

Digital Transformation Programme Briefing Note

Performance Management Scrutiny Committee: 29/01/2020

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1. Summary

Performance Management Scrutiny Committee received a detailed update on the original goals of the 2016 Digital Transformation Programme (DTP) and the benefits achieved to date, at the November meeting.

This briefing note provides further update on progress made in the intervening months and outlines how new strategies will embed new technology and accelerate culture change within the organisation.

2. Digital Transformation Programme – Progress Updates

2.1 ERP (Business World) Update

The system is now entering phase 2, with a new project structure being put in place from February 2020. The ERP project will now be broken down into four workstreams with a nominated Project Manager for each. These are:

- Upskilling the System Administration Team – Andrew Boxall, PM
- Organisational Culture & Behaviour Change – Sam Williams, PM
- Uploading External Payrolls into Client 1 – Tracey Donovan, PM
- Schools & Academies Development – Ruth Middleton, PM

During 2020, the ERP also enters a Continuous Improvement phase with a clear roadmap for change being developed. Ruth Middleton has been appointed to lead on the continuous improvement programme. This includes department workshops on current and potential functionality, alongside a staff engagement programme through the Intranet and Yammer informing a development roadmap to be planned out over the next 3 years. The roadmap will allow us to plan developments around upgrades and other project work to set expectations and ensure that the System Admin Team can deliver these alongside business as usual operations.

Workshops and engagement sessions are to take place with staff in February/ March 2020 with the roadmap to be complete by March 2020. A clear Communications Plan will be in place by February 2020.

A Corporate Improvement Programme will include Project Managers Engaging with management teams, including attending DMT's monthly, initially, to deliver a project update and position statement for Business World. Ongoing engagement

between the project team and council managers will allow for a consistent approach and improve dissemination of messages.

2.2 CRM/'My Shropshire' Portal Update

CRM Release 4 went live on 27th November 2019. This expanded the 'MyShropshire' Portal to provide citizens with the ability to report, update and monitor on a large variety of Street Scene issues as per below:

- Street Sweeping / Leaf Clearance
- Street Bin Overflowing / New
- Dead Animal
- Street Furniture Problem
- Lost/ Missing Cat
- Litter & Broken Glass/Drugs
- Abandoned Vehicle
- Fly Tipping
- Hazardous Waste
- Dog Fouling Issues
- Lost Dog
- Found Dog
- Dangerous Dog Issues
- Stray Dog Issues

Development of Release 5 has commenced which will deliver the Members Portal including dashboards allowing member to report and track issues on behalf of their citizens. Planning of Release 6 is underway which is the automation and digitisation of the allocation of Household Permits for use at the waste disposal sites in Shropshire.

2.3 Infrastructure and Architecture Update

Room Booking System: The new room bookings system has now been rolled out to all council staff and is available through Outlook when a meeting is being arranged. The aim of this system is to enable more efficient use of the council's meeting spaces so that the need to book and pay for external rooms is reduced. Screens have been added outside the main committee rooms at Shirehall that display when the rooms are booked or available. If users do not check-in, the room will automatically be released after 15 minutes and made available for other bookings. Currently all committee rooms within Shirehall can be booked, the Webb and Darwin rooms in Shirehall, and rooms at The Lantern and Ptarmigan.

An upgrade to the system is due this month, which will then enable the remainder of the meeting rooms to be included, for example West Wing meeting rooms at Shirehall. We will then be looking at including desks that will be made available for hot desking to support mobile and agile (Smart) working.

Data and Business Intelligence: A significant work stream of I&A is Data and Business Intelligence, with the aim to support Shropshire Council to become a data led organisation. The project continues to work across multiple service areas within the Council and supporting partners. Some of the achievements include the following:

Car Parking - A single point of reporting has been developed using Power BI, pulling multiple data collections from parking systems. This contains information on parking transactions and gross income by location and date. Information is also provided on capacity and duration of stay, all of which allows the service to better plan their parking strategy. Staff quote: *'We are very pleased with the development of the system so far, we now have the ability to visually explore, drill down and analyse parking data in relation to comments received from public and TRO consultations and present parking transactional finance data within reports in appropriate simple visual forms. The ability to internally share customised dashboards and interactive reports is now assisting with service delivery on a daily basis. We are now able to work more easily and are better equipped to present data within reports, respond to requests for information from customers with an ability to quickly provide customised reports.'*

Rough Sleeping - In order to support the field workers, a power app has been developed which allows them to record details and location of a rough sleeper on their mobile phone. This is sent through to a SharePoint list which automatically updates a Power BI, providing information to those in the office. A flow runs in the background allowing for a message to be sent immediately to the relevant person if an action is required. Staff quote: *'Until now, the monitoring of referrals for rough sleepers has been a time-consuming exercise, with great potential for errors and duplication, particularly when sharing the responsibility among several people. It is clear already that this will both save time and improve our ability to respond quickly and effectively to the needs of rough sleepers across Shropshire. Further to the immediate benefits, I believe that being able to present facts in such away has great potential to demonstrate what does and doesn't work in our service, as well as showing funders and budget holders where priorities are.'*

Early Help Hub - The Early Help Hub is being developed in conjunction with Children's Services and the Early Help team. This will incorporate data from multiple sources including Liquid Logic, EMS, Housing and external sources such as the Police. The aim is to identify families in need of help before reaching crisis. Agreed indicators will be used to starting alerting and indication possible issues. Initial deliverable for April 2020, Master Data Management. Benefits to be achieved include:

- Single view of Shropshire Children
- Automated data cleansing rules
- Handling of duplicate records in source systems
- Support for Police emergency requests on missing children
- Response rates reduced from days to minutes
- Hidden data issues uncovered that had previously been affecting operational service delivery

- Automatic alerts to new and previously unknown children, helping to identify potential safeguarding and trafficking concerns
- Enabling evidence to be provided to bring in full funding
- Increased Staff productivity estimated saving of 2 weeks per person per year
- Improved quality of decision making for front line workers
- Giving decision makers quality information about whether to commission or stop services
- Identifying factors which are predictive of poor and costly outcomes such as involvement with the children's social care system

ADASS: Reports have been produced using CQC and Care Home information for West Midlands ADASS (14 local authorities). This also includes data from LGA on care home spend and number of clients. This will enable commissioners to understand market fragility and forward planning and understanding the impact of a brand closure. West Midlands ADASS is seeking to establish a regional data hub to assist with the collection, presentation and interpretation, initially of publicly accessible data to support the region's sector led improvement programme. We are seeking to develop a number of reports that will inform our improvement programme as well as assisting in creating a narrative for adult social care that provides a modern and future focussed approach to providing personalised, integrated care for the region's residents. It has been identified that this approach will assist the region and individual councils in freeing up more time to investigate, interpret and intelligently use the data to demonstrate improvements in how the sector is performing.

2.4 Culture Change

Since implementation of DTP systems, it has become apparent that digital skills capabilities across the organisation are lower than anticipated. This, combined with lack of adequate equipment in some areas, and working practices that do not fully fit with the requirements of new systems, has meant that culture change in the organisation has been slower than expected. As a result, we have seen an impact on the organisation's ability to realise efficiencies and have experienced additional strain on support services (e.g. Employment Services and Systems Admin Teams).

To help tackle IT literacy levels, since April 2019, a series of training sessions have been delivered for staff by IT Services, to support individuals with the use of new technology. Over 500 staff have benefited from face-to-face IT training on the new Office 365 tools, alongside a complete coverage of face-to-face training for the new Social Care software, the majority of staff trained on the ERP and those requiring training for the new Customer Relationship Management (CRM) and call centre software.

This has been bolstered by the e-learning for IT literacy which has been completed by over 2,130 staff for level one and over 540 staff for level two, with level three in

development. The Office 365 training gives an overview of the technologies that glue our worlds together through communication and collaboration, alongside enabling tools such as browsers and general advice on good technology practice. These courses are scheduled to run for the foreseeable future with at least four taking place each month, with 40-60 people able to attend each session.

Further developments are planned for Business World which will see enhanced capabilities and efficiencies. Before these are able to be implemented, it is key to assess where we are and take time to ensure that staff are engaged and accepting of changes to working practices.

In order to reach a transformational state, there now needs to be a period of 'transition'. Typically, a change in culture of an organisation takes between two and three years to fully embed itself. With this in mind, as described above, the next phase of digital transformation includes a specific workstream on Organisation Culture & Behaviour Change. This workstream will focus on:

- a. Developing an approach to changing the culture and behaviour, moving to one of embracing change, new systems and technology and a curious culture;
- b. Providing a programme of Organisation Development initiatives to support all employees and managers in moving to a modern working environment;
- c. Tackling resistance to change through implementation of a proactive and consistent performance management framework.

Achievement of the above will be dependent on:

- Consistent buy in, reinforcement and role modelling from Senior Management on culture and behaviours expected and the approach to using new technology and a modern working environment;
- Monetary investment in adequate IT equipment for employees and managers to enable them to fulfil their roles;
- Investment in upskilling of the workforce of management capability and minimum ICT literacy levels to support staff in utilising new systems;
- Taking the learning from this project to inform the next phases of development of systems.

2.5 STP Work

As an authority there are clear benefits to supporting our colleagues in the NHS, with many initiatives supporting both sides of the arrangement. In late 2019, GovRoam went live, a WiFi solution that, when signed up to, allows any member organisations staff to access one and other's WiFi. In Shropshire, this now allows Shropshire Council staff to easily go onto the WiFi at SaTH, with arrangements to add RJAH and the Community Trust sites amongst many others. This is one of many programmes of work to help break down barriers between the Health and Social Care systems, enabling our staff to work digitally without boundaries to improve care provision. The GovRoam project has been led by Shropshire Council ICT department and is one of several elements the team have taken a leading role in.

A recent funding bid was accepted as part of the STP work for £800K to benefit the STP's Transformation of Musculoskeletal (MSK) services. The funding is planned to improve access to video consultation tools for MSK patients across the county, with the aim of combining the use of these tools with Council services – as the offer of using a video conferencing device for more than just a single NHS service is hugely beneficial. This trial will hopefully see the initiation of video conferencing across Shropshire for many services.

In 2020 Shropshire Council ICT will also be taking on the IT service provision for the STP's Project Management Office (PMO) to help introduce true innovation to the way in which the streams of work can collaborate digitally.

2.6 Digital and Workforce Strategies

The Digital Workforce Strategy for 2020 to 2021 and the Workforce Strategy for 2020/21 to 2022/23, will be presented to Cabinet in February 2020. These strategies reflect the council's new corporate vision and plan and are closely aligned with the commercial strategy, asset management strategy and the economic growth strategy.

The strategies give a foundation for staff to understand the art of the possible, with details of the opportunities being put in place to support them to work differently. The Workforce Strategy defines how staff and managers can be more flexible in the modern working world, detailing the opportunities available to everyone for instigating change in the modern workplace.

The Workforce Digital Strategy is an ambitious plan for transforming the way staff work. As Digital Transformation has delivered a wealth of tools, it is now our opportunity to fully use them, giving staff the chance to be curious, challenge how they work and have the tools to change.

3. Conclusion

This report details the continuing fast pace of change in relation to digital transformation of the council. This is now delivering more efficient ways of working and starting to deliver financial benefits. These benefits will increase as systems are further bedded and the culture change activity described above is scaled up.

In a world where demands on Local Government continue to grow and evolve, this investment in technology will enable us to adapt and quickly respond to change, helping us to manage the cost of future change and better serve our customers.