Customer & Corporate Services which include representatives from ICT, Finance and Business Intelligence.

13. Highlight reports to all officer groups going forward will be themed in the same way as shown in Annex B, and reflecting any changes as determined by the DSG.

## **Options and Analysis**

14. This is a report which seeks to update on detail against the ICT strategy as requested in September 2017.

## **Council Plan**

15. The ICT Strategy and digital ambitions should underpin all of the Council Plan 2015-19 priorities and related key change programmes.

## **Implications**

16. The main implications relate to 'Information Technology' and are outlined in the report.

## **Risk Management**

17. There are risks relating to the delivery of the ICT Strategy work plan which are directly related to skills, capacity and financial resources. To mitigate these risks ICT programme management, robust financial business plans and skills/resource planning are a necessary priority for the service.

## **Recommendations**

18. The Committee is asked to:
  - a. consider and note the information contained in this report;
  - b. consider receiving future updates as part of future committee work plans.

Reason: To ensure that scrutiny members have the opportunity to monitor work against a key strategy that will influence the future delivery of frontline services.

## Contact Details

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**Report  
Approved**

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**Date** 8th January 2018

**Specialist Implications Officer(s)** None

**Wards Affected:** List wards or tick box to indicate all

**All**

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**For further information please contact the author of the report**

### Background Papers:

Report to Customer & Corporate Scrutiny Management Committee on the Draft ICT Strategy (4th September 2017) can be found at:

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=144&MId=10203&Ver=4>

Report to Executive on the Procurement of ICT Managed Services (7th December 2017) can be found at:

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10194&Ver=4>

## **Annexes**

Annex A ICT Digital Services Programme

Annex B Draft ICT Strategic Digital Delivery Plan

## **List of Abbreviations Used in this Report**

All abbreviations used throughout the report should be listed here in full eg

CYC	City of York Council
ICT	Information & Communication Technology
DSG	Digital Strategy Group
DMTs	Directorate Management Teams
HR	Human Resources
NYCC	North Yorkshire County Council
CRM	Customer Relationship Management System