



# IT Strategy 2018 - 2023

**Delivering services  
that our users and  
citizens expect and  
deserve**





Councillor Craig Cheney

# Foreword

Delivering the level of digital services that our users and citizens expect and deserve

As the leading Smart City in the UK Bristol citizens and users of our services rightly expect a digital experience comparable to other areas of their lives.

For many people accessing services online, outside of office hours is often the only way to get things done in today's busy world. This doesn't mean that those citizens who can't or don't want to access services online should be left behind, quite the opposite. Excellence in digital service delivery frees up staff to be able to spend more time answering phones and conducting face to face meetings in order to support people more effectively.

In Bristol we are in a truly unique position to bring our innovative culture to a **digitally literate demographic** whilst remaining mindful of those not comfortable in a digital world. The digital agenda provides a new lens through which major city and city council challenges may be addressed.

As described in our **Corporate Strategy** the way in which the council will interact with its citizens will need to change, delivering quicker and better outcomes, helping the council to be more efficient whilst making things easier for citizens.

Our digital ambitions have a critical part to play in achieving the future vision of a council that **encourages inclusion, independence and enablement of all its citizens.**

Our digital implementation plans over the next five years are carefully designed to achieve the right balance of **minimising operations cost whilst maximising the quality and effectiveness of our services.**

It is difficult to foresee how technology will evolve beyond 2023. However, we do know that **the services today's council provides will fundamentally change through the use of innovative, life-changing technology.** We aim to create a digital environment for the future generations of our citizens.

# Our digital aspirations over the coming years will be underpinned by four critical digital ambitions:

## 1. Improving our digital capability

We have already made significant strides in upskilling our internal digital teams in new world technologies and ways of working. However, there is more to be done in accelerating this capability and **broadening digital skills across both the wider council and its citizens.**

## 2. Accelerating channel shift

Fewer people need to waste time visiting or calling us where we have invested in new, digital, citizen-facing services, notably Waste Services, Council Tax and Rent Management. In providing this we have improved the responsiveness, availability and usability of services by up to 25%. **By 2023 we aim to ensure the same or better level of digital presence in all core council services.**

## 3. Working smarter

We have a real opportunity to consolidate, standardise and simplify our current technology estate. Improved integration and connectivity between our core services and more streamlined processes will **unlock significant efficiencies and direct funds to frontline service delivery.**

## 4. Building on a culture of innovation

We are proud of our reputation as the UK's leading Smart City. Our achievements are due to the creative talents of our people, our unique third party collaborations and a community of citizens that embrace change... **the perfect environment to support our digital ambitions in the future.**

# Principles of our approach



## An innovative mindset

We want a council that is configured for continuous digital change. Core IT in partnership with the business underpins the development of new digital services, curated using the best sources of external innovation.

80% of today's CEOs believe digital disruption is imminent, and almost half think their business model will be obsolete by 2020.

(Harvard Business Review Analytic Services Survey, Competing in 2020)

## Better by design

We will design digital services that are user and citizen centric.

The number of services delivered digitally in the Public Sector had increased by 37%. Moreover, this is expected to grow by 140% over the next three years.

(GOSS 'Digital Self-Service in the Public Sector' report 2016.)



## Getting IT right

We want a simpler, safer and more efficient core service, taking out the complexity and risk of outdated, unsupported 'legacy' IT.

We have already realised significant benefits from replacing old, unsupported services for new world equivalents.



## Flexibility in the way we commission digital services

We will move to a multi-vendor, cloud-based, digital ecosystem, reducing in-house support costs and creating the flexibility we need to meet our digital ambitions.

Between 2016 and 2020, IT organisations will decommission more than three times the number of applications they have decommissioned since 2000.

('Decommissioning Applications: The Emerging Role of the Application Undertaker'. Gartner)



## Unlocking the power of data

We will mine richer data sets, crucial to us in improving frontline services and providing valuable, transparent information to our citizens.

Data will be a driving force in transforming the role of the council and its understanding of city needs.

## Strategic Theme 1

# Improving our digital capability

Technology alone cannot meet the digital expectations of today's citizens. It must be coupled with an organisational structure and mindset that embraces digital innovation

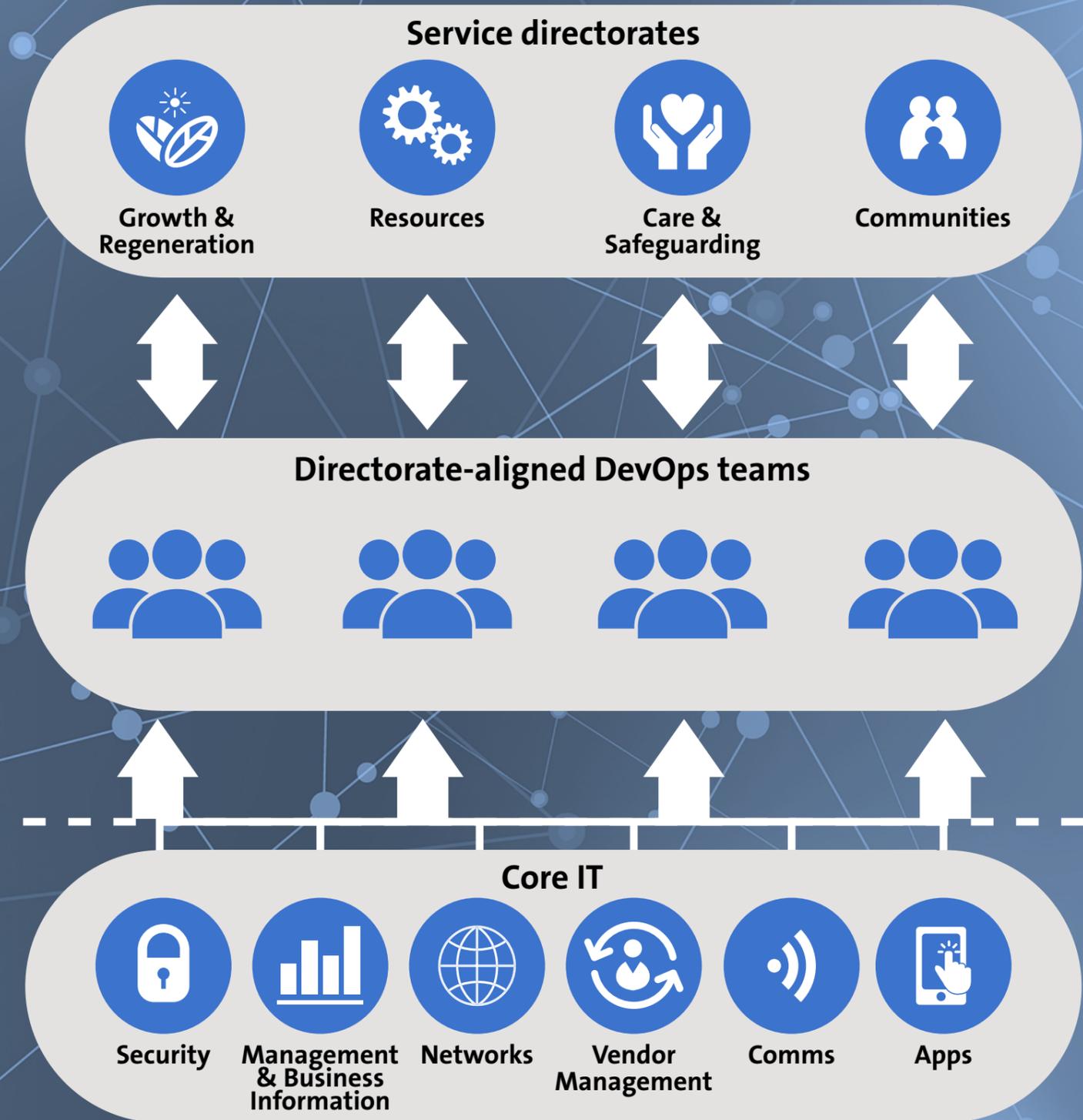
**C**itizen expectation of digital services has and will continue to increase significantly. Simply adding a digital channel to an offline process is no longer sufficient to meet the demands of a culture used to 24/7 access to online forms of entertainment, commerce, knowledge, communication and social interaction.

We want to provide services that are easier to use than any other available option, with digital channels designed with full availability and accessibility in mind.

Moving to 24/7 digital-based service offerings will allow the council to offer life-changing services to its citizens while fulfilling the needs of austerity and efficiency.

### To achieve this we will:

- Align the ways of working and capability across the wider council with the pace of digital change required over the coming five years
- Couple deep technical understanding with line of business expertise on a day-to-day basis to exploit how emerging technologies can fundamentally change the way the council addresses citizen need
- Establish blended teams where technical and business leaders are driving digital change at the frontline
- Have a collaborative cloud based environment that enables our staff and partners to work together seamlessly regardless of their role or working patterns
- Move to an environment where technology is an enabler and tools and services are consistently available anywhere on any device
- Foster a culture in which all business change should be considered through a digital lens
- Deliver change incrementally, continuously assessing against strategic principles and outcomes



## Strategic Theme 2

# Accelerating channel shift

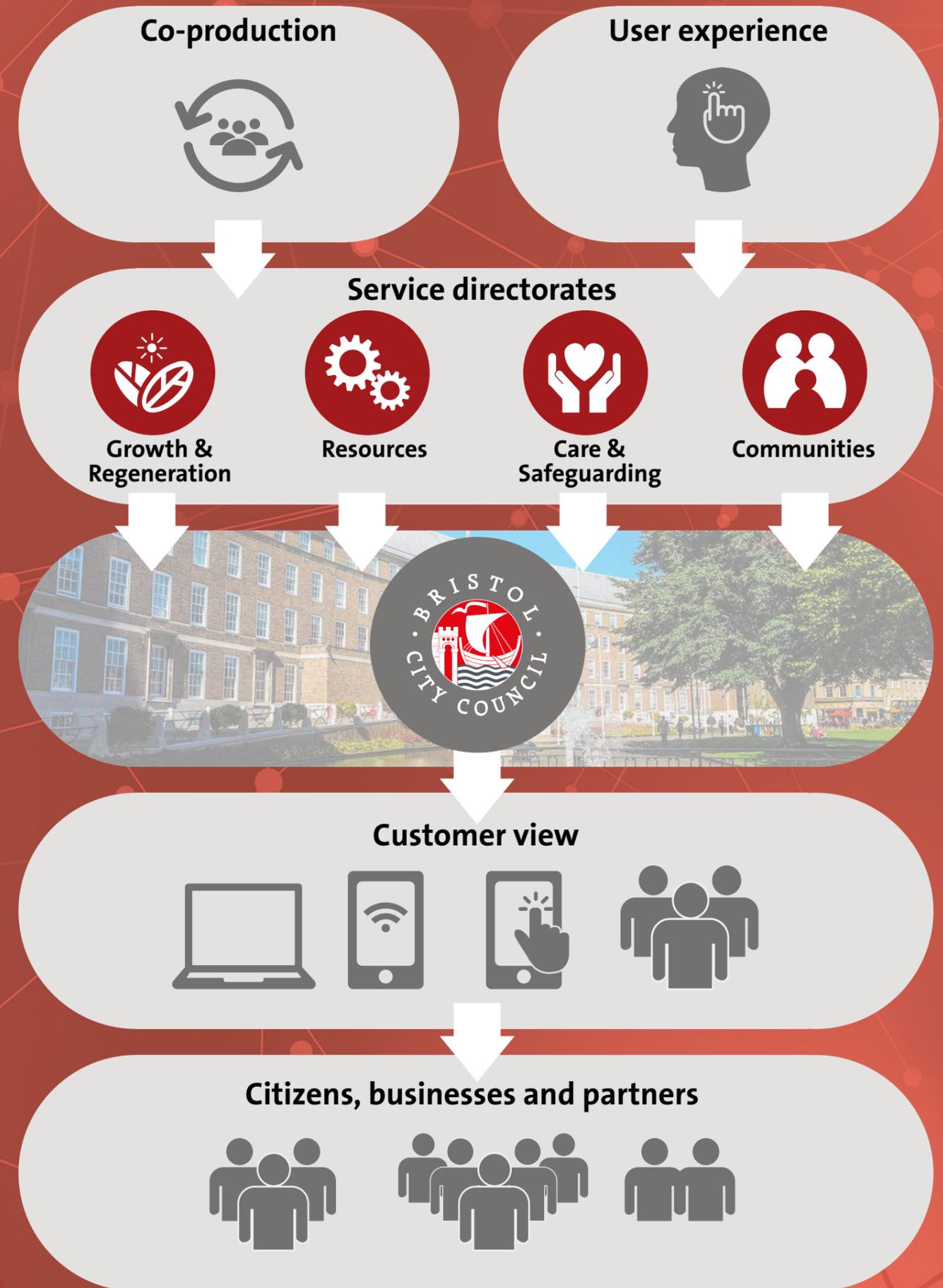
By 2023 we will provide digital channels for all core council services

**O**ur implementation plan requires new ways of working across the entire organisation and an improved technology infrastructure to enable faster-paced, strategic digital change over the next five years.

We are moving to an operating model in which digital skills are embedded across the council. Processes are flexible and are fit to evolve quickly, and our underlying tooling and systems are designed to be extensible, consuming the right solution for the task.

### To achieve this we will:

- Put user experience and customer focus at the heart of the design and evolution of our services and design new services to be fully digital from the start
- Where channel shift has been successful we will phase out more expensive, non-digital alternatives
- Monitor channel shift uptake and measure customer satisfaction with our digital provisions as a fundamental part of what we do
- Make it a priority to understand and resolve why certain users continue to use non-digital methods of engagement
- Embed digital inclusion and digital assistance skills/support in all new digital services to ensure none of our users or citizens are left behind
- Move towards a single view of the citizen. We want our citizens to be able to view and interact with the council via an easy-to-use, standardised interface
- Re-focus the council's social media presence, making it a mainstream service channel to better connect with our citizens, whilst retaining suitable corporate ownership and oversight of its use as an official communications channel



## Strategic Theme 3

# Working smarter

## Transformational shift in the way we access council services

In the overall context of reduced council funding and increased pressure on frontline services, our digital ambitions will play a critical role in streamlining core functionality and transforming more expensive, manual processes into efficient digital alternatives.

Our strategic plans will enable anywhere, anytime access to an integrated ecosystem of flexible, individual, cloud-based solutions. These solutions will be integrated and protected by their own, content-appropriate security layer.

### To achieve this we will:

- Consolidate, simplify and standardise the existing legacy estate
- Transition to a cloud based infrastructure that can be consumed on-demand
- Standardise core business systems e.g. Customer Relationship Management, Document Management etc.
- Integrate services via robust Application Programming Interfaces and a common Identity and Access Management (IAM) solution
- Accelerate use of self service alternatives in parallel with new digital service design
- Remove the need for manual processes and intervention through more integrated cross-service applications
- Consider total cost of ownership as part of all digital change
- Decommission legacy systems and processes by default
- Adapt business process to accommodate digital innovation, not create onerous digital solutions to address current business practice
- Enable council colleagues to use their own devices where possible, connecting easily over the open internet



## Strategic Theme 4

# Building on a culture of innovation

## Creating an environment fit for a new breed of digital services

**W**e are proud of our track record in innovation, particularly in the establishment of our sector-leading Operations Centre and ground breaking technology collaboration with third parties.

We want to use advances in technology to transform the lives of our citizens through our city-wide digital ambitions. To enable these we need to fundamentally change the way we work internally, how we interact with the outside digital community, and provide underlying technology platforms with the flexibility to support this ambitious agenda.

### To achieve this we will:

- Provide a strong technology platform to underpin the council's city-wide digital agenda
- Work more closely with our strategic partners in a wider digital context. Our aim is to turn today's ground breaking technology into tomorrow's business-as-usual services for our citizens
- Implement a loosely coupled services architecture where innovations can be trialled and iterated quickly, responding effectively to user feedback and changes in the industry
- Maintain our position as the leading UK Smart City by horizon scanning beyond the public sector to identify upcoming areas of innovation and learn from best practice implementation across industry
- Benefit from new ways of working that bring together technology and citizen services to design change
- Support digital innovation that changes the lives of the most vulnerable, for example enable those who require care to stay in their homes for longer should they wish



University of  
**BRISTOL**



# ENGINE SHED

**WEST OF ENGLAND**  
Combined Authority

BATH & NORTH EAST SOMERSET  
BRISTOL  
SOUTH GLOUCESTERSHIRE



**BRISTOL**  
Operations Centre

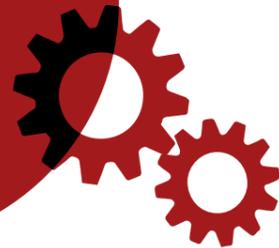
# Our technology initiatives

Our technology initiatives have been designed to achieve the strategic objectives outlined above over the next five years to 2023



# Technology initiatives & outcomes

## 1. Ways of Working and Digital Capability



### Overview



We will redefine our current ways of working across the council to create an environment where digital is at the heart of our business. We recognise that technology needs to be embedded in our frontline service delivery to truly transform the experience that we offer our citizens.

Our new ways of working focuses on citizen need and must acknowledge that not all users and citizens have grown up using digital technology or have access to digital services. Our technology offerings will be complemented with the right support and training to allow as many of our users to use a digital channel even if they would normally struggle to do so.

The right skills required to successfully implement this digital culture shift will therefore play a critical role over the coming years if the council is to achieve its digital ambitions.

### Target



By 2023 digital skill will be embedded within the council's citizen-facing service teams. This will be supported by council-wide ways of working and associated governance that is agile, user centric and fit for purpose to deliver innovative digital change.

Skill gaps will be addressed including support and training in new technology and delivery methods. We will work with external parties to achieve a specialist but flexible digital skillset within the context of austerity.

Innovation will be part of everything we do, as it is only then that we can truly use digital solutions to transform the lives of citizens. Greater leveraging of our successful city wide innovation programme will bring innovative solutions to citizens at the right pace.

## 2. Cloud Migration



### Overview



We will fully embrace a cloud-first approach to our IT, consuming services on-demand and making use of flexible cloud-based infrastructure where possible. Strategic sourcing of our cloud-based services will give us increased agility and security.

### Target



A significant portion of the technology estate will be migrated to the cloud by 2020 and the remaining estate will be re-architected to integrate with a cloud-based security model. By 2023 legacy, on-premise infrastructure will be on a 'needs must' basis only.

## 3. Cloud Productivity



### Overview



We will move to a cloud-based collaboration tooling solution which will allow our council colleagues and users to fully interact and share information. We will also implement a number of centrally managed, cloud-based systems to standardise common activity across the council.

### Target



All users will move to a cloud-based mail and productivity solution by 2023, allowing access to the majority of council systems from any device and location. Shared working space will also be cloud-based and coupled with a robust document management solution which will be integrated with all core council systems by 2023.

# Technology initiatives & outcomes

## 4. Customer Relationship Management



### Overview



We will implement a council-wide customer relationship management system which will provide our citizens with a more cohesive engagement experience, provide us with the data we need to make better informed decisions and improve the speed and quality of our interaction with our citizens and partners.

### Target



A new customer relationship management system will be deployed to the Customer Service Centre and integrated with key council systems by 2019.

The system will be expanded to cover all council systems and made available to all council staff by 2023.

## 5. Citizen View



### Overview



We will create a single citizen portal providing unified access to all council services. We have listened to citizen feedback and recognise how fundamental this ease of access is to achieving real channel shift in the services that we offer.

### Target



We will enable a significant increase in channel shift by ensuring that all core council services are available online, through the unified portal by 2023.

We will measure the ongoing user experience, usability and accessibility of these services as a core business and design metric.

## 6. End User Platform



### Overview



We will consolidate and standardise devices for internal council users based on a robust understanding of user needs across our services. We will also implement a security model that allows for encapsulation of individual services, tailoring their security requirements to their content sensitivity.

### Target



We will improve efficiency in the provisioning of all end user devices, providing the right equipment and digital mobility to enable our staff to serve our citizens.

This includes full support for a “Bring Your Own Device” option for staff members wishing to use their own equipment, accessing council services securely over the open internet.

## 7. Identity and Access Management



### Overview



We will implement an identity and access management system to act as the security layer for all core council systems. A single sign-on access solution will significantly simplify and improve the day-to-day environment for both technology support and users across the council.

### Target



This system will provide a single sign-on capability to all core council systems by 2023, enabling simple and easy access to our services, remotely, from any device from anywhere over the open internet.

# Technology initiatives & outcomes

## 8. IT Service Management



### Overview



We will improve our service management tooling and processes, providing self-serve capability and a streamlined issue resolution system to enhance the day-to-day experience of all council staff and users.

### Target



We will upgrade our current service management tooling to a cloud-based, integrated solution.

Service descriptions and levels of support will be updated in line with new ways of working in a multi-vendor, cloud-based environment.

## 9. Integrated Comms



### Overview



We will migrate to a cloud-based communications infrastructure. This will seamlessly integrate voice, text and video communication channels and leverage the collaboration capabilities of newer forms of communication including social media.

### Target



By 2023 we will have implemented a flexible, IP-based, communications platform that is fully integrated with our cloud-based productivity tooling and identity and access management solutions.

The implemented solution will support all mainstream communication channels including higher usage social media platforms.

## 10. Intranet



### Overview



We will upgrade our current intranet platform to a more flexible, cloud-based solution. Developing the intranet over the next five years will be critical to supporting the council's staff and users in embracing the new digital workplace.

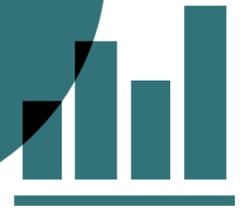
### Target



By 2019 we will have deployed our new intranet platform and by 2023 it will be the complete and only source of internal council information and support.

The intranet will also provide a unified interface to the self-service functions for all council users.

## 11. Management & Business Information



### Overview



We will implement a standardised, cloud-based data analysis solution across the council. New skills will be developed to unlock transparent service and business data intelligence.

### Target

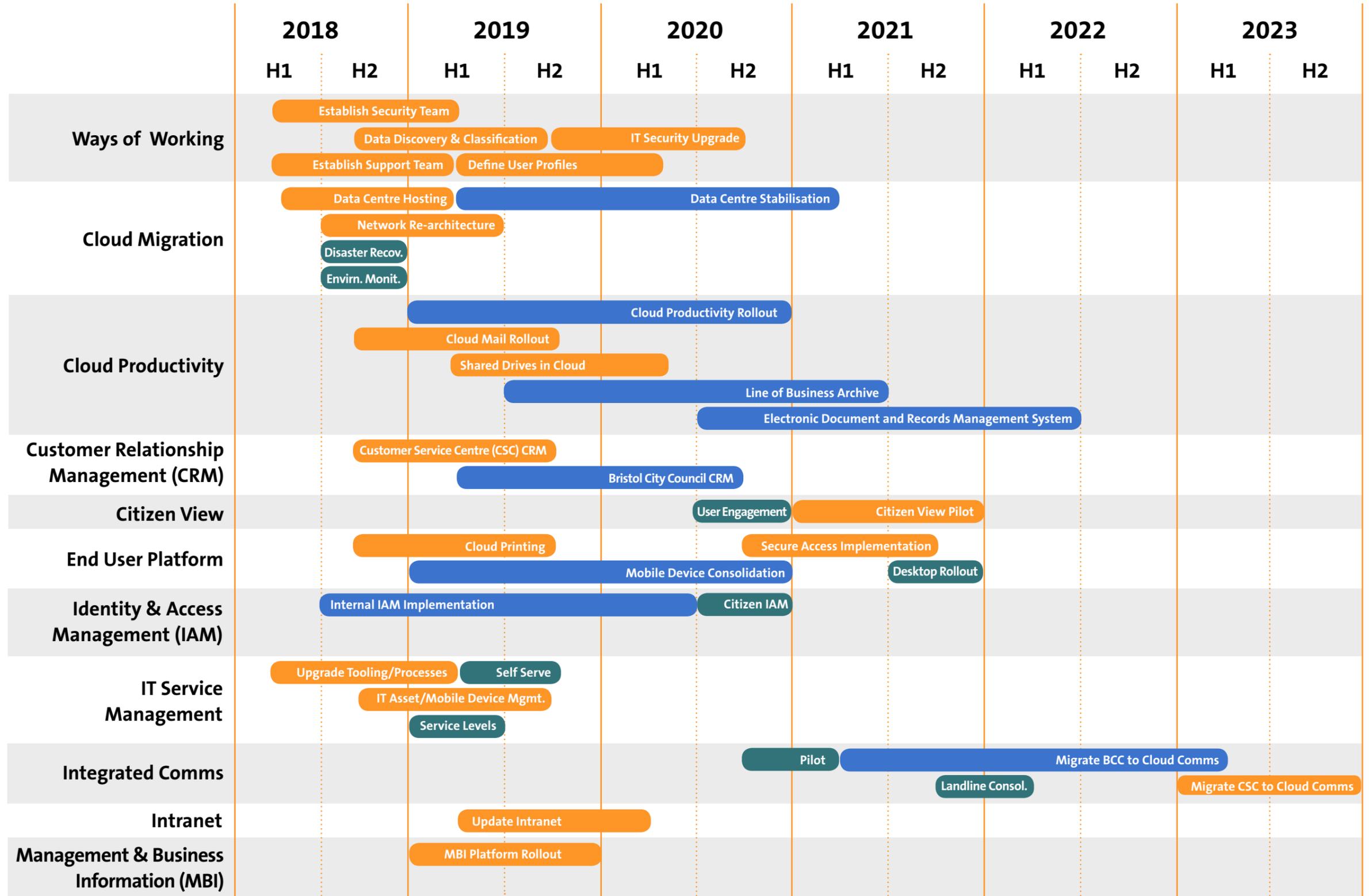


By 2019 we will have defined and deployed our new, cloud-based data analytics platform and made it available to all services via the council's Insight, Performance and Intelligence team.

The solution will allow for self-serve reporting, giving our disparate businesses the ability to define data metrics relevant to them.

# Technology transition plan

## Technology Initiatives



- Large project (24 months)
- Medium project (12 months)
- Small project (6 months)

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