

# East Renfrewshire Digital Transformation Strategy 2021 - 2024

Approved  
June 2021



# Council Vision

## 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.

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



PREVENTION



EMPOWERING COMMUNITIES



DATA



MODERNISATION



DIGITAL

And along this journey, in everything we do, we must live our Values



Ambition

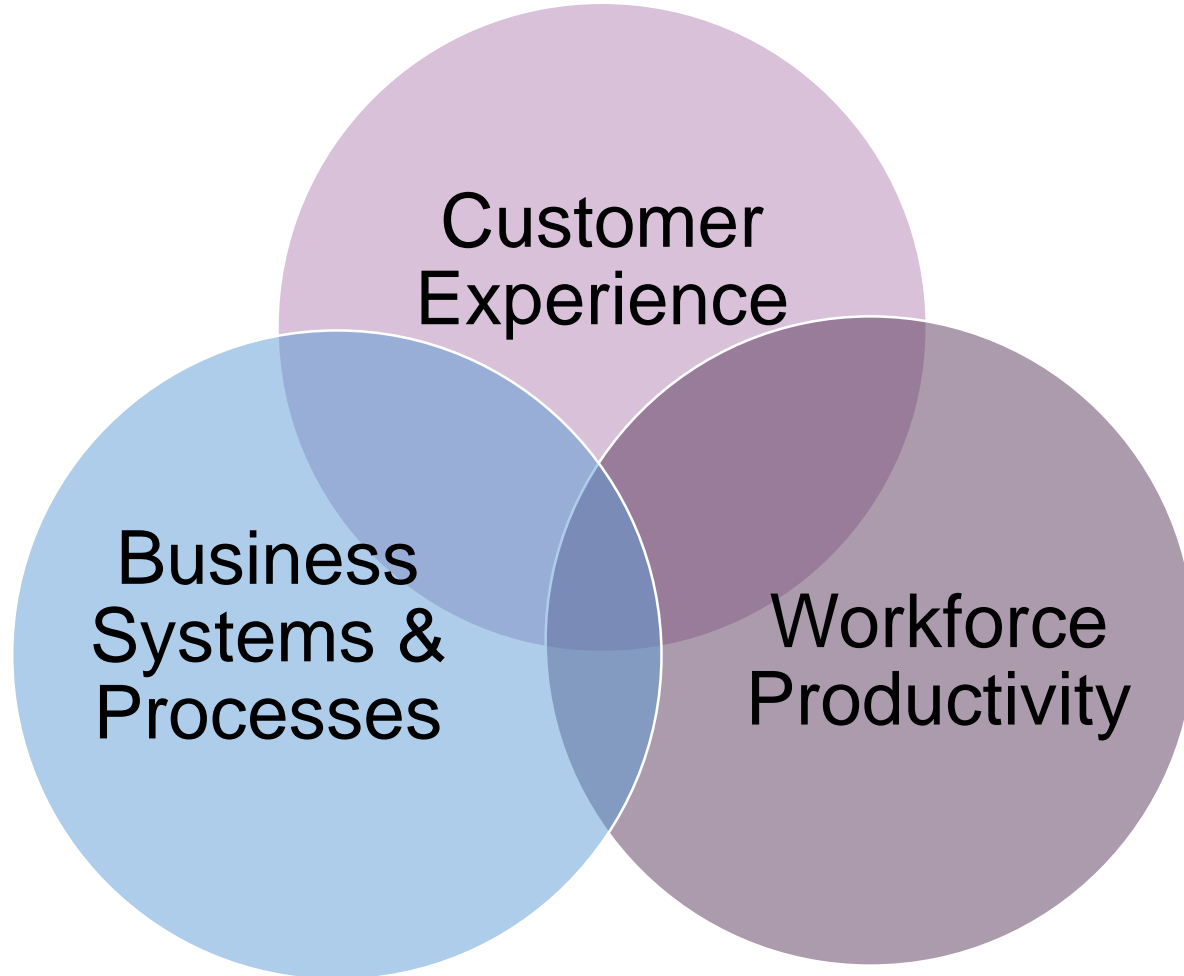


Kindness

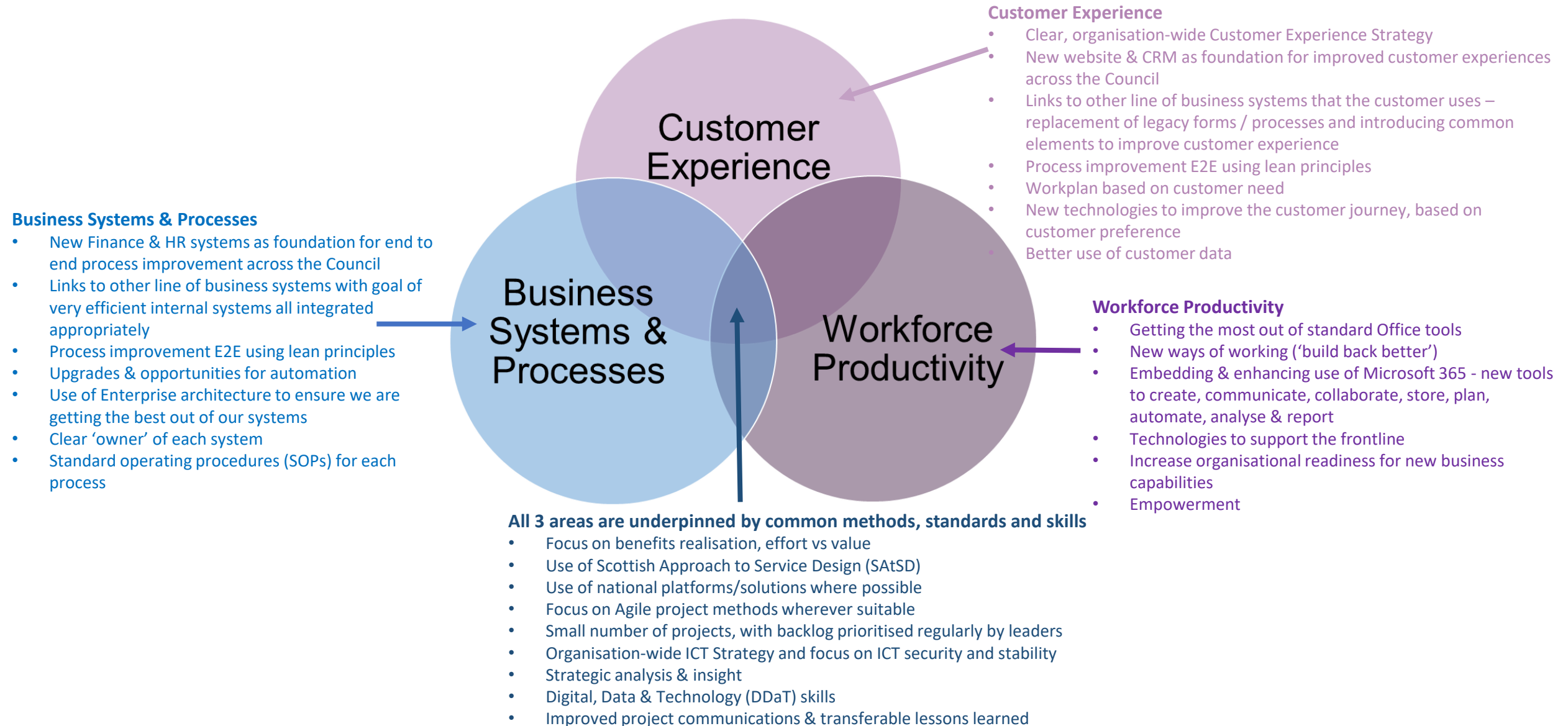


Trust

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



# These 3 areas can be further explained:



# Theme: Customer Experience



Vision: to provide a consistent, efficient customer experience designed with the user at the heart.



Well designed, customer focused, end-to-end digital processes.



Streamlined digital processes including booking, scheduling and payments.



Customer insight at the core of any action.



Provide timely and honest information and regular updates on progress.



**Customer at the heart**



Design processes in an inclusive way, providing support for those who need it.



One council approach



Embed the Scottish Approach to Service Design

# Future activity: Customer Experience



Key areas of future activity have emerged from the legacy of the Digital Strategy 2016 – 2020. These significant pieces of work will need to be supported using the new transformation themes approach.

## Digital Customer Experience Platform

With significant work completed on the foundation elements of the new customer platform, the programme should see delivery accelerated. New processes will be delivered for complaints and waste early in 2021 with the customer portal being available for customers from the summer. New functionality for bookings and appointments will significantly improve the customer experience by enabling full end to end online service delivery.

## Analogue to Digital Telecare

ERC provide Telecare alarm services to 3000 vulnerable residents. The entire system is based on analogue phone lines which are due to be switched off nationally by 2025.

Over the next year, the project will be managing the tender process with the aim being to appoint a supplier by Spring 2021.

## Connected systems

There are significant opportunities for transformation and savings through automation and the Internet of Things (IoT), offering automatic updates, remote monitoring and dynamic control.

## Council Tax and Benefits

Access to the service through a fully integrated customer portal will deliver significant benefits to both the customer and the organisation, reducing processing times, increasing accuracy and delivering an improved customer experience.

## Contact Centre Technology

New technology which provides a seamless multi channel contact centre will be explored. This will enable the contact centre advisers to move between different types of contact easily and will integrate with the Council's new Customer Experience Platform.

A fit for purpose, modern contact centre system will support the delivery of channel shift and provide detailed data for analysis to inform future decision making.

This would provide the opportunity to explore the possibilities of using chatbots, live chat, Artificial Intelligence (AI) and voice recognition.

# Theme: Workforce Productivity



Vision: Increasing the productivity and effectiveness of our workforce enabled by Office365 capabilities.



Identify opportunities for digitisation or automation.



Reduce duplication of effort.



Guidance, training and support to make the most of technology.



New ways of working are essential.



Optimise the use of existing tools, maximise investment.



Align workforce and skill development plans with digital transformation plans

# Future Activity: Workforce Productivity



M365 project revised brief, to include Covid-19 impact and lessons learned:

## MS Teams 6 Month Usage Figures

8.5k  
Team  
Chats



49k  
private  
chat  
message



33k  
Teams  
Meet-  
ings



50k  
Teams  
Calls

## Collaboration & Communication

The suite of tools will help to improve collaboration between teams but also within the HSCP and between Corporate and Schools in Education.

Internal communication will be improved through utilising a range of applications which can support behaviour and culture change through transformation the way that we communicate.

## Productivity

With reducing budget and increasing demand, there is a requirement to deliver more with less. Maximising the benefit of the investment already made in O365 will help to drive efficiencies. Processes will be redesigned to deliver improved business outcomes and continuous improvement will be embedded in the culture of the organisation.

## Information Governance

Promoting transparency and information quality assurance to help deliver on operational efficiencies and provide right first time responses to access request in a timely manner in line with legislative timescales.

Establishing an information and records management framework that supports the Council's electronic document journey within M365 to ensure that data is stored in a compliant and secure way aiming to deliver a solution which has privacy by design at the core.



**1000 M365 licences in use, 400% increase**

**ERC are fully engaged and collaborating with the Digital Office on M365.**



# Theme: Business Systems & Processes



Vision: Efficient and effective business systems and processes enabled by digital technology and optimised across our organisation.



Robust and consistent processes



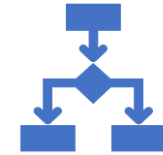
Join up information flow between systems



A process for identifying, monitoring and realising benefits is required.



Maximise the use of existing and future technology to deliver benefits.



Identifying duplication of effort and opportunity for any quick wins.

# Future activity: Business Systems & Processes – Core Systems



The ongoing delivery of the Core Systems programme will continue to play a major role in change across the Council requiring significant investment in time and money. Resource systems and processes will be optimised across the Council.

## HR & Payroll

Additional functionality will be delivered including timesheets, leave, performance management and recruitment and workflow. This will increase self service and automation, reducing resource requirements and cost of delivery.

## Finance

Planning for future phases is currently underway reviewing costs, resources and potential benefits to agree the best way forward. The system is currently settling in. The focus of next year is to monitor the benefits.

Process reviews will be prioritised based on effort and value



## IT Systems Replacement

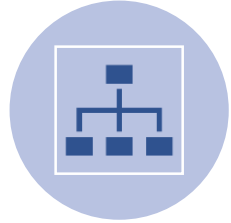
Replacement of major IT systems (contracts or support ending):

- New Housing management system
- SEEMIS
- HSCP will be replacing the Social Care system, CareFirst
- Culture and Leisure Trust implementing a new Library management system

## Maximising the benefits

With such a huge investment in the core systems programme, it is essential that benefits are optimised through reviewing processes using lean principles, reducing waste and automating where possible.

# How we will enable the change



Clear organisation strategy is required and projects prioritised based on outcomes.



Projects should be resourced effectively and not expected to be absorbed as part of day job.



Embed use of Scottish Approach to Service Design and Agile



Support the adoption of a project prioritisation model to help manage number or projects and focus resource for maximum benefit.



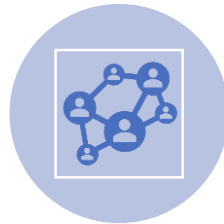
Involve employees with developing and driving change



Focus on benefits realisation, value v effort



Drive change with feedback and insight gathered from employees, customers and sector



Collaborate internally and externally through Digital Office and other partnerships