

Item: 6

Asset Management Sub-committee: 28 March 2019.

Digital Strategy Delivery Plan.

Report by Executive Director of Corporate Services.

1. Purpose of Report

To note the progress made on the Digital Strategy Delivery Plan.

2. Recommendations

The Sub-committee is invited to note:

2.1.

Progress made in implementing the Digital Strategy, approved by the Council in 2017, 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 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 March 2019.

Digital Strategy Delivery Plan: 2018 to 2020

1. Purpose

1.1.

This Delivery Plan provides information on progress between September 2018 and March 2019 on delivering each of the objectives of the Digital Strategy. It also aims to report on all work being planned during 2019 to 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.

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 September 2018 to March 2019.	Next Steps.
1.1.1 Implement a Customer Services Platform (CSP).	Karen Greaves.	Catherine Foubister.	Green.	<p>Development of the Firmstep Customer Service Platform is ongoing and we are working through our plan to digitise the following processes:</p> <ul style="list-style-type: none"> • Travel. • Waste. • Roads. • Council Tax. • Complaints and Payments. <p>The Staff Travel Form is now being used in the live system with the foreign, non-staff and Members forms almost ready to launch.</p> <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>The Waste Missed Bin form and Council Tax Change in Circumstance form are due to move into the live environment on 1 April 2019.</p> <p>The foreign, non-staff and Members forms will be moved to the live platform in conjunction with a communications plan for staff.</p> <p>We will continue to work through the waste, payments and complaints processes and launch them in the live platform.</p>

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
				<p>A number of Roads forms have been built and are awaiting the implementation of the strategic data warehouse before they are launched in the live environment.</p> <p>In preparing to take on the operation of processes in all services, work continues to understand and quantify the use of existing IT, paper and verbal processes, in advance of digitizing them.</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>When the strategic data warehouse is ready, the Roads forms will be launched.</p> <p>The area for staff has been branded on the platform and is ready to be rolled out to staff.</p> <p>Work will commence to integrate the forms on the customer service platform with the newly reskinned website.</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 September 2018 to March 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 September 2018 to March 2019.	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 Admin Group, to review all appropriate processes across all services.	Complete the process mapping workshops.
1.3.2	Hayley Green.	Alex Rodwell.	Amber.	The first cohort of processes to be improved, mainly through digitisation, has been agreed.	Complete the work to define detailed workflows and options for implementation and make recommendations

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
Improve first cohort of processes.				Work with the Corporate Admin Team to define detailed workflows for these processes, and options for implementation, has begun.	to Senior Management Team.

3.1.4.

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

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
1.4.1 Implement HR system digital options.	Andrew Groundwater.	David Aim.	Green.	The HR system project, including the introduction of digital HT processes, reports progress to the IT Project Board. A new project officer was recruited in November and after several months of training and familiarisation progress is now being made on the sickness absence process. A new management reporting tool has been installed and is currently being tested.	Draft process for sickness absence to be tested and demonstrated to HR. Communication and implementation plan to be drawn up.
1.4.2 Implement PARIS system digital options.	Sally Shaw.	John Trainor.	Amber	Full implementation of PARIS mobile was due by December 2018 but that had to be delayed due to competing operational priorities. Deployment of the mobile devices continues and a test of the system with key users is planned by the end of March 2019.	Full deployment of Mobile devices by April 2019. Full implementation of PARIS mobile by October 2019. Continue to support further assessment of more effective use of PARIS by OHAC

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
					teams (OIC and NHS Orkney).
1.4.3 Implement Integra system purchase-to-pay options.	Gareth Waterson.	David Aim.	Green.	Requirements have now been defined, new processes have been designed and several demonstrations of how the system could work have been carried out. OHAC have been selected as the first service to go live.	Start-up meetings with OHAC will take place. It is planned for them to go live August / September, with other services following on shortly afterwards.

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 September 2018 to March 2019.	Next Steps.
1.6.1 Implement HR system digital options.	Peter Diamond and James Wylie.	Graham Bevan.	Green.	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.

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 September 2018 to March 2019.	Next Steps.
2.2.1 Implement a Customer Services Platform (CSP).	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. This now needs to be tested now that the infrastructure has been set up.	Restart the project.

3.2.3.

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

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
2.3.1 Develop eLearning.	James Wylie.	Graham Bevan.	Amber.	A project is being established to develop eLearning, with funding from the Innovation Fund. Project Officer interviews took place but no appointment was made and work is now underway to review the officer structure. The IT Technician Job Description is being developed and will go to recruitment shortly.	Project Manager to be identified. IT Technician to be recruited. See project documentation for more details.

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 Records and Document Management System (ERDMS).

Action.	Owner.	Lead.	BRAG.	Progress September 2018 to March 2019.	Next Steps.
8.1.1 Develop a business case for ERDMS.	Gillian Morrison.	Alex Rodwell.	Blue.	Action complete.	
8.1.2 Complete preparatory work for implementation of ERDMS.	Gillian Morrison.	Alex Rodwell.	Green.	Preparatory work on establishing an implementation project is underway. Reported to Policy and Resources Committee in February 2019.	Complete preparatory work for implementation project, including recruitment of a temporary project officer.

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.