Luton Council digital strategy
2017-20

Digital Luton delivery plan

We aspire to be the most digitally connected council by 2020, enabling our community, partners and businesses to grow and prosper as a result of our innovation and vision.
Table of contents

Introduction and context .................................................................................................................. 2
Luton's digital strategy ..................................................................................................................... 3
Making digital services so good that people prefer to use them! .................................................. 4
Where are we now? ........................................................................................................................ 4
The national landscape .................................................................................................................. 6
Digital priorities ............................................................................................................................ 7
  Digital Collaboration ..................................................................................................................... 8
  Digital Place ................................................................................................................................ 9
  Digital Workforce ........................................................................................................................ 10
  Digital Customer Service ............................................................................................................. 11
Luton’s digital principles .................................................................................................................. 12
Enabling digital foundations to deliver the strategy ........................................................................ 13
How do we make digital by design happen? .................................................................................. 14
  Investment in resources ................................................................................................................. 15
  Programme delivery ..................................................................................................................... 15
Measuring success ........................................................................................................................... 15
Risk management ............................................................................................................................ 16
Links with other plans .................................................................................................................... 16
References and related documents ................................................................................................. 17
Contact .......................................................................................................................................... 17

Introduction and context

The needs of Luton residents are at the heart of everything we do. Meeting customer’s needs and protecting the vulnerable will continue to be considered to ensure that we are providing the appropriate support where needed, whilst providing services online, through automated telephony and self-service where we should be.

As a council, we continue to meet the changes and challenges of central government expectations that public sector services will be delivered under significant financial constraints. Over the past ten years there has been increasing pressure on public services and we have seen rising demand for services and an increase in customer expectations.
Luton Council digital strategy 2017-20

Digital Luton delivery plan

Our changing organisational culture requires all of us to develop a more commercial approach, whilst subscribing to the values and ethics more commonly associated with the public sector.

Access to online information, digital technologies and rapid developments in social media communications provide opportunities for the council to develop digital services to engage and communicate with customers, partners and each other.

To achieve our aims we have to:

- deliver an ambitious Strategic Investment Framework 2015-2035 that will result in improved health and wellbeing and improved prosperity, Education and lifelong learning
- manage increasing levels of demand from the local community, which has a larger than national average proportion of young people, and an older population that is living longer, or facing long-term health conditions
- respond to increasing levels of homelessness and overcrowding in Luton households
- meet new responsibilities and changing working relationships with public health, NHS and our business partners to develop closer working between services

Luton's digital strategy

Our vision of a digital strategy is to deliver improved efficiency and effectiveness in customer and business contact, as well as an enhanced employee and member experience and efficiency.

It sets the framework for how decisions will be made when related to:

- investment
- selection and deployment of technology
- digital by design services

It also sets out how we will manage the change associated with the application of digital technology to enable and openly embrace new types of innovation and creativity in how services are designed, delivered and accessed by residents and businesses.

Luton Digital sets out the organisation’s approach to managing and developing the different aspects and opportunities of digital, including:

- website
- email
- automated telephony
- systems integration
- portal
- social media
- digital marketing

It also sets out how the digital redesign of services and automation will enable savings to deliver services more efficiently, contributing significantly to the delivery of our vision over the next three years. The strategy looks at the business benefits from technology against current delivery and sets out the plan for delivery.
Luton Council digital strategy 2017-20

Digital Luton delivery plan

Luton Digital builds on work that is already underway in the organisation, and encourages and challenges the organisation to push further for where service delivery should be digital by default. It also reflects on industry best practice from the private and other public sector organisations that have excelled in their digital delivery.

The five aims of Luton Digital are to:

1. target investment in digital to improve outcomes and customer experience
2. provide smarter, faster, better, efficient services
3. improve engagement and access to services for all Luton residents
4. develop a digital first culture and behaviour in the organisation
5. deliver cost savings across the organisation

These aims flow through the strategy and underpin the digital priorities outlined in the following pages.

Making digital services so good that people prefer to use them!

Customers’ expectations are increasing, particularly as they use technology in their daily lives to pay bills, report issues, order goods and services online or through mobile or online apps, and make bookings.

These expectations need to be met, while we need to balance how we manage demand and continue to support the vulnerable and those with complex needs.

We will use technology to evolve our digital delivery and deliver savings. This will entail:

- automation and integration of systems
- end to end review of business process, not being led by technology alone
- redirection of resources to where they add most value and reduce the cost of front line delivery
- improving the customers digital experience and making it easier to access services
- creating simple online applications, reporting and making payments
- being open and agile to new ways of delivering services and exploring new opportunities
- self-assessing our digital maturity

Where are we now?

Our journey has already started and great progress has been made - Luton Digital describes the continuation of our digital journey.

- We have entered into a renegotiated ten year partnership contract with an outsourced IT supplier to ensure a resilient and secure IT infrastructure and a contract that will enable innovation, deliver continuous improvement and cost efficiency over the life of the contract.

- A new social care case management system brings a range of process improvements and the ability to share information across both children’s’ and adult services.

- MyAccount was launched in 2015 with 31,000 users registered, giving residents’ access to council services including checking and paying council tax bills, move in move out, web chat, environmental reporting and
the improvement of a number of online forms and applications.

- 92% benefits claims are now made online and we have 9,600 registered council tax users through MyAccount.

- 97.6% of addresses across Luton are connected to super-fast broadband.

- The use of SMS texting has increased across services including to 6000 residents for council tax payment reminders.

- The use of webchat in customer services, with further roll-out planned.

- For 2015-16 there were 1,708,583 user sessions across the Luton.gov.uk digital estate, with over half of these now via a mobile or tablet device.

- To promote digital inclusion a programme has started to provide free Wi-Fi in all key sites across the borough, including the main library, town hall, children’s centres and community centres.

- We replaced an ageing telephony system with a new telephone platform that is resilient and enables up to date functionality such as voice mail, teleconferencing, instant messaging and automated speech messaging.

- We have piloted the live streaming of a meeting of Full Council to promote greater inclusion and engagement in decision making and democracy - with more to come.

- Engagement with the council through the website has increased to 65%, resulting in a reduction in demand via face to face.

- Luton has actively participated with other local authorities in pioneering digital projects with central government. These include working with the Department for Local Government and Communities on waste standards and the Government Digital Service on GOV.UK Verify (the safe and simple way to prove who you are to government). We will continue to contribute to the appropriate GDS programmes.

We are investing in our digital infrastructure over the next five years to ensure that is fit for purpose to support our digital ambition and opportunities from technology that will help us on our digital journey.

Cultural change and service structure and design are an essential part of the getting the basics right, and the foundations in place to successfully deliver the aspirations and vision of Luton Digital.

Security of data and information is paramount for compliance and to gain the trust and confidence of our residents and partners. We will ensure that the information we hold is held securely, used appropriate to the means that it was collected, ensure we have consent for the use of data and that our systems that we hold the data is secure, maintained and fit for purpose.
Luton Council digital strategy 2017-20

Digital Luton delivery plan

We will have in place the appropriate policies and procedures for holding data, deleting data and for sharing data with other services and partners.

We will be fully compliant with the General Data Protection Guidelines at all times.

The national landscape

The government has recently published their Digital Economy Bill, UK Digital Strategy and Government Transformation Strategy. There are many points of interest in the proposals that are reflected in Luton Digital and offer further potential opportunities for Luton.

The UK Digital Strategy published in February 2017 outlines the following plans

- completing roll out of 4G and superfast broadband
- next generation digital infrastructure - full fibre and 5G
- free Wi-Fi on trains and more public spaces
- new digital skills partnership
- education – coding in the national curriculum – from key stage one onwards
- National Citizens Service to pilot new ways to include digital skills and careers in the NCS Programme
- growth and investment in digital businesses
- helping every business become a digital business
- ensuring a pipe line of cyber skills – running a national after school programme for the most talented students, apprenticeships and adult retraining
- investing on a network of Teaching Excellence in Computer Science to help teacher and school leaders build their knowledge and understanding of technology

The Government Transformation Strategy published in February 2017 outlines the following plans:

- government business transformation – designing and delivering end to end services, whole government approach, meeting the GDS standard
- growing the right people, skills and culture – embedding digital skills, make sure digital experts understand government, make sure staff understand digital, strengthen skills in agile project and programme management
- establishing better ways to develop policy and deliver services in tandem
- building better tools, processes and governance and making better use of data
- creating shared platforms, components and reusable business capabilities

The Government Industrial Strategy (green paper) published in January 2017 outlines the following plans:

- government to invest £400m in new Digital Infrastructure Investment Fund to boost commercial finance for emerging fibre broadband providers
- £750m earmarked for local full fibre broadband roll out, 5G mobile technology and optical fibre
- data infrastructure - open data to drive growth, efficiency and innovation
- GOV.UK VERIFY
- commitment to make UK the safest place to do business online
- government will support connected and autonomous vehicles
Digital priorities

To deliver our longer term aspirations, Luton Digital is focussed around four interlocking themes:

- Digital Collaboration
- Digital Place
- Digital Workforce
- Digital Customer Service

<table>
<thead>
<tr>
<th>Priority</th>
<th>What this means</th>
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<tbody>
<tr>
<td><strong>Digital Collaboration</strong></td>
<td>This means using digital technology to work with our partners to deliver the outcomes we both desire and incorporates aspects of Digital Customer Service, Digital Workforce and Digital Place.</td>
</tr>
<tr>
<td><strong>Digital Place</strong></td>
<td>This means enabling residents and businesses in the borough to use digital technology to improve their lives, providing them with access to devices and the internet as well as developing their digital skills, from the children and young people in our schools to our elderly residents.</td>
</tr>
<tr>
<td><strong>Digital Workforce</strong></td>
<td>This means delivering positive outcomes for Luton’s residents by giving staff access to the data they need and appropriate technology, ensuring they have the skills to use it effectively.</td>
</tr>
<tr>
<td><strong>Digital Customer Service</strong></td>
<td>This means providing services and information online to residents and businesses in a user-friendly way that encourages take up.</td>
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Digital Collaboration

“Digital technology will enable the council and its partners to tackle complex issues and work together seamlessly.”

Technology is no longer the barrier to sharing data - people, engagement, process, culture and behaviours are now the hurdles that we will overcome to enable collaboration. As a council we need to liberate our information and data from individual departments to enable real time access to data to inform decision making.

With reducing budgets, fewer resources and rising demand on our services particularly in social care, health and housing, collaboration with partners and sharing information and resources has increased importance and focus.

We must enable residents to become more self-reliant, reduce costs, jointly commission and procure services and share our expertise.

Health and social care integration, putting the customer at the heart of service design, and dealing with cultural and governance implications across partnerships is key and provides a big opportunity for radical redesign of appropriate services.

The development of our Multi Agency Safeguarding Hub (MASH) is a key part of how we work across social care, health, the police and other agencies to safeguard children, sharing information, systems and resources.

With the General Data Protection Regulations (GDPR) changing from April 2018, it is also the opportunity and time to ensure that records held across agencies are correct and consistent, giving residents and each partner added confidence to give consent to share data appropriately knowing it will be used in the right way.

We must:

- prepare for the GDPR through a readiness and impact assessment and put in place the resulting governance and framework around areas such as consent, retention and destruction practice and procedure
- use big data and business intelligence evidence to better understand our customer and inform decisions - join up intelligence and share data across services and partners
- work towards having all publishable data sets available on our website to enable customers to get real time access to information
- engage with partners from across all sectors, staff and residents through a series of workshops to understand the opportunity and generate ideas

A further big opportunity lay within the Sustainability and Transformation Plan (STP) digital work stream, where the sharing of data and collaboration between systems will:

- introduce the electronic shared care records across practitioners
- give residents, patients and their carers access to their own medical records
- allow residents, patients and their carers to carry out their own health checks, receive notifications and make appointments

Benefits include better support for patients on discharge, early intervention of conditions to avoid hospital admissions, reduction in the cost of social care, and demand on services such as housing and benefits.
How we will achieve our vision:

- create common standards and the appropriate agreements to allow sharing of data and integration of systems across our partners
- implementation of an integrated system for Business Intelligence and the use of data across service delivery
- produce an application portfolio that identifies all applications and systems used across the organisation, and a technical architecture picture to determine how current systems can be integrated, where investment may be needed and where service delivery and process re-design is required
- identify the datasets and information that is held by services and determine how we will appropriately share and use the data
- work with partners to develop consistent standards and design of systems and processes so that all systems look the same, whether it is a partner or council service
- be an active and engaged member of the Sustainability & Transformation Plan, Digital work stream
- Work with our technology partner to harness innovation and bring new concepts to the delivery of services at Luton
- work with suppliers for open source technology and development of open standards

Digital Place

“Equipping Luton’s residents and businesses with the digital skills and technology they need to enhance their lives, and build and safe, strong and cohesive community.”

Our aim is to maximise take-up of all digital channels, and to reduce cost and demand. In delivering this aim we will continue to support the vulnerable members of the community and encourage those that could use digital channels but currently choose not to.

We need as many citizens as possible to prefer to use digital channels in accessing our services, but we will need to identify where the digital divide in skills and access to technology exists and provide support to those sections of the community.

We will need to improve access to technology across the Borough and maximise the use of outreach work in council and partner premises to provide communities and groups access to information to support and enable communities, we will also continue to support volunteers and voluntary groups in the community through the development of online tools and guidance.

We also aim to improve the online offer to enable greater democratic engagement and engage hard to reach groups to involve the whole community of Luton in shaping and informing the future direction of the Council and its services.

We must:

- promote and identify digital champions in the community
- work with residents to understand the barriers to using technology, and put in place practical ways of ensuring they are included and supported
- understand the information and data of the Luton residents to enable targeted support to prevent exclusion of residents and proactively include all groups of the community
• development an online housing offer to enable residents to apply for and receive housing advice and services
• develop the use of technology such as real time information on buses available on all mobile devices through an app, and energy smart meters in homes to provide the information that will help us to understand what is happening in Luton regarding the use of energy
• roll-out of superfast connections to community hubs, partner venues and building such as the Libraries where investment allows
• enable housing registrations, applications and online advice and for it to be integrated to the back office
• develop and deliver support through assisted digital training to community groups to improve digital skills and improve the confidence of communities in the use of technology and access to council and partner services
• explore the development and deployment of apps for mobiles and the web
• provide free to use Wi-Fi in the town centre
• involve local residents in the development of the online democratic offer
• increase and improve access to technology and services through our on-line offer for all resident groups
• develop online forms and systems that will enable residents to manage their housing needs to ensure the council can assist with issues and support tenants

Economic development is essential for Luton in the development of our commercial and economic growth and bringing jobs and increased wealth into the borough.

To enable our businesses to grow, and to encourage new business and jobs into the borough, we will work with private investors to deploy high speed internet across the town, and continue to look for opportunity to reach all businesses in every area of the borough.

How we will achieve our vision:

• deployment of the high speed internet across Luton reaching all businesses and homes by 2022
• identification of future funding streams for continued investment in the connectivity infrastructure
• explore new investment opportunities in the public & private sector through the Luton Investment framework to support the delivery of Luton’s ambitions and inward investment into the Borough
• create simple online application forms, access to account information and payments
• engage with the business community and link our schools, colleges and universities to support the development of digital skills to help people into digital roles and enable school leavers to be work ready in the digital environment
• create a hub in the town centre to support and connect residents to job opportunities, skills, training and local business
• explore opportunities for collaboration with the private sector to invest in our technology infrastructure

Digital Workforce

“Staff will have the digital tools and skills required to deliver services effectively and efficiently.”

Enabling our staff to deliver high quality, effective and efficient services is essential to the reduction of cost. We need to:

• provide the right technology at the right time, appropriate to the role
• ensure staff have the right skills and accessibility to systems whether at home, mobile, in a partner building or at work
• improve the productivity of our workforce
Our investment in technology through our partnership with Civica will put in place the fundamental elements of our core infrastructure that will enable the enhancement of service delivery and simplify access and improve the customer and workforce experience.

The application of digital technology and design of digital services must become part of the organisations culture and a key consideration in our service planning if we are to exploit the opportunities that digital can provide to the delivery of services.

We must be agile and progressive in our approach to development, based on evidence of need and business case benefits and encourage the piloting of new technologies at small cost and scale to test new ideas and concepts.

How we will achieve our vision:

- roll-out of corporate Wi-Fi to enable mobile and flexible working in all council offices and meeting rooms and all key sites across the council’s estate
- refresh the mobile estate to equip our staff and members with mobile technology and access to emails, social media etc
- replacement of SharePoint to integrate systems and processes
- refresh devices to provide staff and members with the appropriate, fit for purpose tools, equipment and technology they need to do their jobs, from any location which will increase flexibility and mobility
- review use of social media apps for work purposes
- develop apps which will improve productivity, such as StaffApp for access to all HR systems
- implement and adopt unified communications tools such as instant messaging, soft phones, video conferencing, skype for business and presence awareness - all enabling our workforce and members to work smart and connect with other, customers and businesses
- develop roadmaps for each of our key line of business systems and align current and future budget requirements
- consult, engage and involve staff and members in the identification co-design of service delivery to a digital by design culture through workshops and on-line forums
- upskill staff and develop training for all staff to improve confidence and skills through access to training through e-learning and virtual classrooms
- ensure that the e-learning platform is fit for purpose
- ensure our Information asset register is fit for purpose to facilitate an understanding of the council’s digital assets, which are essential to the delivery, sharing and using of information correctly
- create a digital leaders network to receive and support communications, identify issues at service level and be part of the solution
- review how we share information internally to make the most effective and efficient use of our information

Digital Customer Service

“Enabling Luton’s customers to get the services and information they need online.”

We have started on a journey of encouraging channel shift from face to face to online and automated tools. However, there is more to do.
We will continue to promote the digital agenda by increasing the number and range of transactional services available through our website, and enabling further delivery of website services on a tablet or smartphone device.

Developing and promoting digital access channels will reduce transactional costs and improve service availability.

We will continue to ensure that vulnerable customers and those who have difficulty accessing on-line services are supported to get the help and services they need.

How we will achieve our vision:

- consult with customers through workshops, user groups, resident groups, roadshows and other means in the delivery of the strategy to ensure that we understand their needs and views on accessing services digitally, and what the council needs to do to ensure inclusion of all residents irrelevant of ability and means
- undertake a review of the use of the digital portal that we have implemented, with a view to using alternative processes, appropriately rolling out further functionality and maximising our investment to date
- implement the appropriate technology to enable online bookings, payments, applying for services and reporting
- promote customer self service
- commence the replacement and redesign of the website to ensure our presence is clear and easy to use
- review our customer services systems and processes to ensure they are fit for purpose
- redesign the website to make it engaging and easy to use for customers
- engage with customers, residents, key partners, education sector and businesses to determine and understand user needs, identify gaps in provision and knowledge
- co-design new user journeys, provision and investment opportunities
- ‘outside in’ thinking to understand the customer view of service delivery, using this insight to redesign the user journey and share across partners to develop a better understanding of customer need to target services
- development of advice and guidance for early intervention and self help

Luton’s digital principles

Luton Digital is underpinned by a number of key principles which will provide a framework within which the council will work.

<table>
<thead>
<tr>
<th>Principle</th>
<th>In practice this means</th>
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<tbody>
<tr>
<td>Make decisions based on data</td>
<td>The needs of the customer will drive our digital development. We will be driven by evidence and the use of data and customer insight to design and deliver services.</td>
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<tr>
<td>Review service end to end delivery</td>
<td>Designing processes and building services around customer need ensuring inefficient hand offs and duplications are eradicated.</td>
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<tr>
<td>All investment decisions made through the appropriate governance</td>
<td>All decisions will be based on a robust business case; this includes the purchase of additional modules and development of current systems. All decisions will be made at the Digital Delivery Board and recommended to the Strategic ICT Board for endorsement.</td>
</tr>
<tr>
<td>Using information as a corporate resource</td>
<td>We will combine, analyse and use data and information from across the council to allow us to plan and provide better services.</td>
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**Use of standard unique identifiers**

We will standardise the use of unique identifiers which will make integration and analysis of data more efficient for the council and customers. For example, the use of the NHS number in any system which it is legal and appropriate, the LLPG (Local Land and Property Gazetteer) and UPRN (Unique Property Number).

**Open source software**

We will consider the procurement of open source software on a case by case basis.

**Integration and APIs (Application Programme Interface)**

We will ensure that the API is available before procurement of any systems procured connecting to a third party system.

**Open data**

We are committed to being open and transparent about how we work, our decision-making processes and the services we provide. As part of this commitment we will increase the amount of data that we make available publicly so that residents are able to hold us to account better.

**Information governance and security**

We will ensure the appropriate governance is in place for the secure handling and storing of information, that retention and destruction processes are fit for purpose and active and Information sharing and consent processes are compliant.

**Share and collaborate**

We will collaborate and join up with other private and public sector organisations to share IT, ideas and services and learn from others.

**Reuse technology**

We will maximise the use of current technology and existing contracts, and reuse core component technology appropriately before the purchase of additional technology.

**Buy don’t build**

Our default approach is to buy off the shelf and keep the solution as it is out of the box by default to reduce cost of development. We will only develop ‘in house’ software as an exception.

**Upgrade plans**

We will conduct an exercise to identify all systems and system owners to get a universal picture of upgrade paths and plans. By default we will run our systems on the most recent version of the most recent version. We will not take beta versions unless there is a business reason for doing so.

**Minimum viable product**

We will not buy big and complex products. We will procure the minimum viable product and move quickly and in an agile way to build the full product - based on evidence of outcome and business case.

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**Enabling digital foundations to deliver the strategy**

The continued transition to digital through Luton Digital will require the consideration of implications for technology, policy and people changes. These enablers are essential for the success of digital transformation.

**Key policies and strategies that integrate with the digital ambition**

That is supported and owned by the council’s leadership team and embrace the digital by default principle across all service delivery and transactional services, for example, policy on website development, use of microsites, apps, digital standards.

**Skills and confidence of our staff and citizens**

Enabled by technology and training to proactively apply the use of technology to deliver improved service delivery and access and interaction with council services. Use of digital champions both internally and with partners to support staff and people who are not used to using technology and promote the use of online and social media tools and apps.
Luton Council digital strategy 2017-20

Digital Luton delivery plan

**Promote new ways of working** across internal services to deliver services digital by default and adopt digital techniques and working practices when designing and delivering services.

**Supportive, resilient and innovative technology** to ensure service provision is constant, reliable and regularly tested, to protect and enhance the reputation, confidence in and use of the technology platforms and online services.

**Robust data security and information management** to protect residents, businesses, partners and council data from misuse and cyber threats. To ensure the security and safety of data we will have the appropriate information sharing arrangements in place internally and with external partners, owned by the cross functional Information Governance Group.

**Open source technology and systems alliance** to enable the sharing and standardisation of data across local and central government systems and drive down cost of integration.

**Collaboration at a local, regional and national level** to work in collaboration with local and national partners, eg Government Digital Service (GDS) and harness the benefits of co-production and development to deliver improved and cutting edge online services to the Luton community. We will sign up to delivering the GDS Digital Service Standards.

**Business and partner community engagement** to be actively engaged with Luton Council services to help shape the online offer to support continuous improvement in the digital ambitions in the town and enable maximum usage of digital tools.

**Investment in the digital landscape**, securing external funding to implement superfast broadband to residents and business across the town; investment resulting from the Luton Investment Framework, STP and external grants that support the sustainability and growth of the digital landscape.

**Design of technical tools** such as the web platform and website, self-service, automated telephony unified communications and emerging technologies are delivered in a timely and qualitative manner that meets the needs of the Luton community; create the picture of the technical landscape and architecture to understand the technology landscape of the organisation.

**Governance and decision** making to drive the delivery and implementation of the digital strategy, embedding a corporate discipline that recognises the importance of developing and using the same platforms, consistent standards and guidelines for technology. Appropriate leadership, processes, reporting, communication and engagement with and between internal services, partners, business and residents, that will result in smarter, better, faster and cost effective digital services.

**Investment** to ensure the right resources and capability is available and sustainable to support services and the wider Luton community in the development, engagement and deployment of the digital tools and services. Development and innovation of our digital ambition must be affordable against our investment potential.

**How do we make digital by design happen?**

The programme is governed and delivered at an operational level through a cross functional Digital Delivery Board chaired by the Service Director for Transformation & Technology and reporting quarterly to the Strategic ICT Board, chaired by the Chief Executive, taking feeds from the Innovation Board. The terms of reference will be developed as part of the project governance and set up.
Investment in resources

The digital programme will be ongoing as technologies and customer expectations evolve. We should adopt an agile model of investment that builds up our capability as we prioritise what needs to be delivered on a business case by business case basis.

To support investment and capital and revenue planning, the programme of work will be costed, with a glide path of required investment that can be reviewed and amended accordingly. Current spend on IT in services will need to be managed through the programme governance to ensure value for money and alignment with the design principles of the strategy.

The programme will not succeed if we are not flexible in how we invest. We have invested in and refocussed the digital team to deliver against our programme and we will need to ensure that capability and capacity remains fit for purpose.

Programme delivery

Delivery plans for each priority will be developed and managed through the Digital Delivery Board. These plans will outline the timescales and the priority actions that will be delivered as part of the programme.

Immediate resources that are required to support the delivery of Luton Digital are not currently in place. There will be a requirement for a Programme Manager, Project Manager and Business Analyst - these resources will be advertised as a secondment for an initial 12 months in the first instance, and recruited externally thereafter.

If the posts are externally resourced, an ‘invest to accelerate’ business case will be developed for the sum in the region of £120k.

Measuring success

The Government Digital Strategy suggests the following measures to assess the success of digital service provision:

- transaction costs
- transaction completion rates
- online service take-up levels
- user satisfaction

We will review and develop the appropriate performance indicators and reporting to measure and support our digital delivery.
Our success is also dependant on the following internal principles:

<table>
<thead>
<tr>
<th>Governance</th>
<th>Engagement</th>
<th>Process</th>
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<tbody>
<tr>
<td>Appropriate sign off of technology</td>
<td>Business driven design</td>
<td>Driven by consensus</td>
</tr>
<tr>
<td>Good communications</td>
<td>Creation of a focus point</td>
<td>Keeping it simple</td>
</tr>
<tr>
<td>Excellent leadership</td>
<td>Listening and understanding issues</td>
<td>Removing excuses</td>
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</table>

**Risk management**

We will manage the risks associated with achieving the aims of Luton Digital by:

- continuing engagement with key stakeholders and the development of a stakeholder and communication plan
- managing the policy and member environment
- working closely with services, suppliers and corporate finance to determine the level of future investment requirements
- adopting an agile and progressive methodology to delivering projects and actions
- maintaining capacity and focus to achieve the targets at the right time
- ensuring the appropriate governance to maintain delivery momentum and robust decision making based on data
- ensuring Luton Digital remains fit for purpose, both now and in the future

**Links with other plans**

Luton Digital contributes to the delivery of:

- Luton’s Corporate Plan
- Luton Investment Framework
- Luton Together Transformation Strategy
- ICT Strategy

It also links to and enables elements of the People Plan and Asset Management Plan.
References and related documents

- Luton Investment Framework 2015 - 2035
- Corporate Plan 2014 - 2017
- Technology Transition Plan 2017 - 2018
- Technology Continuous Service Improvement Plan 2017 - 2018
- Sustainable Transformation Plan - Digital Workstream
- Service Plans 2017
- People Plan 2016 - 2019

External document references

- Digital Economy Bill – Feb 2017
- UK Digital Strategy – March 2017
- Government Transformation Strategy – Feb 2017
- GDS Digital Standards

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