



ICT Strategy

1 Executive Summary

This ICT Strategy document seeks to set out the vision and strategy for the future of the ICT service at DCC and ensure it is fit for purpose to deliver on the Council's digital ambitions, as outlined in the Digital Strategy and the Cloud Strategy.

The ICT strategy will deliver a modern, digital, cloud-based ICT service with the capability to support the realisation of DCC's corporate ambitions. Building on the vision, themes, and principles from both the Council Plan, People Strategy and the Digital Strategy, the aim of this strategy is to provide the council with an ICT service which, in addition to operational excellence, can deliver transformational capacity to the wider organisation.

The ICT strategy outlines the existing strategic context, how the Digital Strategy relates to the operational delivery of the ICT service, what ICT will deliver under each of the key themes, the key risks and assumptions made, the impact of the ICT strategy, and the high-level delivery roadmap.

To support the ICT strategy, a separate ICT Target Operating Model has been created to outline the key functional changes needed to deliver the ICT strategy.

2 Strategic Context

DCC's ICT department and services have evolved over time. However, this evolution has fallen behind that of similar-sized councils, many of whom have adopted industry standards, best practice, and a more proactive approach to managing and updating their applications, infrastructure, and service portfolio. The result is that DCC's ICT is now several years behind the curve, and this makes DCC an outlier in comparison.

DCC has three key enduring ICT / Digital risks: -

1. Insufficient technical competence to run the council's ICT services effectively,
2. cyber and information security and,
3. the complexity of the ICT estate itself and related integrations.

The requirement for an effective, well-integrated and managed Digital service is a key foundation to the ongoing success of DCC as an organisation and places significant reliance on ICT for the provision of technology and services to support day-to-day service delivery and the enablement of efficiencies. This requirement will be magnified and accelerated by the council's financial position. To meet this requirement effectively, the organisational approach to Digital and ICT needs to change from simply operational support to become a transformational business partner.

The existing ICT Service provides support for 387 core applications. Most of the applications are hosted and configured 'on premise', by DCC's ICT service, with data storage managed by the council. The council is currently storing approximately 180TB of data on two sites, County Hall and Shand House. An initial upgrade project is already underway to ensure the current 'on premise' infrastructure is fit for purposes in the short term and to address long standing legacy issues. This will need to be followed by a significant technical programme to ensure DCC has the technical infrastructure needed to support its Digital and technical ambitions. For the long term a Cloud Strategy has been developed to support this work, which was approved by Cabinet in April 2024. 80% of DCC's current service delivery is reliant upon the existing 'on premise' infrastructure and support.

The ICT Service's role across the organisation has, in the past, been a reactive operational role providing fix-on-fail resolution, whilst also attempting to provide technical support to large and organisation-wide change programmes. More recently, however, there has been a shift to provide a more proactive service to meet the ambitions of the organisation and establish ICT as a transformational partner of the business.

Actions taken to date:

In recent months, actions have been taken to stabilise the service including:

- An ICT stabilisation programme to support the current service, through SOCITM Advisory.
- A Digital Maturity Assessment conducted to assess areas for improvement.
- A council-wide Digital Strategy developed, shared, and then approved by Cabinet in March 2024.
- A detailed cloud migration assessment conducted to inform the level of investment required to minimise 'on premise' ICT, and from this work a Cloud Strategy was created, shared and then approved by Cabinet in April 2024.
- A Target Operating Model to accompany this ICT Strategy has been developed, and working with the PMO, an ICT Transformation Programme has been proposed, which includes the implementation of the Target Operating Model.

ICT improvements have focussed on remediating the most immediate, critical risks. These improvements were:

- Stabilising staffing through communication and engagement initiatives, recognising areas of low resource and morale, and through recruitment campaigns supported by HR.
- Introduction of team-based service improvement plans
- Introduction of industry-standard ITIL-based service management methodologies (service desk, incident management, problem management and change management), including service-wide ITIL Foundation training for colleagues.
- A review of systems and applications patching processes and tools, followed by the implementation of an industry standard patching methodology.
- A review of PDR management, putting in place regular reviews for all colleagues in ICT.
- A focus on risk and compliance with mandatory staff training requirements.
- Support and implementation of key business projects, Mosaic, Alloy/Granicus and SAP HANA

To support the development of both this ICT Strategy and the Digital Strategy a Strategic Digital Maturity Assessment (SDMA) was carried out by SOCITM Advisory which measures digital maturity against 10 key criteria.

The organisation-wide Digital Strategy, Cloud Strategy, ICT Strategy, and the accompanying Target Operating Model have been created to address the current organisational and ICT challenges by making a strategic shift which will enable ICT to provide support for the council's overarching corporate priorities, as stated in the Council Plan:

- 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.

3 The Digital Vision and Themes

The digital vision described in the Digital Strategy sets out the long-term ambition for Derbyshire County Council:

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

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, providing high performing services that are focused on their needs.
- **A Digitally Enabled Workforce** – ensure our staff have the right skills, and access to the right support and training, to be confident in using digital technologies.
- **A Digitally Enabled Organisation** - develop a digital culture, where digital is seen as a key enabler. Foster collaboration among multidisciplinary teams, breaking down silos, and encouraging teams to work together toward common goals. Enable more 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.

To deliver this vision, the ICT service needs to change to meet the digital ambitions of the council.

The aim of the ICT Strategy is to support and enable DCC's digital vision and strategic objectives as detailed within the Digital Strategy and the Cloud Strategy. ICT will act in a transformative support role to enable the wider organisation to deliver on their own strategic ambitions. ICT will implement modern digital, cloud-based solutions using best practices and modern delivery approaches in collaboration with the Portfolio Management Office (PMO). This will enable the use of up-to-date technology and a digital approach across the wider organisation to improve both our internal service delivery, and enable more focused delivery from service areas.

ICT will facilitate the breaking down of technical silos, enabling greater integration across the organisation and improving access to key corporate data sources. ICT will work with service areas across the council to ensure DCC are making the most of any technical investment by utilising new features and tools as they become available, to ensure we are creating an environment of continuous improvement.

Ultimately, the ICT team will deliver services that enable the organisation to improve the lives of all residents and businesses, through better designed services, the use of data for innovation, and improved digital collaboration.

For ICT to transform and support the organisation wide Digital Strategy and the Cloud Strategy, strategic objectives for ICT have been identified which can be split into two key categories:

Foundations

- An Architectural Review Board and a Business and Technical Design Authority have been created to ensure that end-to-end solutions align to strategies, are secure, conform to technical design standards, and work for the council.
- The Enterprise Architecture function will be developed further, building an overall architectural roadmap which will provide architectural governance, proactive end-to-end solutions, and reduced complexity.
- All ICT contracts will be centralised and managed in a standardised and consistent way. The contract landscape will then be reviewed, to consolidate and unify contracts and services to offer economies of scale and savings where possible.
- A Cloud Strategy implementation project will be initiated as part of the ICT Transformation Programme. This will look to mitigate the carried risks of aging and failing infrastructure and reduce technical debt.
- A Service Design approach will be defined and implemented.
- All investment and delivery initiatives against our strategic objectives will be quantified.
- An Information Management framework and vision will be defined, to drive the information management agenda, setting out what the council wants from its data, defining the overarching principles and the associated management approaches.
- Creation of clear, standardised, frameworks and processes that provide consistently good and timely outputs.
- Implementation of demand management to include the resources required for project work. This is to be considered at the Enterprise Architecture portfolio gateway reviews for project prioritisation, working in partnership with PMO colleagues.
- Ensuring the right information is available, at the right time and in the right place to enable effective decision making.
- Creation of a Business Information and Data Analytics function to harness the value of DCC's data and use it to provide evidence and insight for proactive decision making.

Digital

- Enabling the efficient delivery of end-to-end customer centric services using a rationalised set of applications and common design principles applied through the Service Design process.

- Enabling better integration between internal systems and partners, to support collaboration, making data available at the point of need and improving data management to drive digital inclusion across all interactions.
- Demonstrating the art of the possible through the provision of effective end-to-end solutions, using up-to-date design and development principles.
- Building capacity and partnerships to innovate quickly through early proof of concepts, then scaling to deliver.
- Making service delivery decisions at the point of need through proactive monitoring and planning of future demand.
- Improving the customer experience through confidence in the accuracy of data and information.
- Improving the user experience by designing customer centric services.
- Automating manual processes to deliver improved services to residents and businesses.

To deliver on the ICT objectives, the approach will follow three simple principles:

- **Simplify** - Reduce the complexity of systems, processes, and services.
- **Digitalise** - Integrate systems and processes to provide end-to-end solutions and insights.
- **Grow** - Develop capabilities and capacity to deliver a customer-centric approach.

So that:

- Service areas make data based driven decisions to proactively target and prioritise need.
- Services are delivered more effectively and efficiently.
- Users will be involved in designing the services they use, making it easier to order and pay for services, and they will be able to track progress as needed.
- Residents and businesses will be able to more easily carry out transactions with DCC and its partner organisations, confident that the information is accurate and up to date.
- Colleagues and partners will have technologies and services that are designed to efficiently meet their needs, especially when away from the office. They will have the right information to make service delivery decisions and take requests at the point of need.

4 What the ICT Strategy will Deliver and Why?

To support the delivery of the organisation wide Digital Strategy and the Cloud Strategy, and to meet the strategic ICT objectives outlined above, ICT will deliver a forward-looking ICT Transformation Programme structured around the four themes identified in the Digital Strategy. This will include the implementation of a new Target Operating Model for ICT (described separately), and the implementation of the Cloud Strategy, as two of the key deliverables. The following outlines the key activities and changes ICT will make against each of the themes, how ICT will monitor its progress, and deliver our commitment to the Digital and Cloud Strategies.

4.1 Engaged Residents, Business & Partners

We will...	So that...
Undertake continuous horizon scanning to maintain a Roadmap of Digital Offerings	DCC understands emerging technologies, when they are being brought to market and can proactively plan how services could take advantage of any evolving technologies.
Ensure we design our services and products focused on residents, businesses, partners, and colleagues needs.	Customer journeys can be built that reflect the needs of all users, including those who are hard to reach or who are digitally excluded
Adopt a 'digital by preference' approach to designing our services, whilst ensuring non-digital experiences match digital experiences	DCC truly become a digital council, serving residents consistently across all channels
Ensure that all digital services are accessible and easy to use, regardless of the resident's platform of choice	DCC residents can engage with services wherever, whenever, and however they like
Introduce a more complete resident feedback methodology	Residents know their voice will be heard and their insights are used to improve services

4.2 Digitally Enabled Workforce

We will...	So that...
Develop technology roadmaps to drive end-to-end system and service design	DCC understand when new functionality is being deployed or old functionality retired, the impact on the service, alignment with service needs and contract renewal dates to efficiently manage our service needs and contracts.
Include training need requirements in all procurements	We ensure appropriate training needs are identified at the earliest stage and that colleagues are given appropriate training and knowledge to deliver to the best of their ability.
Identify processes for automation based on business/service benefit	We will automate processes freeing up resource to improve service delivery rather than work on administration tasks.
Create an environment which allows colleagues to flourish, understanding how digital, data and technology can be used	Succession planning in the council creates digital leaders for the future in our region, in turn making Derbyshire a more attractive place to work
Provide colleagues with the tools, technology, and applications they need to deliver in their roles	Colleagues deliver effective and efficient services, capable of adapting to changing user needs
Review, adapt or redesign our internal processes in line with future customer journeys, enabling continuous improvements for our end users	Colleagues and partners are empowered to deliver services via our processes, not blocked
Create and use a set of common design standards and service patterns	Colleagues and partners can design consistent service delivery processes
Become proactive in our engagement with the wider business and manage issues and delivery	You tell us once; we then manage your need appropriately from first contact to delivery
Introduce a more complete internal client feedback, satisfaction, and complaints methodology	The wider organisation knows their voice will be heard and insights are used to improve services

4.3 Digitally Enabled Organisation

We will...	So that...
Implement the Cloud Strategy	To ensure that the migration to the cloud is efficient, secure, cost-effective, and aligned with your business goals, the Cloud Strategy will consider and propose a range of future state options, with associated costs, at various time intervals, with clear evidence to show how the different options align to the Council's requirements.
Develop a roadmap to move away from on-premise technology and move to cloud-based solutions	There is a high-level plan based on risk mitigation to move our data and applications from an on-premises architecture to the cloud. This also provides a framework for future contract renewals.
Develop and implement a new ICT Target Operating Model	To establish a modern and flexible ICT service which will enable the technology to deliver on our corporate ambitions and act as a transformational partner for the wider organisation.
Further develop Enterprise Architecture that sets out the technical journey to underpin Digital, Data and ICT Transformation	<p>We standardise use of Enterprise Architecture to translate the business strategies into end-to-end business change and technical delivery.</p> <p>We define & maintain a baseline for future technological development, bearing in mind the council's service strategy and newly emerging technologies.</p>
Develop Architecture Design principles	<p>We adopt and embed Architecture Design principles, providing guidelines to ensure solutions are repeatable, integrated, secure, considered from an end-to-end perspective and fit with the agreed application roadmap.</p> <p>We drive out complexity and reduce technical debt.</p>
Develop an integration strategy	We ensure all new initiatives and procurements consider integration and interoperability with both new and legacy applications. Solutions can then be

	designed and procured with future data insights in mind.
Establish a technical debt log	We quantify the level of risk associated with legacy systems and infrastructure, assign owners, and include replacement capabilities in the technical roadmaps to manage technical debt out.
Align with the council-wide Business Change and Portfolio Management (PMO) approach, including a prioritisation approach that maximises our delivery efficiency	Resources are focused on delivering work that makes the biggest difference to our customers, whilst embedding changes in a sustainable way

4.4 Digitally Enabled Data & Insight

We will...	So that...
Create a basic data management framework, underpinning our future data journey	All future data and intelligence builds upon our foundational capabilities, growing our effectiveness
Champion the use of information and intelligence driven delivery across all service areas	We become more customer focused, data driven, transparent and efficient in the way we operate
Create and use a set of common data standards and patterns	Intra-council and inter-organisational working leverages data to promote positive outcomes for our users
Create a data governance framework	We will improve and maintain the quality of our data making it accessible for data analytics, opening opportunities to innovate whilst also keeping our customer and community data safe
Work towards the creation of a single view of our customers and a single version of the truth for anything related to data and information held digitally	We dramatically improve the effectiveness and efficiency of our service delivery and decision-making process
Determine the requirements for business intelligence and performance reporting, standardising, and automating	We ascertain the effectiveness of our service delivery, our capacity and where we can most positively influence changes in the council
Work alongside local businesses to design our policies, based on the data we hold	We assist in creating an environment within which local businesses can thrive
Map our data, conducting a data maturity assessment	We understand where we can enhance our data capabilities and the capabilities of our partners' data in influencing service delivery
Work with our partner organisations to share and combine data, where appropriate and secure	Customers who require services delivered by multiple agencies do not experience unnecessary delays
Better utilise geographic, regional and location data when designing and redesigning our services	Our services continue to be as relevant as possible, meeting user needs

5 Risks and assumptions

There is a risk that...	We will mitigate this by...
Service areas lose support for the ICT Strategy over time	<p>Building quick wins into the transition plan so all areas of the council can see tangible improvements.</p> <p>Working with the service areas to demonstrate how technology and service design can improve services for residents and colleagues.</p>
The benefits of ICT strategy are not realised due to the size and complexity of changes required to modernise the service	<p>Developing the ICT TOM and associated ICT Transformation Programme to deliver all aspects of the ICT Strategy, alongside the Digital and Cloud Strategies.</p> <p>Prioritising delivery of the ICT Strategy, as without it DCC's digital ambitions will not be met.</p>
The value of information in providing insight for decisions is not appreciated nor prioritised	<p>Demonstrating the art of the possible with data analytics and quantify the value it can bring to the council.</p> <p>Developing a data vision for DCC.</p> <p>Developing an information management strategy and transition plan</p>
The level of business change required is underestimated	<p>Allocating an experienced, dedicated Business Change Manager to the ICT Transformation Programme.</p> <p>Identifying key stakeholders and stakeholder groups and developing a targeted communications plan.</p> <p>Quantifying the business benefits and communicating these to the wider council.</p>
Ineffective demand management and business prioritisation	Alignment with the corporate Project Management Office (PMO)

	<p>approach with robust gateway processes.</p> <p>Ensuring all initiatives have quantified benefits that directly support the council's strategic objectives.</p>
<p>Manual effort required to provide basic MI/BI reporting leaves no capacity for improvement.</p>	<p>Additional resources costed into the investment case to set up a centre of excellence. This could see the creation of a Centralised Office of Data Analytics within Digital Services.</p> <p>Identifying and prioritising the automation of reports to free up resource to augment the centre of excellence.</p>
<p>The organisational structure continues to operate with a tactical, short-term mindset, resulting in a continuation or worsening of the financial and contractual risk currently carried</p>	<p>Leadership buying in and endorsing the design principles and the holistic change and portfolio management capability, with a clear governance route in the event of conflicts with these</p>
<p>There may be a lack of digital skills among our workforce</p>	<p>Working with colleagues to understand the digital skills base, providing learning opportunities and encouraging digital uptake</p>
<p>There may be a recruitment freeze & withheld vacancies</p>	<p>Producing a compelling investment case for the Digital, Cloud, and ICT Strategies, including the fully costed Target Operating Model, to obtain an exemption for ICT</p>

Key assumptions

- Investment funding for the Digital, Cloud and ICT Strategies will be approved.
- The ICT Strategy and the Target Operating Model (TOM), to support the ICT Strategy, are planned to commence in June 2024 with the first phase of TOM implementation by December 2024.

6 The impact of the ICT Strategy

The ICT Strategy provides the foundations for a transformation of the ICT service which will enable key service areas of DCC to achieve their own strategic objectives. This will in turn improve the experience of the council's key stakeholders; residents, colleagues, businesses, and partners, in how they access, interact, and communicate with DCC. This supports the delivery of the overall strategic aim to provide high performing, value for money resident focused services.

What will the strategy mean to colleagues?

- Colleagues will have a clear understanding of their part in the digital journey.
- Colleagues will have the right equipment to successfully do their job.
- Colleagues will self-serve the information needed for their role.
- Colleagues will have technology and data which empowers the flexibility and mobility required to successfully 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 culture becomes more iterative, more innovative and more customer focused.
- The council's data is available to aid decision making.
- The council will share information securely with partners.
- The council will share information with residents and businesses.
- The council will have the capacity to plan and provide support where needed.
- The council will adopt best practice and share with partner organisations.
- The council will use information to enable joined-up services with partners.

What will the strategy mean to service areas?

- ICT becomes a trusted partner that is the go-to point for enabling improved service delivery.
- Open communication is enabled between ICT and the wider business.
- Data silos are broken down and Business Intelligence applied.
- Data becomes an enabler to joining up services.
- Service areas and ICT have clear working roles and responsibilities with clear lines of escalation.
- Service areas provide information once, and their needs are addressed first time, and in so doing create a single version of the truth.

There are several challenges that this ICT Strategy can help resolve:

- Aging infrastructure causing increased Business Continuity and cyber security risks.

- Cost, and risk associated with the quantity (180TB) of data stored on aging on-premise infrastructure.
- No Information Management Strategy
- A lack of basic MI/BI reporting - Heavily manual processes with no MI/BI strategy or standardisation.
- While there is a great deal of data available within the council, there are issues with access, data quality, and data use for insight and decision-making.
- Limited effective governance or industry standards applied (e.g., ITIL), nor best practice roles and responsibilities.

There are a series of opportunities that the ICT Strategy presents:

- Consolidate all ICT roles and budgets from across the council into Digital Services.
- Consolidate all ICT procurement into a single place, likely to be within the central Procurement team.
- Introduce industry standards and best practice.
- Move from a dated, reactive fix-on-fail, hybrid operating model to a more centralised model that provides the structure, governance, proactive planning, and cohesive guidance to build out the necessary policies and supporting activities to deliver a modern, flexible, digital, cloud-based, ICT service.
- Migrate applications and data to the cloud in line with the Cloud Strategy to increase flexibility, facilitate integration and reduce vulnerability risk.
- Further develop the Enterprise Architecture frameworks and capability to build the appropriate controls required for an efficient service and set out the technical journey to underpin digital, data and ICT Transformation.
- Put people at the heart of their own use of council services.
- Develop a co-design culture for services, with users both internal and external.
- Embrace technology enabled change.
- Prototype, learn and scale.
- Create a business intelligence Centre of Excellence, with a hub and spoke model, with the core capability sitting within the hub, providing a self-service capability to each business area spoke.
- Information becomes an enabler to join up services and partners.
- Prevention and proactive intervention, using data to analyse impact and deliver insight.
- Integrate people, processes, and technology.
- Develop the Service Design approach, creating end-to-end integrated services that work across channels, i.e., online, offline and customer-facing. This will mean that we become more cognisant of our user's needs.
- Work across services, minimising repeated effort and conversations, maximising the availability of customer information, insight, and effective case management to support truly customer-centric services.
- Change mindsets to a can-do attitude.

The Foundations the future ICT Service will establish.

- A modern flexible cloud-based infrastructure with cross-cutting component capabilities.
- Adoption of industry standards and best practices.
- Centralisation and standardised governance of all ICT resources and budgets.
- Continuous improvement of our services based on evidence and collaboration.
- Coherent and unified understanding of the council's data resulting in clear objectives, goals, and data driven decisions.
- An information management framework, enabling better and more open use of data.
- Effective procurement, supplier management and contract management practices.
- A holistic prioritisation across the Council, working closely with the PMO, targeting big wins first.
- Alignment with the central PMO benefit realisation approach, and a culture of accountability.
- A culture of empathy across the authority, understanding user need when designing services.

7 Roadmaps

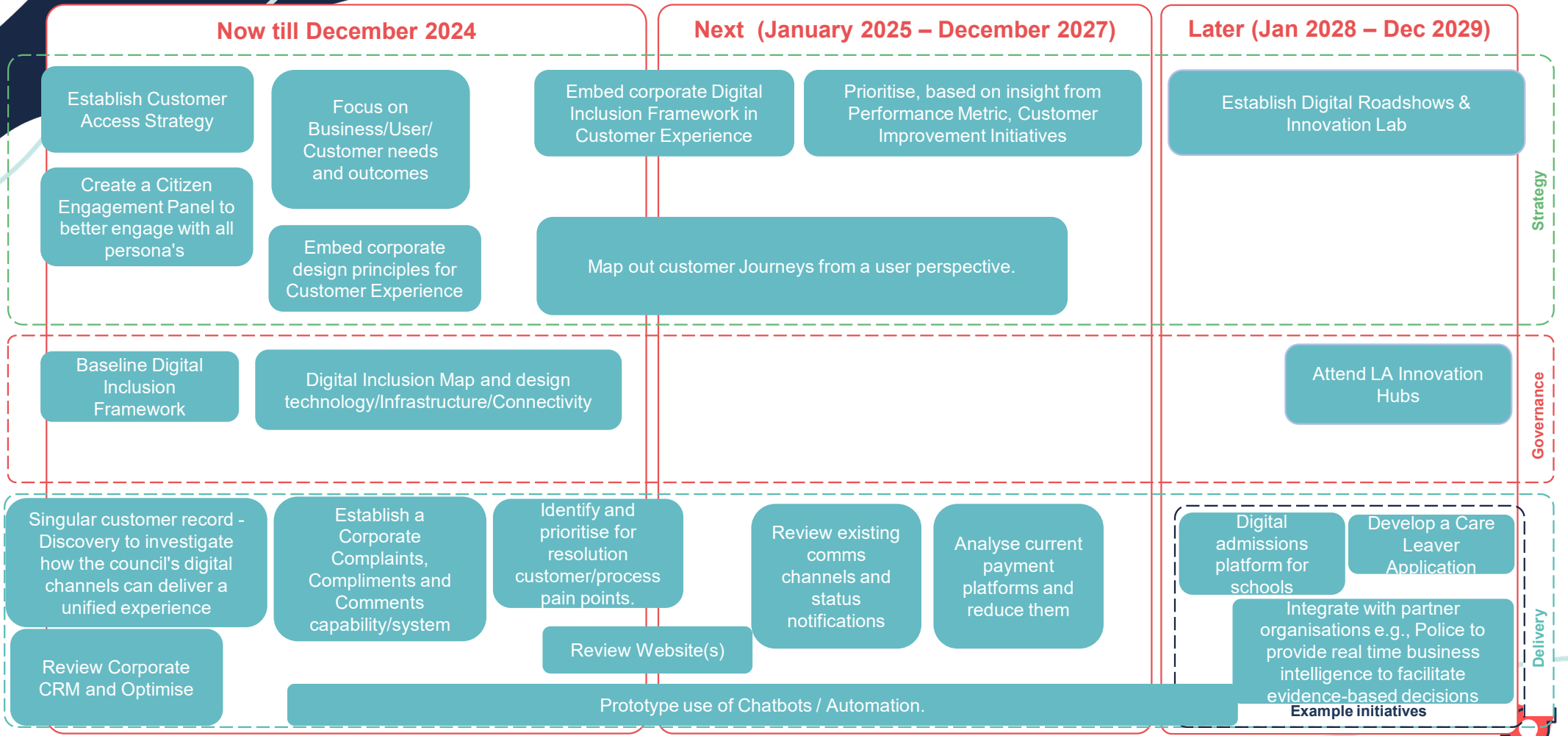
Roadmaps provide a high-level guide for the implementation, the components of which have been sequenced to incrementally build capability and maturity within the ICT organisation and will run alongside other strategic projects as part of an overall ICT Transformation Programme.

To ensure success, the foundational components are embedded before more modern techniques such as Service Design and Agile project delivery are considered. The delivery streams are suggestions of initiatives that are required and should be done in business priority order.

It is recognised that the Council cannot stand still whilst the Digital, Cloud and ICT Strategies are implemented, and so the roadmaps contain a delivery element running in parallel with strategic and governance initiatives. The roadmaps are ambitious, and the ICT Team recognise that there are many dependencies that need to be managed.

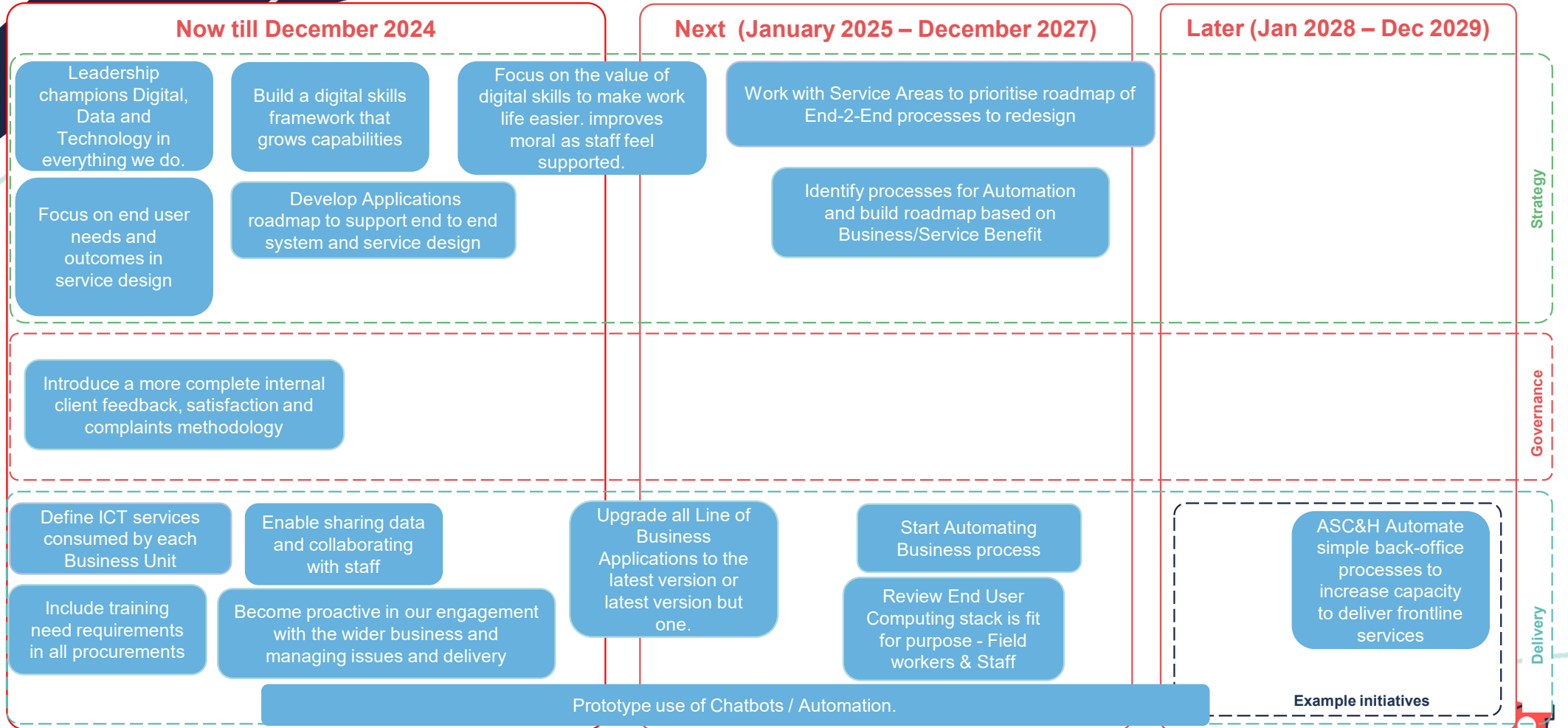
7.1 Engaged residents, businesses, and partners:

Engaged residents, business and partners



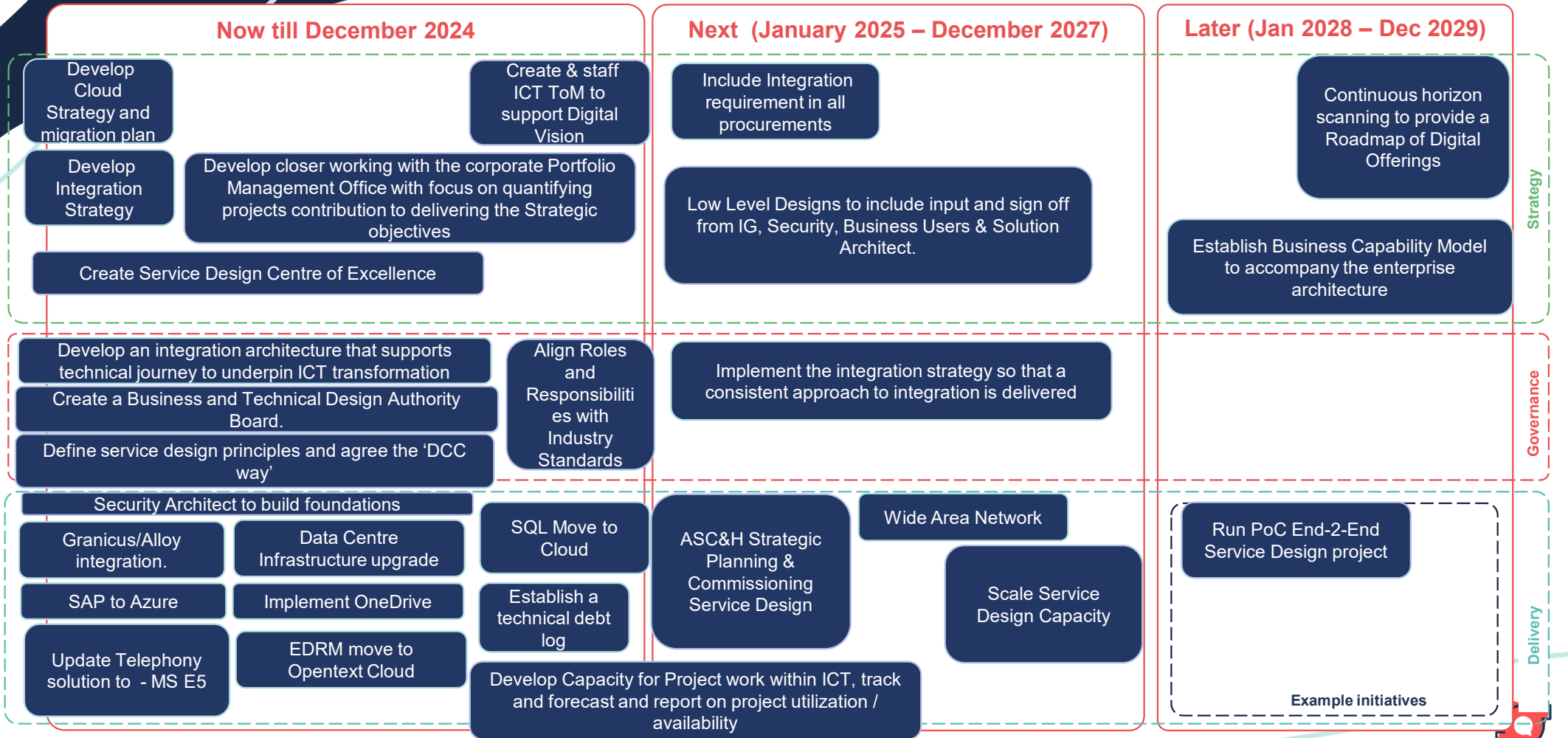
7.2 Digitally enabled workforce

Digitally enabled workforce



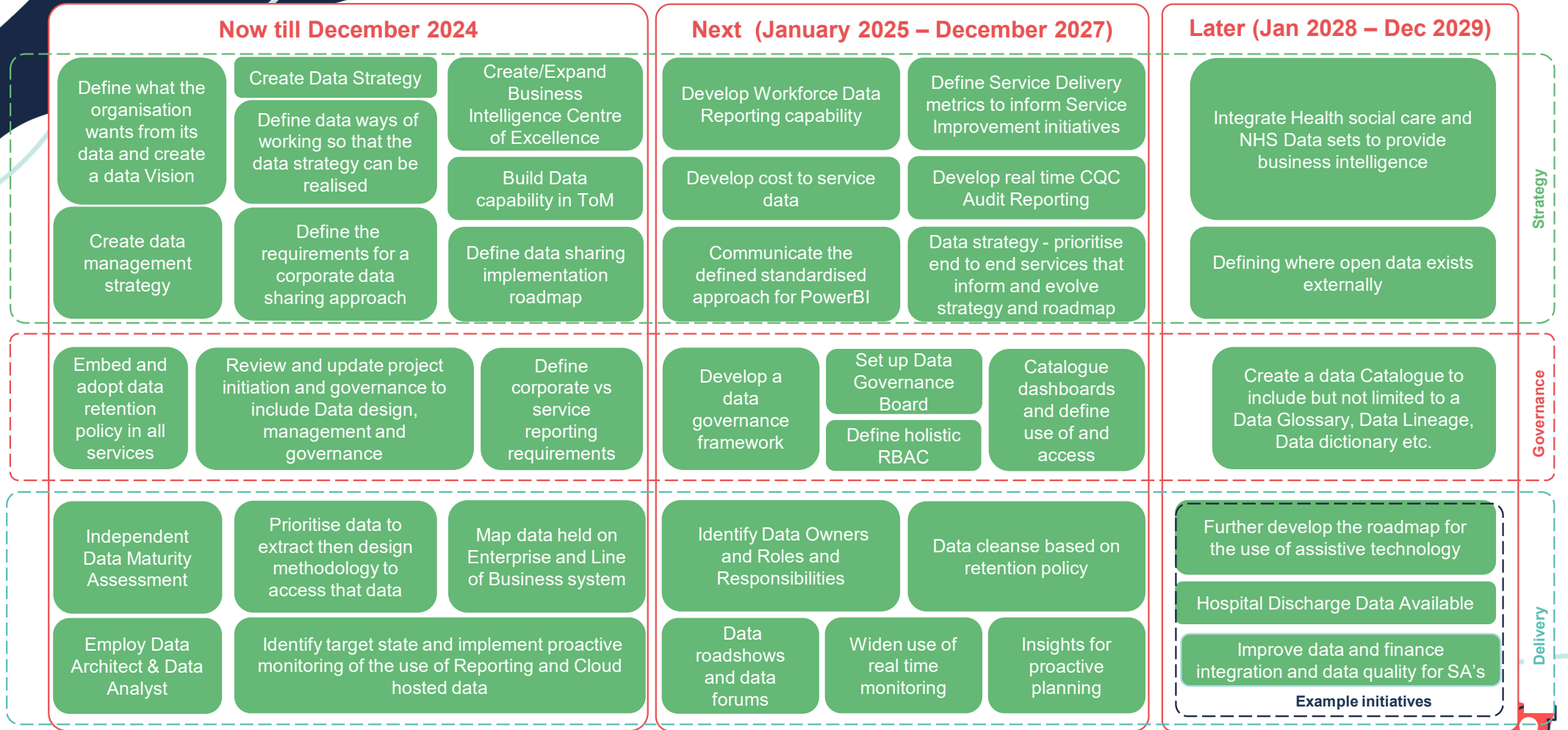
7.3 Digitally enabled organisation

Digitally enabled organisation



7.4 Digitally enabled data driven insight

Digitally enabled data driven insight



7.5 Outputs or outcomes from year 1 of the roadmaps

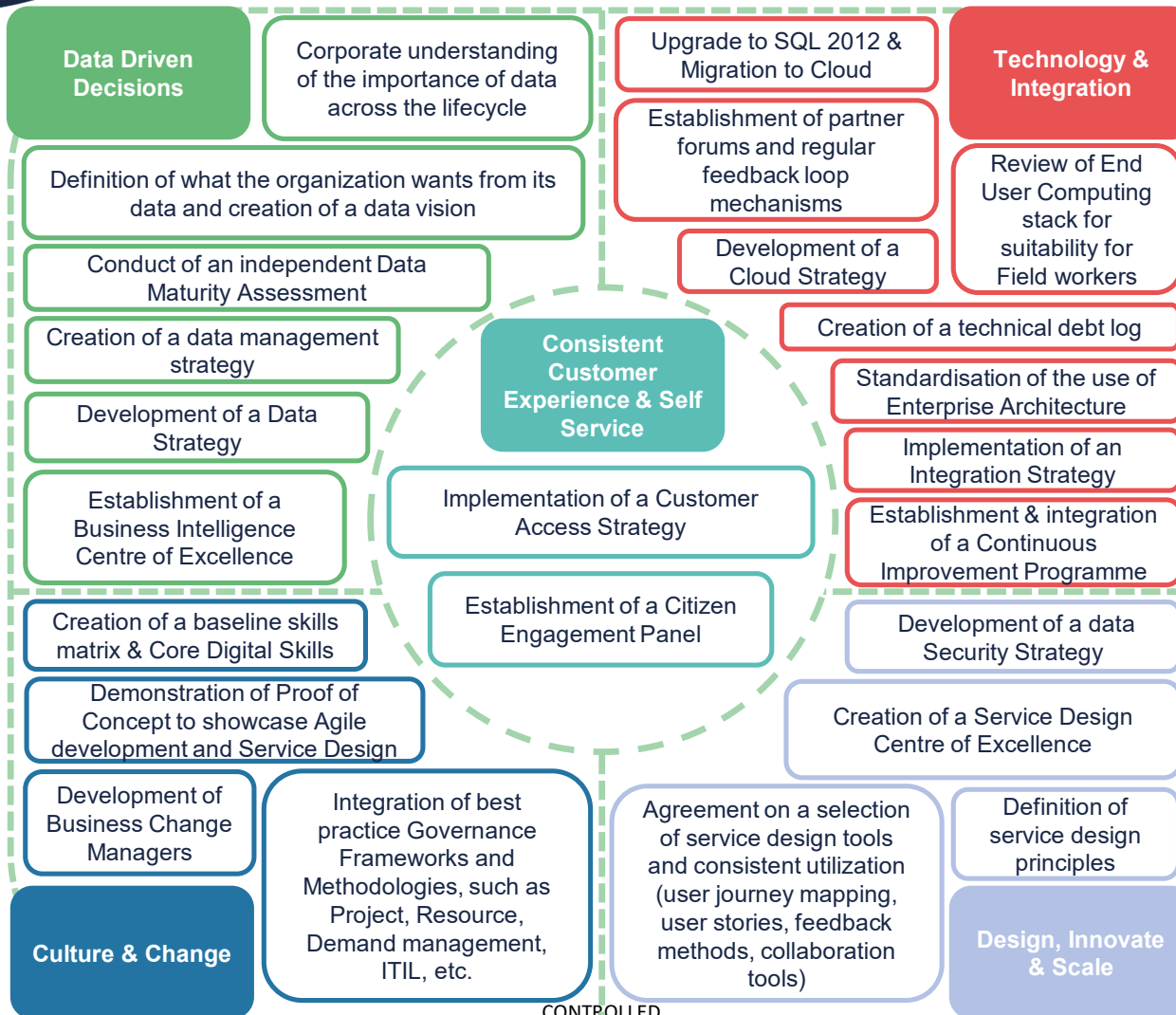
Outputs or outcomes from year 1 of the roadmap

Where to start....

To achieve the desired higher-level outcomes, we co created a list of tasks which were prioritised to ensure appropriate focus and productivity.

The box to the right shows a few examples of the immediate actions to establish in the first 6-12 months.

The tasks incorporate all the themes ensuring there is a balance between Strategic, Governance and Delivery activity to compliment a sensible and realistic implementation roadmap.



What does this mean....

- Utilises processes and practices already in place to build on the DCC way
- DCC has the right skills and roles to support future ambitions
- It builds ability and confidence to access Digital Services
- Staff have the right equipment to do their job well
- Data is used confidently to aid decision making
- Technology and data empowers flexibility and staff have the mobility required to do their job
- Residents have a say and are engaged with council service improvements
- Start to drive out benefits in year 1

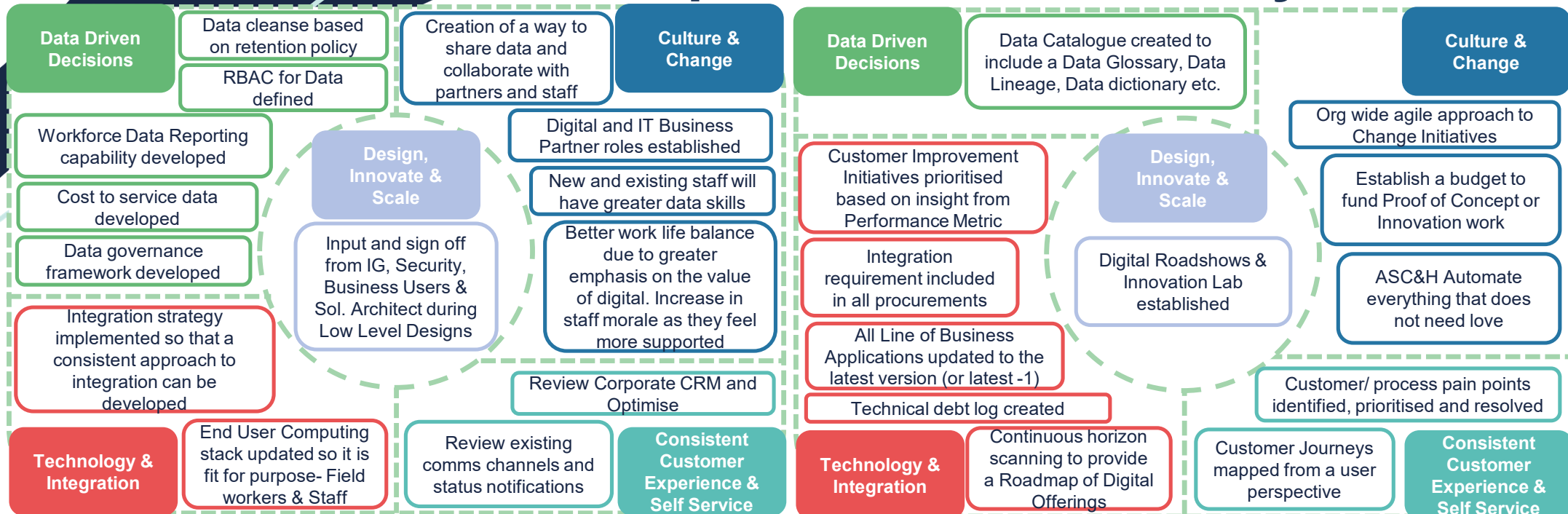


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7.6 Outputs or outcomes in year 2 & 3

Outputs or outcomes in year 2 & 3



What does this mean....

- Skills and knowledge can be shared and staff feel a part of a wider community
- Trust is built between services and Digital/IT to achieve the organisation's objectives utilising existing applications and technology, linking the service needs to the corporate capabilities
- Value of data in DCC is recognised and realised and can be sustained going forward
 - Channels deliver value for money for DCC whilst consistently meeting user need
- Governance behind the digital strategy is effective ensuring that the Digital Strategy and service design process is delivered.
- Staff and partners are engaged and inspired around the possibilities for using data to support digital initiatives
- A consistent approach to integration can be developed, including architecture patterns and technologies so DCC can fully realise the value in its data

What does this mean....

- Proof of Concept or Innovation work can be approached in a more agile and responsive way
- DCC has a 'formula' for prioritising change initiatives that includes nonfinancial benefits
- Programme Delivery Governance Board has the information required to make decisions and prioritise the backlog
 - Data roles and responsibilities are absolutely clear between organisations
- Machine learning to support sorting unstructured data so that the capability can be effectively utilised by other parts of DCC
- DCC has a central view of how and where master data is managed as well as how it is structured for governance and integration purposes
 - Business case for any systems moving to the cloud are more accurate