ICT Digital Strategy **2030**

Revised June 2024

Elmbridge
Borough Council

ICT Digital Strategy **2030**
Introduction

Supporting and enabling our residents and businesses is at the very heart of what we do as a local council and is integral to our 2030 Vision for a thriving, sustainable Elmbridge, driven by the power of our community. To achieve this, we need an ICT Digital strategy to match – one that helps us support our residents and one that allows colleagues within the organisation to work as efficiently and effectively as possible.

We know that many in our community are comfortable with digital technology in its many forms, they want to use that technology to transact with us at a time of their choosing – they can subscribe to the garden waste service at 11pm, they can pay council tax at the weekend, they can sign up to receive the latest news at 6am. This has real service value for our community and our strategy aims to enhance and strengthen those digital services, while always being mindful to provide alternatives for those less digitally comfortable.

This is an ICT Digital strategy which also supports Elmbridge's ambitions to be carbon neutral by 2030, through reusing and recycling, when possible, as well as utilising sustainable procurement procedures.

Our ICT Digital strategy ensures Elmbridge has the capability to design, build and deliver truly digital services that empower our community and our organisation.

Mike Rollings
Portfolio Holder for Finance and Resources

ICT Digital Strategy **2030**
Digital v ICT

Being digital is about using data to make better and faster decisions. For some, it is about technology, for others it is about new ways of engaging with community, putting the needs of the customer first. Digital and ICT are different, but you cannot be digital without ICT, one is reliant on the other.

DIGITAL

Digital services make sure we use contemporary solutions and applications to provide information and services to our community

ICT

ICT provides the underlying infrastructure to develop, support and protect those digital services

So, providing digital services that colleagues and residents can have confidence in is critically dependent on a robust, reliable and secure ICT infrastructure.

This combined ICT Digital Strategy ensures Elmbridge has the capability to design, build and deliver truly digital services that empower our community, councillors and colleagues through technology.

ICT Digital Strategy **2030**
How to use this Strategy

You can use this document to check and monitor our performance and to make sure we are meeting the ICT Digital needs of the organisation and the community.

Community

You can understand the ICT and Digital aims of the council and challenge us to provide the digital services you think are important.

Councillors

You can understand the ICT and Digital aims of the council and challenge us to provide the digital services you think are important.
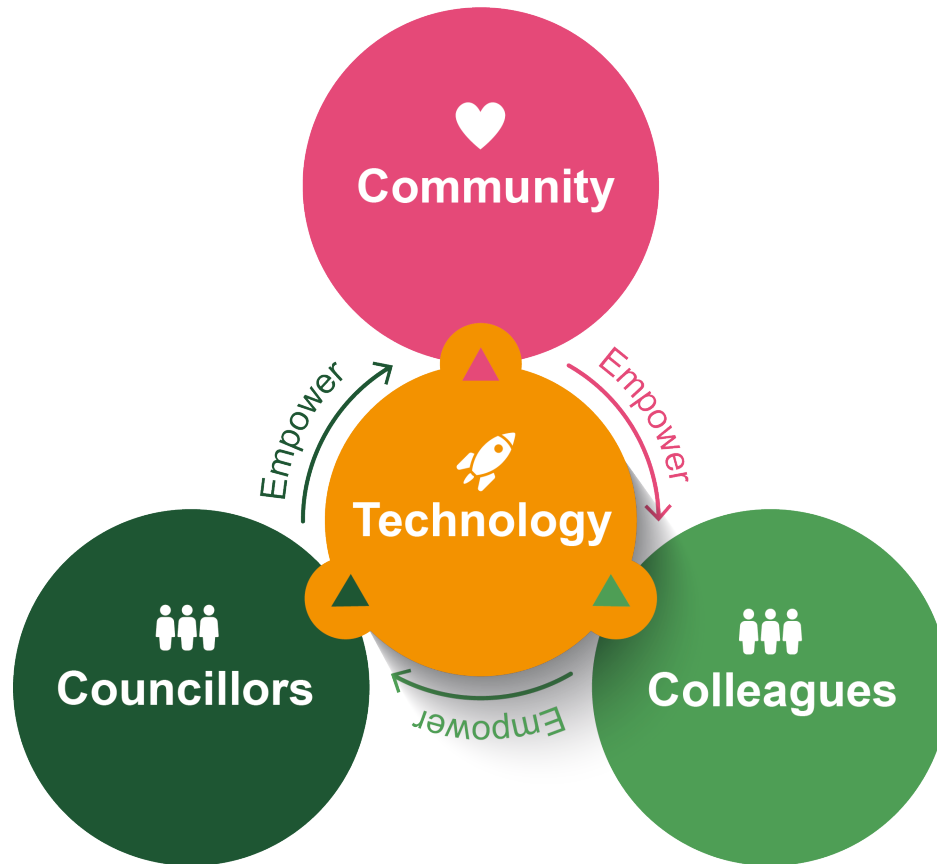
Colleagues

You can understand the ICT and Digital aims of the council and challenge us to provide the digital services you think are important.

ICT Digital Strategy **2030**
Our ICT Digital Vision

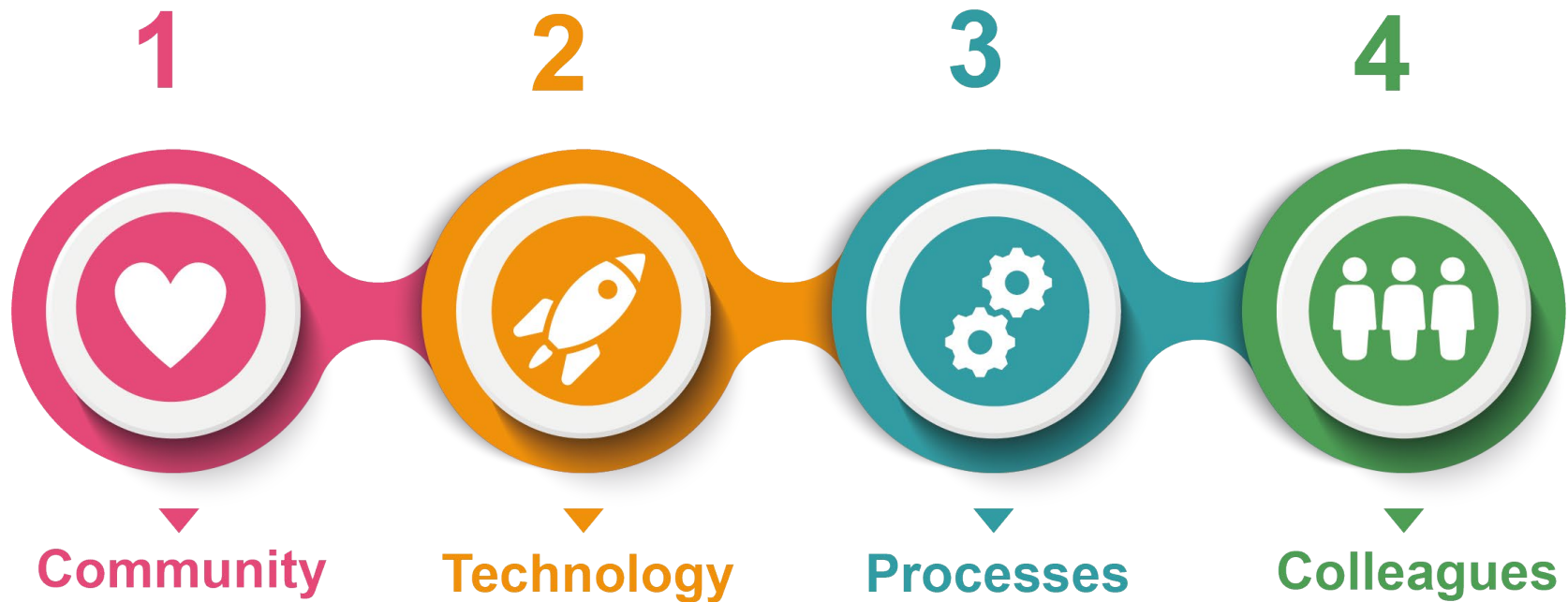"To empower our community, councillors and colleagues through technology"

ICT Digital Strategy 2030
Our Themes

Our ICT Digital Vision is underpinned by 4 themes:

1 Community

2 Technology

3 Processes

4 Colleagues

Each theme has an Action Plan which aligns with Elmbridge Vision 2030.

The Action Plans are set out later in this document.

ICT Digital Strategy 2030
Our Principles

Each theme also has a guiding principle:

To ensure our ICT Digital offering is inclusive and adds value to our community.

To ensure ICT Digital is secure, resilient, sustainable and enables delivery of the Elmbridge 2030 Vision.

To support the council's transformation programme with seamless ICT Digital processes.

To ensure colleagues have the right tools and skills to support and use ICT Digital well.

ICT Digital Strategy **2030**
Action Plan

The next part of this document sets out the ICT Digital Strategy 2030 Action Plan.

Our Action Plan brings to life our 4 themes and shows how we will achieve our ICT Digital Vision over the next 7 years.

Our Action Plan is ambitious and contains many high level objectives. The detail of these objectives will be included in annual Service Delivery Plans.

We will review and report back on our progress against our Action Plan quarterly to the ICT Strategic Group and annually to Cabinet.

Our Action Plan is a "living document" and will evolve with both changes in technology and council needs.

Action Plan
Community

Principle: To ensure our ICT Digital offering is inclusive and adds value to our community.

- The Elmbridge community will be at the heart of the ICT and digital services we offer.
- We will create value for our community by really understanding residents' needs and expectations. We will use this knowledge to provide quick, easy and seamless digital solutions that will be the preferred choice for most when they interact with us.
- We will enhance our customer experience through continuous review, incorporating both user feedback and technological advancement to improve and expand our ICT and digital offering.
- Finally, we will ensure that our ICT and digital services are inclusive, fair and accessible, providing support, safeguards and alternative channels to those who need or prefer to contact us in other ways.

Objectives:

1. To improve digital services for our community – we will:

- **support the Customer Access Strategy** by:
  - **working with Communications to support the council's new website** using LocalGov Drupal to deliver a better digital experience for residents, improve service outcomes, and save money by Jul 2023 ✅
  - **ensuring all our digital services** are fully accessible and compliant by Jul 2023 ✅
  - **providing a comprehensive online service for community support customers** to streamline high volume transactions by Dec 23
  - **implementing single sign-on** to provide a seamless user experience by Mar 2024

- o **expanding the online account** to create a preferred method for customers to contact and transact with the council by Dec 2025
- o **enabling electronic payments** for council services, particularly in Centres for the Community to enable cashless payment by Mar 2025
- **improve the "My Neighbourhood" online service** to create a modern more user-friendly interface for customers by 2024
- **improve and expand our online booking offering** to provide a range of multi-channel options by 2025
- **work with Communications and Customer Operations and Transformation Services on consolidating our online forms** to standardise and simplify customer transactions by 2025
- **work with Planning and Environmental Services to re-design online licensing services** to enable "one and done" for high volume transactions by 2025
- **improve digital access and support at our Community Centres** to help reach the digitally excluded by 2025
- **embed the 12 local government digitalisation outcomes** to deliver a digitalisation agenda that meets the needs of our local community by 2030

2. To embed a "Customer First" approach – we will:

- **engage widely with both our community and colleagues** to understand what they want and respond accordingly by 2024
- **provide a range of feedback channels** to listen and act on what our community and colleagues tell us by 2024
- **make better use of customer insight data** to enable targeted services for our community by 2025
- **develop customer journey mapping expertise within ICT in conjunction with Communications and Customer Operations and Transformation Services** to better support business process analysis by 2025

Action Plan
Community

3. To explore the use of new digital technologies - we will:

- **work with Communications and Customer Operations and Transformation Services on phase 2 of the website rollout to investigate the use of live web chat and chatbots** to introduce additional transaction channels by 2024
- **understand how drones are being used within Local Government** to support emergency planning, greenspace management and enforcement by 2025
- **explore how Local Government is using the Internet of Things (IoT)** to enhance services relating to critical infrastructure, waste, targeted individual care & built environment by 2026
- **look at voice-controlled AI** to exploit the popularity of smart speakers to connect customers with council services by 2026

Action Plan
Technology

Principle: To ensure ICT Digital is secure, resilient, sustainable and enables delivery of the Elmbridge 2030 Vision.

- Our technology will serve to enable and empower our community, Councillors and colleagues rather than adding complexity to what they do.
- We will continue to provide a secure, resilient, and reliable core infrastructure from our off-site data centre.
- We will take all measures necessary to ensure that our network is protected against cyber-attacks and that there are robust arrangements in place to ensure service continuity in the event of a failure.
- We will ensure that our operating systems and applications are on the latest versions so that they are fully supported and adopt a "cloud-first" approach to reduce long term cost.
- We will maximise the use of existing systems and past investment whilst embracing technological advancement to deliver a flexible and hybrid working environment that is fit for a digital age.
- We will increase sustainability throughout the lifecycle of our technology.

Objectives:

1. To focus on security and resilience – we will:

- **align our Information Security Policy with [ISO27001:2022](#)** to meet additional security compliance requirements by 2023 ✅
- **strengthen our perimeter defences** to provide real-time and zero-day protection from cyber-attack by 2023 ✅
- **achieve [Cyber Essentials](#) accreditation** to help guard against the most common cyber threats by 2025

Action Plan
Technology

- **test our Cyber Incident Response Playbook** to clarify who does what in the event of a cyber-attack by 2023 ✅
- **continually review and test our DR/BC technologies** to support the rest of the organisation effectively in an emergency by 2024
- **replace BT Unicorn service** before end of life by 2024 ✅
- **implement the LGA Cyber 360 Framework** to highlight good practice in improving cyber security posture by 2025
- **develop in-house accredited cyber security professionals** to help protect the council's critical assets by 2025
- **further exploit Microsoft Defender** to scale our security resources by 2025
- **continually monitor security controls** to align with the changing threat landscape by 2030
- **arrange annual external security audits** to gain assurance that our security is robust by 2030
- **continue to seek funding from central government** to help strengthen our security posture by 2030

2. To increase sustainability – we will:

- **publish an ICT Digital sustainability statement** to set out how technology will help the council become carbon neutral by 2030 – we will do this by 2024
- **embed the following key principles of Greening Government: ICT and Digital Services Strategy**:
  - **reduce greenhouse emissions** by
    - using public cloud and optimising our cloud use
    - auditing our data to check for duplicate data sets
    - switching off unnecessary environments where possible, such as unused test environments
    - decommissioning unnecessary systems
    - reducing task repetition
    - using less multimedia, particularly formats such as high-definition videos

- using HTML publishing format instead of PDF
- avoiding storing information we do not need, to reduce the amount of server space we use
  - **improve management of resources and waste** by
    - exploring sustainable disposal options such as buy-back schemes
    - exploring if other projector programmes within government can reuse our ICT
    - replacing technology with remanufactured ICT where appropriate
    - recycling non-reusable ICT
    - reporting an annual % improvement in the procurement of remanufactured/refurbished ICT promoting multiple usage lifecycles.
  - **procure sustainable technology and digital services** by
    - using the LGA's sustainable procurement toolkit
    - consulting with procurement and sustainability leads to understand what sustainable procurement options are available
- **drive down our printing and post requirements** to reduce cost and carbon footprint by 2024

3. To adopt more cloud – we will:

- **adopt a "cloud first" approach** to increase security, resilience and scalability whilst reducing overhead costs by 2023 ✅
- **create and implement a cloud hosting strategy** to gain assurance that our security is robust by 2024 ✅
- **adhere to the National Cyber Security Centre (NCSC) cloud security principles** to ensure that our cloud providers meet security requirements by 2023 ✅
- **move our GIS platform to the cloud** by 2024 ✅

Action Plan
Technology

- **move our Planning and Environmental system to the cloud** by 2025
- **move our Legal Case Management system to the cloud** by 2024 ✅
- **move our Finance system to the cloud** by 2024 ✅

4. To fully exploit Microsoft 365 – we will:

- **complete the rollout of <u>Microsoft Teams</u>** to provide a workspace for real-time collaboration and communication by 2023 ✅
- **drive adoption of Microsoft Teams** to deliver a full user experience and increased business value by 2024
- **complete a cost/benefit review** of Microsoft Enterprise Licensing options to achieve value for money by 2024 ✅
- **explore the use <u>Viva Engage</u>** to build community, engage with leadership, harness knowledge and answers, and build personal networks by 2024
- **drive adoption of Microsoft 365** to exploit a higher ROI by 2025
- **implement SharePoint** to provide a comprehensive platform for building, managing, and sharing information by 2027

5. To migrate to latest platforms – we will:

- **upgrade to Windows/SQL Server 2019/22** by 2024
- **upgrade our Citrix** environment by 2024
- **roll out Windows 11** by 2025

6. To enable a truly hybrid workforce- we will:

- **provide hybrid meeting spaces in the Civic Centre** to improve efficiency and engagement by 2023 ✅
- **work with Leadership Team on reviewing equipment options** to enable home and hybrid working as befits a high performing organisation by 2024

Action Plan
Technology

- **review our mobile device estate every 3 years** to ensure supported devices and ios by 2026
- **explore the feasibility of "touch-down" sites across the borough** to offer convenience and reduced travel options by 2026
- **equip our field workers with effective solutions and devices** to enable officer access to back-office systems whilst on the move to save time and improve efficiencies by 2027

7. To review and improve core business systems – we will:

- **work with Customer Operations and Transformation Services on replacing our Customer Relationship Management (CRM)** system to ensure that the system is on a supported version by 2023 ✅
- **work with Planning and Environmental Services on migrating Planning and Environmental NEC systems to Assure** to introduce a web-based user interface by 2023
- **implement a rolling business application review programme** to address the "technology gap" by 2024
- **work with Finance to upgrade our Finance and online payment platforms** by 2023 ✅
- **procure new systems in line with the [Government Technology Code of Practice](#)** to better manage the full lifecycle of our technology by 2030

8. To refresh our hardware – we will:

- **upgrade our Storage Area Network (SAN)** to ensure network capacity and resilience by 2024 ✅
- **review and refresh our desktop environment** to align with the council accommodation review by 2025
- **replace PSTN services at Centres for the Community** before end of life by 2025
- **review and consolidate our printer estate** in line with council sustainability targets by 2026
- **refresh off-site datacentre hardware as required** to ensure speed, reliability, capacity and scalability by 2030

Action Plan
Processes

Principle: To support the Council's transformation programme with seamless ICT Digital processes.

- We will maximise the use of technology to make our services as streamlined and efficient as possible, eliminating waste and duplication from internal business processes.
- We will re-design processes with a strategic view ensuring that systems interface seamlessly with each other to provide intuitive, end to end user experiences for both customers and staff.
- We will increase our use of automation and workflow for high volume, low complexity transactions to save both officer time and money for the organisation.
- We will unlock the value of our data through improved management, access and analysis to gain insight and better inform our decision making. We will embrace the principles of sharing our data in open platforms whilst maintaining it's confidentiality, integrity and availability through compliance with data protection legislation.

Objectives:

1. To simplify process complexity – we will:

- **increase out in-house knowledge of Microsoft's Power Automate platform** to streamline repetitive tasks and business processes by 2024
- **further exploit the use of electronic signatures** to reduce cost time and the use of paper by 2024
- **increase automation and workflow** to save time, reduce error and increase productivity by 2024
- **review and update Street Name Plate reporting service** by 2024

Action Plan
Processes

2. To fix the plumbing – we will:

- **utilise 3rd party connectors (APIs) where possible** to improve data integration and process automation by 2025
- **join up our systems through more integration** to streamline processes between systems by 2030
- **use more open standards and interfaces** to ensure commonality of systems and data by 2030
- **challenge the technology market** to obtain the flexible services/systems we need by 2030

3. To unlock our data – we will:

- **develop a data management strategy** to define a consistent approach to our data capture, storage and use by 2025
- **investigate the feasibility of an Elmbridge Online Data Portal** to open up our data to customers and businesses by 2025
- **increase data analysis expertise** within ICT to build on in-house data expertise by 2025
- **enable the use of real time data** to improve service delivery and evidence-based decision making by 2025
- **increase our use of data analytics tools** to optimise operations according to need by 2026
- **embrace the principles of openess driven by the [Open Data Institute (ODI)](#)** to help make transparent public services by 2030

4. To be compliant – we will:

- **maintain annual Public Services Network (PSN)** compliance to protect the security of our council network by 2023
- **maintain annual Payment Card Industry Data Standards Security compliance** to process card payments securely by 2023
- **complete the NHS Data Protection and Security Toolkit** to access to NHS patient data and systems by 2023

Action Plan
Processes

- **ensure compliance with current data protection legislation (Data Protection 2018 and GDPR)** to ensure the privacy of personal data holdings by 2024

5. To focus on information management – we will:

- **fully exploit the House on the Hill FOI/EIR/DP tracking system** to reduce officer involvement in responding to information requests by 2023
- **implement a Complaints system** to streamline the existing process by 2024
- **fully exploit Flowz** to build a picture of personal data processing, associated risks and risk-mitigating controls by 2023
- **classify our data according to sensitivity and criticality** to offer further levels of protection to sensitive, personal and business critical data by 2024
- **improve EDRMS and back-office integrations** to eliminate duplication and re-keying and review by 2025
- **improve information e-discovery and access** to reduce time searching for information by 2025
- **further exploit Microsoft Purview** to help protect senstive data and manage data lifecycles by 2026
- **re-engage with the organisation** to embed consistent information management practice through the implementation of Sharepoint by 2027

6. To embrace ITIL – we will:

- **formalise the ITIL change management process within Freshdesk** to improve authorisation and business sign off by 2024
- **train all ICT Service Desk Analysts to ITIL Foundation Level** to stimulate process-based thinking and working by 2024
- **expand our use of the Freshservice platform** to further implement ITIL processes across our ICT service delivery by 2025

Action Plan
Colleagues

Principle: To ensure colleagues have the required knowledge and skills to support and use ICT Digital well.

- We will create a digital culture where colleagues are empowered through technology to be more connected, collaborative, open, data driven and adaptive.
- We will improve digital leadership with managers at all levels acting as role models in the use of technology, collaborating widely with the private, public and third sectors to seek best practice and providing space for innovative and experimental thinking.
- Our ICT Team will undertake relevant and up to date training to enable them to support new and changing technologies. We will seek professional accreditation for technical and management skills were appropriate.
- We will continue to offer a range of regular ICT training and awareness opportunities to Councillors and colleagues, ensuring our workforce has digital focus and the necessary technical skills to support our community.

Objectives:

1. To embed a digital culture – we will:

- **promote the new ICT Digital Strategy 2030 through various communication channels** to raise awareness of the council's digital roadmap until 2030 by 2023 ✅
- **work with Innovate Elmbridge** to build digital culture and help the council maximise its' use of technology by 2024
- **encourage good use of "digital champions"** to help colleagues understand the benefits of technology and promote digital thinking by 2024 ✅

Action Plan
Colleagues

- **embed [Local Digital Declaration](#) principles** to affirm our collective ambition for digital public services by 2025
- **assess our digital maturity** to examine where best practice measures have been adopted by 2026

2. To demonstrate digital leadership – we will:

- **Work with Leadership Team on creating a digital leadership charter** to define what is expected of our digital leaders by 2024
- **provide digital leadership workshops for the Leadership Team** to give Managers the knowledge and skills to help drive our digital agenda effectively by 2025
- **encourage Members to access digital political leadership resources** to create the conditions in which great digital work happen by 2025

3. To train, train, train – we will:

- **develop an ICT Knowledge Hub** to improve efficiency and consistency in expert decision making by 2024 ✅
- **make the most of our [Society for innovation, technology and modernisation (SOCITM)](#) membership** to advance and improve service delivery through shared best practice and collaboration by 2030
- **continue to develop knowledge and skills across a range of technical disciplines** to ensure ICT staff have relevant and up to date knowledge and tools to enable them to support changing technologies by 2030

4. To upskill our workforce – we will:

- **adopt the [UK Government's essential digital skills framework](#)** to acquire the skills needed to benefit from and participate in a digital workplace by 2027

Action Plan
Colleagues

- **identify and close our digital skills gap** to ensure staff can keep up with the demands of an increasingly digital world by 2027
- **provide a flexible range of training opportunities and channels** to foster greater digital confidence and independence across the organisation by 2030

5. To collaborate – we will:

- **use Microsoft Teams as our primary collaboration platform** to stimulate engagement and productivity by 2023 ✅
- **work with Communications on replacing our intranet** to better connect, inform and engage our colleagues by 2024 ✅
- **continue to collaborate and engage with regional and national groups and forums** to share and re-use knowledge and information by 2024
- **take inspiration and ideas from a wide range of sources, and participate in communities of practice and interest groups outside the organisation** to ensure best practice and awareness of emerging technology trends by 2030

6. To innovate – we will:

- **create a Digital Hub** to provide a shared workspace in which to innovate and collaborate on technology projects by 2030
- **encourage teams to secure funding initiatives for digital innovation projects** to benefit from significant funds available and put Elmbridge on the map by 2030
- **identify a pathfinder project in each area of service delivery** to demonstrate the art of the possible and help build capacity, skills and momentum within the Council by 2030

ICT Digital Strategy **2030**
More information

If you have any questions about the ICT Digital Strategy 2030 – please contact:

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Elmbridge
Borough Council