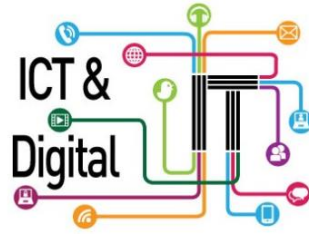


## The themes of our ICT & Digital service plan



### Technology consolidation & modernisation



### Digital innovation



Digital Coventry

### Data to allow us to always improve outcomes



### Ready for a modern digital world



### Happier customers



### Security by design and getting the basics right



### Services that work when we need them



### Financially fit



## Our ICT & Digital values

### Do the right thing

Always act with integrity, honesty and fairness. Have courage to make decisions and take responsibility for the outcomes. Value team contributions and encourage inclusivity.

#### Behaviour framework/One Coventry

- Putting customers first
- Making the right decisions
- Having a strategic perspective
- Do the right thing
- Be open to new ideas

### One team

Work closely with your team for one shared purpose. Support each other, deal openly with challenges and value each other's perspectives to build strong working relationships.

#### Behaviour framework/One Coventry

- Working together
- Being confident
- Work together and involve the right people

### Make things better

Try new things, be responsible risk takers without losing focus on what really matters. Be curious, encourage new ideas to solve problems and learn from those experiences. – we can always be better.

#### Behaviour framework/One Coventry

- Always improving
- Leading by example
- Developing people
- Make the most of what we have

### Make things happen

Keep your promises, complete tasks you start, and empower and trust others to do the same. You are empowered to set goals and reach them, remembering you are part of a team.

#### Behaviour framework/One Coventry

- Being adaptable
- Understanding how we work
- Always improving
- Be clear about why we do things and why we can't
- Be clear about the difference we'll make

### Being human

People matter more than anything, celebrate your differences, be authentic, respectful, personable, positive and open. Remember to have fun. Enjoy your career and the time you spend with your colleagues.


#### Behaviour framework/One Coventry

- Working together
- Take pride in what we do

Aligned to the values of the British Computer Society and One Coventry





Coventry City Council employees, for access to the full document, please search for "ICT & Digital Service Plan" on the Intranet

Title	Why	How	ICT Strategy theme(s)	Council Plan Ref(s)
<p><b>Technology consolidation &amp; modernisation</b></p>  <p>(ICTSP1)</p>	<p>As an organisation we use a large number of different types of technology; be that systems, servers, desktops/laptops, networking technologies or mobile devices. Our technologies range from the very old to the very new and are based on varying architectures and platforms. It is very costly for the organisation to support this amount of varied technology and also stops us from being as efficient as we can as an ICT service. We need to review these technologies with an aim to consolidate down where we can, pushing for the maximum amount of benefit from the technologies that remain. The remaining technologies will also need to have plans to ensure they are resilient and kept up to date to meet the growing demands of the organisation.</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>• Database instance/host consolidation</li> <li>• Mapping of enterprise architecture</li> <li>• Server operating system/stack consolidation</li> <li>• Network infrastructure modernisation</li> <li>• Consolidation of number of physical networks</li> <li>• Upgrade all core systems to be no further than one release away from current</li> <li>• Standardise our End User device offerings</li> </ul>	<p>Review our technology estate and proactively look to consolidate where possible with a target of increasing efficiency for the end user and reducing the corporate spend on technology support. For the technologies that remain ensure that each have resilience plans and roadmaps for upgrade which are proactively monitored and maintained. Engage with users in their use of the technologies via the establishment of user groups (where practical depending on the size and use of the technology). We should also proactively look for opportunities of consolidation across the West Midlands Combined Authority region and continue to build on our partnerships with <a href="#">CWPT</a>, <a href="#">UHCW</a>, <a href="#">WIG</a>, <a href="#">WMG</a>, City Fibre, <a href="#">UKBIC</a> and the Universities.</p>	<p>Optimise Empower</p>	<p><a href="#">Delivering our priorities with fewer resources</a>  <a href="#">Making the most of our assets</a></p>
<p><b>Digital innovation</b></p>  <p><b>Digital Coventry</b></p> <p>(ICTSP2)</p>	<p>The ICT and Digital industries move at an incredible pace. It is essential for any modern organisation to make sure that they are keeping up with the pace of those changes and making the right technology decisions and choices. We need to start pushing the boundaries on some of the traditional ways in which we view technology and data and how we deploy, develop and support these. Supporting the Digital Coventry strategy, we need to be able to encourage the development of Coventry as a modern and forward-thinking place to live, work and do business based on a strong digital offering. This will include working closely with other organisations within the city and third parties to support initiatives such as (but not limited to), public Wi-Fi, driverless cars etc.</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>• Supporting the 5G programme including testbeds and accelerators</li> <li>• LoRaWAN (IoT network) pilots</li> <li>• Travel Assistant 2021</li> <li>• City of Culture readiness</li> <li>• Internet exchange feasibility study</li> </ul>	<p>Continually review the ICT &amp; Digital marketplace and industry keeping up to date with all of the latest developments with a view on how they might bring efficient technology opportunities to the organisation. This includes, but is not limited to Robotic Process Automation, Artificial Intelligence, Machine Learning and Open Data. Seek to push the boundaries and challenge the norms in how we implement, consume and deliver ICT and Digital services. This should support the work taking place within the directorates, in line with the Digital Coventry Strategy, to enhance the digital offering of Coventry as a place to come and live, work and do business.</p>	<p>Engage Transform</p>	<p><a href="#">Globally connected</a>  <a href="#">Promoting the growth of a sustainable Coventry economy</a></p>
<p><b>Data to allow us to always improve outcomes</b></p>  <p>(ICTSP3)</p>	<p>As an organisation we collect a lot of data in a lot of disparate systems. The data sets often remain in isolation within those system. We need to tap into the power of this data and what it is telling us as an organisation. We need to start to explore the building corporate data sets that are created from a combination of federated, merged and combined data sources from the relevant underlying systems. We also need to ensure that the systems we have can talk to each other and share data between them from both a reporting and operational point of view.</p> <p><b>Project include:</b></p> <ul style="list-style-type: none"> <li>• Service Redesign: ICT &amp; Digital KPI's &amp; SLAs</li> <li>• Artificial intelligence – DigiBot</li> <li>• Expansion of Data Warehouse</li> <li>• Delivery of Open Data platform</li> <li>• Understanding our customers</li> </ul>	<p>Provide tools, technology, platforms and skills to develop and support a resilient and robust data architecture and environment for the organisation. This should include a focus on Open Data linking into our Internet of Things innovation. This should support corporate data reporting and integration requirements, demands and needs in line with the Information Management Strategy. From an ICT Service point of view, we need to be collecting and analysing the relevant data to influence service improvement plans for all of our service offerings. We will also create a set of refreshed Key Performance Indicators and Performance Dashboards for the service which will be proactively monitored and reported on.</p>	<p>Engage Empower Transform</p>	<p><a href="#">Managing performance and measuring progress</a></p>

## ICT & Digital Service Plan 2019/20

Title	Why	How	ICT Strategy theme(s)	Council Plan Ref(s)
<p><b>Ready for a modern digital world</b></p>  <p>(ICTSP4)</p>	<p>A modern workforce is supported and enabled by the use of modern technology and systems. We need to be able to support the ethos of new ways of working including; working at different locations, clear desk, being innovative and trying new things, collaboration across the council and with partners and paper lite. Technology isn't the complete solution to delivering these, but it certainly provides the enabling building blocks. Though exploiting the functionality of our technologies, we can develop tools and functionality to help underpin the new ways of working</p> <p><b>Project include:</b></p> <ul style="list-style-type: none"> <li>Office 365 Teams</li> <li>Windows 10</li> <li>Office Click to Run</li> <li>Digital Change Agents Relaunch (Skills Framework, Mandatory Training)</li> <li>Delivery of GovWifi / EduRoam</li> <li>ICT Strategy update</li> </ul>	<p>Provide tools, technology, platforms and skills to develop and support a resilient and robust systems architecture and "digital workplaces" (including mobile working) for the organisation. This should support the corporate direction for new ways of working and enabling an agile workforce. We will further develop and embed the DigiKnow Digital skills brand. As an ICT service we shall also adopt a "Getting Fit for the Future" ethos, ensuring we are prepared for the new ways of working and leading by example to the rest of the organisation. This will include supporting Coventry as European City of Sport, City of Culture 2021, 5G. Fibre to the Home and the wider Digital Coventry Strategy</p>	<p>Engage</p> <p>Empower</p> <p>Transform</p>	<p><a href="#">Delivering our priorities with fewer resources</a></p> <p><a href="#">Making the most of our assets</a></p>
<p><b>Happier customers</b></p>  <p>(ICTSP5)</p>	<p>ICT is an essential enabler for the organisation. We have a direct customer base of roughly 5,500 users (or approx. 10,000 if we include schools). Our customers then go on to support 350,000 residents and thousands of business. It is essential that we put the customers at the heart of how we design, build, deliver and improve services. For ICT &amp; Digital this means not only focussing on our internal customers but also providing world class digital services to the customers of the wider organisation.</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>Review of Service Desk</li> <li>Digitalisation (Customer &amp; Business service programme)</li> <li>Development of user Worker profiles</li> <li>ICT &amp; Digital User Group</li> </ul>	<p>Provide a customer focussed, high performing ICT support service to the organisation by redesigning all services and processes to be based around customer / user need. Regularly collect customer feedback and build improvement plans based on the customer insight. Proactively work with services to build ICT and Digital services to enhance productivity and customer satisfaction. Work with services to create future business, ICT and digital strategies showing how they can develop their business. Each member of ICT should spend at least one day shadowing a customer in a service other than ICT to gain a real insight as to how ICT can help enhance productivity within services.</p>	<p>Engage</p> <p>Empower</p>	<p><a href="#">Locally committed</a></p> <p><a href="#">Improving the quality of life for Coventry people</a></p>
<p><b>Security by design and getting the basics right</b></p>  <p>(ICTSP6)</p>	<p>The demand on ICT to provide up to date technologies and provide the latest and greatest solutions is ever increasing. As the consumerisation of digital technology becomes more common place, people expect to be able to have the same, if not better experience with technology at work as they do at home. This presents a challenge when looking at the complexity and size of the technology environment we have within the organisation against the backdrop of ever-increasing cyber threats such as cyber-attacks, viruses, ransomware etc. For us to be as agile and secure as the organisation needs us to be, it is really important that we adopt a security by design principle for all of our service offerings. It is also really important that we have robust processes in place to make sure we are as efficient as possible and that all of our offerings are fully tested before being released to customers.</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>Service Redesign: Asset Management</li> <li>Service Redesign: Contract &amp; Supplier Management</li> <li>Cyber Essentials Plus Accreditation</li> <li>Design and delivery of Microsoft Enterprise Mobility &amp; Security services</li> </ul>	<p>Develop a suite of redesigned ICT Service Management processes which are customer focussed and take advantage of the efficiencies that the latest technologies bring. Ensure that there are robust asset management practices in place within ICT so we know exactly what kit is being used where and by who. Review all standard offerings across all teams and make sure that they are robust, fully tested and secure. Review our cyber resilience technologies and processes ensuring that they are robust and agile enough to meet the ever-changing demands of the modern cyber security world. Ensure our technology platforms are compliant with the data protection legislation. Ensure that the ICT service is run in the most cost-effective way through the proactive management of budgets and contract, looking at innovative models of service delivery.</p>	<p>Optimise</p> <p>Transform</p>	<p><a href="#">Delivering our priorities with fewer resources</a></p> <p><a href="#">Making the most of our assets</a></p>

ICT & Digital Service Plan 2019/20

Title	Why	How	ICT Strategy theme(s)	Council Plan Ref(s)
<p><b>Services that work when we need them</b></p>  <p>(ICTSP7)</p>	<p>ICT and Digital technologies are a fundamental part of most, if not all of our services as an organisation. It is therefore essential that the technology not only works, but performs well, when it is needed. As the organisation changes, the nature of when ICT services are needed also changes. It is important that we adapt our service provision to meet the new availability and performance needs of the organisation. It is also important that we plan for the worst and ensure we have robust resilience plans in place to ensure that we can bring our technology back on-line in the event of an emergency situation, supporting the business continuity plans of the wider organisation</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>• Service Redesign: ICT &amp; Digital – Business Continuity</li> <li>• Delivery and proactive monitoring of systems, datacentre and networks</li> <li>• Delivery of Target Operating Model – including service catalogue</li> <li>• Service Redesign: ICT &amp; Digital – Service lifecycle including HoTS</li> <li>• Relocation of secondary data centre</li> </ul>	<p>Review the structure and scope of the ICT service in line with wider organisational changes and demands. Review, refresh and publish our ICT Strategy and Technology standards documents. Review, refresh and publish all ICT policy documents – working closely with Information Governance colleagues where required. Develop and test resilience plans for all technology components provided by ICT to meet the needs of the business continuity plans of the wider organisation working closely with Resilience Team colleagues.</p>	<p>Optimise Empower</p>	<p><a href="#">Delivering our priorities with fewer resources</a> <a href="#">Making the most of our assets</a></p>
<p><b>Financially fit</b></p>  <p>(ICTSP8)</p>	<p>The organisation continues to operate in challenging financial times with budgets getting tighter and tighter and the need for financial efficiency growing. It is important that ICT &amp; Digital not only enables transformational change across the organisation but also is “financially fit” in itself. ICT &amp; Digital manage a large number of contract and suppliers. It is essential that all of these are delivering value for money and that ICT &amp; Digital service provision is delivered in the most financially efficient way</p> <p><b>Projects include:</b></p> <ul style="list-style-type: none"> <li>• Supporting the Medium-Term Financial Strategy and One Coventry savings agenda</li> <li>• Commercialisation &amp; Income streams</li> <li>• Bring Your Own Device – mobile phones</li> </ul>	<p>Continually review contracts and suppliers to ensure that we are receiving best value across both financial and non-financial aspects of our relationships. Look to implement more cost-effective models of service delivery, be that new technology platforms or methods of service delivery. Actively seek out opportunities for cost saving both within the service but also within the wider organisation.</p>	<p>Engage Optimise Empower</p>	<p><a href="#">Managing performance and measuring progress</a></p>