

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**

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