

EAST RENFREWSHIRE COUNCILCABINET21 June 2018Report by Deputy Chief ExecutiveUPDATE ON MODERN, AMBITIOUS PROGRAMME (MAP) & DIGITAL STRATEGY**PURPOSE OF REPORT**

1. To provide a high level update on the Modern, Ambitious Programme (MAP), including Core Systems, and bring the Digital Strategy forward for Cabinet consideration.

**RECOMMENDATIONS**

2. It is recommended that the Cabinet:
- (a) Note the high level progress update on the Core Systems programme of work, including the high level roadmap taking us towards award of contract in September 2018;
  - (b) Note that work is currently underway to develop and enhance our approach to reporting on the Modern Ambitious Programme (MAP);
  - (c) Consider and approve the Digital Strategy (Annex 1), which will run until 2019/20; noting the focus on user-centred design; agreeing the stated delivery principles; and noting that this strategy will be used to influence the development of other departmental digital strategies and projects at a more detailed level as part of department change programmes; and
  - (d) Recommend to the Council that Convenor remits should be expanded to include the role of advocates/champions of digital within each to enhance digital leadership within East Renfrewshire.

**BACKGROUND**

3. The Council's Modern Ambitious Programme (MAP) seeks to modernise the way we work and address the pressures of increasing demands and financial constraints. MAP particularly concentrates on 3 of the Council's 5 capabilities: modernising, digital and data.

4. Given the financial situation, MAP projects are focused on financial savings whilst still protecting or improving outcomes for our citizens.

5. Through MAP we have been building up a range of enabler projects which can be used as building blocks for service redesigns, which will release savings/efficiencies, across the Council; our Health and Social Care Partnership (HSCP) and East Renfrewshire Culture & Leisure Trust. Through MAP we coordinate scarce resources to best effect and pilot transformation in one service (through a service redesign) and then deploy rapidly across other services.

6. Over the last few months we have reviewed our programme of change and because of its scale we have structured it into a portfolio of 6 major programmes of change with each programme consisting of a large number of projects. The Programmes are:

- Core Systems
- Digital enablers
- Environmental change programme
- HSCP change programme (Fit for the Future)
- Education change programme
- Corporate & Community Services change programme

7. Overall governance is through our Corporate Management Team (CMT) in their role as MAP Board, who will be responsible for ensuring that the savings and benefits for the Council are achieved. A particular focus will be in ensuring that the dependencies between the various programmes of work are well managed.

8. Programme Boards are already in place for 5 of the 6 programmes. A new Programme Board for Digital will be set up which will bring together many of our enabling change projects which are already underway, with a focus on the delivery of our digital strategy. Each department will continue to have their own Departmental Change Programme with departments integrating MAP projects into their overall service redesign work and change work. Each Programme Board will be responsible for the delivery of their Programme of work.

9. Given the scale of change and transformation, good and proportionate governance is crucial to assure that progress is being made and that the benefits are being delivered. This was highlighted in the Council's Best Value Audit report in 2017. A more structured approach to Strategic Programme reporting is being developed and is discussed later in this report.

10. Over the last year the main focal areas for MAP have been the Core Systems programme and the digital programme.

11. A report was submitted to the Cabinet meeting on 15 March 2018 outlining the Core Systems programme, setting out plans to implement a new finance and procurement system by 1 April 2019 and a new HR and Payroll system by April 2020. A further update is provided in this report.

12. As our work on MAP has developed, it has become clear that our projects associated with Digital technology will be the most significant enabler of departmental change programmes.

13. The CMT first considered a draft Digital Strategy in September 2016 and approved a final version in February 2017. The strategy has recently been updated and, given its significance as a key programme in MAP, an update is provided in this report.

14. Further enabling programmes for information management and property management are under development and details of these will be brought to Cabinet in future.

## **STRATEGIC PROGRAMME REPORTING**

15. The pace and scale of change in East Renfrewshire Council is at an unprecedented level against a backdrop of demanding budget reductions and ambitious organisational development.

16. The Council is keen to improve its arrangements to ensure good governance and transparency of change and transformation in order to assure itself of the progress being made and the benefits being delivered through its ambitious programmes. This was also highlighted in the Council's Best Value Audit report in 2017.

17. A more structured approach to reporting on the various programmes of change, both within the Council-wide programmes (e.g. MAP and also City Deal) and at departmental/HSCP level will facilitate appropriate levels of scrutiny and engagement from both officers and elected members, without creating a weighty burden for fast-moving project teams. It will also bring greater visibility to project timelines; enable more proactive resource planning to mitigate delays and over-commitments and track the delivery of savings.

18. Work is underway to improve the format of reporting to both the CMT and elected members on progress with our key programmes of work. There was an initial discussion at the MAP Board in December 2017 about reporting of projects and savings. As a first phase Directors are preparing written progress reports on their MAP programmes, to replace the previous reporting by exception. Phase 2 will involve a structured approach to presenting information at the right level for CMT and Cabinet scrutiny. External support has been engaged to support the development of this important area over the remainder of the calendar year and to allow a new reporting framework to be introduced.

#### **UPDATE ON CORE SYSTEMS PROGRAMME**

19. The Cabinet will recall that the primary goals of the Core Systems programme are to support and drive cost savings and efficiencies by:

- providing a 'single source of truth' that will allow accurate and informative reporting on our finances and people;
- implementing best practice processes that support automation and can enforce compliance;
- improving user experience with modern technologies and providing self-service functionality for employees and managers.

20. This is a complex programme of work, which requires input from a range of services throughout the Council and also colleagues from the HSCP and Culture and Leisure Trust. In the March report, the key immediate deliverables were identified as to:

- Muster internal resource (e.g. Procurement expertise) and recruit a suitably experienced programme manager
- Develop and define the requirements for core systems
- Develop the procurement strategy and define the type of contract required
- Decide on the need for an implementation partner and the timing of this decision
- Undertake market analysis
- Build the tender document.

21. The programme is progressing well towards these deliverables and many are now complete or nearing completion. The core programme team is in the process of being established and backfill arrangements are underway to ensure that there is sufficient programme capacity to allow a focus on this work whilst continuing to run day-to-day services.

22. Services have been working hard to develop the requirements for these core systems, to inform the tender exercise. There is now an agreed set of pass/fail requirements for tender evaluation and a number of more detailed requirements on which potential suppliers must demonstrate their capability.

23. The Core Systems Board, has agreed the Contract Strategy, which allows the Council to test the open market with a clear set of requirements for new Finance and Procurement systems as the initial focus, with HR and Payroll systems following one year later. The contract period has been set for 5 years, with year on year extensions possible for the following 5 years thereafter.

24. Based on the good progress made in the last few months, at the time of writing, it is anticipated that the tender will be issued mid-June 2018, with evaluation in August and award of contract in September.

25. The Core Systems Board, chaired by the Chief Executive, will oversee this programme. The next set of milestones currently being developed will cover a 2 to 3 year period and will be project based, focused on implementation of the successful solution.

## **DIGITAL STRATEGY**

26. Aside from Core Systems, the other key focal area of our MAP portfolio is our digital programme. CMT first considered a draft Digital Strategy in September 2016 and approved a final version in February 2017. Given the relatively fast pace of the wider digital environment and technology, it was agreed that an update should be made, detailing our progress over the last year and headlining our ambitions for a digital East Renfrewshire. The updated Digital Strategy is included at Annex 1.

27. As departments and the HSCP now have or are developing their own Digital implementation plans, rather than set out defined action plans, the Strategy aims to set the vision through driver diagrams encouraging departments and services to build upon these through their own strategies, projects and change programmes. The updates attached also reflect the Digital Customer Experience Plan which MAP Board approved in 2017, particularly around service design and user-centred design.

28. The Digital Strategy also has major overlaps with our ambitions around data, modernisation, digital participation and organisational development. The MAP reporting described above will emphasise the interconnectedness of these areas.

29. Although technology is a fundamental building block, this is not a technology strategy. Our Digital Strategy is instead mainly about people. The strategy will help us exploit digital to deliver our 5 outcomes for local people, encouraging services to be innovative and creative. There is a huge emphasis on user-centred design that puts the customer at the heart of end-to-end service redesigns and involves customers in what would work best for them. In addition, there are themes of digital skills both for employees and residents, encouraging people to participate in a digital way and building their confidence to do so.

30. The Strategy introduces a number of delivery principles which reflect industry best practice and underpin everything we do. These principles are around user experience; end-to-end digital processes; being innovative and agile; having connected, meaningful and open information; open standards; rapid and flexible delivery; and proportionate governance.

31. There are 3 main pillars to this Digital Strategy, with an underpinning theme of digital foundations which seeks to deliver the enabling technology to support our digital outcomes:

- Digital Services
- Digital Workforce
- Digital Citizens

32. The next section will introduce each of these and give some headlines on progress over the last year.

### Digital Services

33. The Digital Services outcome is about enabling as many services and transactions as possible (external and internal) to be available online, designed with the user, and using technology to enable frontline, person-centred services to deliver more efficiently and effectively.

34. We are implementing a Digital Customer Experience Plan to improve the entire end to end digital customer journey. This will improve use of digital services and enhance 'channel shift' which is where customers choose to engage with us in different ways (e.g. online, email, live chat, phone, face to face). Online methods of contact and payment are the cheapest to serve, with costs increasing for telephone contact and even more so for face to face. 69% of our customer contact is now online or through 'touchless' payment methods such as Direct Debit.

35. We have designed a new way to measure the 'digitalness' of our services end to end, scoring them out of 5 them on a range of criteria. This has demonstrated that we have a good baseline in place (an average score of 2.1) but we have some way to go to deliver fully integrated, end-to-end services that put the user at the heart.

36. In the last year through the Revenues Service we have launched a number of online forms allowing customers to apply online and upload evidence for the following: single person discount for Council Tax; Housing Benefit change of circumstances; insurance claims and a Community Care Grants form will launch shortly. Customer First have also worked with Environment on an online form for bookings of vans and trailers into Greenhags recycling centre.

37. The next phase of the Strategy will see us do more to help customers track their cases/complaints/service requests online. We will also extend the concept of 'digital assistants' which can interact with customers on a conversational basis (e.g. questions to 'Alexa' or 'Siri'-type services through voice recognition or through written text conversations as in 'live chat' on the website). We have already found live chat to be very popular, and this has been of particular value to hearing impaired customers. These further developments will extend our ability to offer services on a 24/7 basis. The interactions will develop over time from being able to deal with simple, generic questions (e.g. how many people live in East Renfrewshire? or What are the opening times of Mearns Library?) to more complex, personalised questions (e.g. Please pay my council tax instalment for April).

38. The last year has also seen rapid progress in digital transactions and communications with local parents. Parent Pay has been implemented in all schools and now over 70% of school meals are paid online, compared to 32% previously. Other school payments are also available through this system (e.g. trips, charity donations and event tickets) and there is a roll-out plan to extend this to as many school payments as possible. This is an important part of the Education Department's review of school administration and the need to reduce time taken in cash handling and reconciliation and also reduce use of paper.

39. There has been progress with the digital learning and teaching environment, with the testing of Bring Your Own Device for pupils; deployment of class-sets of Virtual Reality headsets to all schools to augment learning and purchasing some of the latest innovative resources to teach. The onward plan includes developing a Digital Classrooms Programme, including a Digital Learning Hub which will comprise the latest technologies for schools and encourage teachers to share practice.

40. The Corporate & Community Services Department, working with colleagues in Education have been successful in proactively awarding Clothing Grants and/or Free School Meals automatically. We now have in place a user friendly application stage, where data is checked against three ICT systems i.e. child details/financial and benefit history/previous award of Clothing Grants or Free School Meals. In the past this process involved issuing up to 2000 hard copy application forms each year and these applications being individually handled and processed. We are now able to award 70% of our caseload without any application forms required. This is more efficient and also maximises benefit uptake which is important for more vulnerable customers and those affected by child poverty.

41. We will be looking at further opportunities for automation and we will be doing a feasibility study on the Blue Badge disabled parking process in order to see if this process could learn from the above model.

42. In the HSCP there has been a move forward with Home Health Monitoring, which allows patients and GPs to support the management of long term conditions using a text messaging solution to prompt, capture and return information such as reminders for medication or capturing blood pressure readings. Utilisation of this technology provides GPs with accurate data to assist in diagnosis and assessing the progress of treatment. For patients home health monitoring means less time spent attending appointments as well as greater opportunity to understand and take ownership of your own health.

43. Technology Enabled Care is continuing to develop and provide solutions that can support around the clock care and enable people to live safely in their own homes. Technology Enabled Care includes the use of sensors in the homes of vulnerable people, allowing them to call for help when required and also, in some cases, monitoring when they might be in need of assistance but not able to call for it themselves. One of the projects for the next period will to adopt an Alzheimer Scotland app to notify if a dementia sufferer has lost their way and become disoriented. There has also been a lot of work on 'digital signposting' which is helping to manage demand into health and social care services by enabling customers to find the right person at the right time.

44. In Environment, a fully integrated, end to end digital process for Planning and Building Standards was introduced earlier this year. 71% of planning and 69% of building warrant applications are now received online and in the first month of cheque payments being ceased for these services there was a reduction from 50% to 8% in face to face payments. Employees from these services also now have tablets for use at site visits, reducing need for travel back and forth to the office, reducing printing and the need to take files onsite. There will be further such transformation in Environment through implementation of a broader 'Digital Platform' for services this year.

### Digital Citizens

45. The Digital Citizens outcome is about how communities engage digitally with the Council and putting in place support to ensure that our services are as accessible as possible by those without digital skills.

46. We are already seeing great participation through our online consultation hub. Since its launch in 2012, Citizens' Space has enabled 433 consultations to be published online and 46,658 responses have been received. In 2017/18 alone there were 94 surveys and 11,104 responses.

47. In the past year our Facebook audience has grown by 58% to nearly 10,300 friends and Twitter has grown by 47% to more than 22,500 followers. The implementation of a new social media management system has allowed us to manage social media in a more efficient way with both Communications and Customer First using the system to respond to residents as well as monitor relevant hashtags, accounts and campaigns in one place.

48. We have seen a 24% increase in visits to the Council website in the last year, with school holiday dates the most popular page. Mobile devices are still the most popular way of accessing the website with an increase of 16% over the last year, particularly via mobile phones.

49. A full redesign and restructure of the website is well underway to make it as accessible and useable as possible. We are streamlining content to align with new Digital Customer Experience Standards and making use of user research.

50. Digital Support for residents is also being reviewed with partner agencies (including Citizens Advice Bureau) in preparation for the roll-out of Universal Credit in September. We will be focusing on getting good wi-fi connectivity in place at accessible locations; promoting intergenerational opportunities for learning; and helping residents access training and support to improve their digital skills.

#### Digital Workforce

51. Our employees are changing the way they work. There is more self-service and reduced administration time. Over the last year we have digitised all employee and payroll records; begun using the online system for managing employee absence; launched a new contract change online form and manager dashboard; launched an online annual leave calculator and implemented voice recognition software which is reducing time taken for typing and case notes.

52. The digital skills of our employees who use computers have been baselined and are engaging with the National Digital Office on a digital skills project. This is also linked to the Scottish Government's Digital Skills Academy.

53. All offices and schools now have wi-fi and, together with large-scale deployment of laptops, this is resulting in more efficient working practices. At the time of the bad winter weather we saw great use of agile working whilst offices were closed. Large numbers of employees were able to carry on business as normal by working at home on their laptops; and holding video and conference calls with colleagues in different locations.

54. An important component of the Digital Workforce outcome is leadership. This can come from all levels and is about a willingness to try new things; to innovate; to be a champion of the new opportunities that are emerging; and to be an example to others. A lot of work has been ongoing with the Council's leadership team on this area and, as part of this new Digital Strategy, elected members are encouraged to do their bit to enhance digital leadership skills in the organisation. It is proposed that the remits of all Convenors be revised to include digital leadership/advocacy as key responsibilities in these roles.

#### Digital Foundations

55. The Digital Foundations outcome supports delivery of the other 3 digital outcomes by providing the enabling technology. Through this outcome, we will expand staff and public access wi-fi across more buildings and into public spaces such as high streets. All council buildings and schools already have this wi-fi connectivity and it has made a huge difference to the way we work and helped us get more out of meetings.

56. The Digital Foundations outcome will also save money and streamline our technology landscape by rationalising systems and encouraging use of common platforms across the Council. This could be rationalising asset management systems or case management systems etc and is an important concept behind the Core Systems programme discussed earlier. The Head of ICT and Digital Enablement is also leading the national workstream on Common Platforms as part of the Scottish Local Government Digital Partnership.

57. It is important that we keep pace with technology and keep up to date with what is possible – this Digital Foundations outcome is responsible for encouraging innovation; and bringing new technologies into the Council; testing them and then rapidly deploying them so the maximum number of services can get the benefit.

## **FINANCE & EFFICIENCY**

58. We have an annual target of £3million of savings to be delivered through efficiencies, change and improvement. A further update on delivery of savings and efficiencies in 2017/18 will be brought to Cabinet in August as part of the Council's Annual Efficiency Statement.

59. It has been anticipated that there will be a total budget of £5.8M to cover the Finance, Procurement and HR solution through the Core Systems programme. This figure reflects Capital and revenue for the total contract term of 10 years. The Contract notice also reflects that the Council reserves the right to spend up to £15M over the lifetime of the Framework Agreement but will caveat that no guarantee is offered to final spend.

## **CONSULTATION AND PARTNERSHIP WORKING**

60. In reference to the Core Systems programme, Fife Council has expressed an interest in being named in our contact notice. This would give them the ability to engage with the successful bidder (in their own time) if the final solution delivered is of interest to them. A Memorandum of Agreement has been shared with them prior to the tender being issued.

61. The Council is a member of the Scottish Local Government Digital Partnership, the Board of which is chaired by East Renfrewshire's Chief Executive. We are involved in a number of project workstreams with other councils and attend twice yearly partnership forums with all other member councils. In addition, the HSCP has close links with the Digital Health Institute for Scotland.

## **IMPLICATIONS**

62. An equality impact assessment (EqIA) related to the Core Systems programme of work is currently being carried out and EqIAs have been built in as a checkpoint into core programme and project materials to encourage them to be completed at the right point in each programme/project.

## **CONCLUSIONS**

63. This report gives a flavour of the pace and scale of change across East Renfrewshire Council, through the Modern, Ambitious Programme, which has been focused this year principally towards furthering our digital agenda and gearing up for a significant change to our underpinning Core Systems.



64. The complexity and underlying impact of this work should not be underestimated. East Renfrewshire Council has been one of the leading Scottish councils in online services for some years, but the journey to fully automate processes end-to-end, with user centred design at the heart, is not an easy one and can take considerable time and joined-up working. We are making good use of our partnership with other councils and to learn from the experiences of others. This is a fast-moving field with new technologies and innovation developing all the time. The foundations we have set over the last few years will serve us well as we move into the next phase of MAP. The planned improvements to MAP reporting will ensure that there is good visibility and scrutiny of progress as we strive to deliver our vision of a “Modern, ambitious council creating a fairer future with all”.

## RECOMMENDATIONS

65. It is recommended that the Cabinet:

- (a) Note the high level progress update on the Core Systems programme of work, including the high level roadmap taking us towards award of contract in September 2018;
- (b) Note that work is currently underway to develop and enhance our approach to reporting on the Modern, Ambitious Programme (MAP);
- (c) Consider and approve the Digital Strategy (Annex 1), which will run until 2019/20; noting the focus on user-centred design; agreeing the stated delivery principles; and noting that this strategy will be used to influence the development of other departmental digital strategies and projects at a more detailed level as part of department change programmes; and
- (d) Recommend to the Council that that Convenor remits should be expanded to include the role of advocates/champions of digital within each to enhance digital leadership in East Renfrewshire.

Caroline Innes, Deputy Chief Executive

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5 June 2018

**CABINET CONTACT:** Councillor Buchanan, Leader of the Council

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## BACKGROUND PAPERS

- Advanced Business Solutions – Finance & Procurement System eFinancials, Cabinet 17 May 2018
- Best Value Assurance Report – Action Plan Update, Cabinet 26 April 2018
- Core Corporate Systems, Cabinet 15 March 2018
- East Renfrewshire Council – Best Value Assurance Report, Council 13 December 2017
- Modern, Ambitious Programme (MAP), Elected Members' Session, 13 September 2017
- Vision for the Future: Update Report, Cabinet 23 March 2017

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# East Renfrewshire Digital Council\* Strategy 2016 – 2019/20

Update May 2018





# DOCUMENT CONTROL

Revision date	Author	Version	Summary of Changes
8.9.16	M. Husband & L. Pringle et al.	1.0	Initial draft considered by CMT/MAP Board.
28.2.17	M. Husband & L. Pringle et al.	1.1	Final draft for approval by CMT/MAP Board
April/May 2018	LMcMillan, M.Husband, L.Pringle et al	1.2	Draft for approval by CE then MAP Board 15 May 2018
30 May 2018	L.Pringle	1.3	Edited for Cabinet meeting 21 June 2018

## Related Documents

Vision for the Future Strategy

HSCP Digital Strategy

Data Unlocked – Information as an Asset Strategy

Social Media Growth and Content Strategy

Communications Strategy 2016-18

Digital participation action plan.

Learning & Teaching Digital Strategy – due 2018

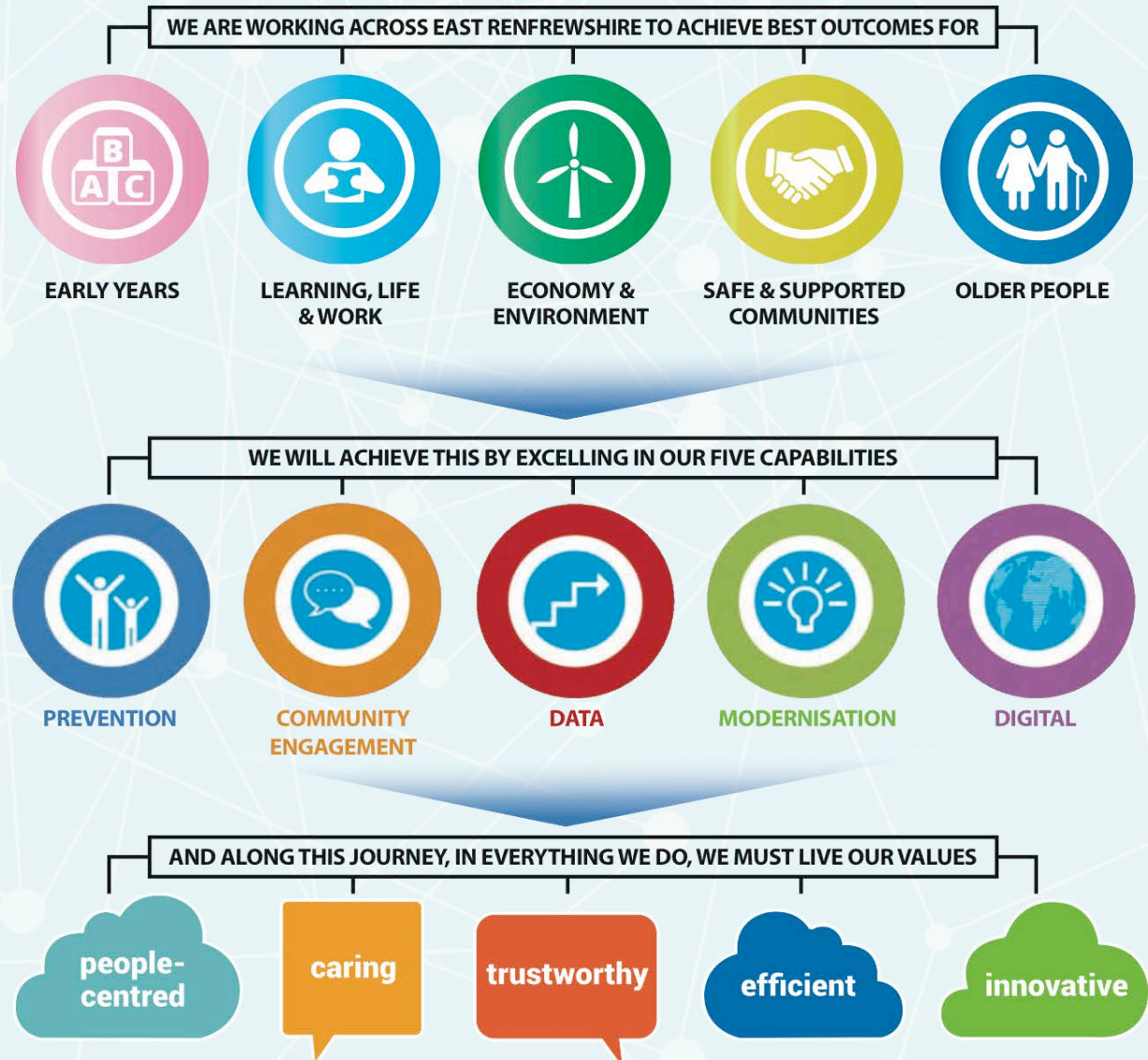
Digital Customer Experience Plan 2017

Environment Department Digital Strategy – in development



## Vision for the future

Our vision is to be a modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better.





- The digital council\* strategy does not exist in isolation.
- It has overlaps with other capabilities, especially modernisation and data (using ‘information as an asset’).
- It has overlaps with how we provide general support to those who are digitally excluded (digital participation).

*\* This strategy also has relevance for the wider Council ‘family’ of our Health and Social Care Partnership and Culture and Leisure Trust. The HSCP has its own digital strategy but there are close ties. Given the independent nature of the CLT, there is scope for significant cross-working with the Council but the CLT will set its own vision.*

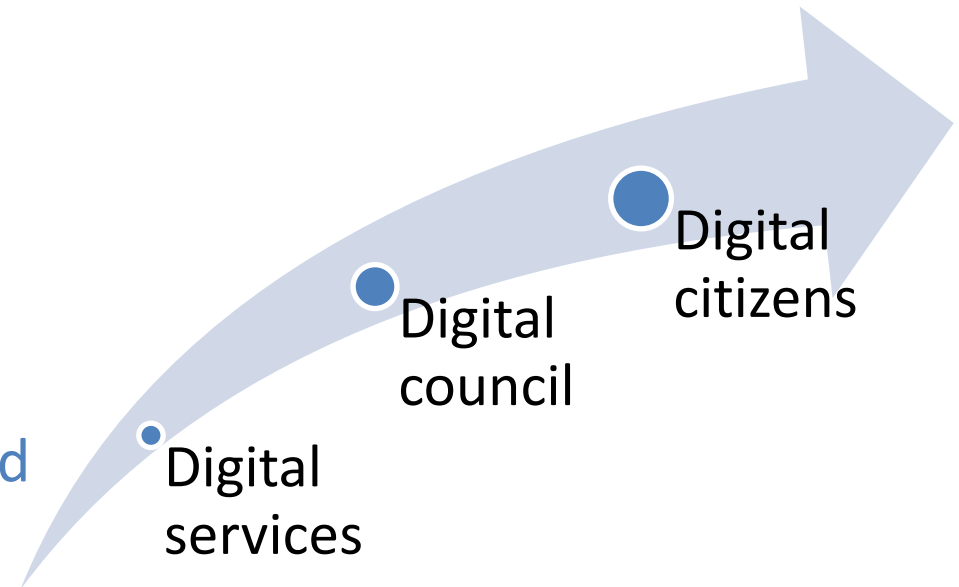


## We are on a journey

We're starting with a digital council\* strategy.

Recognising that it complements our Digital Participation and Data Unlocked (Information as an Asset) work

A “Digital East Renfrewshire” will need more work over a longer time-frame than this strategy





This is a strategy to build our capability as a Council\* in digital technology and then to exploit digital to help us deliver our 5 outcomes for local people.





## **Our vision is to be a leading digital council\* by 2020.**

This means our specific digital outcomes will be:

- All services are digital by design, inclusive & user-centred and use data analytics
- We have a digitally capable workforce with a modern working environment
- Communities engage digitally with the Council



**All Council\* services are encouraged to consider what this digital strategy and its vision, ambitions and commitments mean for them.**

Services are asked to:

- contribute to the action plan – share what they are doing & what they intend doing;
- take action to push forward these ambitions;
- think about how to improve the ‘digitalisation’ of each and every core process, both internal and external (with a view to end-to-end digital journeys)
- put customers’ needs at the beginning of every service redesign
- be innovative and creative to achieve our vision.



## Digital Services



All services are digital by design and use data analytics

## Digital Workforce



We have a digitally capable workforce with a modern working environment

## Digital Citizens



Communities engage digitally with the Council



## Digital Foundations

Enabling technology supports our digital outcomes



**Digital Outcome**  
The outcome we want is . . .

This is a strategy to build our capability as a Council in digital technology and then to exploit digital to help us deliver our 5 outcomes

**Digital Services**

All services are digital by design and use data analytics

**Intermediate Outcome**  
We will know we are making good steps along the way when

All transactional services are available digitally & designed starting with the user

Many person-centred services are enabled by digital technology

Internal transactions are digital

**Digital Workforce**

We have a digitally capable workforce and a modern working environment

We have a workforce with the range of digital skills required to operate and develop digital services

New ways of working are led and embedded within the Council's culture, in all services

**Digital Citizens**

Communities engage digitally with the Council

We optimise digital channels to communicate and interact with our communities

**Digital Foundations**

Our enabling technology supports our digital outcomes

We have enabled core digital capabilities council-wide

We have enabled the digital business



To achieve this strategy the Council will follow these delivery principles, which reflect industry best practice:

Principle	Description
User experience	Citizens will be able to access services through their choice of channel and have a consistent user experience across all channels. User-centred design takes the user's needs into account at every stage of the journey.
End to End Digital Processes	Business processes must be integrated end to end.
Innovative and agile	Business processes and ICT architecture will provide flexibility to business needs and incorporation of new or emerging technology. Constant change is designed in.
Connected, Meaningful and Open information	Services are based on information rich solutions with embedded analytics. Non-personal data will be opened up for accountability and transparency.
Open Standards	National, Public Sector and Technology industry open standards will be adopted and adhered to.
Rapid and Flexible Delivery	Delivery of digital services will be through established methods, and national initiatives/opportunities, to ensure rapid and flexible delivery so demand can be met in the timescales required.
Proportionate Governance	Governance will add value by prioritising delivery and ensure outcomes are achieved with sufficient local empowerment, aligned to Enterprise Architecture principles, to deliver digital services. ( <i>Enterprise Architecture principles guide how systems and technology are procured, deployed, updated and used to support new and old business processes alike</i> )



## DIGITAL SERVICES

- 69% of customer contact and payments is now made online or using preferred service methods (i.e. Direct Debit or Standing Order)
- We have designed and implemented a new method for scoring of services for 'digitalness' – current average is 2.1 out of 5 (highest is currently 2.35)

### Corporate & Community Services

- 70% of the Free School Meal and Clothing Grant caseload is now awarded proactively based on datachecks in 3 ICT systems, saving 2000 applications needing to be completed by customers and processed by staff each year. This is more efficient and maximises benefit uptake.
- Number of new online forms allow customers to apply and upload evidence for the following: single person discount for Council Tax; Housing Benefit change of circumstances; insurance claims and a Community Care Grants form will launch shortly.

### Education Department

- We now have lots of services available online for parents, which is saving administrative time in schools:
  - over 70% of school meals are now paid online through Parent Pay, compared to 32% previously.
  - email and/or mass text communication is widely used instead of letters going home (or getting lost) in schoolbags
  - school placing requests are now available online
- A Digital Schools Officer is now in place and we have 6 nationally accredited 'digital schools'.
- We are testing Bring Your Own Device (BYOD) in classrooms in all high schools and the upper school levels of 4 primaries
- Class-sets of Virtual Reality (VR) headsets have been deployed to all schools to enhance learning experiences in short sessions
- We have some of the latest innovative resources to teach e.g. basic to complex coding; robotics & computational problem solving.

### Environment Department

- A fully integrated end to end digital process for Planning and Building Standards was introduced in 2018, with 71% of planning and 69% of building warrant applications now received online. Removal of cheque payments reduced face to face payments from 50% to 8% in a month.
- Planning staff now have tablets for use at site visits, reducing travel time and the need for printing and taking files onsite.
- We can now publish secure mapping live on the council website. The council's gritted streets and grit bin locations went live in December, replacing static pdf maps – this has been viewed over 1700 times, with a peak of 398 views on the day of the red alert snow warning. We are also live online with early learning and childcare establishments and contacts.

### Health & Social Care Partnership

- Home Health Monitoring technology is now using text messaging to support long term condition management by 9 GP Practices. This means patients require to spend less time attending appointments and for GPs provides better availability of data.
- Using technology to support people to live in their own homes safely, this includes tailored solutions such as remote responder service or technology to switch on/off lights or movement sensors
- New local website developed for signposting patients from GPs to the most appropriate service– “Know Who To Turn To East Renfrewshire”

### Culture & Leisure Trust

- public access hardware in several libraries and self-service kiosks were replaced within Clarkston & Mearns libraries.
- Contactless payment devices introduced into sports centres, helping us meet Payment Card Industry standards and automating processes.



## **DIGITAL CITIZENS**

- Citizen's Space is the Council's online consultation hub. Since its launch in 2012, Citizens' Space has enabled 433 consultations to be published online and 46,658 responses have been received. In 2017/18 alone there were 94 surveys and 11,104 responses
- In the past year our Facebook audience has grown by 58% to nearly 10,300 friends and Twitter has grown by 47% to more than 22,500 followers. This has been achieved by handing social Customer Service over to Customer First which has significantly freed up time for the Communications team to focus on proactive content. The implementation of a new social media management system has allowed us to manage social media in a more efficient way with both Communications and Customer First using the system to respond to residents as well as monitor relevant hashtags, accounts and campaigns in one place.
- 24% increase in visits to Council website in last year, with school holiday dates the most popular page (75% increase in views of this page alone in last year – 129,867 views).
- Mobile devices are still the most popular way of accessing the website with an increase of 16% over the last year, particularly via mobile phones.
- Content audit of website well underway with streamlining to align with new Digital Customer Experience Standards and making use of user research.
- Digital Support for residents being reviewed with partner agencies (including Citizens Advice Bureau) in preparation for the roll-out of Universal Credit.

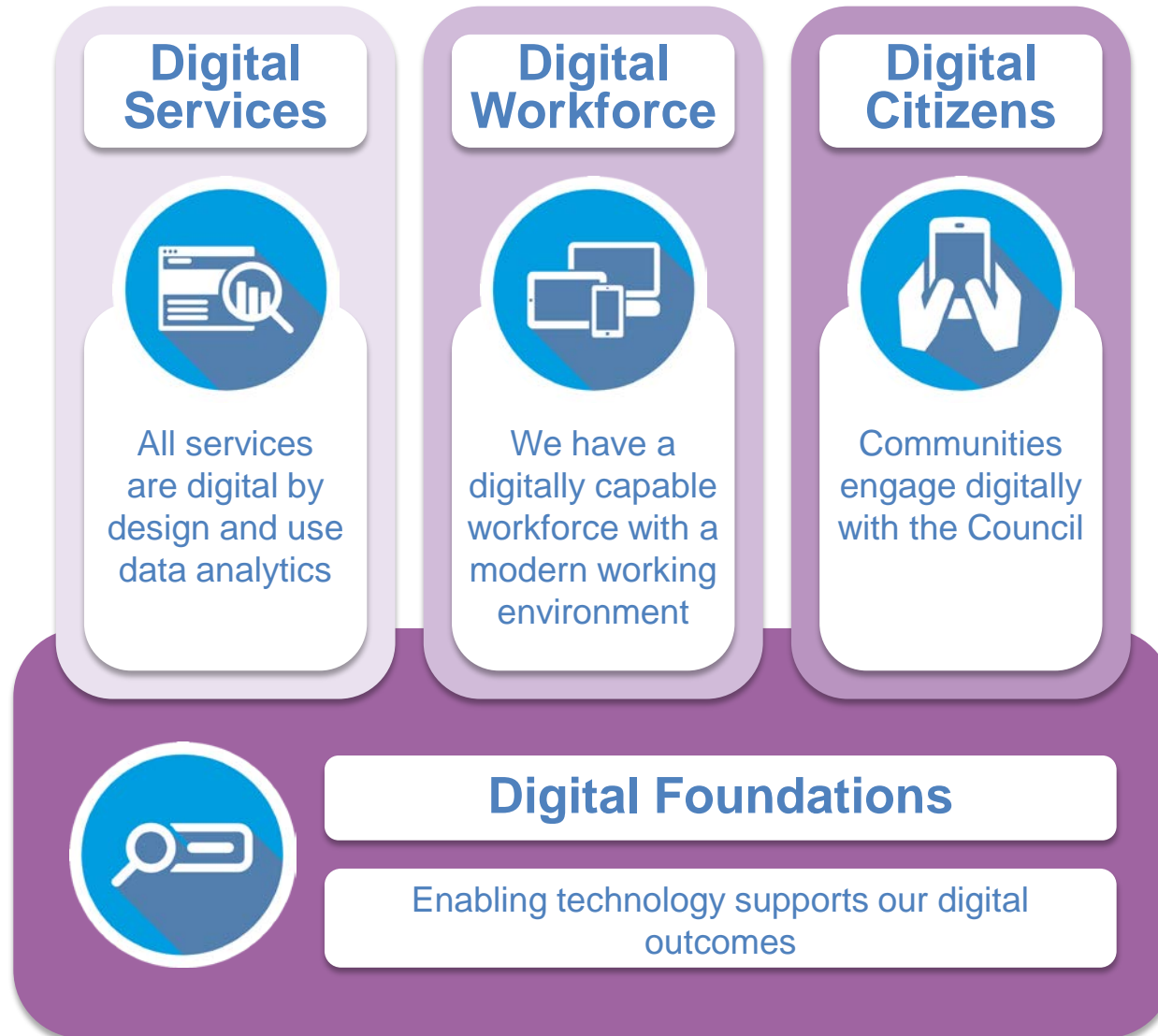
## **DIGITAL WORKFORCE**

Internally we have:

- Digitised our employee and payroll records
- Implemented voice recognition software which is reducing administrative time, including in HSCP
- Baselined the digital skills of our office-based PC users
- Signed-up over 330 employees to use components of Office 365 and built training provision to encourage new uptake
- Made hugely effective use of agile working capabilities, especially during the period of adverse winter weather where employees carried on business as normal working from home or other offices.
- Rolled out wi-fi to all key offices and all schools.
- Begun participating in a number of project areas as part of the Local Government Digital Partnership, chaired by the Chief Executive.



The next section of the Strategy gives further detail on each of our Digital Outcomes:







# DIGITAL SERVICES

Digital Outcome	Intermediate Outcome	Our contribution
The outcome we want is....	We will know we are making good steps along the way when....	So what we have achieved by end of 2019 is ...

**Digital Services** – all services are digital by design, inclusive & user-centred and use data analytics

**All transactional services are available digitally and designed starting with the user**

Implemented a Digital Customer Experience Plan to improve the entire end to end digital customer journey across all touchpoints to drive customers towards cheaper digital channels and online engagement

A data-driven single ‘golden’ customer record to make it easier for the customer, with some services using Artificial Intelligence (AI) and conversational systems (incl. chatbots) to interact through text or voice

All services are designed from a user perspective and priority services have a digital process score of 3/5 or more (*current average c2.1*)

**Many person-centred services are enabled by digital technology**

All person-centred services are supported by digital processes

Many person-centred services are using the ‘internet of things’ (IoT) (*i.e. the internet of computing devices embedded into everyday objects to allow them to send and receive data*) or wearable technology (e.g. Fitness trackers and smart-watches)

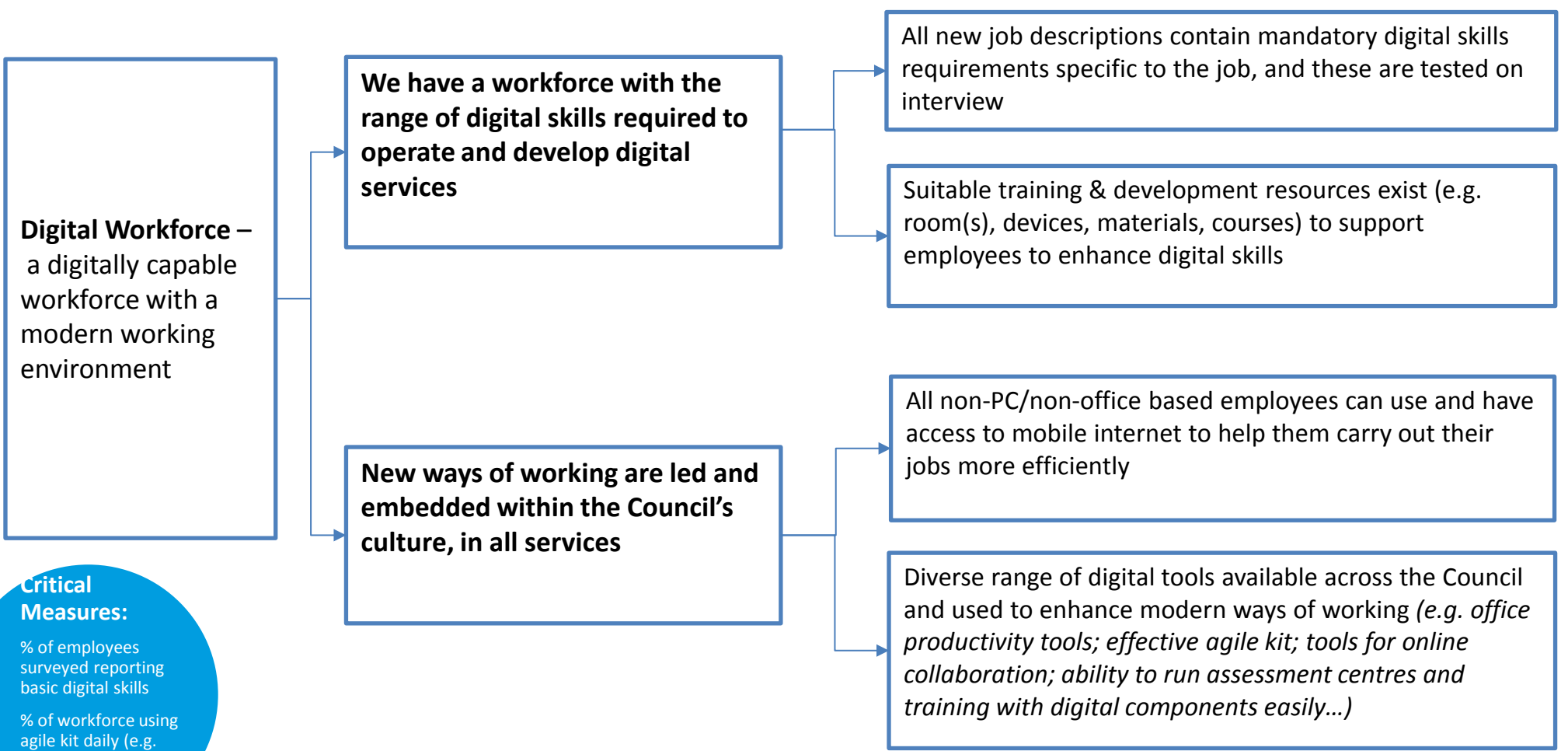
**Internal transactions are digital**

A ‘single source of truth’ for finances & people, reducing manual intervention

**Critical Indicator:**  
Measure of ‘digitalness’ of our processes



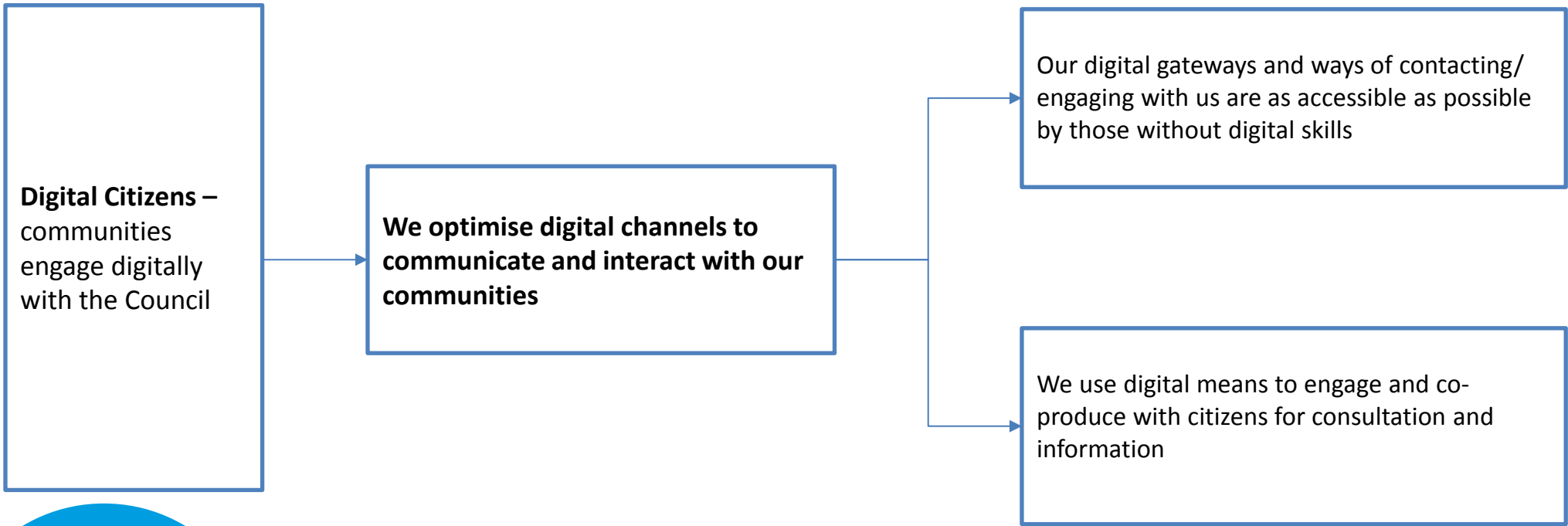
Digital Outcome  The outcome we want is....	Intermediate Outcome  We will know we are making good steps along the way when....	Our contribution  So what we have achieved by end of 2019 is ...
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**Critical Measures:**  
 % of employees surveyed reporting basic digital skills  
 % of workforce using agile kit daily (e.g. smartphones, laptops)



Digital Outcome	Intermediate Outcome	Our contribution
The outcome we want is....	We will know we are making good steps along the way when....	So what we have achieved by end of 2019 is ...



**Critical Measures:**

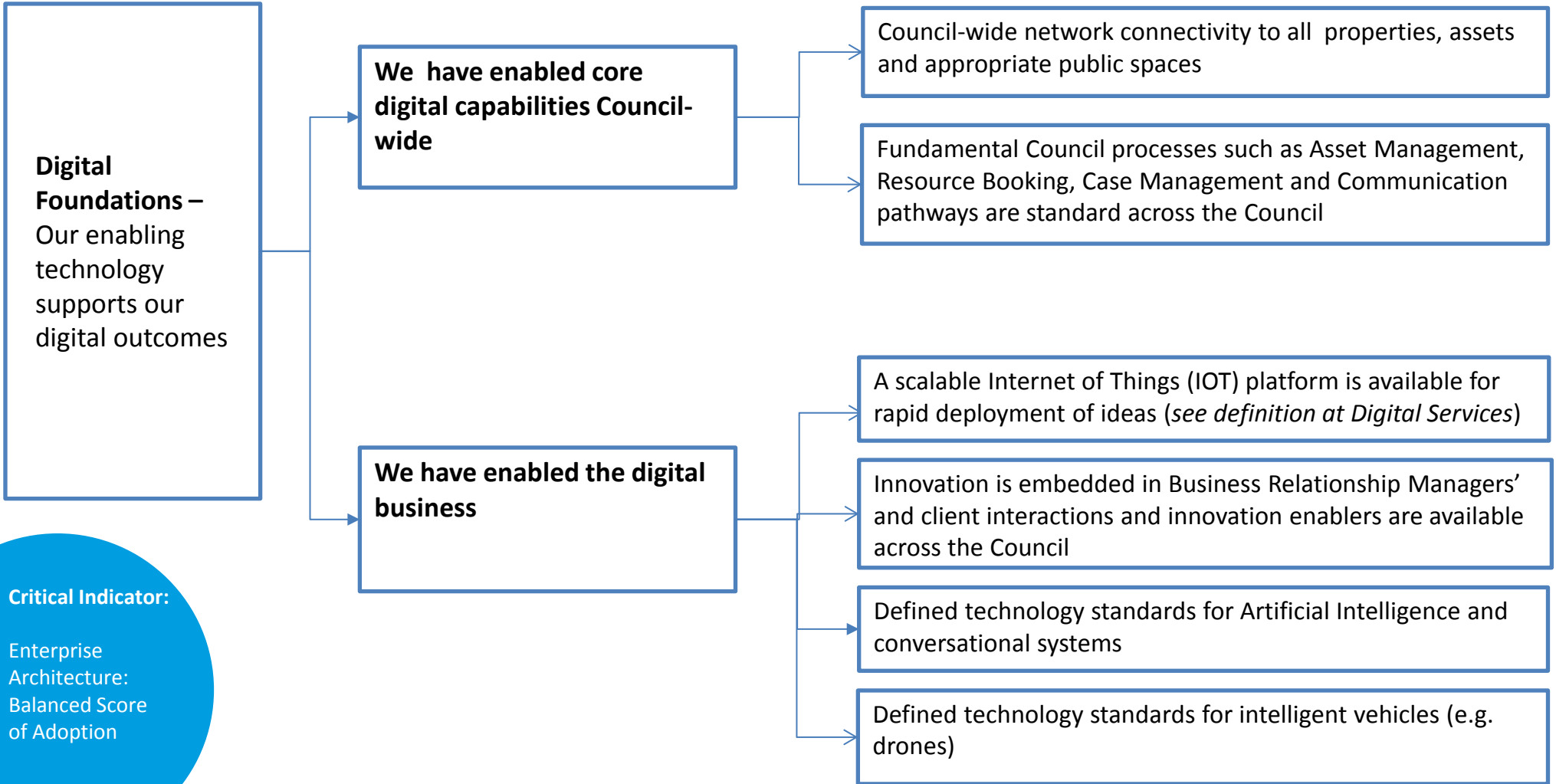
Uptake measure on our digital channels (i.e. new ODP Customer measure)

Socitim rating of Council website (incl. Accessibility)

Citizen Space usage levels



Digital Outcome	Intermediate Outcome	Our contribution
The outcome we want is....	We will know we are making good steps along the way when....	So what we have achieved by end of 2019 is ...



**Critical Indicator:**  
Enterprise Architecture: Balanced Score of Adoption



- This strategy sets out our digital ambitions to 2019/20. This is a fast-moving field with new technologies and innovation developing all the time.
- We will work closely with the Local Government Digital Office to ensure we make the right links and exploit opportunities to move quicker by building on good practice elsewhere.
- We are on a journey to a vision of a ‘Digital East Renfrewshire’. This would be a much more wide ranging area based strategy, focusing on how we exploit digital for the good of the Council (and our services), our residents, for business and for society more generally. This will be a focus for us over the longer-term, beyond the life of this current strategy.



For further information on this strategy, please contact:

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[Scotland's Digital Future](#)

[Scottish Local Govt. Digital Transformation Board/Office](#)

[Government Transformation Strategy 2017 to 2020](#)

[New UK Government Digital Charter, published January 2018](#)

[Scotland's Digital Health & Care Strategy, published April 2018](#)



Further interesting connections can be made at:

@SCOT\_LOGICT – Local Govt. Digital Transformation Team

@Digital\_MW – Chief Digital Officer, Scotland's Local Govt. Digital Office

@Colinbirchenall – Chief Technology Officer, as above

@digitalscots – official Scottish Govt. Twitter feed supporting digital transformation

@ScotDigAcademy – Scottish Government Digital Academy

@gdsteam – Government Digital Service

@dhiscotland – Digital Health Institute for Scotland

@DataLabScotland

@DigiLeaders

@FutureGov

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