
COMMITTEE	Strategic Transformation Committee
DATE	4 October 2017
REPORT TITLE	Digital Strategy Programme Update
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1. PURPOSE OF REPORT:-

The purpose of this report is to provide the committee with an update on the progress of the digital strategy programme.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee:

- (a) Notes the progress of the Being Digital Strategy programme.
- (b) Approve expenditure of up to of £100k from the transformation fund to run two pilot projects as explained in paragraph 3.9.

3. BACKGROUND

3.1 The Being Digital Strategy was approved on 29 September 2016. 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.

3.2 The report set out a context, a core strategy, key themes, plans and targets. The report made specific reference to an IT strategy, but being digital is more than a technology strategy, as it will require a change in how we deliver services and how we interact with our customers.

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, significant 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. Moreover, the new target operating model will require the adoption of more emergent technologies, delivered at a quicker pace. One issue has been the capacity of staff to deal with business as usual, and transformation activities. In addition, the governance structures need to be better aligned to the wider business change to accelerate the pace of delivery.
- 3.7 In order to address these issues following the actions are recommended:
- The re-alignment of current resources to ensure a clear separation between business usual activities and transformation activities.
 - A review of all existing projects to ensure alignment with target operating model.
 - The introduction of a new change and portfolio framework to ensure consistency and transparency across all projects.
 - Alignment of the being digital programme with the wider transformation governance through the establishment of IT Control Board and IT Delivery Board.
 - The development of a new technical strategy to support the new target operation model.
 - The procurement of a digital business partner to supplement current resource.
- 3.8 The key change projects are profiled in Appendix 1. These are critical to support the transformation programme and include:
- Customer experience platform.
 - Content management system.
 - Master data management.
 - Your Desktop.
 - Staff collaboration platform.
 - Human capital management.
 - Networks and connectivity upgrades.
- 3.9 It is proposed to run two digital pilots as a proof of concept for delivering wider digital services. This process will fast track digital development and test agile approaches. The first pilot will focus on delivering on a booking system that

allows communities to book Council facilities, e.g. school letting as referred from the Finance, Policy and Resources committee. The second pilot will look at booking and paying for Council services, e.g. skip hire. The cost of these pilots is estimated at £100k.

4. FINANCIAL IMPLICATIONS

In March 2016 a series of disparate IT capital investments were brought under one theme of Technology and Digital. This totalled £4.5m over four years. This investment was then aligned to support the Being Digital strategy. All future spend will be approved through the new transformation programme governance processes.

5. LEGAL IMPLICATIONS

There are no legal implications.

6. MANAGEMENT OF RISK

The programme brings significant risk considering the dependency of the new target operating model on technology. Therefore 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 our how we deliver our services and how our customers engage with the Council.

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 of use 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

Being Digital Strategy

9. APPENDICES

Appendix 1: Programme Status

10. REPORT AUTHOR DETAILS

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Appendix One – Key Digital Projects

Project	Strategic Value	Activities	Finish
Improving staff experience			
Customer Experience Platform	Cloud based platform that allows for digital services through eforms, integration, workflow. This allows citizens and businesses to transact with the Council through a number of online channels. This make doing business with us easier and more efficient. This includes setting up a single account for customers to contact us.	Phase one: Digital services	
		Waste services	Jan-18
		Recycling services	
		Roads services	
		Street lighting	
		Council Tax	
		Complaints and FOI requests	
		Single customer account	Nov-17
Content Management system	System to create main Council website look and feel, navigation and manage content. This will make it easier for customers and businesses to find the relevant information either through mobile or fixed devices without needing to contact us. The project has also rewritten over 1000 pages to make them more readable and clearer	Website procured and installed	Complete
		Content reduction programme (40% reduction)	Complete
		Migration and rewrite of pages	Complete
		Website redesigned	Complete
		Consultation process	Nov-17
Master Data Management	Programme to ensure that the Council masters its core data to provide a platform from which data can be shared and analysed. We can also use this data to identify customers across a number of service areas. so that you do not need to provide the same data many times.	As is assessment	Complete
		Data quality analysis	Complete
		To be model	Complete
		Technology design	Oct -17
		Procurement	Nov-17

Project	Strategic Value	Activities	Finish
Improving staff experience			
Human Capital Management	New payroll and human resources management system that will provide core information but will also provide better self service facilities for recruitment, absence management, time recording and other pay and HR related activities.	Requirement capture Procurement process Training Testing Migration	Complete Jan 18 Mar 18 May 18 Dec 18
Staff Collaboration tool	A new operating environment that allows staff to communicate with each other and other organisations. Also allow for document sharing, workflow programme manage tools and the new Council intranet.	Infrastructure build Pilot Corporate roll out	Complete Oct 17 June 18

Project	Strategic Value	Activities	Finish
Improving resources			
Modernising our infrastructure	Upgrading the Council networks, rationalising servers, enhanced security and upgrading connectivity such as Wifi coverage	Upgrade network New firewall Wifi in buildings Wifi in communities	Dec 17 Complete Complete Complete
Additional technical skills	Additional resources to work across all technical changes programme.	Supporting all new Technology developments.	Ongoing