

Service Improvement Plan

1 April 2017 to 31 March 2020

**IT & Transformation
Aberdeen City Council**

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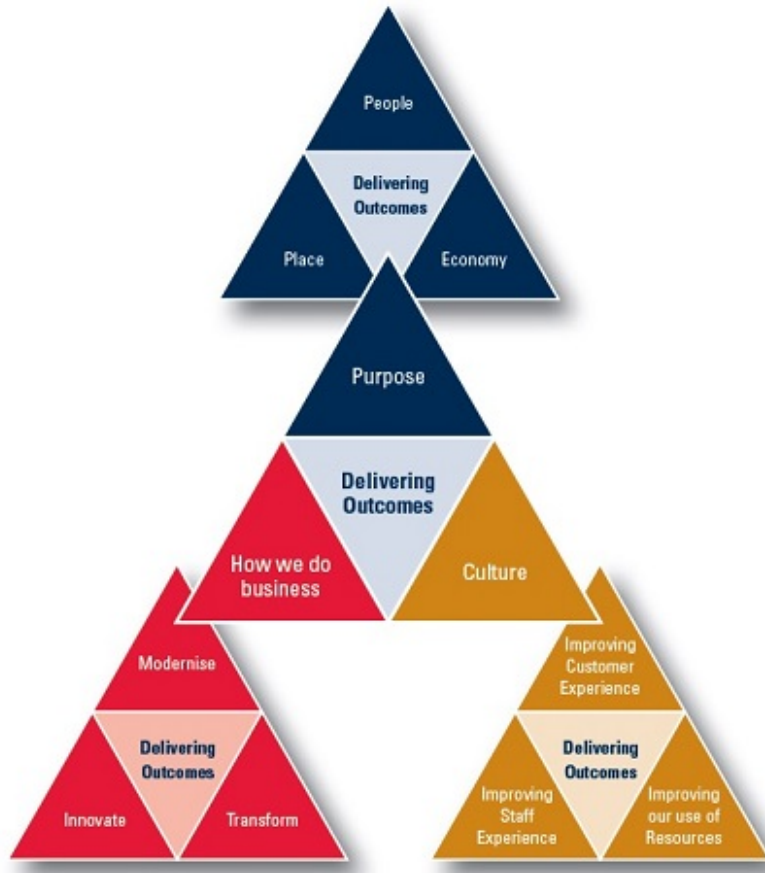
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1 Introduction and Service Description

1.1 Shaping Aberdeen

The Council's Strategic Business Plan 2017/18 sets out an ambitious programme of change called "Shaping Aberdeen" and it has 3 parts:



Our purpose - What Our Business is

To ensure the alignment of all Council strategies and plans to the LOIP's vision, as well as ensuring clear delivery plans for the Council's own set of strategies and priorities.

How we do business

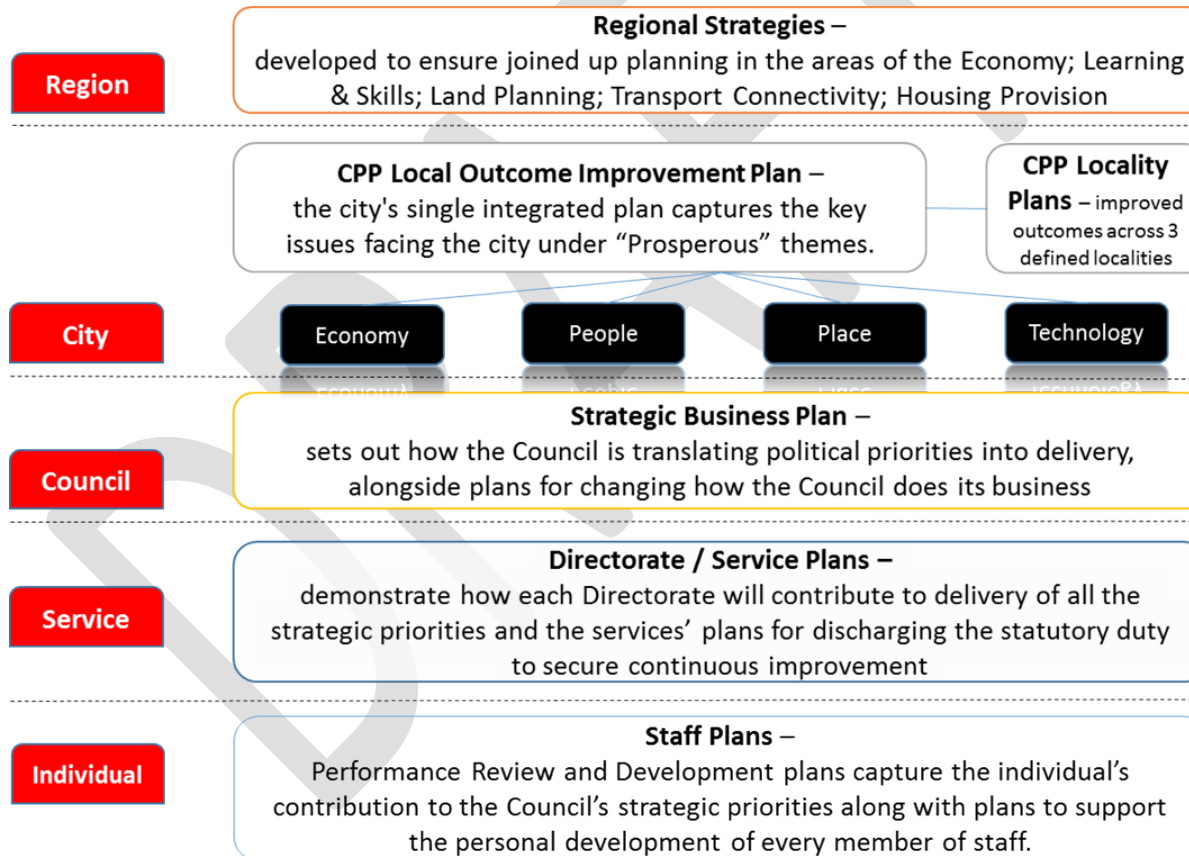
The modernisation and transformation of how we deliver our services, by making the best use of technology.

How we behave as an organisation (Culture)

Capable, confident, engaged and positive *staff* who deliver excellent *customer* service and consciously make best use of our *resources*. An organisation that maintains its focus on its customers, its staff and how it uses the resources available to it.

1.2 Role of the Service Improvement Plan

IT & Transformation provides operational IT services to the whole Council. It also leads the Being Digital Strategy and a Digital place programme. This Service Plan sets out how the service will ensure continuous improvement in service delivery, links into the 'Golden Thread' between personal, organisational, City and regional planning. The diagram below illustrates this aspect:



The Service Improvement Plan has been developed through a review of the external and internal environment. This includes policies, legislation, socio-demographics, demand, available resources, risks and opportunities. The most significant issues are detailed in the Service Assessment section below. The key areas for improvement service will be:

- Deliver the outcomes of the LOIP through enabling technology theme.
- Enabling a better customer experience through the implementation of the Being Digital Strategy.
- Ensure that the Council has sound Information Governance practices.
- Deliver a better staff experience through the use of technology.
- Support the Council's strategic plan through a modernisation programme.

1.3 Overview of the Service

IT & Transformation provide services that support:

- Regional strategies partners to exploit digital opportunities across the region.
- The Local Outcomes Improvement plan by delivering technology solutions to meet community outcomes.
- Shaping Aberdeen by delivering digital solutions to our customers and make best use of resources.
- Stewardship by ensuring that we value our information through information governance.

2 Service Assessment

2.1 PESTLE Analysis

Political Factors	Economic Trends	Social Factors
<ul style="list-style-type: none"> Ensuring that the service reflect both national and local political priorities. Support required from UK and Scottish Government for City Regional Deal Digital elements. 	<ul style="list-style-type: none"> Value of pound against the dollar which influences costs of commodity IT hardware and software licences. Continuing reduction in the total cost of IT as new technologies reach critical mass. Shift in all sectors towards 'digital' business. 	<ul style="list-style-type: none"> Demand for consuming services through digital channels. Rising expectations of staff and customer for digital solutions. Rise of the smartphone society. Bridging digital divide.
Technological Factors	Legal Trends	Environmental Factors
<ul style="list-style-type: none"> Greater automation of processes and objects. Rise of sensors and devices connected to the internet. New techniques to gather and analyse data. Transformation of IT infrastructure and operations. Cyber security demands. 	<ul style="list-style-type: none"> The Procurement Reform (Scotland) Act, 2014. Waste Electrical and Electronic Equipment (WEEE). Data Protection Act 1998. General Data Protection Regulation (GDPR) Public Records (Scotland) Act 2011. Community Empowerment (Scotland) Act 2015. <ul style="list-style-type: none"> Public Service Network (PSN) Payment Card Industry (PCI) 	<ul style="list-style-type: none"> Ensuring that IT is compliant with various sustainability requirements. Opportunity to use digital to support sustainable objectives. Numerous Smart Cities-related funding bids being progressed separately through various channels.

2.2 SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats for the service)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong leadership support. • Clarity on purpose and direction. • Dedicated and motivated staff. 	<ul style="list-style-type: none"> • Inconsistent investment. • Digital skills gaps. • Aging infrastructure and networks. • Communication and engagement.
• OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Exploitation of new technologies. • Upskilling staff capabilities. • Partnership working. • New models to deliver IT. • Transform city region operations through better data management and innovation. 	<ul style="list-style-type: none"> • Further budget pressures. • Speed of technological change. • Rising number of cyber-attacks. • Rising demand for services. • Digital literacy at all levels.

Summary of critical success factors emerging from the PESTLE and SWOT

Meeting changing 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.

Supporting transformation: 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.

Simplifying our estate and upskilling 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.

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

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

Consolidation of IT services: We have 350 systems delivered through multiple IT teams.

Improving customer services: 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.

3 Planned Improvements

3.1 Strategic Priorities – Driver Diagram

Technology is a theme in the Local Outcomes Improvement plan and the following diagram details the activities and objectives of this theme.

Improvement Outcome	ACC Objective	Change Activity	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	People	Place	Technology
We will ensure businesses, citizens, the public and third sectors have access to the ultrafast fibre broadband, Wifi and wireless.	We will maximise digital connectivity to ensure equal opportunity of access to services for all people.	Provide citizens and visitors with the opportunity to connect easily from their homes or other locations.	% of households that have superfast broadband.	83%	95%	95%	100%	Wendy Robertson Digital Place Programme Manager			✓
			%of businesses that have access to ultrafast broadband	0%	20%	30%	50%				✓
	Ensure that businesses can prosper through better connectivity.	Attract public and private sector investment in digital infrastructure	0%	£10m	£15m	-				✓	
	We will maximise digital connectivity to promote and develop business growth in the city / region.	Citizens and visitors need good connections to enhance their experience of city	% of free Wifi across the city	5%	20%	25%	30%				✓
		Businesses and public sector providers rely on wireless connections to provide services	% coverage of boosted 4G coverage and 5G capability across the city.	33%	60%	70%	80%				✓
		Public sector needs a means to capture data to deliver high quality services and protect its citizens	% of city with sensor network to capture data and run CCTV	0%	20%	30%	50%				✓

Improvement Outcome	ACC Objective	Change Activity	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	People	Place	Technology	
We will share data across public sector partners in order to deliver services and protect citizens	We will encourage citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience.	Ensure that there are common standards across public sectors organisation	Secure internationally recognised standards accreditation		Dec 2017			Caroline Anderson Information Governance Manager		✓	✓	
		Provide a secure shared data platform for use by all partners and businesses	Deliver a regional data platform		Dec 2017						✓	
Grow a digital economy to support both public sector challenges and private enterprise.	We will work with partners to promote the city as a place to invest, live, work and export from.	Grow a substantive digital economy within the city	Number of digital start ups	42	50	55	60	Gordon Wright Digital Economy Manager				
		Establish the right environment to exploit digital opportunities	Number of living labs across the city	1	3	6	7		✓	✓	✓	
Support community capacity building through the use of technology	We will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century	Enable citizens to be supported in their own homes through telecare	% increase in citizens receiving care in the home	5%	10%	15%	20%	Wendy Robertson Digital Place programme manager.	✓			
		Develop dashboards for communities.	Dashboard fully operational		Dec 2017						✓	
		Develop applications that can be used to help those most in need	Number of community applications released each year	0	5	7	9		✓		✓	

3.2 Service Improvements – Driver Diagrams

The core strategy is to provide a digital platform that is 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.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
Provide a seamless service across all channels.	Be able to do business fully online, get updates on requests and find information easily.	Implement a customer experience platform that allows for digital transactions, updates and channel choice.	% of transactions competed digitally.	4%	20%	40%	60%	Sandra Massey Technology Manager	✓		
			Website star rating	3	4	4	4				
Use our data to identify you so that you do not need to provide the same data many times.	Hold one set of customer and staff data across all key systems.	Implement a single account for customers	Number of customers using account	0	2,000	10,000	20,000	Caroline Anderson Information Manager	✓		
	Integration across all key systems.	Implement master data management platform	% of data sets shared	0	40%	50%	70%	Caroline Anderson Information Manager	✓		

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Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
Ensure that our data and information is secure.	Upgrade our infrastructure	Upgrade servers estate and firewalls	Number of data breaches recorded per annum.						✓		
	Council wide awareness sessions on cyber security	Council wide sessions on cyber security and early warning systems.									
Better training and awareness of digital solutions and how to use basic digital tools.	Ensure staff have the basic digital skills	Council wide training and awareness programme	% with basic skills	-	30%	60%	90%	Paul Alexander Customer Services Manager		✓	
Be able to from anywhere and with anybody within a stable environment.	Upgrade and modernise our core IT estate	New data centre New server estate New operating system and desktop New collaboration suite	% of staff that say they have the tools to do their job.	42%	60%	65%	70%	Sandra Massey Technology Manager		✓	

The core strategy is to provide a digital platform that is 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.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		Federation with other organisations									
		Upgraded networks									
Get my issues resolved quickly and receive a prompt service.	Shift to self-service and upgrade of core infrastructure.	Introduce new self- service solution	% of customers satisfied with the service they receive	45%	60%	70%	75%	Paul Alexander Customer Services Manager		✓	
Support the Councils in making savings.	Reduce non value activities	Implement customer experience platform and mobile solutions	% (m)saved	0	0.7	2	5	Paul Alexander Customer Services Manager			✓
	Reduce IT complexity	Implement open architecture and consolidate IT services									✓

4 Resources Summary

4.1 Revenue & Capital Budget 2017/18

HEAD OF SERVICE : HEAD OF IT & TRANSFORMATION

As at end of March 2017	201617			201718
	Forecast to Year End			
Accounting Period 12	Full Year Revised Budget	Outturn	Variance Amount	Full Year Revised Budget
	£'000	£'000	£'000	£'000
STAFF COSTS	5,185	5,274	88	5,321
PROPERTY COSTS	82	69	(12)	80
ADMINISTRATION COSTS	560	622	62	549
TRANSPORT COSTS	24	53	29	24
SUPPLIES & SERVICES	4,910	4,572	(338)	5,018
GROSS EXPENDITURE	10,761	10,590	(171)	10,992
LESS: INCOME				
OTHER GRANT-REIMBURSE-CONTRIB	(174)	(215)	(41)	(334)
RECHARGES TO OTHER HEADS	(1,040)	(1,003)	37	(924)
OTHER INCOME	(38)	(70)	(33)	(67)

Commentary on Revenue Budget

Staff costs:

Over spend on staff costs of £88k which includes unbudgeted recruitment costs of £11k and leaving costs of £18k.

Administration Costs:

Overall Administrations costs are overspent by £62k. The main overspend is on telephone costs of £98k offset by an under spend of £56k on printing costs with the balance a number of small variances across a range of budgets.

Supplies and Services:

Overall Supplies are underspent by £338k with the main variances being an under spend in software licences of £141k costs and hardware maintenance/rental of £219k which includes the savings relating to purchase of Citrix.

Income:

Overall income was £37k above budget with a range of significant variances with recharges to the Housing Revenue Account £386k under budget offset by recharges to Trading being over budget by £211k and recharges to Finance over budget by £63k.

Capital Requirements

As at Period 12 2016/17	Figures for Total Project			Pr	Cu
	Approved Budget	Expenditure to Date	Forecast Expenditure		
Corporate Governance	£'000	£'000	£'000		
Data Centre Transition & Infrastructure Transformation	3,000	2,782	2,992	G	G
Technology Investment Requirements & Digital Strategy	4,557	773	4,557	G	G
	7,557	3,556	7,549		

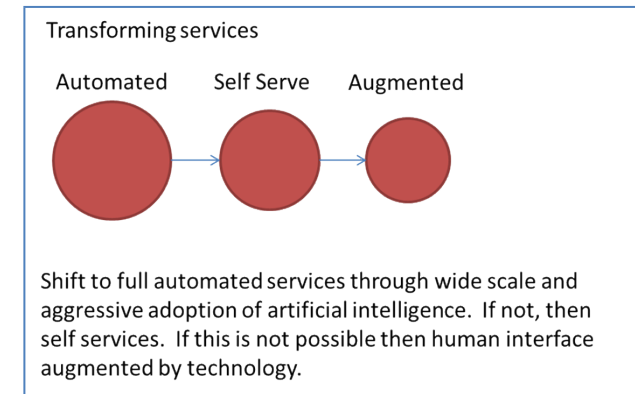
TOTAL INCOME	(1,251)	(1,288)	(37)	(1,324)
NET EXPENDITURE	9,509	9,302	(207)	9,668

4.2 Workforce Planning

Following the completion of an environmental assessment, the refreshed strategic plan, the Local Outcomes Improvement Plan and the Being Digital Strategy the service was reviewed to assess whether the right resources and structures were in place to meet this new environment. This review concluded that a new business model is needed with different skills and behaviours.

- i. The focus of the service will be on the place of Aberdeen rather than just the Council.
- ii. The Council will not own or run any applications or infrastructure.
- iii. Services will commission and run systems through online stores with approved suppliers and embedded policies.
- iv. Staff will use their own devices and any requests will be made through automation or self-serve technology.
- v. The main roles will be information assurance, brokerage, relationships and innovation.
- vi. There will be a flat structure; teams will work virtually and collaboratively.

Some of this change is driven by new technologies such as artificial intelligence that will make many tasks automatic. The cloud also offers the opportunity to buy and run IT using on demand services or through the cloud. This will fundamentally change the shape of the service and skills required.



4.3 Staff Engagement & Development

The Employee opinion survey showed that overall IT& T engagement levels stood at 55%. While this is above the Council average it is below the benchmark of 65%. The focus of the people action plan will be on understanding the Council's vision, reviewing how we measure performance, ensure systematic and informal recognition, identifying skills and training requirements, addressing morale and communicated change better.

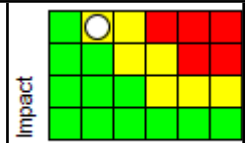
Primary Drivers	Secondary Drivers	Measure	Baseline	19/20
Low overall engagement score compared to national benchmark	Lack of understanding of Council vision	Head of Service to present Council vision at every team meeting. Vision to be standing item on every HoS podcast and blog.	55%	65%
	Poor perception of the performance review processes	Work with HR to understand a more effective PRD process	52%	62%
	Low morale within teams	Use staff engagement group to understand reasons and to manage workloads better.	49%	59%
	Feeling recognised for the work you do	Cultural change	55%	65%
	Access to training and development	Develop individual training plans, allocate budget and track % complete.	59%	69%
	Change poorly communicated	Review channels and messages and adopt Prosci model of engagement	48%	58%

5 Assessment of Risk

Drivers	All Smarter Aberdeen priorities				
Code	CG005	Risk of inadequate information and data management			
Definition	The Council is required by law to evidence that appropriate management of its information and Data protection legislation binds the Council to hold data securely and only for the purpose it was collected.				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<ul style="list-style-type: none"> • Service disruption • Inadequate performance information • Inability to share services • Reduced capability to deliver customer facing services • Unlawful disclosure of sensitive information • Individual placed at risk of harm • Prosecution –penalties imposed • Reputational damage 	<ul style="list-style-type: none"> • Inconsistent approach to information and data management and security • Lack of capability and / or non-compliance by individuals • Lack of connectivity between corporate information management requirements • Inadequate information management systems 	Establishment of comprehensive Information Governance Board	Fully Effective	1	<p>Impact</p> <p>Likelihood</p>
		Monitoring and reporting of mandatory training and compliance exceptions	Partially Effective	1	
		Embedded Senior Information Risk Officer role	Fully Effective	1	
		Quarterly SIRO reporting to CMT	Fully Effective	1	
					Very serious
					Low
Mitigating Actions					Residual Risk Assessment
<ul style="list-style-type: none"> • Embed SIRO role including reporting relationships and structures • Council-wide training and awareness programme • Implement Master Data Management programme • Establish comprehensive Information Governance Board • Implement Information Management Strategy programme 					<p>Impact</p> <p>Likelihood</p>

<ul style="list-style-type: none"> Establish reporting relationship between SIRO and Responsible Officer Modernise the corporate record stores 		Very serious				
		Very Low				
Risk Owner	Simon Haston	Risk Manager	Caroline Andrson			
Code	CG014	Risk of major IT business systems failure				
Definition	Secure, well-functioning business systems are critical to carrying out statutory functions, providing essential services and ensuring legal compliance.					
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment		
		Control	Control Assessment	Weight		
<ul style="list-style-type: none"> Customers cannot contact the CCC Essential services not delivered Critical functions including payroll not carried out Suppliers not paid Contracts not managed Workforce not managed Reputational damage 	<ul style="list-style-type: none"> Inadequate firewalls to protect internal systems from attack System obsolescence Power fluctuations Communications systems failure Inadequate backups Poor IT skills base Poor processes for data storage Systems housed in poor environments 	Best practice security controls	Partially Effective	1		
		Regular business systems review	Partially Effective	1		
		Full, maintained contracts register	Partially Effective	1		
		Tested Business Continuity Plans in place	Partially Effective	1		
		Robust Disaster Recovery arrangements (including testing)	Partially Effective	1		
		Robust customer-led governance structures	Partially Effective	1		
		IT staff trained in all essential skills areas	Partially Effective	1		Very serious
		Regular business systems reviews	Partially Effective	1		Low
Mitigating Actions				Residual Risk Assessment		

- Upgrade of core infrastructure as part of digital strategy
- Ensure application reviews and resilience testing in place
- Implement new governance model for IT
- Ensure total cost of ownership
- Implement Best practice life cycle management
- Rationalise applications and upgrade aging systems
- Ensure secure network engineering



Likelihood

Very serious

Low

Risk Owner	Simon Haston	Risk Manager	Sandra Massey
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