

Item: 5

Asset Management Sub-committee: 31 May 2018.

Digital Strategy 2018 to 2020.

Report by Executive Director of Corporate Services.

1. Purpose of Report

To consider updated Digital Strategy 2018 to 2020 and progress with action plan.

2. Recommendations

The Sub-committee is invited to note:

2.1.

That the Digital Strategy, approved by Council in March 2017, has been reviewed to ensure that it continues to be appropriate in meeting the Council's priorities and objectives.

2.2.

That the review has confirmed that the Digital Strategy remains sound, with only very minor changes required.

2.3.

Progress made with implementing the Digital Strategy, as detailed in the updated Delivery Plan 2018 to 2020, attached as Annex 2 to this report.

It is recommended:

2.4.

That the updated Digital Strategy 2018 to 2020, attached as Annex 1 to this report, be approved.

3. Background

3.1.

In 2012, the Scottish Government released the document: 'Scotland's Digital Future - Delivery of Public Services'. This, in summary, states that they want to:

- Use digital technologies to redesign services and better meet people's needs, including the opportunity for citizens to have more control over when and how they access services.

- Deploy digital technologies in ways that reduce the cost of services to the user and
- Deliver services and manage data in a way that supports businesses and provides new business opportunities and contributes to economic growth.

3.2.

In January 2013, the Local Government ICT Board released the document 'Local Government ICT Strategy', the vision of which is to achieve three outcomes:

- Digital services.
- Reduced costs.
- Enabling reform through ICT.

3.3.

In December 2013, the Council approved the formation of a Change Programme to define, agree and drive change forward within the Council, while focussing on cost reductions.

3.4.

ICT work streams (internal transactions, external transactions and Infrastructure) within the Change Programme all underpin any move towards a 'Digital First' approach to service delivery, where this is required to reduce costs and to deliver the services required by the Council's customers.

3.5.

In 2014 the Scottish Government released the document 'Digital Participation: A National Framework for Local Action'. This, in summary, states that the Scottish Government wishes to have a digitally confident, creative and skilled population that is able to make full use of any time, any place, anywhere connectivity where this is available.

3.6.

In 2015 SOLACE released their 'Digital Transformation Strategy' whose vision is that 'By 2020 all Councils in Scotland are Digital Businesses' meaning:

- Digital will allow councils to provide services that are both customer centred and efficient.
- Council services available digitally will be as good or better than those available in the commercial sector – customers will choose to use council services.
- Digital will allow the council to deliver better outcomes for citizens.

3.7.

In the 2016 Customer Service Satisfaction Survey, well over 50% of on-line respondents wanted to interact with the Council using digital means, with up to 98% in one particular service. Service user feedback within Orkney has shown that, whilst

there is an increasing demand for on-line services, users still value face to face contact and using the telephone. The Digital Strategy, which was recommended for approval by the Policy and Resources Committee in February 2017, was drafted to take account of those views and the wider strategic context.

3.8.

Given that the initial Digital Strategy was a new document, a review was carried out after 12 months to make sure that the approach was correct. The updated Digital Strategy 2018 to 2020 is attached at Annex 1. Any changes have been very minor. Additionally, a copy of the Digital Strategy Delivery Plan is attached at Annex 2 and has been updated to show the position on all actions as at the beginning of May 2018.

4. Progress made to date

4.1.

Progress made in implementing the Digital Strategy is covered in detail in Annex 2. There has been good progress across a number of projects, including the following highlights:

4.1.1.

The Customer Services Platform project is well underway and the stage 1 processes will be going live in 2018. A significant amount of work has had to be done behind the scenes with services to get to this point.

4.1.2.

The Council's website has been redesigned to take account of feedback from service users and staff and will be going live shortly. This will support delivery of the Customer Services Platform as it will be much easier for service users to navigate the website, to book and pay for services and to report problems.

4.1.3.

The Corporate Admin Group has been heavily involved in redesigning internal business processes to simplify and streamline the approaches taken. This work will continue in 2018 and links very closely with Change Review 6, Modernising IT.

4.1.4.

New digital processes have been successfully implemented for a number of internal Human Resource and Finance functions including changes in establishment, booking travel and claiming travel and subsistence. These are much quicker and easier, with significantly less work involved and less paperwork.

4.1.5.

Financial monitoring reports are now digitised through the use of reporting within Integra and makes the process quicker and more accurate.

4.1.6.

The case management system used by Orkney Health and Care has been successfully upgraded and work continues on development of a mobile version of this system.

4.1.7.

The email system within the Council is now almost fully migrated to the Cloud, using Office 365. This project will complete by the end of May 2018 enabling a number of digital improvements including Skype for Business and protective marking of emails. Work is underway to implement these by the end of 2018.

5. Link to Council Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan strategic priorities of Connected Communities, Caring Communities, Thriving Communities and Quality of Life.

6. Links to Local Outcomes Improvement Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priority of Strong Communities and Living Well.

7. Financial Implications

The delivery plan needs to maintain a clear focus on the requirement to report on cost reductions and efficiency savings if the digital strategy is to be effective. It can be challenging to quantify such benefits in financial terms, particularly where service delivery models are being redesigned and initiatives cut across multiple service functions. That said, it is considered that the requirement to develop robust business cases and use of SMART objectives from the outset should assist in this regard.

8. Legal Aspects

Regular monitoring of the Digital Strategy helps the Council meet its statutory obligation to secure best value.

9. Contact Officers

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10. Annexes

Annex 1: Orkney Islands Council Digital Strategy 2018 to 2020.

Annex 2: Digital Strategy Delivery Plan, updated May 2018.