

2 September 2020 at 2 pm.

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

PRESENT

Councillor Duffy, Convener; Councillor Fisher, Vice-Convener; Councillors Barclay, Cameron, Carson, Douglas, Farooq, Goldie, Hogg, Hume, Kelly, Lennon, Linden, Masterton, McCulloch, McNally, McNeil, Mooney, Roarty, Stubbs, Annette Valentine and Wilson.

ALSO PRESENT

Councillor Shields; M. Quigley (Unison) and J. Rooney (Unite)

CHAIR

Councillor Duffy (Convener) presided.

IN ATTENDANCE

Head of Business Solutions, Business Manager (Improvement), Business Manager (Metrics), Business Strategy Manager, Technology Solutions Manager, Assurance and Development Manager, Business Change Programme Manager, Expenditure Manager and Democratic Services Manager.

APOLOGIES

Councillor Shevlin and S. Traynor, GMB

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

1. There were no declarations of interest.

COVID-19 - RESPONSE AND RECOVERY - BUSINESS SOLUTIONS

2. There was submitted a report by the Head of Business Solutions highlighting the level of activity deployed by Business Solutions in response to the pandemic and its subsequent recovery (1) reminding the Committee that Covid-19 had been declared a pandemic by the World Health Organisation on 11 March 2020 and that on 23 March 2020 the UK Government introduced various measures to slow down the spread of the virus by informing the whole of the United Kingdom to stay at home; (2) providing details on a number of simultaneous activities undertaken by Business Solutions to mobilise, reallocate and efficiently implement resources to deliver alternative services and to escalate technology builds to deliver essential services, namely (a) infrastructure requirements to enable work from home; (b) supporting services for the most vulnerable (Shielding); (c) continuation and acceleration of the DigitalNL Programme; (d) the digital workplace including the acceleration of the planned rollout of Microsoft 365; (e) intelligent automation (Robotic Process Automation "BOTS"); (f) strategic policy and governance; (g) Digital Classroom and Community Hubs; (h) support for businesses, and (i) business as usual, and (3) outlining the next steps in terms of the Council's detailed recovery planning which will require assistance from Business Solutions, particularly levels 1 and 2 of recovery planning which will be scored against a set of criteria within the Service to ensure resources are allocated to key priorities with work plans within the Service to be revised as necessary.

During consideration of this matter the Committee sought a paper to come to a future meeting detailing whether the most vulnerable citizens had experienced any difficulties engaging with the Council via on-line and telephone access. The Convener agreed that a report on this matter would be brought back to a future meeting of the Committee.

Decided:

- (1) that the work of Business Solutions and the significant impact upon work of the Service during the pandemic be noted, and
- (2) that the impact of recovery planning on previously approved DigitalNL Year 2 Work Packages be noted.

PRESENTATION - DIGITAL NL JOURNEY AND FUTURE BUILD

3. There was provided a presentation by the Head of Business Solutions detailing work to date, future actions and activity and key milestones within the Digital NL Programme and associated projects.

The Convener thanked the officer for her presentation.

POW 083 CUSTOMER SERVICE HUB - TECHNOLOGY DESIGN AND IMPLEMENTATION UPDATE

4. There was submitted a report by the Head of Business Solutions highlighting the design and build work being undertaken by the Council's System Integrator Partner Agilisys to deliver the technical infrastructure to support and sustain the Council's Digital Ambitions (1) reminding the Committee that Agilisys became the Council's Systems Integration Business Partner in November 2019 and was responsible for advising and supporting the Council in the development and delivery of the main infrastructure work streams linked to Digital Transformation Ambitions which included the creation of a new Council Website with increased functionality and for introducing opportunities for residents, businesses and service users to engage with the Council and resolve an increasing number of enquiries, requests for service, payments and applications through self-serve options; (2) further informing that Agilisys is responsible for designing and building the Website's Customer Relationship Management System (CRM) using Microsoft Dynamics as the digital platform; (3) explaining that the Customer Service Hub will ultimately be responsible for customer enquiries, requests for service and applications across all service areas with the scheduling for migration of relevant service areas to be determined through a programme of "Release Sprints", although scope exists to amend their schedule in line with Covid-19 Recovery Planning and other emerging priority areas; (4) advising that service sprints were already underway across a number of areas to identify where efficiencies and wider benefits may be realised through changes to existing processes; (5) highlighting that, in order to deliver Waste Solutions' Customer Enquiries by a Self-Service Option through the Council's Website, Agilisys is now building its functionality on the CRM System; (6) informing that, in addition to increased self-service functionality on the Council's website, Agilisys has also developed the Content Management System (CMS) software to create, manage and modify all website content; (7) advising that the timeline for launch of the website had slipped from August 2020, as originally envisaged, to mid-October 2020 to allow sufficient time for robust acceptance testing, including user testing as described in the communications report detailed later in this Minute, (8) envisaging that the existing Net Call Capability and Licences deployed by the Council in the Customer Contact Centre will be utilised within the Customer Service Hub with due regard and close attention being paid to the anticipated volume of enquiries to be undertaken during future service sprints to ensure that the Hub contains sufficient capacity within the existing Net Call Channels to meet demands.

Decided:

- (1) that the Design and Build Work Programmes that are underway by Agilisys and Council Services to develop the Content Management System and Customer Relationship Management System, which were integral to the launch of the new Council Website that encompassing increased functionality and improved experiences, be noted;

- (2) that the Website Launch be rescheduled to mid-October 2020 to allow sufficient time and capacity for robust user testing and communications, and
- (3) that it be noted that the scheduling of the service sprints in both Housing and Repairs and Homecare Services have been brought forward to enable an earlier integration within the DigitalNL Transformation Programme and the potential for greater alignment with the Council's Covid-19 Recovery Planning Arrangements.

PROGRAMME OF WORK - 75.1 - DIGITAL AND IT STRATEGY REVIEW 2020

5. There was submitted a report by the Head of Business Solutions presenting the first annual review of the Digital and IT Strategy 2019-2024 which had been approved by the Policy and Strategy Committee in June 2019 and had been updated to reflect the fast changing environment in which the Council operated, not least the implications arising from the Covid-19 pandemic (1) explaining that the Strategy had been presented to the Transformation and Digitisation Committee in May 2019 and had subsequently been approved at the Policy and Strategy Committee in June 2019; (2) explaining that, as planned, the Strategy had been reviewed after its first year and the updated Digital and IT Strategy – Review 2020 had been produced, as attached at Appendix 1 to the report; (3) explaining that the updated Strategy specifically highlights 12 key elements of the programme including the Business Intelligence Hub, Intelligent Automation and the Customer Service Hub; (4) reporting that improving digital skills for individuals and communities is essential and that working in partnership with schools, New College Lanarkshire, Routes to Work and business and local communities encourages the Council to build a digital ready and sustainable workforce that ensures inclusive growth for all; (5) informing the Committee that eight supporting plans have been individually reviewed over the last year with only the Records Management Plan not due for review until 2021 and that the ICT Acceptable Use Policy had also been reviewed, with presentation to the Finance and Resources Committee scheduled during Autumn 2020, and (6) outlining a number of next steps.

Decided:

- (1) that the amendments and additions to the Digital and IT Strategy be noted, and
- (2) that the updated Strategy, as attached as an Appendix to the report be approved.

POW - 69 - DIGITAL NL COMMUNICATIONS AND ENGAGEMENT ACTIVITY

6. There was submitted a report by the Head of Business Solutions outlining the progress and future plans in place to accelerate the development of a digital workplace, web based access to service information and transactions and the use of data and automated intelligence to boost productivity and service operations (1) intimating that, as the digital programme has developed, additional methods of communication and engagement to inform and involve users in the transformation of services has developed but, as a result of Covid-19, digital tools and techniques for communications – both internal and external – are now essential and will shape the style and format of messaging to support service delivery changes as a result of new technology and the move towards a digital workplace; (2) explaining that, in line with the approved Communication and Engagement Plan, a number of planned activities have taken place since the last meeting of this Committee and explaining that the key focus over that period has been the implementation and roll out of the new digital workplace and providing details of such work, and (3) outlining the next steps to be followed including the introduction and move to Microsoft 365, the completion of the content page migration to the new Content Management System, agreeing actions for website user testing, incorporating customer portal feedback and to share ongoing communication content regarding Robotic Process Automation and digital process introductions as a result of service design sprints.

Decided: that the content of the report be noted.

BUSINESS SOLUTIONS - CAPITAL MONITORING REPORT 1 APRIL TO 24 JULY 2020 (PERIOD 4)

7. There was submitted a report by the Head of Business Solutions highlighting the financial performance of Business Solutions for the 2020/21 Capital Programme for the period ended 24 July 2020 (Period 4) detailing that the Business Solutions Division had a total capital budget of £8.986m, with all workstreams contained within this composite programme and that the Service was projecting a break even position at this stage of the financial year.

Decided:

- (1) that the financial position of the 2020/21 Business Solutions division, be noted;
- (2) that the budget movements as detailed in Appendix 1 to the report, be noted;
- (3) that the summary expenditure by thematic category, as detailed in Appendix 2 to the report, be noted;
- (4) that the summary expenditure by division, as detailed in Appendix 3 to the report, be noted;
- (5) that the revised 2020/21 Profile of Themes, following Strategic Capital Delivery Group approvals on 15 July 2020, as detailed in Appendix 4 to the report, be noted, and
- (6) that other considerations as detailed in paragraph 2.3 of the report be noted.

CONTRACTS AWARDED BELOW COMMITTEE APPROVAL THRESHOLD

8. There was submitted a report by the Head of Asset and Procurement Solutions notifying the Committee of contracts awarded between 1 April 2020 and 30 June 2020 with a value below the financial threshold requiring Committee approval.

Decided: that the report, and the accompanying Appendix, be noted.