

# Public Document Pack

## ADDITIONAL CIRCULATION



To: Councillor Laing, Convener; Councillor Lumsden, Vice Convener; and Councillors Boulton, Flynn and Yuill.

Town House,  
ABERDEEN, 7 March 2018

## **STRATEGIC TRANSFORMATION COMMITTEE**

The undernoted items are circulated in connection with the meeting of the **STRATEGIC TRANSFORMATION COMMITTEE** to be held here in the Town House on **FRIDAY, 9 MARCH 2018 at 2.00 pm.**

FRASER BELL  
HEAD OF LEGAL AND DEMOCRATIC SERVICES

## **B U S I N E S S**

### MONITORING AND CONTROL

- 6.1 Transformation Portfolio Highlight Report (Pages 3 - 16)
- 6.2 Transformation Portfolio Budget and Commitments (Pages 17 - 24)

### REPORTS FROM BOARDS

- 7 IT DELIVERY BOARD AND DIGITAL STRATEGY
- 8 Being Digital Implementation Roadmap (Pages 25 - 126)

Should you require any further information about this agenda, please contact Stephanie Dunsmuir on 01224 522503 or email [sdunsmuir@aberdeencity.gov.uk](mailto:sdunsmuir@aberdeencity.gov.uk)

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## SUBMISSION OF LATE REPORT

NAME OF COMMITTEE : Strategic Transformation Committee

DATE OF COMMITTEE : 9<sup>th</sup> March 2018

TITLE OF REPORT : Transformation Highlight Report

Please explain why this report is late.

As this is a progress report we try to get the most up to date and accurate information to the committee. The report makes reference to another report on the committee agenda that was still being finalised therefore we were waiting for this report to be finalised in order to ensure the detail on the highlight report was accurate.

Please explain:

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

The highlight report is the regular progress report to committee and if delayed until the next meeting the committee will not be presented with the most up to date progress of the transformation portfolio.

Director Steve Whyte

Date 7<sup>th</sup> March 2018

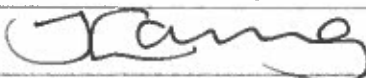
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By law, an item of business must be open to inspection by members of the public for at least three clear days before a meeting.

An item of business not open to inspection for three clear days may be considered at a meeting only by reason of special circumstances, which shall be specified in the minutes, and where the Convener is of the opinion that the item should be considered as a matter of urgency.

Please explain why you are of the opinion that the item should be considered as a matter of urgency.

General update report linked to digital implementation report and could not be circulated without confirmation of content of digital report.

Convener 

Date 7/3/18

<sup>1</sup> For example if a letter is posted on Monday advising of a meeting on Friday, it gives 3 clear days notice (i.e. Tuesday, Wednesday, Thursday). Saturday, Sunday and public holidays are included within the definition of Clear Days.



COMMITTEE	Strategic Transformation Committee
DATE	9 <sup>th</sup> March 2018
REPORT TITLE	Transformation Portfolio Highlight Report
LEAD OFFICER	Steve Whyte
REPORT AUTHOR	David Leslie
REPORT NO:	CG/18/035

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**1. PURPOSE OF REPORT:-**

- 1.1 The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.

**2. RECOMMENDATION(S)**

- 2.1 It is recommended that the Committee:
- a) Note the highlight report.

**3. BACKGROUND/MAIN ISSUES**

- 3.1 The Committee considered a report at their previous meeting which gave details of the Transformation Portfolio and its programmes of work. It is intended that each meeting of the Committee receives a Highlight Report which advises the Committee of progress to date across each of the programmes.

**4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from the recommendations of this report.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report.

**6. MANAGEMENT OF RISK**

- 6.1 Financial, Employee, Customer / citizen, Environmental, Technological, Legal and Reputational risks have been considered with respect to the recommendation of this report. Risks identified in relation to the portfolio and programmes of work are identified, assessed and mitigated within each programme and project. The consideration of a Highlight report by both the Committee and the Transformation Management Board, which will include escalated risks, is one mitigation of those risks.

Risks in relation to the transition to the Target Operating Model have been identified, are currently being assessed and added to the Council's Corporate Risk Register, which is reviewed monthly by the Corporate Management Team.

## **7. IMPACT SECTION**

### **7.1 Economy**

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

### **7.2 People**

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

### **7.3 Place**

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

### **7.4 Technology**

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

## **8. BACKGROUND PAPERS**

None

## **9. APPENDICES**

The Highlight Report is attached as an Appendix.

## **10. REPORT AUTHOR DETAILS**

David Leslie  
Service Manager (PMO)  
[dleslie@aberdeencity.gov.uk](mailto:dleslie@aberdeencity.gov.uk)  
(01224) 522772

**HIGHLIGHT REPORT**

**Transformation Portfolio**  
**Highlight Report**

**February 2018**

## HIGHLIGHT REPORT

### Portfolio Update

Overall the Transformation Portfolio remains on track. A number of deliverables are actioned for completion by the timescale required and further details of this is provided in the below table.

Following Council approval of the transitional structure, implementation plans to migrate from existing to new structure are in place. The Transformation Team are working with Chief Officers, Service Managers and staff to review data in relation to vacancies, not supported VS/ER, agency usage, in order to realise the post reduction savings which have been agreed as part of the migration to the transitional structure.

Preparations for the Directors' arrival are in the final stages. Job matching to the Chief Officer posts is complete with recruitment to the remaining Chief Officer posts well underway. A fuller update is provided as part of the Workforce Change update in this report.

A programme of work is currently being defined aimed at embedding the capabilities required to deliver the Target Operating Model within the organisation. This work will be staff led, in partnership with Trades Unions.

An implementation roadmap for the Council's "Being Digital" strategy has been developed and is reported to this meeting of the Strategic Transformation Committee for consideration.



## HIGHLIGHT REPORT

Phase	Deliverable	Status	End Date
<b>Organisational Design</b>			
Target Operating Model	Define Target Operating Model (TOM)	<b>Complete</b>	23/08/2017
	Confirm Tier 1 Structure	<b>Complete</b>	23/08/2017
	Transformation Governance in place	<b>Complete</b>	23/08/2017
Tier 1 Management Structure	Recruit Tier 1 Directors	<b>Complete</b>	01/12/2017
	On Board Directors	<b>In Progress</b>	02/04/2018
Tier 2 Management Structure	Design Tier 2 Structure including service areas	<b>Complete</b>	11/12/2017
	Designed Tier 2 Chief Officer Job Profiles	<b>Complete</b>	11/12/2017
	Recruit Tier 2 Chief Officers	<b>In Progress</b>	30/03/2018
	On Board Chief Officers	<b>In Progress</b>	30/04/2018
Migration to transitional structure	Staff engagement on TOM functional structure	<b>Complete</b>	28/11/2018
	Alignment of services and posts to the transitional structure	<b>Complete</b>	11/12/2017
	Initial Opportunities for Change Identified	<b>Complete</b>	20/02/2018
	Analysis of organisational staff and finance data	<b>In Progress</b>	ongoing
	Communication Plan	<b>In Progress</b>	ongoing
	Implement migration to transitional structure	<b>In Progress</b>	30/06/2018

## HIGHLIGHT REPORT

Service Redesigns	Outline Business Case – Total Facilities Management	Complete	04/10/2017
	Outline Business Case – Fleet and Transport	Complete	04/10/2017
	Outline Business Case – Assets	Complete	22/12/2017
	Full Business Case – Fleet and Transport	In progress	30/05/2018
	Full Business Case – Assets	Complete	02/02/2018
	Full Business Case – Total Facilities Management	In progress	30/05/2018
<b>Technology</b>			
Digital	Engage Digital Partner	Complete	04/12/2018
	Digital Pilot - Bookings	Complete	02/02/2018
	Digital Pilot – Parking Permits and Fines	Complete	02/02/2018
	Procure Digital Booking Platform	In Progress	ongoing
	Human Capital Management System Approval of Preferred Supplier	Complete	01/02/2018
	Master Data Management Phase 2 – option appraisal	In Progress	ongoing
	Being Digital Roadmap (Subject to Committee approval on 09/03/18)	Complete	02/03/2018
<b>Commissioning</b>			
Third Party Spend	Third Party Spend Report	Complete	02/02/2018

## HIGHLIGHT REPORT

Programme Updates	
Programme	Description
Customer	<ul style="list-style-type: none"> <li>Corporate Website – Work is continuing to further develop the content and planning as well as publishing arrangements and branding of third party applications;</li> <li>Customer Experience Platform – Additional services are now live in Firmstep (eg roads, street lighting, bulky uplifts etc). This has enabled Lagan CRM to be switched off as planned at the end of February 2018, Further services in development include Accord new applications, complaints, compliments and comments plus MP/MSP enquiries;</li> <li>Housing Review - the final report for the Housing Review was presented to the Customer Delivery Board in early January and next steps agreed, which include the creation on an internal project team to review the recommendations and enable the preparation of the Outline Business Case to be submitted to the Strategic Transformation Committee in June 2018;</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>Financial controls have been re-emphasised and are being monitored by the Finance and Commissioning Control Board;</li> <li>Procurement regulations – these were included in the Governance review which was submitted to Council on 5<sup>th</sup> March 2018;</li> <li>Implementation plan for delivery of 3<sup>rd</sup> Party Spend Savings programme of work is in place with workshops and engagement events taking place during March. Formal communications on the plan to start at the ECMT Leadership Day on 7<sup>th</sup> March.</li> </ul>

## HIGHLIGHT REPORT

Operations	<ul style="list-style-type: none"> <li>• Fleet and Transport – the draft business case is being reviewed. The full business case will be submitted to the Strategic Transformation Committee in June 2018;</li> <li>• Total Facilities Management and Stores – further staff engagement to take place and a revised position will be submitted to the Strategic Transformation Committee in June 2018;</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Assets – full business case has been through the Control Boards and Transformation Management Board and approved at the Strategic Transformation Committee;</li> <li>• Business Services drop in sessions planned have now been completed and meetings are being set up to capture detailed processes for in scope staff;</li> <li>• IT/Digitisation workshops have continued to identify process improvement opportunities;</li> </ul>
Workforce Change	<ul style="list-style-type: none"> <li>• Director Recruitment - Rob Polkinghorne took up his post as Chief Operating Officer on 1 March and Andy MacDonald begins as Director of Customer Services on 5 March. Frank McGhee, Director of Commissioning will be in post from 1 April. Steve Whyte, as an internal appointment, took up his role as Director of Resources earlier in the year. Induction will take place from 5 – 8 March;</li> <li>• Chief Officer Recruitment – job matching of existing Heads of Service has been completed. Internal recruitment is underway and we currently have three candidates at preferred candidate stage. The external recruitment process is ongoing with the advertising campaign and search commenced 21 February;</li> <li>• Employee Change Journey and process for transformation currently being developed;</li> <li>• Project to review HR policies and procedures is currently being scoped;</li> </ul>

## HIGHLIGHT REPORT

Finance	<ul style="list-style-type: none"> <li>• New TOM cost centre structure is live in ledger, finance team are undergoing familiarisation sessions in preparation for consultation with budget holders;</li> <li>• PECOS supplier is visiting 13<sup>th</sup> March to firm up action plan for the changes to purchase order workflows required;</li> <li>• Suite of reports for new structure is being developed;</li> <li>• New leadership team development day on 7<sup>th</sup> March will cover financial governance, stewardship, and begin to develop future budget process, this will be followed by Chief Officer induction sessions;</li> <li>• Visits to services to review financial business processes before, during and after implementation have taken place;</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Human Capital Management – project was approved by the Finance, Policy and Resources Committee;</li> <li>• Digital Pilots – project is progressing to the procurement stage;</li> <li>• Master Data Management – high level roadmap and 3<sup>rd</sup> party deliverables have been completed. Information governance structure is in-situ. The “Being Digital Implementation Roadmap”, presented to this Committee seeks approval to finalise the specification and carry out an option appraisal prior to procurement;</li> <li>• Office 365 – full roll out planning has been developed and actual roll out has commenced for initial services, namely business support. The acceleration of the roll out to realise business benefits is included within the “Being Digital Implementation Roadmap”;</li> <li>• Your Desktop – phase one VDE replacement on track to be completed by end of February. Analysis underway to quantify additional users across the Council;</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Scheme of Governance documents finalised for reporting to full Council on 5<sup>th</sup> March;</li> <li>• Training Schedule in place for Elected Members, external members and officers;</li> <li>• Engagement meetings underway with third tier managers moving into Governance Function.</li> </ul>

## HIGHLIGHT REPORT

Communications and Engagement	
Programme	Description
N/A	No change control requests have been submitted within this reporting period

## HIGHLIGHT REPORT

**Employee Voice** - the Employee Communication Network was officially launched in January. Over 50 employees expressed an interest in joining the network with around 30 remaining actively involved. Members have been allocated 'patches' (locations) as their area of responsibility. As well as regular meetings to ensure members can keep their patch updated, a dedicated space has been set up on the Ideas Hub where members can share information, post questions and provide feedback from their teams.

### **Comms/ Engagement approach through Transition –**

- **Comms/ engagement template** has been developed for planning and recording communication and engagement activity in order to ensure future cases for change and business cases have a specific and trackable comms and engagement plan attached to them.
- **Managers briefing pack** is being created to ensure managers are informed about and prepared for their role in the next stages of transition to the interim structure.
- **Employee Network** – regular briefings are being held with the Engagement Ambassadors to ensure they are also aware of the next stages of transition

**Transformation Zone** has been revamped to make it easier for staff to access latest news about the transformation programme; a dedicated section 'true or false' has been added where staff can post 'rumours' or concerns they have and receive responses direct from the Transformation Team.

### **External / Internal News**

- Communications on the decisions made at the Strategic Transformation Committee on Feb 9
- Announcement of the on boarding of the new directors in March
- Internal Announcement regarding the release of the budget papers for 2018/2019
- Announcement of the successful internal applications for Chief Officer posts in line with the Functional Structure approved at Full Council in December 2017.
- Communications support for the recruitment campaign for senior leadership roles within the Council
- Updates on the Business Services review for staff involved

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## SUBMISSION OF LATE REPORT

**NAME OF COMMITTEE** : Strategic Transformation Committee

**DATE OF COMMITTEE** : 9<sup>th</sup> March 2018

**TITLE OF REPORT** : Transformation Portfolio – Budget Update

**Please explain why this report is late.**

This report was being held to be submitted along with the other two reports on the agenda rather than having numerous circulations.

**Please explain:**

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

The report is the regular update to committee and if delayed until the next meeting the committee will not be presented with the most up to date financial position of the portfolio budget.

**Director Steve Whyte**

**Date 7<sup>th</sup> March 2018**

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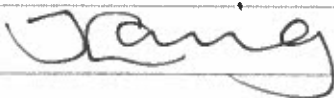
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**Please explain why you are of the opinion that the item should be considered as a matter of urgency.**

General update report linked to digital implementation report and could not be circulated without confirmation of content of digital report.

**Convener**



**Date**

7/3/18

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COMMITTEE	Strategic Transformation
DATE	9 March 2018
REPORT TITLE	Transformation Portfolio – Budget Update
REPORT NUMBER	CG/18/034
DIRECTOR	Steven Whyte
REPORT AUTHOR	Sandra Buthlay

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**1. PURPOSE OF REPORT:-**

- 1.1 The purpose of this report is to provide an update on the budget available and committed for the transformation portfolio.

**2. RECOMMENDATION(S)**

- 2.1 It is recommended that the Committee note the contents of this report

**3. BACKGROUND/MAIN ISSUES**

- 3.1 The establishment of a £15 million transformation fund, through the reallocation of existing earmarked reserves, was agreed by Council at its meeting on 23 August 2017, on the basis that this investment will be “refunded” as part of the transformation portfolio within 5 years.
- 3.2 Commitments against this fund were considered and approved by the Strategic Transformation Committee at its meetings on 4 October 2017, 14 November 2017 and 9 February 2018.
- 3.3 This approval included the creation of a budget of £250k for initial set up costs with delegated authority provided to the Head of Finance, following consultation with the Convener of the Committee, to approve spend against this budget on receipt and consideration of a business case.
- 3.4 Appendix 1 provides details of the current approved commitments (£9.061m). There are no further commitments for approval at this time.
- 3.5 Investment in transformation will realise benefits for the Council which must be clearly quantified and tracked. Such benefits will flow through from business cases put forward and as these are approved will be recorded against the relevant board in Appendix 1 and reported accordingly. This will include monitoring against the estimated benefits/returns previously presented to this committee.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 A £15 million transformation fund has been made available on the basis that the investment realises financial benefits which will effectively refund that investment within 5 years.
- 4.2 This report requests the allocation of funding and provides an update on commitments against the transformation fund.

#### **5. LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report.

#### **6. MANAGEMENT OF RISK**

##### **Financial**

- 6.1 Every organisation has to manage the financial risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by Elected Members. This report is part of that framework and has been produced to provide an overview of current transformation spend and so financial risk related to this report is considered to be low.

##### **Other**

- 6.2 Consideration has also been given to Employee, Customer / Citizen, Environmental, Technological and Legal risks, and no risks were identified.

#### **7. IMPACT SECTION**

##### **Economy**

- 7.1 Investment in the City will have a positive impact on the economy.

##### **People**

- 7.2 Robust management of the council's finances will ensure that council services can continue to be provided.

##### **Place**

- 7.3 Investment will enhance the place by creating a better and more vibrant city in which to live.

##### **Technology**

- 7.4 There are no direct implications on technology arising from recommendations in this report.

#### **8. BACKGROUND PAPERS**

None

#### **9. APPENDICES**

Appendix 1 – Transformation Fund – Budget & Commitments

## **10. REPORT AUTHOR DETAILS**

Sandra Buthlay  
Senior Accountant  
[sbuthlay@aberdeencity.gov.uk](mailto:sbuthlay@aberdeencity.gov.uk)  
(01224) 522565

## **HEAD OF SERVICE DETAILS**

Steven Whyte  
Director of Resources & Head of Finance  
[swhyte@aberdeencity.gov.uk](mailto:swhyte@aberdeencity.gov.uk)  
(01224) 523566

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TRANSFORMATION FUND - BUDGET & COMMITMENTS						APPENDIX 1
DELIVERY BOARD	BREAKDOWN OF COSTS	PREVIOUSLY APPROVED COMMITMENTS £000	COMMITMENTS FOR APPROVAL £000	TOTAL APPROVED COMMITMENTS £000	2017/18	
					ACTUAL SPEND TO PERIOD 11 £000	FORECAST SPEND £000
<b>OPERATIONS</b>	<b>COSTS</b>					
	Commercial Income Review	90	0	90	25	90
	Fleet and Mobility Review	166	0	166	28	166
	Facilities Management Review	166	0	166	28	166
		<b>422</b>	<b>0</b>	<b>422</b>	<b>81</b>	<b>422</b>
<b>RESOURCES</b>	<b>COSTS</b>					
	Business Support	265	0	265	265	265
	Finance Redesign	60	0	60	60	60
	HR Redesign	60	0	60	60	60
	Assets Review	70	0	70	29	70
		<b>455</b>	<b>0</b>	<b>455</b>	<b>414</b>	<b>455</b>
<b>COMMISSIONING</b>	<b>COSTS</b>					
	Review of Contract Spend	120	0	120	30	120
		<b>120</b>	<b>0</b>	<b>120</b>	<b>30</b>	<b>120</b>
<b>ICT / TECHNOLOGY</b>	<b>COSTS</b>					
	Staff Costs	353	0	353	260	353
	Digital Roadmap	58	0	58	58	58
	Digital Partner	4,500	0	4,500	0	30
	Bookings & Payments Digital Pilot	100	0	100	70	100
	Booking & Payments Digital Solution	2,200	0	2,200	0	0
		<b>7,211</b>	<b>0</b>	<b>7,211</b>	<b>388</b>	<b>541</b>
<b>WORKFORCE</b>	<b>COSTS</b>					
	Migration to Interim Transitional Structure	200	0	200	6	200
		<b>200</b>	<b>0</b>	<b>200</b>	<b>6</b>	<b>200</b>
<b>TRANSFORMATION MANAGEMENT BOARD</b>	<b>COSTS</b>					
	Staff Costs	300	0	300	193	213
	Initial Set Up Costs	250	0	250	17	18
	Activity Analysis	103	0	103	0	103
		<b>653</b>	<b>0</b>	<b>653</b>	<b>210</b>	<b>334</b>
	<b>TOTAL COSTS</b>	<b>9,061</b>	<b>0</b>	<b>9,061</b>	<b>1,129</b>	<b>2,072</b>
	<b>TOTAL BUDGET AVAILABLE</b>	<b>15,000</b>	<b>5,939</b>	<b>15,000</b>		
	<b>BUDGET REMAINING</b>	<b>5,939</b>	<b>5,939</b>	<b>5,939</b>		

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## SUBMISSION OF LATE REPORT

NAME OF COMMITTEE : Strategic Transformation Committee  
DATE OF COMMITTEE : 9<sup>th</sup> March 2018  
TITLE OF REPORT : 'Being Digital' Implementation Roadmap

**Please explain why this report is late.**

This report was being held to be submitted along with the other two reports on the agenda rather than having numerous circulations.

**Please explain:**

- why this report must be submitted to the next meeting of the Council/Committee; and
- why it cannot be submitted to a meeting of the Council/Committee at a later date.

The digital report is late because we needed to source external information which came in late. Reason to consider at STC is that if we delay to next STC in June we will reduce likelihood of making required savings through digital transformation 19/20 onwards.

Director Steve Whyte

Date 7<sup>th</sup> March 2018

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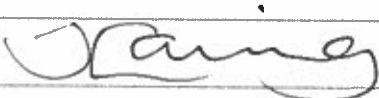
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**Please explain why you are of the opinion that the item should be considered as a matter of urgency.**

Reason to consider at STC is that if we delay to next STC in June we will reduce likelihood of making required savings through digital transformation 19/20 onwards.

Convener



Date

7/3/18

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COMMITTEE	Strategic Transformation Committee
DATE	9 March 2018
REPORT TITLE	'Being Digital' Strategy Implementation Update
LEAD OFFICER	Angela Scott
REPORT AUTHOR	Steve Robertson

**1. PURPOSE OF REPORT: -**

The purpose of this report is to provide the committee with an update on the progress of the 'Being Digital' strategy programme and to make recommendations for the next phase.

**2. RECOMMENDATION(S)**

2.1 It is recommended that the Committee:

(a)	Instruct the acting Chief Officer (Digital), following consultation with the Head of Commercial and Procurement Services, to procure the capabilities required to support options appraisal and procurement for the digital platform, as part of delivering the 'Being Digital' roadmap	Cost not to exceed £110,000
(b)	Instruct the acting Chief Officer (Digital), following consultation with the Head of Commercial and Procurement Services, to procure services, as appropriate, to enhance our technology support, increase our network and broadband bandwidth and accelerate the delivery of the Office 365 roll out, and so realise its benefits by end of 2018, as part of delivering the 'Being Digital' roadmap	Cost not to exceed £273,000
(c)	Instruct the Chief Officer (Business Intelligence and Performance Management), following consultation with the Head of Commercial and Procurement Services, to procure services, as appropriate, to deliver an initial solution in two business areas to explore and test requirements for data and analytics, as part of delivering the 'Being Digital' roadmap	Cost not to exceed £80,000
(d)	Instruct the acting Chief Officer (Digital), following consultation with the Head of Commercial and Procurement Services, to procure capabilities	Cost not to exceed £40,000

	required, as appropriate, through the 'Being Digital' partnership to support options appraisal and procurement for the master data management solution, as part of delivering the 'Being Digital' roadmap	
(e)	Instruct the acting Chief Officer (Digital), following consultation with the Head of Commercial and Procurement Services, to procure the necessary licences and services to support the implementation of an identity and access solution, as part of delivering the 'Being Digital' roadmap	Cost not to exceed £105,000
(f)	Instruct the acting Chief Officer (Digital) to develop detailed implementation plans for all elements included within the roadmap contained in this report; to develop the roadmap out further to reflect the emergent plan and to report this to the June 2018 Strategic Transformation Committee	No cost, already included in above recommendations
(g)	Instruct the interim Chief Officer (People and Organisation) and the Chief Officer (Business Intelligence and Performance Management) to report to the next meeting of the Committee with proposals for developing and supporting the skills, tools and organisational culture which will be required to deliver the "Being Digital" strategy and a data driven organisation.	No cost, already included in above recommendations

### 3. BACKGROUND

3.1 On 20<sup>th</sup> September 2016, the 'Being Digital' report was approved at the Finance, Policy and Resources Committee. This followed on from two previous reports ('Building a Digital Future' and 'Digital Connectivity Strategy') which had been through the same Committee on 19<sup>th</sup> April 2016, both aimed at presenting a strategy for a Digital Aberdeen which would improve wider outcomes.

'Being Digital' states the Council's strategy as being 'To change how we do business to meet outcomes and customers' expectations through digital solutions". The strategy targeted the following three areas:

1. Improving Customer Experience – Improving customer experience is at the forefront of Being Digital, which will deliver end-to-end services, accessible anytime from anywhere, with feedback, improving how customers, partners and suppliers can use any service digitally. These groups will be able to access services more easily and receive a more consistent level of service.
2. Improving Staff Experience – Being Digital will improve the staff experience, enabling greater collaboration internally and with partners, enabling access to processes and information when and where they need it, and improving digital skills. All staff will be able to work from anywhere, with anyone and at any time. The strategy will also ensure that ACC staff have the right tools and training to do their jobs.

3. Improving ACC's use of Resources – The strategy will deliver savings and allow ACC to work better with partners. Delivery approaches will seek to minimise costs by exploiting existing frameworks, sharing programmes either locally or nationally and using existing capabilities better. This approach will be underpinned by use of data, creating insight to improve the way the Council uses resources and targets investment to prevent escalating need.
- 3.2 The strategy also set out a number of design principles which were:
  1. Design services with our customers at the centre
  2. Present easy to use, integrated and standard interfaces
  3. Build services, not just websites
  4. Hold information once and securely
  5. Use data well
  6. Make sure the foundations work
- 3.3 'Being Digital' also acknowledged that one of the main challenges in any digital transformation programme is the rate at which technology changes. To counter this, 'Being Digital' set out two key plans for delivering the technology solution. The first was the 'Deliberate Plan' which described the essential building blocks of technology which would need to be included in plans over the next 18 months. The other plan was an 'Emergent Plan' which took a more long-term view, considering emerging technologies that would need to be considered over the next ten years.
- 3.3 The strategy set out a number of projects designed to improve the customer experience, improve staff experience and make better use of resources. For our customer experience, the strategy set out to deliver:
  - A customer experience platform that would allow customers to interact with the Council digitally, enabling digital service delivery.
  - A redesigned corporate website and a new content management system to make information easier to find and understand.
  - A master data management programme to understand, integrate and use our data better.
- 3.4 For our staff experience, the strategy set out to implement:
  - A system to make it easier for staff to work remotely and through different resources.
  - A collaboration suite to make online communication, document management and workflow easier.
- 3.5 The strategy also recognised the need to invest in our core infrastructure, reducing complexity, upgrading our networks, and reviewing and updating aging systems.
- 3.6 Since the 'Being Digital' strategy was approved, progress has been made on a number of key projects. However, it is also acknowledged that in some areas progress needs to be much quicker if benefits are to be realised by 2020/21 through digital transformation.
- 3.7 This 'Being Digital Implementation Roadmap', appended to this report, sets out the digital journey so far and then takes a high-level analysis of progress against the required digital technical architecture, making next step recommendations for procurement of digital technology and services.

#### **4. FINANCIAL IMPLICATIONS**

The financial implications are shown in section 8 of the main report. The funding requests outlined there are part of the £15m transformation fund approved in August 2017. If the recommendations are approved, the actual outturns against each project within the deliberate plan will be reported to future Strategic Transformation Committee meetings.

To realise these transformational objectives members gave approval in August 2017 for £15m to be allocated to Transformation in support of the “Being Digital” strategy. This was made up of £4.5m for a digital partner; £7m for technology and £3.5m for other costs. At October 2017 Strategic Transformation Committee (STC) the £4.5m was further approved for procuring a digital partner, who were appointed using a tender exercise. Following this, in February 2018 £2.2m (part of £7m technology budget) was approved for the booking platform.

#### **5. LEGAL IMPLICATIONS**

There are no legal implications.

#### **6. MANAGEMENT OF RISK**

All change projects will be managed through the new transformation governance arrangements and risk and issues will be reported through standard processes.

#### **7. IMPACT SECTION**

##### **Economy**

There will be minimal impact on the economy.

##### **People**

The use of technology and digital solutions will have a significant impact on how we deliver our services and how our customers engage with the Council. However, all current channels will remain open for the foreseeable future.

##### **Place**

Technology is a key theme within the Local Outcomes Improvement plan. This sets out a number of aims including; improving connectivity across the city, better use of data, using community based applications and working with our partners to improve digital skills.

##### **Technology**

There is a significant impact on technology across the Council. Therefore, the programme will link directly into the IT Delivery Board and the IT Control Board. In addition, there will be communication across the entire transformation portfolio.

#### **8. BACKGROUND PAPERS**

**9. APPENDICES**

Appendix 1: Being Digital Implementation Roadmap

**10. REPORT AUTHOR DETAILS**

Steve Robertson  
Interim Head of IT & Transformation  
sterobertson@aberdeencity.gov.uk  
07554 439044

**HEAD OF SERVICE DETAILS**

Steve Robertson  
Interim Head of IT & Transformation  
sterobertson@aberdeencity.gov.uk  
07554 439044

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## **Being Digital Implementation Roadmap**



**ABERDEEN**  
**CITY COUNCIL**

## ***Being Digital Implementation Roadmap***

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## 2. The 'Being Digital' Journey

On 20<sup>th</sup> September 2016, the 'Being Digital' report (Appendix 2) was approved at the Finance, Policy and Resources Committee. This followed on from two previous reports ('Building a Digital Future' and 'Digital Connectivity Strategy') which had been through the same Committee on 19<sup>th</sup> April 2016, both aimed at presenting a strategy for a Digital Aberdeen which would improve wider outcomes.

'Being Digital' states our strategy as being 'To change how we do business to meet outcomes and customers' expectations through digital solutions'. The strategy targeted the following three areas:

1. Improving Customer Experience –

Improving customer experience is at the forefront of Being Digital, which will deliver end-to-end services, accessible anytime from anywhere, with feedback, improving how customers, partners and suppliers can use any service digitally. These groups will be able to access services more easily and receive a more consistent level of service.

2. Improving Staff Experience –

Being Digital will improve the staff experience, enabling greater collaboration internally and with partners, enabling access to processes and information when and where they need it, and improving digital skills. All staff will be able to work from anywhere, with anyone and at any time. The strategy will also ensure that ACC staff have the right tools and training to do their jobs.

3. Improving ACC's use of Resources –

The strategy will deliver savings and allow ACC to work better with partners. Delivery approaches will seek to minimise costs by exploiting existing frameworks, sharing programmes either locally or nationally and using existing capabilities better. This approach will be underpinned by use of data, creating insight to improve the way the Council uses resources and targets investment to prevent escalating need.

The strategy also set out the following design principles:

1. Design services with our customers at the centre
2. Present easy to use, integrated and standard interfaces
3. Build services, not just websites
4. Hold information once and securely
5. Use data well
6. Make sure the foundations work

'Being Digital' also acknowledged that one of the main challenges in any digital transformation programme is the rate at which technology changes. To counter this, 'Being Digital' set out two key plans for delivering the technology solution. The first was the 'Deliberate Plan' which described the essential building blocks of technology which would need to be included in plans over the next 18 months. The other plan was an 'Emergent Plan' which took a more long term view, considering emerging technologies that would need to be considered over the next ten years. Both plans are described in more detail below:

### **Deliberate Plan**

In this plan the Council set out the technologies that would form the building blocks of the technology architecture in the 18 months after 'Being Digital' was signed. This plan was based around tried and tested technologies designed to improve customers' experience, the staff experience and make better use of resources.

## Being Digital Implementation Roadmap

- **Customer Experience Platform:** a platform for all customer contacts, that can be changed to meet ACC's needs, hold ACC's data in one place, develop apps based in the cloud and across all channels.
- **Master Data Management (MDM):** a system that enables an enterprise to link all of its critical data to one file, called a master file that provides a common point of reference. It is planned to implement a new MDM system as part of "Being Digital". Further details can be found in the Roadmap section (section 9).
- **Your Desktop:** a virtual desktop that will allow all staff to access their systems from anywhere and through any device, including their own devices.
- **Collaboration (Modern Workplace):** this will provide normal office packages (word, etc.), conferencing solutions, personalised webpages, internal social media, easier ways of sharing documents, team sites, projects management tool, all through one package.
- **Convergence:** to introduce single customer and staff accounts to allow for the federation of core systems with other organisations such as Aberdeenshire Council and the NHS.
- **Identity Management:** this will allow Aberdeen City Council residents and staff to verify their ID once, meaning that they can access services that they are entitled to without needing to re-confirm their identity. An ID management system is currently being designed and prepared for rollout, further details can be found in the Roadmap section (section 9).
- **Enterprise Private Cloud:** Most of ACC's data and storage is now held in a private cloud. This means it is managed off site by a specialist provider giving ACC flexibility and scalability.

### Emergent Plan

The Council appreciated that there are a number of emerging technologies that over the next ten years may be exploited to improve how ACC do their business. These are more immature technologies and the extent to which they can benefit ACC will be examined over the next few years, with the most relevant and benefit inducing technologies being adopted.

- **Platform as a Service:** is a category of cloud computing that provides a platform and environment to allow developers to build applications and services over the internet. PaaS services are hosted in the cloud and accessed by users simply via their web browser.
- **Ambient computing:** refers to electronic environments that are sensitive and responsive to the presence of people and other objects.
- **Virtual reality:** the definition of 'virtual' is near and 'reality' is what we experience as human beings. So, the term 'virtual reality' basically means 'near-reality'.
- **Internet of Things:** brings together people, process, data and things to make networked connections more relevant and valuable than ever before.
- **Business process automation:** is the strategy a business uses to automate processes in order to contain costs. It consists of integrating applications, restructuring resources and using software applications throughout the organisation.
- **Artificial intelligence:** in computer science, an ideal "intelligent" machine is a flexible rational agent that perceives its environment and takes actions that maximise its chances of success at some goal.
- **Big data:** extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations, especially relating to human behaviour and interactions.

As part of the design principle 'use data well', ACC have already put in place a number of open data initiatives, aiming to share data more effectively with partners. Approval was received from the Finance Policy & Resources Committee on 20th September 2017 to become one of the lead Councils for the Scottish Cities Alliance 8th City Data Cluster. The aim of that project was to deliver an Open Data Platform using ERDF/match funding. However, this was put on hold in August whilst ACC reviewed further options as the Digital strand of the City Region Deal (CRD) was proposing to deliver a much larger, wider ranging data platform that as well as publishing non -personal data sets, would collect, store and publish regional data.

The proposed platform (Regional Data Exchange) would also contain an exchange function that facilitates data transactions, where data from strategic stakeholders can be shared and analysed and used to generate insights, develop predictive tools and create services and products that ultimately allow Aberdeenshire, Aberdeen City and their strategic partners the ability to provide better/joined up services and make informed decisions.

The Outline Business Case for the CRD Regional Data Exchange and the Business Case for the Sensor Network were approved by the Joint Committee on 9th Feb 2018. This shared and open data work already undertaken also feeds into the roadmap which is found in section 9 of this report.

Following on from 'Being Digital', The 'Target Operating Model' (TOM) report was approved at full Council on 23<sup>rd</sup> August 2017 and this approval included the agreement of the Transformation Portfolio to address the three transformation objectives of:

- delivering up to £125million of benefits realisation (or savings) over five years (2018/19 to 2022/23);
- delivering the Council's digital strategy; and
- delivering the Council's Target Operating Model by 2020/21 with technology at the heart of the TOM.

To realise these transformational objectives members gave approval in August 2017 for £15m to be allocated to Transformation in support of the "Being Digital" strategy. This was made up of £4.5m for a digital partner; £7m for technology and £3.5m for other costs. At October 2017 Strategic Transformation Committee (STC) the £4.5m was further approved for procuring a digital partner, PwC, who were appointed using a tender exercise. Following this, in February 2018 £2.2m (part of £7m technology budget) was approved for the booking platform.

The transformation team have worked with a variety of partners and suppliers to date in order to take advantage of digital expertise which is not currently found within Council staff with the view of turning the Deliberate Plan into a reality and passing this knowledge onto Council employees. The full list of these partners is listed in Appendix 3 but as an example of a notable piece of work that has already been undertaken, CityFibre and Vodafone have partnered with Aberdeen City Council to provide high speed Wi-Fi to the city. This work will help to enable the Deliberate Plan and allow more of Aberdeen's Citizens to make the most of the new digital services that will be on offer. Moving forward the Council may continue to engage with these organisations working closely with the Council's Digital Partner in order to deliver in a timely fashion.

Four key organisational capabilities run through the TOM. Since the publication of the document these have been expanded on and defined as:

- **Engagement & Empowerment:** Greater engagement and collaboration with citizens and communities, offering greater ownership of services in their areas and strengthening their voice in decision-making.
- **Early Intervention and Prevention:** Using data and intelligence to anticipate customer needs and shift resources to tackling inequality, unemployment, crime, violence and poor health that has existed in some families for generations.
- **Enabling Technology:** Creating digital experiences for internal and external customers that are completely end-to-end enabling greater inclusivity and allowing more self-service options for those who can use them and freeing staff time to care.
- **Entrepreneurial:** Being creative and innovative about how we do our business

## Being Digital Implementation Roadmap

Leading on from these organisational capabilities, an important consideration of 'Being Digital' is ensuring that no one is excluded by the implementation of new technologies. The assumption is often made that all young people are online, however access to the internet and broadband coverage can't be taken for granted in Aberdeen with its pockets of deprivation and disadvantage. Older people, people with disabilities, people with language barriers and BSL users have cited call centres, automated phone systems and restricting applications to online only as being very real barriers to receiving information and services, and for older and vulnerable people there are issues around trust for internet transactions. How these disadvantaged groups are catered for is a key question that the implementation of 'Being Digital' will have to address, highlighting how important wider digital initiatives will be in upskilling the population to enable maximum possible benefit to be realised from the 'Being Digital' strategy. Our digital partner has pledged 20 days to promote digital free of charge in schools and this and other initiatives should allow 'Being Digital' to be a force for digital growth in Aberdeen.

To enable the continued implementation of 'Being Digital' this paper will restate the benefits of the strategy and will then identify the activities required in the near future to progress the implementation of the strategy.

The analysis will begin with an assessment of the current position of 'the deliberate plan elements of the "Being Digital" strategy followed by a description of the technology architecture required to deliver both the deliberate and emergent elements of the 'Being Digital' strategy. This will then be followed by a gap analysis of the existing technology architecture compared to the target state architecture.

An immediate next steps section will summarise the products and support that need to be procured over the next 3 months in order to start addressing the gaps in the technology architecture.

Finally, a roadmap will then be presented which will describe the activities required to resolve the gaps in the technology architecture beyond those addressed in the immediate next 3 months plan.

### 3. The Benefits of 'Being Digital'

Much of the work described so far will act as an enabler for the realisation of the benefits described below:

#### ***Demand Related Benefits:***

***Reducing Avoidable Demand*** – The most effective way of reducing the cost of handling demand, whether they be from internal or external customers, is by early intervention and preventing the requirement for a customer to contact ACC and/or utilise a service in the first place. If the demand does not exist, the Council can save the time and effort previously associated with handling and resolving the request. Specific interventions that can be utilised to reduce avoidable demand include:

- *Proactively informing the customer* – Keeping customers up-to-date regarding previous contacts via e-mail and SMS notifications, reducing the need for customers to contact the Council for simple / repeat updates;
- *Capturing information once* – Capturing all the information required to fulfil a customer enquiry or request during one initial contact using new technology, reducing the need for follow up contacts, either inbound from the customer or outbound from the Council;
- *Better information on the website and signposting* – Improving the quality and accessibility of information on the website, increasing citizen engagement and allowing customers to find the information they need without initiating contact with the Council;
- *Making existing service requests viewable to the public* – Making customer reports visible via the Council website, for example FOI requests or street based issues such as broken street lights, reducing the likelihood of customers contacting the Council to report it again / make a duplicate request;
- *Managing expectations and fulfilling promises* – Customers are less likely to make repeated contacts with the Council if their expectations are properly managed and any commitments made by the Council are fulfilled;
- *Streamlined and less confusing letters and forms* – The simplification of letters and forms so that they are clear and easy to understand, reducing the likelihood that customers will contact the Council for advice or complete forms inaccurately;
- *Reducing service failure* – Identifying and addressing points of failure across the Council that generate significant contacts and workload; and
- *Anticipating demand* – utilising big data and predictive analytics to predict future service demands allows for early intervention and prevention of issues, and helps manage or mitigate against the demand occurring.



**Channel Shift** – For contacts that cannot be avoided, transitioning the contact to a cheaper access channel represents another approach through which savings can be delivered. The savings involved are considerable with face to face transactions seen as costing £8.62, telephone transactions £2.83 and online transactions £0.15 (source: SOCITM, Better Connected). Specific interventions that can be utilised to promote channel shift include:

- *Improving the Council's website / intranet and the customer experience of self-service* – The design, layout and functionality of the Council website and intranet is key for supporting customers to adopt self-service channels. Designing this 'through the customer's eyes' will improve its usage and empower communities;
- *Collect insight on use of self-service channels to improve effectiveness* – Websites can provide rich sources of insight on customer behaviour. Maximising the use of this insight is key for measuring success of channel shift adoption and identifying improvements;
- *Promoting self-service during every interaction* – Every interaction is an opportunity to nudge changes in customer behaviour. Staff should be trained to apply this principle, as well as feel empowered to suggest changes to help customers;
- *Incentivising customers to use self-service, promoting convenience and speed* – Promoting the 24/7 benefits of self-service and clearly communicating what customers can do for themselves will help increase uptake, including in-queue promotion whilst on the phone. Similarly, supporting residents to use PCs or kiosks at libraries and face-to-face customer access points will reduce the time they spend waiting and promote adoption; and
- *Restricting the availability of certain services in high cost channels* – Targeting or restricting channel access for certain transactions or certain customer segments can be used to drive customer behaviour. The graphic below outlines the steps that the Council can take to influence the adoption of self-service, up to and including mandating its use, once the basic building blocks have been put into place.



## ***Supply Related Benefits:***

***Reducing Activity & Improving Efficiency*** – In addition to better managing and mitigating the demand received by the Council, improvements can be made to processes and ways of working that reduce the amount of activity carried out on those activities that remain. Specific interventions that can be utilised to reduce the amount of time and effort expended by the Council include:

- *Enabling technology, integrating systems and establishing a single view of the customer* – Capturing information once and sharing it between systems removes the need for rekeying, while a single source of customer information reduced the need for staff to interrogate multiple Line of Business applications;
- *Stopping non-value add activity* – Removing non-value adding checking, reviewing, pre-processing or ‘just in case’ activities, and empowering staff to take on more valuable tasks;
- *Establishing up-front eligibility* – Where exclusion or qualifying criteria must be met, redesigning processes and using technology can bring these steps forward to reduce the workload carried out on non-eligible cases, and empower citizens to make decisions immediately about what services are best for them;
- *Adopting standard processes and standards* – Reducing unnecessary process variation, both within the same process delivered across multiple channels and across multiple, similar processes delivered across multiple services;
- *Robotic Process Automation (RPA)* – Utilising technology to automate mundane and routine tasks to release capacity that can be focussed on value add activities. Rules based processes can also be automated to improve decision making accuracy and processing times; and
- *Knowledge sharing and collaboration* – The use of tools to support more effective and efficient multi-service and multi-agency working, collaboration and data sharing, improving coordination and outcomes for citizens through early intervention. Open data will also encourage innovation and entrepreneurship in the city.

## 4. The current position of 'Being Digital'

ACC has been working on putting the building blocks for Being Digital in place by implementing the Deliberate Plan. For example, the Council has moved away from the Lagan CRM product, the replacement CRM is already in place and key digital transactions have already been made available to customers. Pilots for a potential booking solution and parking permits have already met their success criteria.

The table below sets out the current position of those approved projects within the “Being Digital” strategy which are already under way and are on-going:

Deliberate Plan	Project/Initiative	Current Position
Customer Experience Platform (CEP), including bookings and the new Website / Content Management System (CMS)	A digital facility where customers can log into an account and perform many common enquiries and transactions with the Council on a self-service basis. This includes the capability for customers to make bookings and a new central, modern and easy to navigate ACC website. This will help to facilitate <i>channel shift</i> through making the website more accessible, improving the customer experience and reducing the cost to serve.	The Council have implemented a basic CEP using a product called FirmStep, but this contract expires on 03/10/2018. Pilots for a new booking system have also met their success criteria. The current website based on Drupal/FirmStep is out of contract on 31/3/2019. The Council will need to make a decision on what to do in these three areas to maintain and improve a Customer Experience Platform after the contracts expire.
Master data management (MDM)	A capability which helps the Council maintain the quality of data and consistency between systems, and see a single view of the same customer across all systems. This will help to <i>reduce avoidable demand</i> by capturing customer information once, meaning that less follow up contact is required to obtain more customer details.	The Council has completed a number of activities to clarify its requirements in this area and needs to take a decision around what solution to implement in this area, an activity which is shown on the roadmap in section 9
Your Desktop	Standardisation of all employee desktop environments across the Council to increase IT service standards and reduce support costs through <i>reducing activity &amp; improving efficiency</i>	The ‘Your Desktop’ design has now been built and successfully deployed to a number of employees as part of the phase 1 rollout. Phases 2 and 3 will now see this rolled out across the authority.
Modern Workplace	Provision of Microsoft Office 365 to help employees across the Council collaborate in their work. This will again help with <i>reducing activity &amp; improving efficiency</i> as staff will be able to work collaboratively, sharing information leading to less duplication of effort	Office 365 has been successfully deployed to a small group of Council users and a wider deployment across the Council is now planned, an activity which is shown on the roadmap in section 9
Convergence	This involves introducing single customer and staff accounts to allow for the federation of core systems with other organisations such as Aberdeenshire Council and the NHS. This will help with both <i>reducing</i>	A design has been developed for identity management as the first stage of this journey, an activity which is shown on the roadmap in section 9



## Being Digital Implementation Roadmap

	<i>activity &amp; improving efficiency and avoidable demand</i> as customers information will be shared between agencies leading to less need for rekeying of information by both staff and customers.	
Enterprise Private Cloud	This involves moving away from traditional Council-owned on-premise data centres and looks to obtain flexibility, functionality and cost saving benefits from moving to a cloud based model, reducing IT costs.	Most data and storage is already now held in a private cloud. This gives flexibility and scalability. The Council has also started work on the next steps in this journey, potentially moving towards a secure public cloud based model based on Microsoft Azure, an activity which is shown on the roadmap in section 9

This section has summarised the work done to date to implement the components required by “Being Digital” as set out in the Deliberate Plan. These building blocks provide the foundations for moving towards the target state architecture which we need to deliver the digital Council. The target state architecture is described further in the next section.

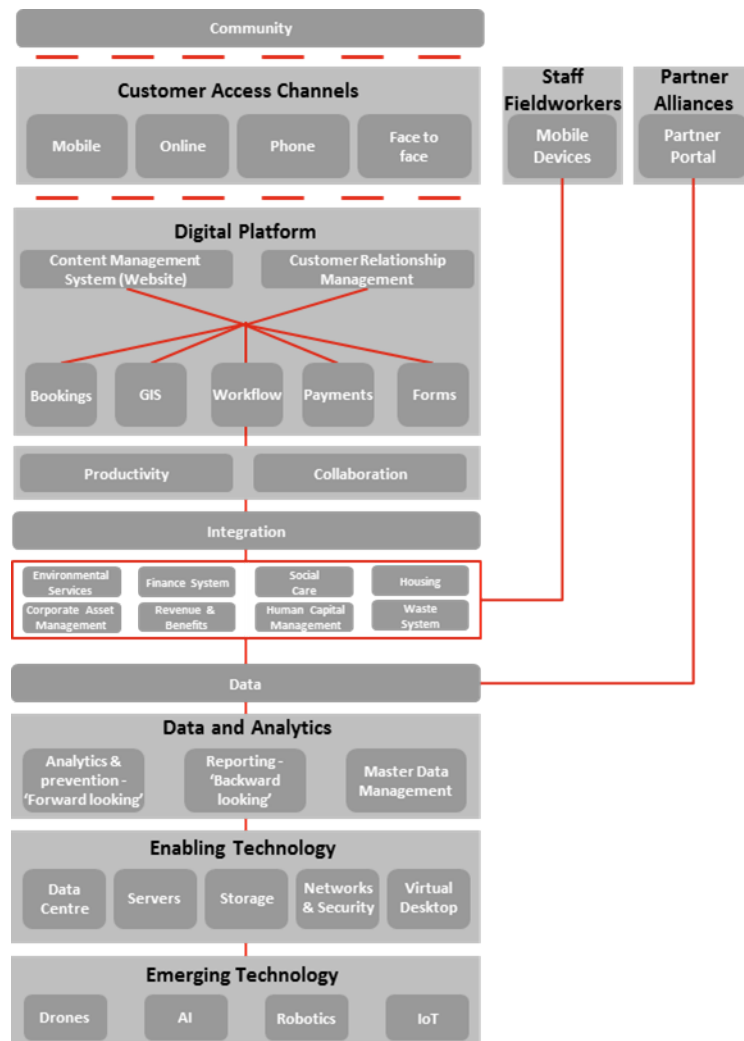
### 5. The Target State Architecture for 'Being Digital'

A new technology architecture will be an essential enabler underpinning delivery of this strategy and to achieve the associated benefits outlined in section 3. This will be comprised of a mixture of the Council's existing technology estate, some projects and activities already in progress as part of the deliberate plan, plus the purchase of some new components including exploiting technologies included in the emergent plan. These elements will enable full benefit to be realised from the use of emerging technologies. The key technology components required to implement the Being Digital strategy are set out over the page.

The technology architecture required to deliver "Being Digital" is explored further in this section, and we explain for each component how this helps deliver the planned benefits. Note that the target state architecture will be refined further as implementation commences, so that as key component or procurement decisions are made these will be reflected in the documentation.

Of course, the target technology architecture must underpin improvement in the experience of our customers and staff and included in this section of the report are a series of targeted customer and staff journeys which the technology architecture will enable.

# Being Digital Implementation Roadmap



**Community:** Provision of a software component to act as a portal to connect local communities and as a first point of call for self-directed support. This component might be delivered by a separate dedicated application or form part of one of the other components within the architecture.

**Customer Access Channels:** Using the new website, customers can access Council services via a variety of channels with an increased emphasis on 24 hour self-service through a variety of devices including PCs and smart phones. Customers will be able to handle many more types of transactions with the Council electronically and track their progress through the Digital Platform. Use of social media as a channel will become the norm as will webchat and video conferencing. Existing access channels such as the telephone contact centre and face to face centres will remain, but given the greater functionality available and staff assistance for customers to use the digital channels we expect transaction volumes going through the digital channels to increase over time. This will lead to significant benefits through *channel shift*, moving customers away from the more costly Face to face and Phone channels and instead towards cheaper, digital ways of getting in touch with the Council.

ACC staff will then be able to spend more time and focus on providing a tailored approach to the most vulnerable and complex situations that exist within Aberdeen, e.g. homelessness and social care cases

**Digital Platform:** Digital will be the default channel for all information and advice. The platform will be mobile-optimised and provide a personalised web based facility through which Aberdeen residents, businesses, visitors & staff can access all of ACC's services – like logging into websites like Amazon, Tesco or eBay. We will provide a mediated and assisted support to those customers who may be digitally excluded to help them to help themselves. It also allows customers to track existing service requests. This will again draw significant benefit from *channel shift* as an improved web based facility will draw more customers from more costly channels due to its simplicity and convenience. Many of the platform components are already in place, however when combined with the remaining new technology being procured, these will be enhanced and offer customers much more functionality.

**Customer Relationship Management:** Provides a single view of residents and businesses and their transactions with the Council allowing the Council to capture information once. It provides a workflow capability to handoff and track work between teams and logs contact with all customers regardless of channel. This facilitates pro-actively informing customers, for example around status updates or local incidents or information. This will help to reduce avoidable demand by recording customers details once, avoiding the need to contact them again to clarify details. It will also avoid demand by proactively and automatically contacting and alerting customers, avoiding the need for the customer to get in touch.

**Content Management System:** This will be the tool used to create and manage digital content on both the external facing website and the internal intranet. The website will allow customers to quickly search for the services they need, as well as offer them an improved user interface. Internally, staff will be able to view the latest information from various services, helping them to provide customers with accurate information at all times.

**Integration:** A new component deployed to link different IT applications together to avoid re-keying and allow customer transactions to be handled seamlessly and efficiently across systems, allowing a true 'end to end' process. This means information can be captured just once and used across multiple systems, reducing activity & improving efficiency amongst staff by avoiding information having to be re-keyed as it moves between systems

**Line of Business systems:** Systems which are used by specific business units (e.g. housing and social care). The functionality in these systems tends to be very specific to the business units. These systems will work with the integration functions and the Digital Platform in reducing activity & improving efficiency for staff by creating a fully end-to-end digital process. A list of these systems can be found in Appendix 1.

**Data:** In an ideal world all data would be held in a single store, but this is unrealistic in local government. At most UK local authorities, master data is typically held and updated in back office applications, for example in social care systems such as CareFirst and revenues and benefits systems such as Academy. This data can then be extracted into a central store, for example a data warehouse or data mart where it can be used for historic reporting or predictive analysis. This data will be used by other components to drive efficiencies

**Data & Analytics:** These components support performance reporting, predictive analytics and master data management across the Council, and enable the Council's Business Intelligence Unit. Together they will reduce avoidable demand through anticipating times of high demand, enable more



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efficient targeting of resources, enable early intervention to help the Council stop issues developing and also assist with reducing activity & improving efficiency through establishing customers eligibility for services up front.

**Enabling Technology:** Infrastructure such as servers, networks and storage on which the rest of the components rely, enabling the efficiencies that these components enable. A key component of this is an Identity and Access solution to allow users to move between multiple applications both on-premise and in the cloud using a single log-in and password.

**Emerging Technology:** These are new technologies such as Drones, Artificial Intelligence (AI), Robotics and Internet of Things (IoT) will enable to Council to continue to innovate delivering significant efficiency gains and improvements to staff and customer experience. These services will individually assist with channel shift (through enabling a better digital experience for the customer) and reducing activity & improving efficiency (through automating processes using AI or other technology).

**Staff fieldworkers:** Staff working in the field will be able to use their mobile devices such as smartphones or tablets to enter information on the go. This will assist with reducing activity & improving efficiency by reducing the amount of rekeying needed, as well as saving staff a great deal of time by making it easier to complete appointments, jobs or visits. Staff will also be able to engage customers in new ways, such as using videos with vulnerable users.

**Partner Alliances:** Partners will be able to share data with the Council, allowing both organisations to benefit from the insight that this provides, and make informed decisions and recommendations. This will also improve on the customer experience, as knowing more about customers and their areas will allow the Council and Partners to better serve their personal needs. This will reduce avoidable demand through anticipating demand from vulnerable customers, enable better targeting of resources, enable early intervention to help the Council proactively stop issues developing and also assist with reducing activity & improving efficiency through determining customer's eligibility for services up front.

### Customer Journeys

In order to illustrate the vision for "Being Digital", the next set of images show some future state customer journeys that could be possible should the future state architecture be delivered in full. These journeys are designed to show the end to end experience of each customer group. Although fictional, the characters for each journey have been created using real data about both the external and internal customers of Aberdeen CC, and represent the people of Aberdeen and the challenges that they encounter in their daily lives. They have been designed to show that although everyone has different needs and expectations of the Council, new technology actually allows this to be handled in a better way than ever before, without excluding anybody.

Each journey has been linked to the target architecture diagram, with the components being utilised in each journey highlighted on the left hand side, as well as under each stage of the journey.



# Being Digital Implementation Roadmap

The first customer journey sets out how “Being Digital” could offer a step change improvement in supporting members to assist their communities

## Member - ‘I want to be able to help my residents and manage my portfolio’

- 1 Visit ward
- 2 Report issues
- 3 Review stats
- 4 Prepare insight
- 5 Attend Committee



**Cllr. Greg Harris**

*Councillor Harris is a member for The Bridge of Don. He wants to be able to access information about performance, as well as help his residents.*

### Technology Key

-  Community
-  Customer Access Channels
-  Digital Platform
-  Integration
-  LoB system
-  Data and Analytics
-  Enabling Tech
-  Emerging Tech



Councillor Harris visits his constituents in the Bridge of Don, and spends the morning talking to them about their various concerns and issues. Before he sets off, he is able to view what issues have been raised in the area in the past week. Greg can see that there have been multiple bin issues, and therefore looks up data to prepare him for questions he might get. On site, he has his mobile device with him, he is able to show them a number of statistics about the area, and show them some of the work that the Council have been carrying out.



A number of the constituents want to report an issue with flytipping in the area. Councillor Harris is able to report a Members enquiry on their behalf using his mobile device and the online form, and is able to link all the interested individuals to the case so that they will receive updates on progress, rather than needing him to keep contacting them. There are also some concerns about flooding in the area as there have been worrying weather reports, so Councillor Harris agrees to look in to what can be done.



When Councillor Harris gets back to the office, he looks into the flooding risk further. Using the Business Intelligence Unit (BIU), he selects data sets for his constituency around flooding, looking at historical data from both the emergency services and the Scottish Environmental Protection Agency. He overlays this data with another data set from the NHS looking at where there may be vulnerable people across the region, and is quickly able to see that his constituents were right, and a heavy rainfall could have some really negative consequences.



Using this predictive analytics data, Councillor Harris works with officers to prepare a report to Committee, hoping to gain funding for some immediate flood relief equipment, but also for a team to be able to put in place a long term plan to prevent future flooding. Alongside this, he would also like a new emergency plan to be developed to make the most of this new data, which would allow emergency workers to immediately support the most vulnerable in any flooding event.



The next week Councillor Harris attends the Committee meeting, and they review the findings as part of an interactive presentation. Using the data from the BIU, other members can clearly see the impact a severe flood would have on the area, and recognise that putting preventative measures in place now would potentially save the Council thousands of pounds, as well as reassuring the residents. Funding is approved, and Councillor Harris is happy to inform his constituents their concerns have been listened to.





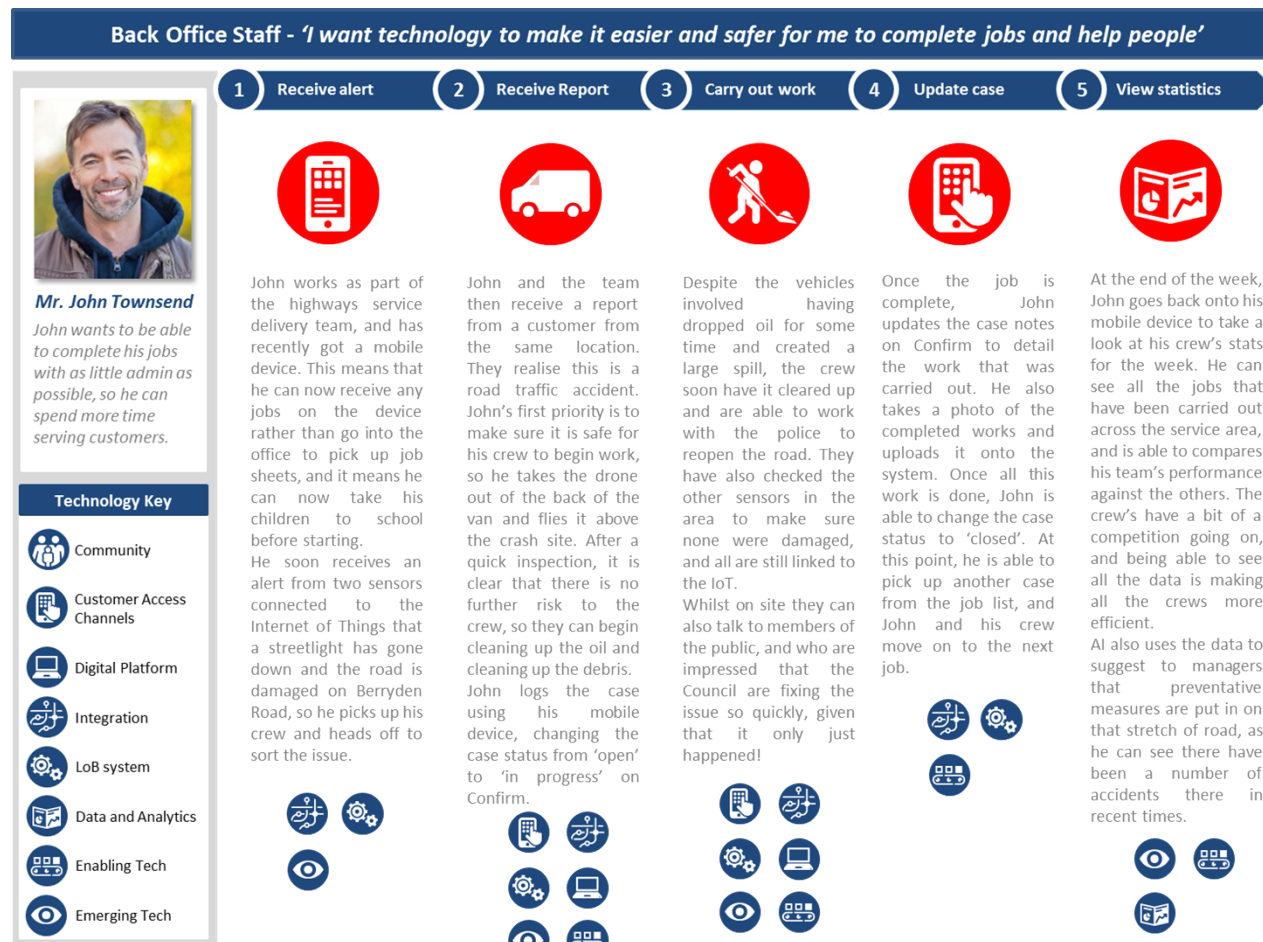
# Being Digital Implementation Roadmap

The second customer journey sets out how “Being Digital” could impress a member of the public with easy problem reporting and rapid resolution



# Being Digital Implementation Roadmap

The third customer journey sets out how “Being Digital” could make life a lot easier and more efficient for back office teams



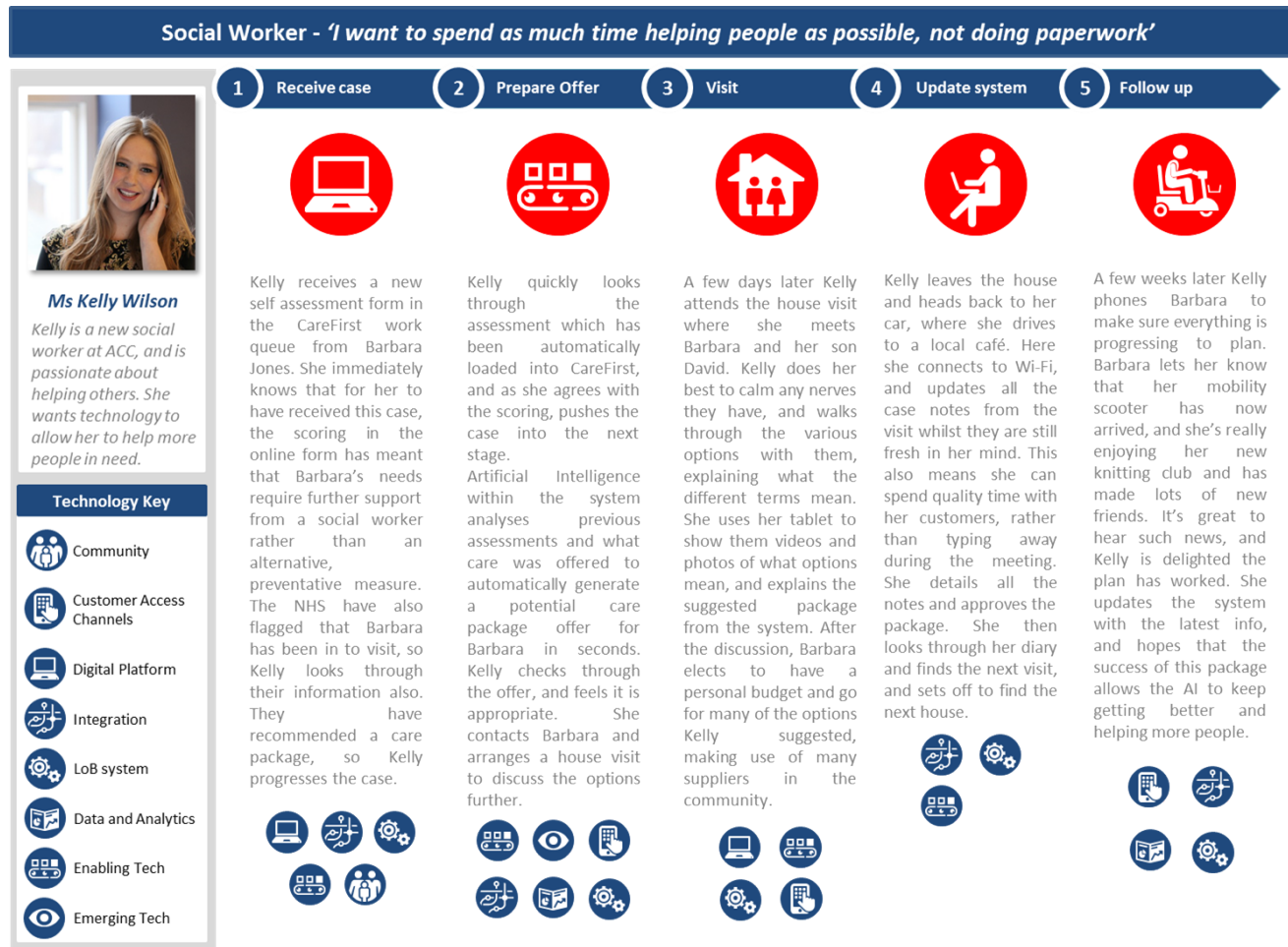
# Being Digital Implementation Roadmap

The fourth customer journey shows how “Being Digital” could improve social care delivery and outcomes



# Being Digital Implementation Roadmap

The fifth customer journey shows how “Being Digital” could help a social worker efficiently deliver excellent service to clients



# Being Digital Implementation Roadmap

The sixth customer journey shows how “Being Digital” could make life easier for the public



# Being Digital Implementation Roadmap

The final customer journey sets out how “Being Digital” supports the contact centre teams to give an excellent service to customers





## Being Digital Implementation Roadmap

When looking at the customer journeys as a whole, it is clear that to deliver these experiences for all customers, to deliver the digital strategy and to deliver target operating model, the full target state architecture is required. The following sections will examine what further work is needed to provide the architecture required to support “Being Digital”.



## 6. Assessment of the Current Technology Architecture

In line with all other Councils executing a similar programme, the current state of the ICT architecture is not sufficient to support implementation of the digital strategy and customer journeys outlined above, and some enhancements will need to be made. The diagrams below show a high level assessment of the current state architecture based on ability to support implementation of the digital strategy.

An explanation for the colour coding of the following diagrams is as follows:

Green

Component in place and currently considered fit for purpose to deliver the digital strategy

Amber

Some work to do to implement component or make it fit for purpose

Red

Component considered not fit for purpose or known gap which needs to be filled

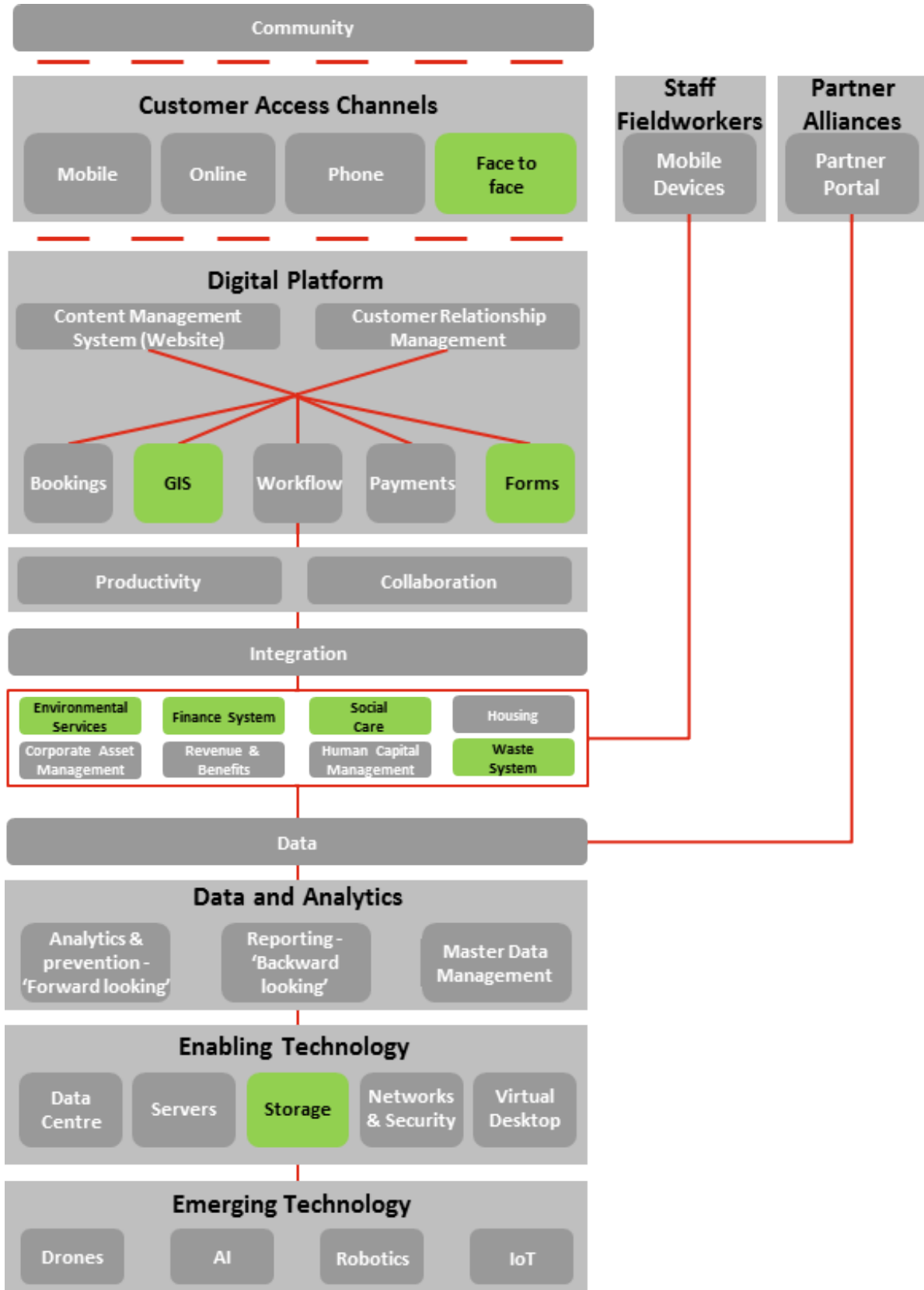
Activities to address the components flagged as red or amber will be included in the programme plan.

The narrative in the tables below explains how the status for each component has been determined.

The first diagram highlights those components assessed as “green”.



# Being Digital Implementation Roadmap



**Face to Face:** These are facilities where the public can transact with the Council in person. The Council has existing face-to-face customer access points at Marischal College, Mastrick, Kincorth and Woodside.

**GIS:** Geographic Information Systems (GIS) provide electronic mapping facilities to enable customers and staff to identify locations and associate actions with a specific map or asset location. A corporate solution based on the ESRI Arc Suite is in place. This solution is widely deployed across local government and frequently integrated into digital programme delivery.

**Forms:** A forms package allows customers to provide fill in information on the Council's website and via their mobile devices in order to apply and pay for things. FirmStep Forms is in use at the Council. This is a widely deployed solution in local government and many Councils are using it as part of their digital solution.

**LoB Systems (Social Care):** CareFirst is the key case management system for social care across the authority. It is considered by the Council to be fit for purpose but is under review regarding the long term direction of travel for this application.

**LoB Systems (Environmental services):** Flare is used for logging all proactive and reactive work of Environmental Health and Trading Standards. It is considered by the Council to be fit for purpose but is under review regarding the long term direction of travel for this application.

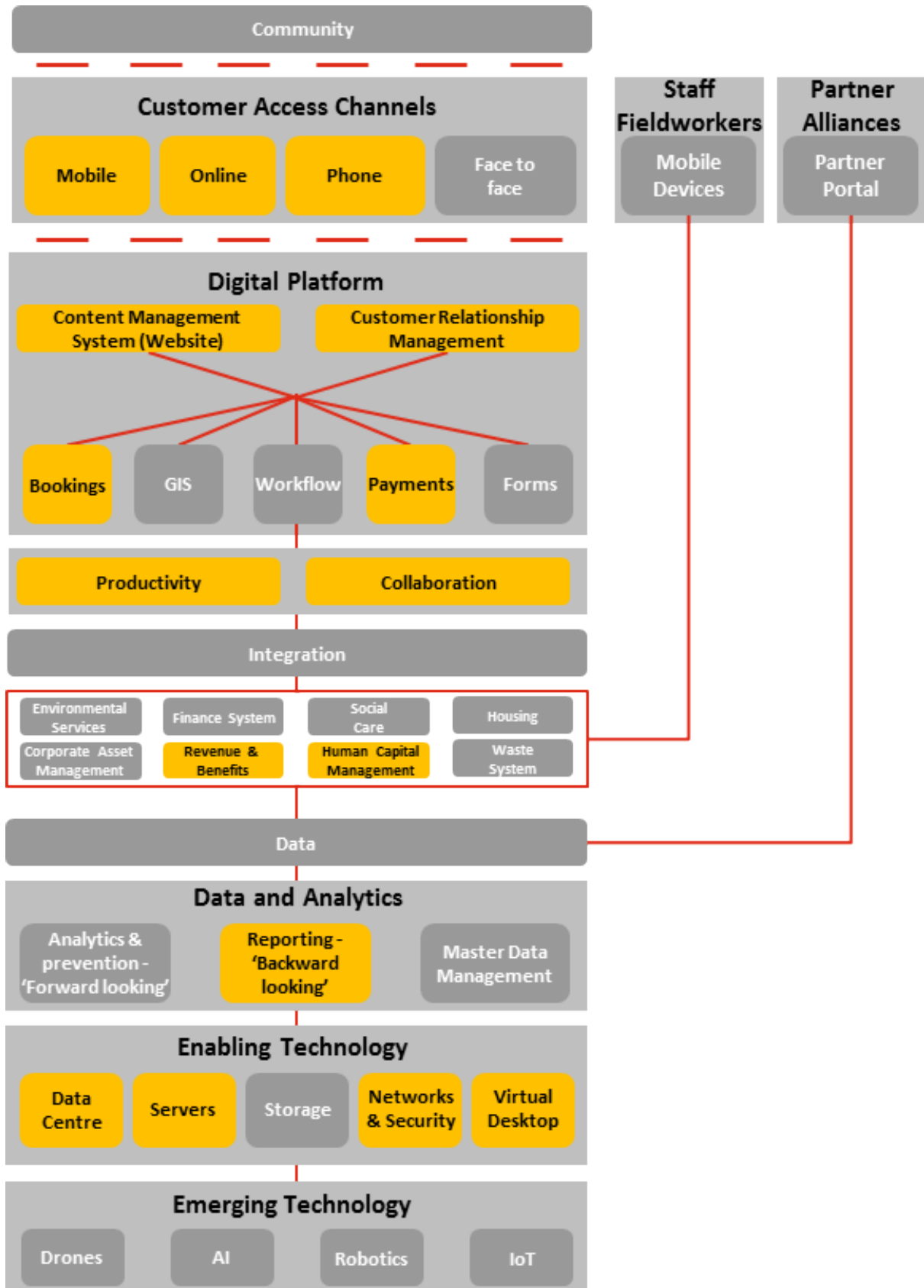
**LoB Systems (Finance system):** eFinancials is the Council's financial ledger system, and is considered by the Council to be fit for purpose.

**LoB System (Waste system):** BARTEC is the Council's waste management system, and is considered by the Council to be fit for purpose.

**Storage:** Electronic storage is required by the Council to hold customer, transaction and service information. In the data centre, storage is provided by BrightSolid. This arrangement is reported as fit for purpose. Over time it is expected that the Council will move storage into the public cloud (e.g. Microsoft Azure) rather than purchase additional storage within the data centre. This process is likely to take place gradually and the route for this will be clarified later in the programme as the ICT architecture is finalised.

The second diagram below highlights those components assessed as Amber (i.e.) some work to do to implement component or make it fit for purpose

# Being Digital Implementation Roadmap



**Mobile:** This component allows customers to access Council services via their mobile devices, e.g. phones. The Council has made a mobile responsive website available which permits some customer transactions such as creating a customer account, paying council tax, paying rent, checking bin collections, viewing job vacancies, requesting housing repairs, checking bin collections, reporting missed bins, access to the library catalogue and information such as benefits and support available and school term dates. The site is thought to work smoothly but only covers a small range of Council transactions and this needs to be expanded.

**Online (ACC Website):** Allowing customers to transact with the Council via the Council's internet website is a key part of delivering the digital strategy. A refresh was successfully delivered in 2017 using Drupal and FirmStep technology. The solution is only licensed until 31/3/2019 and a longer term solution needs to be procured either based on the current or different technology.

**Phone:** The Council has a well-established phone contact centre based at Frederick Street which takes around 1m calls per annum. However, this only represents an estimated 30% of the total call volume across the Council and underlying phone systems are reported as struggling. Implementation of the Council's digital strategy would require the Contact Centre to cover a wider range of the Council's telephone transactions at a lower volume as customers take advantage of the improvements and enhancements to digital self-service. This is particularly vital with the introduction of Universal Credit, which will put extra pressure on the Council's call centre. The purchase of unified communications to provide high quality telephone connections over the corporate network has been investigated but not progressed at this time. The need for this will be re-examined alongside the Customer Relationship Management component which runs out of contract later this year.

**Content Management System (Website):** This part of the solution gives customers the ability to transact with the Council, including provision of a customer account and the ability to submit and track transactions with the Council. A solution is in place using FirmStep technology which covers a broad but limited range of key transactions in areas including waste and recycling, roads, environment, members' enquiries, Accord services and Council Tax with other services going live soon. The solution is licensed until 31/3/2019 and a longer term solution needs to be procured either based on current or different technology.

**Customer Relationship Management:** This part of the solution gives the Council the ability to handle and track transactions with customers. A simple CRM solution is in place using FirmStep technology which covers a broad but limited range of key transactions in areas including waste and recycling, roads, environment, member's enquiries, schools and revenues and benefits. The solution is licensed until 03/10/2018 and a longer term solution needs to be procured either based on current or different technology.

**Bookings:** This part of the solution allows customers to make bookings for Council services on-line. A pilot solution in place for bookings and payments has recently gone into testing across education bookings and parking. Following the pilot this solution needs to be confirmed, additional licences rolled out across the organisation and integrated into the other components, for example the Content Management System and the CRM.

**Payments:** This part of the solution allows customers to make payments for Council services on-line. A pilot solution in place for bookings and payments has recently gone into testing across education bookings and parking. Following the pilot this solution needs to be confirmed as the corporate

solution, rolled out across the organisation and integrated into the other components, for example the Content Management System and the CRM.

**Productivity and Collaboration:** These components enable Council teams to work more efficiently together, and to share documents and collaborate in joint working. The Council has run a pilot using Microsoft Office 365 developing Model Office Services and change management processes for the adoption of advanced toolsets and capabilities e.g. Office 365, Document Management, Media Analytics, Video and Teleconferencing. The solution makes available the latest collaborative ways of working to allow the business a quick and agile method to deploy new digitally enabled working practices. Following the successful pilot this solution needs to be rolled out across all business areas.

**LoB System (Revenue & Benefits):** Academy is the Council Tax, Housing Benefit and Council Tax Benefit administration system. It is considered by the Council to be currently fit for purpose. It is one of the key LoB systems which will be included in a future line of business systems review to confirm the Council's long term application direction.

**LoB System (Human Capital Management):** HCM is the Council's Corporate HR and payroll function. It allows for the creation and management of employees, set up of payroll and calculates required taxes and deductions. A project to replace the Council's HCM system is currently underway.

**Reporting – 'Backward looking':** This component supports performance reporting and performance management in the Council. The Council has some reporting products in place (for example Business Objects and Crystal Reports) but these have not been deployed corporately in a way which can support a data driven commissioning Council. A review of the existing products is required and there may be a need for additional components and/or deployment and training.

**Networks & Security:** This component enables the Council's systems to be connected and secure. Some issues around resilience and performance have been reported by the Council based on current applications and usage. The suitability will need to be re-assessed once the future state of technology is confirmed.

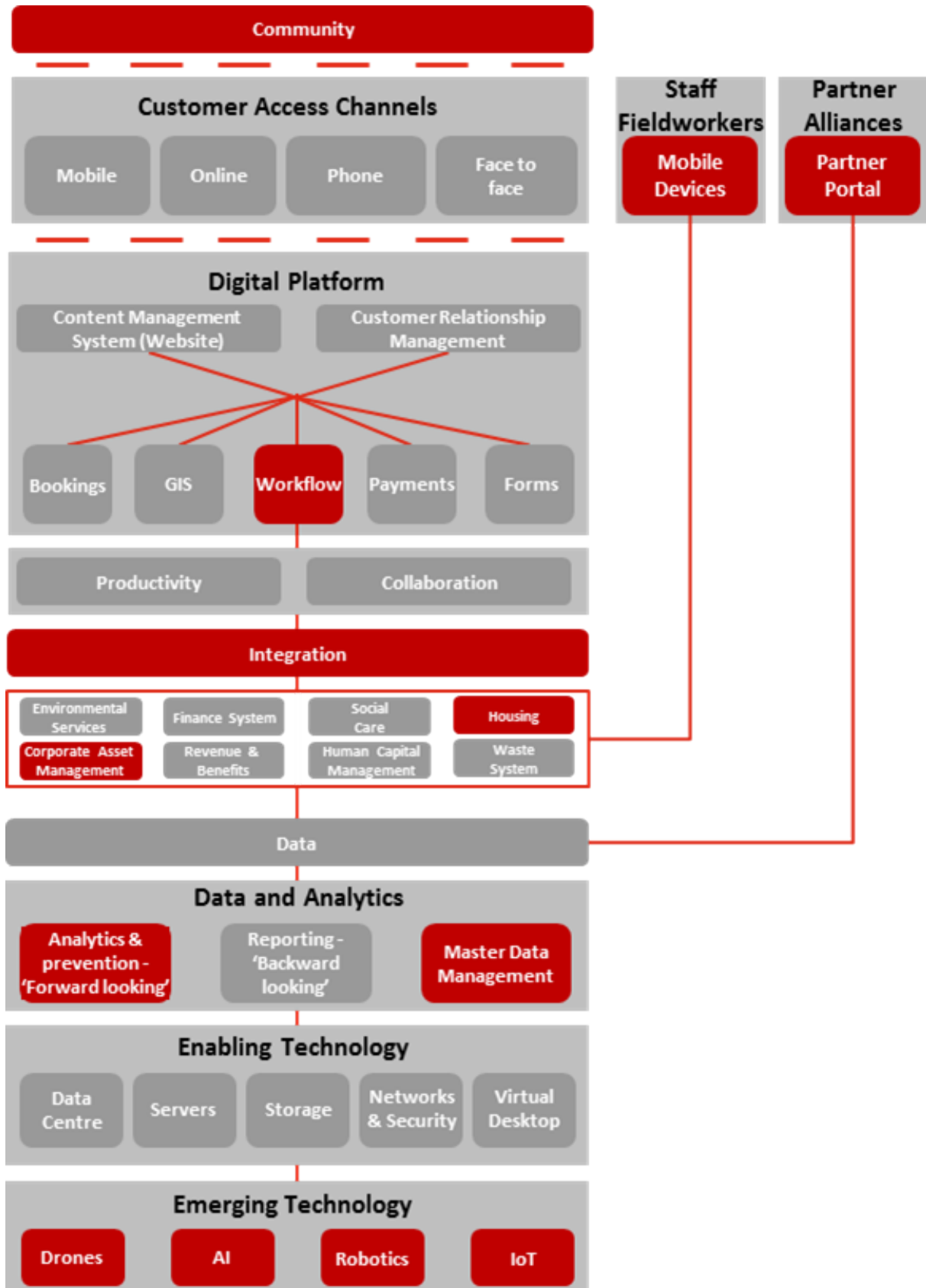
**Virtual Desktop:** This component enables the Council to provide all staff with a standardised and easier to maintain set of ICT applications. The Council has run a successful pilot and Phase 1 rollout across existing users in Bon Accord, Housing, CHI and Social Care. Phases 2 and 3 will see this solution rolled out across the rest of the Council.

**Servers:** These are the hardware components on which the Council's ICT applications sit, and are located in the data centre. They are licenced and managed by the Council. This arrangement is reported as fit for purpose for now. There is a planned activity to revisit this arrangement in the future as the Council has a long term intention to move towards using servers in the Public Cloud to increase flexibility and reduce cost.

**Data Centre:** The hardware components operated by the Council sit in a data centre which gives them the right power, connectivity, temperature and security to operation. The data centre is provided by a third party BrightSolid, and the facility is reported as currently fit for purpose. This will also be covered by the planned activity to evaluate a potential move to the Public Cloud in the longer term.

The third diagram below highlights those components considered not fit for purpose or known gap which needs to be filled.

# Being Digital Implementation Roadmap



**Community:** The Council has some community contact databases but is missing the capability to support communities with “help to help themselves”, for example encouraging the creation of community support networks, providing advice and signposting for, support around using digital technology etc. An additional component is needed to deliver this functionality.

**Workflow:** There is no enterprise workflow application in use and this is generally needed to implement efficient digital processes to allow work to be handed to/from Council teams. Some applications (for example FirmStep and CareFirst) offer limited workflow capabilities within each application but not as a Council wide capability.

**Integration:** At present the Council do not have a component to move transactions and data between applications. A few simple ‘point to point’ interfaces have been implemented but this approach is unlikely to be able to give the efficiencies and supportability required for the Council’s digital strategy and a further component will likely be required to allow for full two way end to end integration (e.g. in waste this will allow crews to trigger updates for customers)

**LoB System (Corporate Asset Management):** Confirm is the Council’s back office system for managing jobs on Council assets. It is considered by the Council to be not fit for purpose. It is one of the key LoB systems which will be included in a future line of business systems review to confirm the Council’s long term application direction.

**LoB System (Housing):** iWorld is the Council’s Housing system. It is considered by the Council to be not fit for purpose. It is one of the key LoB systems which will be included in a future line of business systems review to confirm the Council’s long term application direction.

**Mobile Devices:** There is no corporate solution in place to support Council workers in the field at present. Some point solutions are in place, e.g. TotalMobile for Craftworkers and Environmental Officers, Property Repairs, Grounds and Highways.

**Partner Portal:** There is currently no solution in place to allow Council Partners to directly report issues onto the CRM.

**Analytics & prevention:** ‘Forward looking’ - Essential to managing demand and ongoing balancing of the Council’s budget, this is currently a missing component although there are elements of the existing Microsoft product suite (for example PowerBI and SSRS) which will be assessed for suitability in due course.

**Master Data Management:** This component helps the Council manage data. The Council has a large volume of siloed, bespoke data stores and no way of viewing or consolidating data across the different stores. This is a gap in the current technical architecture.

### Emerging Technology:

**Artificial Intelligence:** Councils can use AI to automate tasks, re-assigning basic administrative tasks from employees to computers, and taking over question answering, simple citizen facing roles. As an example, the majority of calls coming into a call centre are fairly basic, repeat questions or routine reports. By making use of intelligent chatbots, this frees up time for staff to focus on more complex tasks. This technology is currently not in use in ACC therefore a review of emerging technologies has been built into the “Being Digital” programme and we will look to deploy this technology within the Council where there is a business case to do so.



**Robotic Process Automation:** Robotic Process Automation has the ability to automate high-volume, repetitive tasks whilst learning from human users. Typical applications including automating high volume tasks such as signing up residents for direct debit payments, to indexing and assigning documents to specific workflows. This technology is currently not in use in ACC therefore a review of emerging technologies has been built into the “Being Digital” programme and we will look to deploy this technology within the Council where there is a business case to do so.

**Internet of Things (IoT):** The IoT enables a whole plethora of different devices, users, and systems to communicate and collaborate wirelessly via the internet using just IP addresses. The IoT is able to link and connect many different processes within one building through machine-to-machine interactions, improving operational efficiency right across a facility. As an example, IoT enables installation of smart meters within a building management system that connects to the electrical grid. This can provide valuable insights into how well the building is performing in its use of energy, which can be used to make cost-efficiency changes for the business. This technology is currently not in use in ACC therefore a review of emerging technologies has been built into the “Being Digital” programme and we will look to deploy this technology within the Council where there is a business case to do so.

**Drones:** Drones can be fitted with specific equipment that enables them to have a multi-use aspect. Survey data can be gathered with specialized cameras, while inspections can be carried out with cameras delivering real-time live feed back to the ground team. Gas sensors can also be mounted to a drone for air analysis and gas detection services. As an example, some Councils are already using drones to examine external cladding, detect heat loss and monitor lift shafts, or using infrared and x-ray images from drones to detect structural issues or dangerous leaks. Using drones for structural maintenance both reduces cost and improves safety. The Council has already started working with this technology by investigating the use of drones in inspecting historic buildings in the City Centre and the “Being Digital” programme will look for other ways to deploy this technology within the Council where there is a business case to do so.

With the Council currently undertaking a large digital transformation it is important to look at the role emerging technologies will play in the future state, and how they can be used to drive efficiency gains. Above are some examples of how the Council could utilise these technologies.

Reviewing the ‘amber’ and ‘red’ sections of the current state of ICT architecture alongside the architecture diagrams in the customer journeys highlights that there are a number of areas where further work is needed to deliver this future experience, and therefore implement the digital strategy, target operating model and achieve the associated benefits. The gap between the current and future state of ICT architecture examined further below. Further information on the current position of ICT in the organisation can be found in the appendices to this report.



### 7. Gap Analysis of the Change Required for 'Being Digital'

The diagrams above show that in order to deliver the full benefits mentioned in section 3, the Council will need to acquire additional components and complete a number of activities. Mostly these relate to the components shown as red and amber in the diagrams in section 6 above.

The following analysis describes each gap and the reasons why the Council need to close it. Activities to address these gaps are then identified in the Next Steps and Roadmap sections.

#### Technology

- **Community support application(s)**- Without this component the Council will not be able to engage and support Aberdeen communities through encouraging residents to set up and support on-line community hubs to share information, knowledge and experiences. This component has a key role in early intervention in enabling people to help each-other and building resilient communities.
- **Workflow**- Without this component the Council will not be able to effectively allocate and manage work between different teams, leading to inefficient processes, duplication of activities and difficulty in tracking progress on customer transactions for both customers and staff. Some of the Council's existing systems support workflows within a single system, and there is some limited workflow interchange between existing systems, but in order to deliver savings there needs to be a way to co-ordinate work efficiently across all Council teams.
- **Integration**- Without this component it will be much harder to be able to exchange data between systems resulting in an increase in inefficient activities for staff such as looking up information across systems or even rekeying information from one system into another. In some cases the Council will need the ability to integrate data and transactions across systems in real-time to support efficient and high quality customer transactions.
- **Mobile Devices**- Without investment in these devices the Council's staff will not be able to perform their duties as efficiently on the move, for example having to travel back to Council offices to record information and transactions rather than being able to update systems immediately whilst still out in the field. This also includes supporting the roll out of BYOD (Bring Your Own Device) which allows Council staff to choose and use mobile working devices which best suits their working practices, for example laptop, tablet or a phone/tablet.
- **Network and Security (including identity management)**- An additional identity management component is required to allow employees to utilise a single sign on across applications regardless of whether these applications are located locally or in the cloud and to permit ICT self-service for example password resets. This will have a positive impact on staff productivity. The Council has already completed initial work to identify a solution based on using the Microsoft Active Directory product already purchased through the Microsoft

## Being Digital Implementation Roadmap

Enterprise Agreement but will need to purchase additional licences and third party support to implement and deploy this solution.

- **Your Desktop-** The standardised Your Desktop build has already been created so the next steps for this are to deploy this desktop environment across the Council. The remaining rollout is targeted for completion during the rest of 2018.
- **Collaboration System (Office365)-** The Council’s new collaboration suite has been successfully piloted and is being prepared for further rollout across the organisation. Deployment will take place on a phased basis because there are both technical and service based constraints which impact the rollout speed – for example the number of user mail files that can be transferred overnight and the number of users who can be supported through the business change process at any one time. There is a need to purchase an additional Premier Support package from Microsoft to support this process so that the solution can be deployed efficiently and in a timely manner. This is explored further in the next steps section.
- **Master Data Management-** A third party was commissioned to perform an MDM review and produced the following deliverables:
  - Detailed business requirements
  - Data quality analysis
  - Logical data model
  - MDM Solution architecture

At this stage the council is currently evaluating whether the needs identified can be met through components already existing within the organisation, for example Microsoft. Depending on the results of this analysis the Council will need to either procure and roll out an additional product or initiate a further deployment of an existing component.

- **Reporting – ‘Backward looking’:** This component supports performance reporting and performance management in the Council. The Council has some reporting products in place (for example Business Objects and Crystal Reports) but these have not been deployed corporately in a way which can support a data driven commissioning Council. A review of the existing products is required and there may be a need for additional components and/or deployment and training.
- **Reporting - Analytics & prevention: ‘Forward looking’ -** Essential to managing demand and ongoing balancing of the Council’s budget, this is currently a missing component although there are elements of the existing Microsoft product suite (for example PowerBI and SSRS) which will be assessed for suitability in due course.

These components will give the Council the ability to perform predictive analysis of information held across systems, enabling the Council to take early interventions to try and prevent issues before they become established, as well as providing historic performance reporting.

The gap to reach the target architecture in this area is likely to involve:

## Being Digital Implementation Roadmap

- Running of pilots to explore and test requirements for both backward looking and forward analytical analysis in order to be able to firm up the solution
- Testing of these requirements against existing ICT components within the organisation and potential solutions in the marketplace to determine if additional components need to be procured
- Confirming the technical design for reporting and analytics, ensuring that the design also aligns with relevant multi-organisational intelligence initiatives including the City Regional Deal.
- Confirming the high level organisational and process design for reporting and analytics – known as the Business Intelligence Unit
- Implementing the core backward looking reporting functionality
- Implementing the forward looking analytics and prevention functionality. This is likely to be incremental as will involve extracting data from many different Council systems, and ultimately data from outside the Council, into a central repository such as a data warehouse or data lake.

### Other Activities

This document is focussed on identifying the changes required in technology to deliver “Being Digital”. However, to fully enable digital change, the organisation must look wider than technology. In order to deliver technology changes and achieve the full benefits described in section 3, the Council must fill significant gaps around KPI’s, process, people management, organisational design and partners and alliances. These areas are currently not always designed with the idea of a ‘Digital Aberdeen’ in mind and additional activities will be required to enable the full scope of ‘Being Digital’ to be realised and for the organisation to be fully prepared for digital delivery.



## 8. Next Steps

The gap analysis section above identified a number of components which ACC needs to buy to enable the implementation of “Being Digital”. This section sets out the specific actions which are required to address these gaps. At a generic level the following steps will be applied for each component:

### Options Appraisal

This stage looks at the different choices the Council has to address the technology gap. This may include enhancing an existing product in use, or buying a new one from the marketplace. The options appraisal examines the advantage and disadvantage of each option and recommends one of the options, making a choice once this is ratified by the design authority.

### Procurement

If the options appraisal recommends a procurement, a technical specification is drawn up for the component. A procurement process then takes place to select the best product under the Council’s selection criteria, following the applicable procurement regulations. Often, the procurement might cover purchase of three areas:

- Software licences or fees for software as a service. This is the payment to be able to use the core technology product being purchased.
- Implementation services. These are services required to define and install the component, set it up to work at the Council, link it to other Council systems and perform testing to make sure it works. The level of implementation services can vary considerably between components. Some products have a low licence cost (or the Council may possess licences already) but incur a significant implementation cost, whilst other products may cost more upfront for licences, but have a lower implementation cost. It is important to consider the Total Cost of Ownership (TCO) for each component.
- Support. This is a service provided by the software vendor to help resolve any operational issues as they arise, provide regular updates to meet any regulatory changes, to add additional features and to help the Council get the most out of the component.



### Implementation and rollout

Once the procurement is complete an implementation stage takes place to deploy the component into use. This will often involve technical build, testing and staff training activities before the component goes live. For more complex components implementation often takes place in phases to reduce risk.

Not all of the component gaps are at the start of this cycle, as work on some components has already started. The table below shows the immediate next steps required for each component.

The remainder of this section is divided into two parts: -

- the activities and funding requirements for the next three months to continue the implementation of the Being Digital Strategy; and
- a high level roadmap showing activities which need to take place beyond the first 3 months.



## Being Digital Implementation Roadmap

**Immediate Next Steps continuing implementation of the Deliberate Plan** Indicative costs are included in the table below, based on the experience of other councils undertaking similar activities as well as estimates provided by suppliers. These costs will be refined as a result of the required procurement exercise and will be reported back to the Strategic Transformation Committee.

Component / Subcomponent	Activity	Delivery Approach	Estimated Cost
Digital Platform	<p>The contract for the FirmStep Content Management System (CMS) expires in April 2019. The contract for the FirmStep Customer Experience Platform (CEP) expires in October 2018.</p> <p>Technical Specification, options appraisal and procurement support (where required) in the following areas:</p> <ul style="list-style-type: none"> <li>• Content Management System</li> <li>• Customer Relationship Management, Workflow</li> </ul>	<p>Purchase of services via Digital Partner (PwC) as the Council has limited technical skills in this area. Assumed level of support will not exceed 20 days per area.</p>	<p>£30,000 £80,000</p>
Productivity and Collaboration	<p>The Council's new collaboration suite, based on Microsoft Office 365, has been successfully piloted and is being prepared for further rollout across the organisation. There is a need to move to a different support package from Microsoft to support this process so that the solution can be deployed efficiently and in a timely manner. This different support package is also required for our increased usage of cloud</p>		



## Being Digital Implementation Roadmap

Component / Subcomponent	Activity	Delivery Approach	Estimated Cost
	<p>technologies. This is explored further in the next steps section.</p> <p>Support - Replacement Microsoft Support Package (Unified Level 2)</p> <p>Implementation services - enhanced internet connection to support the increased usage of the internet link which is used to access the cloud platform</p> <p>Implementation services - development of Office 365 applications to support the business rollout (where each application is subject to a business case viability assessment before development commences)</p>	<p>Purchase of replacement software support from Microsoft</p> <p>Purchase of increased bandwidth from Internet for Business (IFB)</p> <p>Purchase of services via Digital Partner (Sword &amp; Incremental) as Council has limited technical skills in this area</p>	<p>£60,000</p> <p>£13,000 per year</p> <p>£200,000</p>
Data and Analytics / Analytics and Prevention – ‘Forward looking’ and Reporting – ‘Backward looking’	Existing Enterprise Agreement with Microsoft does not give access to Business Intelligence suite of tools. Through a digital partner we will access these Microsoft products and apply it two business areas to explore and test requirements for both backward looking and forward analytical analysis in order to be able to firm up a preferred ACC solution. Following the application to these two business areas we	Purchase of services via Digital Partner (PWC) as Council has limited technical skills in this area	£80,000



## Being Digital Implementation Roadmap

Component / Subcomponent	Activity	Delivery Approach	Estimated Cost
	<p>will then seek approval for procurement of an analytical platform at a future meeting of the committee.</p> <p>Assumptions: The Council takes a lead in project managing the pilots.</p>		
Data and Analytics / Master Data Management	There is no current technology solution for MDM. Technical specification, options appraisal and procurement support are required.	Purchase of services via Digital Partner (PWC) as Council has limited technical skills in this area	£40,000
Enabling Technology / Network and Security	<p>An additional identity management component is required to allow employees to utilise a single sign on across applications regardless of whether these applications are located locally or in the cloud and to permit ICT self-service for example password resets. This will have a positive impact on staff productivity. The Council has already completed initial work to identify a solution based on using the Microsoft Active Directory product already purchased through the Microsoft Enterprise Agreement.</p> <p>Software licences - Purchase of additional Microsoft Enterprise software licences / upgrade of existing licences to match current user numbers</p>	Purchase of the additional software licences through a third party supplier (purchase through third party intermediaries is a requirement of Microsoft)	£75,000





## Being Digital Implementation Roadmap

Component / Subcomponent	Activity	Delivery Approach	Estimated Cost
	<p>Implementation services - Technical support to implement and configure the required software modules</p> <p>Assumptions: estimated costs from supplier based on an estimate of user numbers.</p>	Purchase of services from a Microsoft implementation partner, as the Council does not have required technical skills	£30,000
Total Spend for Immediate Next Steps			£608,000

The full set of activities is indicative only at this stage and costs are estimated in line with the assumptions stated. There are activities which are dependent on short term decisions still to be made within the Deliberate Plan, for example where a technology component needs to be chosen.



## Being Digital Implementation Roadmap

### Wider Next Steps

This section maps out all post June activities and products that will need to be carried out in order to address the remaining gaps in the technology architecture. The section will also feature an evaluation of which tasks ACC can carry out using internal resources and activities that ACC are likely to require support from both their digital and other partners to complete. To explain this further a 'RACI' diagram has been used below with the following key;

**Responsible** - Who has been assigned the work?

**Accountable** - Who commissions and makes the final decision regarding the work?

**Consulted** - Who is consulted before a decision/ action is taken?

**Informed** - Who is informed after a decision has been taken?



## Being Digital Implementation Roadmap

Component	Sub- Component	Activity/Product	ACC	Digital Partner (PwC and Incremental)	Other Partners (Full List Found in Appendix 3)
Community	Community Support Application	Options Appraisal	A	R	C
Integration	Application Integration Toolset	Options Appraisal	A	R	C
Staff Field Workers	Mobile Devices	Agree Mobile Strategy	A,R	C	
Data and Analytics	Master Data Management	Procure & deploy MDM	A	R	I
Data and Analytics	Analytics and Prevention-Forward Looking	Procure and deploy data analytic solutions	A,R	R	
Data and Analytics	Big Data	Big Data solutions assessed	A	R	
Data and Analytics	Big Data	Big Data prototypes designed	A	R	I
Enabling Technology	Networks and Security	Azure Cloud Transition	A,R	C	
Enabling Technology	Networks and Security	Network review following finalisation of solution	A,R		
Emerging Technology	All	Review of Emerging Tech to support provision of digital service	A	R	

The set of activities is indicative only at this stage. There are activities which are dependent on short term decisions still to be made within the Deliberate Plan, for example where a technology component needs to be chosen.

### 9. Roadmap for the Implementation of 'Being Digital'

The way in which IT implementations are being undertaken both in the private and public sector is changing. There has been a transition from sequential waterfall approaches to developing systems towards agile software development. Older sequential development historically involved long lead times in developing requirements and building systems, resulting in a one stage deployment. Often go-live would be several years after commissioning the development, and requirements and business needs had changed.

In line with best practice it is recommended that the 'Being Digital' implementation follows an 'Agile' implementation approach, with regular, smaller and quicker releases demonstrating rapid progress to customers, employees and partners alike. This will feel very different to conventional approaches and experience at other Councils suggests that this change will take some getting used to, and needs to be supported by appropriate training and communications.

Digital implementation programmes typically start with a preparation stage which puts the key technology, people and process building blocks in place. In Aberdeen, part of this has already commenced through the implementation of the deliberate plan. Other work will need to be commissioned as part of the emerging plan and through addressing the components identified with status of amber or red.

Once the components are in place then rollout takes place across a range of services in the business through a series of phases. There are a number of reasons for using a phased rather than single 'big bang' deployment approach, including reduced implementation risk for the Council and being able to deploy a more agile development approach as recommended by the Government. In practice the sheer size of the Council, the number of business processes to be digitally enabled and the length of the build process means that the deployment must be phased.

To demonstrate how this Agile approach can be a success, the Council has conducted two pilots in Education Bookings and Payments for Parking. These have both been built using a rapid build agile implementation approach to increase the speed of delivery. These pilots managed to reach prototype solutions quickly and have paved the way for other, similar projects going forward.

Based on the gaps identified in Section 7, an initial roadmap has developed for the implementation of "Being Digital" as shown in the diagram over the page.

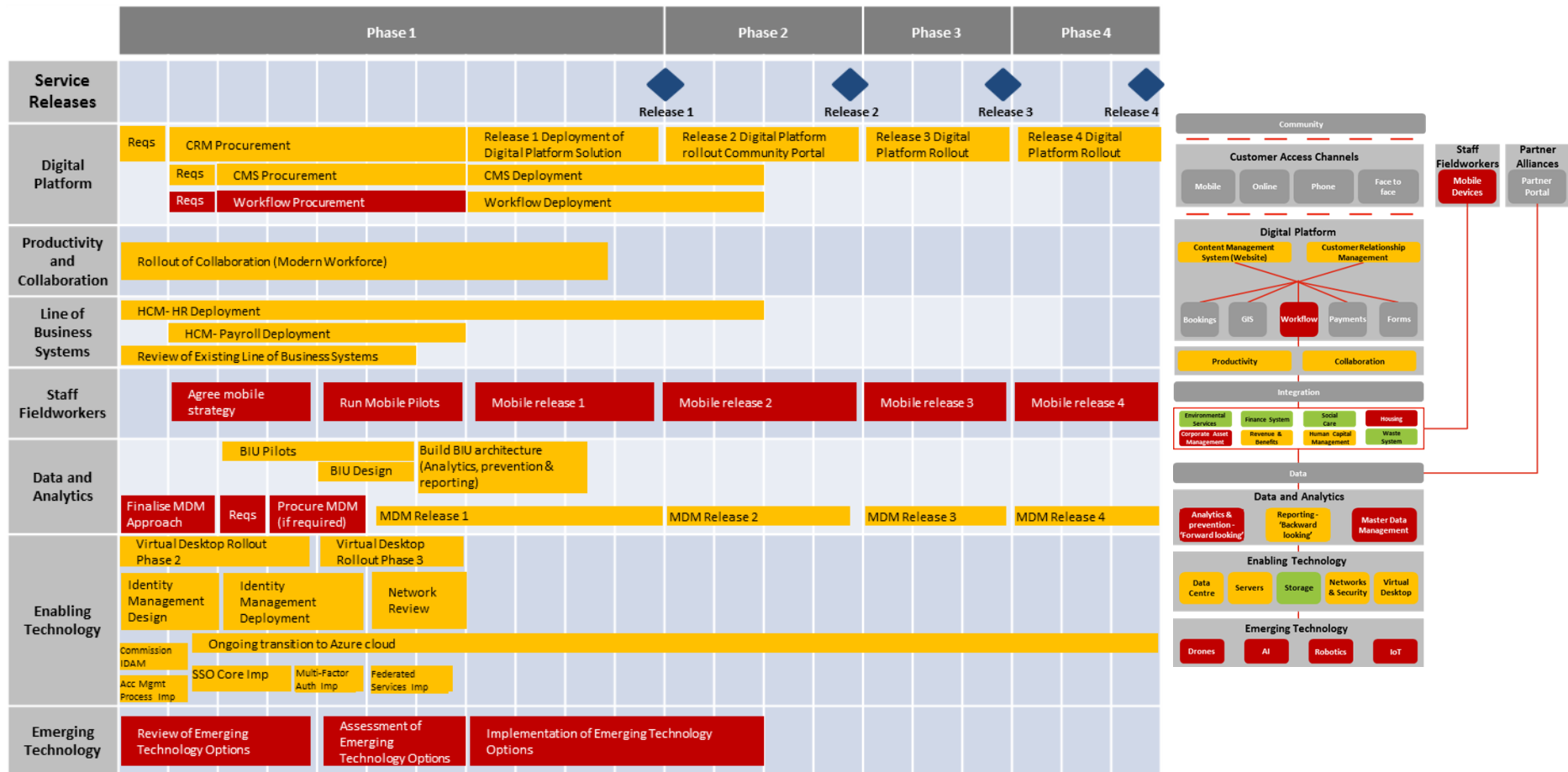
Initial timescales have been derived from:

- An initial view of critical paths and dependencies across the activities
- An assumption to phase the rollout to reduce risk by managing the level of change taking place at any one time for both business service end users and the programme delivery team

Following approval of this report detailed implementation plans will be produced for each workstream and component.



# Being Digital Implementation Roadmap



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Each of these areas has been defined in the Target State Technology Architecture section previously. The Digital Platform is a key part of ACC's Deliberate Plan and will allow a platform for all customer contact, which can be changed to meet ACC's needs, hold data in one place, develop apps based in the cloud



## Being Digital Implementation Roadmap

and across all channels. The Digital Platform area will also be where the majority of Agile re-design will take place. This Agile process will involve taking a list of requirements from the business and designing and implementing the system in a series of short 'sprints.' This will allow for a product to be tested quickly and will ensure that the Technology solution will be ready for go live as soon as possible to allow for the maximum possible benefit and for the Council's 'Being Digital' vision to be realised.

Some components from the target architecture which have status of red or amber have not been included as part of this roadmap. This is because it is more appropriate to define their scope later in the roadmap, for example if their definition is reliant on another component being procured.

The Emerging Technology and Data and Analytics workstreams also form large parts of the Emergent Plan. The various technologies described in the Emergent plan will be developed and will play a large part in the digital re-design of services. These activities will explore technologies such as AI, Process Automation and Drones with the aim of providing Aberdeen with innovative solutions. The Data Analytics workstream will also provide the 'Big Data' that is featured in the Emergent Plan. This will allow Aberdeen to analyse large data sets to identify behaviours and utilise predictive analytics to help set budgets, priorities and spend for future, leading to a more efficient targeting of resources.

## 10. Appendix

Either double click to open these files, or if they will not open on your PC please refer to the separate files provided with this report.

### 1.1 Appendix 1: Line of Business Systems



Appendix 1\_As-Is  
Information Systems I

### 1.2 Appendix 2: Being Digital - Digital Transformation Strategy



Appendix 2\_ACC  
Digital Strategy.pdf

### 1.3 Appendix 3: Technology Partners



Appendix  
4\_Technology Partner

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Name	Constituent Part of	Description	Fit for Purpose	RAG Status
Academy Revenues	Academy Revenues	Academy is the Council Tax, Housing Benefit and Council Tax Benefit administration system	Recommend Review	G
ACC Public Website	Websites managed by ACC	The ACC Public Website (www.aberdeencity.gov.uk) is the public facing corporate internet website. The underlying information system is the ActivEdition CMS. The website was	Yes	G
Achieve Forms		e-Forms package with workflow (cash payments not through Icon fed into the system through these forms)	Recommend Review	G
ActivEdition	Websites managed by ACC	ActivEdition is the web content management system and is the underlying information system for the ACC public website and The Zone along with about 50 other websites	Recommend Review under CEP	G
AIS LIMS		Laboratory Information Management System - Food Sampling	Yes - compliance app, recently upgraded	G
Allotments			Yes - Access DB Recommend Review	G
allpay		cash receipting from 3rd parties (online)	Yes - recommend review under all payment engines	G
Amore Assist	PECOS	linked to PECOS for uploading catalogues and helpdesk queries	Yes- recommend review with eFinancials	G
AP Forensics		Duplicate payments checking software	No - architecture unsound	R
ArcEditor	ESRI ArcGIS	ArcView GIS is a desktop geographic information system (GIS)	Yes	G
Archetype		<b>Produces completion certificates and other architectural documents</b>	Yes	G
ArcView	ESRI ArcGIS	?	Yes	G
Assessa	PSe and its associated databases	P11d generation and submission system	No - decommissioned by HCM	A
Autocad 2014	autocad		Yes	G
Autocad Lite	autocad		Yes	G
Autodesk Design Review			Yes	G
Autosign			Yes	G
Autotrack			Yes	G
Autotrack Object Enabler			Yes	G
AXLR8		contact relationship management system (web based)	Yes	G
BACAS	BACAS	The BACAS (Burials and Cremation Administration System) is used for the booking of all cremations and burials taking place, has a mapping system, the erection of headstones and for historical information.	Yes	G
Blue/Green Badge Transport cards			Yes - decommission plan under Roads	G
BT Analyst Elite		Telephony spend analysis tool	Yes	G
BTS call logger		fixed lines call reporting tool	Yes	G
Business Objects for iworld	iworld		Yes	G
Business Objects for CareFirst	CareFirst		Yes - review under BIU	G
Business Objects for eFinancials	eFinancials	Reporting tool to extract data from eFinancials oracle tables	Yes - review under BIU	G
Call Care Live (CM2000 Scheduling)		monitoring care providers	Yes	G
CareFirst	CareFirst	CareFirst is used as the main case management system for Social Work Records. It holds all aspects of Social Work involvement with a client and the services they provided with. It interfaces with other systems which range from the North East of Scotland Child Protection Register, Corporate Finance System for the paying of providers and individual clients who are assessed to pay all or part of the cost of their service provision. CareFirst is used to extract both Statutory and Local performance information through either Business Objects or extracts that feed directly to the Scottish Government.	Yes - under review	G
Child Protection Register	Child Protection Register	The collated child protection register for ACC, Aberdeenshire and Moray. The data is of a highly sensitive nature.	Yes - under review with CareFirst	G

RAG Ratings are defined as follows:

**Red-** Not fit for purpose or a gap exists

**Amber-** Concerns over fitness for purpose or unsure

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
CHIPS		EPoS system (schools and Sport Aberdeen)	Yes - recommend review under all payment engines	G
Citrix Administration		Infrastructure administration and monitoring tool	Yes	G
Civica GIS administrator	Flare (APP)		Yes - recommend review	G
Civica URB	Civica URB	URB is the imaging and workflow system for all Revenues and Benefits work	Yes - recommend review along with Academy	G
Clothing Grants database			No - review under Information Management	G
C-Series		System for accessing banking details (online)	Yes - review under payment engines	G
Codeman		holds property info, info on heating systems installed in houses, structural info and details of all capital works carried out <b>**Questionnaire Required**</b>	Yes - review under CHI	G
Collaborative Planning	eFinancials	Finance monitoring, budgeting and forecasting tool	Yes- recommend review with eFinancials	G
Community Contacts database		available on Web	No - Access DB, review under MDM	G
Confirm Asset Management	Confirm Asset Management	Corporate Asset Management System	No - Review under CHI	G
Consilium	Consilium	Consilium is a multi system solution for Property repairs, Grounds and Highways Job Management and Trading Accounts. The solution includes <b>Total, TotalView, Xmbrace Optitime, Keyfax, TaskCentre/Orbis, TotalMobile, MyOptitime, Keyfax Online, SOTI, Webshell</b>	Yes - under review with CHI	G
Contract Database			No - decommissioned under HCM	A
Co-Ordinator Vehicle Tracking		Tracking Council Vehicles, Servicing	Yes	G
Covalent		performance management system, risk management system, complaints logging	Yes	G
Crystal reports			Yes - review under BIU	G
Crystal reports	Tunstall PNC 8		Yes - review under BIU	G
Cspro		system for managing the learning and testing content for Customer Service Professional qualification	Yes - recommend review	G
Digital Imaging of Genealogical Records of Scotland's People (DIGROS)		National imaging system for original birth, death and marriage records for the whole of Scotland	Yes - under review	G
Domestic Abuse Database			Yes - under review with Carefirst	G
DS-calm		Archive management system	Yes - recommend review with BIU	G
eAnalyser	eFinancials	Reporting tool to extract data from eFinancials oracle tables	Yes - review with eFinancials	G
Education Psychology Database			Yes - access, review	G
eFinancials	eFinancials	Corporate financial system. See separate entries for associated reporting tools.	Yes	G
eMuseum		On-line version of TMS for the public	Yes	G
Energy Efficiency		Building Management systems spreadsheet	Yes	G
Energy Use Monitoring			Yes	G
Engage Electoral Management		Elections Management system (General, Local)	No - under review	A
Envision Pro		Produces ID badges, also taxi driver's id cards, door security	Yes - recommend review	A
ESRI ArcGIS	ESRI ArcGIS	ArcGIS is the corporate Geographical Information System and consists of the following products ArcView, ArcEditor, Local View Fusion and GIS Interactive Mapping (internet browser application)	Yes	G
Eureka Time Recording (Legal)		Time recording and analysis system for Legal	No - recommend review	A
Eureka Time Recording (Licensing)		Time recording and analysis system for Licensing	No - recommend review	A
FirmStep		Customer Relationship Management System (Replacement for Lagan CRM)	Yes	G
Fixed penalty notices		Non-parking FPNs (Access DB)	Yes - review under Parking Gateway	G

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
Flare (APP)	Flare (APP)	Flare (APP) database is used for logging all proactive and reactive work of Environmental Health and Trading Standards. Broadly comprises a premises database and complaints database. Data is extracted for internal performance monitoring and for completing statutory and non statutory returns on performance to third parties.  Flare (APP) is used by Development Management (DM) and Building Standards (BS) in Planning and Sustainable Development (P&SD) as the computerised application system for all planning and building warrant related applications. The entire workflow for the DM and BS process is carried out using APP and all letters and decision documents related to these services are generated using the system. Online Planning Applications are automatically downloaded via a connector from the ePlanning portal. Automated replication of data from APP to an SQL server database provides the ability to use the data for reporting (supplementing the inbuilt reporting tool) for monitoring performance, submitting statutory returns to the Scottish Government and is critical to display of planning application information on the Council's website. APP also includes an additional module that provides GIS functionality (including plotting, Neighbour Notification etc) that is not provided by ESRI.	Yes - recommend review under CHI	G
Fostering and Adoption Payment Database			Replaced by CarePay	G
GLAMIS		Taxi Inspection	Yes	G
HECA part of Codeman		see Codeman	Yes	G
Icon	Icon	Icon is the Council's Cash Receipting system	Yes	G
ICT Asset Management		Access dbs and Excel spreadsheets	No - review under ServiceNow	A
IDM		Identity Management, corporate	To be procured under Transformation	G
IDOX Uniform	IDOX Uniform	Uniform is the system behind the Corporate Address Gazetteer (CAG). It holds address data which is used across the Council and generates the UPRNs and addresses used by the OneScotland and UK gazetteers.	Yes - recommend review	G
InfoSmart (Finance)	InfoSmart	EDRMS for accounts payable	Yes - review with eFinancials	G
iworld	iworld	iworld is the housing system	No - review under CHI	A
Keyfax	Consilium	Fault diagnosis and interactive scripting for Contact Centre	No - review under CHI	A
Keyfax Online	Consilium	browser based tenant reporting portal	No - review under CHI	A
Keylights		Register of all streetlights	Yes	G
Keypoint			Yes	G
Keypoint		software for carrying out surveys	Yes	G
Lagan CRM	Lagan CRM	Lagan is the customer relationship management system used by frontline customer service staff and HR staff in the HR service centre. <b>(Being replaced by FirmStep)</b>	No - being decommissioned under CEP	R
Lettings			No - being decommissioned under Transformation	R
ODEX - Link to the DVLA			Yes - review under Parking Gateway	G
Local View Fusion	ESRI ArcGIS	?	Yes	G
LoCTA Search		Tracing tool (online subscription service)	Yes	G
LSCMI		Service Case Management Inventory, Case Management system for Criminal Justice, assessment, measure risk of adolescent and adult offenders, treatment planning etc.	Yes	G
MAAP		mapping out RTAs, links to police, 1-2 users, very slow , whole of Scotland uses this	Yes	G
MACS Database			Yes - recommend review	G

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
Mail Monitoring		mail monitoring system, access DB	Yes - recommend review under O365	A
Masterbill		Quantity Surveying, jobs allocated from architects	Yes - review under CHI	G
Microsoft office onenote 2007			Yes - replaced by O365	G
Microsoft Outlook		email system	Yes - replaced by O365	G
Micsoft Office Powerpoint 2007			Yes - replaced by O365	G
Modern.gov		Committee management system	Yes	G
Music Tuition Database			Yes - access db, review	A
MyOptitime	Consilium	Performance monitoring and statistics	Yes - under review CHI	G
NBS		National Building Services	Yes	G
Netloan	Spydus	Netloan is the Public Access Terminals booking system used by ACC staff and public on library computers to book and manage computer time. Also used to authenticate users of the public wifi network for customers using their own devices	Yes	G
Netviz		network diagrams	Yes	G
Nexus	PSe and its associated databases	HMRC secure communication system, used for transmission/ receipt of tax codes/ files	Yes - replaced by HCM	G
Noise Evaluation		?FLARE	Yes - under review CHI	G
Northgate NDR	Northgate NDR	Northgate NDR is the Non Domestic Rates/Business Rates administration system	Yes - review under Academy	G
ODEX		HMRC secure communication system, used for transmission/ receipt of tax codes/ files - End of Life in March 2018 - to be replaced by Nexus	Yes - review under CHI	G
Office Warehouse (now Genisys)		Document imaging system for legal	Yes - review under Legal	G
Online Interactive Learning (OIL)		eLearning portal (online)	Yes - replaced by HCM	G
Open Options		time recording system	Yes - replaced by HCM	G
Adventure Aberdeen			Yes - recently replaced SQL	G
Paramics Traffic Modelling System		Traffic Modelling	Yes - recommend review under CHI	G
Parking Gateway	Parking Gateway	<p>Parking Gateway (PG) is the parking enforcement system and is used to operate/enforce the council's decriminalised parking enforcement regime. The City Warden's use PG with regards to their hand held computers which issue the Penalty Charge Notices (PCNs) to vehicles. This is a separate part of the enforcement operation.</p> <p>The Parking Appeals team use PG to process appeals and issue formal correspondence in the recovery of unpaid PCNs. An electronic file is sent to the DVLA to obtain the name and address info of a vehicle's registered keeper. This information is then use to issue Notice to Owner and Charge Certificate letters.</p>	Yes - under review CHI	G
Parking tickets db			Yes - recommend review under CHI	G
PECOS	PECOS	Corporate eprocurement system	Yes - review under eFinancials	G
PIES		Performance Information Evaluation System for communities	Yes	G
Point Reports (school meals database)			Yes - review under Bookings	A
Powercube	Parking Gateway	statistical package for Parking Gateway	Yes - review under Parking Gateway	G
Pre-school Database		Pre-school places	Yes - review under Bookings	A
Private Grants			Yes - review under CHI	A
Property Database		2 users only	Yes - review under CHI	A
PSe and its associated databases	PSe and its associated databases	Corporate HR and payroll system	Yes - replaced by HCM	G
QLAS		insurance claims system	Yes	G
Qmatic		customer flow management and queuing system	Yes	G
QTAX		Tax code calculation system	Yes - replaced by HCM	G
Relief Staff Database			Yes - access db	G

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
RoboHelp		Knowledge base for Council Tax and benefits	Yes - review under Academy	G
Skills Bank			Yes - replaced by HCM	G
Small Area Statistical Package (SASPAC)		Statistical (Census) analysis system	Yes	G
SOTI	Consilium	mobile device MDM system for management, support and security of handheld devices	Yes - under review CHI	G
SPSS		Statistical Package for Social Sciences	Yes	G
Spydus		Library Management System	Yes	G
Statseeker		network monitoring software	Yes	G
Streetwise			Yes - under review CHI	G
Survey Monkey		On-line questionnaire	Yes	G
TaskCentre/Orbis	Consilium	SMS and Alerts ie business automation tool triggers events or email including, SMS, order processing, job orders & subcontractor job requests	Yes - under review CHI	G
The Zone	Websites managed by ACC	The Zone ( <a href="http://thezone/Home/Home.asp">http://thezone/Home/Home.asp</a> and <a href="https://go.aberdeencity.gov.uk">https://go.aberdeencity.gov.uk</a> ) is the corporate intranet website for ACC. The underlying information system is the ActivEdition CMS along with various SQL server backend database systems, e.g. classified ads, that are used to capture and present data	Yes - review under CEP	G
TMS Database	TMS Database	Collections management database used by museums and galleries	Yes	G
Total	Consilium	Financial, Contract Management & Costing, Job Management and timesheets; KPI & Management Information; Purchase Ordering and credit control; Stores and stock control	Yes - review under CHI	G
TotalMobile	Consilium	Mobile working for Craftworkers and Environmental Officers	Yes - review under CHI	G
TotalView	Consilium	Financial, Contract Management & Costing, Job Management and timesheets; KPI & Management Information; Purchase Ordering and credit control; Stores and stock control (Web browser version of Total)	Yes - review under CHI	G
Traffic Design - UTC/RMS			Yes - under review CHI	G
TranMan		Transport Management system, log of all council vehicles, spare parts administration (went live 2012) (Note: compare with Vehicle Tracking application)	Yes - under review CHI	G
Translating & Interpreting		Bespoke Access database for case management	Yes	G
Treasury Management System		Cash flow forecasting tool	Yes - review under eFinancials	G
Tunstall PNC 6	Tunstall PNC 6	PNC 6 is used for the administration and call handling of community alarm, sheltered housing, fire, security and telephone calls.	Yes	G
Vaisala (Thermal Mapping/Ice Detection)		System to determine if road gritting required	Yes - under review CHI	G
WCCTV-Pro Receiver and WCCTV Software 3.78			Yes	G
WebStaff	Icon	Webstaff is a browser based front end for ICON which allows staff to take and verify payments where the customer is not present	Yes	G
Wheelie Bin database			Yes - access db	A
Winscribe		digital dictation software	Yes	G
Work Experience Database			Yes - mysql	G
Xmbrace Optitime	Consilium	Appointment/Diary and Workforce Scheduling tool	Yes - under review CHI	G
Zeacom		telephony, automatic call distribution system for contact centre	Yes - consider under unified comms	G
Adobe Captivate 5		interactive eLearning authoring software	Yes - managed under YourDesktop Project	G
Adobe Creative Suite CS3 Premium		A software suite of graphic design, video editing, and web development applications consisting of Adobe's applications (e.g., Photoshop, Acrobat, InDesign), that are based on various technologies (e.g., PostScript, PDF, Flash).	Yes - managed under YourDesktop Project	G

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
Adobe Reader		pdf reader	Yes - managed under YourDesktop Project	G
Altova XMLSpy		xml editor	Yes - managed under YourDesktop Project	G
Audacity		digital audio editor and recording application	Yes - managed under YourDesktop Project	G
Canoscan		manages Canoscan scanner	Yes - managed under YourDesktop Project	G
Cleansing Contract System Database		?	Yes - managed under YourDesktop Project	G
Config Studio		?	Yes - managed under YourDesktop Project	G
Dbfax (Control Fax for efin)	eFinancials	?	Yes - managed under YourDesktop Project	G
Dbform (Control Design of Forms efin)	eFinancials	?	Yes - managed under YourDesktop Project	G
Dreamweaver		Web Design and development	Yes - managed under YourDesktop Project	G
E>Returns	ICON	Module for browser based recording of income received	Yes - managed under YourDesktop Project	G
Egate 9		?	Yes - managed under YourDesktop Project	G
FinCredMI	InfoSmart	Connects to InfoSmart Finance database and provides management information	Yes - managed under YourDesktop Project	G
Gaia 3		for advanced geospacial network and SDI needs	Yes - managed under YourDesktop Project	G
Keysign		?	Yes - managed under YourDesktop Project	G
Lectora Professional Publishing Suite		eLearning authoring software	Yes - managed under YourDesktop Project	G
Levelator		adjusts audio levels within audio segments	Yes - managed under YourDesktop Project	G
Microsoft Access 2000		database management application	Yes - managed under YourDesktop Project	G
Microsoft Access 2003		database management application	Yes - managed under YourDesktop Project	G
Microsoft Access 2003 Runtime		database management application	Yes - managed under YourDesktop Project	G
Microsoft Access 97		database management application	Yes - managed under YourDesktop Project	G
Microsoft Office Powerpoint Viewer 2007		presentation application	Yes - managed under YourDesktop Project	G
Microsoft Project 2000		project management application	Yes - managed under YourDesktop Project	G
Microsoft Project 2003		project management application	Yes - managed under YourDesktop Project	G
Microsoft Project 98		project management application	Yes - managed under YourDesktop Project	G
Microsoft Publisher 2003		publication application	Yes - managed under YourDesktop Project	G
Microsoft Visio 2003		diagraming application	Yes - managed under YourDesktop Project	G
Microsoft Visio 2007		diagraming application	Yes - managed under YourDesktop Project	G
MindManger 5 Pro		mind mapping application	Yes - managed under YourDesktop Project	G
Mindmanager		mind mapping application	Yes - managed under YourDesktop Project	G
Notepad ++		source code editor	Yes - managed under YourDesktop Project	G

Name	Constituent Part of	Description	Fit for Purpose	RAG Status
Open Office		is an open-source office productivity software suite. It contains a word processor (Writer), a spreadsheet (Calc), a presentation application (Impress), a drawing application (Draw), a formula editor (Math), and a database management application (Base).	Yes - managed under YourDesktop Project	G
Paint Shop Pro		Graphics editor	Yes - managed under YourDesktop Project	G
Paint.net		Graphics editor	Yes - managed under YourDesktop Project	G
Photo Frame		Photo Software	Yes - managed under YourDesktop Project	G
Adobe Photoshop Elements 6.0		application used to create, edit, organise and share images	Yes - managed under YourDesktop Project	G
SHBE Tool	Academy Revenues	Single HB Extract Add On Module to Academy	Yes - managed under YourDesktop Project	G
SQL Developer		for the development and management of databases	Yes - managed under YourDesktop Project	G
SmartAdmin	InfoSmart	application for maintaining users, groups and user templates	Yes - managed under YourDesktop Project	G
Snapshot Viewer		The Snapshot Viewer enables you to view a report snapshot without having the standard or run-time versions of Microsoft Access 97 through Access 2007.	Yes - managed under YourDesktop Project	G
TextPad		a text editor for the Microsoft Windows family of operating systems	Yes - managed under YourDesktop Project	G
Voloview 3 Autodesk		is used to view the contents of various 2D and 3D design images	Yes - managed under YourDesktop Project	G
WFdoc	InfoSmart	Connects to InfoSmart Finance database and provides management information	Yes - managed under YourDesktop Project	G
WRACS		?	Yes - managed under YourDesktop Project	G
Wsfpt		?FTP client	Yes - managed under YourDesktop Project	G
gDoc Fusion/Creator		PDF creator/editor	Yes - managed under YourDesktop Project	G
Picady		Junction and signal design	Yes - managed under YourDesktop Project	G
The Burgess of Guild system		?	Yes - managed under YourDesktop Project	G
Cognos PowerPlay Cube		Business intelligence tool	Yes - managed under YourDesktop Project	G
RapidReach		RapidReach is an emergency notification system	?	
SEEMiS		Education Management Information Software (replaced e1)	Yes - under review Education	G
BARTEC - Waste Management System		System for the routing of Bin lorries	Yes - under review CHI	G

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COMMITTEE	Finance, Policy and Resources
DATE	20 September 2016
DIRECTOR	Richard Ellis
TITLE OF REPORT	Being Digital
REPORT NUMBER	CG/16/020
CHECKLIST COMPLETED	YES

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1. PURPOSE OF REPORT

The purpose of this report is to seek Committee approval for the digital strategy, attached in Appendix 1, for Aberdeen City Council.

2. RECOMMENDATION(S)

It is recommended that Committee:

- i. Approves the digital strategy for the Council as outlined in Appendix 1.
- ii. Notes the investment of £4.5m already approved through the capital programme agreed at Council on 25<sup>th</sup> February 2016.
- iii. Delegates authority to the Head IT & Transformation to procure products and services as and when required, subject to budget processes.

3. FINANCIAL IMPLICATIONS

The estimated cost over four years is £4.5 million. This includes obtaining specialist services to transfer skills and expertise into the Council. Ongoing costs will be funded through transitioning current costs and rationalisation of existing systems across the Council.

The anticipated benefits of up to £5.5m per annum by year five are based on a mixture of reduced administration costs, lower technology costs and self-service. The costs need to be verified following procurement and a more in depth review of the benefits.

#### 4. OTHER IMPLICATIONS

This strategy brings all digital initiatives under one programme of work. This includes the following reports already presented to the Finance, Policy & Resources committee:

- a) Master Data Management on the 3<sup>rd</sup> December 2016.
- b) Building a Digital Future on the 19<sup>th</sup> April 2016.
- c) Digital Connectivity Strategy on the 19<sup>th</sup> April 2016.

#### 5. BACKGROUND/MAIN ISSUES

The digital world continues to transform the way we live our lives: the way we shop, socialise, travel and work. It has changed the way we look for information about public services, and has altered our expectations about how we can engage, access and influence services.

Being Digital sets out to enable wider outcomes by creating a digital organisation. The full report in Appendix 1 sets out a context, a core strategy, key themes, plans and targets. The report makes specific reference to an IT strategy, but this is more than a technology strategy, as it will require a change in how we deliver services and how we interact with our customers.

#### 6. IMPACT

##### **Improving Customer Experience –**

Our customers, partners and suppliers can use any service digitally. They will be able to access services more easily and receive a more consistent level of service.

##### **Improving Staff Experience –**

All staff will be able to work from anywhere, with anyone and at any time. The strategy will ensure that our staff have the right tools and training to do their jobs.

##### **Improving our use of Resources –**

The strategy will deliver savings and allow us to work better with our partners. In delivering this we will seek to minimise costs by exploiting existing frameworks, sharing programmes either locally or nationally and using our existing capabilities better.

## 7. MANAGEMENT OF RISK

The delivery of Being Digital will be monitored through the Transformation Board.

Risk	Resolution / Mitigation
Leadership and buy-in required across the organisation.	CMT approval to be sought and be championed by Corporate Governance Director to achieve full sponsorship and endorsement.
Lack of buy-in to a corporate approach throughout all levels within the organisation.	Implement a full and inclusive communications and engagement plan.
Insufficient investment to support implementation.	Identify requirements & budget source.
Culture change.	Implement a training and engagement programme.
Limited implementation capacity and capability of resources to deliver.	Upskill existing staff and buy in specialist resources if required.
Potential conflict with other corporate programmes.	Align and prioritise through the Transformation Board.

## 8. BACKGROUND PAPERS

None

## 9. REPORT AUTHOR DETAILS

Simon Haston, Head of IT and Transformation

Email: [shaston@aberdeencity.gov.uk](mailto:shaston@aberdeencity.gov.uk)

Tel: 01224 (52)3366

Angela Doyle, Customer Experience Officer

Email: [adoyle@aberdeencity.gov.uk](mailto:adoyle@aberdeencity.gov.uk)

Tel: 01224 (34)6980

Helen Cannings, Senior Information Compliance Officer

Email: [hcannings@aberdeencity.gov.uk](mailto:hcannings@aberdeencity.gov.uk)

Tel: 01224(52)3430

**Appendix 1: Being Digital**

# Being Digital

## Digital Transformation Strategy

### Aberdeen City Council

2016 to 2020

## Executive Summary

The digital world continues to transform the way we live our lives: the way we shop, socialise, travel and work. It has changed the way we look for information about public services, and altered our expectations about how we can engage, access and influence services. This has led to an exponential change in audience expectations. Technology is now transforming businesses and disrupting traditional ways of working.

Exploiting these opportunities will be challenging. We deliver complex services and have a diverse workforce with varying digital skill levels. Our technology infrastructure is ageing and fragmented. Moreover we are faced with further budget pressures and an increasing demand.

We need a new approach to technology. The core strategy is to provide a digital platform that is customer focussed on our customers and staff and is driven by data. It will be based on an open architecture approach, enabled by good information and data management and anchored by a modern infrastructure.

The creation of the digital platform will require leadership and governance. We need to develop principles and adopt standards that bring consistency to the development of the digital platform, while at the same time allowing room for pragmatism.

### What is digital?

Digital technologies are applications, devices and resources that create, store or process data, and the infrastructure that is needed to support them.

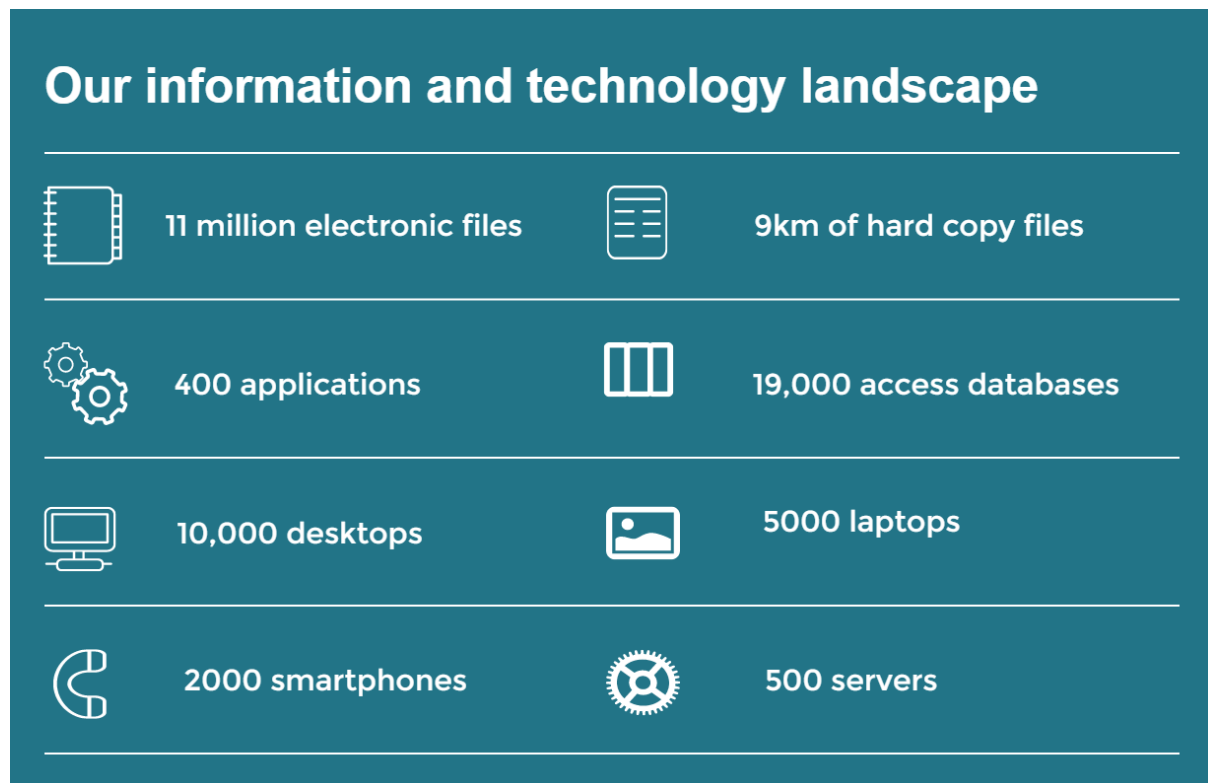
This includes things like systems for managing social care records, or for looking after our roads and streetlights; the desktop computers, laptops and mobile phones and tablets we use for our work; and the data that sits within them. It also includes the bits of cabling, switches and routers that are needed to make it all work.

Many of us use digital solutions at home, such as Facebook, Twitter and Instagram. We use websites and apps to do our shopping, pay bills, monitor our diet and fitness, and keep up with the news.

Digital technologies, and the way we use them in our personal lives, work and society have changed the face of business and will continue to. The pace at which it is happening is accelerating faster than ever before.

## Why do we need a digital strategy?

Every service the Council provides depends on our data, the applications, tools and devices we use to capture, process, protect and manage it. We hold data on every one of our customers and every property in the city. Every member of our staff needs our data, supporting the applications, tools and devices to do their jobs. This is a large and complex landscape:



So, being digital is not new for the Council, any more than it is for the world at large. We need a new approach to digital for the Council, so we can be sure we're doing the right things, in the right way, at the right time to directly and measurably support us to achieve our core outcomes for the people we serve, our staff, suppliers and partners.

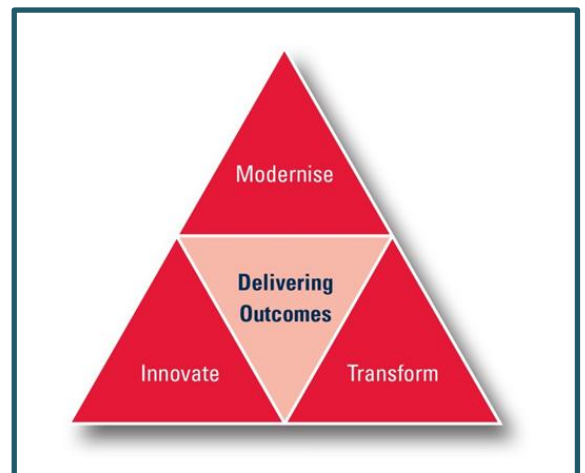
## Strategic Alignment

This strategy is about making sure that the Council has the right digital infrastructure, systems and capabilities in place to support the Council to achieve the objectives set out in our Strategic Plan, in line with the City's key priorities, outlined in our Smarter City Vision.

Digital plays a key role in achieving the shared plans we have for Aberdeen, which depend on us having the data, applications and infrastructure we need to work with our partners in the public and third sector partners to deliver a thriving city region where everyone who lives here can flourish.

This strategy is an enabler of the Council's strategic objectives for Social Work, Child Protection, Health & Social Care Integration, Education, Culture, Financial Inclusion, Housing, Community Safety, Transport and Economic Development in the region.

The strategy is a fundamental strand of our Organisational Plan to modernise, innovate and transform the way we do business, and will contribute to the Council's triple aim of improving the customer experience, making the best use of our resources, and improving the experience of our staff.



## Who is this strategy for?

The Council is a people business, and this strategy is aimed at the 230,000 people that we serve. It supports our 8,000 employees to do their jobs better, and have a better experience at work. The Council also relies heavily upon its supply chain with over 2,300 different suppliers helping us to deliver our services.

We also work closely with several public sector partners such as the NHS, Police Scotland, Fire and Rescue, the third sector, the DWP and the Scottish Government.

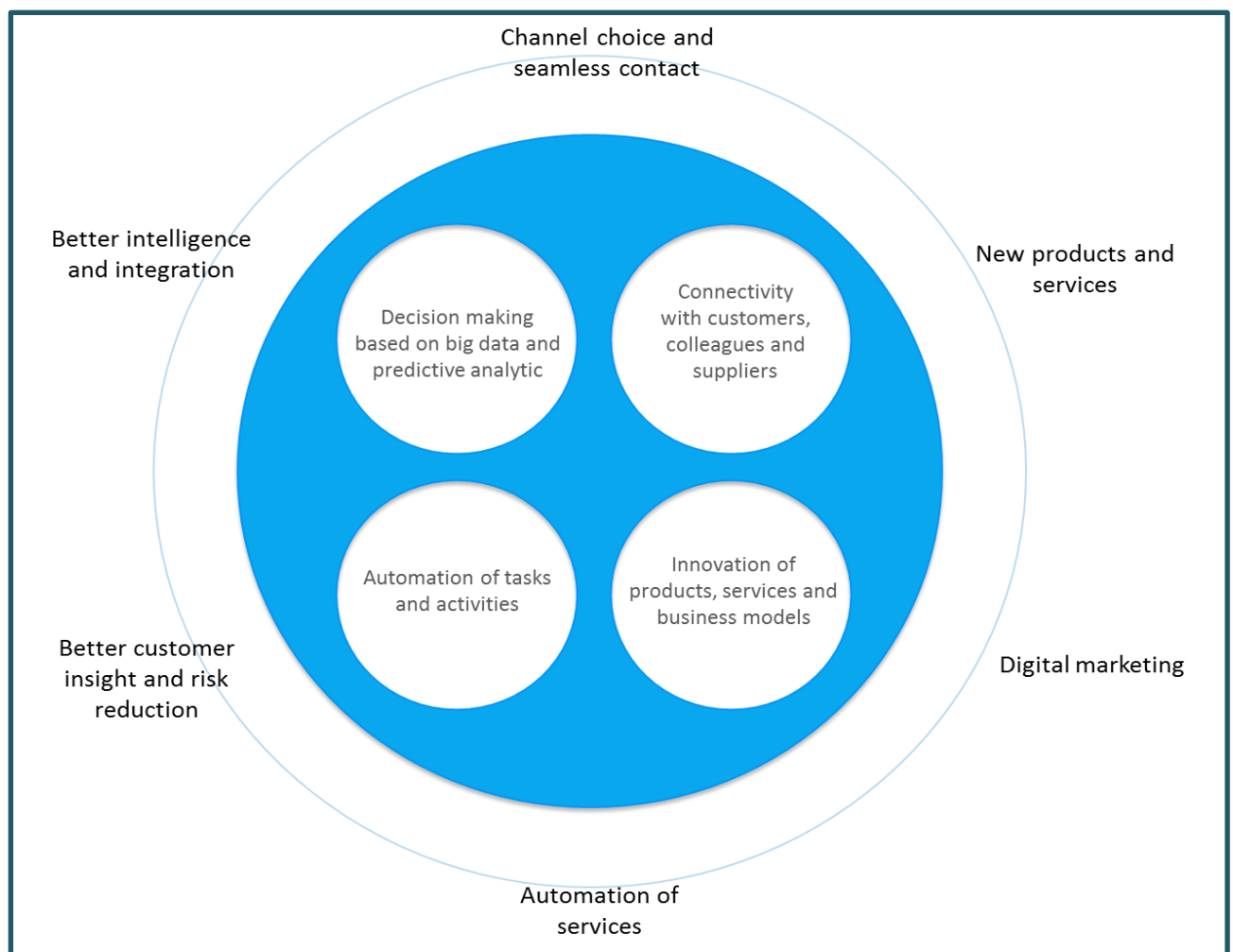




## Modernising, Innovating and Transforming

A key aim of this strategy is to modernise our Council. We need to provide customers with choice of channels, and make sure whenever they do contact us their experience seamless. Through digital enablers we can develop new and innovative products and services.

How we communicate and promote the City with people can be done through new and more engaging channels. We can automate our administrative tasks to allow our staff to focus on higher value activities. We can use data to provide better short and long term insight into our customer's needs and in doing to provide solid evidence around potential risks. New data analytic techniques will allow for real time business intelligence and predictive, rather than reactive, decision making.



## Improving the Customer Experience

### Where do we want to be?

**‘Our aim to enrich the lives of our customers by building a level of excellence and personalisation where the customer is at the heart of everything we do. We will transform the way our customers access services and transform the services themselves as we continuously review and improve what we do...’**

### What will the Digital Strategy do for our Customer Experience?

- Our Customers will find it easier to access our services and information on our new improved website.
- Our Customers will have faster and more reliable access to the internet as we improve connectivity across the city.
- Our Customers will be able to access more and more of our services online as we put in our new customer platform.
- Our Customers will have one account to access our services, putting them in control of their information and how they want to interact with us.
- Our Customers will get faster better service at first point of contact as we improve the way we manage and join up our data.
- Our Customers will only have to tell us things once as we join up our systems and data, and they update each other automatically.

### Our customers and staff say...

***‘Give customers a single number rather than a separate account for, say, rent and council tax – easier to remember and keeps all information in one place...’***

***‘I wish I could do it online...’***

***‘Let’s streamline processes – for example at present Housing faults reported online are not actually logged until the next day – this is misleading and frustrating for customers who assume that online is the quicker method...’***

## Improving the Staff Experience

### Where do we want to be?

**‘Our aim to create a positive culture which is both staff and customer centred...a culture where our workforce is actively engaged and there is a clear focus on capability, capacity and well-being of staff; where staff are informed, consulted, and involved in decision making...’**

### What will the Digital Strategy do for our Staff Experience?

- Our Staff will have more reliable access to the data they need in key systems as we modernise our core IT infrastructure.
- Our Staff will be able to spend more time with customers rather than doing back office stuff as we digitise processes in our new customer platform.
- Our Staff who work out and about will have better tools and systems so they can update job records and order parts without coming back to the office.
- Our Staff will spend less time inputting and updating information in systems as we join them up so they do it automatically.
- Our Staff will have the right information to help customers, as we improve the way we share and join up our data.
- Our Staff will find it easier and quicker to do their jobs as we rationalise the number of systems they have to use.
- Our Staff find it easier to find the help and support they need as we improve our intranet and make it easier to search and use.

### Our customers and staff say...

***‘I think you should be allowed to renew your parking permit online after it expires which you are not allowed to do after 10 days. This is a waste of tax payers’ time and money. I hope that something can be done...’***

***‘Let’s get to know our customer base in order to predict and anticipate what they might need...’***

***‘We need to share information better between services to help our customers’***

## Improving the way we use our Resources

### Where do we want to be?

**‘Our culture will promote working together with our colleagues, partners and service users to bring a joined up approach to local services that delivers more for less. We will demonstrate sound governance whilst becoming increasingly imaginative and resourceful...’**

### What will the Digital Strategy do for our use of resources?

- We will reduce and rationalise the number of applications we have across the organisation, and make it easier and cheaper to manage our digital infrastructure.
- We will change the way we procure IT systems and services, with shorter contracts so we can be more flexible when better or cheaper solutions become available.
- We will be able to better use our data to get the insight and intelligence we need to innovate and transform, as we join it up and improve its quality.
- We will reduce the amount of time our staff have to spend on inputting and updating information as we join up our systems and data.
- We will be able to work with our partners more easily as we have the systems and capabilities to share data appropriately.
- We will be able to exploit our land and property assets more effectively as we as we join up the data and systems we use to manage them.

### Our customers and staff say...

***‘Be more proactive and less risk averse when it comes to reviewing technology...’***

***‘Add Aberdeenshire and other external partners to the directory on the Zone to further promote integrated working....’***

***‘Identify the purpose and owner of the numerous systems which presently exist so that other teams can use what’s already in place rather than duplicating...’***

## Influencers

This digital strategy has been influenced by key internal and external factors:

### **Changes in expectations**

90.7% of adult in Aberdeen have accessed the internet in the last three months, which is one the highest usage rates in the UK. While face to face remains important, we must also provide online options. It must be easy to use, integrated and linked with the whole customer experience. We must also recognise that some of our most vulnerable in communities are part of the 9.3% who never go online.

### **The need to integrate services**

Public services will continue to integrate more and more. Notable of examples of this are Health & Social Care Integration and Community Planning, recently strengthened by the Community Empowerment Bill.

### **Technology is now disrupting traditional business models**

Technology used to be used just to improve efficiency. It is now being used to disrupt whole business models, remove whole layers of administration and crucially disrupt traditional business. For example, Netflix has changed how we consume television, Uber has challenged the whole concept of metered Taxis and Airbnb is challenging the hotel and rental market.

### **The complexity of our services and diversity of our workforce**

The Council provides over 400 different services with a workforce that spans five different generations, most of whom were born before the digital age. This means we need to be sensitive to the different skills and perspectives of our workforce.

### **The increasing number of cyber-attacks**

Security is both a major risk and a threat to adoption of digital services. We block 314,000 threats every month.

### **Fragmented service delivery**

We have 450 systems delivered through multiple IT teams.

### **Poor perception of technology**

Only 42% of staff felt that they had the right tools to do their job in a staff survey 2014. Most of our estate is over 4 years old, which in IT terms is a generation.

### **An ageing estate and fragmented service delivery**

Most of our estate is over 4 years old, which in IT terms is a generation.

# The Strategy on a Page

## STATEMENT OF DIGITAL STRATEGY

To change how we do business to meet outcomes and customers expectations through digital solutions.

### Current position

4% of services digital  
42% of staff satisfied with tools  
£0K savings

### Top five initiatives

1. **Providing channel choice**
2. **Valuing our information.**
3. **Providing a modern core**
4. **Governance and leadership.**
5. **Mindset and capability.**

### Position by 2020

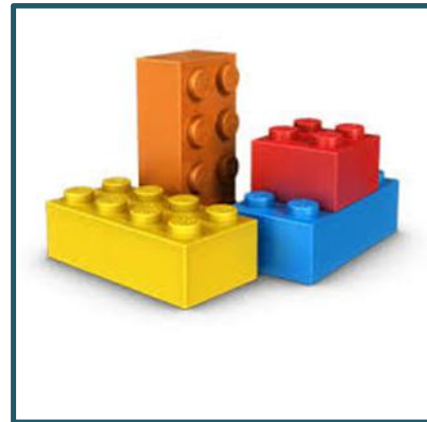
80% of services digital  
70% of staff satisfied with tools  
£5m savings

### Our Principles

- Design services with our customers at the centre.
- Present easy to use, integrated and standard interfaces
- Build service, not just websites
- Hold information once and securely.
- Use our data well.
- Make sure the foundations work.

## Our Core Approach

We will create a digital platform from which a variety of digital solutions can be delivered. This is based on **an open architecture** approach, enabled by good information, integration and anchored by a modern infrastructure. It is similar to using Lego. We will use the same components to build different services.



### What is a Digital Platform?

A platform is a family of technologies that are integrated and can be used for different purposes. This is the model used by Amazon, Google, Apple and Facebook.

Until now, we have used larger systems that were closed and difficult to change. A platform allows us to be more agile and to collaborate better.

This is underpinned by what is known as an open architecture.

### What is an Open Architecture?

An open architecture allows us to re-use, add new or dispose of systems easily. It allows systems to talk to each other easily within a secure environment.

In effect it:

- Gives customers a better experience.
- Reduces the number of systems we have.
- Allows for data sharing and integration.
- Allows us to swap out systems easily.
- Saves us money.

# Our Principles

This strategy will be delivered against a set of principles:

## **1. Design services with our customers, staff and partners at the centre**

We will build and design solutions with rather than for our customers. This means involving them in the design, build and implementation. This can be either by using existing customer data, holding customer design sessions or using specialist to help us design services.

## **2. Present easy to use, integrated and standard interfaces**

Customers and staff should be able to access services and information through a number of channels. Face to face, online, text, phone or email. Whatever way they wish to contact us we deliver excellent services and we make sure that it is an integrated experience.

## **3. Build services, not just websites**

Websites are important. However a good experience online must be replicated by a good experience in the delivery of the service. So if you book a replacement bin online, then this arrives when we say it will.

## **4. Hold information once and securely**

This means we will collect, maintain and secure customer details once. This information will be used to update all our main systems. So not only will data be secure but it will not have to be provided many times.

## **5. Use data well**

We will share the right data within the Council and with our partners. We will use data analytics to make the right decisions and open up our data where we can to provide communities and business access to what we hold.

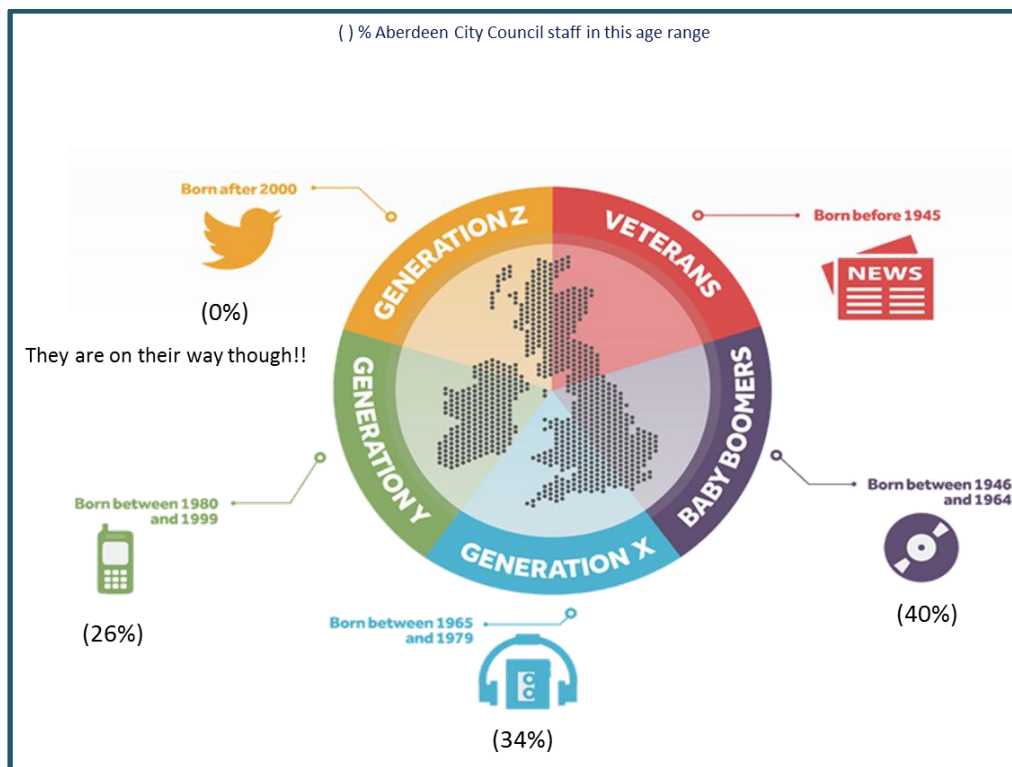
## **6. Make sure the foundations work**

The unseen side of technology is critical. Our networks, where we store data, how we integrate systems, security walls and systems maintenance. All these components are connected. So a change in one element may have an effect on another. This is often referred to as our eco-system.



# Our Challenges

There are several challenges to delivering this strategy. Perhaps the biggest challenge is how to ensure that our staff are involved and engaged. As the chart shows we have a staff group that spans many generations, but is mostly from a pre digital age.



This is less of a challenge with our population where there are more citizens who were born in the digital age, partly to the student population. To meet this challenge we need to ensure that there is a comprehensive awareness and training programme. It is critical that we give our staff the right skills, even if these are at a basic level.

The second challenge is how we keep up with the exponential changes in technology. Technology use to have a lifespan of about four years, this is now one year, if not less. It is therefore critical that we ensure we are agile in our use and disposal of technology. So for example we will not take on contracts beyond two years. The final challenge is to open up systems and make them talk to each other more easily and make sure our data is secure.

## What we will do to make it happen?

### The Strategic Plan

Our strategic plan has been developed to address the environment we operate in, our current position within the Council, what our customers and staff said to us, the challenges we face and the opportunities we have. All these factors form the primary and secondary drivers. Against each of these is the activity that will address the drivers with measures against each of these over the next four years

# Strategic Plan

Primary Drivers	Secondary Driver	Activity	Key Measure	Measure			
				Now	17/18	19/20	20/21
<b>Customer Experience (External)</b>							
Provide a seamless service across all channels. (See illustration)	Be able to do business fully online. Join up the whole process.	Implement a customer experience platform that allows for digital transactions, updates and channel choice.	% of transactions completed through a digital channel.	4%	20%	60%	80%
	Get updates on requests.						
	Find information easily.	Design and implement a new website and content strategy.	Socitm rating.	3 star	4 star	5 star	5 star
Use our data to identify you so that you do not need to provide the same data many times.	Hold one set of customer information across all key systems.	Implement a single account for external customers.	Number of customers signing up.	0	2k	20k	70k
	Share your data to protect you.	Implement Master Data Management and system integration.	% data sets shared that should be shared.	-	40%	70%	95%

**Primary Drivers**

**Secondary Driver**

**Activity**

**Key Measure**

**Measure**

Now 17/18 19/20 20/21

**Staff Experience**

Better training and awareness of digital solutions and how to use basic digital tools.	Have the basic digital skills.	Implement a Council wide training and awareness programme.	% of staff have the basic digital skills.	-	30%	70%	95%
	Receive better information on IT initiatives.	Introduce a new IT knowledge platform.		Number of sessions per annum.	2	5	10
Be able to from anywhere within a stable technology platform.	Be able to work from anywhere.	Deploy a new collaboration system that provides the usual office applications plus, social media, personal web pages, instant messaging, new ways to share files. Expand on the Ideas Hub to give pupils and The IJB access to their innovation solution.	% of Staff that say they have the tools to do their jobs.		42%	60%	70%
	Ensure that systems are available and stable.						
Be able to find and communicated with people more easily.	Better information and search facility for staff.	Join our day to day systems such as email and calendars with organisations we work with.					
	Provide different types of communications tools.						
Be able to work with other organisations easily.	Day to day tasks with other organisations can be done through single systems.	Joint systems, master data management and messaging systems.					
	Have access to data to deliver joint services.						
Get my issues resolved quickly and receive a prompt service.	Be able to self-serve and have access to help quickly.	Introduce a new self-service platform. (Service Now). Increase the number of drop in sessions for quick questions, improved online help facilities and increased engagement through the Ideas Hub.	% customer satisfied or very satisfied with the service they received.	45%	60%	90%	95%
	Ensure that systems are available and work.						

Primary Drivers		Secondary Driver	Activity	Key Measure	Measure			
					16/17	17/18	19/20	20/21
<b>Better Use of Resources</b>								
Support the Councils in making savings.	Reduce non value activities.	Implement customer experience platform, process redesign, use artificial intelligence.	£m saved	£0	0.7	2	5	
	Reduce failure demand.							
	Reduce the complexity of IT across the Council.	Implement open architecture approach and application reduction programme.						
	Be more innovative in how we commission suppliers.	Introduce standard requirements, shorter contracts and use Digital Marketplace as our default supply route.						
		Exploit shared services, cloud and national initiatives where possible.						
Ensure that there are the right skills and capabilities to deliver digital solutions	Need to specialist skills from the market.	Establish digital hub that is focussed on driving digital transformation.	% of required skills in place	45%	90%	90%	90%	
	Upskill existing staff.							
	Ensure we have the right resource to drive operational excellence.	Review how IT is delivered across the Council.						
Support the Council to make the right decisions	Real time data and business intelligence tools to make short term operational decisions.	Deploy through master data management and a business intelligence hub that will pull data from several systems and sources.	% of key short and term indicators derived through new master data systems.	0%	90%	90%	90%	
	Use data and trends to support longer term policy and strategy decisions.							

# Technology Roadmap

One of the main challenges in any digital transformation programme is the rate at which technology changes. So our digital strategy has a deliberate plan over the next 18 months and beyond that we will need to adapt as technology trends become more mature and understood. This is helped by having shorter term contracts and developing an open architecture across the Council.

## Deliberate Plan

We have a clear technology plan over the next 18 months. This includes tried and tested technologies designed to improve our customer's experience, staff experience and make better use of resources

**Customer Experience Platform:** a platform for all customer contacts, that can be changed to meet our needs, hold our data in one place, develop apps based in the cloud and across all channels.

**Master data management (MDM)** is a system that enables an enterprise to link all of its critical data to one file, called a master file that provides a common point of reference.

**Ideas Hub.** The Council has already implemented an online area where staff can submit ideas, which are then tracked through to delivery. We will expand this all schools and Adult Health & Social Care.

**Your Desktop.** This a virtual desk top that will allow all staff to access their systems from anywhere and through any device, including their own devices.

**New Collaboration System:** This will provide normal office packages (word etc.), conferencing solutions, personalised webpages, internal social media, easier ways of sharing documents, team sites, projects management tool, all through one package.

**Convergence.** Introduce a Single customer and staff accounts to allow for the federation of core systems with other organisations such as Aberdeenshire Council and the NHS.

**Enterprise Private Cloud.** Most of our data and storage is now held in a private cloud. This means it is managed off site by a specialist provider. This gives us flexibility and scalability.

## Emergent Plan

We also know that there are a number of emerging technologies over the next ten years that may be exploited to improve how we do our business. These are more immature technologies and the extent to which they can benefit us is less clear, but we need to consider them.

**Platform as a Service** is a category of cloud computing that provides a platform and environment to allow developers to build applications and services over the internet. PaaS services are hosted in the cloud and accessed by users simply via their web browser.

**Ambient computing:** refers to electronic environments that are sensitive and responsive to the presence of people and other objects.

**Virtual reality:** The definition of 'virtual' is near and reality is what we experience as human beings. So the term 'virtual reality' basically means 'near-reality'.

**Internet of Everything** brings together people, process, data, and things to make networked connections more relevant and valuable than ever before.

**Business process automation** is the strategy a business uses to automate processes in order to contain costs. It consists of integrating applications, restructuring resources and using software applications throughout the organization.

**Artificial intelligence:** In computer science, an ideal "intelligent" machine is a flexible rational agent that perceives its environment and takes actions that maximize its chance of success at some goal.

**Big data:** extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations, especially relating to human behaviour and interactions.

## Governance & Leadership

The programme will be overseen by the Finance, Policy & Resources Committee to ensure Elected Members have transparency over the programme, receive regular updates, and are involved in the evolution of the strategy. The Digital Governance Group will take responsibility for the day to day running of the programme, and will be chaired by the Head of IT & Transformation. This group will report to the Transformation Board is made up of Chief Officers across each Directorate, and will ultimately be accountable for the delivery and that the strategy remains relevant.



£4.5m of capital funding has been allocated to the digital transformation. This has been spread over five years, to take account of the need to meet changing requirements, adapt to new technology and to accommodate new opportunities. This expenditure will be managed through the Digital Governance Board, who will regularly report to the Transformation Board and the Finance, Policy and Resource Committee.

By year four there is an anticipated net annual saving of £5.5m. These have been benchmarked against other organisations are based on a reduction on the complexity of our technology estate, digital channel choice which reduces cost to administer services, a reduction in customer contacts, through better evidence and on a reduction in demand failure.

## Mind-set & Capability

This is not solely a technology strategy. To exploit the potential of digital solutions we need to build capabilities and engage widely. This includes identifying and understanding our audience. We will start an engagement and skills programme across the Council. We will expand this to our citizens, partners and communities. We should recognise that many people still prefer traditional methods of communications and therefore all channels need to be integrated.

To deliver the strategy will need to ensure that it is understood and supported across the organisation. Therefore a wide scale communication programme will be implemented. We will also need to have a team dedicated to delivering this. This team will be supplemented by external specialists and seconded resources with expertise in our business areas.



### Appendix 3: Technology Partners

<b>Component</b>	<b>Partner</b>
• Data Centre and Disaster Recovery	Brightsolid
• Telecoms	Vodafone and Gentronics
• Networks	European Electronique*
• Security	Softbox*
• Hardware	Generally procured through frameworks, therefore the technology partner would depend on what was procured and the extent of their involvement would depend on any contractual agreements*
• Enterprise Applications and Technologies	Microsoft*
• Virtual Desktop	Incremental*
• Digital Platform	FirmStep*
• Office 365 and Collaboration	Sword & Incremental*
• Line of Business Systems <ul style="list-style-type: none"> <li>○ Social Care System (CareFirst)</li> <li>○ Housing System (iWorld)</li> <li>○ Finance System (eFinancials)</li> </ul>	ILM* Northgate* ABS*

*\* - provide specialist support when required but on a day-to-day basis these technologies are developed and/or managed in-house*

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# Equality and Human Right Impact Assessment: The Form



**Aberdeen City Council**

## EHRIA

Please use this form to any new or revised **policy, strategy, plan, procedure, report or business case** – referred to as **“Function”**.

If **No** impact assessment is required, please complete sections **1, 6 & 8** of the form providing the evidence to support your decision.

**Note:** This form should be completed with reference to the guidance contained in the document ‘How do I complete an Equality and Human Rights Impact Assessment?’: The Guide.

**1: Equality and Human Rights Impact Assessment- Essential Information (See Para.1 of the Guide.)**

<p><b>Name of Function:</b></p> <p>Being Digital Implementation Roadmap</p> <p><b>Report Number: (Essential)</b></p>	<p><b>Date of Assessment:</b></p> <p>01/02/2018</p> <p>The initial assessment has been completed, however the assessment will be ongoing and updated as the Being Digital Roadmap is delivered.</p>
<p><b>Service:</b></p> <p>IT and Transformation</p>	<p><b>Directorate:</b></p> <p>Corporate Governance</p>
<p><b>Committee Name or delegated power reference (Where appropriate):</b></p> <p>Strategic Transformation Committee</p>	<p><b>Date of Committee (Where appropriate):</b></p> <p>9<sup>th</sup> March 2018</p>
<p><b>Who does this function affect?</b></p> <p>Please Tick ✓</p>	<p>Employees <input checked="" type="checkbox"/></p> <p>Job Applicants <input type="checkbox"/></p> <p>Service Users <input checked="" type="checkbox"/></p> <p>Members of the Public <input checked="" type="checkbox"/></p> <p>Other (List below) <input type="checkbox"/></p>

**2: Equality and Human Rights Impact Assessment- Pre-screening (See Para.2 of the Guide.)**

**If No impact assessment is required, please complete section 6&8 of the form providing the evidence to support this decision**

**Note: Throughout this form reference is made to the guidance document – ‘How do I complete an Equality and Human Rights Impact Assessment?’ This document will be referred to as ‘The Guide’ throughout this form.**

**3: Equality and Human Rights Impact Assessment (See Para.3 of the Guide.)**

**a- What are the aims and intended effects of this function?**

The report outlines the roadmap for the continued implementation of the Council’s Being Digital Strategy and sets out mobilisation activities for the programme for the next three months.

**b- What equality and human rights data is available in relation to this function?**

The impact on specific groups is not currently measurable in terms of equality groups at this time. However the report does outline new technologies that will offer a greater choice to the customer.

Please note that as we deliver and explore further opportunities these will be monitored and included within reports on the next stages of the delivery of the Being Digital Roadmap.

**c- List the outcomes from any consultation that relate to equalities and/or human rights issues e.g. with employees, service users, Unions or members of the public that has taken place in relation to the proposal.**

Part of the Being Digital Strategy is in response to the output from the Employee Opinion Survey.

<p><b>d- Financial Assessment</b></p> <p>If applicable, state any relevant cost implications or savings expected from the function.</p>	<p><b>Costs (£)</b></p> <p>Implementation cost    £    <input type="text" value="£608k"/></p> <p>Projected Savings        £    <input type="text"/></p>
<p><b>e- How does this function contribute to the public sector equality duty: to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations? (See Appendix 1 of the Guide)</b></p>	
<p>Delivery of the initiatives in the Being Digital Roadmap will offer more and better opportunities for our Customers, in particular offering more online services for those who find it difficult to access services through our current channels. Customers will still be able to access services through existing channels and all reasonable adjustments will still be in place to support vulnerable people.</p> <p>New digital solutions will also offer staff additional and better tools for them to carry out their roles. Training for staff will be put in place as necessary.</p>	

**f- How does this function link to the Council's Equality Outcomes? (See Appendix 2 of the Guide)**

As a fair employer it is clear that ACC should take into account the effect on employees when planning changes to the delivery of a service. In these situations care will be taken to ensure that employees are well informed and necessary training in place.

The proposal links to the following equality outcomes:

General

EO4 - Physical and social barriers are removed for those with a disability to access services and public space.

EO5 - We have in place support for BSL users to access services, information on services and to be involved in making improvements for the deaf and deaf/blind communities

Mainstreamed

3 - An accessible City

**4: EQUALITY IMPACT ASSESSMENT – TEST (See Para.4 of the Guide.)**

**What impact will implementing this function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010*?**

<b>Protected Characteristic:</b>	<b>Neutral Impact:</b> 😊 Please ✓	<b>Positive Impact:</b> 😊 Please ✓	<b>Negative Impact:</b> 😞 Please ✓	<b>Evidence of the impact and, if applicable, justification where a genuine determining reason exists.</b>
<b>Age</b> (People of all ages)	✓			
<b>Disability</b> (Mental, Physical, Sensory and Carers of Disabled people)		✓		New customer channels to access services
<b>Gender Reassignment</b>	✓			
<b>Marital Status</b> (Marriage and Civil Partnerships)	✓			
<b>Pregnancy and Maternity</b>	✓			



<b>Race</b> (All Racial Groups including Gypsy/Travellers)	✓			
<b>Religion or Belief or Non-belief</b>	✓			
<b>Sex</b> (Women and men)	✓			
<b>Sexual Orientation</b> (Heterosexual, Lesbian, Gay And Bisexual)	✓			
<b>Other</b> (e.g.: Poverty)				

**5: HUMAN RIGHTS IMPACT ASSESSMENT – TEST (See Para.5 of the Guide.)**

**Does this function have the potential to impact on an individual’s Human Rights? Evidence of impact and, if applicable, justification where the impact is proportionate should be provided. The particular function should be lawful, necessary and proportionate.**

**Proportionality: The principle of proportionality in human rights law means that when undertaking any function that interferes with a Convention right, a public authority must interfere with that right as little as possible, only going as far as is necessary to achieve the desired aim.**

**Any interference with a Convention right should be carefully designed to meet the objective in question and must not be arbitrary or unfair. Do not “use a sledgehammer to crack a nut”.**

**(See Appendix 3 of the Guide for more details)**

ARTICLES	EVIDENCE
<b>Article 2: Right to life</b> Yes            No	
<b>Article 3: Right not to be subjected to torture, inhumane or degrading treatment or punishment</b> Yes            No	
<b>Article 4: Prohibition of slavery and forced labour</b> Yes            No	

<b>Article 5: Right to liberty and security</b> Yes            No	
<b>Article 6: Right to a fair and public hearing</b> Yes            No	
<b>Article 7: No punishment without law</b> Yes            No	
<b>Article 8: Right to respect for private and family life, home and correspondence</b> Yes            No	
<b>Article 9: Freedom of thought, conscience and religion</b> Yes            No	
<b>Article 10: Freedom of expression</b> Yes            No	
<b>Article 11: Freedom of assembly and association</b> Yes            No	

<b>Article 12: Right to marry and to found a family</b> Yes                  No	
<b>Article 14: Right not to be subject to discrimination</b> Yes                  No	
<b>Article 1 of Protocol 1: Protection of property</b> Yes                  No	
<b>Article 2 of Protocol 1: Right to education</b> Yes                  No	
<b>Article 3 of Protocol 1: Right to free elections</b> Yes                  No	

<b>6- EHRIA Summary (See Para.6 of the Guide.)</b>	
<b>Report Title</b>	Being Digital Implementation Roadmap

<b>Assessment not required</b>	There are no specific risks identified in relation to equalities and human rights at this stage.
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<b>7- Action Planning (See Para. 7 of the Guide.)</b>				
<b>Identified Risk and to whom:</b>	<b>Recommended Actions:</b>	<b>Responsible Lead:</b>	<b>Completion Date:</b>	<b>Review Date:</b>
There are no specific risks identified in relation to equalities and human rights at this stage.	Continue to monitor risks through the Transformation governance and at Corporate Management Team meetings  Further assessment of risk will be ongoing as we implement the Being Digital Roadmap.	Steve Robertson	Ongoing	Monthly

<b>8 - Sign off (See Para.8 of the Guide.)</b>	
<b>Completed by (Names and Services) :</b>	David McDowell, IT and Transformation  David Leslie, Corporate Governance

**Signed off by (Head of Service) :**

Steve Robertson, Acting Head of IT and Transformation

Only sections 6, 7 and 8 will be attached to the committee report

The full EHRIA will be published on Aberdeen City Council's website under  
[http://www.aberdeencity.gov.uk/xeq\\_EHRIA\\_Search.asp](http://www.aberdeencity.gov.uk/xeq_EHRIA_Search.asp)

Please send an electronic format of the full EHRIA without signature to: [SHoward@aberdeencity.gov.uk](mailto:SHoward@aberdeencity.gov.uk)