

North Lanarkshire Council Report

Transformation and Digitalisation Committee

approval noting

Ref MO/KH

Date 04/04/2019

Progress Report on the DigitalNL Transformation Programme

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Executive Summary

To deliver on the approved ambition where North Lanarkshire is **the** place to Live, Learn, Work, Invest and Visit, the council needs to make significant and meaningful change to the way it delivers services, connects communities and enables businesses.

On 21 March 2019, the Policy and Strategy Committee considered a report which outlined the findings of the detailed design stage of the DigitalNL Programme. These findings highlighted that turning the Digital Vision and The Plan for North Lanarkshire into a reality requires a whole place change approach, and will impact employees, communities, businesses and partner organisations.

Having compared the full digitisation option against the “do nothing” option, committee approved the indicative five-year digital investment. Two complementary projects - Digital Economy and Place (SmartNL) and Digital Council - are therefore now underway to facilitate North Lanarkshire becoming **the** place to Live, Learn, Work, Invest and Visit.

This report advises committee of the early activity which has mobilised following Policy and Strategy Committee approving the DigitalNL Programme on 21 March 2019.

Recommendations

It is recommended the Transformation and Digitalisation Committee note progress to date in mobilising the DigitalNL Transformation Programme.

Supporting Documents

The Plan for North Lanarkshire This programme of work impacts all Services and council priorities, and presents a huge opportunity to enable North Lanarkshire to develop as **the** place to Live, Learn, Work, Invest and Visit.

Appendix 1 SmartNL/Digital Working Groups

1. Background

1.1 **We Aspire** was approved by the former Policy & Resources Committee in September 2018 to promote and invest in activities that deliver on the principles of Live, Learn, Work, Invest and Visit. Through the DigitalNL aspects of this ambition, the council has an opportunity to become a leading digital authority in Scotland, and to redesign service delivery to adapt to and mitigate against the impact of rising service demand and decreasing resources.

- 1.2 The Policy and Strategy Committee of 21 March 2019 considered the Digital ambition for the council, illustrative transformational benefits available to employees, businesses, communities and partners, and the indicative investment required to realise these transformational benefits. Following consideration, committee approved the digital activity required to support the ambition of becoming **the** place to Live, Learn, Work, Invest and Visit.
 - 1.3 This report updates the Transformation and Digitalisation Committee on the mobilisation which has taken place following approval of the DigitalNL Programme earlier in the year.
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2. Report

- 2.1. The Policy and Strategy Committee meeting of 21 March 2019 noted that the financial benefits arising from the DigitalNL Programme would be confirmed on an iterative basis as services were redesigned to meet customer needs identified from delivering the overarching Plan for North Lanarkshire.
- 2.2. To enable the programme to be taken forward, committee also approved the mobilisation of a specialist implementation team and the indicative five-year investment summarised in section 4 of the report below.
- 2.3. Mobilisation of both the DigitalNL and SmartNL projects is underway, with the Digital Business Partner and in-house team working together to deliver the first phase of the transformation programme. Initial activity has focussed on developing the procurements and communication/engagement plan, as both are critical to the success of the programme.

Procurement of a Systems Integrator

- 2.4. A Systems Integrator is critical to the development, build and implementation of the technology components which form the basis of a digital council. The procurement for the systems integrator went live on the Digital Marketplace on Wednesday 27 March 2019 with a return date of Wednesday 10 April for the PQQ. Twelve responses were received by the due date. It is anticipated the PQQ evaluation will identify no more than 6 candidates to take forward to the Tender Stage. The Tender stage will commence in May 2019, with Contract Award and approval scheduled for Transformation and Digitalisation committee consideration in September 2019.

Infrastructure and Connectivity (DigitalNL/SmartNL) Procurement

- 2.5. The Digital Scotland Superfast Broadband report contained separately on this agenda illustrates the council has made significant progress in recent years to improve the connectivity within its area. However, there are still households and communities which remain isolated as a result of distance or engineering challenges, and our SmartNL project will be key to addressing these challenges.
- 2.6. SmartNL aims to provide the underlying affordable connectivity required to drive economic growth and tackle areas of digital exclusion driven by rural isolation and/or high deprivation. This requires large scale improvements to our infrastructure network capacity and flexibility, and the discovery work for this is now underway.
- 2.7. Working in collaboration with our in-house teams, the Digital Business Partner is undertaking an in-depth analysis of our current baseline network requirements to highlight opportunities, current pain points, assumptions, and architectural risks and gaps to inform the required Infrastructure and Network procurement.

- 2.8. What is clear from this assessment, from a strategic longer term view/solution, is that the future network requirements will be radically different to the current network in terms of more direct cloud based network connections and the ability to automate and intelligently manage network security, application prioritisation and resilience. This is intended to be built over multiple core network services such as MPLS (telecoms), 5G internet providers and other future services such as the Internet of Things (IOT). Work is currently underway to develop design options and requirements of this future network.
- 2.9. In the meantime however, the council is looking to address existing pressure points on its current network bandwidth, particularly within the schools network, from its interim arrangements. The current Wide Area Network (WAN) contract ends on 30 June 2019, and the options available for maintaining operational services, addressing short-term challenges, and preparing the infrastructure and network for digital services are the subject of a separate report to this committee.

Communication and Engagement Activity

- 2.10. As previously advised, the Council has enlisted a cross-service range of officers to fulfil a 'Digital Transformer' role to assist in communicating and embedding digital skills and new ways of working within all services.
- 2.11. Following approval of the DigitalNL Programme at committee, digital transformers have attended an information session and a range of workshops aimed at preparing them to become early adopters of MS Office 365. The workshops also considered the types of personas or job types (office-based, partially mobile, fully mobile, field worker and school-based support) the transformers will be supporting in rolling out this new productivity suite. These personas will also help inform future communications and training sessions with staff to assist them in actively embracing the new ways of working. Feedback on uptake and issues arising will be captured and analysed.
- 2.12. The digital transformers will also play a key role in the Digital Skills Week event scheduled for 13 May 2019. As outlined within the Programme attached as Appendix 1 to the report, this event aims to address some of the learning needs highlighted in the Essential Digital Skills Survey, e.g.: understanding cyber security, and to also offer taster sessions on using MS products. Several of our transformers are presently involved in developing and organising these important events.
- 2.13. The Communications and Engagement Plan established during the Design Stage has been drafted for Phase One of the programme. Its purpose is to ensure best use is made of the varied communication tools and channels available as we aim to inform, involve and engage key stakeholders such as employees, unions, elected members and customers. The Phase One Plan is reported separately on this agenda.
- 2.14. The DigitalNL Programme Delivery Board created at the inception of the project continues to operate as the strategic accountability board to ensure all services and functions are involved in developing the programme. A number of working (sub) groups, covering core functions and activities, will also continue to be used to drive forward the implementation stage of the Programme. All sub-groups are currently being refreshed to ensure they can for example, develop and deliver the Target Operating Model (TOM), however details of existing membership and remit are outlined in Appendix 2 for members' information.

3 Equality and Diversity

3.1. Fairer Scotland

There are no requirements for an assessment under the Fairer Scotland duty arising from this report, however, members should be assured that The Fairer Scotland assessment process will be undertaken as appropriate when designing services for customers, businesses and residents.

3.2. Equality Impact Assessment

Specific equality impact assessments will be undertaken by council services as appropriate when developing the phased implementation programme.

4 Implications

4.1. Financial Impact

Financial Solutions were involved in finalising the detailed report considered by the Policy and Strategy Committee in March 2019. One-off investment of £28.8m was estimated over the five-year programme, with phasing of costs and savings subject to decisions made during individual service redesign. Further information and costings in respect of the programme will be submitted to committee as projects progress, with the full financial impact duly considered within the council's future short and longer-term financial planning assumptions.

4.2 HR/Policy/Legislative Impact

HR and the People and Organisational Development Team (TOD) are key to the successful implementation and delivery of the programme. With digital by default expected to be offered to customers and businesses wherever possible, employee roles will need to change. Through the Digital Organisational Design Group and channels outlined within the Communication and Engagement Plan, HR will work with services to develop and deliver Target Operating Models and appropriate staff communication, training and development events which prepare them to embrace digital skills and new ways of working.

4.3 Environmental Impact

Environmental impacts will be identified as appropriate when designing services for customers, businesses and residents.

4.4 Risk Impact

Effective identification and management of risk is considered critical to the success of this programme. A comprehensive risk assessment and Risk and Issue Log is being managed and monitored throughout the programme with High Level Risks and all programme level issues being reported to the SRO and Delivery Board on a monthly basis.

Gateway Reviews are generally considered an effective layer of scrutiny and challenge, and are often perceived to strengthen the robustness of change and review processes. In recognising the extent of change likely to arise from the implementation phase of DigitalNL, an appropriate Gateway Review process will be developed to assist in mitigating risks associated with managing change.

5. Measures of success

- 5.1 Success will be evidenced through technology being efficiently and effectively deployed to support new digital service delivery models and solutions which are designed to meet the needs of businesses and communities.
 - 5.2 Specific measures of success will be identified and evidenced as The Plan for North Lanarkshire and all Programmes of Work (including DigitalNL) progress. However, better connected communities and businesses, improved customer experiences, and availability of multi-skilled, agile and flexible staff are key to demonstrating this programme's success.
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Katrina M Russell

Head of Business Solutions



Learning at Work Week 13-19 May 2019



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Meet our Digital Transformers. [Click here](#) to view their profiles



Ask me anything! Robert Steenson, Executive Director of Enterprise and Communities will be online on our Yammer page between 11.30am and 12.30pm to answer your questions about DigitalNL. [Click here](#) to ask your question.



Technology THURSDAY



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Accountable Board Member	Group Name	Implementation Stage		
		Responsible Nominated Lead	Responsibility	Duration
Executive Director (Enterprise & Communities)	Digital Strategy & Planning Group	Executive Director (Enterprise & Communities)	Digital Strategy & Planning	Feb 2019 to Jan 2024
	Quick Wins Group	Business Change Manager	Accelerated Change	Apr 2019 to Mar 2020
Employee Relationship Manager	Digital Organisational Design Group	Employee Relationship Manager	Digital Workforce	Feb 2019 to Jan 2024
Head of Communication	Digital Engagement & Communication Group	Head of Communication	Change & Communications	Feb 2019 to Jan 2024
Chief Accountable Officer (Acting)	Digital Technology Group			
Chief Executive	Digital Economy & Place Group	Enterprise Manager	Digital Economy & Place	Feb 2019 to Jan 2024
Audit & Risk Manager	Digital Programme Assurance Group	Audit & Risk Manager	Programme Assurance	Feb 2019 to Jan 2024
Head of Financial Solutions	Digital Finance Group	Head of Financial Solutions	Financial Monitoring	Feb 2019 to Jan 2024
Head of Business Solutions	Corporate EAGG / TDA Groups	Head of Business Solutions	EAGG / TDA	Feb 2019 to Jan 2024