City of York Council

ICT Strategy

Contents

Introduction

Welcome to the City of York Council (CYC) ICT Strategy.

Here you'll find the strategy itself, details of the approach we took to building this – encompassing user research and user-centred design principles – and the findings that underpin this strategic vision.

The CYC ICT Strategy

As everyone in local government is acutely aware, this is a time of both huge challenge and significant opportunity. Central to this is a realisation of a new model for local authority service delivery; a model that will increasingly look to digital enablement and engagement as the agents of change.

This will require ICT to operate intelligently in the space between a dynamic business aspiration and the existing customer experience: an increasingly complex and shifting landscape. In early 2017 we set out to better understand this by developing a research project that drew upon our knowledge of user-centred design. Read more about our approach.

We began by speaking to service leads to capture service-level aspiration. We then tested this against the broader authority vision by speaking to senior managers and Members.

Lastly we took the insights from these and tested them against the sentiment of our users on the ground – both internal and external – in order that we might better understand where there was alignment and, more importantly, to identify any gaps.

Through this research we were able to build a vision for a transformed local authority; one that is truly fit for the digital age, and the underpinning technological and cultural aspirations of the business.

On the basis of these insights we have developed five guiding principles to ensure ICT is able to create the momentum needed for digital success. These are not merely broad strategic signposts; they are deeply connected to our programme of work and they clearly articulate what success should look like in a real world context.

And as this is a living strategy, these will evolve and expand over time. We will provide frequent updates and examples of where they are affecting real change – for ICT, the authority and our partners.

The Vision

Through our research we established two over-arching digital aspirations of the authority.

CYC: A digital business

What is a digital business?

"A new business model that blurs the lines between the digital and physical realms"

What does CYC as a *digital business* look like?

A multi-agency, self-service platform: digitally centralised; physically localised.

The tenets of CYC: A digital business

1. **The customer is always first**
   Customers will only self-serve on their terms
2. **The council is the platform**
   The customer doesn't care who delivers the end service, but they do care how easy it is to access and track that service
3. **Transparency is change**
   A culture of openness and constant communication empowers the business to evolve new delivery models through new relationships
4. **Data is the foundation**
   In a digital economy understanding the customer and business need at scale – and measuring against success criteria – requires rich data and the tools to interpret it

CYC: A digital workforce

What is a digital workforce?

"An informed workforce that can work collaboratively and securely from any location"

What does CYC as a *digital workforce* look like?

A seamless, partner-friendly work ecosystem: integrated; data-driven; mobilised.

The tenets of CYC: A digital workforce

1. **Collaborative means transformative**
   A workforce that is empowered to collaborate and share will self-transform through cross-skilling and novel working
2. **Informed means customer-ready**
   A workforce that understands digital, and is confident in its use, will create great customer experiences
3. **Mobility means efficacy**
   A workforce that can work from anywhere will gravitate towards the point of maximum value-add
4. **Disruptive means agile**
   A workforce that is equipped to challenge and disrupt will drive change in the business

The Aspiration

Our research indicated there are a number of technologies and cultural shifts that will be instrumental in getting us to our digital destination

The technologies

On-demand

What it looks like:

- Quick log-ins and persistent connections
- Highly accessible and available corporate tools
- Available anywhere and across many devices
- Collaboration and sharing driven

Why it matters:

- Work remotely with total coverage
- Work collaboratively with anyone, anywhere
- Share and inform securely
- Scale quickly for new projects, or new organisations joining the alliance

Automated

What it looks like:

- End-to-end digitised processes
- Systems that talk to one another
- Smart user interfaces and devices
- Back office failover
- Customer interaction that doesn't necessitate officer time

Why it matters:

- Enables 24/7 customer service
- More informed and engaged customers
- Less reliance on staff for back office processing
- Less failure to processes due to poor data validation

Date-driven

What it looks like:

- Established data pipelines and workflows
- Accessible tools to evaluate and visualise data
- Easy access to customer and management intelligence
- Applications that consume and use data

Why it matters:

- Know our customers better
- Target spend and resource more effectively
- Better able to measure success and
- learn from failure
  Better able to share and collaborate with other orgs

Connected

What it looks like:

- Ubiquitous and seamless connections
- Easy and consistent access
- Robust but transparent security
- Future-proofed: plenty of bandwidth

Why it matters:

- Empower people to be more mobile
- Transfer from one device to another seamlessly
- Capture data where it's generated
  Empower Internet of Things (IoT) and smart devices

The cultures

Informed Users

What it looks like:

- Staff that naturally communicate and share
- Staff that understand digital and what it can do for them
- Staff that feel confident in managing and leveraging data
- Staff that are confident in using new solutions

Why it matters:

- Confident users are less change-resistant
- Informed users more likely to cross-/re-skill
- Customers empowered to co-design solutions and disrupt
- More opportunity to draw on skills in the business

Invested Customers

What it looks like:

- Established and proactively led
- customer engagements
- Simple and robust service request
- and incident reporting
- Constant customer feedback Proper customer metrics and reporting

Why it matters:

- Customers feel involved and that they are able to influence
- Better understand the challenges and frustrations of our customers
- Customers better understand our challenges and constraints
- Able to measure, therefore, able to improve

Our guiding principles

Our guiding principles: the five areas that will shape our future.

1: Connectivity

"We believe that by maximising and optimising access to our digital estate through highly available, secure and robust connectivity, we will empower our customers to work and transact with us on their terms."

What success looks like:

- Less connectivity outages and downtime.
- Unified comms and more agile telephony.
- Work any time, anywhere.
- Ready for increased consumption.
- More seamless experiences across public service networks.

What are we doing in support of this:

- Delivering a new managed service contract.
- Ensuring our network is fit for the future.
- More joined up networks/GovRoam.
- City WiFi/fibre.
- Business connectivity offers.
- Skype for Business.

2: Infrastructure

"We believe that by delivering a secure, resilient and commoditised infrastructure layer our customers will enjoy a consistent device- and location-agnostic experience whilst we empower services and partners to transition to new ways of operating."

What success looks like:

• Less network/server outages.
• Faster log-in times.
• Infrastructure as a Service (IaaS)/composable infrastructure offer.

What are we doing in support of this:

• Direct Access (accessing internal resources remotely).
• Nutanix/hyper-convergence.
• Updating corporate platforms: Microsoft Exchange.

3: Applications

"We believe that by focussing on light, scalable and connected solutions we will create an agile and unentangled digital ecosystem, enabling us to be more responsive to business change and to fully support new service and commercial models."

What success looks like:

• Applications that talk to each other without complex integrations.
• Applications that work out of the box and do need extensive customisations.
• Better and faster access to key data.
• Reduced reliance on legacy systems.

What are we doing in support of this:

• Total Mobile.
• New vehicle tracking solution.
• Lone working solution.
• Housing redesign.
• New HR applications.
• CYC Information Asset Register (IAR).

4: User experience

"We believe that by helping the business to build great digital experiences driven by lean end-to-end business processes, we will enable them to realise efficiencies and refocus their resource where it adds most value."

What success looks like:

- More user involvement: user interviewing, co-design, usability testing.
- Processes, services and digital offers designed together.
- Solutions that are always tested with the end user.

What are we doing in support of this:

- Developing a User Experience (UX) Toolkit.
- New regional adoption offer.
- YorWellbeing platform.
- CRM roll-out.

5: Communicating and sharing

"We believe that by being better at communicating and sharing with our customers, we will cultivate a cooperative of digitally informed users who have the confidence to exploit new technologies and to challenge and disrupt our thinking."

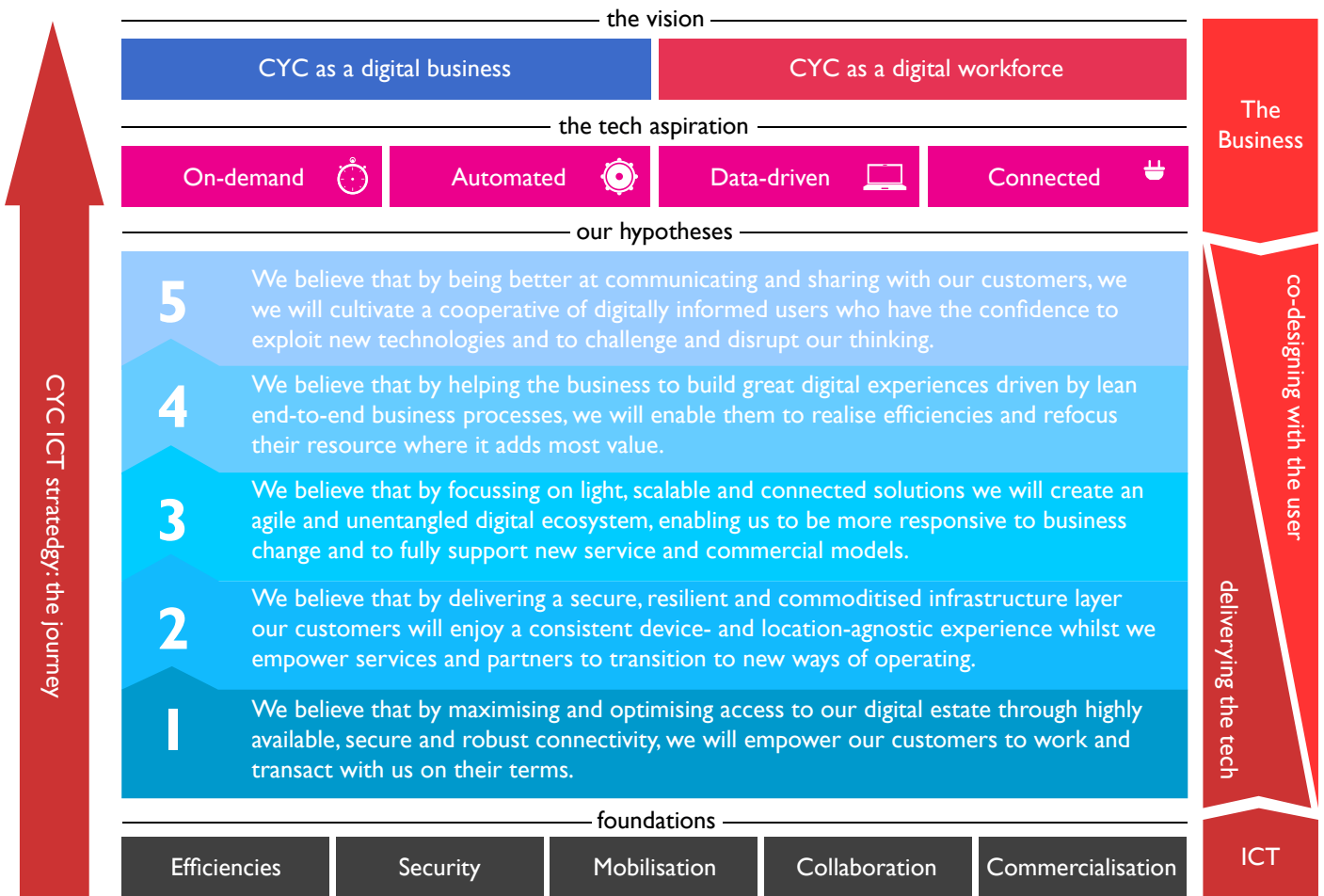What success looks like:

- More creative conversations with customers.
- Frequent and up-to-date blogs.
- More user workshops.
- Regular educational slots at staff sessions.

What are we doing in support of this:

- Blogging around this strategy.
- Delivering a programme of Code Clubs supported by local partners.
- Delivering presentations at key staff events around emerging and disruptive technologies.

Overview of the strategy

the vision

CYC as a digital business	CYC as a digital workforce

the tech aspiration

On-demand	Automated	Data-driven	Connected

The Business

our hypotheses

5 We believe that by being better at communicating and sharing with our customers, we we will cultivate a cooperative of digitally informed users who have the confidence to exploit new technologies and to challenge and disrupt our thinking.

4 We believe that by helping the business to build great digital experiences driven by lean end-to-end business processes, we will enable them to realise efficiencies and refocus their resource where it adds most value.

3 We believe that by focussing on light, scalable and connected solutions we will create an agile and unentangled digital ecosystem, enabling us to be more responsive to business change and to fully support new service and commercial models.

2 We believe that by delivering a secure, resilient and commoditised infrastructure layer our customers will enjoy a consistent device- and location-agnostic experience whilst we empower services and partners to transition to new ways of operating.

1 We believe that by maximising and optimising access to our digital estate through highly available, secure and robust connectivity, we will empower our customers to work and transact with us on their terms.

CYC ICT stratedgy: the journey

co-designing with the user

delivering the tech

foundations

Efficiencies	Security	Mobilisation	Collaboration	Commercialisation

ICT

Synthesising the research evidence in to insights

Creating the strategy

CYC ICT set itself a goal of creating a strategy that truly reflects the needs of its internal and external customers, as well as the organisation as a whole.

To achieve this, ICT took a user centred approach to formulating the strategy in order to get an empathetic viewpoint of customers' experiences through ethnographic research.

The challenge

We first set ourselves a challenge to help focus on what we were trying to learn from the research:

"We believe that by being better at communicating and sharing with our customers, we will cultivate a cooperative of digitally informed users who have the confidence to exploit new technologies and to challenge and disrupt our thinking."

Once the challenge was set, we could focus on gathering research.

Our approach

The assumptions

The first step is to try to remove bias from the research by identifying any assumptions the research team may have. It's important to capture everyone's assumptions as this becomes the basis for the research that we need to prove or disprove.
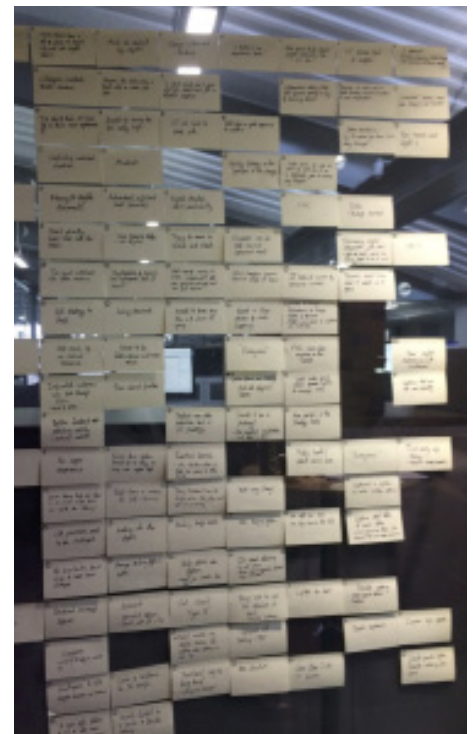
The research

Understanding the different requirements our users have meant that we took varying research approaches depending on the demographics:

- 15 senior managers and service leads interviewed to understand corporate direction
- 5 members interviewed to appreciate portfolio requirements
- 30 members of the public surveyed to gather overall sentiment
- 56 responses to questionnaire specifically for ICT staff
- 280 responses to an organisational staff questionnaire

The interviews & questionnaires

The research team interviewed a number of key service leads and senior managers. The interview questions were designed to get a good appreciation of the organisation's collective aspiration and challenges which may face them. The interview subjects gave a good representation of the authority, cross cutting the different services that the organisation provides. Interviews were then extended to elected members with portfolios to get a perspective of their digital requirements.

The research team also created questionnaires to reach out to larger groups. Separate questionnaires for ICT and organisational staff were created to gather a consensus on ICT and technology.

Response from the interviews

Residents and visitors were also consulted through interviews in order to capture their views and whether their experience of the authority could be improved through technology.

Synthesising the research evidence in to insights

The insights

All of the research was collated and distilled in to themes. From here we could start to focus on areas of interest that seemed to cross cut all the different viewpoints and gather a picture of how the organisations direction could be supported by the department.

The hypothesis

It was clear from the strategy research that clear goals would help people understand how the ICT strategy should be implemented. The insights and evidence from the research will help form hypotheses which can clearly demonstrate how we will achieve the strategy.

People also felt that the strategy should be living and updated as progress is made. The hypotheses will be updated, changed and added as we work on implementing the strategy.

Our findings

Insights overview

What CYC need from their customers:

- Customers that are empowered to self-serve
- Communities that are enabled to self-manage
- Customers that are ready for changing service models:
- Regionalisation: shared services, devolution
- Commercialisation: social enterprise, not-for-profit, start-up
- Communitisation: third-sector, community group

What CYC need from their workers:

- Staff that naturally communicate and share
- Staff that understand digital and what it can do for them
- Staff that feel confident in managing and leveraging data
- Staff that are confident in using new solutions

What the business needs from the ICT strategy:

- Clear goals and success measures
- On-going – not just a static document
- Feeds in to, and adapts around, other forthcoming CYC digital/business strategies

Views on the ground

ICT view

- Most people believe a strategy should influence the direction of the department's work
- (82/12/6) and should have clear goals to work towards (96/2/2)
- Most understand the purpose of a strategy (82/6/12)
- Most believe a more digitised council would be an improvement (72/17/11)
- Most believe what we deliver improves the business (80/10/10)
- Most believe we are the best department to lead change (68/26/6)
- Most are proud of the solutions that we provide (67/20/13)
- Most say they have regular contact with their customers (76/16/8)
- Most feel we maintain old systems (72/22/6)
- Just over half say ICT are good at communicating with its customers (53/24/23)
- Just under half say they know what the department's goals are (45/20/35)

The organisation view

Delivering

- Over three quarters feel confident in using the tech ICT deliver (78/13/9)
- Just over half feel the systems ICT deliver are easy to use (56/24/20)
- Just over half feel they are supported by ICT personally (56/28/17) and as a department (52/28/21)
- Just over a third agree that ICT work well with other departments (36/51/13)
- There is a split in how many agree ICT systems are reliable (38/25/37)
- There is a split in how many feel they are well supported with new systems (37/33/30)

Improving

- Nearly three quarters want to work away from the office more easily (74/20/6)
- Most want to see improvements in internal processes (61/31/8)
- Half feel there are barriers to current remote working (50/25/25)
- Just under half are happy with the tech they use at work (49/19/32)
- A third of those who don't currently work remotely want to (28/33/39)
- A third believe automating manual processes will make them work more efficiently (29/58/13)

In reference to external customers

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Organisational qualitative view

- Issues affecting connection to, or performance of, Citrix were cited in over 40 responses in relation to barriers affecting flexible working (from 105)
- 20 responses cited lack of appropriate devices as a barrier to remote working
- 31 responses mentioned Citrix and network performance as a service that needs to be improved (from 143)
- 24 responses referenced support and training as services that need improvement
- There were 14 references to Mosaic performance and support needing to improve

ICT view

- Want to see more processes on-line. Must be easy to use and be fully digital to be truly valuable.
- Want 24/7 service access but also want to feel supported out of hours.
- Happy to self-serve in the community. Want solutions that are easy to understand first time of using.
- Are not concerned about a multi-agency approach, but want to access the service in one place and to know who is accountable if anything goes wrong.

Sentiment

Leaders vs Staff: Correlation

Leaders	**Staff**
• Want 24/7 self-service as the core of customer interaction	• Majority see this as key to better customer experiences
• Want more flexible technologies and support	• Staff want better tech and extended support (7am-7pm)
• Want more digitisation of processes – internal/external	• Majority see this as advantageous for them and the business
• Want better access/connectivity – internally and externally	• Many references to issues around Citrix, network and so on

Leaders vs Staff: Disconnects

Leaders	**Staff**
• Want automation to underpin internal and external processes	• Staff unsure about automation – wary or don't understand
• Understand data as a foundation layer in digital business	• No significant sentiment in business in terms of data
• Want a highly collaborative workforce	• Don't appear to understand collaboration or see it as key
• Want a mobilised and digital workforce	• Meaningful numbers of people still resistant to remote working

Leaders vs ICT Correlation

Leaders

- Feel ICT needs to have a clearer direction and mandate
- Want a strategy with clear goals and milestones
- See us as key drivers of digital change Want to see more modern software

ICT

- Minority understand direction and feel they influence it
- Vast majority see this as a key aspect of a strategy
- Most agree we are the best people to affect change
- Only minority feel our software is up to date

Leaders vs ICT: Disconnects

Leaders

- Believe we need to do more to understand business need
- Understand digital as a cultural phenomenon
- See 24/7 self-service as the key way to improve lives of customers

ICT

- Majority feel we already know our customers well
- Primarily see digital as online/tech
- Under half recognise this as something that will enhance lives

Staff vs ICT: Correlation

Staff

- Generally happy with ICT service levels
- Want to see more up to date solutions
- Want more support and training, especially with new solutions

ICT

- Majority feel we deliver good service
- Majority feel we support old solutions
- Most cited capacity and communication as key challenges to their role

Staff vs ICT: Correlation

Staff

- Under half are expressly happy with tech we provide
- Under half feel our solutions help them to work more efficiently
- Significant number of people experience frequent issues with core estate/solutions

ICT

- Majority feel we know the needs of our customers
- Vast majority think what we deliver improves the business
- Majority are proud of the solutions we deliver