CCC Digital Strategy 2023-2028

Action Plan

Version 1.0

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Contents

1. Digital Strategy Vision

The ITDS strategic vision is for Digital Services that are **Secure, accessible, modern, and customer-focused to help create a sustainable 21*st* century council**.

ITDS will act as an enabler for individual services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. This customer focused strategy ensures that digital solutions align with the needs and preferences of the people that use Council services. We will not mandate a specific approach but will maximise the opportunities of digital solutions,suggesting and informing the adoption of technologies that enhance the customer experience.

By being proactive in engaging with the business we will encourage a modern thought process regarding IT and Digital provision, emphasising the importance of customer satisfaction and engagement. This approach will help departments see the longer-term implications ultimately leading to better outcomes for customers.

The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology that places the customer at the centre. There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact but also allow us Council services to use the customers preferred methods of communication, enhancing the overall customer experience.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

2. Communities Theme

Communities Vision

Our vision is to enable as many services as possible to digitally engage, directly with its service users. This automated digital engagement should follow through into the teams and systems used within the organisation. A key focus should be that this engagement drives more automated resolution where appropriate but also directs the most vulnerable quickly to the best face to face support.

To support and implement, where appropriate, the infrastructure required to deliver the innovative use of Internet of Things (IoT) and other services effecting positive outcomes for the community, such as improved access to public Wi-Fi and better air quality.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	Supporting services by providing mapping data to drive local decision making.	Demand led service delivery.	Ongoing	ITDS, Business Intelligence, Public Health, Highways and Planning
2	Opening social media channels for staff to engage with service users and citizens.	Increased engagement with citizens on the platforms they prefer.	Ongoing	Communications, Libraries, Customer Services
3	Supporting Connecting Cambridgeshire to make public access Wi-Fi available across an increasing number of community locations.	Free internet connectivity for citizens.	Ongoing	Connecting Cambridgeshire
4	Live streaming Council committee meetings via YouTube and encouraging participation in Council business by providing comprehensive information on how to get involved on the corporate website.	Citizens feel part of the democratic process.	Ongoing	Democratic Services
5	Libraries offer a wide range of services to communities and play a significant role in providing a point of contact for digital services, such as training, providing information, access to electronic devices and the means of safely connecting to the internet.	Community cohesion and inclusion.	Ongoing	Libraries
6	Provide a mechanism for Libraries to collaborate with the Contact Centre so queries can be seamlessly passed between them.	Less signposting for citizens.		Libraries and Customer Services

What are we doing next?

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will support Adult Social Care in trialling and implementing digital financial assessments, they will be looking next to digitise care assessments.	Assessments are faster, more convenient and require less resource.	Finalising Business Case	FY 23-24	Adult Social Care
2	Supporting Libraries in providing a common room for creative digital activities such as code clubs, arts, and STEM activities, open to all ages.	Brings communities together and promotes inclusion, creativity, and digital skills.	Creating Business Case	tbc	Libraries
3	Development of digital platforms utilising AI to improve the process of gathering customer feedback. We will leverage the power of MS Dynamics 365 Customer Voice to capture and incorporate real time feedback.	Customer feedback driven service improvement.	In-Progress	tbc	Customer Services
4	We will integrate the CRM and Social Media channels for the Council to provide an integrated customer experience regardless of channel used	Customers can interact with the Council in the way that suits them using their preferred platform	tbc	tbc	Customer Services, ITDS
5	We will utilise AI and automation to analyse how customers and citizens are digitally engaging with us over all channels.	We can harness intelligent communications through the most provenly effective channel.	tbc	tbc	Customer Services, ITDS
6	Utilise AI technologies to make the archive of FOI requests easily accessible	Easier access to FOI information for the public Reduced handling for officers Democratisation of information	tbc	tbc	ITDS, Information Goverance
7	Support the Community initiatives that centre around Libraries to ensure a consistent and optimised digital service provision.	The Libraries' service is provided with a robust and highly supportable digital provision that is modern, effective, and scalable.	tbc	tbc	ITDS, Libraries

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will collaborate closely with People Services and system suppliers to ensure the future requirement of all service users having a digital identify is fulfilled.	Every service user can be uniquely digitally identified. This will lead to delivering personalised services and being able to link people across different systems.	TBC	Authority wide
2	Utilise AI and automation to make sure that despite the channel being used, customers accessing services or information are directed to the correct location. We will support services to deliver this in the most seamless way possible. Ensuring the corporate website contains appropriate information, resources and is user friendly will be key to success.	Council services and information is universally accessible to citizens.	2024-2026	Communications, ITDS, Customer Services
3	Make sure all information on individuals held by the Council is in a digital format. It will be transparent and available to them if they request it. That information will also be used to inform decision making.	Services can be shaped by real data. Service users can get up to date information on their interactions with the Council quickly and easily.	2026	Authority wide
4	Increase digital self-service and interact with citizens on their terms via digital channels.	Enabling self-service for most, and especially for transactional services will lead to increased citizen uptake and more efficient delivery of services.	2024-2026	Authority wide
5	**Parking and Traffic Information** - Make full use of real time data and relay that information to applications, street signs & make it available via APIs. **Public Transport** - Real time passenger transport information. **Air Quality** - Live assessment of air quality can enable dynamic management of traffic flow, including public transport.	Decrease carbon emissions by reducing unnecessary journeys. Make using public transport easier and more efficient for passengers.	2025 onwards	Highways, Public Transport

3. Partners' theme

Partners Vision:

Where the requirement for a digital public service cannot be efficiently fulfilled using internal resources, or a common outcome is identified across partner, we will engage in partnerships with external providers to satisfy the wide-ranging requirements of local Public Sector. In line with Council objectives, we will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

We will facilitate digital working across the board, with digital communication and collaboration as standard and work together to ensure that any service provided or consumed meets or exceeds expectations.

We will work with other Councils and service provider organisations to ensure that data is shared safely and appropriately to enable us to solve problems for our citizens and make our services as effective as possible.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The East of England Ambulance Service referral portal has been opened up for social workers, they can triage calls, directing them to more appropriate services.	This frees up resource in critical services by reducing instances where an ambulance is sent out unnecessarily and allows the focus to remain on urgent cases.	Live	Adult Social Care
2	We will support the ASC in the implementation of the Better Care Portal.	Service users can easily manage their finances in relation to Social Care.	In delivery	Adult Social Care
3	Ensure newly created data is stored either in the Microsoft 365 product suite (SharePoint and OneDrive) or in an externally accessible line of business system.	Data sharing between the authority and selected partners will be fast, secure, and seamless	Live	Authority wide

What are we doing next?

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will support the work of the Policy and Communities teams as they look to review and update our 'Partnership Governance Advice and Guidance' to improve partnership working across the authority.	Operating with partners is done in a coherent manner which follows published best practice. Partners understand our ambitions and corporate direction and how they contribute to it.	To be defined	2023 onwards	Policy and Communities

		New partnerships can be built upon existing successful ones.			
		Repeating past mistakes will be reduced or eliminated by recording lessons learnt.			
		Will lead to maximising the collective value of our partnership arrangements.			
		This will not only benefit ITDS but will give other services a better understanding of what partnerships exist and learn from previous experiences.			
		Having a holistic view of partnerships will allow us to better use our resources; where a need arises that cannot be fulfilled internally, we can quickly assess the potential suitability of a current partner to fill the gap			
2	We will develop our relationships with the following partners to support the delivery of digital skills in Cambridgeshire through advocacy both within our organisation and external partners. – Cambridgeshire Digital Partnership – Good Things Foundation – Basecamp online community – CCC colleagues – Cambridgeshire Skills – Cambridgeshire and Peterborough Against Scams	A broad and comprehensive digital skill offering will be put in place.	To be defined	2024	Authority wide
3	ITDS will seek early involvement when new partnerships or renewals are being negotiated.	Lessons from previous arrangements have shown that 'retrofitting' digital services into already agreed partnerships can make for a	To be confirmed	2023	Authority wide

		compromised solution. This will prevent that situation.			
4	Utilising funding that has recently been provided by NHS England to help QC registered care providers, both domestic and residential to go digital. The ambition of that work is to start digitally connecting care providers to Social Care and medical records.	Providers can communicate directly with service users and health services reducing unnecessary intermediary effort.	Funded	2024	Adult Social Care
5	We will provide flexibility in creating new connections to external partners (i.e. Health) where these can be completed efficiently, securely and are complementary to our IT and access management strategy.	Data sharing between the authority and selected partners will be fast, secure, and seamless.	As part of other business cases	2024	ITDS, relevant partner
6	Where partnerships produce products or services of a digital nature, ITDS will provide support and advice whilst the service themselves will own the solution.	Services have the support they need to ensure digital solutions from partnerships are implemented in a secure, efficient and supportable state.	tbc	2024	Policy and Communities

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will ensure the relevant departments and partners have the support they need regarding digital to ensure the success of any partnership-based work.	Effective and compliant services can be quickly and easily implemented.	2023	Authority wide
2	We will support the organisation in the construction of a partnership framework which sets out the most effective choices when working with partners. This will cover the IT and Digital services we are able to provide and what we would expect to be provided.	The establishment of a partnership will be consistent and follow best practice.	Tbc	Authority wide
3	Digital Directory - We will support in the production of a comprehensive, digital directory of care and support services to whom we contract. Ideally, this will include providers used by other authorities and those paid for privately.	This would provide us with valuable market knowledge that would help us to signpost information to whoever needs it and could lead to greater self-service if it were published externally. Its success nds	2024 onwards	Adult Social Care, Childrens' Social Care

		on there being accessible, joined-up information between health and social care services.		
4	Better service design through digital visualisation will be adopted. The types of services that would be designed like this could include buildings, public spaces, workflows, service interactions and digital landing pages	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	2024	ITDS
5	Support the delivery of services for people in locations other than hospital for example: - 'Virtual wards' where people can be discharged from hospitals and monitored remotely through technology and virtual stats is an upcoming initiative.	Reduced demand from hospitals and better outcomes for service users.	2024	Integrated Care System (DEG) Tech Enabled Care (TEC)
6	Support smaller partner organisations eg voluntary orgs. Working with Public Health with their use and exploitation of technology in a secure way	More consistent, supportive and secure approach to use of technology and digital solutions. Allowing for more productivity across smaller organisations and their commissioning services	2024 onwards	ITDS Public Health Plus other organisations (tbc)

4. Inclusion theme

Inclusion Vision

The ultimate vision is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

Making technology and digital solutions accessible and usable for all. individuals, regardless of their abilities, disabilities, or method of access. This vision strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can participate in and benefit from the digital world. This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The Equality Impact Assessment hub has been established.	This ensures that evidence-based decisions are used to shape how we work. We not only meet our legal duties relating to EDI legislation, but it ensures that everything we do has inclusion and equality at its core.	Live	EDI
2	Libraries have launched a borrowable tech pilot with targeted promotion at digitally excluded groups. They are also starting coding activities in-person and online, including participation options for digitally excluded young people. The 'Digital Buddies' offer of 1:1 support in all Hub Libraries will be redeveloped with the potential to stretch outcomes to all libraries.	Access to devices and connectivity to those who otherwise would not have them. A chance for young people to develop digital skills and socialise.	Live	Libraries
3	We ensure that all digital communication including social media posts provide alternative text, image descriptions and all videos are captioned in production or in YouTube/Facebook video uploads where appropriate.	Internal and External content is made more accessible.	Live	Communications

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements.	Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	Part of BAU	2023 - 2024	ITDS and Health and Safety
2	We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Those who are not comfortable with communicating digitally have an alternative.	Part of customer contact	2023 onwards	Authority wide
3	We will no longer use PDFs to publish information. The format was useful in its time but can limit accessibility.	Communications are more accessible. https://gds.blog.gov.uk/2018/07/16/why-gov-uk-content-should-be-published-in-html-and-not-pdf/	Part of BAU	2023	ITDS, Communications
4	Utilise the Connecting Cambridgeshire role in our digital inclusion approach.	Multiple, see the Connecting Cambridgeshire digital inclusion plan for more information.		2023	Connecting Cambridgeshire
5	Take the cue from the DWP in encouraging external facing staff to take up the free Microsoft training on digital skills.	Staff can learn themselves and assist others who may need help with accessibility - Accessibility fundamentals - Training	Microsoft Learn	Being defined	2023	Connecting Cambridgeshire, Libraries

What are ambitions for the future?				
This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time				
ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	The ambitions in this area will be refined following the outputs of the project being run by Connecting Cambridgeshire	n/a	2023	Connecting Cambridgeshire, ITDS and others to be confirmed
2	We will support services and partners in enabling all our citizens and service users to increase their digital skill level in line with the National standards for essential digital skills (publishing.service.gov.uk).	Improved digital skills within Cambridgeshire.	2024 onwards	Connecting Cambridgeshire

3	We will utilise AI to assist in determining where there are multiple sources of information published by the authority and any overlaps. That information can then be collated and published in a more accessible and comprehensive way.	Communications are not unnecessarily duplicated and are easy to find and view.	2024 onwards	Communications

5. Sustainability theme

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We are disaggregating the Data Centre and the Endpoint User Device (laptop or desktop computer).	By moving to a cloud hosted Secure Web Gateway (SWG), we will better support the Council's remote users and their managed endpoints. SWG provides next generation connectivity and security over the legacy Data Centre firewall, and VPN combination.	Live	ITDS
2	IT procurement criteria includes: • The carbon footprint of the product. • The amount of energy the product consumes. • Recyclability of the product. • Proportion of recycled content in the product.	Limits the environmental impact of the production and use of endpoint devices	Live	ITDS
3	The Council has adopted a 'Cloud First' approach where services such as Software as a Service (SaaS), Platform as a Services	Public cloud providers have the advantage of higher efficiency in economies of scale against running on-premises infrastructure, they invest heavily in	BAU	ITDS

	(PaaS), and Infrastructure as a Service (IaaS), are considered above local or collaborative implementations.	environmental sustainability which leads to less carbon emissions than smaller individual Data Centres.		
4	Implementation of Microsoft 365	Microsoft Teams includes audio and video conferencing facilities. Using this system reduces the need for staff to travel to meetings, whilst maintaining effective communication and collaboration internally and with external organisations.	Live	Authority wide
5	What happens to equipment purchased by the authority at the end of its practical life is considered. We work with numerous initiatives to ensure devices that no longer perform to the required standard are donated to worthy causes, these include but are not limited to: Adults leaving care, Ukrainian refugees and LaptopsForLearning. Equipment which cannot effectively be reused is collected and sent for recycling by regulated operators.	The useful life of IT equipment is made as long as possible and then disposed of responsibly.	BAU	ITDS

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	Along with partners we will continue in the provision of fast and reliable internet connectivity across the County.	Good internet connectivity is paramount to both the councils' ambitions and businesses that want to work in the area. The need for domestic connectivity is also important for staff working remotely, local customers and for suppliers.	Ongoing	Ongoing	Connecting Cambridgeshire
2	We will help citizens and smaller businesses who do not have the skills and knowledge to fully exploit the above infrastructure.	The maximum return is realised from the investment.	tbc	tbc	Connecting Cambridgeshire, Libraries
3	We will support the CPCA in delivering their Local Transport and Connectivity plan.	The plan is to improve the region's transport system leading to improvements in people's quality of life and life chances, our environment, and our economy.	Proposed	2023 onwards	CPCA

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	TARGET DATE	RESPONSIBLE SERVICE
1	We will continue to follow developments in technology and processes which improve sustainability. After thorough assessment including feasibility and which prove the advantage, these elements will be implemented into the Council.	Encouraging technology, business support and investment locally which is proven to lower environmental impacts and leads to high social/economic value.	2024	ITDS
2	Supporting the delivery of the Council's Net Zero Carbon objectives by: • Establishing a "Net Zero by design" service that considers tackling the climate crisis as a key to delivering a high-quality Digital Service. • Fully integrating robust carbon reduction requirements into all procurement processes - both for hardware purchase and cloud-based services. • Ensuring waste hardware is responsibly disposed of, following the waste hierarchy, and favouring reuse and refurbishment as far as possible.	Assists in the journey to Net Zero.	2024 onwards	ITDS
3	Utilise digital visualisation to assess the environmental impact of new buildings and public spaces	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	tbc	Property Services
4	Support for Digital and Creative Sector as a key sector delivering growth in the County	Develop a strategy for supporting the digital and creative sector to grow sustainably within the County including support with accessing finance, skills, training.		Place and Sustainability

5	Developing an overarching infrastructure plan for the County that integrates planning for digital infrastructure with long term development plans across the County	Working with colleagues with the CPCA and districts to produce an overarching infrastructure plan which includes digital infrastructure as well as strategy for use of digital technology to support future planning and delivery of services e.g. transport systems, energy systems and future land use planning		Place and Sustainability

6   Workforce theme

Workforce Vision

The ability of the Council to provide effective services relies on its workforce being able to use systems effectively and efficiently whether this is delivered face to face, mediated route or entirely digitally.

Our vision is for all staff and elected members to be supplied with the appropriate equipment, software, and digital skillset for their job role so that they feel empowered and confident in their use of IT.

How staff and elected members work and are trained will be centred around digital technologies. We will encourage, promote, and support digital ways of working for all staff. Ongoing staff development for staff and elected members in relation to improving and broadening technical expertise within the authority will be made available.

We put digital technologies at the heart of the way we work and train our workforce in how to use them. We have a culture that values, incentivises, and expects digital ways of working from every member of our workforce. We actively develop our workforce's expertise within the digital, data, technology and cyber professions and have talent pipelines to benefit retention and relieve pressure on recruitment.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We will increase our promotion of available training and resources for staff and continue with internal IT training, both remote and face to face on core products as well as induction and bespoke offerings.	Staff have the digital skills they need to carry out their role effectively.	Live	Authority wide
2	We have provisioned the **365 Hub** (via Teams), the intranet and a M365 Support Team provide links to either custom created guidance, or guidance provided directly by Microsoft to enable staff to find information on and guidance in using Microsoft 365 products.	There is a principal place for staff to go to for information about Microsoft 365.	Live	Authority wide
3	We are migrating file storage away from the on-premises infrastructure to MS Teams and SharePoint**.** This represents a step-change in how the workforce will access and update information and builds on the successful implementation of M365.	Data is secure, easily accessible and staff can share and collaborate with each other and external partners.	In progress	Authority wide

4	We are moving to greater use of self-service offerings for IT support. To this end the Hornbill system has self-service at its core, and its offerings will continue to be built upon with standard offerings that provides staff with the applications/software that their role requires delivered directly to their device. Directory Update and ERP Gold personal details also provide the means for staff to manage the data held about themselves.	Provides a choice of channels for staff to use to seek support. Access to applications is simple and fast. Staff are able to maintain the data held about them.	In progress	ITDS
5	We will curate the available sources of information such as Camweb and Viva Engage (Yammer) and Cambridgeshire Conversations and create forums for engagement for sharing hacks and ideas.	Accurate and useful information is disseminated to staff through well-used and maintained areas/forums	In progress	ITDS Communications
6	Laptops will be provisioned using Secure Web Gateway (SWG) and Microsoft Autopilot.	This means that if required, new/replacement devices can be sent directly to people's homes and will configure themselves without the staff member needing to attend an office.	In progress	ITDS

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	Work to identify the barriers staff face or think they face, in relation to IT and digital and formulate an approach to "Remove the fear factor".	Will make "digital" more approachable, support learning and inform staff of the "why" to help them engage digitally and understand the value and context of their learning journey.	To be defined	2023 onwards	ITDS, HR
2	ITDS will work closely with HR to ensure that any assistance required in delivering the People Strategy Wellbeing Strategy and EDI is made available. **This action will be updated as other council strategies are approved.**	The council strategies and their associated benefits are realised.	tbc	2023 onwards	ITDS, HR
3	ITDS, along with Microsoft will promote and support the embedding and use of existing accessibility tools. This may extend to encouraging staff to take up the free training available to enable them to assist their colleagues.	Awareness and skills in accessibility is increased.	tbc	2023 onwards	ITDS, EDI

4	Self-service Windows login password resets will be made available to staff.	This will speed up the resolution of the most common IT issue whilst also removing some of the reliance on the availability of IT support staff.	In progress	2023	ITDS
5	ITDS will promote workforce awareness of the Essential Digital Skills Framework.	Will increase the prevalence of foundation level digital skills such as: • Communicating • Handling information and content • Transacting • Problem Solving • Being safe and legal online	In progress	tbc	ITDS, HR
6	Work with HR and trade unions to understand how digital skill levels can be included appropriately within the Person Specification for the council.	Gives a quantifiable, objective view of skills against roles	Tbc	2023	ITDS, HR, Trade Unions
7	We will investigate ways in which we can develop the 'baseline' level of knowledge of M365 tools relative to a person's role.	We can use learning methods that will help staff retain knowledge, and be able to apply it in their role, rather than generic training.	tbc	2023 onwards	ITDS, HR
8	We will continue to improve our offerings for hybrid working including keeping pace with technological developments for physical meeting rooms.	This allows our geographically diverse workforce to remain connected, reduces carbon emissions and promotes accessibility.	Ongoing	2023 onwards	ITDS
9	ITDS will support new opportunities for use of digital solutions that emerge from the business planning process.	Systems and solutions will be fully funded. There will be less insecure and unsupported systems procured and implemented and a reduction in 'shadow IT' which excludes any involvement from IT & Digital.	tbc	2023 onwards	ITDS
10	We will adopt the principal of 'Intuitive/Ease of use' in the procurement and implementation of new systems.	Staff who have job roles that do not require them to spend their days on laptops do not end up being excluded.	BAU	2023 onwards	ITDS
11	ITDS will apply the principles of a service-oriented, architecture-based approach.	The processes to implement new systems may be different, but the result always meets the requirements and supports behavioural changes within the wider workforce.	BAU	2023 onwards	ITDS

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	Investigate making 'Every Contact Count' – Enabled by IT, exploit opportunities to de-centralise and offer more bespoke information to communities.	Simplify interactions with the authority, for instance, where we currently have a transactional service interfacing with our citizens or service users, that one interface could be a single point of contact for any council provided service.	2024	Customer Services
2	We will make sure we build systems and processes with inclusivity in mind.	Systems and services are accessible to all.	2023 onwards	ITDS, EDI
3	Build with customers in mind, as Councils redesign their services to be more transparent, we will design our systems more readily for consumer consumption.	Although challenging, given the range of systems we have, one approach may be to design in accordance with functions (e.g., pay, book, make appointment…) so the "why you are doing this" is clearer. In a comparable way to the retail industry, we will focus on building digital systems with a strong emphasis on usability.	2024 onwards	Authority wide
4	Training for elected members – In addition to covering the above digital skills, a bespoke training package will be developed for members.	This will ensure members are able to use digital resources effectively.	2024 onwards	ITDS