

## **Item: 9**

**Asset Management Sub-committee: 7 November 2019.**

**Digital Strategy Delivery Plan.**

**Report by Executive Director of Corporate Services.**

### **1. Purpose of Report**

To consider progress made on the Digital Strategy Delivery Plan.

### **2. Recommendations**

The Sub-committee is invited to scrutinise:

#### **2.1.**

Progress made in implementing the Digital Strategy, as outlined in the updated Delivery Plan attached as Annex 1 to this report.

### **3. Background**

#### **3.1.**

The Council's Digital Strategy was approved by the Council in March 2017 and reviewed by Asset Management Sub-committee in May 2018. The Information Communication Technology Strategy Delivery Plan was also reviewed on that date.

#### **3.2.**

The Digital Strategy and the Information Technology Strategy are closely related. The Digital Strategy sets the vision and objectives through which all services across the Council will harness digital developments to provide improved, more efficient services for our public. The Information Technology Strategy is a technical plan which underpins and supports the delivery of the Digital Strategy and focusses on improving and sustaining the Council's IT systems and infrastructure.

#### **3.3.**

As work to deliver the Digital Strategy has progressed, it has become clear that some of the objectives previously included in the Information Technology Strategy are now more appropriately delivered by means of work done under the Digital Strategy. Where that is the case, they have been reflected in the Digital Strategy Delivery Plan.

### **4. Progress to Date**

Progress made to implement the Digital Strategy is detailed in Annex 1 attached to this report. There has been good progress across a number of projects.

## **5. Corporate Governance**

This report relates to governance and the Sub-committee's scrutiny role and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## **6. 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.

## **7. Legal Aspects**

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

## **8. Contact Officers**

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Hayley Green, Head of IT and Facilities, extension 2309, Email [hayley.green@orkney.gov.uk](mailto:hayley.green@orkney.gov.uk).

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## **9. Annex**

Annex 1: Digital Strategy Delivery Plan, updated October 2019.

# Digital Strategy Delivery Plan: 2018 to 2020

## 1. Purpose

### 1.1.

This Delivery Plan provides information on progress up to October 2019 on delivering each of the objectives of the Digital Strategy. It also aims to report on all work being planned during 2019-2020 aimed at delivering the objectives of the Digital Strategy.

## 2 Introduction

### 2.1.

The Digital Strategy was approved by the Council in March 2017 and reviewed in May 2018. The two strategies are closely related. The IT Strategy was last reviewed and approved by the Council in July 2017. Work to review and update the Digital Strategy has started and is anticipated to be complete by the end of March 2020.

### 2.2.

The IT Strategy is a technical plan which underpins and supports the Digital Strategy and aims to improve and maintain the Council's IT infrastructure and systems.

### 2.3.

The Digital Strategy sets the vision and objectives through which all services across the Council will harness digital developments to provide improved, more efficient services for our public, through objectives grouped around 3 main themes:

- Customer focus.
- A digital workforce.
- Systems and infrastructure.

## **2.4.**

The table below set out the detail of how the Digital Strategy is being delivered. The Digital Strategy has 9 objectives, grouped into the themes as detailed in 2.3 above. Some of these have been broken down into more specific objectives, with several actions to achieve each. The tables in sub-sections of section 3 below, correspond to a group of actions (one per row) contributing to each objective.

## **2.5.**

Each action is owned by a specific member of staff, who is accountable for the correct and thorough completion of the task, and each is led by a specific member of staff who is responsible to the owner for the planning, execution and implementation of each necessary piece of work.

## **2.6.**

For each action, progress to date is reported, and an indication is given of the next steps planned (and, where appropriate, an indication is given about where to find more information about the project or workstream).

### 3 Actions to Support Digital Strategy Objectives

#### 3.1 Service Design and Channel Shift

Objective 1: Services will be well designed, offered over a number of different channels and available on demand.

##### 3.1.1.

Objective 1.1: We will implement a new Customer Services Platform (CSP) that will enable the council to redesign the way that digital services are provided to the public.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
1.1.1. Implement a Customer Services Platform (CSP).	Karen Greaves.	Catherine Foubister	Amber.	<p>The following processes are now live on the CSP in Service (Customer Services team logging requests on behalf of customers)</p> <ul style="list-style-type: none"> <li>• Setting up live customer records.</li> <li>• Waste – new bin, missed bin.</li> <li>• Roads – all.</li> <li>• Council Tax change in circumstance (ready but not yet used by Council Tax team).</li> <li>• Staff travel (in staff dashboards for Corporate Services and Development and Infrastructure staff).</li> <li>• Blue badge independent mobility assessment (in dashboard for Occupational Therapy staff).</li> </ul>	<p>Work will commence to integrate the forms on the CSP with the newly reskinned website.</p> <p>Work will be planned for the roll out of processes online along with staff and customer engagement.</p> <p>The processes that are currently at an advanced stage will be tested and moved into the live environment.</p>

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
				<ul style="list-style-type: none"> <li>• The Dash (staff) area of the platform has been branded and is ready for the live launch.</li> <li>• The Self (customer) area of the platform has been branded and is ready for the live launch.</li> </ul> <p>The following processes are at an advanced stage of development:</p> <ul style="list-style-type: none"> <li>• Waste – isles bin, caddies, remove bin.</li> <li>• Environmental Cleansing.</li> <li>• Payments.</li> <li>• Complaints.</li> <li>• Staff travel (all other Services).</li> <li>• Foreign, non-staff and Members travel.</li> </ul> <p>The Customer Services Team are using the 'Quick Queries' facility on the live platform to record customer contact and provide us with useful statistics and feedback to provide to Services.</p> <p>All processes on the CSP are being mapped and costed before and after</p>	<p>Work will continue to implement a strategic data warehouse.</p>

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
				<p>implementation so that efficiencies can be identified.</p> <p>Work continues to develop a set of performance indicators to measure customer uptake and record savings, so that the usage of processes, and efficiency savings, are monitored.</p>	

### 3.1.2.

Objective 1.2: We will redesign the Council's website so it is accessible, transactional and integrated with the CSP.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
1.2.1. Redesign website, and integrate with the CSP.	Karen Greaves.	David Hartley.	Blue	Website redesign is completed and has been launched. Any further changes will be part of Business As Usual (BAU).	Action complete.

### 3.1.3.

Objective 1.3: We will review all of our processes and systems to ensure that they are efficient and migrate those capable of being delivered electronically to the web.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
1.3.1. Review processes and systems.	Hayley Green.	Alex Rodwell.	Amber.	<p>Following the CR06 initial review of Council processes and systems, more detailed process review work continues, through a series of process mapping workshops with the Corporate Admin Group, to review all appropriate processes across all services.</p> <p>This has been delayed due to lack of capacity within the Change Team to support the workshops, but with a member of staff returning from maternity leave this is expected to progress much quicker.</p>	Complete the process mapping workshops – by April 2020.
1.3.2. Improve first cohort of processes.	Hayley Green.	Alex Rodwell.	Amber.	<p>The first cohort of processes to be improved, mainly through digitisation, has been agreed.</p> <p>Work with the Corporate Admin Team to define detailed workflows for these processes, and options for implementation, had begun, but was delayed due to lack of resources (see 1.3.1)</p>	Complete the work to define detailed workflows and options for implementation and make recommendations to Senior Management Team, by April 2020.



### 3.1.4.

Objective 1.4: We will introduce new digital options by building on existing systems.

Action	Owner	Lead	BRAG	Progress by October 2019	Next Steps
1.4.1. Implement HR system digital options.	Andrew Groundwater.	David Aim.	Amber.	Sickness Absence Management: Testing and development of sickness absence continuing although a software error has been identified and confirmed with supplier. Mandatory training using the management reporting tool went live as planned in September.	Continue testing on sickness absence with projected go-live of first service now end of January 2020.
1.4.2. Implement PARIS system digital options.	Sally Shaw.	TBC.	Amber.	Implementation of PARIS Mobile delayed due to unexpected technical issues and a lack of capacity to deal with them. Revised timeline to implement by end of December 2020. Extending to wider OHAC teams put on hold whilst NHSO move to the new Balfour was completed. Now scheduled to be implemented by 2 December 2019.	Early discussions underway with regards to the extension of PARIS to the Criminal Justice Team. Aiming for plans to be reviewed and agreed by April 2020.
1.4.3. Implement Integra system purchase-to-pay options.	Gareth Waterson.	David Aim.	Green	OHAC went live on 2 September 2019. Now working with Chief Executive's Service with the aim of going live on 11 November 2019.	A phased go live with the remaining services will take place in the following order:  <b>Corporate Services Q3 2019/20.</b>

Action	Owner	Lead	BRAG	Progress by October 2019	Next Steps
					<b>Education, Leisure and Housing:</b> Q4 2019/20. <b>Development and Infrastructure:</b> Q1 2020/21.

### 3.1.5.

Objective 1.5: We will implement new 'communications' channels to encourage interaction with our customers.

The email, Skype for Business, and mobile device management work within the Office 365 project, which was previously reported under this objective, is now reported in the Information Technology Strategy Delivery Plan.

### 3.1.6.

Objective 1.6: We will implement national plans being proposed for the parent portal.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
1.6.1. Implement HR system digital options (parent portal).	Peter Diamond and James Wylie.	Graham Bevan.	Green.	Parents Portal Work is being delivered nationally by SEEMIS with the Scottish Government. Work underway to establish contact with Improvement Service who are sponsoring SEEMIS to complete this work.	Complete with the agreed national timescales.
				Work continues to follow the national plans being proposed for the parent portal. SEEMIS has been commissioned to establish dashboards for this.	Final completion date still to be determined.

## 3.2 Customer Guidance and Support

Objective 2: Guidance and support will be available for customers.

### 3.2.1.

Objective 2.1: Help and advice will be made available to customers over a variety of channels.

Work towards this objective will be done as part of Service Design and Channel Shift Objective 1.1 (Implement a Customer Service Platform) above.

### 3.2.2.

Objective 2.2: Adult Learners will be encouraged to participate digitally.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
2.2.1. Implement a Customer Services Platform (CSP) which will support adult learners participating digitally.	James Wylie.	Graham Bevan.	Green.	Improvements were made to connectivity to the isles in 2017/18 as part of the Pathfinder network rollout, so that the project could restart after being paused.  Note the overlap for this workstream with the CSP project timelines (action 1.1.1) and the eLearning project (action 2.3.1). This work will restart when these actions are implemented, especially 2.3.1.	Restart the project upon completion of action 2.3.1.

### 3.2.3.

Objective 2.3: A Digital Culture Workstream has been established within the Education Service.

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
2.3.1. Develop eLearning.	James Wylie.	Graham Bevan.	Green	Project Manager has been identified and is in post, and recruitment for an IT Technician has been completed, with a start date due to be agreed shortly.	Develop project plan and timelines.  Complete network capacity testing for all school sites to establish feasibility of delivering quality of service via video / on-line learning platforms.  Liaise with Improvement Service and other key stakeholders as needed.

### 3.3 Adapting Services Based on Customer Feedback

Objective 3: Digital services will be adapted to meet the needs of customers based on customer feedback.

Work towards this objective will be done as part of Service Design and Channel Shift Objective 1.1 (Implement a Customer Service Platform) above.

### 3.4 Preference for Digital Services

Objective 4: Digital services will become, over time, the preferred way of working with the Council for the majority of our customers.

### **3.5 Digital Leadership Objectives**

Objective 5: Leaders within the Council will understand the benefits of digital services and actively seek the introduction of such services, supporting the delivery of new or re-designed services.

#### **3.5.1**

Objective 5.1: We will adopt coherent joined up digital and IT strategies and develop SMART action plans that enable the delivery of these plans to be realised.

This objective has been achieved.

### **3.6. Service Delivery Focus**

Objective 6: The working environment for our elected members and staff will develop and change, allowing them to focus on the actual delivery of services to customers as opposed to the process of delivery.

Work towards this objective will be done as part of actions described elsewhere in this delivery plan, especially those relating to implementation of new systems, or digital development of existing systems.

### **3.7 Reliable and Secure Systems**

Objective 7: Systems will be reliable, safe, secure and usable when and where needed; a choice of channels will be available for customers to access services through.

Work towards this objective will be done as part of actions described elsewhere in this delivery plan (especially those relating to implementation of new systems or digital development of existing systems), and as part of actions described in the IT Strategy Delivery Plan.

### 3.8 Digital Systems

Objective 8: Over time, all internal data and systems will be digital wherever appropriate.

#### 3.8.1

Objective 8.1: Implement an Electronic Document and Records Management System (EDRMS).

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
8.1.1. Develop a business case for EDRMS.	Gillian Morrison.	Alex Rodwell.	Blue	Action complete.	

Action	Owner	Lead	BRAG	Progress to October 2019	Next Steps
<p>8.1.2. Complete preparatory work for implementation of EDRMS.</p>	<p>Gillian Morrison.</p>	<p>Alex Rodwell.</p>	<p>Green.</p>	<p>The Project Officer started on 16 September 2019.</p> <p>Discovery work has taken place involving engagement with a consultant and work with an EDRMS collaborative group of Local Authorities. The project will continue to collaborate with this Local Authority group.</p> <p>Business requirements and specification has been refreshed.</p> <p>Technical Assessment ready to be reviewed by the EDRMS Project Board on 21 October.</p> <p>Conceptual design work is in progress which will allow a prototype of the system to be created.</p>	<p>Complete conceptual design work by December 2020.</p> <p>Create a prototype system.</p> <p>Piloting to be completed to robustly test the system.</p>

### **3.9.**

Objective 9: Systems will be resilient; we will ensure that personal information is always kept secure and is as accurate as possible.

Work towards this objective will be done as part of actions described elsewhere in this delivery plan (especially those relating to implementation of new systems or digital development of existing systems), and as part of actions described in the IT Strategy Delivery Plan.