

EAST RENFREWSHIRE COUNCILCABINET16 JUNE 2022Report by Director of Business Operations and PartnershipsUPDATE ON THE DIGITAL TRANSFORMATION PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to provide Cabinet with an update on the achievements of the Digital Transformation Programme during 2021/22 and to give an overview of Programme plans for 2022/23.

RECOMMENDATION

2. It is recommended that Cabinet notes the achievements and future plans across the 3 areas of our Digital Transformation Programme: Customer Experience; Business Systems and Processes and Workforce Productivity.

BACKGROUND

3. East Renfrewshire Council has always been an ambitious council, aiming to be at the forefront of modernisation and digital transformation. In 2015 we introduced our 5 capabilities which set out the key areas we needed to focus on to effectively deliver our outcomes for local people and meet our ultimate vision of making lives better for the people of East Renfrewshire. The 5 capabilities are:



4. We operate these in line with our 3 Values, which were designed by our employees:



5. The Council's Digital Transformation Strategy for 2021-2024 was approved by Cabinet in June 2021 and focused on 3 areas (see summary at [Annex 1](#)):

- Customer Experience – providing a consistent, efficient customer experience, designed with the user at the heart.
- Business Systems & Processes - efficient and effective business systems and processes enabled by digital technology and optimised across the Council.

- Workforce Productivity - increasing the productivity and effectiveness of our workforce, enabled by Office 365 capabilities and better use of data.

6. This new Digital Transformation Strategy replaced our previous Modern Ambitious Programme (MAP) which was formally closed at 31 March 2022. A refreshed approach to governance and resources is now in place to take forward our 3 new programme areas. This is led by the Business Operations and Partnerships Department, with representation from each Council Department, the HSCP and the East Renfrewshire Culture and Leisure Trust as appropriate.

7. Overall governance of the Digital Transformation programme is through the Corporate Management Team (CMT). They are responsible for ensuring that savings and benefits are achieved and that programme and project priorities, dependencies and resources are well managed. The pandemic reduced the frequency of these programme meetings in 2021/22 and caused delays to some of our projects due to lack of capacity, but new Programme Boards for each of the 3 priority areas are now in place, with CMT meeting to discuss Digital Transformation on a quarterly basis, with update reports to Cabinet due at least annually.

PROGRESS UPDATE – DIGITAL TRANSFORMATION

8. Despite a continued focus on pandemic response and recovery, and delays in some areas, our services have made substantial progress across 2021/22 to progress our digital transformation ambitions, make efficiencies, improve customer service and modernise the way we work. This section gives details of the key projects progressed in each of our 3 programme areas.

CUSTOMER EXPERIENCE

9. The vision for this programme is to provide a consistent, efficient customer experience, designed with the user at the heart.

10. This is driven by an organisation-wide Customer Experience Strategy. We are continually working towards improving our digital processes, including booking, scheduling and payments. We seek to design processes end-to-end, in an inclusive way, using the Scottish Approach to Service Design (SAtSD). New technologies will be used to improve the customer journey, based on customer preference, with support available for those who need it.

11. The key focus of the Customer Experience Programme over the last year has been our digital customer experience project. Following introduction of a new Council website in 2020, we decommissioned our Customer Record Management System (Lagan) on 31 March 2022 and moved all existing customer forms and processes to our new customer platform. This gives us the capability to further develop our online services for customers and improve our response times for customer enquiries.

12. In February 2022, we worked with a small number of customers to test our new Customer Portal, My East Ren. Through a single sign-on, this will allow customers to access a range of Council services including viewing Council Tax bills and bin collection information and quicker access to the Education Parents' Portal site where they can pay for school meals and trips. Through the portal, customers will be able to see live updates on submitted requests and no longer need to phone or email for updates. More services will go online during the next year.

13. Linked to this, the Revenues Service has launched new online capability which will allow customers to self-serve and manage Council Tax business online using any device, anytime. Customers have access to their Council Tax account and some Council Tax services, such as paperless billing, applying for a single person discount and updating contact

details. We will be adding more online services over the coming months including access to Benefits online.

14. The Customer Experience Programme will seek to continually iterate and improve customer processes. Examples of developments over the last year include new online processes for:

- residents on low incomes to apply for Self-Isolation Support Grants (SISG) when self-isolating with COVID-19, enabling quicker payments;
- businesses to apply and submit evidence for the various COVID-19 related grant payments; and
- taxi and private hire drivers registered within East Renfrewshire to apply for replacement plates and purchase replacement documentation and vehicle fixtures, reducing face to face visits and calls to Council offices and improving processing times.

15. Following the deployment of widespread remote learning throughout the lockdown periods in both 2020 and 2021, schools and nurseries have continued to build on the digital progress through learning and teaching. Individual education Schools and nurseries have been providing a mix of in-person and digital opportunities, enhancing the accessibility for families to engage with their child's learning, e.g. through the wider use of video to support parents' evenings, parent councils and school trip meetings. Schools continue to consult with families on their preferred approaches as restrictions ease.

16. A key element of recovery from the pandemic in our Education Department has been the focus on continuing to transform customer facing services. East Renfrewshire's Parents' Portal digital service has the highest participation rates in Scotland, with 83% (16,000) of all pupils now linked to a Parents' Portal account. This is an increase of 4,000 children from the position in June 2021. Developed to improve the way in which schools engage with parents/carers and reduce the number of paper transactions, the portal gives parents and carers online access to a range of school services through their own personal device.

17. Following the launch of the national free transport eligibility for under-22s, families have been able to sign up for the scheme for primary aged children through Parents' Portal. The Education Department is continuing to work with Transport Scotland and YoungScot to extend this to secondary aged pupils in the coming months to improve the accessibility of the scheme.

18. In addition, parents and guardians applying for school or nursery applications for children aged 3 and older are now able to do this online, improving the service for families and improving efficiency within the Council. Families are now able to submit evidence digitally, removing the need for sensitive documents to be posted or brought direct to education establishments.

19. Over the last 2 years the focus of our Health & Social Care Partnership (HSCP) has been to keep life and limb services operating under the pressures of the pandemic, whilst also scaling up significant vaccination programmes. This has involved moving to greater digital communication, replacement of face-to-face appointments wherever possible and finding new and innovative ways to stay in touch with vulnerable clients and families during periods of isolation, lockdown or social distancing.

20. For our Environment Department, there has been significant progress across a range of system and process improvements to improve on digital customer service delivery. This has included:

- work to improve the online processes for missed bin pickups, bulky uplifts, replacement bins and requests for removal of graffiti and fly tipping;

- Implementing a new system (ESRI) to allow workers to receive and update tasks whilst out on jobs, making it easier for office staff to respond quicker to customer enquiries. Customers can also now log in and view the status of their requests.
- Redesign of all key customer-facing processes in Roads and Transportation, including reporting faults with street lighting, roads and winter maintenance issues.
- New digital processes for the new charging scheme for garden waste which was introduced in 2021, with 92% of permits applied for online.

21. In addition to these customer-facing process improvements, we've had a lot of work to do across the Council this year to make sure our payment system was updated for credit card payments, to ensure we keep pace with industry standards for security. This has involved replacing our chip and pin devices at points of sale, with the additional benefit that we can now take Apple Pay and android pay, which has been a welcomed development for our customers.

BUSINESS SYSTEMS & PROCESSES

22. The aim of this programme is to have efficient and effective business systems and processes enabled by digital technology and optimised across the Council.

23. As in recent years through our former Core Systems programme, the focus of our new Business Systems and Processes programme has continued to be dominated with the work around replacements, upgrades and integrations of major ICT systems, driven by contracts ending, new capabilities or changes in support provision from suppliers. There is a significant resource requirement both within Council services and ICT to implement such changes to systems, which can be a challenge to balance with transformational projects and the ongoing stability and security needs of our network.

24. The Core Systems Programme was one of the main programmes of change in recent years with significant workload and impact for Business Operations & Partnerships teams including HR/Payroll; ICT; Accounts Payable (formerly known as Creditors) and Accounts Receivable (formerly Debtors) and the Accountancy Team in the Chief Executive's Office.

25. Over the last year, the focus of work on our Finance and Procurement system has been focused on:

- Implementing a significant annual upgrade in 2021/22 to improve efficiency and implement new functionality.
- Working through a range of process improvements, called 'the backlog', prioritised by the Programme Board based on user need and the potential scale of benefits arising with resources then assigned accordingly.
- Developing further interfaces between the Finance/Procurement system and other departmental systems e.g. to make the invoice payments quicker and reduce double-keying between systems.
- Improving financial reporting to create better budgetary control and financial transaction reporting for services. Feedback from users suggests that these reports are helping to improve efficiency in services.
- Looking for opportunities to decommission supporting systems where the core system can undertake the tasks e.g. this year a report has been developed to identify potential duplicate payments prior to processing - this may let us stop using another separate ICT system for this process and thereby reduce cost.

26. After the implementation of the core HR & Payroll System in 2021, we have been continuing to introduce more functionality for the users. The focus over the last year has been around automation of sickness absence reporting with automatic information-flow to the payroll team, reducing manual rekeying and implementation of two large upgrades to enable more functions for future use.

27. Following on from the replacement of the legacy Council Tax and Benefits ICT system that went live in December 2020, the focus over 2021/22 has been to stabilise the new system and refine end-to-end processes whilst also implementing online customer processes for this high-volume area. Combining 3 previous revenues ICT systems into one is already providing benefits: customer accounts are updated in real time rather than applications passing between teams and taking time to show online and there is greater automation of processes which can save staff time but, more importantly, improve our service to customers. The new system is integrated with Department for Work and Pensions (DWP) systems and we are able to get some benefit information in real time without staff having to check separate systems or waiting for customers to provide the evidence.

28. In HSCP, whilst attention was principally diverted to the COVID-19 response, progress was reviewing digital transformation priorities and scoping of an important project to replace the service's case recording system. There were delays from December 2021 as the HSCP moved back to response mode as the new Omicron variant emerged and the focus turned once again ensuring that life and limb services continued to support those in our communities most in need. A major project to replace the existing CareFirst case recording system has now commenced. Funding has been secured for the procurement and implementation of a modern digital solution that will greatly enhance the interactions between staff and those who use HSCP services, and cut down on unnecessarily cumbersome manual data recording and management. This is a key priority of the 2022/23 programme.

29. The Environment Department benefitted from various server and system upgrades throughout the year to ensure systems are stable and secure with no risk of loss of functionality or productivity:

- NEC Housing, which is the replacement to Housing's current management system – OHMS progressed through 2021/22 with several phases including replacement of like-for-like system functions to support rents, repairs, homelessness, allocations, estates and factoring and the introduction of mobile working for critical staff, such as Housing Officers allowing them to raise repairs on visits to tenants using hand held devices and be more responsive to customer needs.
- There was work to transfer routine maintenance and street lighting modules in the current asset management system to cloud-hosted, allowing Roads and Transportation staff to access and update information on mobile devices whilst out in the area.
- Introduction of mobile working for officers within the Lighting and Routine Maintenance and Roads Contracting Unit (RCU) teams to enable 'in the field' working for officers. Officers can access data in the system, raise repairs, record inspection details, update jobs and close completed jobs whilst on site or working remotely thereby removing paperwork from the process and reducing time for officers returning to the office to update systems.
- Development and implementation of a new module within Planning and Building Standards' main system, IDOX Uniform to support enforcement of planning. Officers can log details of planning cases that require enforcement measures e.g. unauthorised works, which are in breach of planning legislation, allowing full electronic management of such cases.
- Progression of a project to digitise cemetery records including digital recording of condition and safety details of headstones. These can be a health and safety risk to the public and must be inspected. Digitising the records will help record statutory information and improve access to historic lair information. Mapping this information using the geospatial mapping system, ESRI Arc GIS allows the service to collect the precise locations of lair and interment details. Office-based and operational staff can easily access records and log details either in the office or via hand-held devices

working in the field. To date, key sections of the Cathcart Cemetery have been fully mapped and can be managed digitally.

30. The Environment Department also continues to work with the Scottish Local Government Digital Office and their partners around expanding opportunities for use of the Internet of Things Scotland (IoT) technology. The Council's ICT IoT expert co-chairs the national *Smart Infrastructure Group* fostering partnerships and collaboration on smart technology being deployed throughout Scotland.

31. In 2021/22 the Council continued to develop its IoT capability installing 1500 sensors throughout the school estate to provide real time monitoring of CO₂, temperature and humidity levels. As a result of Covid-19, the Council requires to monitor the levels of CO₂ within buildings and rooms to reduce the risk of virus spread within spaces with high levels of CO₂. Schools can now access CO₂ data in real-time and take measures to reduce CO₂ by e.g. opening windows to let in fresh air. This work has been sector-leading in Scotland.

32. Additionally, 15 external air quality sensors were installed to supply data directly to Environmental Health, minimising the burden of taking manual readings and preparing statutory reports. In Housing, sensors were also installed as a trial within council housing allowing the team to predict the risk of dampness and fuel poverty.

33. There are more IoT opportunities in the pipeline, with engagement between suppliers and council service areas currently taking place to introduce smart grit bins and smart street lighting.

WORKFORCE PRODUCTIVITY

34. This last Programme is about increasing the productivity and effectiveness of our workforce by enabling, embedding and enhancing our use of digital tools, including Office 365, to create; communicate; collaborate; store; plan; automate; analyse and report. There are important information governance and technical considerations that form part of this programme to ensure ICT stability and sound approaches to handling of the, often sensitive, data and information that the Council holds.

35. The Office 365 project enabled the transition to homeworking during the pandemic, supported virtual training, employee engagement and social connection, mainly through the use of Teams, and continues to be a key priority area as we consider what the pandemic will mean for the way we work in the future.

36. In January an organisation-wide *Teams* site was introduced for employees and acts as a communications space for topics such as ICT announcements, Office 365 tips and HR updates.

37. Staff training and support on Office 365 apps was updated regularly throughout the year to reflect changing usage trends. A Teams meeting recording process and a meeting room booking feature directly within the Outlook calendar were all successfully trialled and began rolling out throughout the Council.

38. In terms of data and supporting workforce productivity, an Information Asset Register was developed and populated with details of the Council's major software systems holding sensitive information. The Register supports the Council on its GDPR requirements and provides a central view of the associated information risks and actions.

39. In January 2022 a project on mapping customer personal data began. This will improve the Council's ability to deal with enquiries on personal data and increase workforce productivity by reducing duplication in managing records.

40. Behind many reports the Council produces is an infrastructure of hard and software that enables the secure integration of data from various internal and external sources. Over the last year we have built up our capacity and capability in using new tools to enable key data, such as the ongoing impact of the pandemic, to be accessible to management at the right time to make operational decisions.

41. A substantial and successful migration of all email accounts to *Exchange Online* was completed in February 2022 bringing a more resilient email service and new features that remove manual tasks.

OUR FUTURE PROGRAMME

42. East Renfrewshire Council will continue to focus on digital transformation to become more efficient, accessible, modern and make improvements based on customer needs.

43. Whilst challenges continue to be faced in terms of capacity versus ambition and complexity of many of these programmes of work, we are more conscious than ever of the importance of prioritising this work to achieve best use of scarce resource. We will make more use of agile project methods to provide a more incremental way to manage change based on user needs and focused on chunking projects to get value to those who use the service as quickly as possible. This will require a shift in culture, new ways of working and skills development.

44. Departments are currently engaged in a process of project prioritisation looking at what the Council needs to do (e.g. contract changes and upgrades) and wants to deliver as part of its digital transformation journey over the next period. Looking at the projects in the round like this will help us assess the linkages and sequencing of projects; the scope for use of national platforms or solutions wherever possible; plan resources; identify gaps or challenges and ensure a balance of delivery and benefits realisation across the 3 fronts of our digital transformation strategy.

45. Subject to the detail of the project prioritisation exercise and resulting resourcing discussions, the section below gives detail on key projects we anticipate progressing over the next year.

CUSTOMER EXPERIENCE

46. The focus of the Customer Experience programme in 2022/23 will be to:

- Improve online self-service and customer experience by giving customers the ability to interact with a wide range of Council services (including Revenues/Benefits; Housing and Schools) from a single East Renfrewshire Customer Portal, including real time updates on service requests. Customers will also be able to book appointments for some services through an online appointment / booking system.
- Improve the functionality and resilience of our telephony system, with supporting communications including Live Chat.
- Ensure our vulnerable telecare customers will continue to benefit from their lifeline community alarm system despite the significant national transition from analogue to digital services.
- Build on the success of current online processes to explore the opportunities to extend the online application process for all nursery children, including those aged under 3 years, to provide greater consistency in the customer experience.

BUSINESS SYSTEMS & PROCESSES

47. The focus of the Business Systems & Processes programme in 2022/23 will be to:

- Enhance our Integra Finance and Procurement System and improve management use of the system through self-service.
- Bring more suppliers onto e-invoicing, making the payment process quicker for both staff and suppliers.
- Simplify and automate the recharge process between the Council and the Culture and Leisure Trust (ERCLT) by implementing the Intercompany Accounting module of Integra.
- Continue to interface with other systems in ERCLT and Environment to make the purchase to pay process more efficient.
- Move to a fully cloud hosted income management system to improve functionality in taking payments from customers.
- Investigate options for integrating annual leave and flexi into the iTrent HR and Payroll system and interface to other systems and digitise manual processes.
- Replace the primary management information service, SEEMiS education system for schools, subject to national timescales. The introduction of SEEMiS Next Generation, for primary, secondary and special schools, will begin following the rollout of the Early Years' product.
- Preparations for a new modern digital case management system for social work.
- Replacement of the Care at Home scheduling system to allow better functionality for us to schedule our visits to vulnerable customers.
- Launching the new housing system and implementing the next phase of the project to automate workflow and streamline processes.
- Continuing as a lead authority in the Scotland-wide programme for Internet of Things (IoT) technology, delivering pilots for roads temperature and grit bin sensors enabling effective allocation of resources and prioritisation of winter maintenance regimes. We will also install IoT sensors on street lighting in Barrhead Main Street to turn on/off or regulate the brightness of the lights and detect when a lighting column is faulty, potentially leading to savings in energy costs and allow for proactive maintenance to fix faults rather than waiting on residents reporting them.

WORKFORCE PRODUCTIVITY

48. The focus of the Workforce Productivity programme in 2022/23 will be to:
- Work with a strategic partner to drive further business benefits from our use of Office 365, including the shift to cloud in a way that is stable, secure and resilient.
 - Develop and enhance our use of Office 365, including OneDrive, Planner, Bookings and Lists and encourage and support new ways of working for our staff.
 - Modernise the way we handle performance management information for services for Best Value purposes, including reporting from source-systems in new service level dashboards whilst removing manual tasks and rekeying of information.
 - Establish an Information Governance delivery group to coordinate the maintenance of the Information Asset Register, shape the controls and policies for protecting

information held within Office 365, oversee improvements to Freedom of Information processes and implement commitments made within the Council's Record's Management Plan.

- Develop an electronic contract register to improve controls and reporting of the Council's procurement contracts.

IMPLICATIONS

49. There has been significant progress in recent years in delivery of the Council's digital transformation strategy. The pandemic did impact capacity significantly and caused some delays to projects. It has been a challenge for our services to navigate the demands of response, recovery and renewal concurrently, however, our aspirations to continue our ambitious modernisation journey remain as important as ever.

50. Change and digital transformation across an organisation as diverse as a council is a complex area, with a complicated system architecture and operational processes sitting behind the services that our residents interact with on a daily basis. We have to carefully plan to ensure that we are focusing on improving our high volume processes whilst undertaking the routine work to keep our systems up to date, secure and integrated.

51. The use of equality/fairness and data protection impact assessments is a routine part of projects.

52. Budget challenges mean we have to clearly prioritise our activities and resources to ensure we deliver benefits from projects, that they contribute to future savings opportunities and that they improve the experiences of local residents and reduce bureaucracy. Learning from others' successes (and failures) will also help transition quicker and save rework.

53. Recruiting and retaining the right skills and experience is essential to the success of our digital transformation journey. Digital, data, technology and service design skillsets are in significant demand nationally and it is a challenging marketplace. Programmes routinely have gaps in key skillsets which means the need to prioritise resource to achieve the best collective benefit – this is a key function of the 3 Programme Boards, which must work together to make decisions and recommendations. We have also developed close links with the Scottish Local Government Digital Office and Scottish Digital Academy to ensure we can develop and enhance our digital, data and technology skillsets.

FINANCE & EFFICIENCY

54. Whilst significant savings have already been achieved, the very difficult financial circumstances facing councils are expected to continue for the foreseeable future so the scale of change will need to be maintained. In June 2021, Cabinet considered an update report on our Modern, Ambitious Programme (MAP) and approved a new Digital Transformation Strategy for 2021-24. It was noted that a total of close to £11.8m (67%) of the 2018-21 agreed savings (including almost £4.4m (59%) for 2020/21) arose from efficiencies, through the Council's MAP programme or as a result of our focus on the Council's 5 capabilities.

55. Savings plans for future years will be developed by the Corporate Management Team on the basis of the Scottish and UK budgets and will be reviewed to take account of any multi-year settlement information subsequently published. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, the Council will continue to seek efficiencies through reviews and transformation initiatives wherever possible.

56. East Renfrewshire Council has a policy of always taking a prudent approach to the calculation of savings. Savings are only included in formal budgets once we have a high

degree of confidence that they can be achieved (and in many cases are already in place through work in previous years).

57. The key principles behind the programme that will lead to budget savings are:

- Continue implementing our Digital Transformation Strategy, with a focus on customer experience, streamlined end to end systems and processes and greater use of Office365 capabilities for productivity
- An increased focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision, improving services and potentially lowering costs
- Improving the sharing and management of data across the organisation.

58. Projects are funded through a Digital transformation budget, which will need reviewed year on year as part of the budget process. The funding comes from:

- a regular drawdown from modernisation fund (£1m plus any underspend from previous years);
- recharges to Capital;
- a small number of revenue-funded posts including Programme Management Office;
- drawdown from HRA, IJB and ERCLT reserves as required;
- departmental revenue budget “top slicing”, which may be required in future years as Modernisation Fund resources deplete.

59. The modernisation reserve was created in 2014 to fund change projects across the Council. In the early days the fund was topped up annually from underspend at year end. However in recent years, there has been little opportunity to top up so the fund has been declining in value.

60. A digital transformation team and budget has been established based on the above, with all digital transformation project work being managed and funded through the budget. New projects go through an intake process to determine how best they are delivered – this will include project prioritisation, with the budget and skills dictating how much can be achieved in a given year. Programme Boards are involved in this prioritisation to ensure best use of ‘shared resource’ e.g. ICT, HR and project staff.

61. These 3 programmes represent resource intensive areas of work but, given the right input and commitment, have real opportunity to transform our processes and deliver efficiencies for the future. It will be necessary for us to regularly prioritise this work to ensure a focus on benefit realisation and to rigorously manage the limited resources we have to support projects. This is especially relevant as we adopt new working practices in the wake of the COVID-19 pandemic.

CONSULTATION & PARTNERSHIP WORKING

62. The progress and ambitions outlined in this paper relate not only to the Council but also to the wider ‘family’ organisations of the HSCP and the Culture and Leisure Trust. We will continue to work together to progress the key priority areas for digital transformation and to share lessons learned and plan resources.

63. We will continue to work in partnership with the Improvement Service and Scottish Local Government Digital Office to share knowledge and learn from other areas of best practice.

64. User engagement in service design, internal as well as external, is a key principle of our digital transformation journey. We will utilise the Scottish Approach to Service Design wherever possible to put users at the heart of change.

CONCLUSION

65. Today's report demonstrates the very broad range of areas being progressed and the commendable delivery, even in the wake of the significant workload of the pandemic, and development of the Council's digital transformation programme in challenging circumstances.

66. The pace and scale of change across the Council and HSCP remains significant. This is driven by pressures on budgets; statutory and contractual obligations and our own ambitions for digital modernisation and improved user experience. Prioritisation, resource management and good governance will continue to be key to the next stages of our digital transformation journey, with a focus on customer experience, our business systems and processes and capitalising on the use of Office 365 capabilities to enhance the productivity of our workforce.

RECOMMENDATION

67. It is recommended that Cabinet notes the achievements and future plans across the 3 areas of our Digital Transformation Programme: Customer Experience; Business Systems and Processes and Workforce Productivity.

Louise Pringle
Director of Business Operations & Partnerships
May 2022

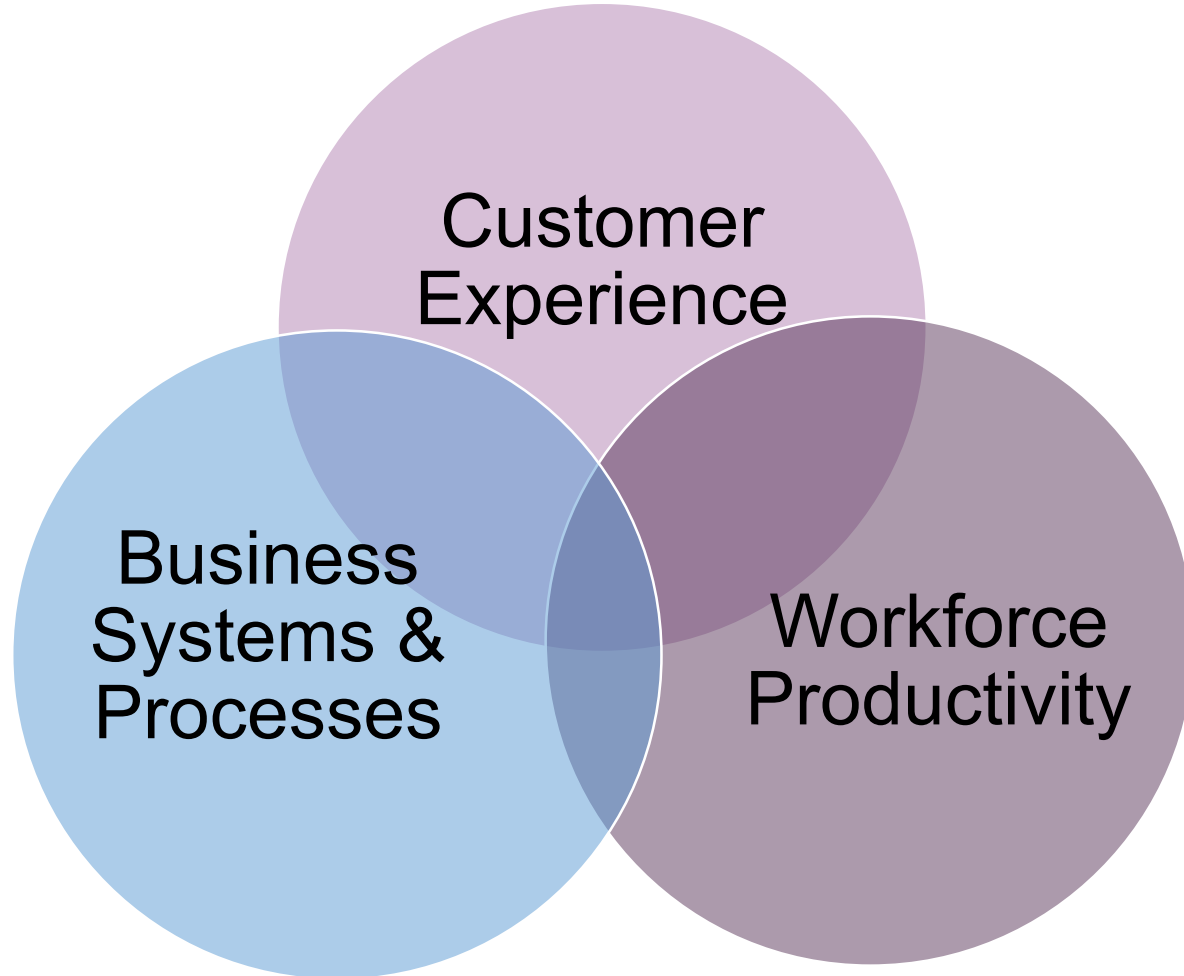
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BACKGROUND PAPERS

- Financial Planning 2022-2028, Council 3 March 2022
- Update on Modern, Ambitious Programme (MAP) & Digital Strategy, Cabinet 3 June 2021
- Core Systems Implementation – Progress Report, Cabinet 3 December 2020

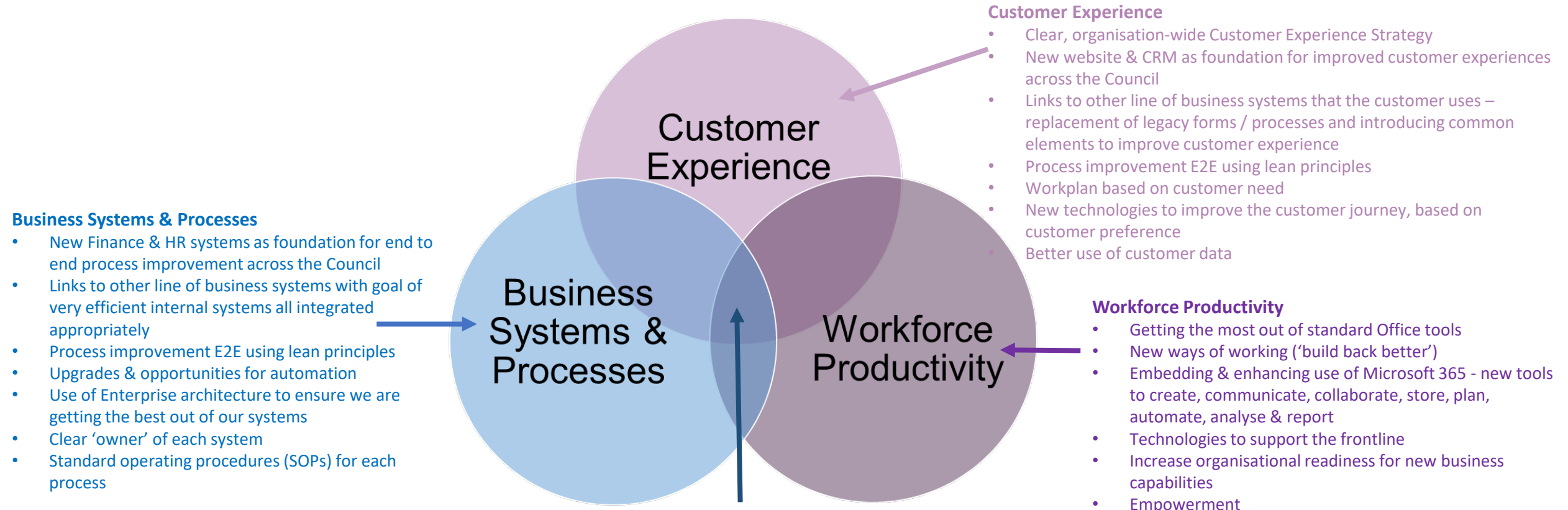
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Our Digital Transformation Strategy 2021-24 is based on moving forward on 3 fronts:



These 3 areas can be further explained:

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All 3 areas are underpinned by common methods, standards and skills

- Focus on benefits realisation, effort vs value
- Use of Scottish Approach to Service Design (SAAtSD)
- Use of national platforms/solutions where possible
- Focus on Agile project methods wherever suitable
- Small number of projects, with backlog prioritised regularly by leaders
- Organisation-wide ICT Strategy and focus on ICT security and stability
- Strategic analysis & insight
- Digital, Data & Technology (DDaT) skills
- Improved project communications & transferable lessons learned