



Digital and Technology Transformation Maturity Index

The index below sets out the typical **Digital and Technology** characteristics demonstrated by councils at each stage of their transformation maturity.

It is split into five levels (Level 1 being lowest and Level 5 being the highest).

A fuller definition of the typical characteristics of councils at each level is set out at the end of this document,

The following **Digital and Technology capabilities** are covered.

- Architecture design and management
- Integration
- Transition and ICT change management
- Infrastructure planning
- Solution design and development

	Level 1	Level 2	Level 3	Level 4	Level 5
Architecture design and management	<p>No consideration is given to the council's overall architecture.</p> <p>ICT solutions are designed and procured in isolation without effective controls being in place.</p> <p>There may be evidence of ICT only finding out about new solutions at the point they are procured.</p>	<p>Services understand the need for a joined-up suite of ICT solutions and consider how specific systems link together within the service, involving ICT colleagues.</p> <p>The needs of the individual service are generally being met by the technology in use.</p> <p>Data is likely to be held in service silos, with limited consideration of the opportunities created by more holistic architectural design.</p>	<p>The council has a defined set of architecture principles and / or a target blueprint in place, understands where it is today and a clear roadmap from the 'as is' to the 'to be' state for its core solutions.</p> <p>There are governance controls in place to manage changes to the architecture effectively.</p> <p>ICT is involved at the early stages of any system planning.</p>	<p>Level three has been met.</p> <p>In addition, there is evidence of the impact of whole council design on solution choice, data use and integrated service delivery.</p> <p>The link between outcomes and enabling architecture can be evidenced.</p>	<p>Level four has been met.</p> <p>In addition, the council keep abreast of future technology trends and insights and uses these, plus continual learning internally, to inform future iterations of the architecture on an ongoing basis.</p> <p>The council actively builds internal understanding through regular engagement at all levels to share emerging opportunities.</p> <p>Services see the value in a joined-up approach.</p>

	Level 1	Level 2	Level 3	Level 4	Level 5
Integration	<p>Limited consideration is given to integration, with manual ways of working existing between systems in the absence of automation.</p> <p>Or integrations exist, but they are piecemeal and not effectively managed.</p>	<p>Services understand the need for a joined-up integration approach and involve ICT colleagues to link service specific systems together.</p> <p>Integrations are considered on a case-by-case basis without reference to a wider framework or standards.</p>	<p>The council has a defined set of integration standards in place as part of its overall architecture principles.</p> <p>There are governance controls in place to manage changes to the architecture effectively, including integration design.</p> <p>ICT is involved at the early stages of any system planning and is able and empowered to make integration requirements clear.</p>	<p>Level three has been met.</p> <p>In addition, the council's defined integration approach is being used to add value across the estate, enabling flexible and cohesive service delivery.</p> <p>Where suppliers do not meet integration requirements they are not used.</p> <p>Services understand the risks and benefits associated with integration.</p>	<p>Level four has been met.</p> <p>In addition, the council is using open integration frameworks to enable access to its own open data for innovation outside of the authority.</p>

	Level 1	Level 2	Level 3	Level 4	Level 5
Transition and ICT change management	<p>There is limited control of transition or ICT change management.</p> <p>Services may be developed in live environments without awareness of associated risk and criteria are not applied before services go live.</p> <p>There is a lack of overall governance and control of the systems in use.</p>	<p>Services may work with ICT colleagues in the procurement, development and transition of digital services.</p> <p>Typically this relies on the efforts of key individuals rather than a systematic, council wide, embedded transition framework.</p>	<p>The council has set out and is adhering to a transition framework that enables effective control of ICT related change and risks.</p> <p>Services follow the prescribed processes, but the processes may still be seen as a barrier to achieving outcomes rather than an enabler.</p> <p>There is more to do to support and enable a digital mindset and risk aware culture.</p>	<p>Level three has been met.</p> <p>In addition, services are actively involved in shaping transition criteria inputs and understand the value of a controlled transition in the continuity of service provision.</p> <p>Service input is sought to improve processes over time.</p>	<p>Level four has been met.</p> <p>Service transition is well embedded.</p> <p>In addition, there is integration between the business readiness of the organisation to transition and the technical readiness and a culture of continuous learning is fully embedded.</p>

	Level 1	Level 2	Level 3	Level 4	Level 5
Infrastructure planning	<p>Infrastructure requirements are not considered as part of transformation activity.</p> <p>Infrastructure requirements tend to be limited to suppliers informing the council where data will be stored and the council accepting supplier back up schedules and protocols.</p>	<p>Infrastructure requirements are a key consideration in specific service areas, linked to an understanding of risk.</p> <p>Services may define their requirements and will seek input from colleagues across the council (e.g. IT) ahead of decisions being taken.</p> <p>Services understand the link between infrastructure, risk, and service performance.</p>	<p>Infrastructure needs are considered across the whole council, with a clearly defined roadmap for maintenance of the current state and / or modernisation aligned to overall objectives.</p> <p>Capacity, scalability, performance, availability, and sustainability are key considerations as part of transformation activity to enable ICT teams to forecast future needs effectively.</p>	<p>Level three has been met.</p> <p>In addition, the council has a thorough understanding of enterprise level infrastructure components and seeks to monitor and optimise its infrastructure to ensure efficiency and performance.</p> <p>Business controls (including continuity plans) are regularly tested (and form part of transition planning in projects and programmes). Key learnings are incorporated.</p>	<p>Level four has been met.</p> <p>In addition, the council can forecast future infrastructure requirements into the longer term against known strategic priorities and engages outwardly to maintain best practice.</p>

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Solution design and development	<p>Technical solutions tend to be supplier led and do not start with requirements.</p> <p>Options are not considered and a 'solution first' mentality is prevalent.</p>	<p>Services understand the value of ensuring technology use is informed by organisational and user requirements and seek to actively involve ICT, real users, and other colleagues in the definition of needs.</p> <p>Solutions may be looked at in isolation of the whole, leading to duplication and inefficiency across the council overall.</p>	<p>The council has a defined approach in place for the design and development of technical solutions.</p> <p>Collaborative, requirements led design, framed by an enabling governance structure is in place that includes architectural considerations.</p> <p>No decisions are made without reference to wider impacts and opportunities to re-use components are maximised.</p>	<p>Level three has been met.</p> <p>In addition, iterative improvement of solutions is embedded into 'business as usual' avoiding the risks associated with 'one and done' implementations.</p> <p>Roles and responsibilities for continual improvement are clear.</p> <p>There is active engagement with backlogs prioritised against organisational needs.</p>	<p>Level four has been met.</p> <p>In addition, there is a continual development pipeline in place that enables the iterative improvement of services over time.</p> <p>Lessons learned are shared widely and open approaches embraced, involving users continually to seek feedback and use this to inform backlog planning.</p>

Maturity level definitions

The following definitions define the general characteristics of councils at each stage of their transformation journey and should be read in combination with the specific characteristics of each capability.

Level One: Level one describes the typical capabilities and characteristics of councils who do not yet have whole organisation approaches to transformation in place. These councils are characterised by having lots of individual projects happening within services and with no joining up between them corporately. Typically, success depends on the efforts of individuals rather than on processes and established ways of working. Coordination and communication are usually limited. Senior leaders may plan strategically but do not put the mechanisms in place to translate their vision into joined up action, often becoming disappointed or frustrated when initiatives fail.

Level Two: Councils with Level two transformation capabilities may have consistent practices in place within individual service areas or projects, or in pockets of the authority. This may include templates, standard processes, reporting and some repeatable ways of working.

Cross-functional teams, with representation outside of the service area, are often pulled together to drive project delivery, but these defined ways of working do not span the whole organisation.

Typically, at this stage there is some analysis and focus on strategic outcomes, and basic benefit capture and tracking (e.g. identifying and tracking savings). Usually there are a small number of defined roles in place including Project Management capacity.

Level two organisations are beginning their transformation journey.

Level Three: At Level Three, councils have integrated transformation capabilities and are applying standard ways of working across the whole organisation, incorporating continuous learning and best practice.

Changes are managed effectively against an integrated governance structure that spans people, process, technology and financial. Teams share information across departments and effective, co-ordinated communication is in place that sets out clear organisational vision and makes the 'golden thread' between projects and organisational outcomes clear.

Roles and responsibilities are clear, enabling employees to understand their role in transformation and to be empowered to take decisions within their remit. Staff engagement is regular and enables two-way communication and problem solving. Change resistance is managed and Senior Leaders understand, and invest appropriately in, all the levers needed to deliver effective transformation.

Level three councils understand what good looks like and are developing their capacity and capability to support transformational change.

Level Four: Councils who reach Level 4 are strategic in their approach to transformation. This means that they go beyond aligning ways of working and linking activity back to the Golden Thread, implementing and embedding consistent, predictable, best practice ways of working that support transformational outcomes.

Accurate, real time or near real time data analysis is consistently used to enable actionable insights that drive decision-making and track progress. Metrics are used to understand what is working, and what is not, enabling changes to be made where needed.

The organisation has confidence in its decision making and is mature enough to stop activity where value has diminished.

Change resistance in Level 4 organisations is minimised and there is a more consistent culture across service areas due to effective communication and leadership.

Level Five: Level Five represents a best practice organisation that is fully optimised and self-optimising.

It is rare for councils to reach a fully optimised transformational capability and those that do set the benchmark for the sector.

A fully optimised transformation capability is evident in optimised processes, maximum productivity and efficiency, evidence of significantly positive impact on outcomes and the use of capacity created to drive innovation.