IT & Digital
Services Strategy

2022-2024

"The digital age provides opportunities for our community to benefit from easier access to more efficient services, better connectivity, and more accountability."

Cllr. Emma Crane, portfolio holder for Digital & Communications

Embrace Change, Collaborate, Innovate and Drive Excellence

There is a constant need to adapt to the challenges we face as a local authority; from the financial pressures placed upon us, the need to provide services in a more efficient way and our own determination to drive excellence. We will as an organisation embrace change and look to the positive outcomes it can bring. Making better use of our digital and data infrastructure is a big organisational challenge and brings a lot of change, but change we can be positive and proud about.

We will ensure that our services are customer centric and that when we reimagine and redesign these services that customers are at the centre of what we do. We will engage and develop relationships with our customers to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

We will ensure that our customers are not left behind and unable to access the services and support they need. We recognise that some of our community may need extra help; by being more efficient through digital we can reinvest that time and expertise in the right areas supporting those that need it.

"Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty."

Source: https://www.localdigital.gov.uk/declaration/

Where are we now?

Rugby Borough Council has encouraged and enabled digital efficiencies and resilience throughout a multitude of services. This has reduced paper use, manual processes and increased efficiency. Our infrastructure is now available both locally and in the cloud, and includes off site disaster recovery and cloud backup for our systems.

Our investment into the Microsoft 365 cloud continues to reap benefits as modern systems make use of single sign on to simplify and secure how we access services, use cloud hosted databases and enable widespread uptake in Office 365 usage. A huge amount of work has been undertaken to allow the workforce to work remotely, and for services to be efficiently requested by our residents digitally.

We migrated our forms and workflow system to a new Digital Experience Platform, giving us the ability to efficiently provide services to our residents both digitally and through the customer service centre. Our new Customer Content Management is the first major step to bring all of our systems and data to a solitary source, finally working towards a single portal for our residents and businesses to access all the services they need, whenever they need them. This pulling together of platforms and the ability to develop our own structures and integrations using the new platform gives us the agility and freedom to strive for system excellence which has been previously in the hands of suppliers.

This strategy sets out how we will create the foundation and functionality for the next stage of local public services, where digital technologies are an enabler and guide to service improvements. To deliver against this objective requires a digital technology and data shift, and this IT & Digital Services Strategy design defines the technology principles required to deliver it.

"The foundation we are creating for our IT & Digital Services in the next few years will completely transform how our services are delivered. Agility, integration, efficiency and data availability will greatly support and drive Rugby Borough Council's strategic priorities."

Cllr. Emma Crane, portfolio holder for Digital & Communications

What does this mean for Rugby residents?

➢ Ultra resilient services
➢ Agile workforce
➢ Single platform for customer access
➢ Secure systems
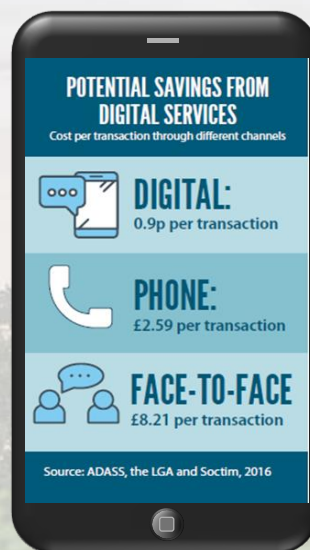➢ Foundation ready for the next stage of digital transformation

Summary

Rugby Borough Council's Digitalisation progression recently has been extensive, driving the Council through a period of change. These considerable improvements have not only improved the digital presence of Rugby but also the digital capability of the workforce. There is now a requirement for a longer term plan to build on the foundations introduced by the digitalisation priority and further enrich our capability to provide agile, location agnostic and efficient integrated data systems.

IT & Digital Services (IT & DS) is an integral part of the business and whilst IT & DS will drive many important changes within the Council, its role is that of enabler rather than an end in itself. Within that enablement, it is crucial that IT & DS provides rapid guidance, support, strategic advice and steer to ensure that systems are as efficient as possible, bring as much value as they can and are robust. Rugby Borough Council's Strategic Plan sets out the Council's service delivery priorities summarising the financial climate that the Council is working in and setting out service commitments and aspirations for the Borough. This IT & DS Strategy does not therefore stand alone and is placed in the wider context of the Council's overall strategy and business plans.

5 Themes for Success

This strategy contains 5 key themes which link all of our corporate and departmental strands together. It provides an approach to how we plan, design and implement services and how we ensure value, efficiency and outstanding standards in everything we do.

Importantly it embeds our corporate values within 5 ambitions and principles of how we will approach our work.

POTENTIAL SAVINGS FROM DIGITAL SERVICES
Cost per transaction through different channels

DIGITAL: 0.9p per transaction

PHONE: £2.59 per transaction

FACE-TO-FACE: £8.21 per transaction

Source: ADASS, the LGA and Soctim, 2016

Right for Rugby

One of the key goals is "Digital by Choice" which is not unique in local government under the current demands of reduced funding year on year.

The reason is simple – Digital services cost less on a transactional basis than both phone or face to face. The ambition of uniting data which drives these digital services will further enhance the efficiency and usefulness of this data.

However, how we choose to provide and meet the challenge of providing digital services in the best way for our residents, businesses and stakeholders is very much within our control.

The Direction

Provides the corporate strategic direction

Provides the operational service direction relevent to the Corporate Strategy

Corporate Strategy

IT & Digital Services Service Plan

IT & Digital Services Strategy

Provides the strategic, operational and behavourial vision for the service, incorporating our 5 key themes to success

IT & Digital Services Action Plan

Provides the operational tasks relevant to the Service Plan

RUGBY

Ambition
Digital by Choice

In a 2021 local survey, 60% of respondents described themselves as trying to do most things online, and 57% stated they specifically access council services during their internet usage. We will ensure that our services are customer centric and that when we reimagine and redesign these services that customers are at the centre of what we do. We will engage and develop relationships with our customers to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

1

Principle
Understanding our data

The quality and understanding of our data remains the key to making informed business decisions; gathering accurate data and combining data sets together to present actionable and accessible output provides the foundation for strategic and operational decisions, departmental empowerment and strong Information governance.

Action Plan Themes

To create an omni channel environment where customers can access services in a variety of ways (self service portal, online chat, telephone, mobile device) with the focus on "digital by choice". Making services available online, on any device, 24/7, allowing the ability to do business at a time to suit customers.

Make best use of data and customer insight when designing services and interventions. Providing information and advice that is accurate, up to date and easy to find.

Develop single sources of truth for data, leading to "Big Data" where our data is combined, enabling wider and better systems integration, accuracy of information and insightful analytics for customers and staff.

Remote appointments to facilitate less travel, better efficiency and more convenience for our customers by providing a face to face and personal experience digitally.

What this might look like

Aggregate Council carbon Data into a single platform for review and action incorporating agreed targets.

Climate

Economy

Supporting all service areas to ensure that digital portals, services and processes are as integrated and accessible as possible.

Ensuring the quality, accuracy and relevancy of data being used in our systems, portals and services so that it is of benefit to our communities.

Health & Community

Organisation

Creation, design and development of digital services that are available 24/7 and the review/re-design of our Omni channel provision. Redesigning our website to better suit customer needs, ensuring it is customer driven and easy to access.

RUGBY BOROUGH COUNCIL

Ambition
Inclusivity for All

Whilst we strive for "Digital by Choice" digital should not be exclusive and a barrier, and always an enabler. We will always look at opportunities and innovation around how we provide services for all by being digitally inclusive. It is particularly crucial that vulnerable residents can access our services.

2

Principle
Accessibility and Inclusion

React to local consultancies and community feedback alongside national standards. Ensuring annual reviews of customer facing services, including telephony and digital portals, to ensure accessibility for all.

Action Plan Themes

Annual reviews of customer facing services and processes, including digital and customer portals, but not exclusively, for accessibility for all.

Integrate, create and design business specific processes and workflows ensuring they are inclusive and accessible.

Develop digital self service areas within our facilities ensuring opportunity for all of our communities to be able to engage and transact.

To create channel shift of standard and non-complex calls away from our contact centre and our Service Points by providing excellent quality digital services. Allowing us more time to deal with more complex calls and needs of our customers.

What this might look like

Provide accessible information, services, in particular household and recycling waste.

Climate

Economy

Service improvement to the community and rural grants process.

Introduce multilingual opportunities as appropriate in digital services.

Health & Community

Organisation

Creation, design and development of digital services that are available, accessible and inclusive.

RUGBY

Ambition
Embracing Digital

We will embed digital ways of working at all levels of our organisation as the norm; we will build our capability, encouraged by our senior managers and with investment in both our infrastructure and the skills of our workforce. We will encourage and cultivate self-confidence in the use of digital systems, tools and technology.

3

Principle
A Culture of Innovation

We will work in a collaborative way with customers, stakeholders and internally. We will look to share our experiences, knowledge and technologies with other local government authorities and third parties to ensure that we are making use of best in breed technology, processes and tools.

Action Plan Themes

Ensuring the technology is robust and fit for purpose and that the systems and infrastructure that inspires trust and confidence to utilise digital every day.

We will ensure that our customers are not left behind and unable to access the services and support they need.

Develop a systems roadmap for the review, replacement and/or re-design to ensure all systems are in life, fit for purpose and deliver interoperability and integration.

We will engage and develop relationships with our stakeholders to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

What this might look like

Create and implement a remote meeting strategy and capabilities to reduce travel for both staff and customers

Climate

Economy

Integrate, create and design business specific processes and workflows into our digital portals and services

Ensuring annual reviews of customer facing services and processes, including digital and customer portals, but not exclusively, for accessibility for all

Health & Community

Organisation

Provide residents with the service they need when they need it

RUGBY

Ambition
Collaboration and Value

Ensuring that we engage at all levels of our organisation and with our partners, customers and beyond to deliver good value and quality services, platforms and solutions. Seeking innovation and opportunity to develop services and collaborate more effectively no matter the process, technology or platform.

4

Principle
Continuous Service Improvement

We will ensure that service improvement is inbuilt into our processes, systems, and our way of working. It will take on board internal, supplier and customer-based feedback, ensuring improvements add value, follow best practice, and utilise best in breed technologies.

Action Plan Themes

Actively engage and be aware of innovation, services and technology that could drive service improvement, stakeholder engagement and efficiencies.

Ensure appropriate sharing of data across departments and centralising records where possible.

Working with service areas to streamline manual processes and review back office systems.

To engage and share experiences and best practice with stakeholders, service areas and to the wider community such as Local Digital and partners.

What this might look like

Identify, map and embed appropriate resources such as electric charging points, cycle lanes, parking, green spaces on our digital portals and platforms.

Climate

Economy

Supporting all service areas to ensure portals, platforms, services and processes meet expectations.

The provision of green space activity and recreational information mapping.

Health & Community

Organisation

Engage with Local Government Partners, Third Party Sector and customers to widen commercial opportunities.

RUGBY

Ambition
Standards and Outcomes

Being open with stakeholders in the way we work and the expectations that can be expected from our service. Ensuring we have consistent standards, policies and frameworks in place so that we can work in a standardised way. To be transparent in our outcomes and achievements.

5

Principle
Insightful Performance and Metrics

Measurement in the right way to deliver, improve and be proud of what we get right and to learn and improve what we can do better.

Action Plan Themes

Establish a standardised methodology and approach to digital transformation and service design.

An agreed Document Management System for use within the council with an agreed set of record keeping principles and policies.

A data map will allow for a better information governance and compliance. It will allow for understanding interoperability requirements, integrations and development of new systems, processes and workflow.

To plan a development roadmap for our Digital Experience Platform to ensure we continue to drive it forward and make best value in financial, efficiency and service terms.

What this might look like

Monitor, evaluate and report on carbon emissions produced by current IT equipment. Produce a reduction and offset plan in line with corporate targets.

Climate

Economy

Supporting all service areas to ensure that digital portals, services and processes are as integrated and accessible as possible.

An annual review of services and processes, including digital and customer portals, but not exclusively, for accessibility for all.

Health & Community

Organisation

Develop a systems roadmap for the review, replacement and/or re-design to ensure all systems are in life, fit for purpose and deliver interoperability and integration.

RUGBY