

Motherwell, 26 February 2020 at 2 pm.

A Meeting of the **TRANSFORMATION AND DIGITISATION COMMITTEE**

PRESENT

Councillor Duffy, Convener; Councillor Fisher, Vice-Convener; Councillors Barclay, Cameron, Carson, S. Coyle, Di Mascio, Douglas, Farooq, Goldie, Hogg, Hume, Kelly, Linden, McCulloch, McNally, McNeil, Mooney, Roarty, Shevlin, Shields and Annette Valentine.

ALSO PRESENT

M Quigley (Unison).

CHAIR

Councillor Duffy (Convener) presided.

IN ATTENDANCE

The Executive Director (Enterprise and Communities), Head of Business Solutions, Business Strategy Manager, Business Manager (Improvement), Chief Technology Officer and Committee Officer.

APOLOGIES

Councillors Masterton, Stubbs and Wilson and J Rooney (UNITE).

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1. There were no declarations of interest.

DIGITALNL WORK PACKAGE STATUS UPDATE

2. With reference to paragraph 6 of the Minute of the meeting of the Policy and Strategy Committee held on 21 March 2019, when the indicative five year investment for the DigitalNL Transformation Programme, including the 25 work packages for year one of the Programme, had been approved, there was submitted a report by the Head of Business Solutions (1) detailing, in the Appendix to the report, the status of the year one work packages; (2) highlighting (a) that 67% of the work packages were completed or ongoing, 15% were no longer required as the work was being conducted by Council staff and a further 5% were scheduled to commence following finalisation of the System Integrator discovery phase, and (b) the re-profiling undertaken to identify those work packages which were considered no longer required or more appropriate for year two of the programme, and (3) advising (a) that a planning session was held on 4 February 2020 to review the work packages identified in respect of year two of the DigitalNL Transformation Programme, and (b) that as a result of this meeting an integrated plan for the programme covering business change, technical solutions and benefit realisation would be prepared and presented to a future meeting of the Committee for approval.

Decided:

- (1) that the progress made to date against the DigitalNL Transformation Programme be noted, and
- (2) that the work packages carried forward to financial year 2020/21, as detailed in the Appendix to the report, be noted.

DIGITALNL MOBILISATION OF SYSTEMS INTEGRATOR

3. There was submitted a report by the Head of Business Solutions (1) advising that the System Integrator (SI) contract with Agilisys Limited commenced on 29 October 2019; (2) outlining the current status and duration of the five initial work packages that the SI held responsibility for, and (3) detailing the next steps and areas of focus for the SI.

The Chief Technology Officer advised that the five initial work packages all completed the discovery stage by the end of January 2020 and had now progressed onto the design stage. Following discussion, the Committee requested (1) a copy of the Terms of Reference for the Digital Skills North Lanarkshire Group, and (2) reports to a future meeting of the Committee in relation to (a) the implementation of the Community Benefits Tracker, and (b) the comprehensive risk assessment and risk and issue log (RAIDE) referenced in paragraph 4.4 of the report.

Decided:

- (1) that the content of the report be noted;
- (2) that a copy of the Terms of Reference for the Digital Skills North Lanarkshire Group be distributed to the Committee, and
- (3) that reports be submitted to a future meeting of the Committee in relation to (a) the implementation of the Community Benefits Tracker, and (b) the comprehensive risk assessment and risk and issue log (RAIDE) referenced in paragraph 4.4 of the report.

DIGITALNL BUSINESS INTELLIGENCE HUB

4. There was submitted a report by the Head of Business Solutions (1) advising that the development of a Business Intelligence (BI) Hub was included as part of the Enabling Services work stream, which would provide a new capability within the Council and would operate hand in hand with service delivery to provide information, intelligence and insight; (2) intimating (a) that during the course of November and December 2019, there had been a focus on the activities required to progress the overall design and implementation planning for the BI Hub, and (b) the areas of activity, including review and validation of data collection questionnaires, process development, analysis of feedback, future commercialisation of data, and the next phase of design, and (3) detailing (a) the anticipated outputs from the BI Hub, and (b) the proposed next steps.

Decided:

- (1) that the progress to date in relation to the development of the BI Hub be noted, and
- (2) that development of the next steps, as outlined in the report, be approved.

DIGITALNL INTELLIGENT AUTOMATION

5. With reference to paragraph 3 of the Minute of the meeting of the Committee held on 13 November 2019, when the development and implementation of the proof of concept robot (bot) within the Revenue and Benefits Service in order to automate the BACs list updates for Council Tax direct debits was noted, there was submitted a report by the Head of Business Solutions (1) advising that from November 2019 to January 2020, engagement had taken place with various Services in order to identify suitable processes for automation; (2) highlighting (a) that as a result of the stakeholder workshops, over 30 specific processes from Revenue and Benefits and Housing and Adult Social Care were analysed against a set criteria to identify suitable opportunities for applying the bot (Automating Manual Interactions - AMI), and (b) that seven processes had subsequently been identified within the Revenue and Benefits and Housing Services as having met the set criteria and would be taken forward

as phase 2 of the roll out of AMI, with implementation scheduled for April 2020; (3) detailing (a) that up to four Council staff would work alongside Price Waterhouse Cooper automation experts to learn intelligent automation skills, and (b) that a formal knowledge transfer plan had been developed to ensure the Council received both software and technical training, via on the job training and support, and (4) seeking approval for the proposed next steps.

Decided:

- (1) that the successful deployment of the robot into production be noted, and
- (2) that the next steps, as outlined in the report, be approved.

DIGITALNL CUSTOMER SERVICES HUB

6. With reference to paragraph 5 of the Minute of the meeting of the Committee held on 4 September 2019, when an update on the development of a new Future Operating Model and details of how key front and back office functions and processes would be delivered in the future were provided, there was submitted a report by the Head of Business Solutions (1) advising that the development of a digital first Customer Services Hub model was a key deliverable of work package 8.1 - the Customer Services Hub; (2) detailing the five key design principles that the DigitalNL Delivery Board had endorsed, in respect of the development of the Hub; (3) outlining the benefits that customers should expect from the Hub; (4) confirming the activities which were required to be undertaken and assessed to fully define the scope and capabilities, and (5) seeking approval for the next steps, as outlined in paragraph 2.5 of the report.

Decided:

- (1) that the progress made to date in the development of a digital first Customer Services Hub model be noted, and
- (2) that development of the next steps, as outlined in paragraph 2.5 of the report, be approved.

PROGRESS REPORT - WINDOWS 10 IMPLEMENTATION

7. There was submitted a report by the Head of Business Solutions (1) advising that Microsoft had announced that support for the Windows 7 operating system ended on 14 January 2020; (2) intimating, that in order to minimise risk to the Council, a significant refresh of Council devices to the Windows 10 operating system had been undertaken, following approval by the Strategic Capital Delivery Group in December 2018; (3) providing the current status regarding the refresh programme; (4) highlighting (a) that over 98% of the estate was now operating on the fully supported Windows 10 system; (b) that for the remaining estate which had not yet transitioned, as a result of product compatibility issues, plans were in place to resolve the compatibility issues over the next six months, and (c) in order to minimise the risk, these devices would be enrolled in Microsoft Windows 7 extended support, and (5) detailing the future challenges which the introduction of Windows 10 brought to the Council.

Decided:

- (1) that the content of the report be noted, and
- (2) that the progress achieved to date in the transition of all devices to a Windows 10 operating system be noted.

DIGITALNL COMMUNICATIONS AND ENGAGEMENT ACTIVITY

8. With reference to paragraph 4 of the Minute of the meeting of the Committee held on 13 November 2019, when an overarching view of the main communication and engagement activities undertaken or planned, in order to support the ongoing service redesign process was noted, there was submitted a report by the Head of Business Solutions (1) providing an overview of the communications and engagement activity that had taken place to support the work packages underway within the DigitalNL Transformation Programme; (2) seeking approval of the DigitalNL Communications and Engagement Plan (January to June 2020), as outlined in Appendices 1 and 2 to the report; (3) summarising, in Appendix 3 to the report, the results of a survey undertaken to establish the effectiveness of Yammer (the Council platform for sharing information, accessing news and enabling colleague collaboration); (4) highlighting (a) that an online bi-monthly newsletter dedicated to the DigitalNL Programme had been established to ensure staff were informed about current work packages, key developments and planned activity, (b) that in collaboration with the Training and Organisational Development Team, work was continuing to promote the LearnNL site, and (c) that the Council also planned to take part in the 'Learning at Work Week' from 18 to 24 May 2020; (5) detailing the engagement activities being undertaken with tenants, the Disability Access Panel and Trade Unions; (6) confirming that in preparation for the launch of a new Council website, the first phase of work had focused on the development of the structure and visual design of the site, and the next stage of work would move to content design and information; (7) intimating that the Council planned to introduce Microsoft Office 365 during 2020 and that the Digital Transformers Team would become the early adopters and champions of this software, and (8) setting out the proposed next steps.

The Business Strategy Manager confirmed that within Appendix 1 to the report, the heading of the table on page 45 of the agenda should be "stakeholders" and that this would be amended within the final version of the document.

Decided:

- (1) that the content of the report be noted, and
- (2) that the DigitalNL Communications and Engagement Plan (January to June 2020), as amended and outlined in Appendices 1 and 2 of the report, be approved.

CONTRACTS AWARDED BELOW COMMITTEE APPROVAL THRESHOLD

9. There was submitted a report by the Head of Asset and Procurement Solutions providing, in the Appendix to the report, details of contracts which had been awarded by him, under delegated authority, during the period from 1 October to 31 December 2019.

Following discussion, the Committee requested (1) further details explaining why the contract value for both contracts was higher than the approved budget, and (2) confirmation of the contract extension date for the Firewall Hardware (School Bandwith Update) contract.

Decided:

- (1) that the content of the report and Appendix be noted;
- (2) that further details be provided to Committee explaining why the contract value for both contracts was higher than the approved budget, and
- (3) that confirmation be provided to Committee of the contract extension date for the Firewall Hardware (School Bandwith Update) contract.