Digital Strategy 2024 – 28

1 Executive Summary

The Digital Strategy 2024 – 28 outlines how Derbyshire County Council will use digital technologies to support the ambitions of the Council Plan across the organisation. We will focus our digital ambitions to support the development of resilient, healthy and safe communities. We will develop and transform our digital capabilities and culture to provide high performing, value for money and resident focused services. Through this digital strategy it is intended to change our approach and relationship with our key stakeholders; residents, businesses, partners and colleagues, to deliver an improved experience and to enable more efficient service delivery.

The Digital Strategy outlines the existing strategic context, our Digital Vision, the key themes, and the core principles we will use to ensure we can deliver that vision. It lays out the measures of success we will use to track our progress, a high-level plan of what we will deliver across the lifetime of the programme, and an overview of the expected impact of the strategy for key stakeholders.

The Digital Strategy has been developed to support the Council Plan 2023 - 25 and deliver on its ambitions of;

- Resilient, healthy and safe communities
- High performing, value for money and resident focused services
- Effective early help for individuals and communities
- A prosperous and green Derbyshire

To support the Digital Strategy, a separate ICT Strategy and an ICT Transformation Programme has been developed to address the specific technology challenges facing the council at present, and to transform the ICT service into a digital transformation partner for the wider organisation, that will then be able to support the delivery of the Digital Strategy.

The Digital Strategy 2024 - 28 has been developed based on feedback from a cross-section of DCC colleagues at all levels of the organisation, and in-depth interviews with key stakeholders. Members have been included in the strategic discussions, and further detailed feedback from members will be included in later updates of the Strategy.

2 Strategic Context

Derbyshire County Council's digital approach has evolved over time and has been predominantly driven by service need or in response to external factors rather than shaped and developed into a single approach which is focused on the organisation's ambitions. When we talk about digital, we are not just talking about the technology that supports our service delivery, but it is much wider, taking into consideration our working practices, the capabilities and skills needed to support service delivery, and how we make the best use of the assets we own such as our corporate data.

During the Covid-19 pandemic, the council demonstrated its inherent capability to adapt and transform at pace, with the introduction of new ways of working for colleagues and changing approaches to service delivery for our residents. This ensured service was maintained during a once in a lifetime event and demonstrated at an organisational level our ability to transform.

Across the organisation there are clear areas where we see real progress and a drive for digital transformation. However, there are also areas where Derbyshire County Council has fallen behind and not kept pace with modern digital approaches. This can be seen in ICT where there has been a historic lack of investment and limited ongoing continuous improvement to service delivery until more recently.

Due to this segmented approach to digital and transformation DCC has been unable to take full advantage of the opportunities digital can offer, and the potential efficiencies and cost saving that can be unlocked. We have not fully maximised the data available to us to improve our services and support decision-making. We are carrying a considerable amount of technology debt and are not yet able to take advantage of newly available technologies which could improve our efficiency and the end-user experience. Our future approach to digital is important to our success as we need to ensure we can adopt a consistent approach which enables the whole organisation.

To deliver on the ambitions and corporate objectives set out in the Council Plan 2023-25, and to meet the current financial pressures the council faces, a single whole council approach to digital is required, aligned and integrated with the council's transformation approach overseen by the Programme Management Office (PMO). This strategy sets out how new digital capabilities and a move towards a digital-first culture will enable DCC to meet those corporate priorities and exploit new opportunities. It is underpinned by a vision statement that outlines the future state that the council can achieve, formed around four key themes that set out the main areas for development to achieve that future vision.

Our digital vision has been designed to reflect the ambitions of the Council Plan 2023–25, build upon the areas of success which already exist, and to ensure we use our

corporate information assets in new and innovative ways to improve as an organisation.

3 Digital Vision

Our digital vision sets out our long-term target for Derbyshire County Council.

To achieve DCC's ambitions we have focused on building a digital culture, combined with DCC's corporate values and objectives, to create the following vision statement:

Our Digital Vision for Derbyshire:

By adopting a digital transformation approach, we will enhance service delivery, empowering residents and colleagues to take control of the services they use and enabling better outcomes for people. We will ensure a digitally inclusive approach that provides effective early help to residents.

By achieving our vision, the council's digital culture will have been transformed.

All colleagues will recognise the importance of digital to their roles and to the services they deliver. They will have the digital skills necessary to fulfil their roles, along with the opportunities to increase their digital skills allowing for greater personal development.

We will co-design key services with end users (residents, businesses, colleagues and partner organisations) to ensure they meet the needs of service users. Residents will be able to access the services they need in a way and at a time that suits them, enabling greater independence, and benefitting our communities in new ways.

Through the PMO and the corporate approach to transformation, there will be clear processes for initiating and delivering digital projects, and we will utilise data rigorously to make informed decisions about improving services. The transformation activities will be supported by business cases that lay out the capital and revenue funding requirements, the timescales and the benefits.

The overarching Digital Strategy is supported by and aligned to the council's other strategies, e.g. people; customer experience; communications; community engagement; equality, diversity & inclusion; data & information; property. Together they form a strategic framework which guides the transformation activities through PMO governance to deliver the Council Plan.

The vision is supported by four key themes that together build the capability to deliver the digital vision,

- **Engaged Residents, Businesses, & Partnerships** – proactively engage with stakeholders to co-design and continuously improve high performing services that are focused on their needs.
- **Digitally Enabled Workforce** – ensure coilleagues have the right skills and access to the right support and training to be confident in using digital technology.

- **Digitally Enabled Organisation -** develop a digital culture, where digital is seen as a key enabler. Foster collaboration among multidisciplinary teams, breaking down silos; encourage teams to work together toward common goals. Enable focused service delivery, earlier interventions and better outcomes.
- **Digitally Enabled Data & Insights** – maximise the use of corporate data by embedding processes that ensure data is handled safely and correctly, while enabling data to support decision-making.

Each theme has associated principles that will support and guide the delivery of the digital vision, and measures of what success will look like.

4 Engaged Residents, Businesses & Partnerships

This theme focuses on producing high-performing, value for money user-focused services, through proactively engaging stakeholders (residents, business, partners, coilleagues) to co-design and continuously improve those services.

Principle 1 – Engage with stakeholders (residents, businesses, partners and colleagues) to understand their needs and to co-design user-focused services

What we will do:

- Refresh, define and publish the council's approach to user research, to include clearly defined objectives for each initiative, transparent communication, a diverse participant pool that represents the target user population, inclusive research methods, feedback loops, an iterative approach, empowered participants and privacy and consent.

- Building upon current approaches, conduct user research with end users (residents, business, partners, colleagues) to understand their needs and continually improve services based on feedback, resulting in user-focused services.

- Expand the provision of regular opportunities and forums to provide feedback and engage with the council on its service delivery.

- Invest in proactive communication with residents and businesses to reduce their need to contact the council, making information easily accessible and readily available.

- Continue to expand and refine our range of communication channels to engage with residents using the most effective and appropriate methods.

- Ensure all services are accessible, inclusive, and multi-channelled. New digital channels may release resources to better support those who are digitally excluded.

- Empower end users to increasingly self-serve by co-designing and expanding the range of online services through a council-wide service transformation approach. Ensure services are accessible, user focused and consistent.

Principle 2 – Ensure accessibility and inclusivity is at the core of service design.

What we will do:

- Work with residents and subject matter experts to co-design future service delivery with local people, partners and other agencies, to ensure our services are as accessible and as inclusive as possible.

- Expand our communication channels using digital and traditional communication methods to improve accessibility with residents and ensure they can engage with us, our partners and other agencies in a way which meets their needs.

- Explore opportunities to streamline and simplify the digital user experience by expanding integrations and widening the use of single sign-on.

- Increase the provision of online forms for referrals and assessments to increase the number of services where residents can self-serve.

- Optimise the use of digital technologies to enable residents to stay safer in their own home and communities for longer.

- Provide superfast broadband to the remaining 3% of homes and businesses that have a poor broadband service (download speeds below 24Mbps) to:

  o Connect rural and digitally isolated communities.
  o Support the social, economic, and digital priorities set out in the Council Plan
  o Encourage growth and increased productivity.
  o Attract digital investment to Derbyshire.

Measures of success

- Our residents will tell us that they have a positive experience engaging our services, with high levels of service satisfaction across all channels.
- Our digital services will be designed to be resident-focused, reflecting their needs, enabling an increase in digital adoption across the organisation.

5 Digitally Enabled Workforce

This theme is focused on ensuring all colleagues have the digital skills needed to do their job efficiently and effectively, and that services have the necessary capabilities to deliver effectively.

Principle 1 - Equip colleagues with the technology and tools they need to deliver services for residents

What we will do:

- Provide cost effective, reliable and secure technology to our workforce.

- Develop a digital organisational landscape that enables colleagues to access the information, and tools they need wherever they are working.

- Improve online collaboration between employees colleaguesand external partners.

- Improve the relationship and communication between services, ICT and the PMO so there is a clear corporate programme of digital transformation which is prioritised to meet the organisation's objectives and is communicated across the whole council.

- Minimise manual and repetitive processes, where possible, by utilising digital technologies.

- Consider the most effective communication methods for colleagues, including both new and existing tools, and provide clear guidance on which options are best in each circumstance.

- Empower our leadership and colleagues to make decisions based on them having access to good quality information, tools and systems that are easily accessible and up to date.

Principle 2 - Empower and support colleagues to develop and use their digital skills

What we will do:

- Develop a digitally competent and confident workforce, who can access the information, and tools they need wherever they are working.

- Work across the organisation to understand the current digital skill level of our employees and create a Digital Skills Learning Strategy.

- Understand the digital training requirements across the organisation and ensure there is sufficient resource to support the learning needs.

- Design a blended learning approach to provide digital skills training via a range of formats, including face to face training, online courses, bitesize videos and coaching.

- Continue to develop the network of Digital Champions to support colleagues and identify additional training needs.

- Encourage our people to prioritise digital skill training and incorporate digital skills into their pesonal development.

- Focus on recruiting people with the necessary digital skills to help transform DCC's digital culture.

- Invest in existing colleagues by providing ongoing learning and development opportunities such as formal qualifications and apprenticeships, to improve retention.

- Incorporate training needs into procurement specifications and confirm them through project governance processes.

Measures of success

- Colleagues will report high levels of satisfaction and will have access to the data and tools needed to deliver high-quality services to our residents.
- DCC will have developed a workforce equipped with the skills and capacity to create and deliver services that meet the needs of our residents.
- Colleagues will recognise the investment the organisation is making in developing their skills and career.
- DCC will be seen as an attractive place to work recognised for its investment in its people to develop the skills and capabilities for a career in Digital, Data and Technology.
- Colleagues will be empowered to try new ways of working and service delivery using digital approaches and technologies.
- There will be increased collaborative working between DCC's services and with outside partners.

6 Digitally Enabled Organisation

This theme is focused on developing a digital culture, where digital is seen as a key enabler, designing and embedding new processes, services and technology to deliver high performing, value for money services for residents and colleagues.

Principle 1 - <u>Develop a digital culture, where digital is seen as a key enabler of all services in the organisation</u>

What we will do:

- Embed a culture of digital leadership, adoption, innovation and continual service improvement, to enable our teams to adapt quickly to changing local and national agendas.

- Establish a senior role to take ownership and responsibility of digital for the whole organisation and to drive the transformation of digital culture.

- Empower all colleagues to take ownership of digital within their role and emphasise that 'digital is everybody's responsibility'.

- Provide the Digital and Technology service with sufficient resources, skills and capabilities to lead on the agreed Digital Strategy and implementation plan.

- Embrace new ways of working and service delivery approaches to optimise the benefits arising from new developments, including investigating the use of artificial intelligence (AI), robotic process automation (RPA) and the Internet of Things (IoT), to support service delivery across the organisation.

- Deploy smart technologies for environmental monitoring and management. This includes digital solutions for waste management, energy efficiency, and sustainable practices, contributing to a prosperous and green Derbyshire.

Principle 2 – <u>Ensure digital service design processes are embedded across the council</u>

What we will do:

- Continue to develop and strengthen project and programme governance with the PMO to ensure digital design can be appropriately prioritised and resourced to deliver the Council Plan objectives.

- Establish an Enterprise Architecture function to oversee and manage the technology estate, reducing duplication, improving integration and consolidating legacy systems.

- Further develop the triaging process with the corporate transformation and PMO function, and with the Portfolio Direction Group (PDG) to review and prioritise service requests.

- Develop a holistic demand prioritisation process for service improvement projects across the council, working with the Portfolio Categorisation and governance approach, linked to the corporate priorities and targeting the biggest benefits first.

- Support and enforce this process to ensure a consistent approach across the organisation.

- Ensure consistent implementation of the council-wide project and programme management practice and explore opportunities to develop this proactively with the PMO practice.

- Work with services to identify opportunities for automation to improve efficiency and enable colleagues to focus on higher value tasks. This will be co-ordinated through the PMO Programme Managers to utilise the intelligence around emerging projects to capitalise on any potential opportunities.

- Focus on improving and upgrading existing systems to make them more efficient and providing a better user experience for colleagues and residents.

- Invest in horizon scanning to identify digital solutions implemented elsewhere that could benefit the council.

- Have a "digital first" approach to procuring and adopting new technology, as well as developing new processes.

Measures of success

- We will provide high performing, value for money services that are more sustainable due to reduced re-work, duplication and error.
- DCC will have effective governance structures in place to enable digital projects to be quickly assessed, approved and delivered.

- Digital projects will be aligned with the corporate approach to developing and delivering projects across the council so that outcomes are focused on the needs of residents.
- Digital technology will be used to manage simple tasks, so colleagues will be free to deal with the high value tasks that have the biggest impact on our residents and their communities.

7 Digitally Enabled Data & Insights

This theme is focused on maximising the use of corporate data by embedding processes that ensure data is handled safely and correctly, while enabling data to support decision making.

Principle 1 - <u>Invest in & harness data insights to inform and improve decision-making</u>

What we will do:

- Create a Data Strategy that supports a consistent approach to data across the organisation.

- Establish a specialist data and insight capability with a supporting data governance framework to support the implementation of the Data Strategy and the ongoing commitment to improving data.

- Work with services to understand their data needs.

- Digitalise paper-based records of location maps and geospatial layered maps of assets to enable efficient proactive asset management.

- Integrate systems both internally and with partner organisations e.g. the Police and Health, in line with agreed security and data-sharing agreements, to provide real-time business intelligence to facilitate evidence-based decisions.

- Harness the power of data, utilising standardised tools, to help services to make informed decisions.

- Invest in reviewing data protection and information security processes to ensure there is an appropriate combination of security and service delivery.

- Establish real-time workforce management information data.

- Increase the automation of statutory reporting to support Ofsted inspections, care compliance and audits.

- Provide the ability for colleagues to capture real-time data and enable them, and our partners, to have real-time views of business intelligence to help them make informed decisions.

- Share data analytics and business intelligence in a safe and secure way, to enable forward planning and continuous improvement of services.

Principle 2 - Clear standards to ensure effective data sharing both within the council and outside

What we will do:

- Focus on improving data quality to enable data sharing through the adoption of best practice data standards. This will be supported by utilising reporting tools to identify any data quality issues / discrepancies.

- Work with partner agencies to identify opportunities for data sharing to improve the services provided to residents.

- Continue to develop our data sharing arrangements with partner agencies to securely share data, in line with GDPR requirements, to improve joined-up working.

- Work with residents to understand their expectations around securely accessing the data that is held and/or shared by the council.

Measures of success

- A Data Strategy will be produced aligned with DCC corporate priorities that sets out the data held by the organisation, how we will make data easier to share and how we keep it secure.
- Colleagues have access to the service specific performance data needed to support effective decision making, delivery and planning.
- Through the Data Strategy, increasingly data held in siloed applications is aggregated to provide insight into specific strategic issues and supports informed decision-making.
- To facilitate effective data sharing with our partners, appropriate Data Sharing Agreements are in place improving integration and decision making.
- Key performance data is utilised to measure quality of service delivery and the impact of strategic service interventions.

8 Future Impact

What will the strategy mean to residents?

- Residents will have a positive experience using council online services.
- Residents will know where they can obtain help if required.
- Residents will be able to access services that are inclusive and multi-channel.
- Residents will have the ability and confidence to access digital services.
- Residents will receive a consistent experience when accessing services.
- Residents will have a say and be engaged with council service improvements.
- Residents will be able to feed back and be listened to.
- Residents will provide information once.
- Residents will be able to independently access information and advice easily for themselves or through their advocates.
- Residents will be able to find out what is happening in the area.

What will the strategy mean to colleagues?
- Colleagues will have a clear understanding of their part in DCC's digital journey.
- Colleagues will have the right equipment to do their job well.
- Colleagues will self-serve for the information needed for their role.
- Colleagues will have technology and data which empowers the flexibility and mobility required to do their job.
- Colleagues will have the skills and confidence to use the technology available.

What will the strategy mean for the organisation?
- The council's digital strategy will be integral to organisational transformation and the transformation of its services and its relationship with residents
- The council's culture will become more iterative, more innovative and more customer focused.
- The council's data is available to aid decision making.
- The council will be able to share information securely with partners.
- The council will be able to share information appropriately with residents and businesses.
- The council will have the capacity to plan and provide support where needed.
- The council will use data to enable joined up services and partners.
- The council will understand partner need as part of future digital initiatives.
- ICT and Service areas relationships drive digital together.

What will the strategy mean to businesses and partners?
- The strategy will enable the integration of delivery of services between partners for the benefit of residents
- Businesses and Partners will have access to documents which are easily and securely shared.
- Businesses and Partners will have access to open communication channels.
- Businesses and Partners will be a part of improving services in Derbyshire.
- Businesses and Partners will invest in the local economy and contribute to social value.
- Businesses and Partners will have access to links with local skills initiatives.

- Businesses and Partners will provide information once.
- Businesses and Partners will help make Derbyshire a place to invest.

9 Performance Monitoring

The following performance indicators will be used to monitor our progress against the Digital Strategy:

- Digital Service Adoption: We will monitor the digital adoption rate, for digital provided services.
  - Key data:
    - Web Analytics – including website usage from google analytics, user behaviour and conversion rates from digital service tracking.

- Resident Satisfaction: We will monitor resident satisfaction with service delivery and digital service delivery.
  - Key Data:
    - Survey / feedback channels – conduct regular surveys and utilise feedback from channels such as "have your say" to gather qualitative feedback.

- Cost Efficiency: We will monitor the cost savings achieved through the implementation of digital services.
  - Key Data:
    - Financial reporting – monitoring benefits realisation at a programme level to track financial impact, aligned with existing financial reporting and the Portfolio Benefits Realisation Strategy.

- Non-financial Benefits: We will monitor a range of non-financial measures.
  - Key Data:
    - Service delivery – quality, timeliness, ease of access, avoidance of duplication