Warwickshire County Council

Digital and
Data Strategy
2022-2025
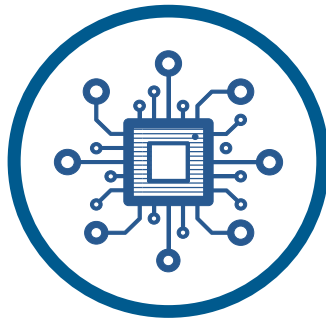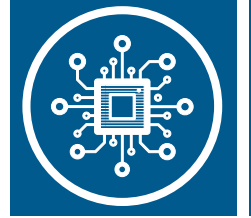
Warwickshire
County Council

Background

The pace of societal and technological change continues to increase citizens' expectations of digitally enabled services. Recognising this, one of the three things we want to be known as under 'Great Council and Partner' the Council Plan states how we will use our data and digital solutions to improve service delivery. This shift relies on data being used as a core asset, helping to provide simple, effective solutions to support citizen needs. Therefore, as a Council we will continue to invest in digital services to:

- Support service redesign to focus on prevention, improved outcomes, and reduced cost;

- Make it easier to access our information and services;

- Use evidence, data, and insight to inform and evidence our decisions, forecast demand, and enable proactive intervention; and

- Using simple, clear, and integrated digital technologies to improve service delivery.

The Council views digital services as best-designed from the citizen's perspective, therefore a successful digital and data strategy must position the citizen at its centre. The Council will take this further by ensuring the citizen is central to our digital service principles which inform how we develop services to respond to citizen need.

The aim of this strategy is to deliver better outcomes. To do this we need to ensure our services are more efficient and joined up, and that we make best use of emerging technologies and innovation.
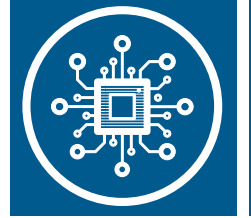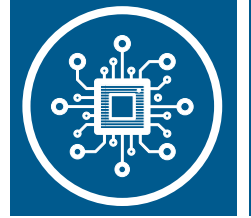
Drivers of the strategy

The Council's 2018-2021 digital strategy achieved much for the Council. It provided services and citizens with a secure and stable platform to build digital services. We brought our IT plans together to support the Council's priorities, using the cloud to improve resilience. Hybrid working was enabled by adopting Microsoft tools and services. The Council's communications infrastructure was upgraded, and a large and disparate applications estate was rationalised to simplify our systems. The Council's website was redesigned to be the front-door to the services we deliver to citizens.

However, the new Council Plan requires ICT to innovate and evolve again. Technologies and capabilities that support new service delivery models need to be developed. Data and application development needs to be prioritised to do this. Partnerships need to be enhanced across Local Government, public and private sector partners through integration of technology and data sources. Therefore, to respond to this changing need, this strategy builds on its previous iteration to deliver:

- **Innovative digital service design:** Supporting the digital enablement and transformation of service delivery;

- **Service efficiencies:** Designing services right first time to reduce costs and support the Medium-Term Financial Strategy (MTFS);

- **Service innovation:** Implementing new technology in a controlled and considered way that accelerates service transformation; and

- **A new data-centric culture:** Building on the considerable progress in understanding our data and obtaining insight from this, we now seek to embed a culture of accountability across all services for the data we hold, the quality of data collected, and utilising our data as the strategic asset it is.

To enable efficiencies, we will encourage citizens who are able to self-serve through online channels to do so and will support the development of digital skills within our communities. We will continue to work in partnership to increase digital connectivity across Warwickshire and the wider region. This will allow us to focus our resources on our vulnerable residents; improve our citizens' experience when engaging with the Council; increase citizen control over their data; and make services more intuitive, convenient, and available.

When digitising processes, we will seek to simplify citizen journeys and remove failure demand through service and process optimisation and using the data we hold to provide the right information at the earliest point in the process.

Introduction

The strategy supports the delivery of the Council Plan, provides the digital enablement for our Customer Experience Strategy, and builds on the direction of travel contained within the 2018-2021 Digital and Technology strategy. It also supports several other strategies and approaches within the Council Plan including our Levelling Up, Economy and skills, and Community Powered Warwickshire approaches. Our Medium-Term Financial Strategy (MTFS) is underpinned in part by the Council's ability to use advances in digital and technology to enable:

- Better provision of information, advice, and guidance to the Council, citizens, and partners;
- Improved communications, collaboration and partnership working;
- Better use of council held data;
- Connected and automated processes; and
- Improved performance and MTFS savings.

This Digital and Data Strategy and its associated delivery plans will be key enablers to supporting the way services will be provided in the future and ensuring the Council can achieve its vision "to make Warwickshire the best it can be".

In support of this strategy, a digital roadmap will be developed that will set out how change will be realised. Building over 3 horizons, with annual decisions on priorities, it implements new technologies and considers the options for optimisation of existing investments to meet existing and emerging service priorities. Investment in the roadmap provides a resilient, efficient, flexible, and cost managed digital foundation from which services can innovate and adapt at pace within a safe, secure, and supported architecture. The roadmap will enable services to interact with existing and new partners easily and to consume new data sources as they become available (for example environmental or smart building sensors) to enable easier decision making from increasingly complex data.
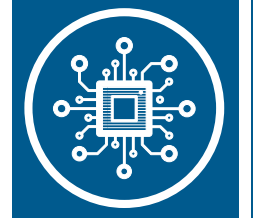
Aims of the strategy

The aim of the strategy is to enable Warwickshire County Council to deliver its vision, priorities, and outcomes by continuing to place digital and data at the heart of its relationships and enhancing interactions with and within the Council.

The strategy therefore focuses on the following outcomes:

- Understanding and managing demand for digital and data services early, and making proactive interventions;
- Increasing the range of digital services across the Council, ensuring they are intuitive, easy to use and convenient;
- Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern;
- Extend the use and analysis of data to inform and evidence our decisions, forecast demand, and enable proactive intervention;
- Develop a culture where the importance and value of quality data is consistently understood, and used to drive impact for Warwickshire's citizens and communities;
- Integrate technology and data to help facilitate more joined up services across our organisation and with partners;
- Consolidate and rationalise duplicated features and capability in applications to reduce cost; and
- Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities.

Our Digital & Data Strategy will support the Council Plan by enabling us to:

- Redesign end to end digital services and not just digitise what exists today;
- Ensure that data collected is "right first time" and that it remains up to date throughout the data lifecycle;
- Position our data and digital services as strategic capabilities to support achieving the Council's priorities and outcomes;
- Assure via a robust, integrated and risk-based digital governance model that the Council has:
  - A defined architecture against which decisions are based;
  - A roadmap for change (the digital roadmap);
  - Technical standards for internal and external services; and
  - A defined delivery methodology supported by frameworks and approaches;
- Take a strategic approach to digital and technology investment that balances the need for enabling better citizen outcomes against the cost to serve; and
- Improve the Council's collaboration capabilities and enable better service integration with partners.
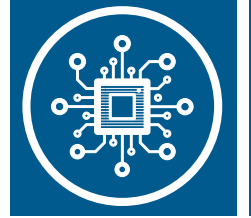
Digital and Data Strategy Summary

Why

To support this strategy, we will develop a digital roadmap which will seek to:

- Reduce the costs of delivery and ensure value for money;

- Increase efficiencies and enhance citizen outcomes;

- Stimulate and enable innovative ways of working;

- Continue the positive reshaping of the relationship between the Council, citizens, and partners;

- Increase digital skills within our communities and the accessibility of our digital services;

- Improve communications, collaboration and partnership working; and

- Better use council held data and to embed a culture where the importance of our data is fully understood.

What

The implementation of the strategy will focus on the following outcomes:

- Interact with citizens on their terms via Digital channels;

- Utilise integrated insight from all systems;

- Provide a single view of citizen/family/resident;

- Enable seamless data exchange with partners;

- Enable efficiencies through automation;

- Enable a flexible work model for staff;

- Embed data ownership and governance across the Council and as a core component of every service; and

- Provide a secure architecture and security services to minimise risk.
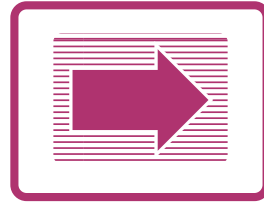
How

The contribution to the Council Plan through this strategy is predicated on the ability to leverage advances in digital and data to enable:

- A digital roadmap driving a clear, strategic view of architectural development that also defines the minimum standards for future digital and technology investments;

- Reduction in costs through controlled reduction in applications instead using re-usable digital applications and services;

- A consistent digital Citizen Experience;

- Data that can be referenced and combined across services;

- Identification of data relevant to partners and make it available;

- Continued move to cloud-applications to support flexible working and easy access to data; and

- Commissioning of digital outcomes and ICT services.
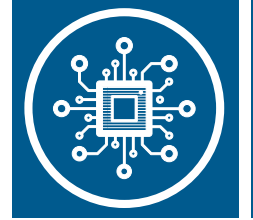
Key Building Blocks

To support the Council's priorities, the Council Plan, and our digital ambitions, four key cross-cutting building blocks have been identified which will underpin the Council's digital and data strategy and the four core deliverables shown on page 1.

*Best digital citizen outcomes through **innovative service design** to deliver:*

- Increased digital self-service
- Improved citizen satisfaction
- Reduced cost of service provision

*Better use of data, information, and insights, developing a new **data-centric culture** by:*

- Better and more informed business decisions
- Improved demand management
- Increased proactive and preventative intervention

*Operational efficiency, productivity, and continuous improvement, **enabling service efficiencies** through:*

- Combined technology and digital capability
- Optimised, efficient, fit for purpose services
- Rationalised application portfolio
- Increased collaboration with service partners

*Enabling better services through **service innovation**, providing:*

- Robust and reliable ICT
- Flexible working
- Commissioning services, systems, and processes
- Digital service capabilities

The implementation of the strategy is realised through the three horizons of the digital roadmap which translates our digital ambitions into a programme of change (see diagram below) and a data programme.

The building blocks have been developed from the identified needs of our citizens, the Council, our stakeholders, and partners. We have defined the required objective, the themes, and outcomes; however, it must be noted that:

- No building block is independent of the other, all are inter-connected;
- Jointly they create an integrated framework for change;
- Together they define a minimum acceptable standard from which our architecture is based; and
- They will be governed and assured centrally.

The building blocks underpin our approach to delivering digital services and assuring customer experience which is summarised as:

- Define what the customer wants
- Apply our design principles
- Have clear success criteria
- Measure to demonstrate success
- Iterate to improve

Block 1 – Best digital experience
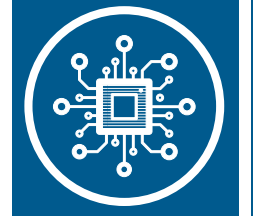
Objective: To place customers at the heart of our digital service design and make digital the preferred method of interaction.

Why

The Council wants our residents, staff, and partners to benefit from our digital services to:

- Engage with use through a choice of digital channels;
- Utilise insight from our systems; and
- Understand, predict, and manage demand.

Furthermore, we wish our communities and businesses to be enabled to fully participate in the range of opportunity that digital enablement and skills provide.

What

We will achieve this by focussing on:

- **Our digital customers.** We will undertake a digital service redesign of our services to ensure they are optimised to meet citizen need and that we can fulfil demand efficiently and effectively;
- **Digital workforce.** We will provide our employees with the digital tools and skills they need to perform their roles as effectively as possible;
- **Creating digitally capable communities.** We will work in partnership to help equip communities and businesses with the digital skills and tools they need in an increasingly digital economy;
- **Digital infrastructure**. We will continue to work with telecommunications providers and other digital agencies to create the right conditions to accelerate digital investment across Warwickshire reducing digital inequality within our communities; and
- **Digital collaboration.** We will continue to work closely with partner organisations to deliver joined up service.

How
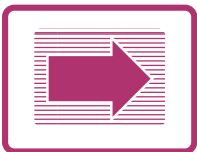
The digital roadmap will provide the platforms through which our residents, staff and partners can interact effectively and efficiently.

We will focus on 4 areas to ensure that our digital capabilities are able to meet our digital ambitions:

1. **Strong foundations:** develop the Warwickshire platform to manage customer interactions and provide relevant data and insight;
2. **Process digitisation:** review and digitise Council processes seeking efficiencies for our staff through redesign and automation;
3. **Integration:** standardise the mechanisms through which we security exchange data across the Council systems and those of our partners; and
4. **Digital skills:** work in partnership, supporting our Community Powered Warwickshire approach to develop the digital skills of our communities.

Block 2 – Better use of data, information, and insights
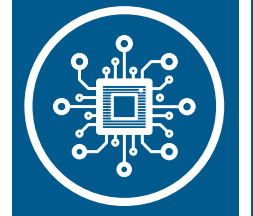
Objectives: 1. to accelerate and shape the delivery of the Council's ambitions and outcomes through insight gained through the effective application and sharing of data; and

2. to work with partners to improve end-to-end service delivery through integration of data.

Why

The Council is committed to utilising our data efficiently and effectively to:

- Provide high quality digital services;
- Provide early intervention to service users;
- Understand, predict, and manage demand; and
- Work seamlessly across the Council services and with partners.

What

We will achieve this by focussing on:

- Managing data within the Council:
  - **Consistent formatting:** We will format data consistently to make it safer and easier to act upon internally and to share with partners externally;
  - **Streamlined processes:** We will streamline the collection and sharing of data by having consistent processes for its collection, organisation, and management; and
  - **Consolidation and integration:** We will endeavour to consolidate data into a single store and eliminate the need to copy or duplicate it.
- Creating the conditions to effectively manage our data:
  - **Availability:** We will work to ensure data is available through systems we design, build, or procure;
- **Accountability:** We will ensure that accountabilities are clear for each data set within the organisation and that all staff understand their responsibilities to protect the integrity of our data;
- **Assurance:** We will ensure that clear monitored processes are embedded to assure the ongoing integrity, management and analysis of data, compliance with legislation and that data is used ethically; and
- **Culture:** We will establish a culture of data literacy supported by the appropriate behaviours that embeds the importance of data as fundamental to everyone in the organisation.

How

The digital architecture enabled through the roadmap will provide the technology to optimally store and deploy data.

We will focus on 4 areas to ensure that we maintain high quality and accessible data:

1. **Integrated insight:** utilise data from our systems and external sources to enable the best decision making;
2. **Single view:** utilise each interaction with our residents to build a richer picture of their needs of the Council;
3. **Integration and exchange:** enable seamless but controlled data exchange across the Council systems and those of our partners, working with our partners to understand their needs and the data they hold that could bring value to the citizens and communities of Warwickshire; and
4. **People:** ensure that everyone has the skills and knowledge to collect, maintain and bring value from our data.

Block 3 – Operational efficiency, productivity, and continuous improvement
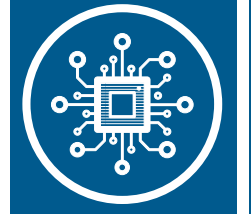
Objective: To deliver services more efficiently and effectively

Why

Digital capability is fundamental to the work we do and services we deliver. Our digital roadmap will align to the Council's priorities, citizen requirements and changing partner landscape. When implemented, it will result in improved efficiency and responsiveness in Council operations. The roadmap results in an architecture that enables the Council to adopt a joined-up, one Council approach to digital development that will reduce total cost of service delivery.

What

We will achieve this by focussing on:

- **Digital and Technology investments:** one approach to digital investment for Council services that combines service requirements and reduces total cost of ownership;

- **Understanding our costs and delivering value for money:** we will adopt a robust sourcing and procurement strategy and use our purchasing power for best value to the organisation;

- **Consolidating and rationalising our applications portfolio:** we will reduce maintenance effort, support cost and risk by reducing the number of digital and technology systems and sharing common functionality between services;

- **Investing in emerging technologies:** ICT Delivery teams will invest in the capabilities necessary to adopt rapid advances in technology;

- **Service agility:** the ICT Delivery Team will develop new skills and capabilities to effectively support existing and new service solutions;

- **Improved partnership and collaboration:** we will work with partners to deliver service efficiencies and share workloads where it is mutually beneficial and in the interest of the citizen; and

- **Increase service integration:** we will adopt standard integration approaches to provide system integration and information exchange with internal systems, partners, and suppliers.

How

The architecture integrates three approaches:

1. **Digital enablement:** a single platform supporting all digital Council services that will ensure citizens can discover and access our services easily and our people can deliver services cost-effectively;

2. **Business solutions:** line-of-business solutions that will drive simplification and operational efficiency; and

3. **Reusable components:** designed to underpin multiple business processes, built once, and used often, bringing efficiencies, and reducing duplication.

Block 4 – Enabling better services
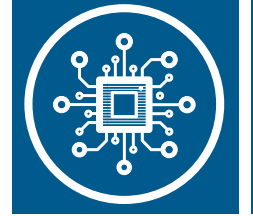
Objective: To provide the technology capabilities and service architecture to enable the Council operations

Why

Technology adoption underpins the Council's digital ambitions and therefore our ICT Services need to be:

- Supportive of business need;
- Reliable and secure; and
- Cost effective.

What

We will achieve this by focussing on technology capabilities to support:

- **Robust and reliable ICT:** the architecture will deliver through:
  - One shared infrastructure;
  - Cloud adoption;
  - Best of breed security management; and
  - Transparent management and monitoring.
- **Flexible working:** the architecture will enable our staff through:
  - Single device platform; and
  - Collaborative working.
- **Commissioning:** we will review our systems and service processes and commission these to reconfigure to align with the architecture and identified service outcomes.
- **Digital customer capabilities:** the customer platform will provide:
  - Customer engagement; and
 - Relevant customer information.

How

The digital roadmap results in a consolidated and simplified architecture. This enables a consistent approach to decision making and investment focusing on commonality and reuse.

We will focus on 2 areas to ensure that our technology services meet organisational need:

1. **Architecture led:** develop and implement a centralised, simplified architecture that enables reusable capabilities for use across the organisation; and

2. **Service delivery:** commissioning of ICT service provision ensuring alignment to the required organisational outcomes.
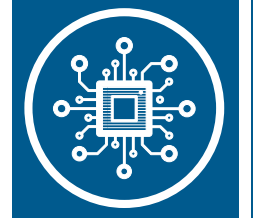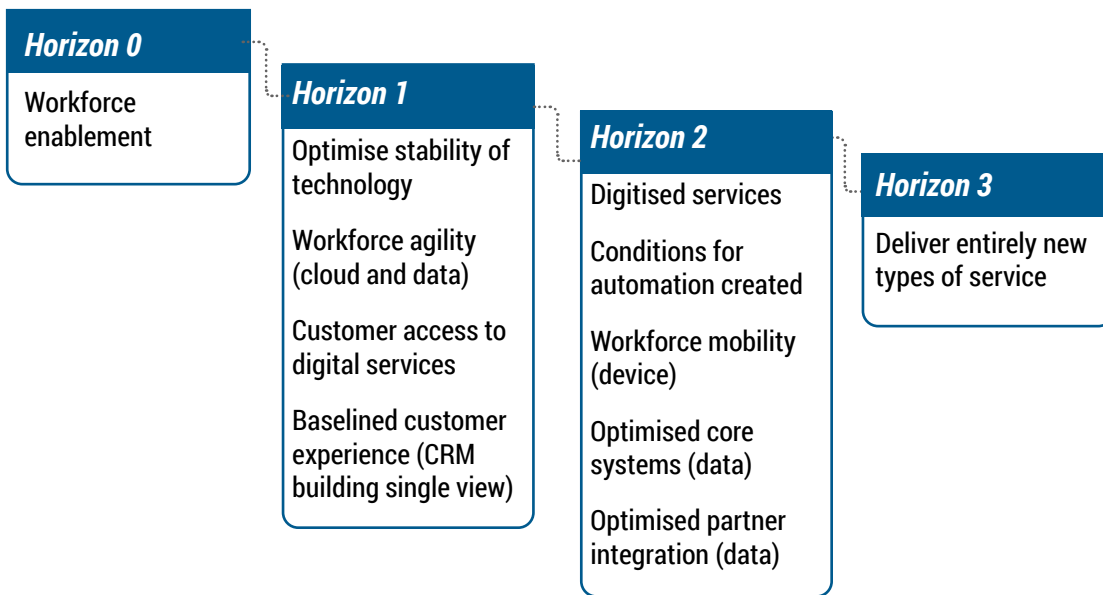
Digital Roadmap

The digital roadmap is the mechanism through which the strategy will be realised. It is composed of three horizons which will incrementally build enabling the capabilities and benefits within the strategy to be achieved.

The roadmap will implement new technology to support efficiencies and innovation within services to deliver the Council's priorities as set out in the Council Plan, and to support the digital savings required by the Medium Term Financial Strategy.

The roadmap will be published separately from this Strategy and reviewed annually to ensure alignment with Council Plan priorities.

Horizon 0

Workforce enablement

Horizon 1

Optimise stability of technology

Workforce agility (cloud and data)

Customer access to digital services

Baselined customer experience (CRM building single view)

Horizon 2

Digitised services

Conditions for automation created

Workforce mobility (device)

Optimised core systems (data)

Optimised partner integration (data)

Horizon 3

Deliver entirely new types of service

Associated Strategies

The following strategies are closely related with the Digital & Data Strategy in achieving the outcomes of each

• Coventry & Warwickshire Integrated Health & Care

• Customer Experience

• Digital Infrastructure

• Economic Growth

• Our People

• Tackling Social Inequalities in Warwickshire