

Item: 6

Asset Management Sub-committee: 24 March 2020.

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

4.1.

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.

4.2.

The Digital Strategy is under formal review at the moment and will be submitted to elected members for their consideration in June 2020. Once considered and agreed, an updated Delivery Plan will be developed and any outstanding actions from this plan carried forward. Progress will be reviewed by elected members twice a year.

5. Corporate Governance

This report relates to governance and procedural issues 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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9. Annex

Annex 1: Digital Strategy Delivery Plan, updated February 2020.

Annex 1.

Digital Strategy Delivery Plan: 2018 to 2020

1. Purpose

1.1.

This Delivery Plan provides information on progress between up to February 2020 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. A formal review of the Digital Strategy is now underway and is on target to be considered by elected members in June 2020. The two strategies are closely related. The IT Strategy was last reviewed and approved by the Council in July 2017.

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, and 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 of Customer Focus, Digital Workforce, and Infrastructure and Systems. Some of these have been broken down into more specific objectives, with several actions to achieve each. The table in sub-section of section 3 below, corresponds 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 February 2020	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"> • Setting up live customer records. • Waste – new bin, missed bin, isles bin and bags, caddies and remove bin requests. • Roads – all including gritting, car parks, electric charging points etc. • Council Tax change in circumstance (ready but not yet used by Council Tax team). • Staff travel (in staff dashboards for Corporate Services and D&I staff). 	<p>We will launch the live MyOrkney area of the platform to the public in March 2020.</p> <p>Payments currently available on the existing website will be fully tested and moved over to the new platform.</p> <p>The processes at an advanced stage of development will be completed and moved into live.</p> <p>User testing will be undertaken prior to going live.</p>

Action	Owner	Lead	BRAG	Progress to February 2020	Next Steps
				<ul style="list-style-type: none"> • Blue badge independent mobility assessment (in dashboard for Occupational Therapy staff). • Payments (in dashboard for Orkney College and Orkney Library). • Environmental cleansing requests – glass on road, weeds, burst rubbish etc. • The Dash (staff) area of the platform has been branded and is being used by some staff in back offices. • The Self (customer) area of the platform has been branded and is ready for the live launch. <p>The following processes are at an advanced stage of development:</p> <ul style="list-style-type: none"> • Contact Us form. • Payments for Council Tax, Building Warrant, Housing Benefit Overpayment, Housing Loan, Northern Studies, Maritime Studies, Non Domestic Rates, invoices, Orkney College, parking fines, rent and property services. • Complaints. • Staff travel (all other Services). • Foreign, non-staff and Members travel. 	<p>The processes that are currently at an advanced stage will be tested and moved into the live environment.</p> <p>All processes ready to go live will be linked to the OIC website.</p> <p>Work will continue to implement a strategic data warehouse.</p> <p>Information sessions will continue to be provided to staff across the Council.</p> <p>We will engage with the public via press releases, social media, Radio Orkney and offer drop in sessions when we go live.</p>

Action	Owner	Lead	BRAG	Progress to February 2020	Next Steps
				<ul style="list-style-type: none"> Request for permit form for domestic users of the Household Waste and Recycling Centres. <p>All processes on the CSP are being mapped and costed before and after 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> <p>Training sessions have been provided to customer services staff on all areas of the platform, channel shift and customer engagement.</p> <p>Information sessions about the customer service platform are being offered to OIC staff across the Council.</p> <p>Promotion material, including posters, videos and Powerpoint presentations have been prepared ready for demos to staff and going live.</p> <p>Penetration testing has been arranged with a third party to ensure the security of the platform.</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 February 2020	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 February 2020	Next Steps
1.3.1. Review processes and systems.	Hayley Green.	Alex Rodwell.	Amber.	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 Administration Group, to review all appropriate processes across all services. A first cohort of processes was selected for improvement (see 1.3.2).	Once improvement of the current cohort of processes has been completed further workshops will be run to select and improve the next cohort.
1.3.2.	Hayley Green.	Alex Rodwell.	Amber.	The first cohort of five processes to be improved, mainly through digitisation, has	Complete the work to define detailed workflows and options for

Action	Owner	Lead	BRAG	Progress to February 2020	Next Steps
Improve first cohort of processes.				been agreed. Work on two of these has been completed. Further work with the Corporate Administration Group on the remaining processes to define detailed workflows, and options for implementation, had begun, however a majority of this work is currently parked due to prioritisation of other projects.	implementation and make recommendations through the appropriate governance channel.

3.1.4.

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

Action	Owner	Lead	BRAG	Progress by February 2020	Next Steps
1.4.1. Implement HR system digital options.	Andrew Groundwater.	David Aim.	Green.	Mandatory Training management (Management reporting) now complete. Sickness Absence Management now live in Chief Executive and Corporate Services.	Monitoring of Chief Executive and Corporate Services to ensure all is working as anticipated. Planning of next phases of implementation of Sickness Absence within remaining services.
1.4.2. Implement PARIS	Sally Shaw.	TBC.	Amber.	Implementation of PARIS Mobile delayed due to unexpected technical issues and a lack of capacity to deal with them. Discussions underway within OHAC on possible revised approach following the	Plan to implement full access to Paris remotely expected by end of March 2020.

Action	Owner	Lead	BRAG	Progress by February 2020	Next Steps
system digital options.				outcome of the Care Inspectorate report. Implementation of full access to Paris remotely is now the preferred option and is being scoped. Extending to wider OHAC teams put on hold whilst the NHSO move to the new Balfour was completed.	Delivery date is subject to the outcome of the plan.
1.4.3. Implement Integra system purchase-to-pay options.	Gareth Waterson.	David Aim.	Green.	OHAC, Corporate Services (excluding Catering and Cleaning), Chief Executive Service, and parts of ELH are now all live.	ELH service roll-out will continue over next few months. A trial with one of the school kitchens is also planned for March.

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 February 2020	Next Steps
1.6.1. Implement 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. Work continues to follow the national plans being proposed for the parent portal. SEEMIS has been commissioned to establish dashboards for this.	Complete with the agreed national timescales. 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 February 2020	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 February 2020	Next Steps
2.3.1. Develop eLearning.	James Wylie.	Graham Bevan.	Green.	Project Manager and IT technician now in post.	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 February 2020	Next Steps
8.1.1. Develop a business case for EDRMS.	Gillian Morrison.	Alex Rodwell.	Blue.	Action complete.	

Action	Owner	Lead	BRAG	Progress to February 2020	Next Steps
8.1.2. Complete preparatory work for implementation of EDRMS.	Gillian Morrison.	Alex Rodwell.	Green.	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 during the life of the project. Business requirements and specification have been refreshed which fed into a revision and update of the project plan. Conceptual design and prototype development work is in progress. A dedicated project officer has been supporting the project since 16 September 2019. The project is scheduled to run until 31 March 2023.	Once the system prototype is developed the next steps are: <ul style="list-style-type: none"> • Proactive engagement with stakeholders across the organisation. • Piloting to be completed to robustly test the system.

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.