

# North Lanarkshire Council

## Report

### Transformation and Digitalisation Committee

approval  noting

Ref KH/LB/MO

Date 04/08/19

### Progress Report on the DigitalNL Transformation Programme

**From** Katrina Hassell, Head of Business Solutions

**Email** hassellk@northlan.gov.uk

**Telephone** 01698 302235

#### Executive Summary

The DigitalNL Transformation programme is being taken forward through the two complementary projects – Digital Council and Digital Economy & Place (SmartNL) – detailed within the full business case approved by the Policy and Strategy Committee on 21 March 2019.

Both projects are progressing well, with detailed reports in respect of the specialist Systems Integrator Partner (Digital Council) and DigitalNL Infrastructure (Digital Economy & Place/Smart NL) reported as separate agenda items for consideration and approval, as appropriate.

In approving the DigitalNL programme and indicative five-year investment, Policy and Strategy Committee considered an illustrative work package for the first year of the programme. This report provides committee with an update regarding work package activity completed to date and, reflecting the DigitalNL Stakeholder Engagement and Communication Plan approved at Transformation and Digitalisation Committee on 15 May 2019, illustrates actions taken and planned to involve employees and residents in designing services to reflect need rather than existing Council structure and process.

#### Recommendations

The Transformation and Digitalisation Committee is requested to note:

1. Progress to date in delivering year one of the DigitalNL Transformation Programme, and
2. Engagement underway to involve stakeholders in designing services which are responsive to people's needs.

#### The Plan for North Lanarkshire

##### The Plan for North Lanarkshire

**Priority**

All priorities

**Ambition statement**

(18) Ensure our digital transformation is responsive to all people's needs and enable access to the services they need

(19) Improve engagement with communities and develop their capacity to help themselves

(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

(24) Review and design services around people, communities, and shared resources

## 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 The Transformation and Digitalisation Committee considered progress against the early mobilisation activity of the DigitalNL Programme on 15 May 2019. In tandem with the separate agenda items in respect of the System Integrator Partner and DigitalNL Infrastructure proposals, this report advises members of the current status of the year one work packages, and the governance arrangements in place to facilitate timely delivery and cost/benefit monitoring.
- 

## 2. Report

- 2.1. The report to Policy and Strategy Committee (March 2019) identified a requirement to potentially mobilise circa. 25-30 different work packages within the first year of the DigitalNL programme, using a blend of in-house skills and specialists partners. Appendix 1 illustrates two work packages have concluded, with a further ten (circa.) well progressed, and others dependent upon successfully engaging the specialist System Integrator resources. In summary, activity thus far has focussed on:
  - Assessing the impact Microsoft 365 will have on council operations;
  - Preparing the business case regarding DigitalNL Infrastructure;
  - Procurement of the System Integrator Partner;
  - Embedding technical delivery requirements essential to digital architecture into business as usual programme governance;
  - Implementing self-service/online transaction capability within the council tax system;
  - Identifying opportunities to improve internal data sharing;
  - Identifying customer correspondence which can be simplified or digitised;
  - Developing a business model for front and back office processes, identifying the skills and training required to effectively deploy new digital technologies;
  - Assessing business processes likely to benefit from automation, building a proof of concept model for the “top” process, and
  - Evaluation of the existing council website from an ease of use/customer perspective.
- 2.2. Engagement with stakeholders is fundamental to the success of the DigitalNL programme, therefore work undertaken to date on the above work packages has largely focused on engaging with services to identify the training needs and business change requirements necessary for implementing the office productivity suite (Microsoft 365), developing a future operating model and delivering opportunities which can demonstrate early benefit.
- 2.3. As outlined separately on the agenda, there has also been a significant focus on procuring the Systems Integrator Partner and finalising the network and DigitalNL infrastructure business case (SmartNL), as both are crucial to the effective delivery of this whole council transformation Programme.

- 2.4. The following paragraphs aim to provide a flavour of the key progress and achievements realised from the year one work packages.

### Office Productivity Planning

- 2.5. The Microsoft Office 365 (M365) planning and assessment phase is now complete, and various design documents are now available to facilitate the successful implementation of M365 following engagement, as appropriate, of the System Integrator from October 2019.
- 2.6. To aid successful implementation, five persona types were developed during workshops with the Council's Digital Transformers. These personas informed the Training Needs Analysis (TNA) and Business Change Plan (BCP) documents which will guide implementation of the new ways of working, using M365, across the organisation.
- 2.7. The Training Needs Analysis was developed jointly by the DigitalNL and Training and Organisational Development teams. With this TNA aiming to build a digital ready workforce, it dovetails into the Digital Workforce and Skills Programme of Work (P062), and will facilitate, in the first instance, future training being tailored and aligned to the differing needs of employees.

### Future Operating Model and Digital Workforce Strategy

- 2.8. Members are aware from previous reports that implementing DigitalNL will significantly change operational and customer-facing infrastructure, IT services and culture. The report approved at Policy and Strategy in March 2019 highlighted this would be undertaken on an iterative and collaborative basis, with a proposed Future Operating Model developed to improve the efficiency of key front and back office functions and processes.
- 2.9. Focussing on the potential impact which different models can have on process, organisation, people, information and technology, the DigitalNL team facilitated 50+ cross-service workshops during June and July 2019.



- 2.10. The overall outputs from these workshops informed a draft Digital Workforce Strategy and range of principles and outcomes essential for delivering effective front and back office functions. Like the training needs analysis referenced in paragraph 2.7 above, the draft Digital Workforce Strategy, covering culture, technology, training, career progression, governance and communication, needs to align with the Digital Workforce and Skills Programme of Work being developed for consideration by the Finance and Resources Committee later this year.
- 2.11. Turning to the proposed operational arrangements, it is envisaged that the Front Office will for example have central responsibility for all initial customer contact into the council, incoming payments and appointment bookings. Such a model will of course be developed to take account of differing service needs, and initial customer contact channels which include online, web chat and phone.
- 2.12. Going forward, back office functions will be designed to take advantage of standardised processes, available technology and opportunities available to multi-skill employees. By way of context, back office functions relate to general administration, procurement/commissioning, HR and payroll, with the proposed model recommending delivery ranging from largely devolved (general administration) to centrally controlled (payroll).

### **Robotic Process Automation (RPA)**

- 2.13. Services are currently performing high-volume, repetitive and manually intensive tasks on various systems, but through embracing the technological innovation available from RPA, could eliminate data entry errors, improve completion times, and create opportunities to deliver financial savings.
- 2.14. With this in mind, discussions took place with services to identify opportunities to test RPA capabilities. A pilot process was identified within Financial Solutions, with officers now working with the DigitalNL team to build a fully functional, automated proof of concept that demonstrates RPA can deliver benefit and efficiency for council activity.

### **Accelerated Opportunities**

- 2.15. Channel shift is a key enabler of transformation that seeks to enable residents and customers to complete transactions online without having to contact the Council. Through the extensive engagement undertaken as part of the initial phase of the Programme, Financial Solutions identified an early realisable channel shift for council tax. Opportunities exist within *Civica OPENPortal* to progress developments which enable residents to use self-service to pay council tax, apply for council tax discounts and check outstanding council tax balance.
- 2.16. These developments have been progressing in recent months, and are currently undergoing final business testing, with a view to launching the new online service for citizens' by end of August 2019. To facilitate a successful launch and encourage adoption, a communications plan, utilising channels such as social media, newsletters and physical posters is being finalised.
- 2.17. A Data Sharing, Information Management and Security work package is currently underway to improve sharing of customer data across services, with a view to improving customer experience and minimising the time involved for multi-service processes to be finalised. This project also dovetails with the planned reviews of the Council's data protection and information governance policies.

- 2.18. Aligned to Programme of Work item P072 - Digital Business Intelligence Model - the Council aims to build upon the work currently being undertaken within the Data Sharing, Information Management and Security work package and ultimately design a business intelligence hub which enables data driven analytics, forecasting and decision making.
- 2.19. This hub will ensure there is a single version of the truth for corporate performance information, and with coverage envisaged council-wide, will facilitate improved corporate reporting and data management. Work to procure the technical aspects of this solution will commence following the implementation of the digital platform by the System Integrator Partner early 2020.
- 2.20. An analysis of existing customer correspondence, primarily into First Stop Shops, indicates many contact the council because they find the letters and forms issued to them confusing and difficult to complete/understand. With a view to making our communications easier to understand, and reducing unnecessary contact with the council, a range of letters and forms were jointly redesigned by services and residents. The customer panels engaged as part of this process welcomed the opportunity to influence the new direction of travel, positively confirming that plans to engage stakeholders in designing services responsive to their needs can lead to better customer outcomes and adoption.

#### **Additional Communication and Engagement Activity**

- 2.21. Building on planned stakeholder engagement, the council is innovating how it communicates with staff by encouraging the use of the existing Yammer platform. This is proving to be an effective solution for connecting our workforce and enabling the cross sharing of ideas and expertise. Currently the site has 1,100 users and from May-July 2019, users posted 563 messages - more than double the number recorded in the first quarter of the year. The Chief Executive and Executive Director of Enterprise and Communities are embracing this communications channel, with both recently hosting open chat forums with staff.
  - 2.22. An early evaluation of the council's website is underway to gain a better understanding of the usability and customer experience it provides. Consultation is ongoing with staff and residents to provide insight, and inform the future developments required to ensure the website contains useful content and is easy to use.
- 

### **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**

Indicative five-year investment of £28.8m was approved in respect of this programme by the Policy and Strategy Committee in March 2019, alongside a high-level Financial Funding Model. Both have recently been reviewed and refined by Financial Solutions, with the year one budget for the Programme now agreed and built into the council's overall budget monitoring processes and controls.

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**

There will be changes to some employee roles as a result of the DigitalNL programme. The DigitalNL team continues to collaborate with the People and Organisational Development (POD) Team regarding early stakeholder engagement and consultation, as these are key to the successful implementation and delivery of the HR related aspects of this iterative transformation programme. With a view to taking this forward, detailed plans are presently being drafted in respect of the initial implementation releases.

### **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 (RAIDE) 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.

---

## **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 experience, and availability of multi-skilled, agile and flexible staff are key to demonstrating this programme's success.

---

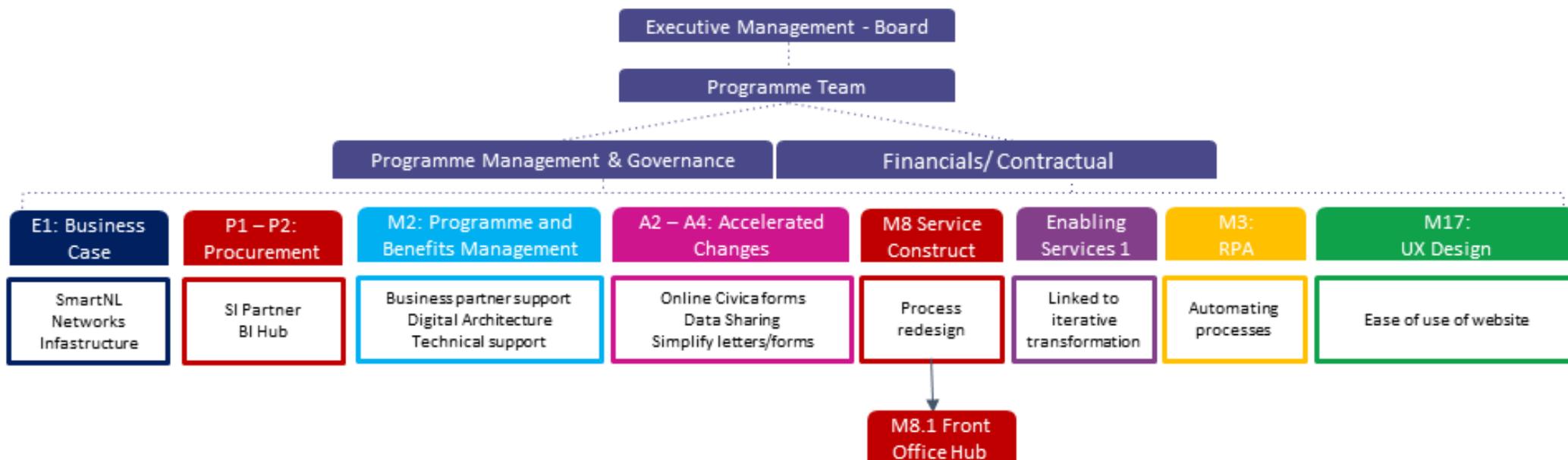
## **6. Supporting documents**

**Appendix 1** – Progress against year one work package



**Head of Business Solutions**

Year One Work Packages – Progress as at 16 August 2019



Completed Work Packages include:  
 \* M5 – M365 Office productivity planning  
 \* M7 – Future Operating Model Proposals