Digital, Information and Technology Service

DITS BUSINESS PLAN – MEDIUM TERM PRIORITIES – FOR DISCUSSION

DITS Business Plan – Medium Term priorities

▶ The following slides are intended for discussion at the September Digital Services Committee and several potential areas of focus for the future.

▶ The ideas presented are at an early stage and in most cases, would require additional funding and capacity to deliver. They are not costed at present.

▶ The list is not exhaustive and Members' views on the future direction of travel and areas for development are gratefully received.

Focus on the DITS Shared Service

The development of a shared service across all COL areas to address common functions where it would deliver economies of scale, greater resilience or a greater depth or breadth of skills.

DITS Current Position

▶ Some contracts such as the managed print service and mobile phones are already shared. By August 2023 we will have a largely insourced service, which will offer the potential for greater expansion and sharing of common technology and functions across COL areas.

Future Position?

▶ The focus on development of scalable and shareable DITS functions focussing on common functions which could delivering shared benefits through centralisation - Security, Architecture and Projects could be initial targets.

▶ Longer term this could be expanded to include Service Desk, Systems, Azure, Networking, Service Management and wider sharing of tools and processes.

Focus on Cybersecurity

An investment in security capabilities to provide a unified and expanded security operations function across COL, COLP and potentially other areas of the COL family. Focus on threat detection, response and prevention.

DITS Current Position

▶ The current responsibilities are split across the Digital, Information and Technology Service, IMS (COLP) and the IT Managed Service Provider (Agilisys).

Future Position?

▶ A review of current security capabilities and potential investment in a more unified approach to provide additional capacity and capabilities.

▶ Investment could include new tooling, as well as capacity in security architecture and security analysis to monitor and respond to threats.

Focus on Digital Engagement and Skills

Investment in resources and initiatives to drive greater adoption of Digital tools and Digital skills to improve ways of working and deliver local efficiencies. The DITS engagement function was removed through the TOM, but would be central to encouraging greater collaboration, shared working and adoption of new technology across COL and COLP.

DITS Current Position

▶ COL have already made significant investment in technology, not least the Microsoft tools which include low code development (Power Apps), business intelligence (PowerBI) and automation (Power Automate).

▶ Following the TOM, there is reduced capability to focus on maximising the investment in these capabilities and empowering departments to make use of these tools. In particular, the loss of the business partners has greatly impacted communication and visibility of departments.

Future Position?

▶ Investment in a digital skills and adoption capability (1-2 roles) and a digital business partnering model (2-3 roles) would serve to accelerate adoption and enhance digital skills through the use of these digital platforms, facilitating training, workshops, discovery activity and closer working with departments.

Focus on Digital Service Transformation

Creating a capability to review current service delivery models and transform them through the use of available technology – removing manual effort through self service and automation, and delivering cashable and non cashable savings, as well as improvements to customer experience

DITS Current Position

➤ The Digital Applications Team currently has 3 x Microsoft / Power Platform Specialists, 2 x Granicus Specialists and 1 x Dynamics Developer roles. These are supplemented by 1 x Digital Delivery Manager to manage the pipeline and delivery of work. The team currently delivers small improvements to departmental services, but lack the capacity, capability and mandate for transformation.

Future Position?

➤ Following the model of the Government Digital Service, there is an opportunity to invest in additional 2-3 roles focussed on service design and user experience.

➤ The team would focus on reviewing services 'end to end', reducing manual effort, driving online self service and delivering cashable and non cashable savings and significant improvements to customer experience and service performance. These service reviews could be delivered through 'Hackathon' style events

Focus on Business Intelligence

Through the current Microsoft E5 licences all COL Staff and Members have access to Microsoft PowerBI and there is a significant opportunity to establish PowerBI as the default Business Intelligence tool for the organisation - with the opportunity to develop a fully automated reporting approach with real time dashboards and reports.

DITS Current Position

- There are a large number of reporting tools in use across COL, which not only lead to a level of unnecessary spend on licences but also a divergence of skills and reporting approaches. In many cases an over-reliance on spreadsheets means that reports can take significant manual effort and become out of date very quickly.

- There is currently no specialist technical support or training provided for PowerBI.

Future Position?

- The creation of 2-3 roles focussed on providing technical support and training departments to adopt PowerBI as their default reporting tool. This would deliver savings on licences, as well as automate current reporting approaches which can be very manual and time consuming.

- Senior Managers and Members would be given access to real time Dashboards and Reports which focus on key performance metrics and KPIs – with decisions being made based on real time data.

Focus on Emerging Technology

A dedicated role or function to focus on the developing the current technology stack and horizon scanning for new and emerging technology. This would include working with key suppliers to identify opportunities which could have a significant benefit to COL/COLP aims and objectives.

DITS Current Position

▶ The capacity and capabilities of DITS are largely focussed on delivering a secure and stable 'business as usual' service for the organisation. This can leave little or no room for horizon scanning and exploring or trialling emerging technologies through 'sandbox' exercises.

Future Position?

▶ A role or function dedicated to developing the COL technology stack and exploring opportunities to embrace emerging technologies. This would include closer partnership working with organisations such as the London Office for Technology and Innovation, Greater London Authority and key suppliers such as Microsoft.

▶ Sources of funding could be sought for pilot exercises, to enable technology to be evaluated and support the development of further business cases.