DIGITAL TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 AUGUST 2016

1   PURPOSE AND SUMMARY

1.1   **This report proposes the establishment of a new Digital Transformation Programme within the Council's Corporate Transformation Programme.**

1.2   As stated in the report to Council on 10th March 2016 entitled ICT Review, ICT and new technology is the foundation for our future and as a result is at the heart of the Council's Corporate Transformation Programme.

1.3   It is proposed that a new Digital Transformation Programme brings together three currently separate Programmes that were instigated in October 2014:-

(a)   Customer First: focused on improving the customer experience of which a significant element is developing new digital services which customers choose to use.

(b)   ICT: over the past 18 months, focus of this Programme was on the ICT review to enable the Council to decide on the way forward with its ICT Service. This review is now complete with transfer of ICT to CGI taking place on 1st October 2016. Activity has changed from review to implementation of major ICT initiatives as agreed under the CGI contract.

(c)   Digital Connectivity: focused on improving broadband and mobile connectivity across the Scottish Borders.

1.4   Running Digital Transformation as a single Programme will allow shared activity to be managed more effectively, synergies to be exploited and investment/resourcing decisions to be better co-ordinated.

1.5   The change to a single Digital Transformation Programme does not affect governance of the Corporate Transformation Programme. The new Digital Transformation Programme will be one of the, now, fifteen Programmes and report into the Corporate Transformation Programme.

1.6 The Digital Transformation Programme is a broad Programme delivering significant change that will address every one of the eight priorities within the Council's Corporate Plan.

1.7 Extensive work is underway to define the Programme and bring together the governance of a range of projects already underway alongside new projects.

2 RECOMMENDATION

2.1 **I recommend that Executive Committee agrees to the creation of the new Digital Transformation Programme.**

3   BACKGROUND AND CURRENT PROGRAMMES

3.1   In February 2015 Council agreed to the establishment of the Corporate Transformation Programme and the structure that remains in place. Proposals in this report do not change the overall structure or operation of the Corporate Transformation Programme.

3.2   As stated in the report to Council on 10th March 2016 entitled ICT review, ICT and new technology is the foundation for the Council's future and as a result is at the heart of the Council's Corporate Transformation Programme.

3.3   Up until now, SBC has been running three separate Programmes concerned with Digital Transformation:-

(a)   Customer First: focused on improving the customer experience of which a significant element is developing new digital services which customers choose to use.

(b)   ICT: over the past 18 months, focus was on the ICT review to enable the Council to decide on the way forward with ICT. This review is now complete with transfer of ICT to CGI taking place on 1st October 2016. Activity has changed from review to implementation of major ICT initiatives as agreed under the CGI contract.

(c)   Digital Connectivity: focused on improving broadband and mobile connectivity within the Scottish Borders.

3.4   The contract with CGI was signed in March 2016 and transition of SBC's ICT service to CGI is on schedule for delivery on 1st October 2016. In addition a number of transformative ICT projects as specified in the contract are well underway. For example, the Enterprise Resource Planning (ERP) project is underway and will provide the Council with a single system for HR, Procurement and Finance with highly efficient processes. Also the Digital Integration project is underway and will provide new online facilities for customers to deal with council tax and for environmental reporting.

4   REASONING BEHIND CREATION OF THE DIGITAL TRANSFORMATION PROGRAMME

4.1   The main focus over the past 18 months has been on the review of our ICT provision and establishing the contract with CGI, this was governed by the ICT Programme Board.

4.2   Over this period work continued on improving digital services to customers including the updated and refreshed SBC web site which was managed by the Customer First Programme board.

4.3   Work also continued on improving mobile and broadband services within the Scottish Borders, and this was led by the Digital Connectivity Programme Board.

4.4   The signing of the contract with CGI has changed, quite correctly, the focus of the Council around ICT. There are now many more cross-cutting initiatives that are underway, rather than relatively discrete areas of activity. CGI are focussed on adding value across all these areas of activity. This leads to many more dependencies between the Programmes, certain staff having to work on all three of the Programmes, and clear communication requirement to ensure staff are up to date with the work of all three Programmes. In some instances, the same service directors are required on the Programme boards of each Programme. This is proving to be an unnecessarily complex way to govern this work.

4.5   It is proposed that the work of these three Programmes will be brought under a single Programme, the Digital Transformation Programme lead by the Corporate Transformation and Services Director. Appendix 1 shows the proposed governance structure for the Programme.

4.6   A Programme Co-ordinator, Stephen Roy, has been appointed.

4.7   The new structure will lead to simpler governance, more effective use of resources and greater ability to manage dependencies between projects.

5   KEY THEMES OF THE PROPOSED DIGITAL TRANSFORMATION PROGRAMME

5.1   The Programme will be broken down into four themes.

5.2   The ICT Service Transfer theme is concerned with transferring responsibility for the Council's ICT service to CGI and initial contract management thereafter. The service will be transferred on 1st October 2016.

5.3   The Enterprise Resource Planning (ERP) theme will deliver a modern, efficient Finance, HR and Procurement operation through adoption of a single system to replace three existing systems and using these systems to move to highly efficient back office processes. The ERP system will go live on 1st April 2017.

5.4   The Digital Customer theme will deliver online services that meet the needs of customers so that the digital channel becomes the channel of choice. Initial priorities are on-line Council Tax and e-billing (October 2016) and environmental reporting (April 2017). The theme will also include working alongside partners to ensure that citizens of the Scottish Borders have the skills, knowledge and access to make the best use of digital technology to enhance their lives and their community.

5.5   The Digital Connectivity/Economy theme will co-ordinate the initiatives with partners, service providers and national bodies necessary to meet the Council's ambition that wherever someone is located in the Scottish Borders, they should be able to access mobile telephony and superfast broadband for business and personal use. The theme will also involve attracting investment to the Borders to improve our digital infrastructure alongside attracting businesses to the Borders because of its first class digital infrastructure.

6 DIGITAL CONNECTIVITY

6.1 The report on Broadband Improvements to Executive Committee on 7th June 2016 highlighted the work that is ongoing to deliver on the Council's ambition that wherever someone is located in the Scottish Borders, they should be able to access superfast broadband for business and personal use.

6.2 While there has been progress towards this aspiration, the report also highlighted that there is still a clear inequity between the digital connectivity in more densely populated areas and that available in rural areas like the Scottish Borders.

6.3 The Digital Scotland Superfast Broadband (DSSB) Programme is to increase superfast broadband connection to about 93.8% of premises in the Scottish Borders. It is likely to mean that around 6% of premises, mainly in remoter rural areas, will not be connected to Superfast Broadband enabled infrastructure.

6.4 For premises that are connected to DSSB, a proportion of these will not be able to take advantage of the new services because they are too distant from a superfast cabinet.

6.5 The Scottish Government will look deliver Superfast Broadband to as many premises as possible but will also look to exploit new technologies to make the DSBB Programme go further alongside exploring the use of other broadband technologies such as wireless and satellite to provide faster broadband.

6.6 CGI will work with its infrastructure partner, Commsworld, to deliver additional superfast broadband to our high schools, and will also showcase the art of the possible for communities and businesses. This could have a positive impact on the services available to businesses and households.

6.7 The Mobile Infrastructure Project (MIP) has delivered two new masts in areas of the Scottish Borders that have poor mobile reception. Mobile providers now need to put their equipment onto these masts so that customers can receive an improved service. Suppliers have plans to do this in August.

6.8 The emergency services mobile provision rollout with EE will also provide additional mobile reception in the next few years for service out-with emergencies.

7 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

7.1 Activities from each Digital Transformation project including news, updates, consultations, staff messages, are co-ordinated through the Communications Team and pulled into one overarching matrix for the Programme as a whole. This will address the communication needs of the wider public, service users, Elected Members, partner organisations, the media, suppliers, staff and businesses and other relevant stakeholder groups as necessary. This is further co-ordinated with the overall Corporate Transformation Programme communication plan. This ensures effective forward planning and a joined-up approach.

7.2 The Trades Unions continue to consider the most up to date Corporate Transformation tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues will also be provided by the Digital Transformation Programme if required.

8 REPORTING

8.1 As the Digital Transformation Programme is part of the Corporate Transformation Programme, progress will be reported through the existing quarterly monitoring reports already considered by Executive Committee.

9 IMPLICATIONS

9.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. The business case for the work of the Digital Transformation Programme was already agreed when the CGI contract was agreed with Council in March 2016.

9.2 Risk and Mitigations

The Digital Transformation Programme is large and complex, requiring extensive changes to be implemented within SBC to realise the benefits expected. A Programme of this size naturally has a number of risks that will require to be managed. Individual projects already underway have robust risk management in place and the Programme will build on this at Programme level to ensure risks are mitigated appropriately. The Digital Transformation risks will feed in to the overall Corporate Transformation risks and will be visible through the reporting mechanisms already in place for Corporate Transformation.

9.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Digital Transformation Programme.

9.4 Acting Sustainably

The Programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

9.5 Carbon Management

The Programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

9.6 Rural Proofing

This will be undertaken within the Programme where appropriate.

9.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

10 CONSULTATION

10.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and the comments received have been incorporated into the final report.

Approved by

Rob Dickson   Signature …………………………………….
Corporate Transformation & Services Director

Author(s)

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Background Papers: Nil
Previous Minute Reference: Executive Committee 7th June 2016 item 10 – Broadband Improvements Update

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Stephen Roy can also give information on other language translations as well as providing additional copies.

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APPENDIX 1 – PROGRAMME GOVERNANCE

Scottish Borders Council

Scrutiny and Petitions Committee ↔ Executive Committee ↔ Audit & Risk Committee

Corporate Management Team

Digital Transformation Board

- Change Board
- Directorate ICT Boards (User Groups)
- Technology Innovation Board
- ERP Project Board
- CGI Service Transfer
- Digital Customer
  - Web Experience Board
  - Digital Integration
- Digital Connectivity/ Economy