

DBC Digital Strategy



Our Vision

New Ways of Working

we will create a digital environment to help reduce our carbon footprint and reduce the need for fixed workspaces

Customer Led

we will develop customer focused solutions, making our services more effective, efficient and easy to use

Digital, Mobile and Cloud by default

if it can be done digitally then it should be

Business Partnership

we will work with business teams to clearly articulate outcomes and needs for which IT will develop technical solutions

Digitally Aware

we will create a 'digital mindset' in staff and members, so they are confident they can get the most out of our systems

Insight Driven

we will use data to understand the needs of our customers better

Safe and Secure

our services will be secure and compliant with data protection and other regulations.



Strategy Goals

- Officers have confidence in the tools they use and can rely on them to deliver services.
- Officers can work where they need to, spending more time with their customers and less on low value tasks or in transit
- Improved customer experience and engagement at all stages of solution/service design. Customers can transact easily with the Council for routine interactions and commercial services
- Detailed and accurate information about the customer is available to officers when they make contact.
- The Council's data is less fragmented, more reliable and being used for intelligence-led decisions.
- The resilience and security of the Council's digital environment is strengthened.



IT Business Partner

- A new role to build a stronger relationship between services and Digital
- Build on existing advances to work more closely with Housing
- Recognises the high priority of the service and the opportunities to use technology to support it.
- Understand the challenges and opportunities within the services
- Develop the right requirements for new cost-effective solutions
- Understand how solutions are being used after implementation
- Support planning & delivery of projects, ensuring they meet agreed expectations



Technical Design Authority

- A virtual team of technology Subject Matter Experts (SMEs)
- Maintain technology and architecture standards
- Assure requirements
- Carry out design reviews
- Review new innovative ideas
- Assess and manage technical risk



Training and Supporting Our Staff

Training

- Develop a new online hub for quick training snippets (video and pictorial)
 - Identify and work with SMEs within services to develop Line-of-Business application training materials
 - Comprehensive guides, tips & tricks for corporate systems



ICT Champions

- Group of representative users across services
- Providing feedback and insight for improvements



Local Government Digital Declaration

- Sign up to the Local Government Digital Declaration – a joint initiative by MHCLG (as was), GDS and a collection of local authorities:
 - Design services that best meet the needs of citizens
 - Challenge the technology market to offer the flexible tools and services we need
 - Protect citizens' privacy and security
 - Deliver better value for money
- Opportunity to work collaboratively and make use of support from GDS etc.



Technology Design Principles

DBC in the Cloud

we will use cloud-based systems (where possible) to increase ease of access, reliability and versatility

Mobile First

we will look first to technologies which are mobile enabled, designed to be used anywhere

Configuration not Customisation

we will configure “Out of The Box” solutions wherever possible

Automate, Consolidate, Eliminate

we will automate low-value-add steps or joins in solutions and focus on eliminating manual steps wherever possible

Reuse before Buy, before Build

solutions will be fully exploited, purchased only if necessary and then built only if there is a unique requirement

Data as an Asset

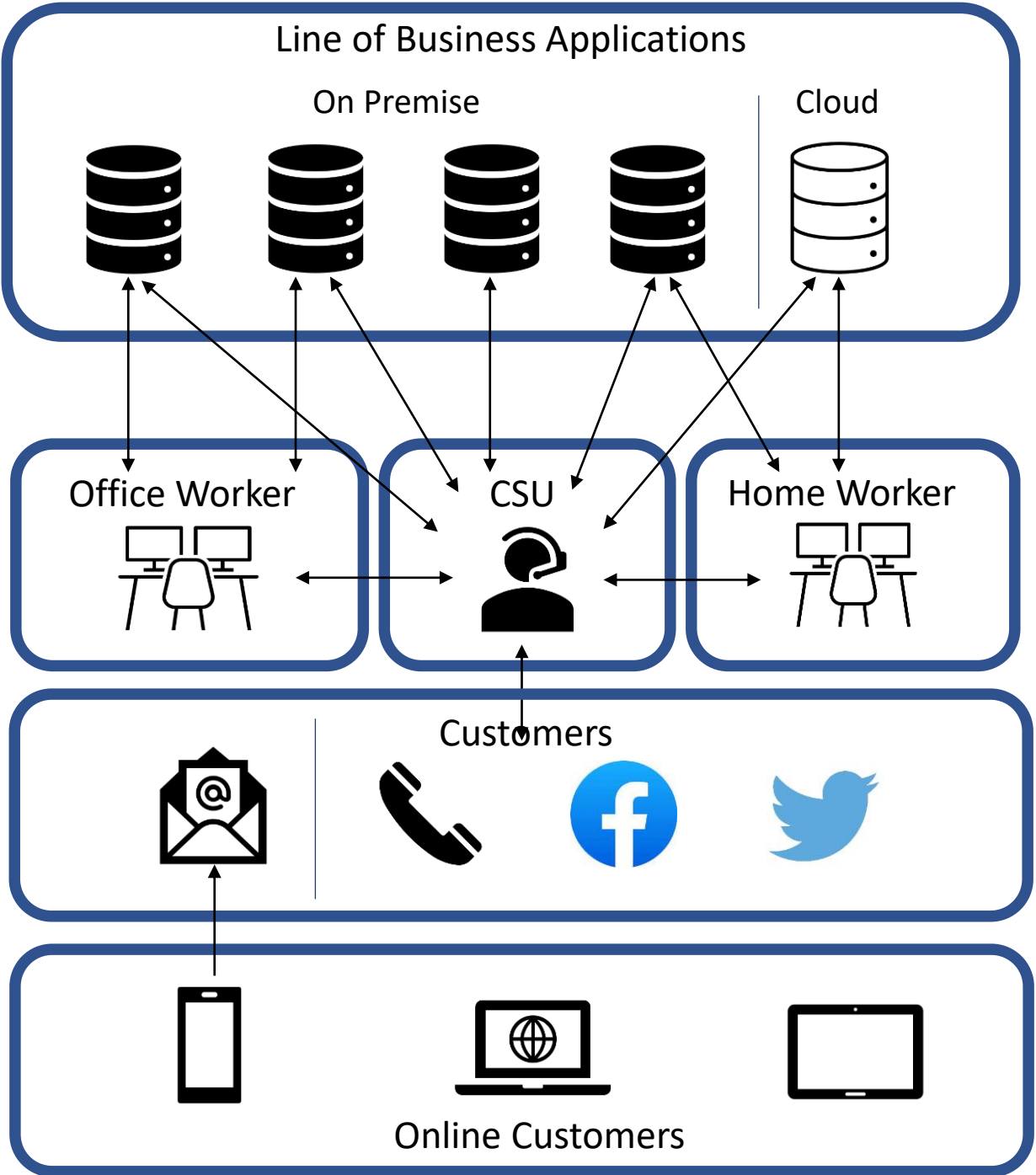
data will be managed to ensure accuracy and quality to support informed decisions and analytical insight

Security and Privacy

no solution will be deployed until we are sure that it complies with legislation and keeps our data safe

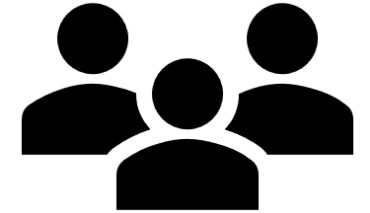


Customer Focus

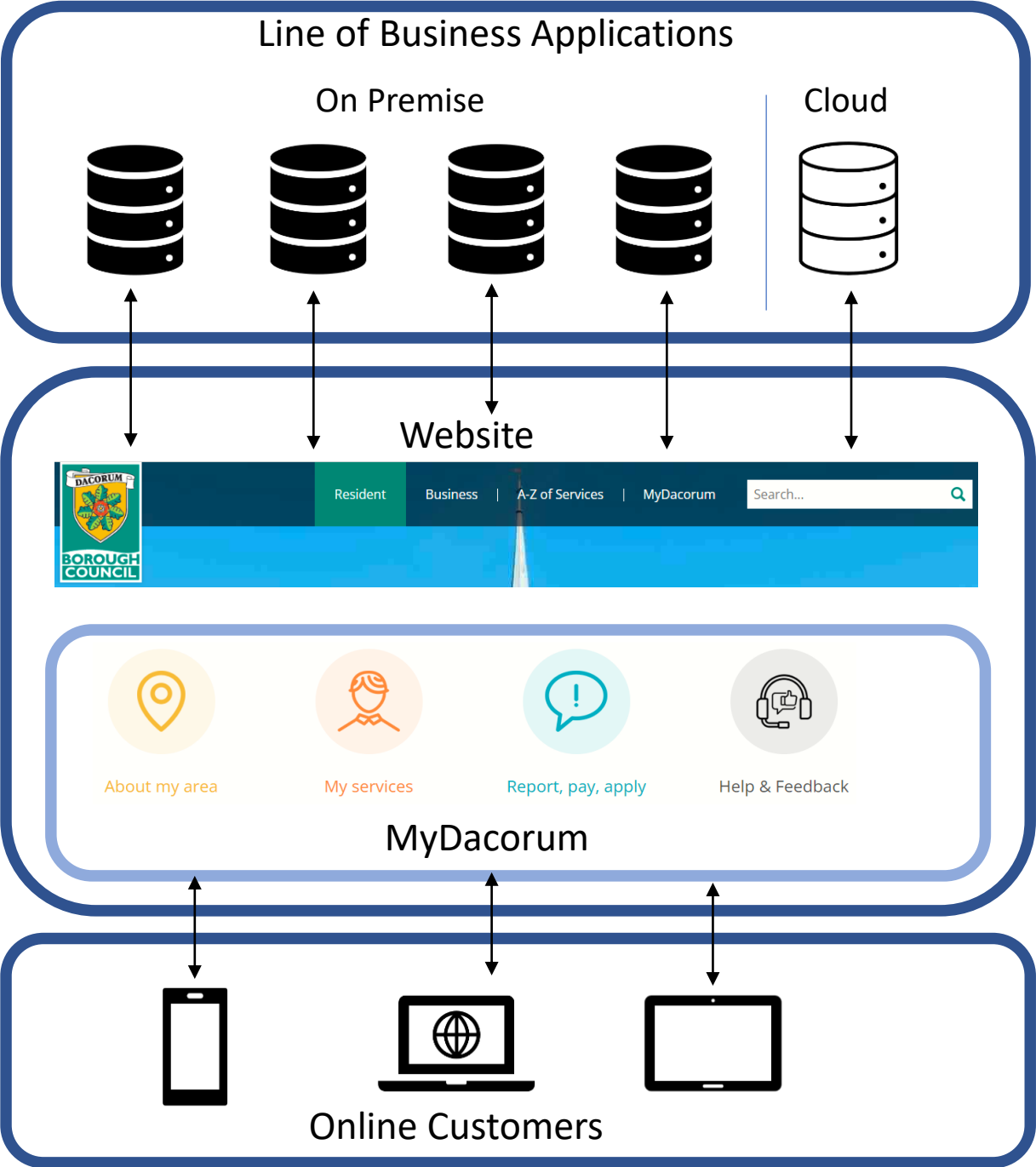


Customer Focus - Website

- We will make access to key information and services as easy as possible
- We will use the MyDacorum portal to make our online services more directly relevant for our residents
- We will increase emphasis on straight-through-processes, enabling customers to book services directly through the website
- We will make it easier for the CSU to assist with online self-service
- We will work directly with customers to improve design and build feedback mechanisms in to understand customer satisfaction
- We will make the accessibility of our website a priority and a central consideration in all new development

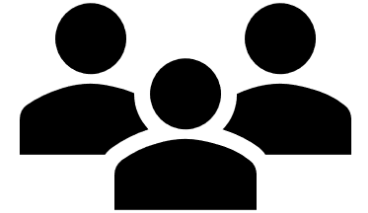


Customer Focus



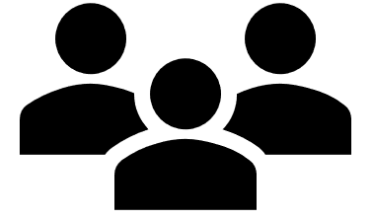
Customer Focus – Website

Project	Status	Budgeted	Unbudgeted
Build Customer Testing Group	Forming, complete July 2022	N/A	
Pest Control Appointment Booking Online	With Service for testing – awaiting resource	(Multi-process licence) £10k per annum	
Online Housing Repairs Reporting	Initial build complete, requires service resource to progress	In-house	
Automating Garage Applications (Phase 1)	Now live June 2022	£12k one-off	
Automating Garage Applications (Phase 2)	Scoping summer 2022	N/A	
Tenancy Terminations Online	With Service for testing – awaiting resource	In-house	
MyDacorum – Housing Functions	Live in February 2023	In-house	
Web Pay Portal Upgrade	Live in December 2022	In-house	
Implementing Improved Customer Journeys	2022-2024		c. £150k

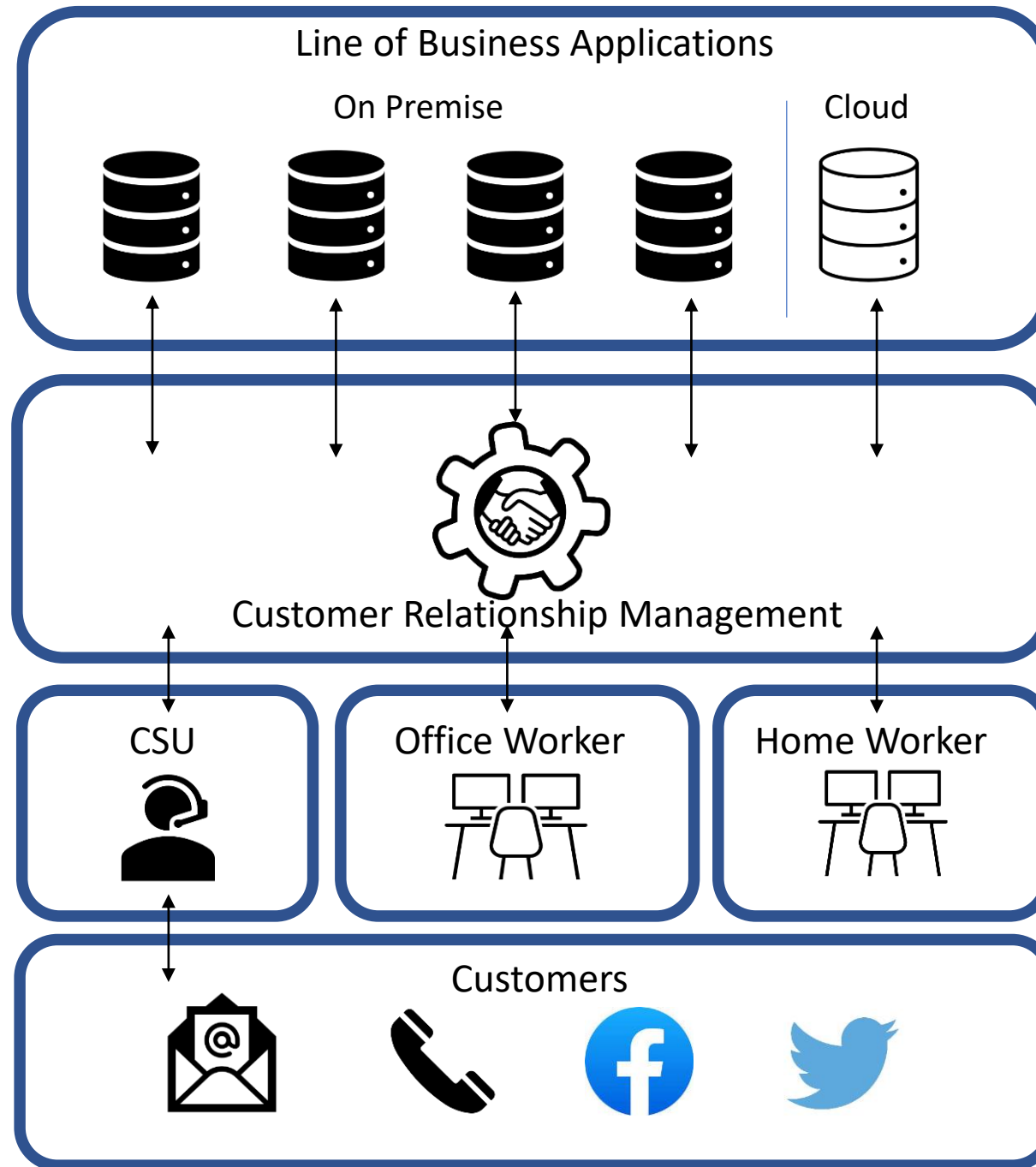


Customer Focus – CRM

- Officers (especially in the CSU) work across multiple systems to address individual requests from our customers
- It takes longer to resolve issues, leads to more hand-offs to other services and requires more time invested in training officers.
- We will implement a cross-cutting CRM solution, providing a 360° view of the Council's customers
 - To drive more proactive updates and progress tracking for customers and officers
 - To record and analyse customer satisfaction
 - To provide a knowledge base, supporting “one and done”
 - To support “tell us once”
 - To track the Borough's business as well as individuals
- Can be a truly transformational project, providing a platform for consolidation



Customer Focus



Customer Focus – CRM

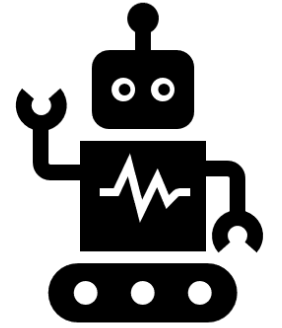


Project	Timescale	Budgeted	Unbudgeted
New Cautionary Database	Build complete Community safety paper to SLT in July 2022	£4k per annum (Service Budget)	
CRM Tendering	Subject to Customer Strategy Implementation		
CRM Implementation	Subject to Customer Strategy Implementation		c.£1M – Investment case as part of Customer Strategy

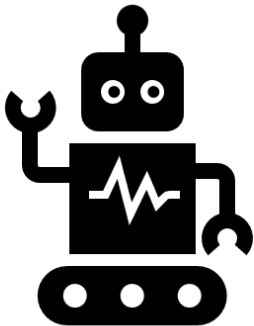


Automation

- Provides a means to join up disparate systems and allows us to reduce the amount of time that officers spend on repetitive and low value tasks
- Our use of Automation has already delivered benefits
 - To the Tenancy team enabling the automated import and indexing of microfiche files, saving 830 hours of work
 - To the ECP team, indexing supporting documents and saving 15 hours of effort per month while reducing the risk of legal challenge
 - To the Property & Place team with the planned automated import of Asbestos Survey data, removing 1000+ hours of officer time and reducing the risk of legal/compliance challenges
- We will devise and deliver a new set of automation projects, working closely with DBC's services to understand where the greatest pain points currently lie
- We will use different forms of automation technology, including integration between applications, chatbots and Robotic Process Automation



Automation

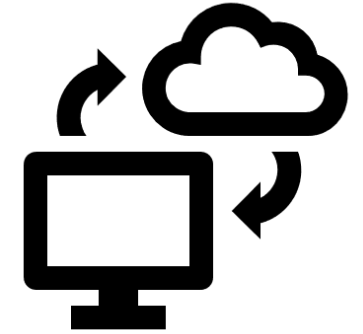


Project	Timescale	Budgeted	Unbudgeted
Orchard / Abritas Integration	Live in July 2022		
Automation Review	Complete August 2022		
Self-certification of Planning Applications	2023/24	Budget with service	
Automation Projects	2023-2026	£190K one-off	£10k per annum

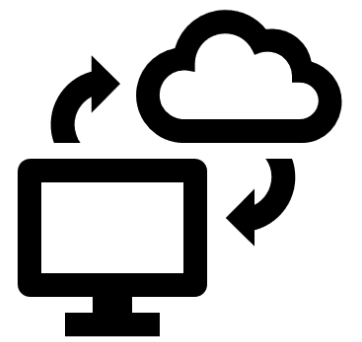


Applications

- We make use of and support more than 60 separate applications, many meeting niche requirements
- They have varying levels of age, functionality, interoperability and reporting
- Does not make sense to build an Enterprise Resource Planning system for multiple services
- Will look to reduce number of applications in use
- We will use our design principles to lead an Application Review, looking to update and rationalise
- We will consolidate around common platforms, and especially CRM
- DBC will become a Cloud First organisation so when reviewing options we are likely to discount new investment in non-cloud technologies
- We will consider customer self-service an essential element when replacing systems

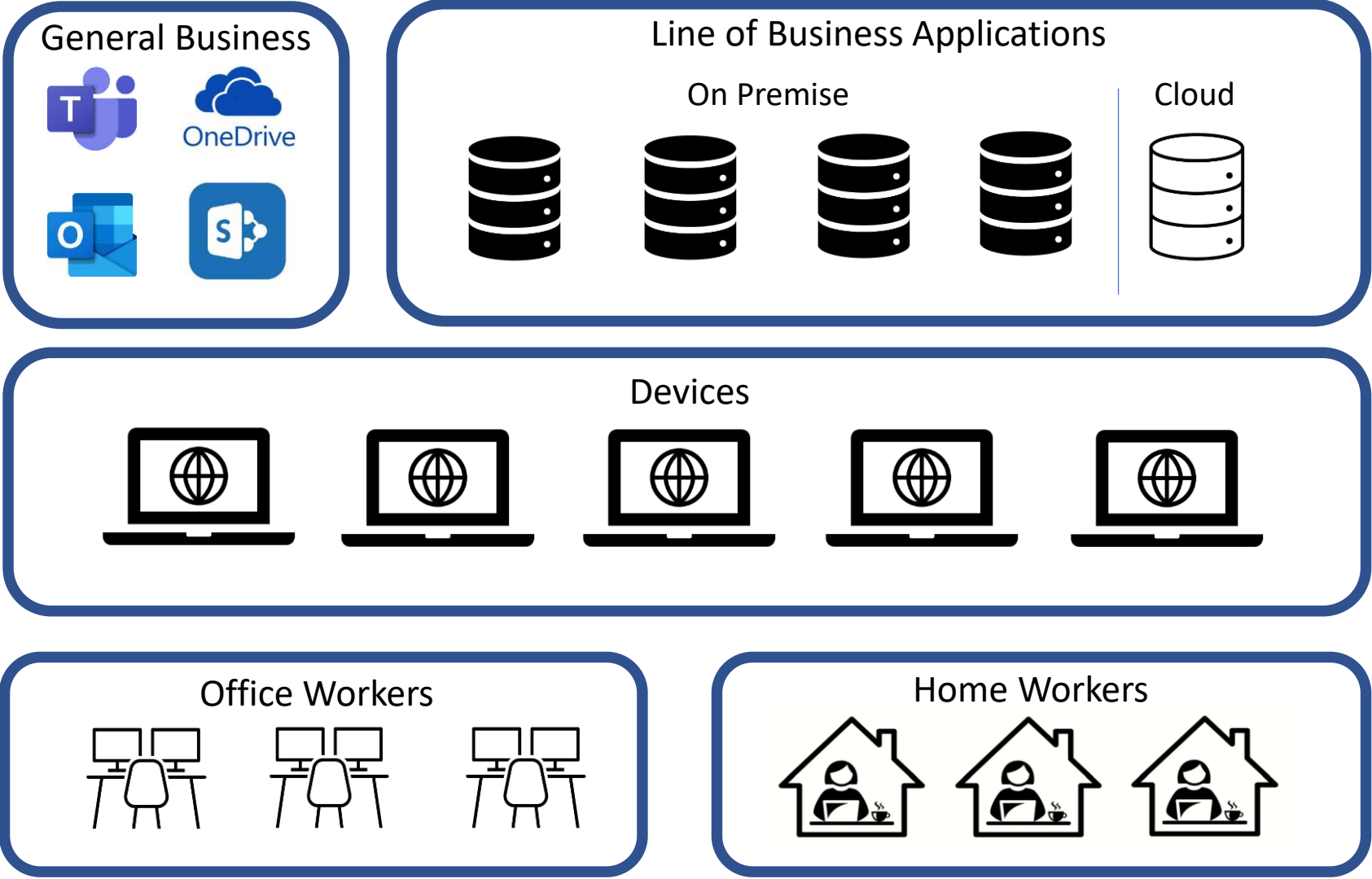


Applications



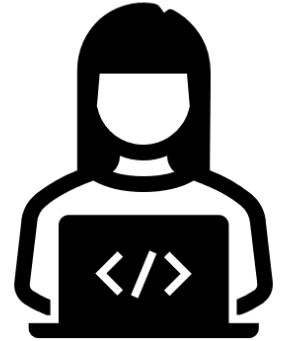
Project	Timescale	Budgeted	Unbudgeted
Applications Review	Complete July 2022	N/A	
Orchard Housing Upgrade to WEB	Live in June 2022	(Covered by Maintenance Contract)	
Regulatory Services System Business Case	Complete July 2022	N/A	
Regulatory Services System Replacement	Live April 2024	£150k one-off	£50k per annum
Payments System Upgrade	Live June 2022		
Payments System Cloud Migration	Live February 2023	£10k per annum	
New Corporate Health & Safety System	TBD	£40k one-off (Service Budget)	
Community Safety Case Management System	Live September 2023	Budget with Service	
Email Migration to Office 365 (Cloud)	2023-2024 (Phased)	(Covered by Enterprise Agreement)	

Hybrid & Mobile



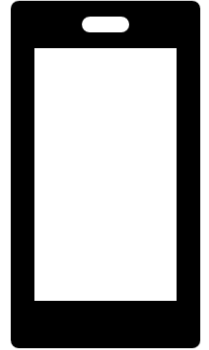
Hybrid Working

- We have moved to hybrid working in the context of the pandemic
- We will always consider the user working remotely when designing solutions
- We will invest in technology that levels the playing field for those in the office or working from home
- We will invest in the right roles on the Service Desk to provide the best support
- Hybrid Council Meetings are here to stay and we will provide support to ensure they work well and are accessible to our residents
- Hybrid working is going to keep developing so we will review our offer frequently (e.g. Unified Communications)

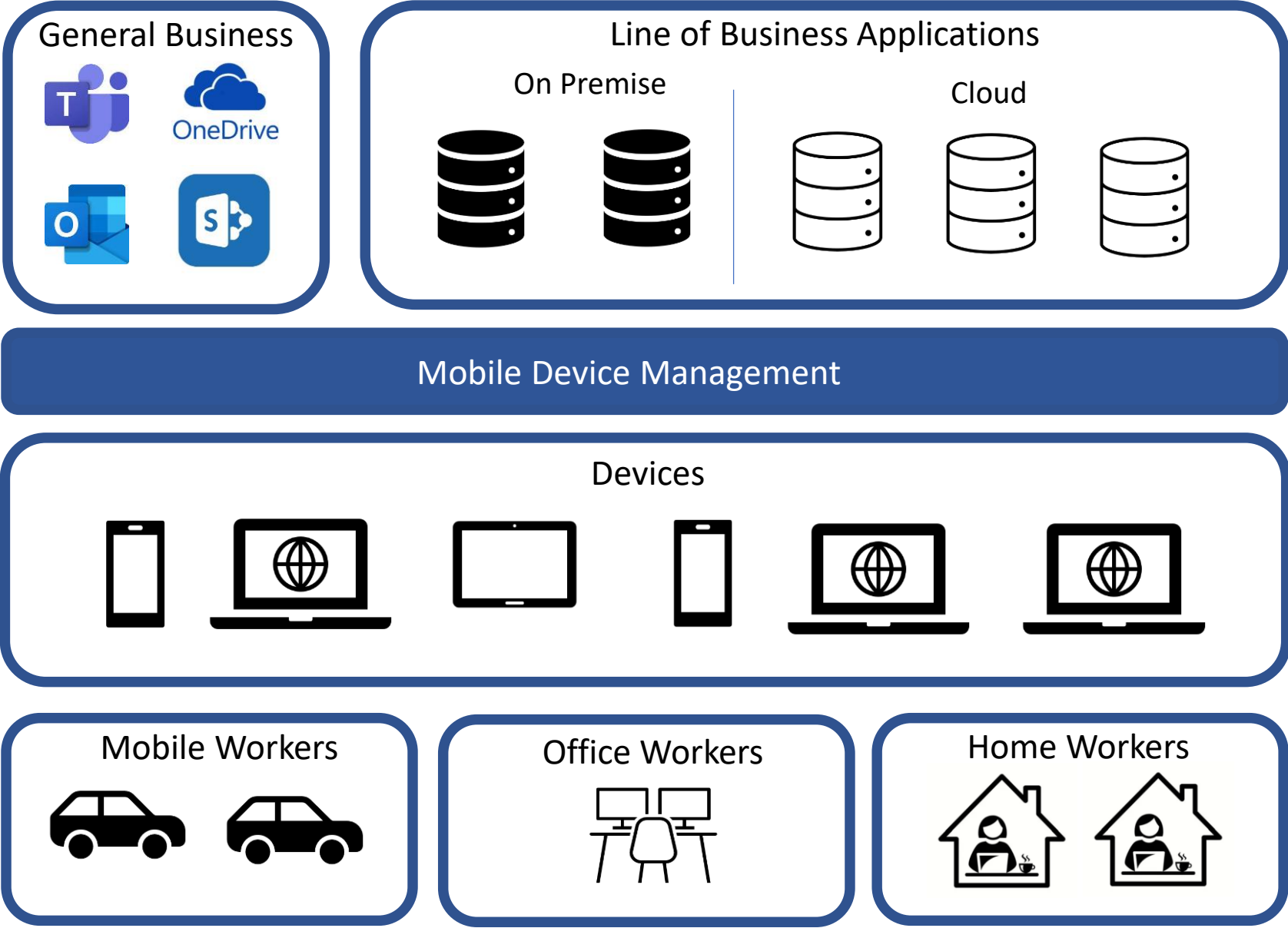


Mobile Working

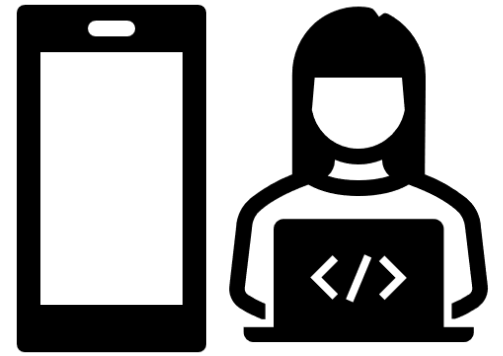
- Front-line Officers need to be able to spend more time in the field and with their customers
- We will, by preference, use mobile working modules available in the Council's line-of-business systems (Orchard etc.)
- New solutions introduced to the organisation will need to provide mobile capacity “out of the box.”
- Buying cloud-based solutions will also make the path to mobile working more straightforward
- We will ensure that our officers have the right hardware for the job
- We will ensure that officers have the best connectivity available and that our technology allows for times when it is interrupted



Hybrid & Mobile



Hybrid & Mobile Working

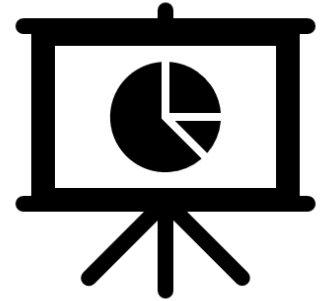


Project	Timescale	Budgeted	Unbudgeted
Forum Upgrades	Complete June 2022	Grant funded	
AV Support Officer	In Post July 2022	£40k per annum	
User Hardware Replacement	April 2023 – October 2024	£450k one-off	
Unified Comms Assessment	Complete August 2024	N/A	
Idox (Planning System) Mobile	Live May 2022	Budget with service	
Orchard (Housing Officer) Mobile	Live December 2022	£60k per annum	

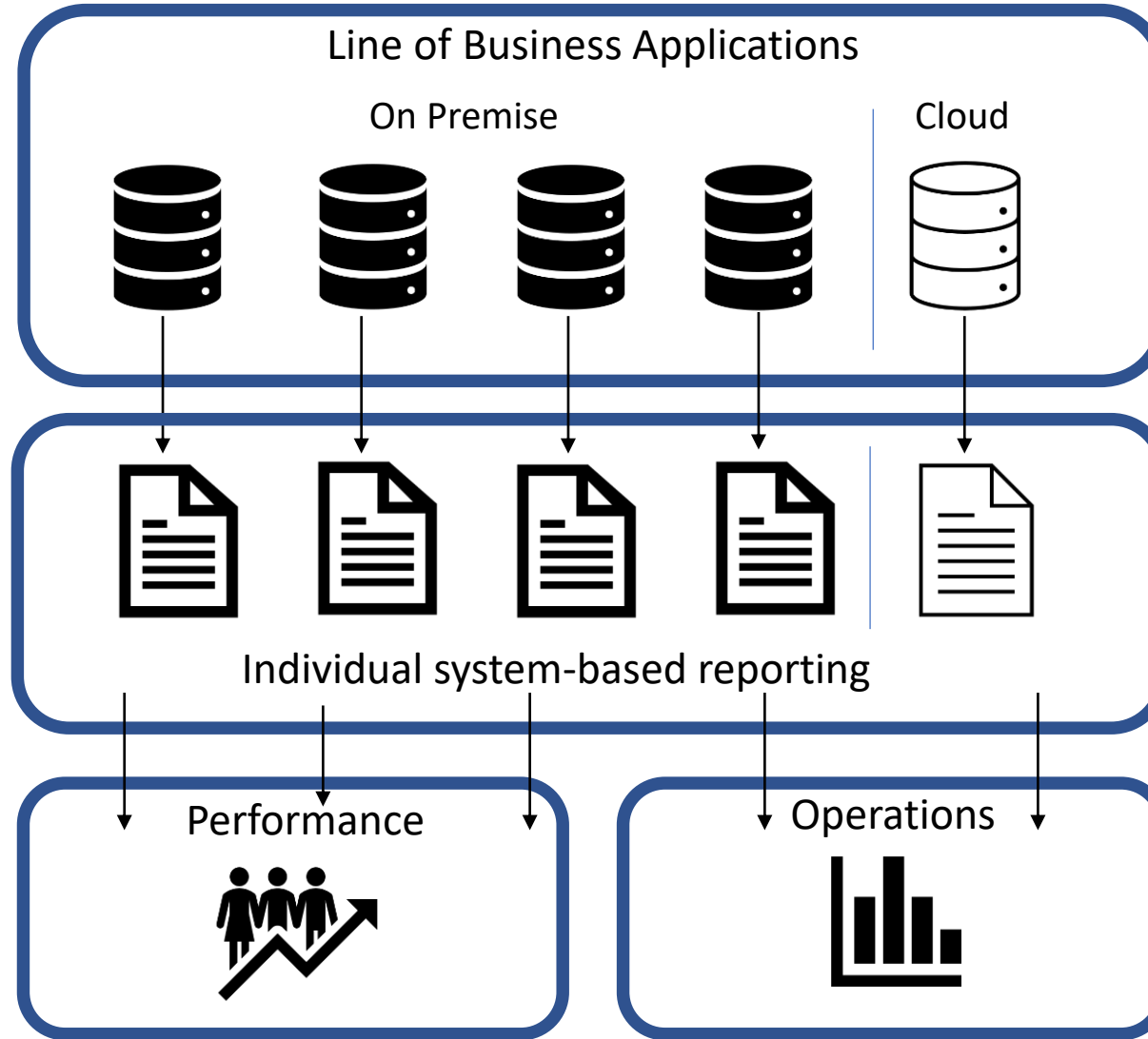


Use of Data in DBC Today

- Data exists in multiple siloed systems, hard to integrate and interrogate consistently
- Each system has its own reporting tool
- Data is often of unknown / low quality
- Data, and more specifically, answers, are perceived as hard to get to, with a distrust of the data and systems
- We have great access to Finance data
- Performance data is available from more modern platform but still hand-cranked, taking repeated time and effort to generate
- The business has shown a real appetite for more insight on services
- Good experimental work has been delivered with partners as ad-hoc pieces (Garages, Parking, CSU, etc.) but ad hoc pieces leave no legacy



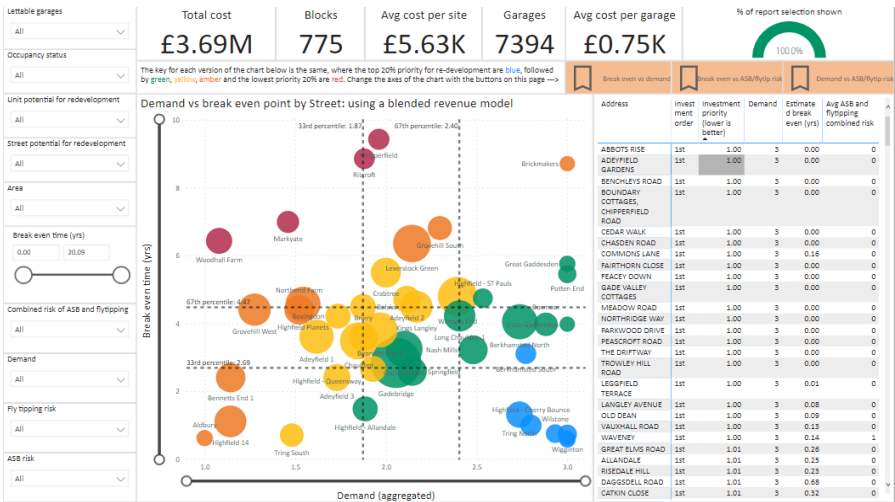
Use of Data



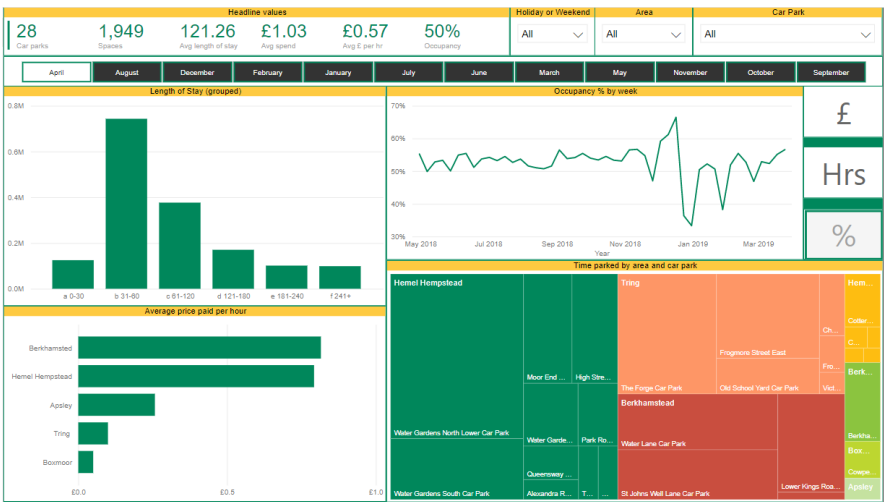
Dashboards

- Good experimental work has been delivered with partners as ad-hoc pieces (Garages, Parking, HR, etc.) but ad hoc pieces leave no legacy

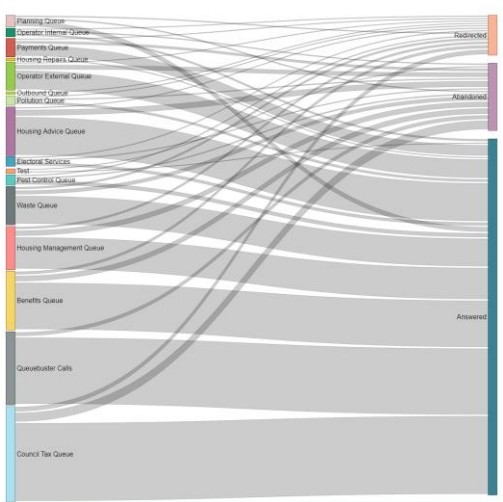
Garages investment analysis



Parking busy times and locations

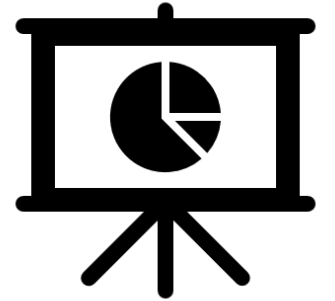


CSU calls answered by category

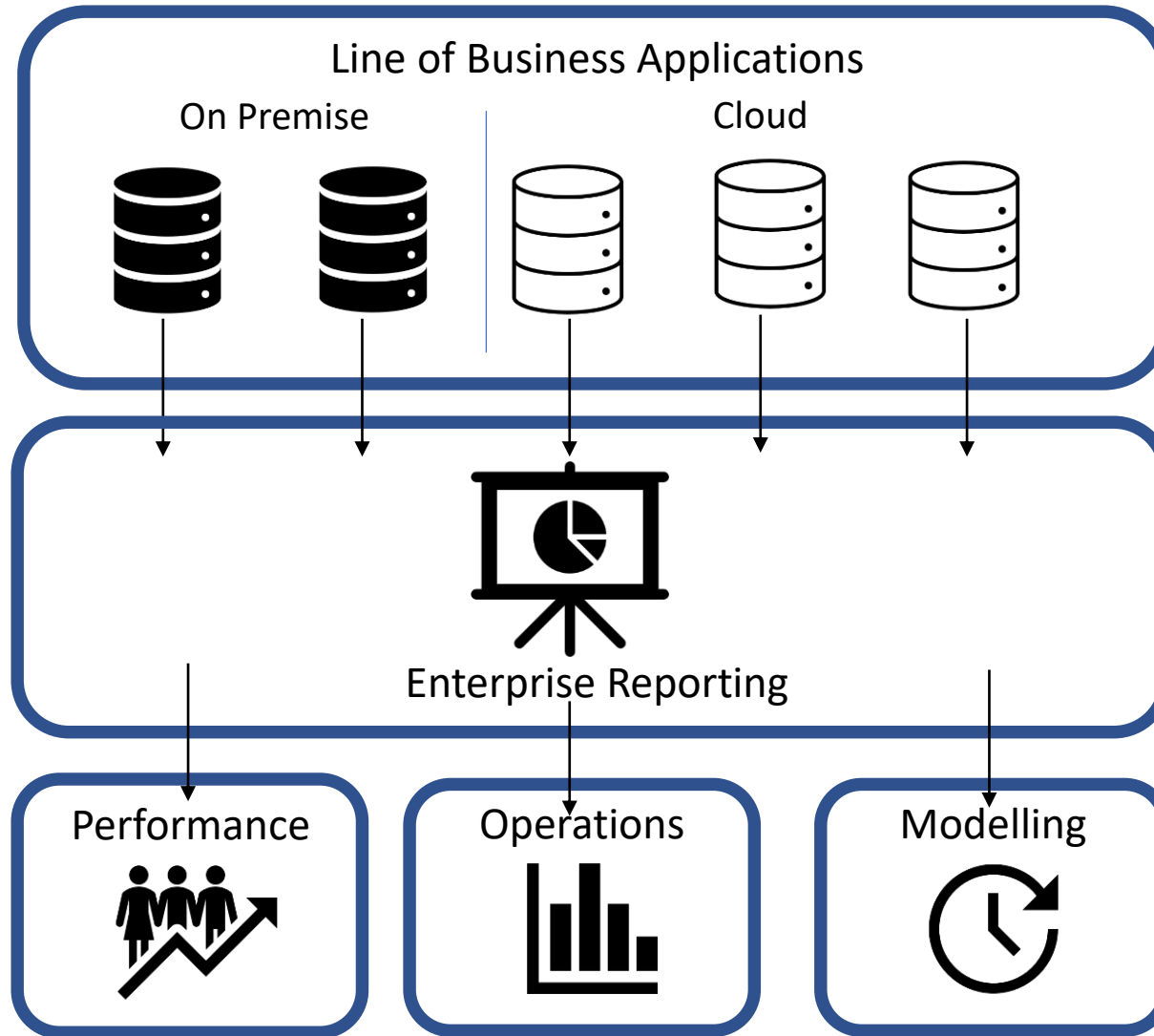


Use of Data in DBC in the Future

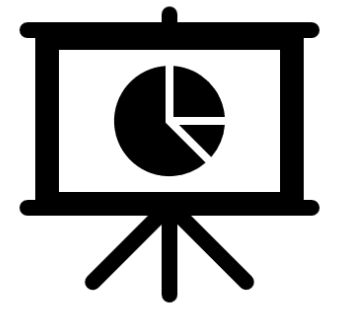
- **Vision:** We want to create a library of easily maintained and accessible insight. Organically growing the central data to suit the business needs
- **Business Led & Customer Focused:** The business understands the value of its own data, owns the outputs and design and drives our focus
- **Flexible:** Adapting to changes in priorities with a focus is on the current need
- **Scalable, cost effective:** Ramp delivery up and down with the appetite for enhancements
- **Trusted:** Minimum acceptability criteria established, with visibility of quality
- We will produce a business case for the adoption of Business Intelligence (Data Warehouse) technology ahead of a potential pilot in 2023/24.



Use of Data



Use of Data



Project	Timescale	Budgeted	Unbudgeted
Digital Mapping Software Review	Complete August 2022	N/A	
Building Information Modelling	Live August 2022	Budget with service	
Data Warehouse Business Case	Complete August 2022	N/A	
(Potential) Data Warehouse Pilot	2023-24		£40k