

# North Lanarkshire Council Report

## Transformation and Digitisation Committee

approval  noting

**Ref** KH/LB

**Date** 13/05/20

## DigitalNL Year 2 Work Packages

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### 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. Year one of this programme finished on 31 March 2020 and this report seeks approval to commence Year two of the programme.

This report details the status of the year one work packages and outlines the proposed Year two work packages.

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### Recommendations

It is recommended that the Transformation and Digitisation Committee:-

- 1) consider progress made to date against the digital transformation programme
- 2) approve the Year 2 work-packages

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### 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 The Transformation and Digitisation Committee received an update on the DigitalNL transformation programme, including the current status of the Year 1 work packages, on 26 February 2020.
- 1.2 As members will recall, a commitment was given to share the proposed DigitalNL Year 2 plan with the Transformation and Digitisation Committee for approval.

**2. Report**

2.1 The majority of the Year 1 work packages for the DigitalNL programme are nearing completion and Table 1 provides the current status.

Appendix 1 provides a description of the Year 1 work packages.

<b>Status:</b>	<b>Number:</b>	<b>%</b>
Complete	20	50
Ongoing	8	20
To be started	0	0
Move to 2020/21	5	13
No longer required	7	17
<b>Total</b>	<b>40</b>	<b>100</b>

Table 1

- 2.2 The eight work packages with a status of *Ongoing* are a combination of Programme and change management support. Also included are the work packages needed to support the delivery of the Cloud infrastructure, Digital Workplace (Rollout of Microsoft 365) and the Digital Platform (new Customer Relationship Management system and Website). It is envisaged that these work packages will continue for the duration of Year 2 unless there is a need to a pause them as a result of COVID19.
- 2.3 The five work packages with a status of *Move to 2020/21* are included in the proposed work packages for Year 2. A detailed breakdown can be found in Appendix 2.
- 2.4 The initial planning session for Year 2 work packages was held on 4 February 2020 and there has been a number of subsequent planning sessions to reach agreement on how to proceed. The Year 2 plan has changed significantly from the original planning session due to the COVID19 situation and the uncertainty concerning staff resources and priorities during the crisis. The revised plan has been scaled back and work packages will only be commissioned for 12 week periods, with break clauses included, in the Statements of Work.
- 2.5 The key deliverables for Year 2 are:

**Programme Management**

Essential to ensure robust governance, financial controls, risk management, benefits management, etc.

**Service Redesign**

As members will recall, a service release plan has been created and over the next 3 – 5 years, every service area will take part in a service redesign. Year 1 of the Programme focused on Waste Solutions, Employee Service Centre, Fleet and Built Environment. Year 2 will include; Environmental Assets; Protective Services; Back Office processes, ie, Complaints, FOI, MSP/MP Enquiries, Hire to Exit; Revenue and Benefits and Licencing.

### **Business Intelligence Hub**

The creation of this hub will provide a new capability within the council which will operate hand in hand with service delivery to provide information, intelligence and insight.

### **Customer Services Hub**

The Council and its customers, service users, residents and businesses will benefit greatly from a digital first Customer Services Hub handling all initial customer contacts, irrespective of service area.

### **Intelligent Automation**

Following the successful introduction of Robotic Process Automation (RPA) in Revenue and Benefits and Housing, further BOTS will be developed and deployed in other areas of the council.

A Chatbot will be introduced in the Employee Service Centre to handle HR queries from council staff.

### **Digital Platform**

The design and build of the new Customer Relationship Management (CRM) system and Website is complete. The CRM system and Website will be introduced in line with the service sprints, with Waste Solutions, Fleet and Built Environment the first services to move to the new system.

### **Digital Workplace**

The introduction of Microsoft Office 365 across the council will change how staff work. The new technology will improve productivity, increase collaboration and optimise employee engagement. M365 will be rolled out to a cohort of early adopters in July 2020 with the full roll out commencing in September 2020.

### **Cloud Migration**

This project will move a number of Line of Business systems and Infrastructure to Microsoft Azure in line with the Council's "Cloud first" strategy.

### **Digital Economy and Place**

This project is a continuation from Year 1 and will continue to improve Digital connectivity across North Lanarkshire. There is also a separate project to address the digital skills gap for both residents and staff.

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## **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.

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## 4. Implications

### 4.1 Financial Impact

The investment required for the proposed Year 2 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.

Year 2 spend to date is £880,320. 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 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.

### 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.

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## 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.

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**6. Supporting documents**

**Appendix 1** - DigitalNL Year 1 Work Package Status Update

**Appendix 2** - DigitalNL Year 2 Work Packages (Proposed)

A handwritten signature in black ink, appearing to read "Katrina M Powell". The signature is written in a cursive style with a large, stylized initial 'K'.

**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)	Complete
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	Complete

WP ID		Work package Description	Status
20	M16.	Service Design (Digital Platform) (to April 2020)	Complete
	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	Complete
23	M19.	Workforce Optimisation Proof of Concept	No Longer Required
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

## Appendix 2

### DigitalNL Year 2 Workpackages (Proposed)

Project ID (DNLYYNNNN)	Project Workstream	Workpackage Description	Continuation of Tear 1 Workpackage / New Year 2 Workpackage
DNL20001	Programme Management	Board Reporting	Continuation
		Communications Plan	Continuation
		Committee Reporting	Continuation
		Risk Management Tracking & Reporting	Continuation
		EQIA Tracking	Continuation
		Data/Privacy Impact Assessment Tracking & Reporting	Continuation
		Benefits Management Tracking & Reporting	Continuation
		Contracts and Finance Management	Continuation
		Community Benefits Tracking and Reporting	Continuation
DNL20002	Release Management	Business Continuity Arrangements	Continuation
		Disaster Recovery / Information Risk Arrangements	Continuation
		Penetration Testing Arrangements and Management	new
		Service Introduction Arrangements & Management (inc CAB process)	new
DNL20003	User Acceptance Management & Co-ordination	Service Release Roadmap planning	continuation
		Release 0 - Unit Testing ( <b>Identity Management (Phase 1)</b> )	continuation
		Release 0 - Unit Testing ( <b>Foundation Digital Platform Build</b> )	continuation
		Release 1 - User Acceptance Planning, Management & Co-ordination ( <b>Waste</b> )	continuation
		Release 1 - User Acceptance Planning, Management & Co-ordination ( <b>POD</b> )	continuation
		Release 1 - User Acceptance Planning, Management & Co-ordination ( <b>Enabling Services 2</b> )	continuation
		Release 2 - User Acceptance Planning, Management & Co-ordination ( <b>Fleet</b> )	continuation
		Release 2 - User Acceptance Planning, Management & Co-ordination ( <b>Built Environment</b> )	continuation
		Release 3 - User Acceptance Planning, Management & Co-ordination ( <b>Environmental Assets</b> )	new
		Release 3 - User Acceptance Planning, Management & Co-ordination ( <b>Protective Services</b> )	new
		Release 3 - User Acceptance Planning, Management & Co-ordination ( <b>Back Office processes: Complaints, MSP/MP Enquiries, FOI, Hire to Exit</b> )	new
		Release 4 - User Acceptance Planning, Management & Co-ordination ( <b>Licencing</b> )	new
		Release 4 - User Acceptance Planning and Management ( <b>Revenues and Benefits</b> )	new
Release 4 - User Acceptance Planning and Management ( <b>Identity Management (Phase 2)</b> )	new		
DNL20004	Digital Platform Implementation	Service Design Strategy input to Platform	continuation
		Identity Management Design, Build and Implementation (Phase 1)	continuation
		Foundation Digital Platform Build	continuation
		Release 1 - <b>Waste</b> Build and Implementation	continuation
		Release 1 - <b>POD</b> Implementation	continuation
		Release 1 - <b>Enabling Services 2</b> Build and Implementation	
		Release 2 - <b>Fleet</b> Design, Build and Implementation	continuation
		Release 2 - <b>Built Environment</b> Design, Build and Implementation	continuation
		Release 3 - <b>Environmental Assets</b> Design, Build and Implementation	new
		Release 3 - <b>Protective Services</b> Design, Build and Implementation	new
		Release 3 - <b>Back Office processes: Complaints, MSP/MP Enquiries, FOI, Hire to Exit</b> Design Build and Implementation	new
		Release 4 - <b>Licencing</b> Design, Build and Implementation	new
		Release 4 - <b>Revenues &amp; Benefits</b> Design, Build and Implementation	new
		Release 4 - <b>Identity Management</b> Design, Build and Implement (Phase 2)	new
ICT Operating Service Model (support model) including Training	new		
DNL20005	Business Intelligence Hub	Scope and Build of BI Hub with short / medium/ long term Strategies	new
		Proof of Concept (to show art of possible, dashboards, use of powerBI etc)	new
		Development and Implementation of BI Hub	new
DNL20006	Customer Services Hub	Scope and build of CS Hub with short / medium/ long term Strategies	new
		Development and Implementation of CS Hub	new
DNL20007	Digital Platform (Website) Implementation	CMS Build and Implementation	continuation
		Website Content Implementation	continuation
		Website Cutover to go live (public) and Communications	continuation
DNL20008	Cloud Migration	Azure Design	continuation
		Azure Build	continuation
		LoB Application Migration (Inc Integration to platform)	continuation
		Exit from Caird	continuation
		New on-prem data centre	new
ICT Operating Service Model (support model) inc Training	new		



### DigitalNL Year 2 Workpackages (Proposed)

Project ID (DNLYYNNNN)	Project Workstream	Workpackage Description	Continuation of Tear 1 Workpackage / New Year 2 Workpackage
DNL20005	Business Intelligence Hub	Scope and Build of BI Hub with short / medium/ long term Strategies	new
		Proof of Concept (to show art of possible, dashboards, use of powerBI etc)	new
		Development and Implementation of BI Hub	new
DNL20006	Customer Services Hub	Scope and build of CS Hub with short / medium/ long term Strategies	new
		Development and Implementation of CS Hub	new
DNL20007	Digital Platform (Website) Implementation	CMS Build and Implementation	continuation
		Website Content Implementation	continuation
		Website Cutover to go live (public) and Communications	continuation
DNL20008	Cloud Migration	Azure Design	continuation
		Azure Build	continuation
		LoB Application Migration (Inc Integration to platform)	continuation
		Exit from Caird	continuation
		New on-prem data centre	new
		ICT Operating Service Model (support model) inc Training	new
DNL20009	O365 Rollout	Pre-requisite technical tasks (AD Cleanup, Exchange Cleanup, etc)	continuation
		Pre-requisite business tasks (Policy and Information Management Refresh)	continuation
		O365 Build	continuation
		Operating Service Model (support model)	new
		Business Change, Comms, Training, Adoption, Early Support	continuation
		Exisiting O365 Tenant Migration - inc. other orgs e.g. Police etc	continuation
		Sharepoint on-prem Migration	continuation
		Data Migration	continuation
		O365 Rollout Planning and Implementation	continuation
ICT Operating Service Model (support model) inc Training	new		
DNL02010	Intelligent Automation	RPA	continuation
		Further RPA Rollout (from sprints)	new
		Chatbot Implementation (FAQs)	continuation
		ICT Operating Service Model (support model) inc Training for RPA / Chatbot	new
DNL02011	Purchase to Pay (P2P)	P2P Options (to decision point)	continuation
		P2P Implementation (dependent on decision)	TBD
DNL02012	Digital Economy & Place	Connectivity	continuation
		Digital Skills	continuation
DNL02013	ALEO Insourcing	Culture and Leisure North Lanarkshire Insourcing	new
DNL02014	Decommissioning considerations of Systems/Contracts (inc. Understanding of necessary notice periods)	Exit from Lagan system, contract and associated products (March 2021)	new
		Exit from Goss Contracts associated with website (March 2021)	new
		MS Office Product Decommissioning considerations	new
		Decommissioning of system/contract arrangements (if applications processes fully re-written in Digital Platform)	new

### WORKPACKAGES TO BE RE-CONSIDERED AFTER COVID19

	User Acceptance Management & Co-ordinati	Release 5 - User Acceptance Planning and Management (Housing/Homecare (Dynamic Scheduling))	
	Digital Platform Implementation	Release 5 - Housing/Homecare (Dynamic Scheduling) Design, Build and	