

HAVANT BOROUGH COUNCIL

Cabinet

25 March 2020

DRAFT DIGITAL STRATEGY 2020-2024

Report of: Thomas Locke, Digital Design Team Leader

Portfolio:

Cabinet Lead for People and Communications – Cllr Bowerman

Head of Service: Susan Parker

Director: Lydia Morrison

Key Decision: Yes

1.0 Purpose of Report

1.1. This report is to advise Cabinet on plans for delivery of the Digital Strategy 2020-24.

2.0 Recommendation

Cabinet is recommended to:

- 2.1 Approve the Digital Strategy 2020-2024,
- 2.2 Agree the funding of the delivery of the strategy, on a project by project business case to be approved by Cabinet.

3.0 The Requirement

- 3.1 Our customers are expecting more from the services we provide. New technologies are pushing for demand-led, evidence-based service design, and day to day there is a growing expectation for 24/7 service availability. Public services require a 're-boot' to meet these and other emerging expectations of its customers and staff.
- 3.4 The strategy lays out a number of digital transformation guidelines to achieve transformation to 2024, which will remain flexible to the changing and fast-paced technological and customer service landscape.
- 3.5 Building on our Customer Insight, redesign will be evidence-driven to deliver improvements to the customer journey through efficient and simple design that also builds trust in our online service offerings.

- 3.5 The strategy also adopts a 'Cloud First' approach, moving to decentralise our infrastructure to more modern technologies, increasing reliability and lowering cost. Through better designed solutions we will also create a flexible and responsive workforce, with a decreased dependency on fixed workspace as part of a 'paper-lite' environment. A Digital Mindset to promote the confidence to self-serve and self-fix will ensure that modern ways of working can be utilised to full effect.
- 3.6 Our willingness to innovate will continue and our commitment to collaborate with common-value partners to harness new technologies and ideas to transform and experience shared benefits will enable the pursuit of funding opportunities to supplement our business cases.
- 3.7 Pragmatism will be a watchword as digital transformation requires investment, and modelling must reflect that investment can save, having a financial return as well as a social one.
- 3.8 We will follow our Commitment to the [Local Digital Declaration](#) to take our part in fixing the plumbing across the public sector, employing the '[Technology Code of Practice](#)' in system implementation.
- 3.9 Following the design guidelines, the delivery of this strategy is layered across the following three themes: 'The Way We Engage' informs 'The Way We Deliver', which directs 'The Way We Work'. Each of the council's Digital aims, projects and actions can be attributed to these connected themes and the Strategy provides both a high-level overview of our implementation approach and our Digital Delivery Road Map detailing the anticipated timelines for project delivery.
- 3.10 While we redesign, we also acknowledge that we have customers that that are no longer capable to operate digitally, and that age-related health conditions will ensure that this will always be the case. Our approach to customer access will ensure that the shift towards digital design takes into account how customer-facing services should operate to ensure no-one is left behind.

4.0 Budgetary Implications

- 4.1 The Digital Strategy is entirely business case and evidence-based driven and as such, resources will be considered on a case-by-case basis for the projects detailed in the Delivery Road Map. £265k Capital receipts have been ring-fenced for delivery, subject to business case approval.
- 4.2 In line with the Funding Opportunities design guideline, the council will pursue national transformation funding opportunities where available to supplement business cases. We will seek to share costs with partners, ROI from released costs, undertake sound procurement and adhere to the Finance Strategy (MTFS).

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

5.1 The Digital Strategy will be one of the main enablers to deliver the theme of Sustainable Council as defined in the corporate strategy for the Council.

6.0 Options considered and reasons for the recommendation

6.1. A piecemeal approach could be adopted to deliver projects on an individual basis, however, this is highly likely to be more costly and dependencies across systems may be overlooked which will limit the transformation opportunities for the Council.

7.0 Resource Implications

7.1. Capita are our 3rd Party ICT provider and certain initiatives will require their resources.

7.2. The delivery of the Digital Strategy will be led by the Programmes, Redesign & Quality Service in close partnership with existing resources in Organisational Development.

7.3. Additional council resources may also be required to deliver the initiatives detailed in the Delivery Road Map; these are considered within the content of the individual business cases.

8.0 Legal Implications

8.1. None.

10. Risks

10.1 A high-level risk analysis is below.

Risk Factor	L	I	Mitigation
Capita resource restrictions result in a failure to deliver projects on time	M	H	<ol style="list-style-type: none">1. Early engagement on plans2. Closely monitor progress against plans3. Escalation routes4. 5C Client engagement/ awareness
Cultural Digital Change is harder for some staff to achieve than others	M	L	<ol style="list-style-type: none">1. Ensure Services understand the reason for change using OD and Digital Skills assessment to highlight where challenge may occur.2. Provide staff with the training and confidence required to obtain the

Risk Factor	L	I	Mitigation
			Digital Mindset.
DSE/HR implications for a more flexible way of working prevent transformation	L	L	<ol style="list-style-type: none"> 1. Work with OD to accommodate staff in their preferred way of working while ensuring that the priorities of Digital Place are maintained. 2. Work with managers to alleviate pinch points in mobile technology adoption and form wider OD protocols around mobile working.
Funding opportunities are highly competitive and joint submissions return lower funding than anticipated	M	M	<ol style="list-style-type: none"> 1. Continue to be open with our funding partners about our expectations and operate in the manner of goodwill, noting that larger business case values may require accommodation if they cannot be supported via funding. 2. Continue joint working initiatives with groups such as HIOWLA to explore other avenues.
Service supplier direction and effect of BAU on delivery	M	H	<ol style="list-style-type: none"> 1. Ensure Technical Architect quality assures Digital Strategy and Delivery Road Map, considers this event and mitigations. 2. A move toward Cloud-hosted technologies should help transition if required. 3. BAU resources would require an element of refocus, though lead-out time should see majority goals achieved.

9.0 Consultation

- 9.1. Once the Draft Digital Strategy is agreed by Cabinet, we will consult on the draft with Unison, CMT and staff stakeholders.

10.0 Communication

- 10.1. Once approved, the Digital Design Team Leader will work with Organisational Development, the Governance Manager and the Communications team to build a communication and awareness plan for Heads of Service alongside the Delivery Road Map detailed in the Strategy.

11.0 Appendices

Appendix A – Draft Digital Strategy 2020-2024

Agreed and signed off by:

Monitoring Officer: David Brown
S151 Officer: Lydia Morrison
Director: Lydia Morrison
Portfolio Holder: Cllr Lulu Bowerman

Appendix A – The Draft Digital Strategy 2020-2024