



North East Lincolnshire Council

ICT & Digital Strategy 2022 - 2025



Stronger Economy: Stronger Communities. **Together we can be stronger.**



Foreword

Welcome to our ICT and Digital Strategy for 2022-25. This strategy has been developed through engagement across the Council to ensure it meets the needs of the Council in achieving its ambition with its delivery partners including local, regional and national developments. We are in a unique place as we reflect on our progress and develop our future roadmap. The pandemic has taught us a lot of things about our ICT and Digital offer, our implementation and development of modern tools and technology and this strategy continues to build on our successes. ICT is fundamental to how we develop, commission, and deliver our services across the Place and our work with wider public sector services, the private sector, the voluntary sector, and wider community.

Digital design and use of technology is key to realising opportunities and overcoming some of the challenges we are facing, and we need to ensure that we continue to exploit the power of technologies and challenge the technology market so that we have flexible and secure tools when developing and designing services for our community and businesses. Our focus in this strategy is to ensure we are enabling delivery of the Council Plan and supporting Stronger Economy, Stronger Communities along with ensuring our internal infrastructure and platforms enable the Council to operate efficiently, effectively, and securely and delivers better value for money. Whilst there is still a place for face to face more is being driven online and we must harness the opportunities this presents. As a signatory to the Local Digital Declaration, we are committed to the collective ambition for local public services in the internet age and will embrace the principles and commitments of it.

As an ICT and Digital Service we will work collaboratively to prioritise, manage demand, design and shape digital services and to respond to digital inclusion challenges in North East Lincolnshire.

To support our workforce, we will focus on providing excellent, fit for purpose and secure ICT and Digital solutions. Our priority is that technology will be there to assist and enable the workforce to do their job.



Our aspiration

Looking ahead over the next three years, this plan reflects the key aims of the ICT and Digital Service, which has a drive to be ambitious in our use of technologies and how we enable services to consider the art of the possible. So that we can step out of our comfort zone and achieve transformational success, whilst delivering high quality core activities and services.

To be successful, it is important that our Strategy supports the ambitions of the area. The Council, along with our partners, have recently revisited the Outcomes Framework for North East Lincolnshire. This has five priorities, and those are that our people should:

- Reach their full potential through skills and learning;
- Benefit from a green economy and a high-quality environment;
- Enjoy good health and wellbeing;
- Benefit from a strong local economy;
- Live in a safe environment, can have their say about things that are important to them and participate fully in their communities



Our Approach

The ICT and Digital service are committed to working in a way that meets the needs of the Council and its partners and is in line with our commitment in the Local Digital Declaration. We will achieve this by basing our approach on the following ways of working:

Principles

- Valuing systems that implement incremental changes rather than whole scale, new versions
- Sustainable IT - from device procurement and disposal to data centre energy costs
- Seeking out carbon reduction opportunities
- Make data and information easily accessible
- Work with regional and national incentives to implement best practice
- Deliver on our commitments in the Local Digital Declaration

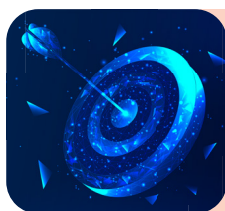
Design

- Being guided by the Technology Code of Practice
- Following User Centred Design
- Recognising that root cause analysis and a discover phase is key to getting the right solution
- Prototyping solutions to test usability in real time and change direction if something isn't working

Delivery

- Taking a flexible approach to Project Management
- Following recognised Procurement standards
- Buying in support where it's more cost efficient
- Continue to provide support layers as per ITIL guidelines

Our Three Themes



Optimising the ICT infrastructure, systems and data to enable the use of technology solutions which improve economy, efficiency and effectiveness throughout the Council and its partners.

Strategic – led by the ICT and Digital Service to remove barriers and future proof our infrastructure, systems and applications.



Enabling the Council's and Place Outcomes and Priorities through transformation, innovation and support.

Operational – service led, informed by the Council Plan and service objectives based on community need.



Securing the Council's infrastructure, systems and data.

Externally driven – based on legislation, best practice and known risks.

Optimising

Under the Optimising theme, we will demonstrate digital leadership, creating the conditions for organisational transformation.

We engaged with our users to explore where improvements were needed to ensure that we focused our efforts on the right areas. Our users told us the following, and here is how we will respond.

	You said....	We will.....	So that.....
1	Multiple systems cause duplication of processes. Data is dispersed and not structured so it cannot be used for decision making	<p>Prioritise projects that remove legacy systems and focus on multi use systems or integrations</p> <p>Ensure that platforms are able to capture data and information in a way that enables insights to be developed.</p> <p>Increase the number of systems using trusted sources.</p>	<p>Processes are more efficient and cost effective. We make best use of the technology that is available to us and technological silos are reduced</p> <p>Our data can be easily used for evidence-based decision making and developing insights.</p>

Optimising continued..

2	System implementations can be under resourced, and users are sometimes not confident in their use of the systems	Offer advice and guidance around system implementations and what are realistic timescales.	Projects are well planned and resourced to achieve the project goals and long-term benefits of the change and we are able to record and share lessons learnt.
3	Modern, reliable, technology can be expensive and often outside of our budget envelope	Ensure that we get the most use out of our chosen technologies and explore various potential funding streams and procurement collaboration opportunities.	We get best value from our spend and more services benefit from the technology and therefore the wider community and long-term financial commitments are sustainable
4	We do not always know what tools are available to help us change our way of working	Build relationships through our Business Partnering team who will share their knowledge based on a deeper understanding of the services needs and art of the possible.	The right tools for the job are chosen and the services are supported to make the most of the opportunities that this can bring (examples community engagement, data visualisation)
5	Time is spent on manual processes that do not add value to services. Administration processes for ICT can be convoluted.	Use technology and process reviews to simplify procedures identifying feasible opportunities for automation	Processes are smoother, systems are accurate, and security is enhanced More solutions are streamlined, and processes are more efficient
6	We lack connectivity to systems when working in the field and it varies between corporate sites which causes duplication of data capture	Work with services to improve ways of working, connectivity, and remote system access to support modern working Ensure that infrastructure investment is consistent and in line with the assets plan and budget envelope	Everybody is enabled to work effectively, regardless of their location and data is captured in real time making processes more efficient

Enabling

Through the enabling theme, we will work with services to understand how technology can help them to meet the needs of the community.

	We will.....	So that.....
1	Support the development of a Place based Digital Inclusion strategy and related activities, such as community connectivity	We minimise those who are excluded from digital services and recognise how to support the part of our community where digital is not a suitable approach
2	Ensure that users have access to the appropriate devices and equipment by acknowledging that it is not a one size fits all approach	Users are enabled to effectively carry out their roles and are connected with the wider organisation
3	Utilise our in-house skills to create the infrastructure for modern and responsive platforms, such as Council website, Intranet or Customer Portal	Services have a way to share their news and information in an engaging way and the community has a clear place to go to interact with us
4	Engage with internal users to understand their requirements for partnership working and collaboration	We can promote the available tools and methods to make working with people outside of our network as simple, safe, and efficient as possible based on best practice.
5	Support regeneration and development projects where technology can be an enabler	There is an enhanced culture, heritage, leisure and tourism offer supported by digital tools and technology
6	Provide the tools that users need to help them with access to information	Users can access the information that they need to monitor their progress for example, their Council Plan objectives
7	Work with users to support changing demands and service structures	We can implement the required technological and digital changes required to allow users to take advantage of opportunities that arise
8	Ensure that the work we do links with other Council and partnership strategies and values	Priorities are easily understood based on council wide fit with strategic objectives and how we work supports the wider outcomes framework

Securing

	We will.....	So that.....
1	Utilise the security tools provided within Windows E5	We are achieving value for money and giving a return on the investments made, whilst increasing our cyber security posture.
2	Ensure that every person that accesses the network does so in a secure and robust manner and only have the levels of access they need for their role	The risk of user accounts being compromised, the likelihood of successful attacks and data leaks are significantly reduced.
3	Raise awareness that Cyber Security is the responsibility of everyone through training and knowledge articles	As an organisation we understand the importance of Cyber Security and as individuals we understand the role, we play in keeping the Council's network and data safe
4	Review all Applications used by the Council to ensure that they meet our security requirements	Partnership and collaborative working can continue whilst in the knowledge that our suppliers and tools have strong robust cyber defences
5	Ensure all devices provided by the Council are secure	The likelihood of a cyber-attack through a compromised devices is significantly reduced
6	Achieve cyber security compliance with recognised security certification	We are meeting the requirements set out and following recognised guidance to reduce our risk of a successful cyber attack
7	Ensure that our data is communicated in a secure manner	As data processors we are doing all we can to reduce the risk of data breaches.



What will be different?

Within one year

- We will have a roadmap of the projects and programmes that support this strategy
- We will understand the wider requirements of service areas and the council's transformation programme through their strategic plans
- Closely aligned to the new operating model to support it in achieving its ambition
- We will make use of current trusted sources as new systems are implemented
- An enhanced reporting model will be in place
- Business Partners will be clearer about the strategic needs of the service areas with an updated approach to their roles and responsibilities
- We will have developed our approach to sustainable ICT
- We have an established process for all ICT and Digital projects to follow
- Any system and digital tool procurements and implementations will be reported through the ICT and Digital Board
- A baseline customer satisfaction survey will have been completed
- We will be maximising our use of M365 security tools

Within two years

- Identify and approve new trusted sources
- ICT will be an integral part of multi-disciplinary teams delivering transformation
- Understanding how our public infrastructure can support the Council and the wider community
- Developed a new customer portal
- All projects are captured in a central platform
- Reviewed and refreshed cyber security training offering
- We will have an inventory of systems and digital tools in use and have audited the suppliers
- We will be maximising our use of M365 security tools

Within three years

- Understand the potential impact of the asset's rationalisation plan
- We will have reduced the number of systems in use
- We will have reduced our physical and carbon footprint
- Continued delivery and development of the ICT and Digital Roadmap
- We will have supported the implementation of the Council Plan
- We will be maximising our use of M365 security tools



Vital Signs: Our barometers to identify our progress

The ICT and Digital Board will monitor progress of the following Vital Signs:

#	INDICATOR	DESCRIPTION	SOURCE OF DATA	BASELINE	TARGET		
					YR1	YR2	YR3
1	Cloud Hosted Applications	Percentage of critical systems that are cloud hosted	Asset Register	20%	50%	60%	65%
2	Number of on-premise hosts	Number of servers required to deliver internally hosted applications	Asset Register	54	42	36	31
3	Trusted Sources	Number of applications using a trusted source	Asset Register	1	3	4	5
4	User Satisfaction	Gauge feedback on the ICT & Digital Functions	Survey	To be established in Year 1 survey	10% return	tbc	tbc
5	ICT Software Investment	Impact on Revenue Expenditure	UNIT4	£1,749,500	£1,749,500	£1,749,500	£1,749,500
6	Use of Automation	Number of Processes automated	CSMP	To be determined in Year 1	tbc	tbc	tbc
7	Delivery of Roadmap	Delivery of identified projects and key applications	ICT and Digital Roadmap	Roadmap in place	-	-	-
8	Risk Gap Analysis	Measures are implemented to reduce risk	Cyber Security Performance Measures	71%	75%	85%	95%

Associated Documents

- Operational Dashboard
- ICT and Digital Roadmap

ICT and Digital Strategy	2022 - 2025	Version 1.01	Review Frequency – 6 monthly
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**Thank you for reading our
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Council ICT & Digital Strategy
2022 - 2025.**



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