DIGITAL DATA AND TECHNOLOGY

Overview

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GLOSSARY

Acronym	What it stands for
DDaT	Digital Data and Technology
TOM	Target Operating Model
ITSM	Information Technology Service Management
ITIL	Information Technology Information Library (this is an ITSM framework)
MSP	Managing Successful Programmes (this is a programme management framework)
CSI	Continual Service Improvement
CRM	Customer Relationship Management
HRIS	Human Resources Information System
API	Application Programming Interface
SQL	Structured Query Language
SLA	Service Level Agreement
TDA	Technical Design Authority

1. Digital Transformation Programme

Digital Vision Statement

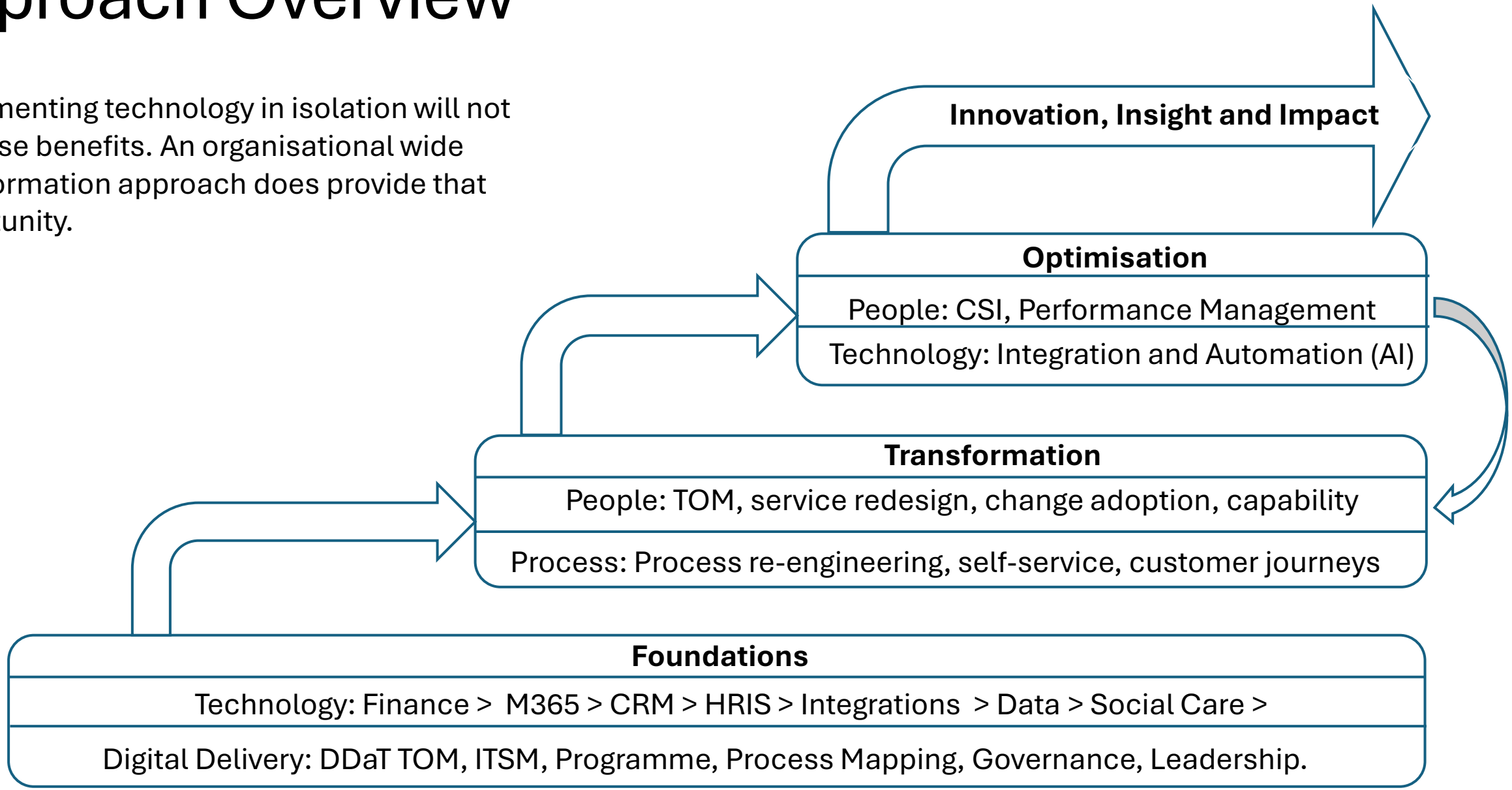
Digital solutions exceed expectations and data is secure, integrated and easily accessible to all who need it. This drives innovation, impactful service delivery and insights that can shape the whole system.

Blueprint – A Postcard from 2028

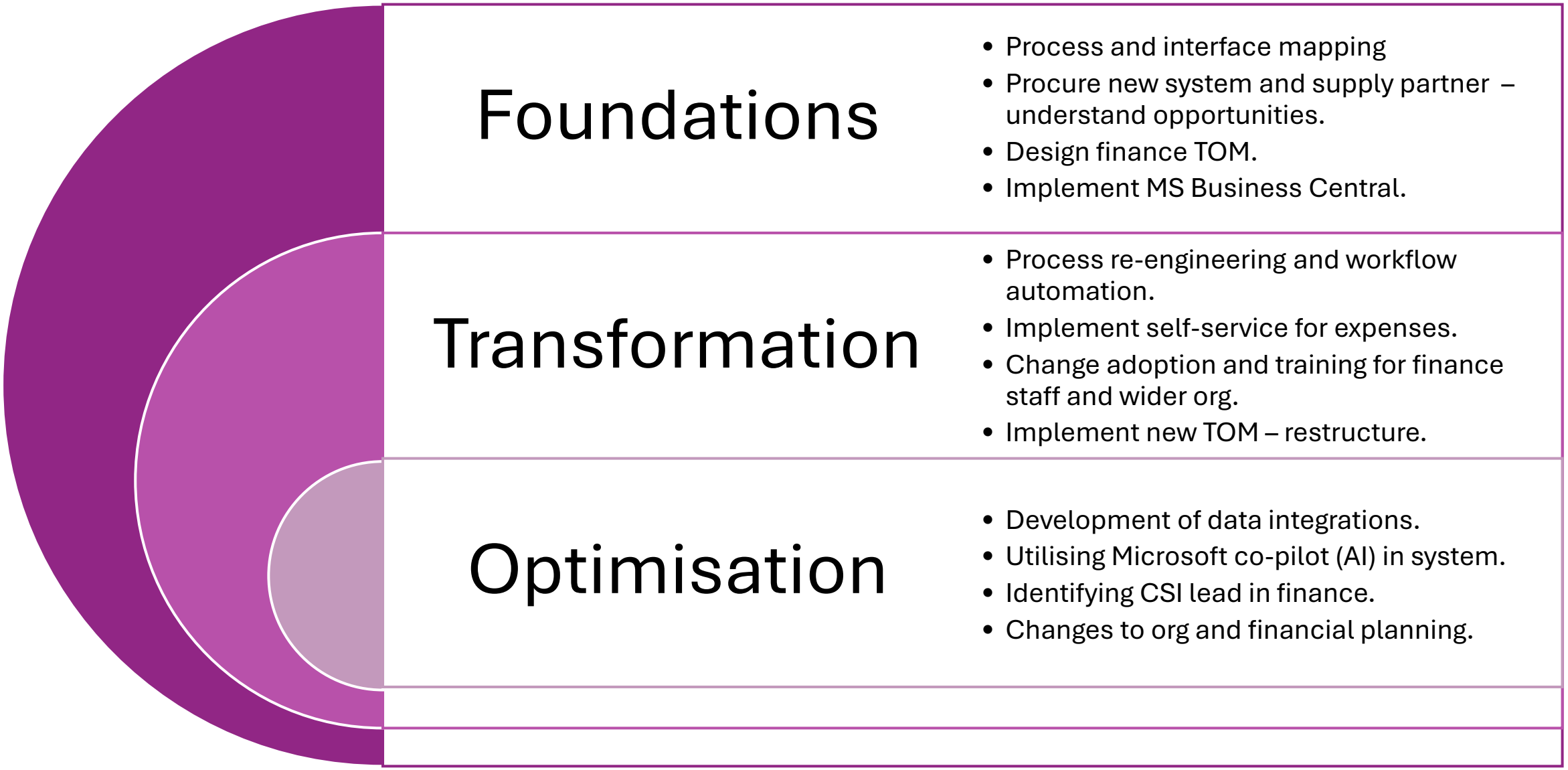
	Category	Outcome	
1	Technology and Data	a.	We have future proof; scalable platforms and all our legacy systems and infrastructure has been decommissioned.
		b.	Technology roadmaps are fully aligned to a future that embraces AI and automation, we have effective governance for this in place and we can make informed technical decisions.
		c.	We have integrations that ensure data is consistent and wherever possible staff and supporters only enter data once.
		d.	We have a data platform that can support innovation and insight. This data is easy to access for those that need it.
2	Staff	a.	Are supported to use technology well.
		b.	Can use approved AI tools to assist with their work.
		c.	Have systems that are easy to use.
		d.	Have streamlined and optimised business processes.
		e.	Can access data easily and have personalised data dashboards
3	Supporters	a.	Data is stored securely and retained only as long as necessary.
		b.	Receive personalised and timely communications.
		c.	Find it easy to navigate our digital services, can interact and transact with us simply.
4	North Star	a.	We have the technology, process and ways of working to enable the delivery of our strategy, taking us toward the North Star.
		b.	We become a trusted 'data centre' where our partners are willing to share their data with us to enable system wide insight.
5	Planning	a.	Decision making is data driven as data insights are easily available in real time.
		b.	Analytics enable targeting of marketing and engagement as well as aiding supporter retention.
		c.	Finance data is accurate, and financial planning for the short, medium and long term is possible.

Approach Overview

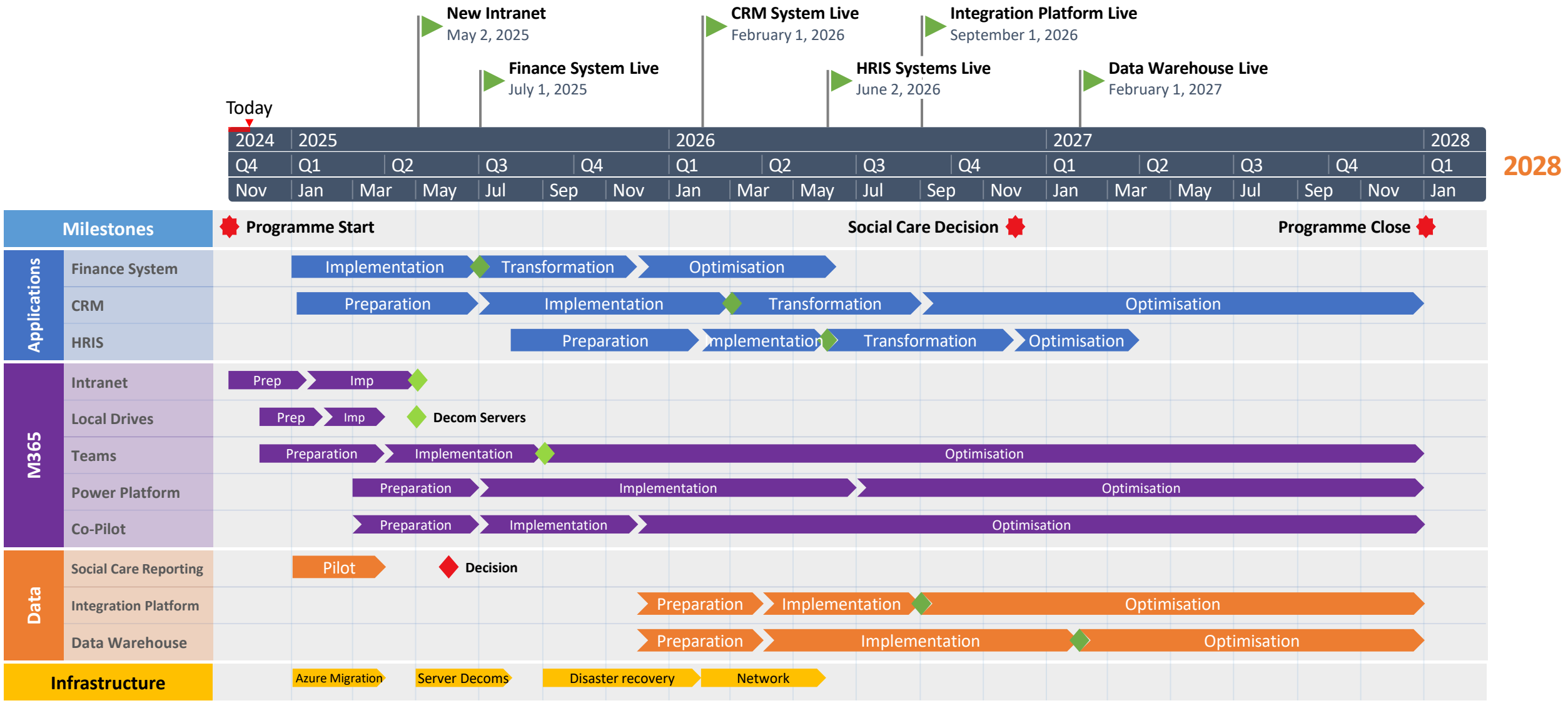
Implementing technology in isolation will not optimise benefits. An organisational wide transformation approach does provide that opportunity.



Example – Finance System Implementation.



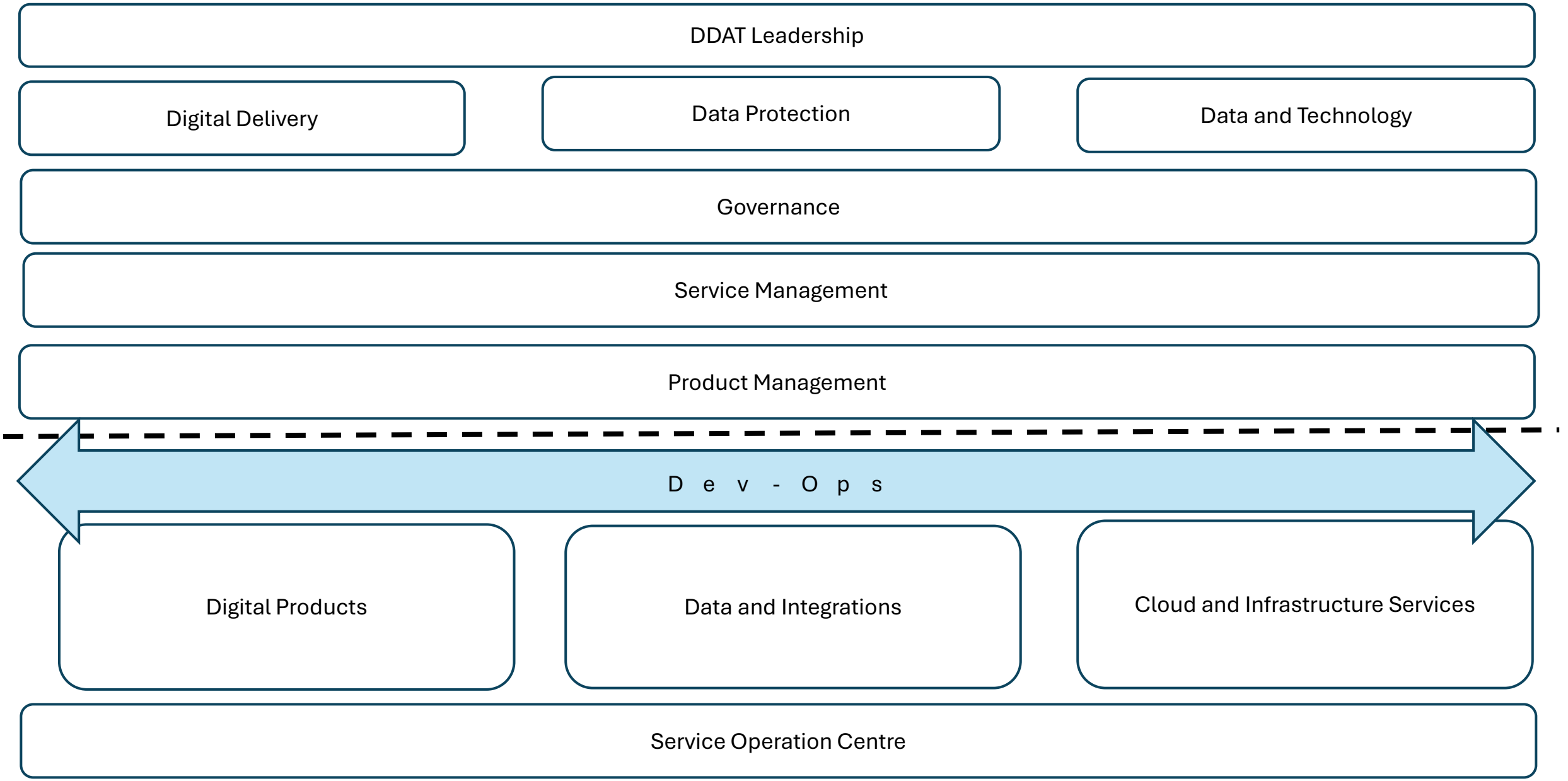
Roadmap – Indicative Timeline



Projects to be scheduled: ITSM Tool, Website Refresh, Social Care, Digital Asset Management, Volunteer Coordination, SIEM.

2. Digital, Data and Technology

DDaT Target Operating Model



DDaT Target Operating Model – Functional Responsibilities

DDaT Leadership – Strategy, Policy, Operating Model. Audit, Contracts, Budgets.

Digital Delivery	Data Protection	Data and Technology
Service Desk IT Support Digital Products Change Advisory Board Continuous Improvement Business Relationship Management Project and Programme Management PMO Relationship Benefits Management Business Analysis UX Training	Data Protection Information Governance	Information Security Architecture Standards Compliance Risk Technical Design Authority Infrastructure and Cloud Ops Networks Resilience and Disaster Recovery Data Engineering Data Analysis

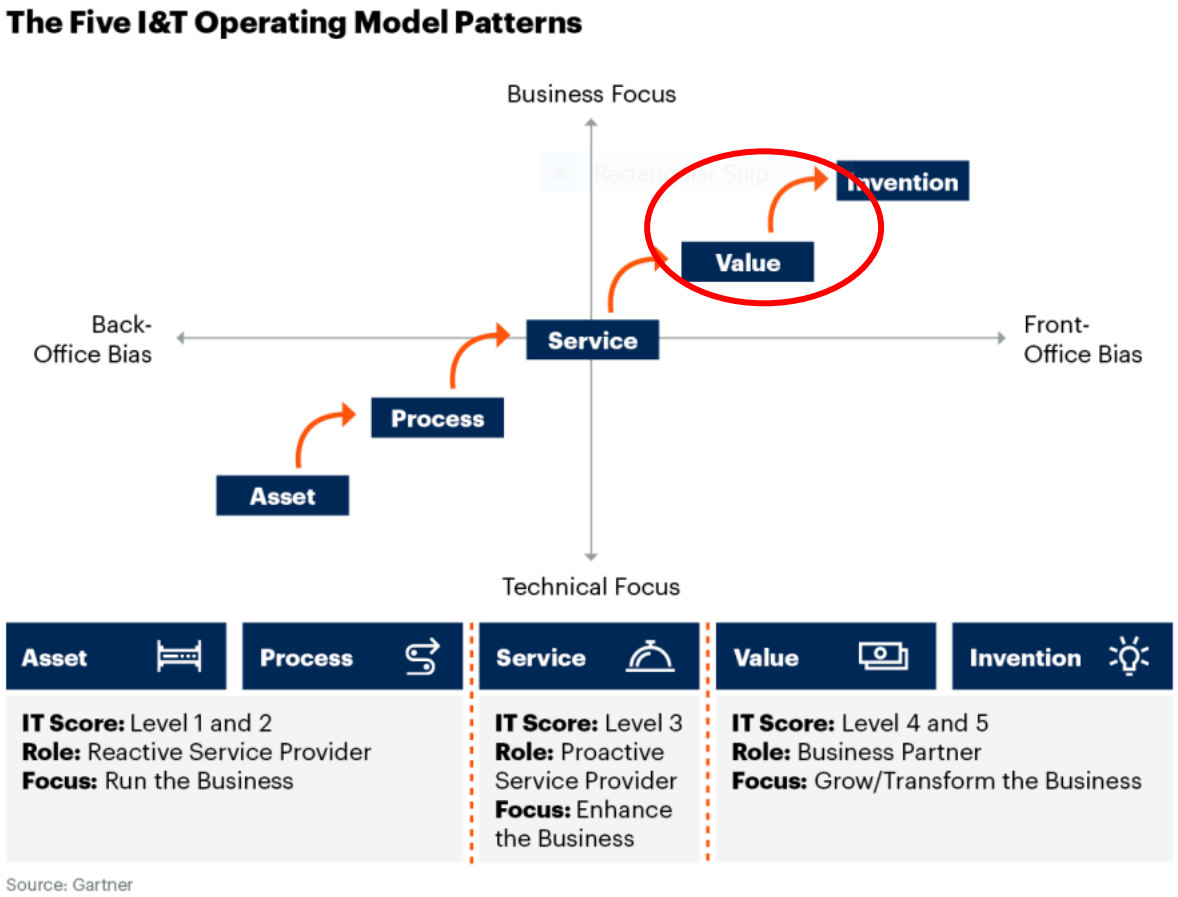
Governance

Service Management

Product Management

Target Operating Model Pattern

"We have identified five major I&T operating model patterns: asset, process, service, value and invention. Each pattern reflects a difference in the enterprise strategic context and specifically, the anticipated value from I&T. As the names of the patterns suggest, each orchestrates the operating model components around what is being optimized. Thus, whatever the patterns focus on optimizing is a key differentiator between them."

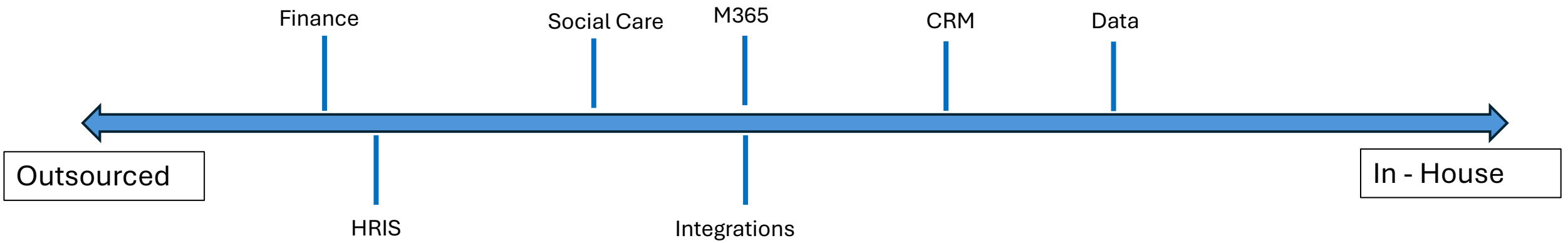


Our ambition is to develop DDaT function so that it can evolve past the service optimisation pattern to the value optimisation pattern.
This will require a significant evolution in IT operations and the internal structures and process of the department.

For YLvC to achieve its strategic ambitions, it is essential for DDaT to become more user centric, and business focussed. Delivering products and services that can drive service improvement, enhance the staff, supporter and customer experience as well as contribute to innovation, impact and insight.

DDaT Sourcing Approach (Digital Products and Data)

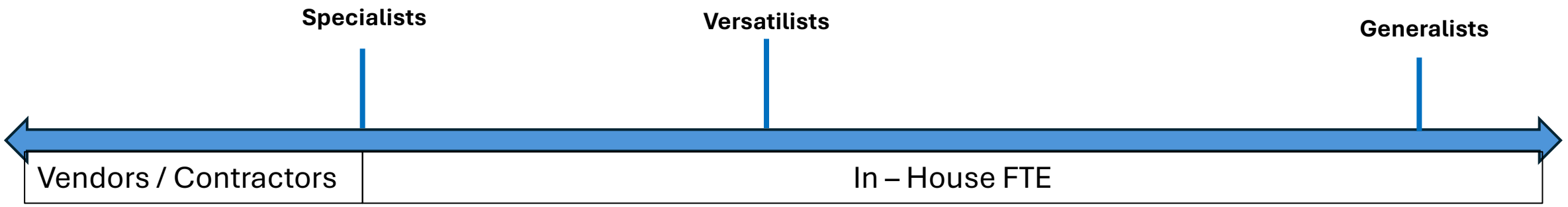
The key factor in determining a sourcing model for any digital product is how much **change** is required on an ongoing basis (development, configuration, adoption, training). See indicative sourcing model below:



We will utilise a co-sourced model for digital products, leaning more towards in sourcing where there is significant ongoing change and agility is required, but leaning towards outsourcing when less change is needed. This enables us to find the right balance between cost, time and quality.

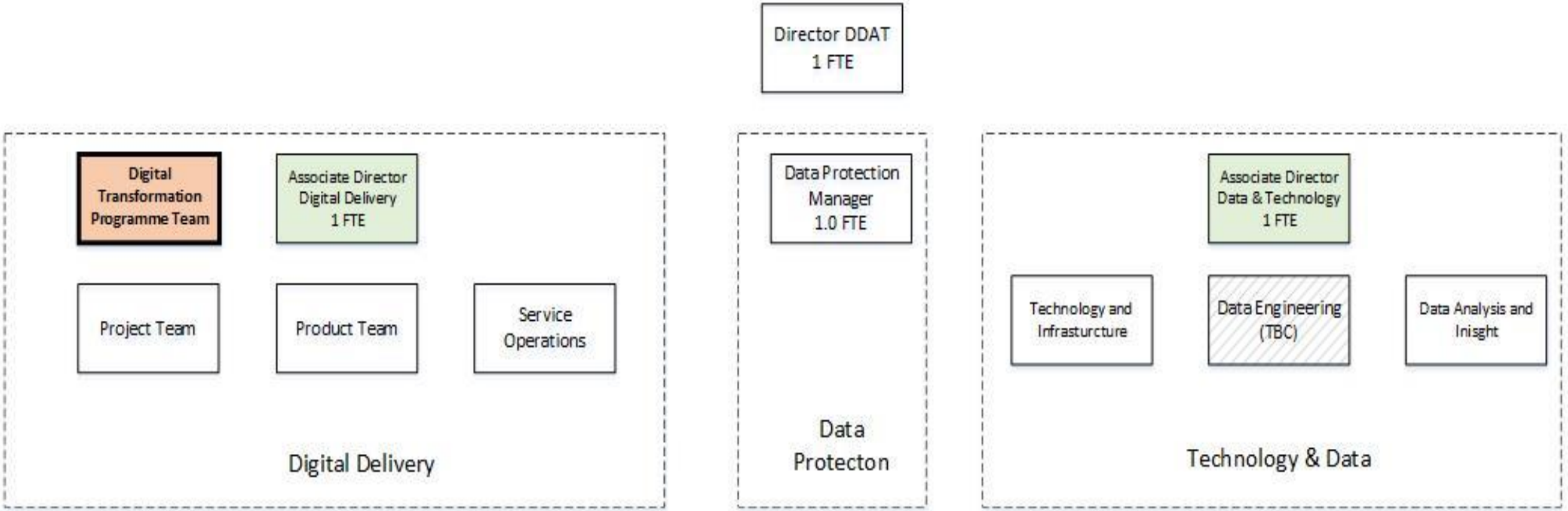
DDaT Team – “Versatilists”

As a small team we will need to find the right mix of skills, and this will mean the generalists moving towards becoming more specialist with some technologies and specialists becoming more generalists in others. Everyone is out of date at all time in Digital and Data, so creating the right culture to learn as we go is important. In line with the sourcing model, we should mostly rely on vendors for in depth specialist skills and our internal FTE should be versatile. This will be the best way to manage our costs.



Opportunities for cross skilling and development will be given to staff in DDaT. This will enable greater versatility and provide development and progression opportunities. Training budgets will reflect this approach.

Indicative Structure– March 2025



Core DDaT Team – Circa 30 – 35 FTE
Transformation Programme Team - TBC