New Forest
DISTRICT COUNCIL

Digital Strategy 2022-2025

Customer First, Digital by Design

May 2022

1   Executive Summary

1.1 'Customer first, digital by design' is the ethos of the NFDC Digital Strategy. With the following principles at the heart of the strategy:

1. **All services will adopt full end to end digital business models**
2. **All services will actively use data to inform decision making and report performance in real-time**
3. **The council will develop its workforce to realise the business benefits of digital service delivery**
4. **Services will continue to review their capabilities and capacity, reshaping services to leverage the business benefits of digital practices**

1.2 The customers of the council are entitled to efficient services that meet their needs. The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.

1.3 This may include consideration towards the use of robotics where customer behaviours and prescribed end-to-end journeys support this way of working. **We will also design our digital services to accommodate customers who need assistance, or who are unable to navigate our digital solutions.**

1.4 Whether assisted or self-serve the same digital solution will provide an efficient and effective service.

1.5 Through a 'customer first, digital by design' approach the council can offer services that are accessible to our customers twenty-four hours a day. Allowing our customers to apply for, pay for and report on issues at times that suit them.

1.6 Customer and staff expectations are such that the council will need to continuously innovate and be ambitious in its use of technology to reap the rewards and benefit for our customers.

1.7 The investment in technology to date has put the council in the enviable position of being able to remain contemporary by continuing to invest modestly on an annual basis in its digital architecture and support services.

1.8 To achieve the above the council will embark on a digital transformation that builds upon its existing investments in technology through services that are customer focused. Offering quick fulfilment, accurate information and an open 'digital door' to our customers. Bringing our customers closer to the council and the services that it offers.

1.9 The council will develop a culture that embraces 'Customer First, Digital by Design' through:

| Building a 'Customer First, Digital by Design' mindset and shared understanding in the council | Executive Heads and Managers leading by example, always putting the 'Customer first' and following the council's digital principles | Providing the building blocks and exemplar digital services that set the standard for all services to meet or exceed | Defining, developing and acquiring the digital business skills and competencies needed to succeed. |

1.10   The development of customer first, digital by design business processes will be facilitated through the provision of a core suite of building blocks. These building blocks will be used to deliver council services that ensure consistent, efficient and effective service delivery for our residents and customers. Whilst being capable of inter-operating with service specific software systems.

1.11   The building blocks will be available to all services providing the functionality that is universal in all service delivery. For example, all council services will use the same 'chip and pin' card payment solution, the same telephone solution for making and receiving calls, the same website for creating online presence.

1.12   This approach ensures consistency standards for customer engagement and clarity of what functionality is needed when purchasing service specific software
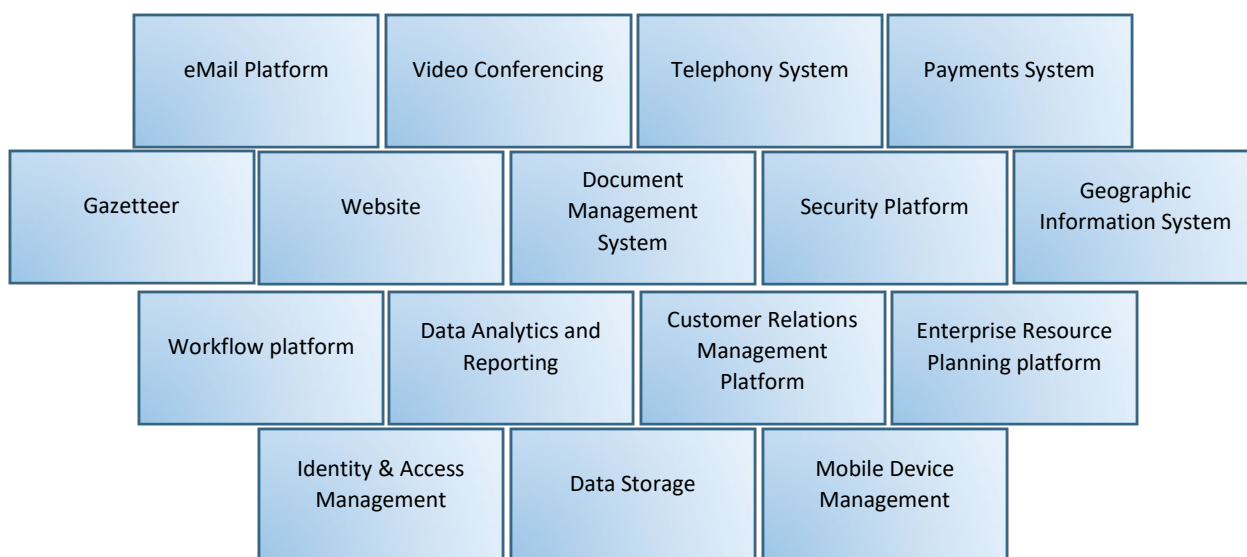
eMail Platform	Video Conferencing	Telephony System	Payments System

Gazetteer	Website	Document Management System	Security Platform	Geographic Information System

Workflow platform	Data Analytics and Reporting	Customer Relations Management Platform	Enterprise Resource Planning platform

Identity & Access Management	Data Storage	Mobile Device Management

Figure 1. Example of some of the NFDC core digital building blocks

1.13   Whilst the corporately provided functionality is delivered to support council services to engage with our customers. Service specific innovation and development will be encouraged through making funding available to projects that fulfil the following Digital Strategy goals and objectives:

Goal	Objective
Robust, reliable systems and support that underpin NFDC service delivery	Accreditation/compliance that affirm that NFDC meets industry standards for security and services
	Resilient ICT environment that provides high availability of systems
	Robust disaster recovery procedures
	Responsive digital/ICT support services

Contemporary working practices achieved through appropriate use of technology	Reliable end-User Devices (EUD) for secure access to council software systems, data and information
	Effective use and adoption of Microsoft 365 by staff and Members
	Digital enabled internal business processes to support flexible/hybrid working
Digital services that reduce operational costs and increase resident and customer satisfaction.	Full end to end digital business models in all *'customer'* facing services
	Responsive and effective organisational structures that support digital working practices
	Digital leading Council that uses technology for transparent and efficient, effective governance
	Data driven decision making

1.14 To manage the allocation of funds and monitor progress the Capital and Change Board will receive proposals, decide on fit with council strategy, allocate funding and receive regular reporting on progress

1.15 The capacity and capabilities of the council ICT resources, to support digital business practices will evolve as the council's digital maturity grows. The core ICT team will continue to be responsible for:

- **Robust, reliable systems and support that underpin NFDC service delivery. Including but not limited to:**
    - o **Communications**
    - o **Systems availability and performance**
    - o **Security**
    - o **End-User Support**
    - o **Supplier and contract management**

- **Contemporary working practices achieved through appropriate use of technology, including but not limited to:**
    - o **Training and adoption of digital working practices**
    - o **Supply of end-user devices**
    - o **Supply of collaboration technologies on council premises**
    - o **Data analytics and reporting services**

- **Digital services that reduce operational costs and increase resident and customer satisfaction, including but not limited to:**
    - o **Online presence**
    - o **Omni channel access for customers**
    - o **Management software supporting council services**
    - o **Software integration services**
    - o **Business systems analysis and design**
    - o **Project and programme management for digital projects.**

1.16 The Digital Programme with its focus on delivering the core digital building blocks will grow to support the delivery of the transformational projects that will emerge through the life of this strategy. Ensuring that 'Customer first, digital by design' becomes reality for the council.

2   Scope

2.1 The implementation of digital business processes that ensures the secure, efficient and effective delivery of services to residents and customers of the district.

3   Introduction

3.1 Previous ICT Strategies have focused on the creation of the secure and robust infrastructure that the council enjoys today. Alongside the development of the current environment principles have been established for the sourcing and procurement of IT systems that are sustainable and in step with the sector.

3.2 Having reached the end of the 2017-2022 ICT strategy and delivered the secure and robust infrastructure envisaged, as well as replacing a couple of core systems, this strategy outlines how the council will retain the benefits of a contemporary ICT environment, as well as support the aspirations of the council now and into the future.

3.3 This strategy places our residents and customers first, putting the customer experience at the centre of when designing our digital business processes. It also provides continuity by updating the streams of work that are now part of the council's vocabulary:

Updated Strategic Stream	Goal
Resilience, Security & Smarter Working	Robust and reliable systems that underpin NFDC service delivery
	Contemporary working practices achieved through appropriate use of technology
Digital Services	Operate digital services that reduce operational costs and increase resident and customer satisfaction.

4   Customer First, Digital by Design

4.1 The customers of the council are entitled to efficient services that meet their needs. The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.

4.2 For those customers that need assistance or unable to navigate our digital solutions our service designs will accommodate these customers through 'assisted' customer journeys. The same digital solutions will be used for service delivery with either a customer service officer or 'robotic' assistant to help our customers fulfil their needs.

4.3 Whether assisted or self-serve the same digital solution will provide an efficient and effective service.

4.4 Through a 'customer first, digital by design' approach the council can offer services that are accessible to our customer twenty-four hours a day. Allowing our customers to apply for, pay for and report on issues at times that suit them.

4.5 Information about our services will be easily accessible through the council's online presence. With the option to present real time information about service performance. Both holistically and at individual customer level.

4.6 To achieve the above the council will embark on a digital revolution that builds upon its existing investments in technology by building services that are customer focused. Offering quick fulfilment, accurate information and an open 'digital door' to our customers. That brings our customers closer to the council and the services that it offers.

4.7 This approach will also mean that accessibility to service information and delegated decision making within agreed parameters can be distributed to frontline officers and to the costumer facing digital interfaces e.g. website pages and customer kiosks. Thereby empowering council staff at the frontline to fulfil customer needs in shorter timescales. Ensuring that only the more complex and challenging issues are passed to council officers with the expertise and experience to support customers with more complex needs. The net effect is increased capacity in teams that commonly face high workloads.

4.8 The success of this approach is partially dependent on the culture of the council and the attitude towards the 'customer first, digital by design'. To build a culture that embraces the opportunities offered by digital by design whilst conscious of the safeguards needed to maintain secure and resilient services. The council will:

4.8.1   Build a 'Customer First, Digital by Design' mindset and shared understanding in the council

4.8.2   Executive Heads and Service Managers leading by example, always putting the 'Customer first' and following the council's digital principles

4.8.3   Provide the building blocks and exemplar digital services that set the standard for all services to meet or exceed

4.8.4   Define, develop and acquire the digital business skills and competencies needed to succeed.

5   Future Proofing and Retaining the Benefits

5.1   Investment in the NFDC ICT infrastructure and software applications to date has delivered a resilient and flexible environment to support NFDC productivity. This has been emphasised through the continued ability of NFDC to operate throughout 2020/21 and overcome the constraints of the Covid Pandemic response.

5.2   Customer and staff expectations have now changed meaning that the council will need to continuously innovate and be ambitious in its use of technology to reap the rewards and benefit for our customers.

5.3   The investments in technology to date have put the council in the enviable position of being able to remain contemporary if it continues to invest modestly on an annual basis in its digital architecture and support services.

5.4   In response to continued investment the ICT support services across the council will evolve and reshape as the required capabilities and capacity for support changes. Adapting support to meet the expectations and needs of residents, customers' and staff alike.

5.5   With the mixed environment that now exists. Consisting of on-premises software systems, hosted software systems, leased hardware, owned hardware, hybrid working, perpetual licences and subscription licencing the complexity of managing the environment has grown.

5.6   To ensure that council is getting value for money from all the technology arrangements it has in place, now and in the future. The ICT Support service will need to evolve and reshape with the appropriate capabilities, capacity and co-working arrangements across the council to proactively support service delivery to residents and customers across the district.

5.7   The technology choices that the council makes will also need to be carefully considered to ensure that our future investments contribute to the longer terms ambitions of the council to be an exemplar of 'customer first, digital by design'.

6   Challenges

6.1   Having updated the technical architecture of the council's ICT throughout the life of the preceding ICT Strategy. The council now faces the challenge of maintaining a contemporary ICT environment that supports and delivers efficient resident and customer facing services.

6.2   In addition to fulfilling the council's statutory obligations the provision of a contemporary ICT environment contributes to the council becoming an employer of choice for talent looking for rewarding organisations to work for.

6.3   The continued adoption of technology in the delivery of services also requires a digitally literate workforce to leverage the benefits of the investment in digital systems.

6.4   By acknowledging that recruitment is an ever-growing challenge. One mitigation is upskilling of the existing workforce through structured training programmes. For example, to become a data driven organisation the use of data and analytic tools such as Microsoft's 'PowerBI' should become ubiquitous across the council. This would require development of super-users across the council who can cascade skills and knowledge throughout their peers and colleagues.

6.5   Digitalisation of our residents and customers lives is driven by all industries including central government agencies and departments. This has the inevitable effect of changing people's expectations and tolerance of services that lag-behind in adopting digital business models.

6.6   Satisfied residents and customer expectations for digital enabled services will be achievable through transparent, timely decision making accessible through the tools that are ubiquitous e.g. Smartphones.

6.7   Demonstrating value for money and effectiveness of the services delivered by the council is a challenge faced by all organisations. Effective reporting and presentation of performance derived from data from every part of the council will help to demonstrate the effectiveness of services being delivered.

7   Digital Principles

7.1   In response to the challenges facing the council the following digital principles will be used to guide the development of digital services across the council.

7.2   The principles promoted here are informed by the technology code of practice published by the Central Digital and Data Office. The technology code of practice will help to inform the implementation of digital projects once they have satisfied the NFDC authorisation process for funding.

7.3   To ensure that investment and innovation in services are consistent with the council's Digital Principles projects and service improvements should be able to demonstrate their alignment with one or more of the council's digital principles.

7.4   *Table of Digital Principles*

Digital Principal	
1	**All services will adopt full end to end digital business models that support digital natives and our non-digital customers**
Definition	Provide a digital format for customers that enable them to make payments, submit claims, queries, applications and converse with the council or Members. The automated process would channel the 'transaction' to the correct recipient (without any unnecessary manual intervention) for action and/or response.
Example	A resident in Ringwood wants to buy the 'green waste' service from the council to have their garden waste collected. The resident has the option to use an app on their smartphone, a form on the NFDC website or call an automated customer telephone service. The resident enters their details and makes a payment. This automatically triggers a job for the Waste management team to deliver a green waste bin and updates the green waste collection round with the new collection details. Details of the green waste bin collection and the collection day details are emailed to the customer automatically.
2	**All services will actively use data to inform decision making and report performance in real-time**
Definition	Data collected from telemetry devices, customer reporting channels, finance system, other business systems is collated thereby facilitating data analytics to be carried out and presented as appropriate.
Example	Residents report fly-tipping incidents through an app on their smartphone, an interactive map on the NFDC website or call an automated customer telephone service. By dropping a 'Pin' in a map via the website/smartphone app or using 'What3words' through the automated customer telephone service the resident informs the council of an illegal fly-tipping incident. Multiple incidents for the same location are reported in the same day.

	Through data analytics a pattern of dates and times is identified showing three locations that are routinely used by fly-tippers. Using this data and the predictive analytics Civil Enforcement Officers are posted at the location of the next predicted fly-tipping occurrence. Civil Enforcement Officers witness fly-tipping as predicted and provide video evidence to the police. The incidents of fly-tipping are all updated with a status of action taken and police informed. The incidents reported by residents are updated and automated email updates are sent to the residents as appropriate. Dashboards used by the Service Manager and Exec Management Team are also updated automatically to reflect the action taken.
3	**The council will develop its workforce to realise the benefits of digital service delivery**
Definition	Training on and awareness of technology capabilities will be routinely given to staff to allow services to fully leverage the power of the technology that has been invested in by the council.
Example	Through purchasing Microsoft 365 licencing the council has access to 'PowerBI' a data analytics tool that can be used to analyse data sets from different sources and present the information derived in dashboards. The dashboards can be updated in real-time or on a schedule to provide up to date information to users. Informing Service Managers and demonstrating the potential uses of 'PowerBI' to them with support to implement its use will be given. This will be reinforced with objectives set by Exec Heads for the use of Dashboards from 'PowerBI' being established within a specified timescale.
4	**Services will continue to review their capabilities and capacity, reshaping services to leverage the business benefits digital practices**
Definition	Implementing digital business models alters the resource requirements for tasks carried out in a service or across services. Reviewing resource requirements will result in restructuring to ensure resources are allocated to tasks appropriately.
Example	With the growing number of software systems used across the council being provided as a hosted system by the supplier or a Software as a Service (SaaS) solution the matrix of skills in the ICT team will need to change to support the needs of the council. The growing number of suppliers with their own timelines for upgrades and functional improvements to the systems they provide creates a need for greater alignment and coordination of activities across many technical environments. This requires more technical project management skills and business liaison roles within ICT to maintain reliable services for our users. As a result, skills training and job roles are updated as appropriate for managing systems.

8   Facilitating Digital Principles

8.1 The technical (servers, networks, end-user devices) and non-technical (operating model, policies, licencing, training, roles & responsibilities) infrastructure must become flexible and responsive to meet the accelerating pace of technology changes being embraced by the council.

8.2 Technical Infrastructure

8.2.1   A flexible and responsive technical architecture in the context of NFDC means the ability to increase or decrease the capacity of the technical environment in response to the demands upon it. This includes adoption or removal of technologies at an appropriate pace to meet NFDC Service delivery need.

8.2.2   The current approach at NFDC is one in which hardware and software is purchased on a 4-to-7-year cycle irrespective of the technical requirements of the software systems that are being purchased and used by our Service delivery units. This is a sufficient approach when the procurement of new software systems is a rare occurrence and/or when the pace of technological change is low.

8.2.3   NFDC is embarking on a period technology modernisation and innovation that is likely to change the demands upon the technical infrastructure of the council. For example, the server capacity required at the council's data centre will reduce as the number of software systems hosted by suppliers or provided as Software as a Service (SaaS (e.g. Business World ERP or iTrent HRS)) increases. This therefore means that the council could reduce its virtual and physical technical infrastructure in response.

8.2.4   Rather than commit the council to investment in additional technical infrastructure that continues to grow the volume of aging technology. Aging technology that becomes defunct within the anticipated 4-to-7-year refresh cycle. The council will adopt a 'utility' approach to its technical architecture.

8.2.5   The 'utility' approach will see the council pay for the technical environment it needs on a consumption basis. Only paying for what it needs when it needs it.

8.2.6   The council will therefore adopt Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) rather than commit council funds to owning hardware and software on a 4-to-7-year refresh cycle.

8.2.7   The council has already taken steps in this direction.

8.2.8   For example, the council now buys subscription licences from Microsoft for using Microsoft365 (Word, Excel, Powerpoint, Sharepoint, Teams etc) meaning that the council will adjust its spending on these licences annually to reflect the true number of users.

8.2.9   The council also rents rack space at a commercial data centre in Gosport to host physical servers upon which the councils 'on premise' (as opposed to SaaS or software hosted by the supplier e.g. IDOX) software is hosted.

8.2.10   In addition to taking a utility approach to the underlying technology infrastructure the council will also look to implement core business systems that are best of breed whilst offer opportunities to interoperate with existing technology investment at NFDC and/or interoperability with our partners. This will help to ensure that the council provides a coherent, value for money set of digital technologies that meet the needs of the residents and customers.

8.2.11   The development of customer first, digital by design business processes will be facilitated through the provision of a core suite of building blocks. These building blocks will be used to deliver council services that ensure consistent, efficient and effective service delivery for our residents and customers. Whilst being capable of inter-operating with service specific software systems.

8.2.12   The building blocks will be available to all services providing the functionality that is universal in all service delivery. For example, all council services will use the same 'chip and pin' card payment solution, the same telephone solution for making and receiving calls, the same website for creating online presence.

8.2.13   This approach ensures consistency of approach, standards of customer engagement and clarity of what functionality is and isn't needed when purchasing service specific software

| eMail Platform | Video Conferencing | Telephony System | Payments System |

| Gazetteer | Website | Document Management System | Security Platform | Geographic Information System |

| Workflow platform | Data Analytics and Reporting | Customer Relations Management Platform | Enterprise Resource Planning platform |

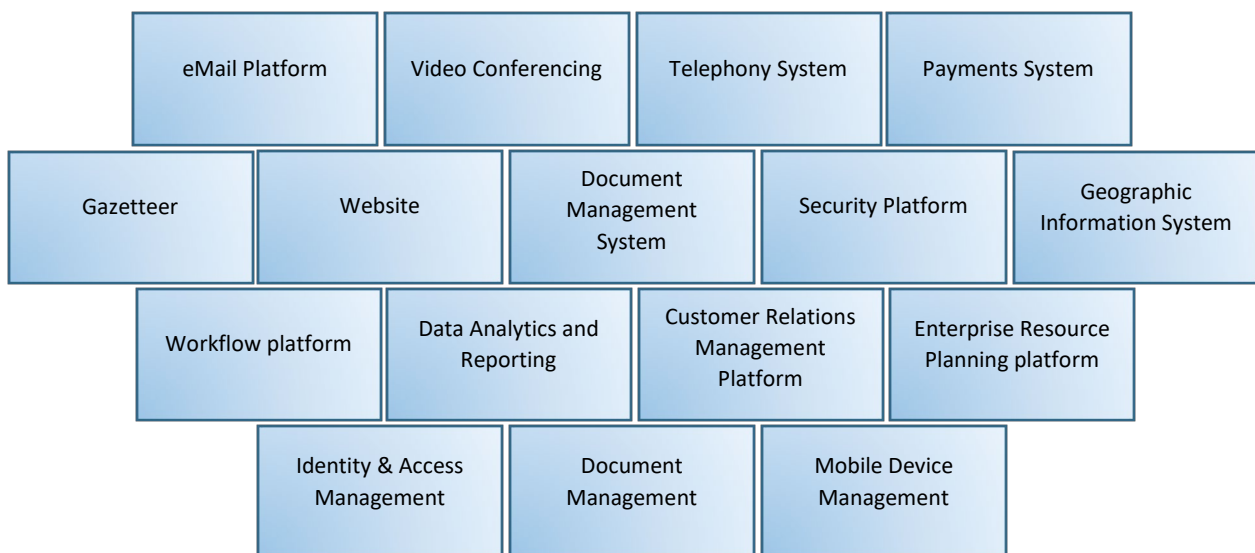| Identity & Access Management | Document Management | Mobile Device Management |

Figure 2. Example of some digital building blocks

8.3 <u>Non-Technical Infrastructure</u>

8.3.1   To successfully manage the technical infrastructure following a 'utility' approach the policies, processes and capabilities used in the ICT Support Service will need to evolve and adapt at an equal pace to the rate of technological change.

8.3.2   Service management and engagement with suppliers will be critical to the success of managing a technical environment increasingly characterised by SaaS solutions and hosted applications.

8.3.3   The council will shape its ICT support and delivery resources in the most efficient and effective way to support service delivery both now and into the future. This will be assured through biennial review and update of the support structures, capabilities and capacity.

8.3.4   How the support services are structured, resourced and managed will evolve as the council's digital transformation matures. The role of the ICT support Services however will continue to be accountable for delivering:

- **Robust, reliable systems and support that underpin NFDC service delivery. Including but not limited to:**
    - **Communications**
    - **Systems availability and performance**
    - **Security**
    - **End-User Support**
    - **Supplier and contract management**

- **Contemporary working practices achieved through appropriate use of technology, including but not limited to:**
    - **Training and adoption of digital working practices**
    - **Supply of end-user devices**
    - **Supply of collaboration and access technologies on council premises**
    - **Data analytics and reporting services**

- **Digital services that reduce operational costs and increase resident and customer satisfaction, including but not limited to:**
    - **Online presence**
    - **Omni channel access for customers**
    - **Management software supporting council services**

8.3.5 To achieve the above the council's ICT Services' responsibilities will extend to but are not limited to:

- *integration that allows the corporate applications to work successfully with business applications,*

- *maintain and continuously improve the council's technical infrastructure to deliver secure, robust and reliable systems*

- *hold responsibility for supplier relations to ensure that the council is not inadvertently diverted from its digital strategy*

- *Support business units to maintain and fully leverage the benefits of their respective business applications*

- *Work with NFDC Service Managers to create, maintain and realise a technology roadmap that delivers 'customer first, digital by design' services for our residents and customers.*

- *Provide the project leadership, analytical resource and technical implementation capabilities to realise the benefits of the digital strategy*

- *Provision of data analysis tools and services*

- *Providing operational support and development of the councils' online presence*

- *Telecommunications and omni channel access for customers*

- *Availability and performance of all systems*

- *Facilitate and coordinate design, development and delivery of digital services*

8.3.6 The council will therefore review and revise biennially (as a minimum) the technical and non-technical digital infrastructure of the council.

8.3.7 It is expected that distribution, spectrum of capabilities and capacity will alter as the digital programme evolves and begins to realise the intended benefits if the digital strategy.

8.3.8 Innovative recruitment and retention as well as development of existing staff will need to be used to meet the expected demands of the digital transformation that is envisaged.

9 Strategic Stream: Resilience, Security and Smarter Working

9.1 Supplying the tools and rules that make delivering services to our residents and customers easy is the outcome of the 'Resilience, Security and Smarter Working' strategic stream.

9.2 There are of course obligations that the council must meet in relation to security as well as standards that the council will commit to maintaining however these obligations should be met with minimal impact on delivering good quality services.

9.3 The following table contains the objectives and success measures to realise the desired outcomes of this strategy. The digital principles stated in this strategy will be applied when designing the solutions used to meet the success measures.

9.4 *Table of Resilience, Security and Smarter Working Goals and Objectives*

Goal	Objective	Outcome
Robust, reliable systems and support that underpin NFDC service delivery	Accreditation/compliance that affirm that NFDC meets industry standards for security and services	PSN re-accreditation awarded
		Cyber essentials plus accreditation
		PCI compliance
		ISO awarded
	Resilient ICT environment that provides high availability of systems	High availability achieved through IaaS/PaaS at an equal cost to the council (or lower) than the existing on-premises solutions.
		Provision of reliable, high performing secure internet and connectivity services
	Robust disaster recovery procedures	Regularly tested DR plan that enables the council to continue delivering services in the event of a break in the 'normal' delivery of services.
	Responsive digital/ICT support services	Digital and ICT Support services across the council that can respond to innovations and technology challenges as and when required.
Contemporary working practices achieved through appropriate use of technology	Reliable end-User Devices (EUD) for secure access to council software systems, data and information	Provision of Choose Your Own Device (CYOD) that allows staff members to select the appropriate devices from a predefined selection to support them in their role.
	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council
	Digital enabled internal business processes to support flexible working	Automated processes that channel the employee/Member 'transaction' to the correct outcome (without any unnecessary manual intervention) for action and/or to the correct recipient.

10   Strategic Stream: Digital Services

10.1   Establishing intuitive, efficient digital processes that enable NFDC residents and customers to conduct their business with the council through any channel that best suits their needs, whilst reducing operational costs and increasing resident and customer satisfaction.

10.2   The following table contains the objectives and success measures agreed to realise the desired outcomes of this strategy. The digital principles stated in this strategy will be applied when designing the solutions used to meet the success measures.

10.3   The following Table is completed through the digital demand management process that identifies, evaluates and approves projects to proceed.

10.4   Table of Digital Services Goals and Objectives

Goal	Objective	Outcome
Digital services that reduce operational costs and increase resident and customer satisfaction.	Full end to end digital business models in all '*customer*' facing services	Operational processes are demonstrably changed to provide our residents and customers the most efficient and effective engagement with the council through utilising a suite of corporate technology options adopted as the standard of the council.
	Responsive and effective organisational structures that support digital working practices	NFDC Digital Strategy implementation is deliverable and sustained through NFDC resources.
	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
	Data driven decision making	100% of recommendations made to EMT and Cabinet are supported by quantitative evidence derived NFDC data sets

11   Initiation and Authorisation of Digital Innovation Proposals

11.1   To deliver the outcomes envisaged by this strategy within the constraints of the councils' resources. A clear and concise governance model will be followed to ensure that projects are prioritised appropriately.

11.2   Initiation

11.2.1   Initiation of a service improvement begins with the scoping of a piece of work and identifying alignment with one or more of the council's digital principles (see table 5.4) as well as the appropriate Goal, Objective and success measure that will be applied (see Table 7.4 and 8.4).

11.2.2   Those initiating a service improvement and wanting authorisation to proceed will complete the 'Service Improvement Scoping Document' (see Appendix 2).

11.2.3   Completed Service Improvement Scoping Documents will be submitted for an initial feasibility assessment that is evaluated by Executive Heads and the Capital and Change Board.

11.3   Authorisation

11.3.1   Completed Service Improvement Scoping Documents and the associated feasibility assessment are submitted to the Capital and Change Board for evaluation and a decision to refine, refuse or approve.

11.3.2   A decision to refine a proposed Service Improvement will require the author of the Service Improvement Scoping document to revisit the proposal and address comments made by the Capital and Change Board ready for a subsequent evaluation and decision.

11.3.3   A decision to refuse a proposed Service Improvement will be communicated to the author of the proposal with reasons for refusal provided.

11.3.4   A decision to approve a Service Improvement proposal will be communicated back to the author with guidance on how the Service Improvement delivery will be governed.

11.4   Delivery Governance

11.4.1   An approved Service Improvement will be guided by the Capital and Change Board to;
   - Establish a project with an Executive Head as the Senior Responsible Officer
   - Establish a project with a Service Manager as the Senior Responsible Officer
   - Manage the Service Improvement within the appropriate team.

11.4.2   In addition to directing the delivery governance of the Service Improvement the Capital and Change Board will also determine the frequency with which the Service Improvement will report progress to the board (or appropriate sub-group).

11.5   Service Improvement Proposal Initiation and Authorisation Process

Service Improvement Author

- Start
- Complete/Update Service Improvement Scoping Template
- Rewrite? — Yes / No — End

Service Improvement Assessment Group (HR/ICT/Bus.Imp. Estates)

- Service Improvement Proposal assessed for fit with Digital Strategy / NFDC Transformation Objectives
- More information required? — Yes / No
- For Capital & Change? — No — Pass to Exec Head for consideration — End
- Yes

Capital and Change Board

- Service Improvement Proposal and Associated Assessment Evaluated by Capital & Change Board
- More information required? — No
- Reject/Approve — Approve

Delivery Governance

- Service Improvement / Formal Project
- **Service Improvement** delivery by service lead and reporting provided as instructed.
- **Formal Project** used for delivery and reporting provided as instructed.
- End

12 Appendices

12.1   Appendix 1 – Carried Forward Projects

12.1.1   The digital programme that emerges to deliver the digital strategy 2022/25 begins with those unfinished projects carried forward from the ICT Strategy 2018/22.

12.1.2   *Table of projects carried forward and mapped to the Digital Strategy Goals*

Project Title	Description	Goal	Objective	Outcome
Operations	Delivery of software to support administration of the waste management services	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
Housing	Delivery of software to support the management of housing tenancies	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
Regulatory Services	Delivery of software to support Development Control, Building Control and public health services	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
MS Sharepoint	Software deployment to aide collaboration and replace the Meridio EDRMS	Contemporary working practices achieved through appropriate use of technology	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council
MS Teams Deployment	Deployment of a unified communications platform to support hybrid working and collaboration	Contemporary working practices achieved through appropriate use of technology	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council

12.1.3 The following table lists those projects that are new and a high priority for delivering the Digital Strategy

Project Title	Description	Goal	Objective	Outcome
HPSN Replacement	Replace the site-to-site connectivity, internet access and associated services ahead of the removal of the HPSN2.1 services from HCC.	Robust and reliable systems and support that underpin NFDC service delivery	Resilient ICT environment that provides high availability of systems	Provision of reliable, high performing secure internet and connectivity services
ICT Service Review	Review the capabilities, capacity and suitability of the existing ICT Support structures for the delivery and sustainability of the digital strategy.	Robust and reliable systems and support that underpin NFDC service delivery	Responsive digital/ICT support services	Digital and ICT Support services across the council that can respond to innovations and technology challenges as and when required.

12.2 Appendix 2. - The Digital Programme 2022/25

The following contains the programme of projects to delivered over the course of Digital Strategy. It is anticipated that the number of projects will rise with the development of the transformation programme.

Status	Year / Project Name	2022 Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	2023 Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	2024 Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	2025 Q4 Jan-Mar
BAU	Website Accessibility Standards		■	■										
BAU	Payment Solutions	■	■	■	■									
BAU	Elections Count Support		■	■	■	■								
BAU	End-User Device Refresh	■	■	■		■	■	■	■	■	■	■	■	■
BAU	Security Platform Upgrade: MS Defender			■	■									
BAU	Windows Upgrade: 10 to 11								■	■	■	■		
BAU	Single Sign On	■	■	■	■									
BAU	Wireless Network Refresh							■	■	■				
BAU	Virtual Private Network					■	■	■						
BAU	Secure File Sharing/Collaboration			■	■									
Trans-App	Regulatory Services	🟩	🟩	🟩	🟩	🟩								
Trans-App	Operations	🟩	🟩	🟩	🟩	🟩	🟩							
Trans-App	MS Teams	🟩	🟩											
Trans-App	MS Sharepoint	🟩												
Trans-App	Housing Services	🟩	🟩	🟩										
Trans-App	HPSN Replacement	🟩	🟩	🟩										
Trans-App	Digital Council Chamber		🟩	🟩	🟩									
Trans-App	ICT Service Review	🟩	🟩	🟩	🟩									
Trans-TBA	Intranet			🟨	🟨	🟨	🟨							
Trans-TBA	Website					🟨	🟨	🟨	🟨					
Trans-TBA	Customer Relationship Platform					🟨	🟨	🟨	🟨					
Trans-TBA	Microsoft 365 Envisaging/Adoption		🟨											
Trans-TBA	Data Analytics: Power BI			🟨	🟨	🟨	🟨	🟨						
Trans-TBA	Automation: Power Apps			🟨	🟨	🟨	🟨	🟨	🟨					
Trans-TBA	NEC API				🟨									
Trans-TBA	Migration to Cloud				🟨									
Trans-TBA	Contact Centre Platform							🟨	🟨	🟨				
Trans-TBA	Councillors End-User Device		🟨	🟨	🟨									
Trans-TBA	Housing Door Entry Management System				🟨	🟨	🟨	🟨						
Trans-TBA	Learning Management System				🟨	🟨	🟨	🟨						
Trans-TBA	Beach Hut Licence Transfer									🟨	🟨	🟨		
Trans-TBA	Operations Vehicle CCTV and Tracking										🟨	🟨		

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