

North Lanarkshire Council

Report

Transformation and Digitisation Committee

approval noting

Ref KH/GMc

Date 26/02/20

DigitalNL Work Package status update

From Katrina Hassell, Head of Business Solutions (Chief Executives)

Email HassellK@northlan.gov.uk **Telephone** 01698 302235

Executive Summary

At its meeting of 21 March 2019, the Policy and Strategy Committee approved the indicative 5 year investment for the digital transformation programme which included the illustrative programme of work containing 25 work-packages for year one of the programme.

In approving the digital programme, Committee also approved mobilisation of a specialist delivery team, consisting of in-house resources, a Systems Integrator Partner and a Digital Business Partner. Working collegiately, this team are driving forward the technical transformation required in respect of operational and customer-facing infrastructure, IT services and culture.

This report details the status of the illustrative year-one work packages and outlines the re-profiling undertaken to ensure maximum benefit is obtained from the approved transformational resources.

Recommendations

It is recommended that the Transformation and Digitisation Committee:-

- 1) consider progress made to date against the digital transformation programme
- 2) note the work-packages carried forward to financial year 2020-21.

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

1. Background

- 1.1 As members are aware, the Policy and Strategy Committee approved the Digital NL programme, and the associated 5-year investment and specialist delivery resources at its meeting on 21 March 2019.
- 1.2 An illustrative programme of work, constructed using our Digital Business Partner's experience of similar complex digital transformation programmes, for the first year of implementation was included within the Policy & Strategy Committee report. This comprised 25 individual work packages, constructed to achieve:
- Early delivery of value or benefit to the council
 - Early opportunity to upskill and knowledge share with council staff to become self-sustaining
 - Establishment of foundational technology to be built upon in later phases (e.g., CRM, Cloud MVC).

2. Report

Work package status to date

- 2.1 Following approval of the DigitalNL transformation programme at the Policy and Strategy Committee in March 2019, the integrated team mobilised, planned and commenced implementation of the 25 work packages reported to committee.
- 2.2 Throughout 2019 the work packages have been reviewed to determine their continued suitability and appropriateness. As a result of the continuous review programme and availability of more up to date information and assumptions, the work packages for year one of the transformation programme have been revised and re-profiled, with completion status detailed in Appendix 1 for members' consideration.
- 2.3 Members will see that a range of individual work packages are further subdivided to facilitate improved resource allocation and cost monitoring. For e.g. work package 21, previously known simply as M17 Website development, now includes the three phased work packages M17.1 to M17.3.
- 2.4 Members should also note that new work packages linked to the System Integrator contract (S1 to S5) now also feature within the overall year one work programme.
- 2.5 Table 1 below summarises progress against the current DigitalNL work packages. Members will note that 67% are either complete or ongoing, 15% are no longer required with work being conducted by NLC staff with a further 5% scheduled to commence following finalisation of the System Integrator Discovery phase.

| Status: | Number: | % |
|--------------------|-----------|------------|
| Complete | 16 | 40 |
| Ongoing | 11 | 27 |
| To be started | 2 | 5 |
| Move to 2020/21 | 5 | 13 |
| No longer required | 6 | 15 |
| Total | 40 | 100 |

Table 1

- 2.6 All work packages are fixed price, therefore for those considered no longer required or more appropriate for year two of the programme, appropriate re-profiling of funding has taken place to reflect the financial governance arrangements associated with the overall 5-year programme.

Next Steps

- 2.7 A planning session was held on 4 February 2020 to review the work packages currently identified in respect of year two of the DigitalNL transformation programme. This work will result in an integrated plan for the programme covering business change, technical solutions and benefits realisation. The draft plan will be presented to Committee in due course for approval.

3. Equality and Diversity

3.1 Fairer Scotland Duty

There are no requirements for an assessment under the Fairer Scotland duty arising from this report. However, members are 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

The investment for the above approved work packages is included in the overall indicative five year investment for the DigitalNL Programme (£28.8m) which was approved by the Policy and Strategy Committee in March 2019.

Further information and costings in respect of the investment for the DigitalNL programme will be updated to committee separately through the composite finance report and reports on individual work packages.

4.2 HR/Policy/Legislative Impact

There is no HR impact arising from this report.

4.3 Environmental Impact

There is no environmental impact arising from this report.

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, in an agile manner, to support the implementation of new digital service delivery models and solutions. Service delivery models and solutions are designed to meet the needs of modern 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. Better connected communities and businesses, improved customer experiences, and availability of multi-skilled, agile and flexible staff are key to demonstrating the success of the Systems Integrator and the DigitalNL Programme itself.

6. Supporting documents

- 6.1 There are no further supporting documents required for this report, as the current status of the digital transformation programme is outlined within Appendix 1.



Head of Business Solutions

Appendix 1

| WP ID | | Work package Description | Status |
|-------|------|--|--------------------|
| 1 | A1. | Accelerating Implementation Readiness | Complete |
| 2 | A2. | Implement Civica Forms | Complete |
| 3 | A3. | Data Sharing, Information Management and Security | Complete |
| 4 | A4. | Simplify Letters and Forms | Complete |
| 5 | M1. | Change Management & Communications Support | Ongoing |
| | S1 | SI Mobilisation | Complete |
| 6 | M2. | Programme Management and Benefits Management | Ongoing |
| | S5 | Programme Management | Ongoing |
| 7 | M3. | RPA Pilot – Phase 1 | Complete |
| 8 | M4.1 | RPA Rollout - Phase 2 | Complete |
| | M4.2 | RPA Rollout - Phase 3 (to April 2020) | Ongoing |
| 9 | M5. | Office Productivity (Planning) | Complete |
| 10 | M6. | Office Productivity (Full Rollout) | Moved to 2020/21 |
| 11 | M7. | Future Operating Model Design and Digital Workforce Strategy | Complete |
| | S3.1 | Digital Workplace | Ongoing |
| 12 | M8. | Service Construct, Implementation and Organisational Design | Ongoing |
| | M8.1 | Front Office Hub Design (Customer Services Hub) | Complete |
| 13 | M9. | Digital Awareness Training (Planning) | Moved to 2020/21 |
| 14 | M10. | Digital Awareness Training (Delivery) | Moved to 2020/21 |
| 15 | M11. | Performance Management and Measurement | No Longer Required |
| 16 | M12. | Cloud Migration Detailed Assessment | No Longer Required |
| | M22 | Active Directory & Windows OS 2008R2 Upgrade - Plan & Assess | Complete |
| | M23 | Active Directory and Windows OS 2008R2 Upgrade - Implement | No Longer Required |
| 17 | M13. | Cloud Migration | No Longer Required |
| | S2.1 | Cloud Migration | Ongoing |
| 18 | M14. | SharePoint Migration | No Longer Required |
| 19 | M15. | Identity Management | To be Started |

| WP ID | | Work package Description | Status |
|-------|-------|--|--------------------|
| 20 | M16. | Service Design (Digital Platform) (to April 2020) | Ongoing |
| | M16.1 | Enabling Services 1 | Complete |
| | S4.1 | Digital Platform | Ongoing |
| 21 | M17.1 | Website Development | Complete |
| | M17.2 | Website Development - Detailed Design | Complete |
| | M17.3 | Website Development - Content Design (to March 2020) | Ongoing |
| 22 | M18. | Portal Development | No Longer Required |
| | M18.1 | Enabling Services 2 | Ongoing |
| 23 | M19. | Workforce Optimisation Proof of Concept | To be Started |
| 24 | M20. | Procurement Services | Complete |
| | P1 | Procurement (Systems Integrator) | Complete |
| | P2 | Procurement (Advanced Analytics) | Moved to 2020/21 |
| 25 | M21. | Chatbot Implementation | Moved to 2020/21 |