

# ICT Strategy

2022



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



# 1. Introduction

## **1.1. PURPOSE**

This document provides an overview of the ICT strategy for South Kesteven District Council.

## **1.2. SCOPE**

The objective of this document is to:

- › Describe the ICT vision for South Kesteven District Council.
- › Demonstrate the close link between the ICT strategy and the council's business priorities.
- › Describe the key strategic areas required to realise the vision and align ICT with the business.

The scope and ambition of this strategy is based on innovation, strengthened governance and working together across all services and partners to achieve its objectives.



## 2. Executive Summary

Over the past ten years there has been a significant shift in the digital technology we use within the organisation. This technology is now a fundamental and essential part of the running of our Council. Our recent technology initiatives culminated in the introduction of new digital tools and technologies to enable us to work in a more agile and modern way. Building on the success of the previous ICT Strategy we are now looking to further strengthen our approach by empowering services to exploit the transformational opportunities that digital tools and technologies offer, ensuring that we are able to offer the very best service to our customers. Whilst we have bold ambitions for our digital tools and technologies, we will continue to have a robust and proactive approach to our cyber-security measures.

We remain engaged regionally and nationally in cyber security activity. We align closely to the work of the National Cyber Security Centre (NCSC) with regards to our approach to cyber-security and are members of the East Midlands Government Warning, Advice and Reporting Point (EMGWARP). This strategy looks to underpin the organisation's continued drive for efficiency and transformation through digitalisation. This will be supported by

working with services to optimise the delivery of our technology services.

This ICT Strategy and the delivery plan is underpinned by the ICT roadmap which sets out the strategic direction of the deployment of the ICT estate which seeks to maximise functionality, value for money and quality customer experience.

### **2.1. BUSINESS CONTEXT**

The ICT Strategy is formulated within the financial framework set out in the Medium Term Financial Plan. This sets the financial context for the organisation and describes the budget challenges we face.

The ICT Strategy is designed to support the organisational wide transformation and digitalisation agenda working towards maximising business efficiency.

## **CORPORATE PLAN**

The Corporate Plan sets out our vision and priorities for the District. The ICT Strategy and associated ICT & Digital Service plan has been designed against the key themes of:

- › Globally connected
- › Locally committed
- › Delivering our priorities with fewer resources
- › Managing performance and measuring progress

National Cyber Strategy 2022 - The new National Cyber Strategy is in place to ensure that the UK remains confident, capable and resilient in this fast-moving digital world; and that we continue to adapt, innovate and invest in order to protect and promote our interests in cyberspace.

It should be noted that technology is only one component of change: it can only deliver expected organisational benefits and efficiencies in conjunction with:

- › Business processes that are efficient and take a “digital-by-design” approach.

This means that our processes are fundamentally transformed to take full advantage of the tools, techniques and technologies that the internet-era has to offer.

- › Adoption of new ways of working by the end user be that employee, customer or partner organisation

# DIGITAL TRANSFORMATION





# 3. Strategic principles

## 3.1. OUR VISION

The vision for our ICT Strategy is made up of two key principles, both of which focus on building on the technology foundation created by previous versions of this strategy.

Our first component of the strategy is the ICT platform.

### **THE PRINCIPLES ARE:**

- › Redesign our services around the needs of the people using them
- › Break our dependence on inflexible and expensive technology that doesn't join up effectively, in favour of modular common components and open data standards
- › Design safe, secure and useful ways of sharing information to build trust among our partners and residents
- › Demonstrate digital leadership, creating the conditions for genuine organisational transformation
- › Embed an open culture that values, incentivises and expects open working wherever we can, sharing our plans and experience, working

collaboratively with other organisations, and learning and adopting good practice

The ICT platform principle should for end-to-end interactions be as simple and streamlined as possible. Any process complexity should be hidden from our customers.

We should aspire for all our services to be redesigned to take full advantage of the latest and best digital tools and technology available. In doing so we will learn from the very best, most useable digital services that people use in their day-to-day lives, bringing those principles to our services.

We will do this by:

- › Using shared and common components such as a standard payment or booking platform as an example. Where components already exist nationally or regionally these will be considered first for adoption

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- › Providing the platforms to enable streamlining of business processes. Allowing them to be redesigned as digital by design making the best use of technology, automating as much as we can
  - › Maximising the use of the data we hold ensuring it is accurate, secure and can enrich and improve the end user experience
  - › Simplifying processes and systems for the benefit of customers and teams
  - › Supporting our employees at every level of the organisation to gain or maintain the digital skills, confidence and commitment to adopt a digital by design approach
  - › Encouraging and enabling collaborative working across boundaries to deliver services and meet customer needs

Our second principle is:

A Digital Workforce – enabling our staff to have an access to the right tools to do their job and be confident in maximising the use and benefits of technology in daily work.

We need to continue a rapid change in culture and mind-set to demonstrate a clear commitment to embracing IT innovation and to provide a clear vision for a more digital future; one that offers a vibrant and exciting environment for not only for our current workforce, but the up-and-coming generation of digital talent.

We will do this by:

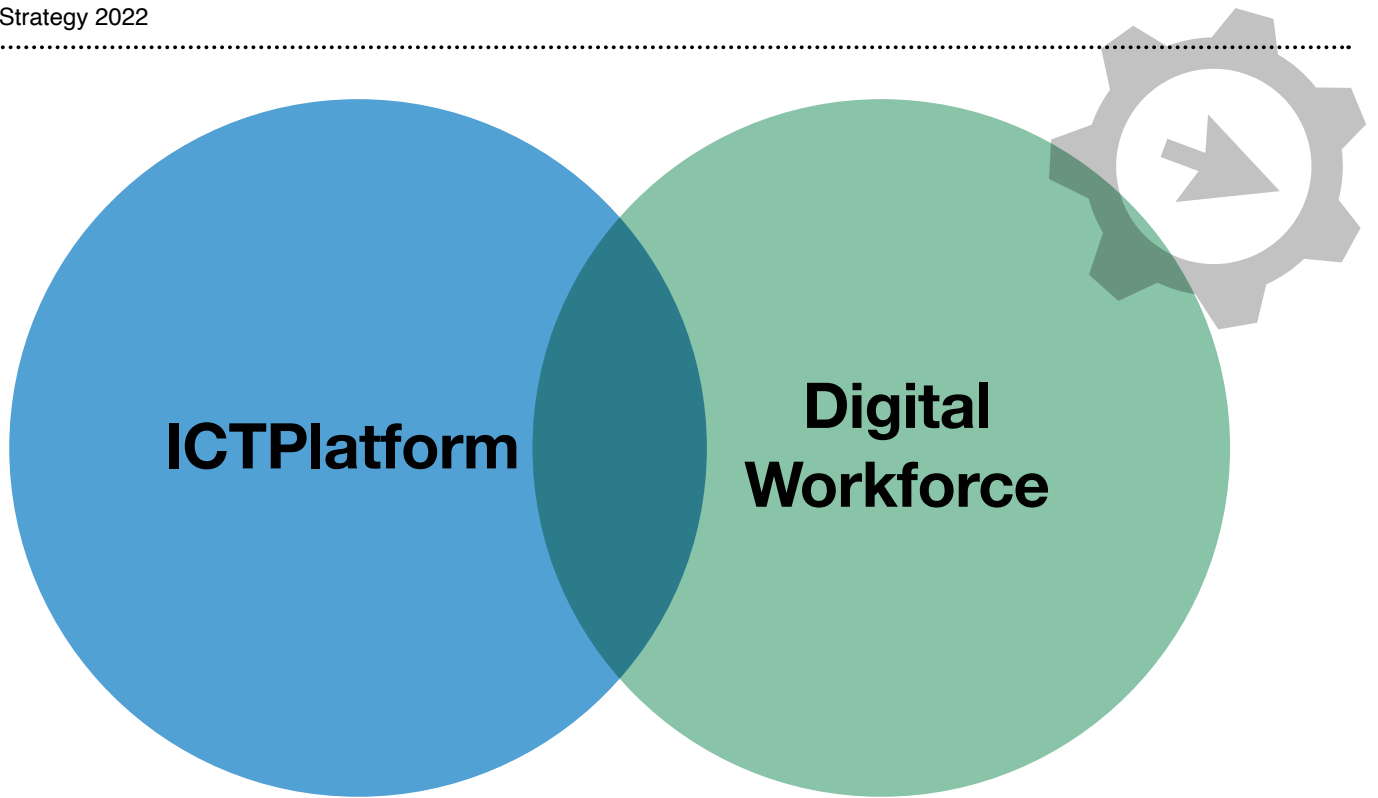
- › Providing the right technology and devices so that teams can work in different places and can access the systems they need, when they need to

These two strategic principles complement each other in the delivery of a successful, transformational ICT service.

The ICT platform seeks to streamline and modernise our processes and systems with our digital workforce principle ensuring employees have the relevant skills and tools to make the best use of the technologies available.







### **3.2. ICT STRATEGY THEMES**

Based on our vision, this is what we need to do to achieve our objectives. This has been split into themes, each of which has an evolving roadmap of activity supporting it.

The themes will not only address organisational pressures but also be driven and updated by wider technology industry demands and trends. It is important to note that across all our themes the focus is to directly support the Corporate Plan by delivering the very best, easiest to use, efficient and innovative services to our residents and customers.

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**OUR THEMES ARE:****Engage**

Keeping our finger on the pulse of the organisation

We are re-establishing ICT business relationship management with services to ensure ICT & Digital empowers and enables individual service business plans. We look to work closer with our partners, peers and likeminded organisations to share learning, platforms and solutions.

**Optimise**

Technology services will work when we need them and how they are needed to work. The stability and security of our technology estate and data will continue to be a priority

We will ensure that the day-to-day operation and use of ICT is optimised in terms of availability, resilience, security and performance.

We will do this through consolidating and modernising our technology estate. Reviewing service level agreements and our key performance indicators. We will optimise the systems we use in line with the local digital declaration to ensure that they work across the most popular, commonly used platforms. This will help ensure that integration with partners, peers, stakeholders and like-minded organisation is possible.

## Empower

Helping the organisation make the best use of our technology services. Enabling wider, whole system issues to be addressed through greater collaboration and connectivity with partners

We will ensure that our workforce, including our employees and elected member cohorts, have access to the right digital tools and skills to do their jobs in the most efficient way. This will directly support, benefit and enhance the services we provide to our customers and residents.

We will do this by supporting digital skills. Continuing to modernise our technology estate and making greater use of our data warehouse and the organisational insight that this enables.

## Transform

Partnering to help transform our processes and culture in the context of the opportunities of the internet era

We will support a digital process development plan across the organisation making the best, most innovative use of new technology. How we best serve our customers will be at the heart of our transformation and everything we do.

We will do this by proactively assessing, incorporating and developing the latest technologies such as Artificial Intelligence (AI), Machine Learning, Automation, Blockchain, Internet of Things (IOT) etc.

# 5. How and what will we deliver on this strategy?

Due to the amount of change required and the pace at which technology evolves, this strategy and associated activity roadmaps and plans need to be continually updated, managed and monitored. This is required to ensure that the roadmap and technology direction of travel remains relevant and in line with the organisational needs. The Service Plan will be reviewed quarterly and updated annually, linking through to associated project and programme documentation. It will be the centralised location for updates against ICT roadmap activity.

Technology is one of the foundations to digital transformation. However, transformation, business change or service redesign cannot be delivered through technology alone. The benefits of digital technologies stem from how they are integrated with people and processes, leading to business change and innovation.

Given the speed of innovation in the digital marketplace, keeping pace with change and understanding how they can enable service transformation is difficult.

Our focus will be identifying digital technologies available to services and bringing forward solutions that can act as a guide to structure strategic decisions with services on how to integrate these digital technologies in to their future service delivery models.



# Contact Details

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