Sheffield City Council

Digital Strategy 2024 – 2028

Sheffield City Council

Foreword ❯

People are at the heart of what we do, and digital impacts all our lives as citizens, businesses and visitors; living, working and visiting Sheffield.

The rapid growth in emerging technologies presents enormous opportunity to dramatically enhance Sheffield City Council's offer as a major provider of services across the city. Our workforce, partners and local people expect our services to be as good as the best online experiences they access every day, with digital expectations set through our daily use of online banking, shopping and news.

The changes taking place across society lead to an expectation that many Council services will be available online and always 'on'; and that our offline services will be underpinned by high quality digital technology.

We know that digital is core to the delivery of our strategic priorities as set out in our operating model:

Communities and Customer – how we interact with and meet the digital needs of our customers

Service Delivery – how we deliver online services more effectively and efficiently

Enabling Services – how we operate digitally as a council and collaborate to achieve our shared priorities

Commissioning, Supply Chain and Partnerships – how we work with others to excel in the delivery of our digital ambitions.

As we recover from the COVID pandemic, navigate the cost-of-living crisis and react to increasing demand for instant digital access to public services, we must continue to grow and ultimately transform our digital capabilities and offer. In our development, we will ensure we can steer our digital services effectively and efficiently and be able to continue to respond to the continuing shifts in society, emerging technologies and digital expectations for future decades. Investment in skills will be critical to success and we are putting people, learning and development firmly at the heart of our digital transformation ambitions.

Our Digital Strategy is focused on becoming a 'Digital Council' through developing a holistic approach - rather than digital, innovation and IT being considered on a case by case, transaction by transaction, service by service basis. The strategy outlines the need and ambition to transform to become a whole Digital Council.

This cannot be a strategy that is produced and owned by the ICT and Digital Innovation Service in isolation. To become a Digital Council will require the whole of the Council to engage, collaborate and take ownership. The strategy takes account of our triple lock three policy drivers that together guide everything we do: People, Planet and Prosperity.

We will do this through:

People: Building digital capability and expertise across the organisation to develop a consistent, coherent and responsive digital customer experience; transforming online services for the growing population of people living, working and learning in Sheffield; providing equality of access for those who want to choose digital as their preferred way to interact and transact with the Council.

Prosperity: Investing in people, technology and infrastructure to drive efficiencies and achieve savings; supporting an economy of start-ups, small and growing businesses and organisations; and engaging and enabling partnerships across the city, building on the energy and appetite across the council to change and modernise.

Planet: Managing environmental impact and working to minimise this through conserving resources at all stages during the technology life-cycle, ensuring that sustainable, social and economic benefits are maximised.

The strategy enables the delivery of these Council Plan policy drivers, in a way that is achievable within our four-year Medium Term Financial Strategy (MTFS). Collaborating and aligning our digital vision, ambition and aims across all directorates, across the whole council, will be key to this.

Together we get things done.

Councillor Fran Belbin
Deputy Leader of the Council

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Our workforce, local people and businesses expect council services to be as good as the best online experiences they access every day, with digital expectations being set through our daily use of online banking, online shopping and news access.

Digital Strategy 2024 – 2028

Executive summary

We have a vision to become: A digital council, empowering local people, communities, businesses and staff with reliable, seamless, inclusive and intuitive services, which are available 24/7 and managed sustainably.

To achieve this will require both a step-change and mind-set change for how Sheffield City Council approaches digital innovation and transformation.

We understand that a 'digital first' choice is not for everyone, but in transforming our digital capabilities and services (both access to information and fulfilment of transactions), a digitally preferred choice will be an option that is accessible for all. This will allow face to face or phone contact to the council to become focused on those people that need it most.

But, whatever our ambitions, we must have the basics in place to achieve a digital transformation. We need to continue to invest in a secure and robust infrastructure; scope and procure the right sustainable technology and applications; and establish a first-class, modern cyber secure digital estate.

Investment in skills will be critical to success. We cannot assume that our workforce has an equality in terms of digital inclusion and literacy. Our digital roadmap puts people, learning and development firmly at the heart of our digital transformation ambitions.

We find ourselves in the context of an ever-evolving landscape of a hybrid workforce, intelligent and automated applications, cloud platforms, reusable component-based architecture and the fast-paced growth and adoption of Artificial Intelligence. Understanding how we respond to and embrace emerging technologies but in an ethical and safe way will ensure we are ready for the future where digital evolution and iteration is the norm and adoption of this way of working is critical to our service delivery.

Sheffield City Council's Digital Strategy will be:

- **A council wide strategy** - to transform the delivery of council services will require digital to be owned organisation wide. We will embrace the changing landscape of technology and opportunities as we strive to become a Digital Council.

- **Customer led** - a shift to a customer focused approach will ensure we achieve measurable and tangible change and impact for our users (internal and external). We are striving to improve digital access and inclusion and deliver a coherent and intuitive digital customer experience.

- **Built from a solid foundation** - tackling ICT areas of significant impact to staff user experience; continuing to invest in a robust infrastructure; rationalising ICT devices and connections; and focusing on business systems improvements. We want to ensure we have the basics right on which to build.

Our focus will not be on 'build it once and move on'. As a Digital Council we will need to transform our approach to one of iteration, feedback, learning from our mistakes and continually evolving.

The Strategy sets out a framework for digital change to support the overall vision and goals of the Council and is aligned to our Customer Experience Strategy. It provides a guide to the future design, development and delivery of digital, and is underpinned by a digital and technology roadmap.

A Business Case sits alongside this Strategy outlining how investment will lead to ongoing revenue savings, income generation and cost avoidance.

To be successful and embrace the shift to a Digital Council we will need: leadership and engagement, governance, knowledge and skills, collaboration and alignment across the Council and sustained investment in both staff and technology.

Kate Josephs CB
Chief Executive of Sheffield City Council

A digital council, empowering local people, communities, businesses and staff with reliable, seamless, inclusive and intuitive services, which are available 24/7 and managed sustainably.

Our vision ❯

Digital Strategy 2024 – 2028
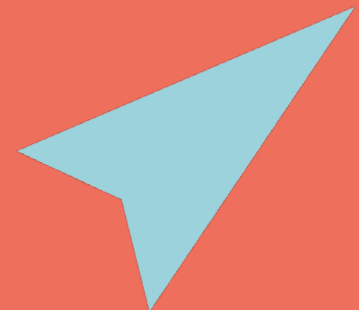
Our ambition – what will the future look like?

In five years, we will be a Digital Council with:

This will result in:

Consistent, coherent, modern and intuitive digital customer experience that meets user needs and expectations – both access to information and fulfilment of requests.

Satisfied customers – internal and external
Established trust and reputation of SCC

Quality and connected data that enables easy analysis to inform, streamline processes and support technology investment and developments.

Automated processes and reporting support access to data and a more joined up experience for customers
Informed decision making and procurement
Increased collaboration and partnership engagement

Digitally capable and included workforce supported by learning and development that drives continuous improvement, collaboration and growth across the council and city.

An efficient and well-resourced ICT and Digital Innovation service
Established capability and capacity to drive change and transformation across the organisation
SCC engaged as a key partner in city wide digital growth

Transformed digital service delivery enabled through emerging technology with a digitally preferred choice for those that can and want to access in this way.

Digital offers and self serve that works and is reliable
Productive workforce and efficient service delivery

Sustained investment levels in digital and ICT will reduce ongoing costs and deliver greater value for money and improved services.

Underpinned by A robust, future proofed and sustainable technology estate, which is an essential enabler for the wider digital customer transformation and where environmental impact and carbon emissions are minimised.

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How will we achieve our vision?

Our digital vision and ambition is underpinned by 4 digital pillars:

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Customer first

Knowledge driven

Skilled & capable workforce

Transformed service delivery

The digital pillars will be enabled by the right sustainable technology that is managed efficiently and is secure – infrastructure, applications, hardware and connectivity.

Digital Strategy 2024 – 2028

Digital Pillars

Customer First
Putting customer needs and expectations at the forefront of transforming digital services, both internal staff and external – local people, communities, businesses, and visitors.

Knowledge Driven
Ease of access to data and insight to assess service delivery, streamline processes, inform continuous improvements, enable automation, procurement and decision making and model the impact of change.

Skilled & capable workforce
Investment in training and skills development to shape a digitally included and literate workforce, who are empowered to deliver a continually evolving Digital Council.

Transformed service delivery
Embracing emerging technologies for a transformed future to ensure a digitally preferred route into all services. Establish effective strategic digital and ICT capabilities to enable frontline service to focus on customer outcomes.

The digital pillars will be enabled by the right sustainable technology that is managed efficiently and is secure – infrastructure, applications, hardware and connectivity.

Customer first

"Get closer than ever to your customers. So close that you see their world through their eyes and hear what they hear."

Steve Jobs, co-founder of Apple

Putting customer needs and expectations at the forefront of transforming digital services, both internal staff and external - local people, communities, businesses, and visitors.

Outcomes

- Our digital offer and services are modern, reliable and responsive, meeting the expectations of our customers today – both our internal workforce and local people, communities and businesses

- We have consistent 'doors' into the council, so our external customers know this is SCC whatever their route or channel of access

- Our improved digital customer experience results in a reduction of low level, day-to-day transactional requests to the council via telephony and face-to-face channels and will improve accessibility to those services for customers who rely on these channels

- Customers are kept informed about the progress of interactions with the council and fulfilment of their requests and transactions

- Our customers are satisfied and trust the council, we are transparent and share performance and data metrics to build public confidence

Knowing our customers
Starting from the point of view of our customers' needs and expectations (external customers, our staff and our end users). Learning from insight and user feedback (including direct engagement) to understand how customers use and access digital platforms, applications and systems, and inform technology future requirements.

A consistent digital presence
A consistent visual digital brand, approach and tone of voice that supports all digital channels and the effective delivery of services online. Content and messaging will be produced with the end user in mind, in plain, jargon free language that is accessible to a non-expert.

Content ownership
Sector knowledge and expertise is critical to disseminating information and helping users access services. Content and knowledge is a council wide responsibility to own and maintain. Key to the success of delivering up to date online services will be a devolved content authorship model that ensures up-to-date information on the website, our knowledge base and other digital channels.

Continually evolving
Just as digital technology does not stand still, neither do our customers. Our approach to the development of digital services will be an iterative, continually evolving one, to ensure we put the customer first and respond to changing needs and expectations.

Knowledge driven

Ease of access to data and insight to assess service delivery, streamline processes, inform continuous improvements, enable automation, procurement and decision making and model the impact of change.

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Outcomes

- We understand what data we hold as an organisation and can harness it intelligently

- We have clear data standards which enables different datasets to be brought together easily

- Our employees have a data platform that enables them to develop insights from disparate datasets

- Services across the council are more joined up and we are able to respond holistically to customers, enabling a 'one council' approach

- Our data platform does the heavy lifting for us, saving time, enabling productivity and collaboration - we have the right information with the right people at the right time

Consistent, quality data
A set of data standards will be established to inform current and future requirements for the capture, storage and use of data across the council. This will help build quality data sets, which is a whole organisation's responsibility, focused on improving services and informing policy.

Data skills
Investing in analytics and interpretation skills and expertise within the ICT and Digital Innovation service, but also across the council will enable the use of data to have value and drive organisational decision making.

Modern data platform
A secure platform that protects the council's data and enables the organisation to use data to monitor and measure, predict, optimise resources, automate decision, model impact and collaboration i.e. on case management.

Shared data sets and information
Developing standardised access to data and sector specialist content which allows different datasets and information to be brought together easily. This will unlock collaboration, cross council and wider partner/organisation working and support the delivery of an improved customer experience. As data across the organisation matures this will provide the opportunity to publish open data sets as well as support the transparency of service delivery impact through sharing timebound information on public digital channels.

Insight, impact
Data to inform continuous improvement to provide better services and drive intelligence to empower people to make informed decisions.

Investment in learning and skills development to shape a digitally included and literate workforce, who are empowered to deliver a continually evolving Digital Council.

Outcomes

- Our workforce are able, and feel confident, to use digital technology to improve the ways we deliver services to local people, communities and businesses

- Productivity and efficiency is transformed across the council, more time is available for supporting customer and service users, we reduce the back-logs and we get more done

- Flexible and fit for purpose digital training and development is available to all

- We have a permanent Digital Champions network across the council

- We can support the development of digital literacy and inclusion across our customers and end users

- A learning and development approach for digital that supports all our workforce and their differing roles i.e. desk-based, community based, customer facing, case workers, full time and part time

Training is not an afterthought
Development of a Digital and IT training, awareness and learning approach that meets the organisation's requirements and standards for learning and development. It is acknowledged that training is needed to get the most out of current IT applications as well as to support future system and application roll outs.

Time to learn and play
Learning to use a system, application or new digital approach will take time to embed and adjust ways of working. We will build in time for playing and using equipment and systems to help us learn. Ensuring time is allowed for training and acknowledged as a valuable stage of roll out, to help mitigate and remove the 'I'm too busy' or 'I've got no time' response.

Support and optimisation
Are we getting the most out of our internal technology and systems? Building on the success of the Office 365 champions rollout, we will establish a team of properly resourced digital champions across the organisation to disseminate best practice and knowledge of core systems and applications. This could be as simple as advising on how to get the most out of a digital communication channel, sharing top tips, upskilling users in day-to-day digital competencies or supporting the delivery of formal new system roll out training package.

Continuous digital training approach
Investment in a continuous training approach that provides equality of access and accommodates different learning styles and strategies. A written guide or online webinar will not suit all needs and training will ensure equality of access for all.

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Transformed service delivery

Embracing emerging technologies for a transformed future to ensure a digitally preferred route into all services. Establish effective strategic digital and ICT capabilities to enable frontline service to focus on customer outcomes.

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Outcomes

- All services are offered through digital

- For those that wish to, digital is the preferred method of engagement and transactions for our local people, communities and businesses

- For those that prefer telephone or face to face contact with the council, accessibility to these channels is improved

- The use of emerging technologies such as automation and AI have been tested and implemented across the council, in a responsible manner, bringing operational productivity and efficiencies

- Our workforce are kept informed of the future technology horizon and play a part in helping to evolve service delivery

- There are working practices in place to ensure an ethically and safe approach to our use of emerging technologies

Automation and Artificial Intelligence
Emerging technologies supporting the development of intuitive, responsive and reliable digital route into all services.

Responsibility and ethics
Development and alignment of information management and new emerging technology policies to ensure our approach to automation and AI is done responsibly and ethnically.

Digital preferred choice
Digital first option to engage with all transactions and services online for those customers that wish to, supported by the right technologies.

Meeting expectations
A digital offer that works, is always on, is reliable, responsive and intuitive, keeping a customer informed of progress through their request or transaction.

Art of the possible
We don't know what we don't know. Guidance for everyone across the Council on the use of technology, sharing opportunities of emerging technology.

Alignment across directorates
Identifying council wide areas for improvement and aligning processes and approach to reduce duplication, learn from others and work with partners to move at pace.

We understand that our Digital and ICT transformation journey as a council is not just about technology. At its heart, is a focus on the customer and for the council to transform into a Digital Council relies on us **all** taking ownership and engaging in the digital change.

How will we work?

To achieve our ambition to become a digital council, will require the organisation to evolve and work differently.

Underpinned by our values we will:	How will we work:
Develop a leading digital service offer for our workforce, external customers and end users which is adaptable, flexible and applicable.	Engage in iterative development, understand that we won't have all the answers straight away and may not get things right first time. We will learn from our developments, and each other, and use this learning to shape further improvements.
Design and communicate from an understanding of our customers needs, expectations and point of view.	Always start with the end customer. What is it they need? What is it they expect? How can we make their lives easier when engaging with SCC? How can we test this? Collaboration across directorates will be key to help us develop a consistent coherent customer experience for everyone.
Invest in a digitally enabled workforce improving skills and confidence across all staff to deliver a Digital Council.	Support ongoing development of digital skills and expertise across the organisation and build in training and learning as part of our solution and application roll out.
Focus on a socially and environmentally conscious transformation across IT and Digital that is managed in a sustainable way.	Be proactive in engaging in sustainable IT and technology practices. This will include being mindful of energy efficiencies, managing our e-wastes, promoting paperless communications and workflows where we can, supporting digital inclusion as an organisation, but also for our customers and end users, and ensuring an ethical focus to procurement and technical development.
Have a clear and consistent approach to IT and Digital procurement to support the Council to get the most out of all investments. Bring efficiencies and savings across application, system and IT equipment procurement.	Embrace and engage in the improvements we will be making to our IT and technology procurement and governance processes, to ensure we have strong, pragmatic and streamlined governance to support effective decision making.
Focus on innovation and emerging technologies and iterative development to improve processes and achieve savings.	Work together to adapt our ways of working and consider how can we use digital to support our service delivery.

Digital Strategy 2024 – 2028

What will the strategy deliver? – 5-year high level roadmap

The roadmap will be reviewed and refined annually to reflect changes in the Council's digital journey. The digital roadmap delivery is supported and enabled by the technology roadmap delivery, see Appendix C.

Year 1

Customer Journey (end-to end) roll outs to support improved Digital Customer Experience, including ongoing improvements to website

Data Platform delivery, Automation roadmap, council wide Power BI deployments

Embed Project Management support across Directorates

Applications Rationalisation continues, Business Systems project delivery

Design and development of improvements to Digital Customer Experience – inc. website, My Account and end-to-end customer journeys across wider channels; Digital design principles agreed

Data Strategy, Standards, Platform and Open Data approaches

Set up and establish Project Management Office within ICT and Digital Innovation service; Digital Skills Baseline – council wide; Skills development

Project Estate Review; Applications rationalisation with central record of all Council Apps

Year 2

Year 3

Continuous iteration and improvement, monitoring and refinement

Programme moves into completion

Year 4

Continuous iteration and improvement, monitoring and refinement

Year 5

Digital Strategy 2024 – 2028

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Investment in skills will be critical to success. We cannot assume that our workforce has an equality in terms of digital inclusion and literacy. Our digital roadmap puts people, learning and development firmly at the heart of our digital transformation ambitions.

Section 2
Business case

Digital Strategy 2024 – 2028

Business case for change

The Business Case provides the rationale for the delivery of the Digital Strategy through a transformational change.

Why do we need this?

Digital Strategy

The Digital Strategy for Sheffield City Council presents the future direction for digital services and enabling information and technology over the next five years.

Benefits

This must be underpinned by a clear business case to identify the business and financial benefits to the Council.

Strategic Direction

The business case must align with and enable the Council's mission, priorities and future Council plan and organisational strategy.

Investment

For any fundamental shift in Digital capability, where sustained investment is required, a strong rationale is needed to demonstrate how these benefits will be realised.

Measurement

At all time outcomes must be **clearly** defined across the digital change, with clear measurable benefits defined and then monitored as the change progresses.

Digital Strategy 2024 – 2028

Rationale for business case

The business case must address several key questions to allow the organisation to assess whether the benefits identified will be delivered.

How will the Digital Strategy support the delivery of the Council's future vision, the corporate strategy and any enabling transformation?

Council Strategy and Plan

What is the financial justification for the investment required to deliver the Digital Strategy?

Financial case for change

Where will the investment lead to ongoing revenue savings, income generation and cost avoidance?

Efficiencies and savings

Benefits identified

What are the specific benefits that will arise through the delivery of the Digital Strategy?

Investment profile

What level of investment is required to deliver and maintain services defined in the Digital Strategy?

Realising the benefits

What is required to ensure that the benefits are being managed, monitored and delivered on by the Digital Strategy?

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Digital Strategy 2024 – 2028

Overall case for change

The Business Case aligns to our strategic priorities, as set our in our operating model.

Operational strategic priorities

Communities and Customer	Service Delivery	Enabling Services	Commissioning, Supply Chain and Partnerships
This theme refers to how the future organisation can **better engage and interact with its citizens and local communities** to meet their needs and wants.	This theme refers to **how customer needs and wants are met by the organisation directly providing support or services in an efficient and effective way.**	This theme refers to the **functions that support the council to operate efficiently and effectively**, enabling frontline services to focus on delivering outcomes for customers.	This theme refers to **how the council engages, works with and influences its wide range of external partners to achieve common outcomes and priorities**.

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Design Principles

Communities and Customer	Service Delivery	Enabling Services	Commissioning, Supply Chain and Partnerships
▪ Transformed online service to customers, citizens and partners. ▪ Enhanced digital connections with communities. ▪ Rapid and simple access to information and support services online.	▪ Enabling streamline digital access to meet customer needs and wants. ▪ Effective and efficient access to support service through online channels. ▪ Focus on front-line customer facing digital support activities with redefined customer journeys.	▪ Significantly enhanced and efficiency delivering greater value for money from digital and ICT support services. ▪ Clear strategic roadmaps for ICT and digital based on council priorities. ▪ Enhanced and more effective business, ICT and digital services. ▪ Reduction in the baseline of costs of ICT and digital.	▪ Established digital engagement platform and ICT system to support external partnering. ▪ Efficient and digitally enabled commissioning of services through agreed outcomes and priorities. ▪ Development of wider digital and ICT partnerships to share learning, knowledge, capability and deliver income generation.

Benefits aligned into the key strategic priorities and delivered by applying the Council wide design principles across four key areas of impact.

Digital Experience	Economic & Financial	People & Process	Technology Platforms & Data

Digital Strategy 2024 – 2028

Financial case for change

Research confirms that where Councils fail to invest and drive benefits strategically at the appropriate level, ongoing costs continue to increase with a negative impact on operational services.

This leads to the need for much higher short-term investment to catch-up.

Digital & ICT base budget
Analysis of current spend to identify investment and savings targets for each aspect of digital and ICT.

Current budget levels and future profile

Shadow digital & ICT costs
Analysis of current and future spend with investment and savings profile.

Direct spend by Directorates

A consolidated forward picture of benefits to be delivered and Council wide profile of digital and ICT operating costs, investment and savings profile.

Benefits profile
What benefits will be delivered (and measured) through the digital and ICT transformation?

Benefits Realisation Framework

Digital & ICT Transformation Investment
Profile of investment to deliver the "step change" – the cost of delivering the programme.

Systems, infrastructure and resourcing costs

Business as usual refresh
Overall, 5-year profile of costs for ongoing "business as usual" technology

(Laptops, mobile devices, etc.)

Periodic replacement of end-of-life technology

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Digital and ICT benefits and saving opportunities

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Based on experience and evidence from delivering change at other Councils and analysis of cost areas for digital and ICT across the organisation.

Critical need for projects delivery capacity, capability and organisation.

Fully developed business partnering functions.

Changes to working practices and distributed print stations reducing requirement.

Rationalisation of user devices, reduced wastage and insourcing of support.

Major reduction in mobile connections and reduction in land line connections.

Targeted Areas

Ongoing Projects Delivery Additional Budget

ICT & Digital Innovation Service Resourcing Increase (Circa 52 FTEs)

Applications 10%

Data Centre & Power 5%

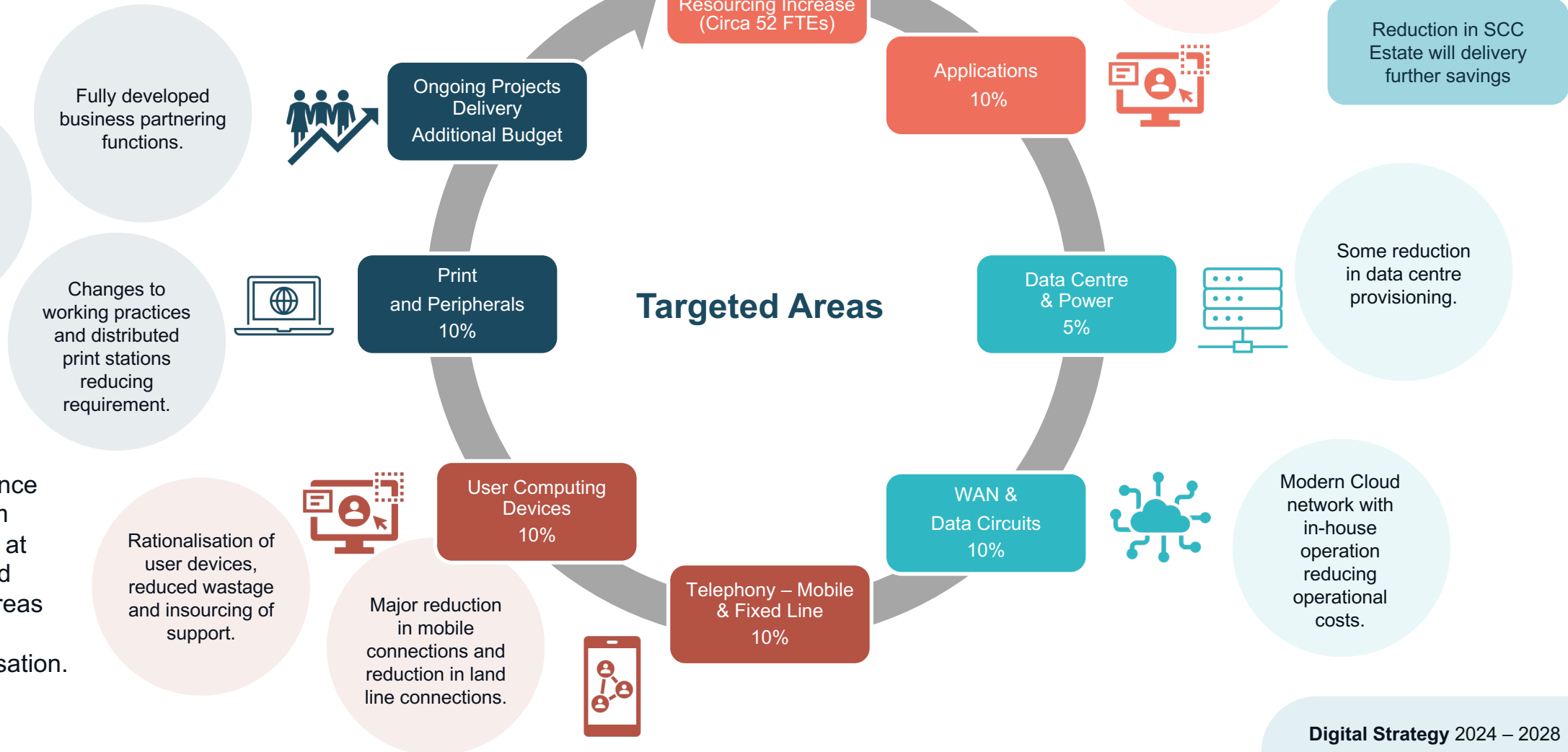**WAN & Data Circuits 10%**

Telephony – Mobile & Fixed Line 10%

User Computing Devices 10%

Print and Peripherals 10%

Streamlined, more efficient and fully resourced service. Need for Projects delivery team.

Progressive reduction in applications costs through rationalisation and re-procurements.

Some reduction in data centre provisioning.

Modern Cloud network with in-house operation reducing operational costs.

Indicative % ongoing cost reductions shown

Reduction in SCC Estate will delivery further savings

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Delivering the financial business case

A robust process will be required to establish an accurate and granular view of projected costs each year with ongoing tracking and reporting of monthly expenditure covering ICT and Digital Innovation budgets and programme spend.

Baseline
Set the baseline for cross Council spend

- Complete detailed analysis of total 23/24 end of year outcome spend for ICT and Digital Innovation and Directorates to establish the actual starting baseline for the business case.
- Presentation of actual costs of ICT.

Savings
Robust application across all areas

- Following applications and infrastructure analysis apply specific targets for each area based on any system rationalisations, consolidation, re-procurements, efficiencies and cost avoidance.

Monitor
Build forward profile of spend (Service & Programme)

- Create a tracking process with supporting financial reporting of monthly spend against base line.
- Establish how spend will be tracked across Directorates.
- Implement processes around spend levels and approvals including revised governance.

Sustain
Continuous management of costs and investment

- Establish a culture around best practice with supporting process to continually track and manage financial investment and spend through a transformational approach.

Risks and mitigations

Staff resistance and support to new digital systems and ways of working	Ensure that staff engagement and effective communication are built into the digital change from the start.
Disruption and impact on existing day-to-day operations	Scenario planning around delivery of change projects to identify potential impacts and establish contingencies. Ensure resourcing to allow for staff engagement and training.
Financial investment not committed at the right level	Establish robust forward investment plan, with contingency for the transformation including additional business as usual budget resourcing.
Digital change poorly managed with cost, time and resource challenges	Build in thorough cost and budget planning and tracking, realistic timelines and the right resource capacity, capability and skills development.
External suppliers and/or partners not delivering and contract issues	Establish clarity and performance management of contracts, ongoing communication, effective escalation and constructive relationships.
Potential changes to political landscape in May Elections	This needs to be monitored. Officers can work to ensure that any newly elected councillors are fully briefed on the programme and its benefits.

User adoption and buy-in undermines benefits and service outcomes	Build in frequent stakeholder engagement, good communications, user engagement in design, effective training and robust change management.
Reputation damage around data breaches, security and system failures	Establish effective data management, security enhancements, regulatory compliance, internal review/assurance and address breaches rapidly.
Cyber security not effectively implemented and maintained	Apply proactive management of cyber security, through risk assessments, security awareness, security by design, encryption, security and data protection, and continuous monitoring.
Engagement across Council directorates to digital strategy not forthcoming	Establish executive sponsorship and buy-in, ongoing stakeholder engagement, clear tailored communication of the vision and objectives and build early success stories around the change.
Organisation commitment to change processes and new working practices	Ensure alignment of Council leadership and governance around the change, detailed engagement of staff throughout, with ongoing and effective change management applied.
A digitally skilled and capable workforce is needed to ensure the benefits are achieved	This can be managed through the development of digital requirements and an initial digital skills gap analysis, which needs to be tackled council-wide. A plan to bridge the gaps identified will need to be executed to support the development of staff.

Digital Strategy 2024 – 2028

Section 3

Strategy development and baseline

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Baseline

The Digital Strategy is established against the current context in Sheffield and nationally across local government.

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Sheffield context

- Sheffield City Council is one of the largest metropolitan Councils, with over 8,000 employees and a population over 570,000.

- No single political group has overall control of the Council which is led by a cross-party administration made up of Labour, Liberal, Democrat and Green councillors.

- The insourcing of the Capita contract from January 2020 along with the need for sustained investment and addressing the challenges of COVID has impacted Digital and ICT services.

- The Council has been collaboratively developing its City Goals and has agreed the Council Plan for 2024-27.

- Significant leadership changes have taken place at a member and office level over the last year.

- Alongside the Digital Strategy the Council is also developing its key priorities and the future operating model.

- The development of the Customer Experience Strategy and Digital Strategy has been closely coordinated to align the two interconnected visions with the focus on Customer First.

- There is a recognition of the importance of Digital, to support and inform the delivery of the Future Sheffield Programme, Council Plan and City Goals, including the aim to be net zero by 2030.

Wider context

- The local government digitalisation almanac published in March 2023, summarises the context and opportunities being faced by all councils into 12 strategic outcomes and critical areas of focus.

- These are: connectivity, data, democracy and participation, economic productivity and growth, ethics and sustainability, inclusion, leadership, organisational capability, partnership, security and resilience, services, and values.

- Since August 2023 we have been undertaking discovery and baselining work with reference to sector best practice, which captured feedback on ICT and digital from across the Council to inform the development of the Digital Strategy.

- The development of IT, infrastructure and digital across Councils has been approached organically, and lacked strategy. All councils are facing the challenge of how to address an ever-evolving technology landscape and increased digital expectations of customers. A strategic approach is required to focus on the future.

> **"Digital and data are the essential building blocks of all successful organisations. It's only possible to make effective decisions, meet customer needs and respond to new challenges and opportunities when you have modern technology, real-time access to high quality data, a cadre of skilled digital talent and the right conditions for innovation to thrive."**
>
> Paul Willmott, Executive Chair, Cabinet Office, Central Digital and Data Office

What have we achieved?
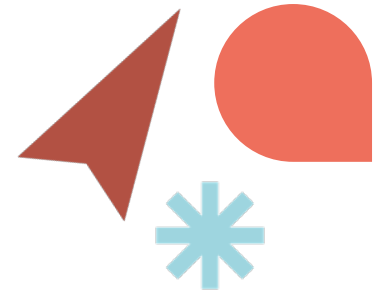
- **Move to the Cloud:** Significant progress made in the last two-years in shifting from a physical data-centre based infrastructure into the Cloud.

- **Move to Office 365:** Implementing software as a service applications and establishing robust and scalable remote access has established foundations to future proof the Councils ICT operation. Continuation of this strategic direction will be essential to cover other areas which need attention.

- **Automation projects:** Work is being carried out towards the key enablers for digital innovation to ensure delivery against, automation capability and a modern data platform – including early proof of concepts (i.e. single view of debt) and work towards a responsible AI policy.

- **Improving online transactions:** Delivery of improved webforms i.e. Log a Repair demonstrates work is being informed by customer pain points.

- **ICT and Digital Innovation Service re-structure:** Demonstrates a clear recognition of the digital shift taking place across industry but will require time to become embedded in the approach and thinking of staff in the service.

- **Best practice:** There is a recognition and application within the ICT and Digital Innovation Service of applying best practice standards for ICT service design, service management, workforce / training development and more recently applying the recognised Skills Framework for the Information Age (SFIA) framework.

- **Laptop Estate:** There has been a significant shift from the more traditional desktop computing to a complete laptop device estate, arising from the COVID impact and the need to support hybrid working. This is now consolidated into an ongoing year-on-year device replacement programme.

Digital Strategy 2024 – 2028

Discovery, the 'as is' and the future

For Sheffield City Council to become a Digital Council that supports both the workforce delivering services and local people and businesses accessing services we need to focus on transformation and improvements across six key areas. The understanding the 'as is' underpinned the development of our Digital Pillars (page 9).

Today

The 'as is', where we are operating today, has been captured as part of our 'Discovery and Baselining' stage ahead of the strategy development. We have been honest with where we are as a Council. Engagement from a wide range of stakeholders across SCC has supported this critical appraisal.

Page 149

Digital customer experience	Capability and expertise	Data and insight	Technology and infrastructure	Ways of working	Governance
• Disconnected and inconsistent digital experience is impacting end customers accessing services across SCC and putting unnecessary demand on face to face and telephony contact • Onus on customers to work hard to find information • Lack of digital customer experience ownership	• The level of digital and ICT skills and experience across the Council is uneven • Training for end user in new systems and applications is inconsistent • No dedicated Project Managemet Office or project delivery team within ICT and Digital Innovation service	• Limited / siloed data collection, largely captured within applications and in the main requires manual intervention for reporting to support business intelligence • Quality of data collected is mixed with no common standards adhered to	• Inefficient processes and management around equipment, licenses and connectivity impacts the overall cost of the ICT estate • Applications/systems and supporting processes are not operating effectively - impacting productivity and user confidence	• Disjointed / siloed approaches to IT and Digital results in duplication, increased spend and lack of efficiencies • The lack of a strategy results in mixed and competing priorities	• Lack of process, policy and effective governance for IT procurement across the council impacting delivery and progress • No strategy and roadmap to inform prioritisation and alignment

In five years' time…

Our future ambition to become a Digital Council, aligned to our vision, Digital Pillars and Technology Principles.

A coherent and consistent digital customer experience. A digital preferred option into all services, improving telephony and face to face access.	Digitally literate and included workforce who are confident can meet the demands of a Digital Council.	A corporate data platform, establish data standards to support bringing together of datasets.	Robust, secure and sustainable future proofed technology landscape supporting hybrid working and the delivery of transformed digital customer experience.	Collaboration and alignment across Directorates of digital activity and decision making across the whole council.	Established robust governance and framework that aligns with strategic operations to support the effective delivering of enabling digital and IT projects.

Digital Strategy 2024 – 2028

Trends and future direction

During the development of the Digital Strategy, we have looked outwards to understand the wider digital, IT and technology landscape. These trends inform our thinking:

Page 150

Sustainable technology

- Digital solutions and technology choices focused on supporting the city's ambition to be a net zero city by 2030 through decarbonisation, aligning to sustainable and ecologically-responsible processes and materials, and enabling people to travel less through remote working and online access to services.

Human by design

- Technology integrating across every aspect of our lives
- Always on society – expectation you can access a service anytime, anywhere
- Customer centric consolidated platforms – development driven by user need

Data

- Visualisation and access to big, connected data sets and business intelligence at touch of a button
- Collection of data from devices and sensors – growing trend in health and social care sector
- Robust data privacy, ethics and standards

Risk and security management

- Robust cyber security processes and infrastructure for threat detection, instant response, data protection, and privacy solutions

Evolving connectivity, platforms and infrastructure

- Continued shift to Cloud and Hybrid-Cloud native based applications, cloud based wide area networks with enhanced security
- New wireless standards increasing data speeds and network capacity, 5G growth extending device connectivity

Connected workforce

- Remote / hybrid working and digital collaboration within and across organisations
- Technology that enables hybrid working is invisible to the user – it just works

Increased automation

- Increasing application of automation in business scenarios
- AI driven based services, AI agents / chatbot supporting customer contact, Generative AI, Machine Learning
- Workflow streamlining task co-ordination
- Data Privacy and Ethics - privacy, enhancing technologies and ethical AI

Democratisation of platform engineering

- Low code development
- Workforce skilled to create their own low code solutions to meet customer needs and expectations
- Build on platform, reusable components, reduction in bespoke build

Section 4

Digital ambition

Digital Strategy 2024 – 2028

Digital presence building blocks

How we will achieve our ambition for a consistent, coherent, modern and intuitive digital customer experience that meets user needs and expectations

Put simply our digital presence is how Sheffield City Council (SCC) appears online, across all digital channels. This consists of our website, microsites, news, social media, and all 3rd party applications that can be accessed online.

To the end user, they will not distinguish whether they are accessing our services via our website or one of the applications that sits behind a specific service or transaction.

It is therefore important that we:

- have a consistent 'digital face' and contemporary appearance for SCC across all our channels
- provide a smooth and seamless transition between different platforms and applications
- undertake digital content production driven by a clearer understanding of our customers and their journeys. This includes:
  - Access to information – presentation of clear information, which is not overwhelming, is well planned and based on customer journey definition
  - Fulfilment – give feedback to the digital user about where their request is in the process to enable customer to be able to track their information through to completion and to be kept informed.

This means that customers will find services more accessible, consistent, and trustworthy whether they are looking for information, requesting services or seeking other support.

Planning
Strategy, direction, prioritisation

Insight
Analyse, inform, identify

Digital Presence

Monitor
Review, refine, improve

Delivery
Design, develop, automate

Digital Strategy 2024 – 2028

Digital presence building blocks

The delivery of digital presence will include four areas of responsibilities and capabilities:

Planning
Strategy, direction, prioritisation

- Defined across the Digital Strategy, Digital Engagement Plan and Customer Experience Strategy
- Underpinned by an understanding of users and customer journey mapping
- Customer account architecture, identification, management and data
- Technical design and delivery prioritised and informed by the technology and digital roadmaps
- Monitor future trends and horizon scanning

Insight
Analyse, inform, identify

- Multi channel analysis of customer engagement and interactions
- Alignment of data sets across applications to provide informed view of improvements
- Understand areas of frustration and issues impacting digital customer experience
- Gap analysis and identification of areas of opportunity – commonality / scale of solution

Delivery
Design, develop, automate

- Iterative design, development and management of digital channels, to provide seamless customer journeys across platforms and applications
- Content and knowledge production to support digital customer experience
- Delivery of automation processes to ease digital transactions

Monitor
Review, refine, improve

- Collection, comparison and analysis of data (website and applications) and publication to inform continuous improvement
- Responsive data analysis and feedback to understand how improved digital customer experience is performing
- Combined with qualitative user testing feedback

Digital Strategy 2024 – 2028

Digital customer experience

A customer may pass through a range of channels, applications and systems when accessing SCC for a service, whether that is for information advice and guidance or to fulfill a transactional request.

Our ambition is to take a multi channel approach to improvements to ensure a customer's interaction with Sheffield City Council is a seamless process.

How will we know we have been successful?

- End customer receives a positive customer experience
- End customer achieves the goal they set out to achieve
- SCC is seen as a trusted organisation and reliable
- Reduction in low level contacts to council
- Any customer contact member of staff can answer a customer query whether the request comes in person, on the phone or online

Multi channel approach:

Fulfilment of transaction

Email

Microsites

Website

Partner sites

Social Media

Offsite

What does success look like?

Seamless movement of customer between channels, systems and applications of access

Customer Account

Applications

CRM

Email

Telephone

Online forms

Text message service

Access to information, advice and guidance

Digital Strategy 2024 – 2028

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Use cases

A set of use cases (both internal and external) demonstrate the 'as is' and compare this to how a customer's experience with the council could be different in the future.

Several use cases are explored in detail in Appendix A and outline what happens now and what will be different as a result of digital transformation and change across the council.

What happens now?

Many customers don't want to have to phone the Contact Centre for every request, as this often involves sitting in queues and limits the hours within which they can services.

How could it be different?

Customers who wish to access services digitally and self-serve, want to find what they are looking for on the website or via webchat, resolving their query or transaction at a time convenient for them.

Digital Strategy 2024 – 2028

Section 5

Technology, infrastructure and security – delivery

Key directions and themes

Purpose

The purpose of this section is to provide a strategic outline of the broader themes and technologies which will underpin the delivery of the digital vision, pillars and strategy.

The changes inherent across the technology and infrastructure will be transformational, service and customer led, empowering our workforce, reducing disruption of technology issues and enabling a "step change" in ICT and Digital services.

Background

Sheffield City Council has made good progress in developing its overall technology infrastructure in recent years, progressing the transition to Cloud services, delivering Office 365 and moving to a laptop-based estate.

The technology we use day-to-day has become a fundamental enabler for how we deliver services and will require continuous change. The Technology, Infrastructure and Security Strategy and the supporting technology roadmap will define what will change, over what time-line and how this supports the wider Council agenda.

Futures

Technology continues to evolve rapidly, with an increasing dependency in our working lives, but providing opportunities to deliver change with a positive impact on how we work and deliver services.

The delivery of the digital strategy will require significant changes to the wider infrastructure to ensure we maintain and deliver on a more resilient, reliable, sustainable, secure and future proofed working environment.

- Technology decisions and direction is consistently based on the requirements of the business and needs of the broader customer base (internal and external).

- Alignment of the technology and infrastructure strategy with the overarching Council strategy and direction with respect to services delivered, changed estate needs and priorities for investment.

- Digital solutions and technology choices focused on supporting the cities ambition to be a net zero city by 2030 through decarbonisation, aligning to sustainable and ecologically-responsible processes and materials, and enabling people to travel less through remote working and online access to services.

- Technology refresh and alignment should be consistent with industry and local government trends, adapting to new opportunities and solutions, reducing overall cost of ownership.

- Always seeking to build broader partnerships across public sector to leverage investment, shared delivery and deliver wider benefit to local people, communities and businesses.

✳ **A fully detailed technology, infrastructure and security strategy has been developed to underpin this section. See Appendix E for accompanying documents to the Digital Strategy.**

Digital Strategy 2024 – 2028

Technology principles
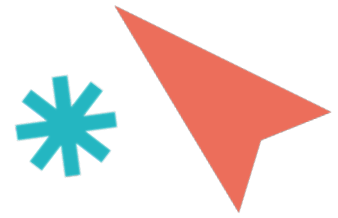
Enabling technologies

Applying technology to provide maximum benefit to the user community in their day to day working lives, releasing capacity for the Council to better support those who are not technology enabled.

Foundational infrastructure & security

Delivering an infrastructure for users, customers and partners that is reliable, secure, performant, can easily change and will serve the Council over the next 5 to 10 years.

Integrated applications strategy

Developing the applications strategy and roadmap to support the objectives and operations of the organisation, which will enhance efficiency and facilitate the wider digital and organisational transformation.

Sustainable technology and processes

To ensure that environmental impact and carbon emissions are assessed, monitored and minimised, resources are conserved at all stages during the technology life-cycle and that sustainable social and economic benefits are maximised – to deliver the Council's ambition of net zero by 2030.

The technology principles are detailed in Appendix B and support the accompanying Technology, Infrastructure and Security Strategy

Digital Strategy 2024 – 2028

Creating an ICT and Digital Innovation Service that can proactively, and responsively, facilitate and support the directorates through the full life-cycle of systems change and support.

Digital Strategy 2024 – 2028

Overall outcomes

Establish a transformed, future-proofed and fit for purpose ICT and Digital Innovation Service (Appendix D) designed and developed to meet the needs of the organisation in the delivery and support of digital and technology solutions.

Strategic and operational improvements to ICT services and operations for all staff and customers.

Robust, resilient and less complex solutions with reduced outages applying Cloud delivery.

More productive, effective and responsive delivery of ICT services.

Informed decision making through improved information and data management.

Greater value for money and reduced overall cost of ICT contributing to future savings targets.

More effective engagement internally and with strategic partners, through joint working and proactive strategic ICT leadership.

Maintaining and enhancing digital capability through sustained investment, innovation and staff training and development.

Adoption of sustainable technology and processes to minimise and reduce environmental emission and impact.

Digital Strategy 2024 – 2028

Section 6

What will success look like?

In five years time…

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In five years' time…

The Digital Strategy for Sheffield City Council presents the future direction for digital services and enabling information and technology over the next five years and is striving to achieve:
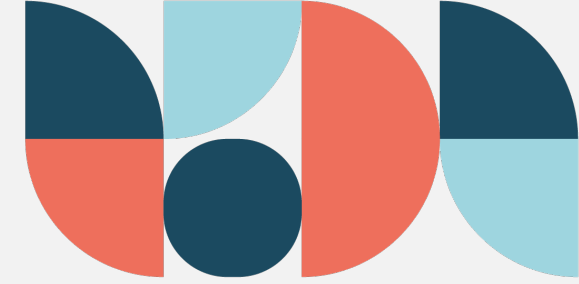
A coherent and consistent digital customer experience.

A digital preferred option into all services.

Digitally literate and included workforce who are confident can meet the demands of a Digital Council.

A corporate data platform, with established data standards to bring together quality datasets.

Robust, secure and sustainable future proofed technology landscape.

Collaboration and alignment across Directorates of digital activity and decision making across the whole council.

Established robust governance and framework that aligns with strategic operations to support the effective delivering of enabling digital and IT projects.

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Digital Strategy 2024 – 2028

Future experiences
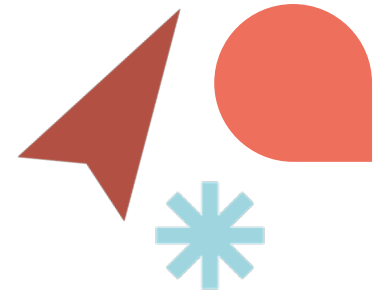
There will be a transformed experience for all customers, both internally and externally.

More efficient, streamlined organisation across processes, repetitive tasks with cost savings, faster service delivery and increased internal productivity.

Meet data protection / privacy, security, and compliance requirements and mitigate cyber security risks.

Enhanced more personal customer experience around seamless interactions and satisfaction, with improved response times to customer queries and requests.

Adaptability to changing customer demands and technological advancements, fostering a culture of innovation and experiment with new ways of engaging with customers.

Through sustained investment deliver cost savings through optimisation, automation, streamlined processes and reducing ICT infrastructure and applications costs.

Application of data analytics and business intelligence to provide insights into customer needs and behaviors, optimise processes and deliver service improvement.

To build scalable, resilient and flexible IT infrastructures and systems that can accommodate growth, changes in demand, and emerging business requirements.

Empowerment and support for staff with the right tools, skills, and training. Address digital inclusion through technology access, digital literacy, skills development and relevant digital services.

To ensure that the delivery of digital reduces the environmental footprint and emissions, minimises waste and applies sustainable and environmentally friendly practices.

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Digital Strategy 2024 – 2028

Section 7

Appendices

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Digital Strategy 2024 – 2028

Appendices Contents

Digital Strategy 2024 – 2028

Appendix A – Digital ambition - use cases

The following use cases are examples to demonstrate what happens now and where we are aiming to be in the future as we work towards our Digital Vision, supported by our Digital Pillars (page 6) and Technology Principles (page 40).

Use Case 1 – Customer Services

Use Case 2 – Housing Services – Damp and mould

Use Case 3 – Children's Services – Single Care Record

Use Case 4 – Adult Social Care

Use Case 5 – Public Health

Use Case 6 - HR – Navigation policies

Customer Services

Many customers don't want to have to phone the Contact Centre for every request, as this often involves sitting in queues and limits the hours within which they can access services.

What happens now?

SOURCES

How do I...?

How much...?

Call Contact Centre

When...?

I can't find it online...

Customer

Contact Centre

Find information

Line of Business Systems

Council Website

Call Scripts

Enables

Information and Advice

Digital Strategy 2024 – 2028

Customer Services

Customers who wish to access services digitally and self-serve, want to find what they are looking for on the website or via webchat, resolving their query or transaction at a time convenient for them.

How could it be different?

How do I…?

How much…?

Customer

When…?

Use website or webchat

Gets response

Chat

How do I get a replacement bin?

Just now

To request a replacement bin, you can fill out the report and request form on the Sheffield City Council website [1 ⬀]. On the form, you can indicate if you need to replace a damaged bin, replace a missing bin, or request a new green bin if you have already paid for the green bin collection service. The cost for replacement black and green bins is £32, while blue and brown bins will be replaced for free [1 ⬀].

1 reference ⌄

Self Service Webchat

SOURCES

Line of Business Systems

Feeds

Council Website

Call Scripts

Housing Services – damp and mould

Damp and mould can be difficult to address if it is not fixed quickly and causes health risks for residents if left untreated. Damp and mould issues are usually only identified once there is already an issue.

What happens now?

Report → Contact Centre → Schedule → Visit → Treat → Treatment / Advise → Prevention

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Digital Strategy 2024 – 2028
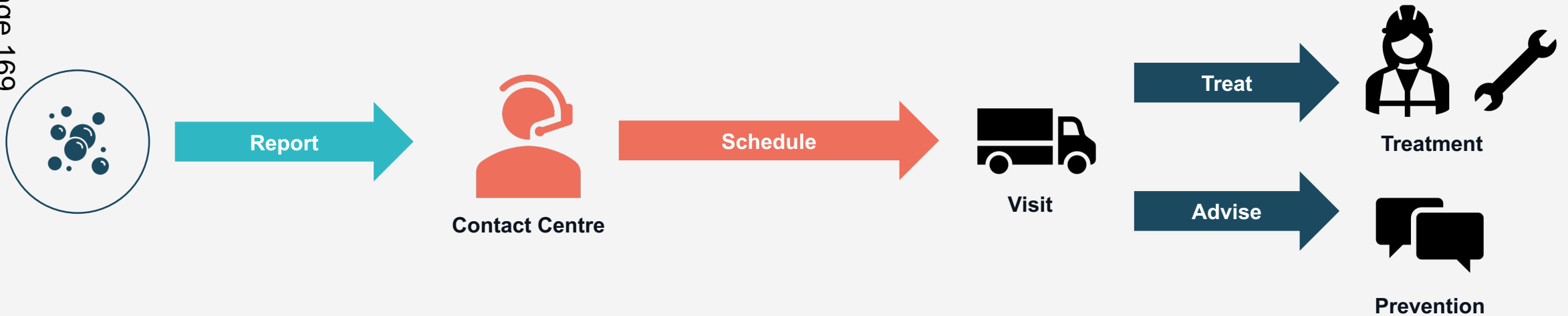
Housing Services – damp and mould

Sensors (Internet of Things) monitor for humidity and damp. Monitoring information is passed to the data platform, which when integrated to repairs system automates alerts when a risk is identified. Advice is given for preventative action before a problem arises.

How could it be different?

Humidity, damp and temperature sensors

Data

Data platform → Data → **Repairs system** → Identifies → **Damp risk** → Enables → **Contact Centre** → Advise → **Prevention**

Digital Strategy 2024 – 2028
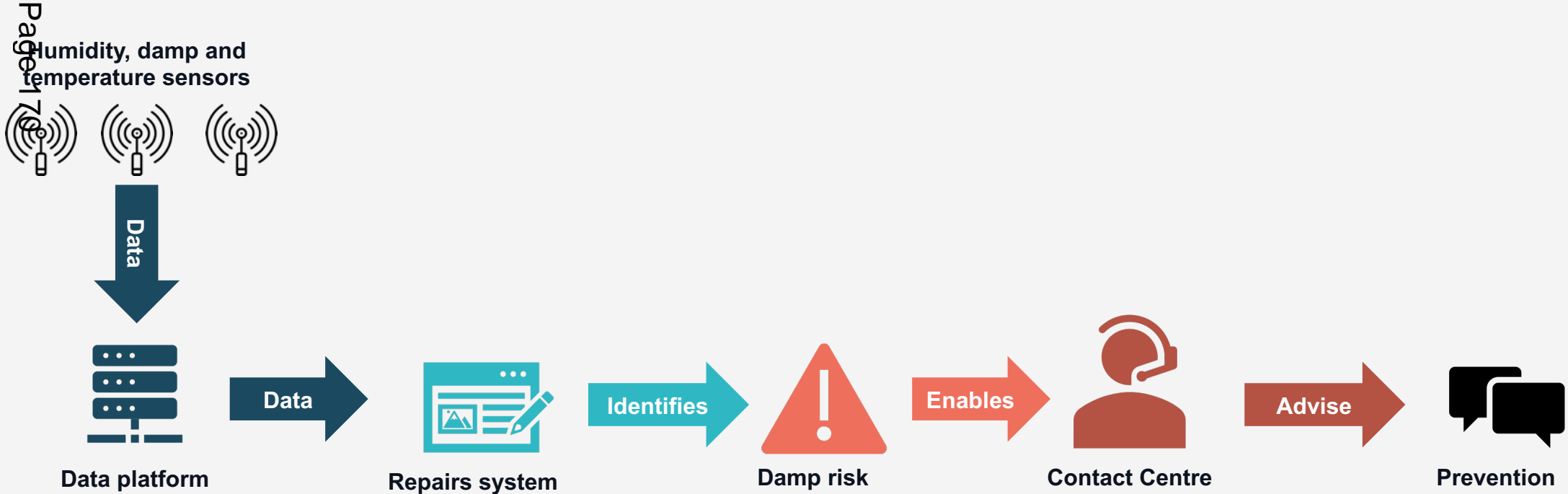
Children's Services – Single Care Record

Some children and their families receive support or have interactions with a range of different public services, but what action is taken and what support is provided is not visible to Social Workers which impacts how they plan care.

How could it be different?

Page 171

Social Worker	Access systems →	Liquid Logic	Collate data →	Single care record
Access systems →	Capita One	Collate data →
Access systems →	Partner Data	Collate data →
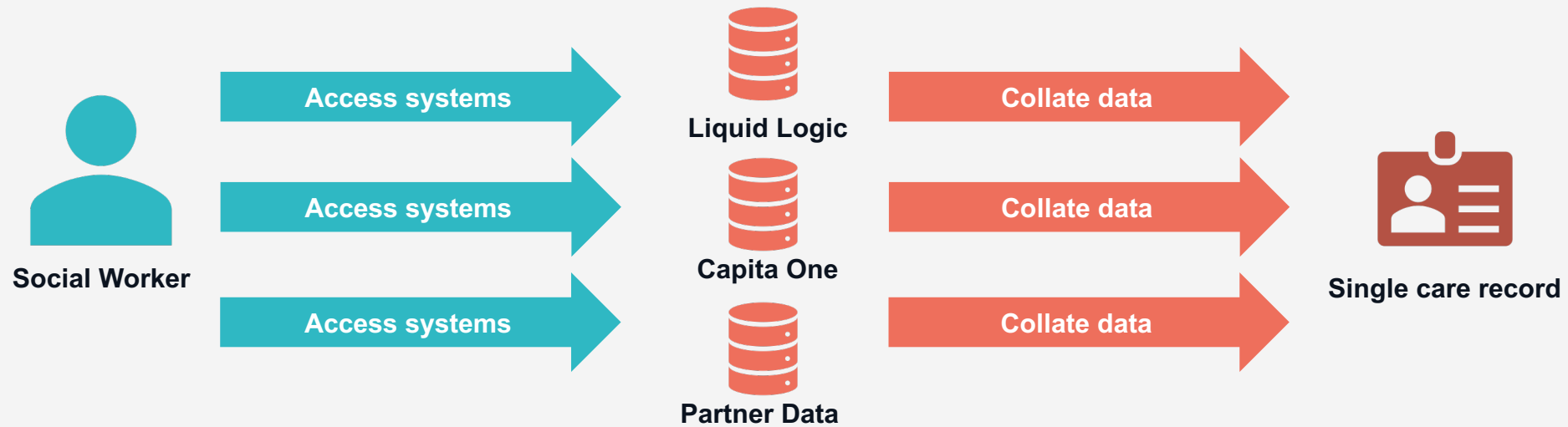
Children's Services – Single Care Record

Data is collated from the different systems that may hold information on a child and their families, this is collated to inform a single care record which the Social Worker can access as and when required.

How could it be different?

Page 172
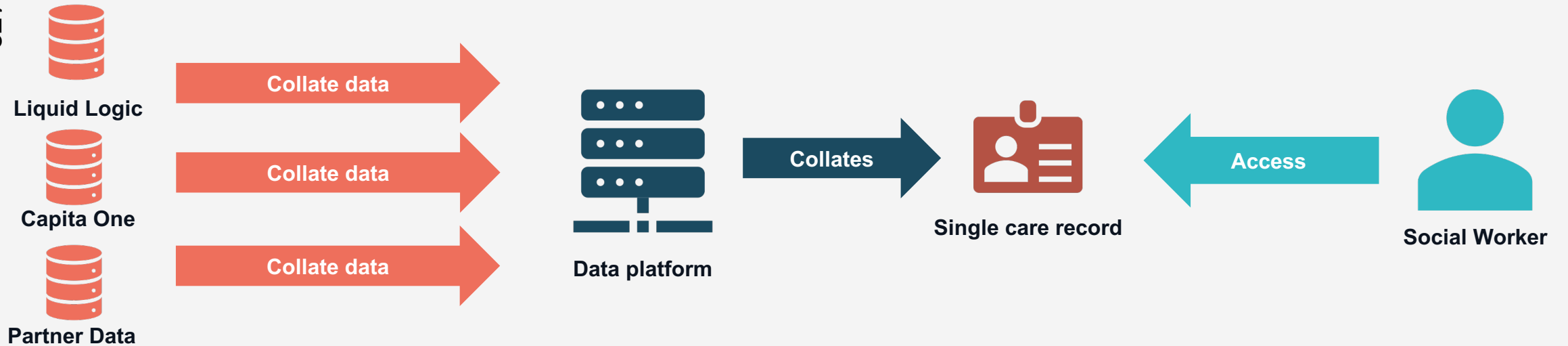
- Liquid Logic — Collate data →
- Capita One — Collate data →
- Partner Data — Collate data →

Data platform → Collates → Single care record ← Access ← Social Worker

Adult Social Care

Technology Enabled Care: A Connected Care Pilot is current in progress using sensors to collect information around a service user's activities to help identify changes in behaviour patterns that may be of concern. These indicators can then be acted upon. Currently the alert and report is manually entered into the business system.

What happens now?

Page 173
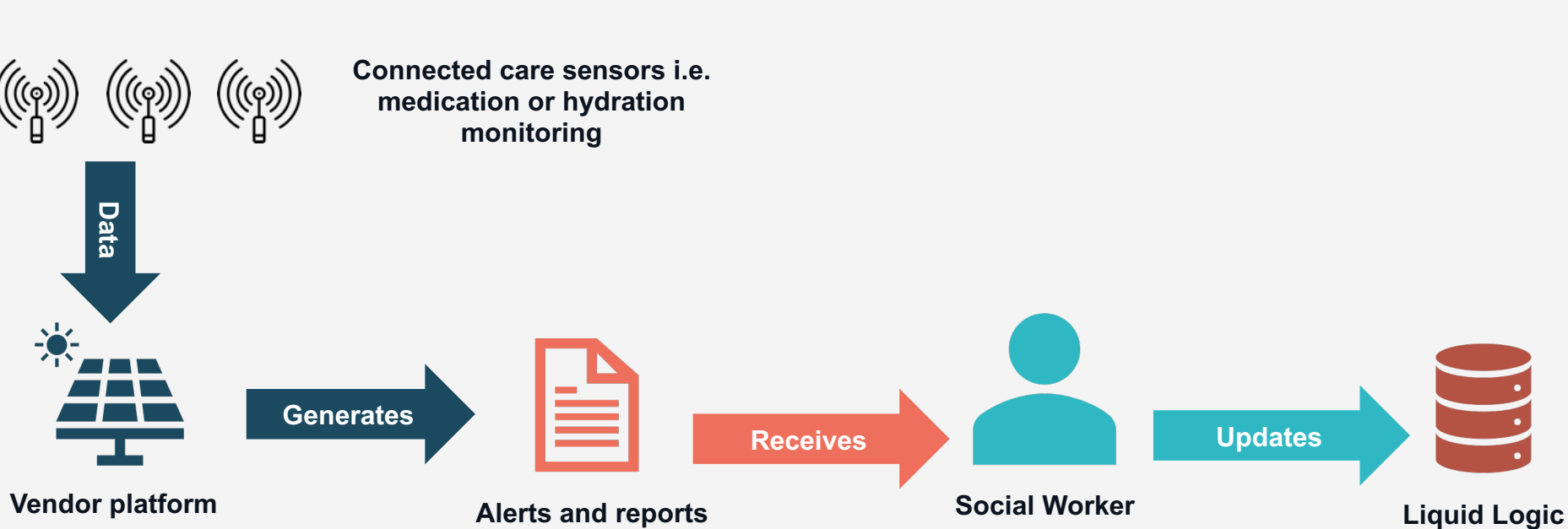
Connected care sensors i.e. medication or hydration monitoring

Data

Vendor platform

Generates

Alerts and reports

Receives

Social Worker

Updates

Liquid Logic

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Adult Social Care

Technology Enabled Care: A Connected Care Pilot is current in progress using sensors to collect information around a service user's activities to help identify changes in behaviour patterns that may be of concern. These indicators can then be acted upon. Improved integration with the data platform can help automate the generation and receipt of information

How could it be different?

Page 174
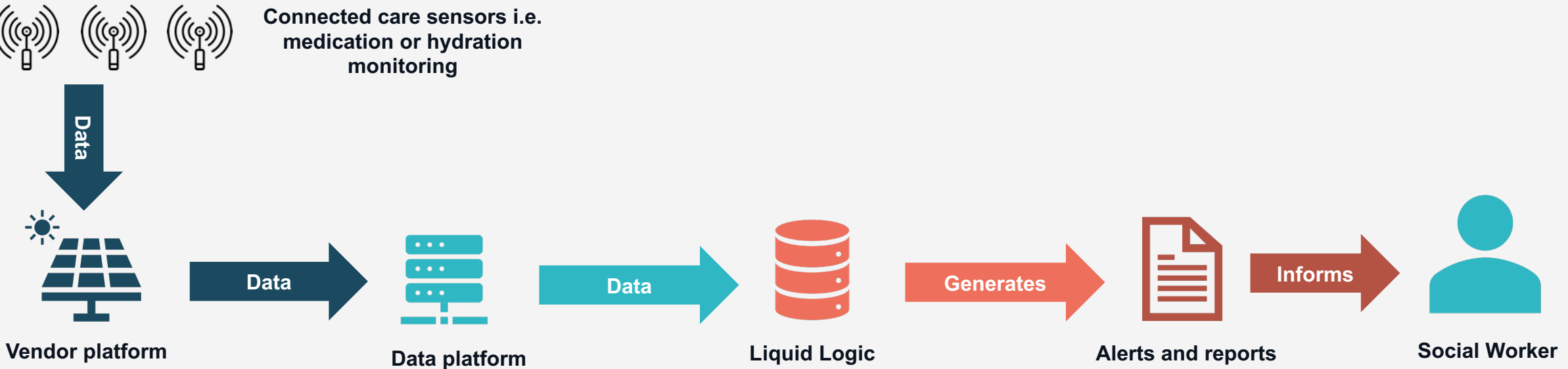
Connected care sensors i.e. medication or hydration monitoring

Data

Data → Data → Generates → Informs

Vendor platform → **Data platform** → **Liquid Logic** → **Alerts and reports** → **Social Worker**

Public Health

Improving public health is multi-faceted; it includes assessing and reporting on public health initiatives like the Clean Air Zone, developing campaigns, identifying preventative measures (such as heat risk), developing insight and supporting emergency response, such as COVID. Collating different datasets is a key enabler to inform these activities.
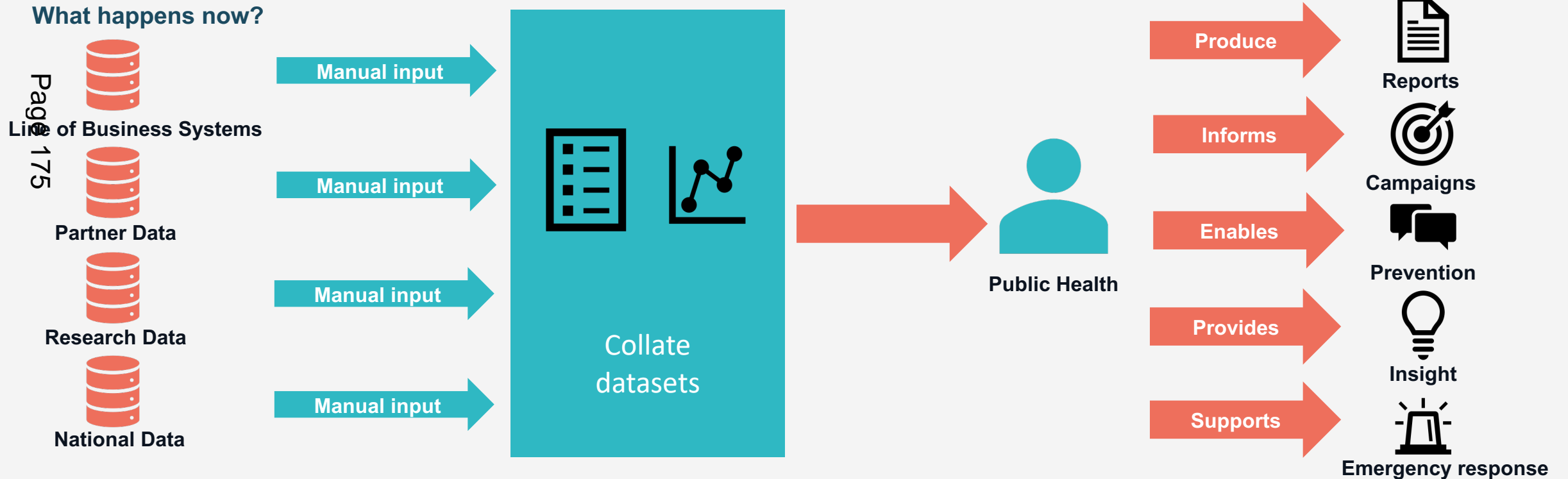
What happens now?

Line of Business Systems → **Manual input**

Partner Data → **Manual input**

Research Data → **Manual input**

National Data → **Manual input**

→ **Collate datasets** → **Public Health**

- **Produce** → Reports
- **Informs** → Campaigns
- **Enables** → Prevention
- **Provides** → Insight
- **Supports** → Emergency response

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Public Health

Improving public health is multi-faceted; it includes assessing and reporting on public health initiatives like the Clean Air Zone, developing campaigns, identifying preventative measures (such as heat risk), developing insight and supporting emergency response, such as COVID. Automation of different data sets would enable a focus on quality of information and release more time to support service users.

How could it be different?

Page 176

Council Data → Automated data feed
Partner Data → Automated data feed
Internet of Things Data → Automated data feed
Research Data → Automated data feed
National Data → Automated data feed

Data platform → **Public Health**

Produce → **Reports**
Informs → **Campaigns**
Enables → **Prevention**
Provides → **Insight**
Supports → **Emergency response**
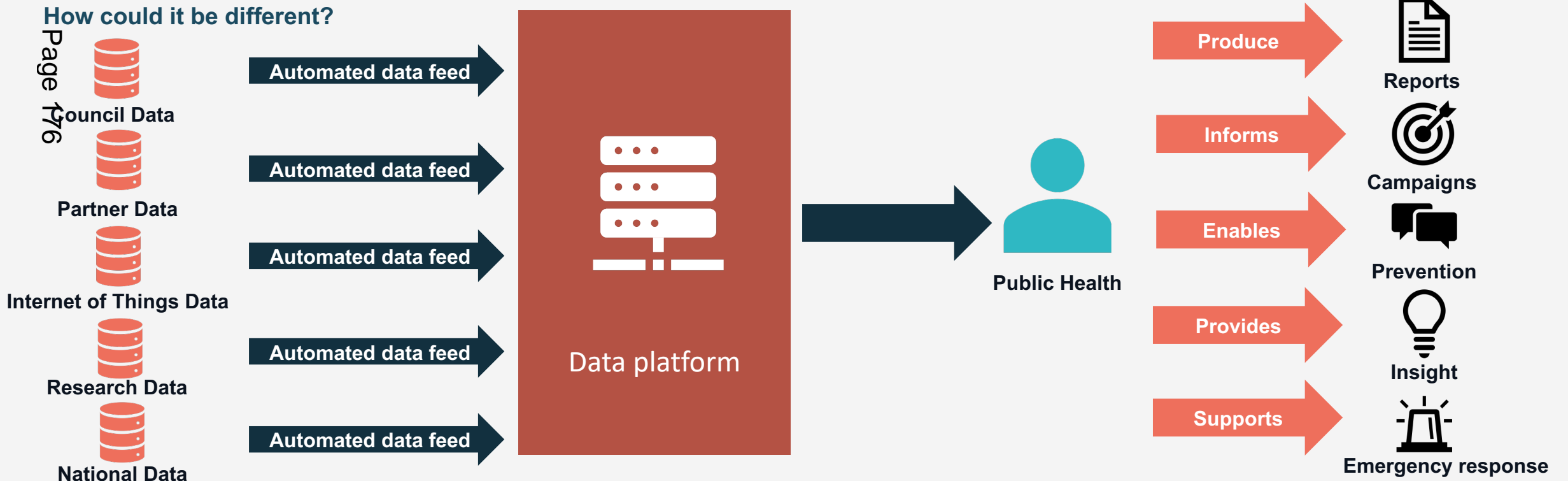
HR – Navigating Policies

There are a wide range of policies and procedures that govern how our workforce and managers operate.
These policies are often (necessarily) quite lengthy and take time to find the required information.

What happens now?

Can I call a witness for my level 1 disciplinary hearing?

Let me check the policy and procedures

Employee

Manager

Yes, you can call a witness during the hearing

Find policy

Manually review policy
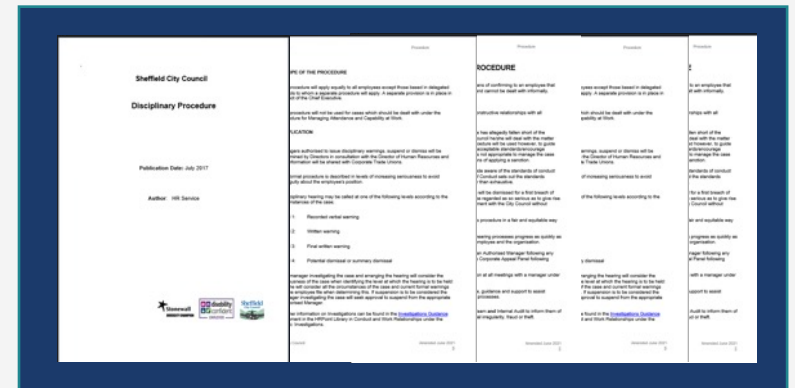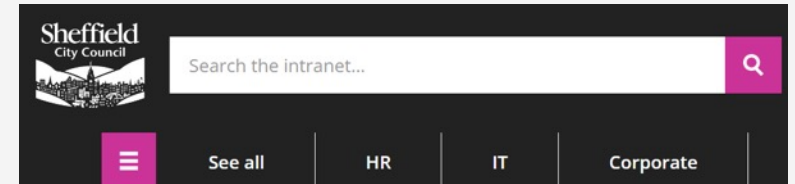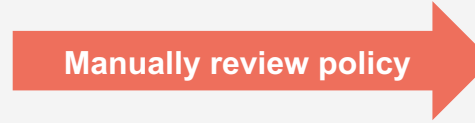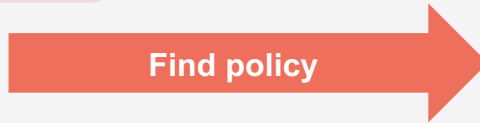
HR – Navigating Policies

HR policy content from website and other sources is provided to HR Bot, for employees and managers to question as required and receive immediate response, supporting improvements in productivity.

How could it be different?

Can I call a witness for my Level 1 disciplinary hearing?

Use HR Bot (AI driven)

Get response

Employee

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Chat

to answer your questions. How can I help?

A minute ago

Can I call a witness for my Level 1 disciplinary hearing?

Just now

Yes, you can request a witness for your Level 1 disciplinary hearing [1].

1 reference ∨

1 Citation-1

Just now | Surfaced with Azure OpenAI |

Type your message

Digital Strategy 2024 – 2028
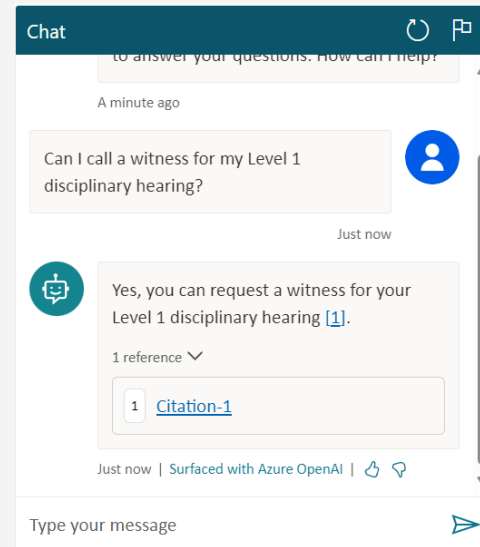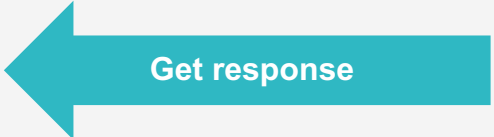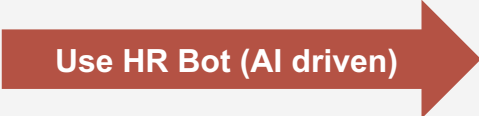
Appendix B – Technology ambition and principles

The Digital Pillars (page 9) are enabled by the right sustainable technology that is managed efficiently and is secure – infrastructure, applications, hardware and connectivity.

The supporting Technology, Infrastructure and Security Strategy, outlines how the underpinning technology defines what will change, over what timeline and how this supports wider Council Priorities.

This appendix includes:

- Technology ambition

- Enabling Technologies

- Foundational Infrastructure & security

- Integrated applications strategy

- Sustainable technology and processes

Technology ambition

Modern desktop

- Enables users to work wherever and whenever they need in a secure, protected environment.
- Deployed and managed in a simple, easily supported manner which minimises support.
- Always current and employing the latest productivity tools, applications and services.

Systems and application delivery

- Established roadmap with directorates of application delivery.
- Defined business practices that aim to use cloud services as far as possible.
- Cloud computing solutions are considered before any others and only host on premise as a last resort.
- To ensure streamlined systems, simplified process and data exchange, integration solutions will be applied where practical.

Strategic

- Application of sustainability and reduction in carbon emissions when considering device choice and procurement, print services and Cloud delivery to support Sheffield City Council's net zero 2030 goal.
- Digital inclusion design and practices will be applied throughout to address digital literacy, skills development and appropriate digital services.

Page 180

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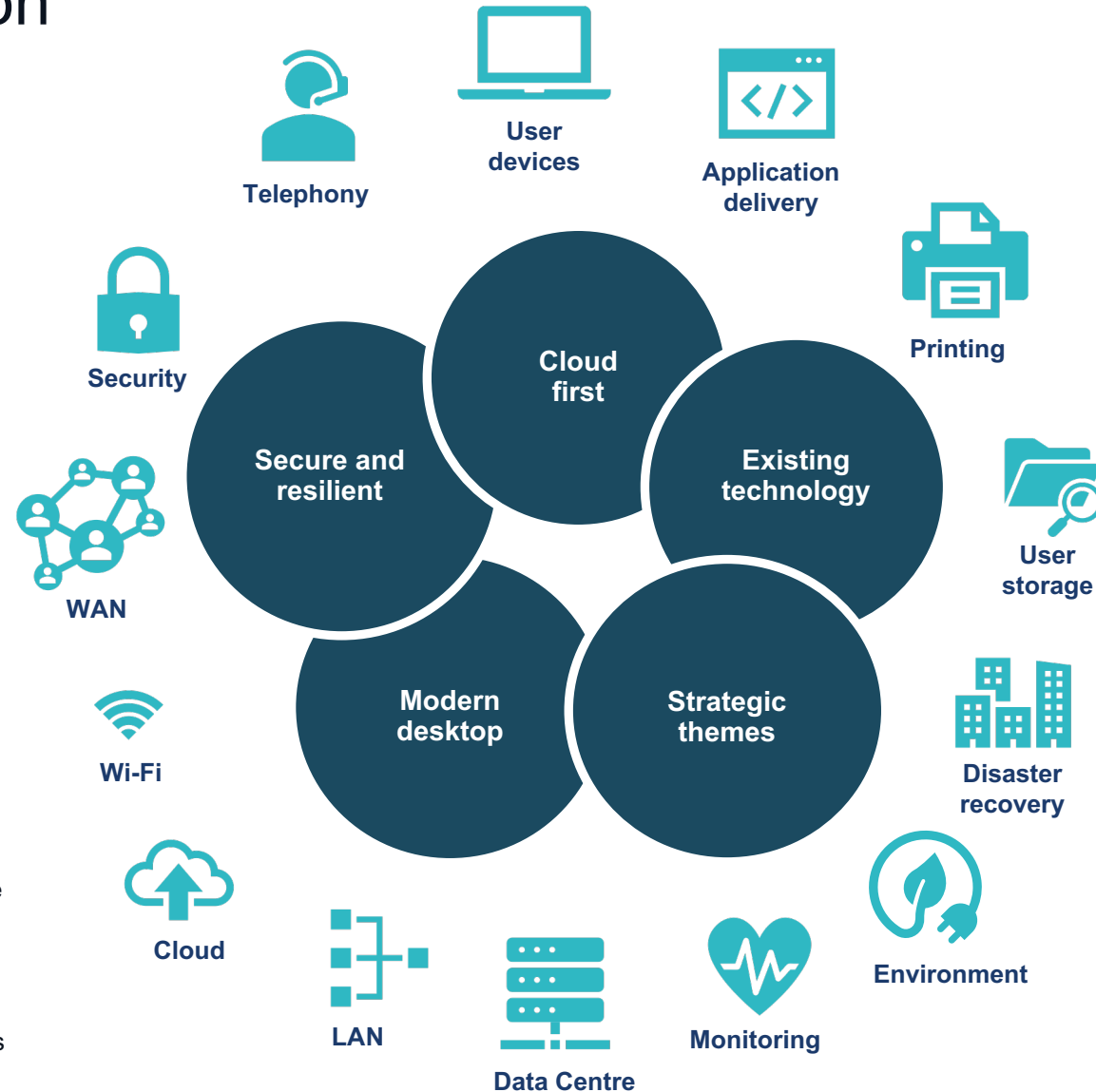
Secure and resilient

- Continued development and maintenance of a safe and secure working environment.
- Ensure authentication, authorisation and continued validation of security configuration.
- All critical services will have resilience built in to support business continuity and disaster recovery situations.

Leveraging existing technology

- Always ensuring we make the most of the current tools and products and that they are good value for money.
- Existing solutions which remain fit for purpose will continue to be used in line with business requirements.
- Make the most of our Microsoft licensing wherever possible.

Environmental Impact

- To ensure that environmental impact is minimised, resources are conserved at all stages during the technology life-cycle.

Consistently seek to enhance value for money and efficiencies across the technology landscape through application of current and adoption of new technologies.

Telephony · User devices · Application delivery · Printing · Security · Cloud first · Existing technology · User storage · WAN · Secure and resilient · Modern desktop · Strategic themes · Disaster recovery · Wi-Fi · Environment · Cloud · LAN · Data Centre · Monitoring

Applying technology to provide maximum benefit to the user community in their day to day working lives, releasing capacity for the Council to better support those who are not technology enabled.

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Delivery

Device Replacement
- Replacement of all user devices over the next 1-2 years using the latest technology based on the Windows 11 build and maintaining a four-year phased laptop replacement cycle.

Printing
- Transition to a Cloud based print solution and consolidate the number and proliferation of printers and on-premise print servers with more proactive management of printing services and procurement.

Telephony
- Review the existing policy regarding phone allocation to reduce the number of corporate smart devices across the estate.
- Review of mobile connections and supporting processes to reduce current high levels of licenses.
- Rationalisation of land line connections across the estate with an increased use of Cloud services.

Meeting Rooms
- Develop requirements, confirm device selection and deploy meeting room technology across locations.

User Storage
- Establish and deliver a project to address current challenges around file storage and make best use of Sharepoint, Teams and OneDrive.

Microsoft Applications
- Through a Microsoft applications improvement programme and increased learning and training, greater productivity, shared working and more effective use of the tools will be delivered.

Outcomes

- Our staff will be empowered and skilled to make the best use of the technology they will have access to day-to-day.

- Investment in Microsoft applications will be fully explored.

- A clear user driven strategy will be developed and implemented across the range of Sharepoint, Teams and OneDrive applications.

- The technology will be implemented to work seamlessly, efficiently and effectively in any location and will apply the latest security and management.

- Through a modern delivery model with automation and pro-active device management we will become increasingly customer centric.

- Access to applications will be flexible, automated, streamlined, and fit for purpose enabling staff to operate efficiently and effectively.

- Reduced dependency on print devices across the estate with the use of distributed print stations.

- Significantly improved management of device and license usage for Microsoft applications and mobile technology, with a reduced costs footprint.

- Provision of simple, easy to use and self-serve flexible meeting room technology as part of the wider deployment of meeting room services.

Delivering an infrastructure for users, customers and partners that is reliable, secure, performant, can easily change and will serve the Council over the next 5 to 10-years.

Delivery

Local Networks
- All of the current switch network in buildings which supports the delivery of services will need replacement from 2025 through to 2027.
- On premise infrastructure will significantly reduce with the rationalisation of buildings, shift to Wi-Fi and a more permanent approach to hybrid working.

Wi-Fi
- Complete replacement of Wi-Fi network across all sites, with implementation of Gov Roam to support collaborative working and seamless connection between public sector locations.

Wide Area Network
- Replacement of the current ageing network with a modern Cloud based software defined wide area network (SDWAN) with Internet services delivered at each location.
- Delivering SDWAN will support removal of all virtual private network services.

Cloud Solutions
- A Cloud first solution approach will be applied across all technical and business applications which gives priority to cloud-based solutions and services over traditional on-premises alternatives.
- Microsoft Azure will be applied for all backup services.

Security
- Microsoft Security services which are state of the art, will continue to be developed with new features deployed as they emerge.

Outcomes

- Improved service to users through cost-effective Cloud based delivery and management providing improved resilience, agility, scalability, response times and disaster recovery.

- Establishment of a modern, future proofed, simplified and cost-effective wide area network.

- Delivery of fully deployed Wi-Fi as a seamless, reliable, secure and high-speed service, provided to users across locations and from any device. Ensure Wi-Fi is flexible and scalable to support increased usage.

- As the new technology is implemented, optimise performance through network monitoring, identification of issues, management of resources and usage, with planning for future scalability as needed.

- Continue to reduce data-centre usage through Cloud migrations but maintain a reliable hosted and managed storage and server infrastructure for applications, databases, and other services where appropriate.

- Build in redundancy for disaster recovery and business continuity across critical services.

- Continuously adapt to new technology developments as they emerge, with a specific focus around opportunities for deploying new holistic security models.

The infrastructure development will be critical over the next few years given that key elements including the WAN, LAN Switches and Wi-Fi will need complete replacement.

Digital Strategy 2024 – 2028

Developing the applications strategy and roadmap to support the objectives and operations of the organisation which will enhance efficiency and facilitate the wider digital and organisational transformation.

Delivery

Applications Delivery and Improvement
- The ICT and Digital Innovation Service will engage across the organisation through its business partnering and projects delivery function, to support and facilitate the development and delivery of new applications.
- Where systems and solutions are under-performing or compromised the service will engage proactively to address challenges and drive improvements.
- The applications suite will be overhauled to identify applications rationalisations, re-procurements, proactive management and cost reductions.
- Centralised formal support and governance will be in place for all applications with an agile and responsive development approach.

Alignment with Directorates
- Full ongoing alignment between the needs of directorates across the application portfolio and the overall digital and ICT strategy.

Emerging Technologies
- Working with directorates maintain a forward view of emerging technologies (i.e. AI Services) and platforms, prioritising user experience, satisfaction and enhance productivity.

Cloud Adoption
- Deliver on the Cloud adoption strategy across the future applications assessing cost, scalability, flexibility, data security and compliance.

Data Analytics and Business Intelligence
- Ensure the applications strategy applies data analytics and business intelligence to derive insights and support decision making.

Outcomes

- Establish a full Council wide applications portfolio and change roadmap to manage replacement and adoption of emerging technologies that will bring value to the organisation.

- Modernised, streamlined, resilient and scalable applications delivery.

- Simplify design, improve performance and drive down application implementation and running costs.

- Flexibility and agility to scale up and down with a faster time to implementation.

- Improved security and governance across the applications portfolio.

- Alignment with the goals of the wider organisation and the individual directorates through collaboration and fully understanding business needs and priorities.

- Ensure integration and interoperability between applications.

- Effective selection and management of software suppliers and solutions with clear service levels, contracts managed, commercially compliant and fewer systems and suppliers.

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The applications redevelopment and enhancement programme over the next 3 to 4 years is significant and will be critical to enable a wider transformation to progress.

Digital Strategy 2024 – 2028

To ensure that environmental impact and carbon emissions are assessed, monitored and minimised, resources are conserved at all stages during the technology life-cycle and that sustainable social and economic benefits are maximised – to deliver the Council's ambition of net zero by 2030.

Delivery

Cloud
- Continued shift of technology solutions into the Cloud based on an assessment of environmental impact with a reduction in power consumption across the estate.

Technology Selection
- Assessing suppliers' environmental policies as part of procurement with objective of all services having a zero net carbon emissions target and ensuring an ethical focus to procurement and technical development.

Hybrid working
- Applying modern hybrid and mobile working practices to reduce travel requirements with consequent energy usage reduction.

Supplier Engagement
- Working across the Council's ICT supplier base to promote and influence their direction to meet the Councils ambition to reduce carbon emissions to net zero by 2030, including increased use of renewable energy sources to power their operations.

Print
- Consolidation and reduction in printer estate through Cloud migration and proactive management of printing services and procurement.

Disposal
- To ensure that effective and energy efficient processes are applied in the disposal of e-waste across the estate, as applied to devices and systems; and end of life disposal and / or recycling of physical hardware and infrastructure.

Outcomes

- Targets for carbon emission reduction applied across the Council's technology estate during procurement and operational running.

- Reduction in energy consumption through environmentally friendly technology device choice and data-centre reductions.

- Reduced travel through application of modern working practices, mobile technology and improved communications, linked to hybrid working practices and accommodation review.

- Significant shift to paperless communication with reduction in physical print and increased applications of workflows and digital communications.

- Consistent and sustained application of environmental selection of technology, with the objective of reducing carbon emission across the ICT estate.

- By adopting sustainable technology and processes to minimise environmental emission, ICT will be applied to drive innovation and efficiency in an increasingly environmentally responsible manner.

By integrating environmental impact assessment and monitoring the digital strategy will deliver its commitment to the Councils ambition of net zero carbon emissions by 2030.

Appendix C – Digital Strategy – future roadmaps

Two roadmaps outline activity over the next 5 years.

- Digital and Applications Roadmap

- Technology and Infrastructure Roadmap

Page 16 provides a 5-year high level roadmap

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Digital and Applications Roadmap

Years run from April to March

2024 **2025** **2026** **2027** **2028**

Above timeline

Programme Defined
Quick Wins complete

Digital Customer Experience
GA4 website analysis
Digital brand
New home page live
Customer journey schedule
Customer journey x2

Applications
Total Mobile improvement
Verint public Cloud migration
Education system replacement
Housing system replacement

Transformed service delivery
AI usage policy
Delivery x2 automation/AI
Low code academy pilot

Digital Customer Experience
Customer Journey x2
Customer account architecture
Knowledge Base development
Website search development
My account go live

Modern Data Platform
Development
Standard operating procedures

Workforce
Digital skills development

Applications
Mobile repairs delivery
Education system replacement

Modern Data Platform
Agreement of data standards
Data warehouse build

Transformed Service Delivery
Delivery x2 automation/AI

Digital Customer Experience
Customer Journey x2
Knowledge Base development

Workforce
Digital skills development

Applications
Finance system re-procurement

Modern Data Platform
Data architecture refined

Transformed Service Delivery
Delivery x2 automation/AI

Digital Customer Experience
Customer account built

Workforce
Digital skills development

Applications
Applications portfolio refresh

Modern Data Platform
Continuous iteration and improvements

Transformed Service Delivery
Continuous iteration and improvements

Digital Customer Experience
Continuous iteration and improvements

Applications
Contact centre
telephony system: 06/26
Applications portfolio refresh
CRM re-procurement

Modern Data Platform
Continuous iteration and improvements

Transformed Service Delivery
Continuous iteration and improvements

Digital Customer Experience
Continuous iteration and improvements

Applications
Applications portfolio refresh

Timeline markers

Q2 Q3 Q4 Q1 Q2 Q3 Q4

Below timeline

Transformed service delivery
Prioritised schedule for automation/AI
AI proof of concept

Digital Customer Experience
Digital brand microsites guidance
Customer journey x2
Knowledge Base development
Website search development

Modern Data Platform
Core data architecture definition
Development of data standards

Workforce
Digital skills requirements and baseline (staff)

Applications
Mobile repairs procurement
Verint public Cloud migration
Education system replacement
Housing system replacement
Idox Planning system

Transformed Service Delivery
Delivery x2 automation/AI

Digital Customer Experience
Customer Journey x2
Knowledge Base development

Modern Data Platform
Standard operating procedures

Workforce
Digital skills development

Applications
Finance system re-procurement

Modern Data Platform
Data architecture refined

Transformed Service Delivery
Delivery x2 automation/AI

Digital Customer Experience
Customer Journey x2
Knowledge Base development
CRM re-procurement

Workforce
Digital skills development

Applications
Applications portfolio refresh

Modern Data Platform
Continuous iteration and improvements

Transformed Service Delivery
Continuous iteration and improvements

Digital Customer Experience
Continuous iteration and improvements

Applications
Applications portfolio refresh

Contract end dates box

Contract end dates:
- Children's and Adults system - Contract end date: 04/04/24
- Finance system re-procurement – Contract end date: 30/06/25
- Environmental Health systems - TBC
- Idox Planning system - Contract end date: 29/10/24

Digital Strategy 2024 – 2028

Technology and Infrastructure Roadmap

2024 **2025** **2026** **2027** **2028**

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Programme Defined

Quick Wins complete

Technology
Laptop deployment
Data / File management scope[2]
Meeting room fitout

Infrastructure
Wi-Fi roll out progressing
SDWAN procurement
Moorfoot decommissioning

ICT & DI Service
Governance implemented
Service Development Initiated [1]

Technology
Laptop deployment
Mobile contract delivery
Rationalisation project progressing
Data / File management delivery [2]

Infrastructure
SDWAN Delivery progressing
Wi-Fi roll out completes
Data storage replacement
Remote Access Replacement
Backups transition to Azure

ICT & DI Service
Service Development complete [1]

Technology
Laptop deployment
Rationalisation project progressing

Infrastructure
SDWAN Delivery progressing
Remote Access Replacement
Switch replacements

ICT & DI Service
Service Development Progressing [1]

Technology
Print device replacement
Laptop deployment

Infrastructure
SDWAN Delivery complete

ICT & DI Service
Continuous improvement initiated

Programme Complete

Technology
Laptop deployment

Infrastructure
Switch replacements

ICT & DI Service
Continuous improvement

Technology
Laptop deployment

Infrastructure
Switch replacements

ICT & DI Service
Continuous improvement

Q2 Q3 Q4 Q1 Q2 Q3 Q4

Technology
Laptop deployment
Mobile contract procurement
Data / File management delivery[2]
Meeting room fitout
Rationalisation project progressing

Infrastructure
SDWAN Delivery commences
Wi-Fi roll out
Switch replacements
Data storage replacement
Moorfoot decommissioning
Backups transition to Azure

ICT & DI Service
Service Development Progressing[1]

Technology
Mobile contract delivery
Rationalisation project progressing
Remote Access Replacement
Data / File management delivery [2]

Infrastructure
SDWAN Delivery progressing

ICT & DI Service
Service Development Progressing [1]

Technology
Laptop deployment
Remote Access complete
Print contract renewal
Print device replacement
Rationalisation project complete

DI & ICT Service
Service Development Complete[1]

Technology
Laptop deployment

Infrastructure
Switch replacements

ICT & DI Service
Continuous improvement

Additional areas:
- Transition of various hosted applications to the Cloud
- Decommissioning of infrastructure in Council buildings arising from estates strategy
- 5G Network – City wide
- Power Apps deployment

Notes:
[1] Business Partnering & Project Delivery functions and overall ICT & DI service development
[2] One Drive, Sharepoint, Teams delivery

Digital Strategy 2024 – 2028

# Appendix D – The ICT and Digital Innovation Service

The delivery of this customer led transformational Digital Strategy, will run alongside significant business systems replacements and the continuation of business-as-usual activity.

This will create new resourcing demands with additional capacity and capability requirements to deliver and then support the change.

The ICT and Digital Innovation Service must establish and grow a council wide business partnering and projects delivery team alongside increased digital and innovation capacity, which is underpinned by the Business Case (see section 2).

Digital Strategy 2024 – 2028

Transformed ICT and Digital Innovation Service

We have the potential to establish the ICT and Digital Innovation Service as an exemplar of excellence across the region.

Enabler of service delivery

Value for money

Technically robust

Well supported
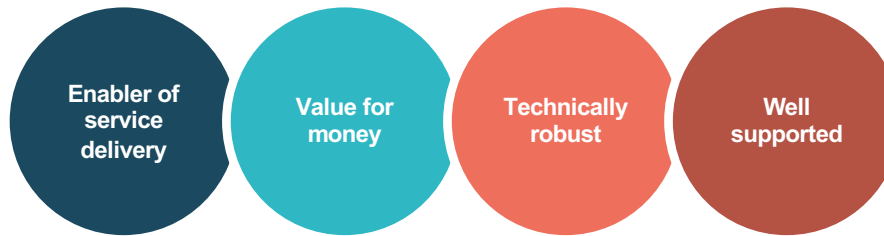
Outcomes

- Following industry best practice, improving transparency and service delivery.
- Ensuring all areas are included and that effective relationships are established and maintained.
- Streamlined and simplified with stronger management of outcomes for users.
- Proactively supporting the Council's responsibilities regarding the environment and climate change.
- Improving ICT services for all customers which is tangible in the daily use of technology.
- Integrating the core values of the Council into the ICT and Digital Innovation Service and placing all customers at the heart of the way ICT operates.
- Efficient, effective and agile ICT and Digital Innovation Service capable of supporting the Council's vision. Redesigned and streamlined to ensure a shift to customer delivery rather than firefighting and maintenance.
- Improving governance, control and establishing effective delivery.

SERVICE DESK

ICT PROCESSES

CUSTOMER SERVICE

PROJECTS DELIVERY

BUSINESS PARTNERING

DIRECTORATE ICT

Service Desk
Application of best practice, improved transparency, responsiveness and efficiency of service measured through performance metrics.

ICT Processes
Simplified and streamlined ICT and related processes and management applying best practice and recognised standards.

Customer Service
Sustained progression across the service in the delivery of customer services from day-to-day management through systems and technology management to business partnering and projects delivery.

Projects Delivery
Establish a robust well-designed project and programme delivery function with associated governance to deliver excellence in delivering change.

Business Partnering
Establish a function to proactively engage with directorates, establishing effective relationships to support the delivery of new systems and management of existing ones.

Wider Transformation
ICT and Digital Innovation Service as an enabler of business transformation supporting modern, flexible and agile solutions. Working in close partnership across the organisation to enable service change, efficiencies and improvements.

Internal Change
Increased motivation, morale and engagement within the ICT and Digital Innovation Service through engagement with transformation and service development.

Digital Strategy 2024 – 2028

April 2024

Sheffield City Council