

2019 to 2022

ICT and digital strategy

Context and purpose

The purpose of this document is to outline Norwich City Council's information and communication technology (ICT) and digital strategy for 2019 to 2022 and how this will support and enable the council's strategic priorities and mission.

Our Corporate Plan 2019-22 has reshaped the council's key priorities around three themes:

- Great neighbourhoods, housing and local environment
- Inclusive (good) growth
- People living well

It also sets out the council's mission statement to:

- Be at the heart of the city of Norwich.
- Work creatively, flexibly and in partnership with others to create a city of which we can all be proud.
- Provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.
- Aim to be financially self-sufficient, to ensure the sustainability of our services.

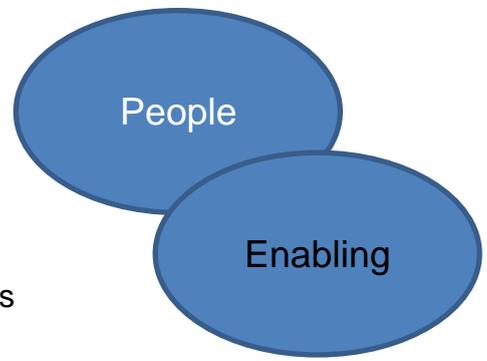
Changing expectations from our citizens and customers about how they interact with the world around them also provides us with new opportunities for engagement and interaction, for the effective provision of services, and ultimately for how we deliver our objectives for the city. They also provide us with challenges, in particular to ensure all citizens of the city can benefit from developments in technology.

ICT and digital services - role as an enabler

The council requires a healthy organisation with ICT and digital services that are fit for the future and that play a fundamental role as an enabler to underpin the delivery of the Council's key priorities and mission statement as set out in the corporate plan.

Four key enablers have been identified as follows:

- People – user focused online transactions
- Digital – modern, flexible digital platform
- Collaboration - communication and data transfer
- Information – data storage and business continuity

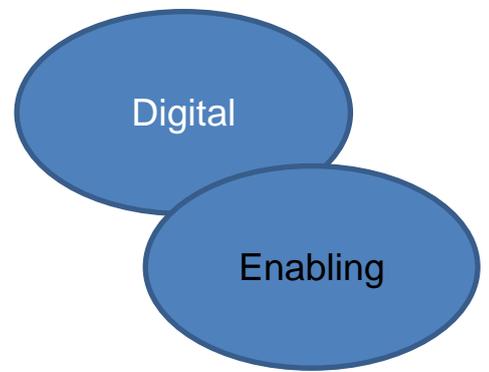


User focused online transactions

We want to:

- provide straight forward access to information and services that is convenient to all users
- enhance existing information available to users by publishing online personalised real time and joined up data based on user need
- improve the quality and integrity of our information

HOW	SO THAT...
<p>Simplify and streamline front and back office processes based on user need</p> <p>Design processes using customer journey mapping to understand and mitigate user frustrations</p> <p>Cleanse data on back office systems using modules / tools provided by vendors where possible</p> <p>Automate processes except where the council's policy / justifiable preference specifically requires a manual intervention / decision</p> <p>Use software tools to uniquely identify individuals and manage their permissions to access information relevant to them</p> <p>Capture and publish online real time data from back office and other relevant sources into a single view – using connectors and portal functionality tools</p> <p>Automate the capture of data from online transactions/responses to back office systems</p> <p>Design online notification and appointment functionality within all service delivery processes, and enable payment, status updates and balance checks</p> <p>Train staff and work with community partnerships to provide support to digitally coach our customers</p>	<p>All users have a better experience and will choose to digitally self-serve – whether internal or external to the council</p> <p>Quality and relevance of information enables users to complete tasks and make the right decision at the right time to reduce the cost of avoidable contact</p> <p>Services are joined up and offered in the context that is relevant to the individual</p> <p>Enquiries can be automated with information accessible from one place from any device</p> <p>Demand management can be improved</p> <p>Time delays associated with manual intervention can be minimised</p> <p>Duplication of effort associated with manual input of information can be minimised</p> <p>Accuracy of data is maintained</p> <p>Staff and partners can be flexible and agile in their approach to service delivery</p> <p>We can provide support for people who need our assistance</p>



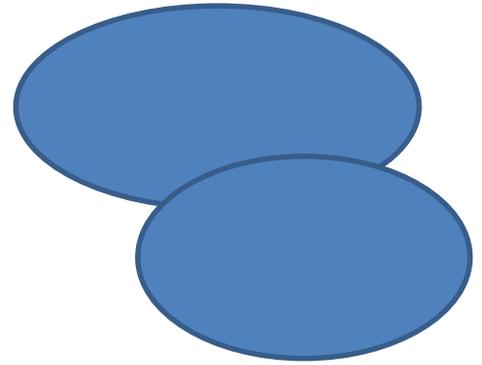
Modern, flexible digital platform

We want to:

- replace multiple back office systems with a flexible and adaptable digital platform
- provide a single consistent set of views of customer information with automatic update of records consistently across all systems where required
- have a unified service delivery for office, customer, and partner interactions
- have the ability to create cases that can be processed, approved, renewed and updated, with the customer kept informed of progress
- adapt available resources to deliver priorities

HOW	SO THAT...
<p>Continue to consolidate and optimise existing processes to deliver services online – working in collaboration with our existing providers</p> <p>Use integration tools to open up communications between applications and enable automation of business processes</p> <p>Clearly define methods of communication between various software components and data sources to provide functionality for two way communication</p> <p>Procure connectors to back office systems where data needs to be made available for self-serve</p> <p>Use website and internal application development tools to develop online self-serve functionality</p> <p>Connect data that we hold on people and property and design processes based on case management principles</p> <p>Automate updates from digital front facing services</p>	<p>IT service can focus on continually improving the digital estate</p> <p>The cost, delay and potential loss of data integrity / errors from manual input and update of back office systems can be reduced by automation</p> <p>Data can be viewed in real time and decisions / enforcement based on this virtual information</p> <p>Duplication of workflow and data can be reduced</p> <p>Back office systems only need to be accessed by a small group of specialists</p> <p>A seamless flow of data can be provided across services, partners and stakeholders</p> <p>Data rich information is made available to help inform decisions</p> <p>Data can be captured whilst working remotely and upload direct to back office</p> <p>Effort required to maintain systems is reduced</p>

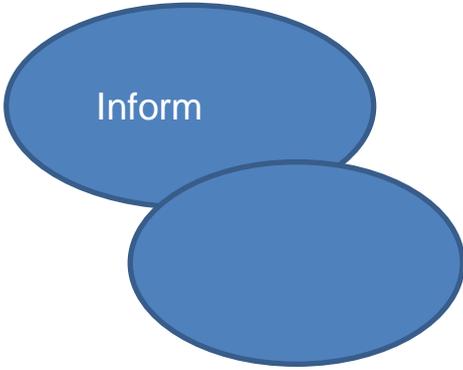
Communication and data transfer



We want to:

- combine our varied communication needs, whether email, instant messaging, voicemail, conferencing and everyday telephony, into a single manageable solution
- enable users to communicate with each other, both from within and external to the council, using a variety of methods and allow choice in the form of device used
- provide the same user experience for remote working
- make use of modern call centre features

HOW	SO THAT...
<p>Align strategic direction with Microsoft solutions, such as email and office/collaboration tools, to move away from on-site solutions and to use their cloud-based applications M365</p> <p>Implement Microsoft integrated presence, communication and collaboration software. This will replace our existing telephony system with a robust and mature platform that integrates and builds on existing infrastructure to leverage our current investment</p> <p>Implement a new, modern customer contact system which is designed to be easy to administer from a web portal minimising the skill required to manage the solution, and providing full integration with other systems</p> <p>Migrate to SIP trucking to connect the council's telecommunications system and enhance the current internet bandwidth and resilience</p>	<p>Resources required to maintain communication and data transfer is reduced</p> <p>Online meeting tools, conferencing, instant messaging and ability to place calls is available to all users from anywhere on any device</p> <p>All interactions are collaborative and transparent</p> <p>Customer contact is supported by an integrated and modern system with flexibility and reliability</p> <p>Virtual meetings and workspaces can be utilised to provide great engagement with users and partners</p> <p>Sharing of information can be seamless making full use of business intelligence</p>



Data storage and business continuity

We want to:

- reduce future cost and risk of data storage
- take on new opportunities as technology develops
- provide a stable and reliable ICT infrastructure
- provide resilience and business continuity options for the recovery of data and continued service
- secure our data

HOW	SO THAT...
<p>Identify the remaining contract life of the back office systems which use on-site data storage, and replace these supporting servers in line with existing requirements</p> <p>Retain and refresh the current infrastructure design at our primary and secondary sites</p> <p>Over the next five years as new solutions become available and our digital platform becomes firmly embedded, review and compare data storage / business processing options looking at the management support requirements, costs, risk and potential impact of charging models for each back office system as contract become due for renewal so that an informed decision can be made as to the best fit for each solution:</p> <ul style="list-style-type: none"> • on-site data storage • off-site (cloud) subscription service • rented data storage space at a data centre • hosted subscription service with the vendor <p>Evaluate all new and replacement solutions taking account of transient and migration costs (financial and resource) that will be required while any work takes place to move services / services to an alternative location</p> <p>Implement a Microsoft upgrade across all devices to provide a standard, modern and flexible platform across all devices used</p>	<p>ICT enabling services are available to users on a consistent and high performing basis</p> <p>Access to data can be restored and alternative routes in and out of the council's network are available</p> <p>A secure environment is maintained to comply with security, data protection and regulatory requirements</p> <p>Cost effectiveness is improved</p> <p>All opportunities to reduce the physical space and power consumption required for data storage are taken where there is a business case to do so</p> <p>Take advantage of potential consolidation opportunities and technology improvements</p> <p>Avoid the loss of control and management of the council's data</p> <p>Avoid the risk of significant future price increases from subscription services</p> <p>Primary and secondary data sources are consistent and can be used uniformly within the digital platform</p>