REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	25 APRIL 2024	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
		DOC:
MEMBERS' CONTACT POINT:	ANTHONY BAXTER (EXT. 5712) Anthony.baxter@southderbyshire.gov.uk	
SUBJECT:	TRANSFORMATION 2020-2024 REVIEW AND SUMMARY OF NEXT TRANSFORMATION ACTIVITIES.	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0   Recommendations

1.1   That the Committee note the work completed through the Business Change and Transformation Plan 2020-2024.

1.2   That the Committee endorse the Customer and Digital Projects Roadmap as set out in Appendix A.

1.3   That the Committee note the indicative timetable for the production of the Transformation Strategy

2.0   Purpose of the Report

2.1   To provide an overview of key projects and innovations completed from 2020-2024 in line with the Transformation and Business Change Plan.

2.2   To provide an overview of digital and customer projects or innovations to be completed 2024-2026 [Appendix A]

2.3   To provide a narrative to the Committee regarding performance management arrangements for digital and customer projects included in Appendix A and to outline the next steps in the design and delivery of a new strategic approach to Transformation.

3.0   Detail

Business Change and Transformation Plan 2020-2024

3.1   The Transformation and Business Change Plan 2020-2024 has been used to outline and deliver major changes across the organisation. The plan gave the Council a focal point for changes and introduced centralised routes to achieve collective ambitions.

3.2   The plan introduced four key themes in achieving transformational change, and were supported by a four year roadmap, broken down into annual work programmes and overseen by the Transformation Steering Group. The themes in the plan were:

- Customers
- Technology
- People
- Processes

3.3   The plan introduced a new Project Management Office [PMO] and associated resources which has been the driver of transformation over the last four years, working with Heads of Services and Leadership Team to make change happen.

3.4   A summary of the achievements over the last year of the plan can be found bellow followed by a broad recap of work completed throughout:

- MySouthDerbyshire customer portal went live in February and built on the previous work in relation to online cases. The solution allows customers to register an account, saving their requests for future record and access approx. 30 online transactions.
- Route optimisation project is now complete with new rounds currently in active use. Refuse routes have been optimised which aids the service in load balancing, collection and planning labour for future growth.
- A Fleet management solution will be going live imminently. The solution provides additional governance safeguards for the depot. vehicle fleet to aid in the retention of operating license and day to day is predicted to generate £1,200 savings / year on reduction of paper tickets and approximately 50% efficiency savings on staff processing time.
- Email managements solution to aid case management is predicted to save £64,000 worth of staff time across the Legal department over the next 4 year when the system goes live in the next financial year.
- Environmental and Licensing system is the last of the large line of business systems to undertake a review. A comprehensive needs analysis and processes workshops have taken place over the last 12 months to compile an accurate and future proof system specification for tender.
- With the increase in quantity and complexity of Corporate complaints, Data Protection complaints and FOI Requests the Council have purchased a new solution for case management. Initial benefit realisation workshop has mapped out an estimated 32% efficiency saving in staff time.

3.5 The Transformation and Business Change Plan also supported and delivered outward facing projects including:

- o The design and delivery of three new digital marketing websites to manage place and brand. The sites "Visit South Derbyshire", "Destination South Derbyshire" and "Rosliston Forestry Centre" combined with new customer portals have generated nearly half a million page views since going live.
- o A new customer solution encompassing online form, my Account and customer record has been a major step in the Plan and will continue to contribute towards many corporate ambitions. At time of writing approx. 19,500 cases had been completed via the digital portal, 2,500 of these on a weekend and even 37 over Christmas Day and Boxing day.
- o Housing tenants can now sign up to the Council's housing portal to log certain requests 24 hours a day such as changes to tenancy details, previously only available when attending Civic office, view tenancy information, raise enquiries, raise repairs and check repair history.
- o A new intranet based on Microsoft SharePoint was created to maximise the return on investment in the annual license, but also to integrate further with agile working and allow a greater opportunity for collaboration.
- o A corporate booking solution with payment integration was implemented through the Pandemic which assisted in greatly in processing bookings for events and resources when restrictions were lifted.
- o Using tools available to the Council via its Microsoft agreement and the skills introduced through creation of digital and web services team, a performance management solution was developed which mitigated a revenue budget increase through the tendering and implementation of a third party system.

3.6 Increased online and digital engagement, offers many benefits including 24 hours access to council services, a reduced carbon footprint and increased information security by offering an alternative route for customers to send the Council personal information. The wider offer also helps support residents who may feel uncomfortable or who are unable to visit the Civic Office.

3.7 The work outlined below was foundational in nature and provided the organisation with a modern secure platform from which to progress. Without an overhaul of corporate infrastructure initiatives such as booking a MS Teams meeting with a service representative in the Pandemic or bookings and paying for Council events would not have been possible for South Derbyshire residents. All projects in the plan would not have been possible and the Council would not have been able to satisfy annual audit from Central Government in relation to the safety of our systems and information without multi-year improvements to core technology.

3.8 The Council were one of the first in the UK to sign a Digital Transformation Agreement [DTA19] with Microsoft . This allowed for the transition to Office 365 and cloud model used to accommodate instant home working on the outbreak of the Pandemic. A major technology platform refresh was undertaken in 2019 and 2020 which decommissioned

virtual desktop infrastructure [VDI] and replaced with a Laptop for each user to work from any location.

3.9   The ICT department was redefined and a new department (Digital and Web Services) introduced, to work in synergy and co-create a secure working environment that makes best use of technology. Although a lot of the work at an infrastructure level goes uncelebrated or recognised the progress in this area can not be understated.

3.10   Delivery of the following technical projects which have increased the Council Cyber security efforts and provided modern equipment for employees to conduct business.

- o Decommission VDI and built enterprise architecture for agile end user computing.
- o Introduction of O365 and M365 suite, TEAMS, SharePoint, Power Bi, Power Ap
- o Completely refreshed data centre with new virtual server hosts and storage (SAN) approx. 35% reduction in power consumption.
- o Decommission PSTN / ISDN analogue lines and replacement with SIP
- o New offsite physical backup solution with virtual expansion to cloud and 365.
- o A host of security upgrades including new firewalls, Virtual Private Network, Proxy Servers and end point protection.
- o Upgrades to contact centre IVR to allow for better communication with customers, enhancing experience and lowering call wait times.

3.11   With corporate infrastructure fast becoming gold standard the Council were able to translate this approach into service level infrastructure through the review and implementation of new line of business systems.

- o Planning and Land Charges system replacement was one of the first full solution implementations in the Council to use outsourced infrastructure and allow for mobile connections from any location, thereby reducing time spent traveling between the office and site and being able to update records on site.
- o Procurement and implementation of an eLearning solution, increasing the amount and variation to training available to employees. 2696 courses have been accessed since March 2021 which would have been delivered face to face, outsourced or were previously not provided.
- o The Council was the first Capita customer to migrate to a multi-million pound private cloud for the revenues and benefits system which aids resilience and flexibility. The system is supplier maintained and reduced the need for specialist skills to be maintained in the authority and the redistribution of resources to assist the new Digital and Web Services team.
- o Finance system underwent a large project to migrate from in house provision to supplier hosted product, increasing resilience to a core system and future proofing capability by using modern architecture.
- o New Choice Based Lettings and combined Homelessness solution were implemented with updated features in line with modern customer requirements such as self-service document upload and introduction superseded an end of life solution with reliability and security concerns.

- o The HR and Payroll solution was moved to a supplier model which also provided resilience arrangements for supplier led payroll processing in emergency situations given the resource in the payroll team, sickness or unexpected events could potentially have a large impact on the Council if the payroll could not be run in line with monthly cycles.
- o Housing management solution converted to supplier cloud, brought up to date with versions and functionality.
- o Members of the Business Change team and Digital Service team helped deliver the D2N2 regionally funded Hydrogen trial taking place in the District. Their input has laid the way for the next stage of transformation work at the Depot, which is included in the Council Plan 2024-28.

Transformation in 2024 and beyond: Customer and Digital Projects Roadmap and Transformation Strategy 20204 - 2028

3.12 A revised approach will be used in the future to further enhance and improve a transformation agenda and continue the journey. Previously, Transformation and Business Change projects were separated from the Corporate Plan 2020-24. However, with a number of high-profile projects set out in the Council Plan 2024 – 2028, and a stand-alone "Transform our Council" priority, there is a need for review of the current Transformation approach, including how transformation will link with other core strategies such as Medium Term Financial Strategy, the People Strategy, Commercial Strategy and Customer Access Strategy.

3.13 Consultation has been undertaken with Heads of Service and Leadership Team, and a program of work identified as customer and digital projects roadmap can be seen in Appendix A. These projects will be supported by the Business Change team as established change projects.

3.14 The projects included in the roadmap are necessary for the further advancement of either digital provision, such as the system review and / or replacement projects or customer provision such as outcomes from Customer Access Strategy or improvements to corporate telephony.

3.15 Several of the projects in the roadmap are continuations or evolutions of current journeys such as the Environmental Health solution and waste back-office solution. New projects such as case management to support Customer experience , a review of payment solutions and customer booking process have been identified through the desire to improve Customer interactions and make Council system easy to interact with.

3.16 This workload will form part of the Transformation programme however it will not be the extent of the Councils efforts. Further consultation will continue with the Leadership Team and elected members to define an ambitious and connected Transformation Strategy 2024-2028. It is anticipated the scoping work will continue into the summer and autumn, including a member workshop, and a report and Strategy for approval

will come to Finance and Management Committee before the end of 2024. Engagement with the Member Champion for this work area is ongoing.

Housing Improvements

3.17 The work supported to date in Housing Services relates to replacing end of life systems or introducing foundational tools (equipment, processes and technology) to support future improvements. Work is due to continue in Housing to fully exploit efficiencies and create new ways of working to best serve tenants and residents.

Monitoring, Delivery and Review

3.18 The customer and digital projects outlined in Appendix A shall be managed through regular reporting to Leadership Team and subsequently reported to councillors via the existing established performance reporting approach. Reporting will be on an exception basis to report on cost, timing and quality/scope matters that are outside of agreed parameters, as well as report on benefits realisation and outcomes achieved upon completion.

3.19 Further activity approved as part of the forthcoming Transformation Strategy will continue to be monitored on this basis.

3.20 The Leadership Team will be responsible for the priority and sequencing of projects in the roadmap based on organisation need. Some events, for example change in legislation or a supplier failure, may result in projects being added to the roadmap or others being reprioritised.

4.0 Financial and Implications

None directly. Transformation activities result in financial savings and where this is the case these will be identified and coupled with the Medium Term Financial Strategy

5.0 Corporate Implications

5.1 Employment Implications

None directly Where transformation activities encounter employment implications these will be handled in line with HR policies and procedures.

5.2 Legal Implications

None directly. Any legal matters arising will be dealt with on a case-by-case basis with the assistance and engagement of the Council's legal team .

5.3 Corporate Plan Implications

The Council Plan 2024-2028 is a source document and strategic driver for transformation activities. One of the four priorities and one which underpins and assist delivery of the other three priorities is "Transform our Council". Customer and digital transformation are specifically reference under the aim "Ensure our services have the right resources are modern, responsive, efficient and effective"

The forthcoming Transformation Strategy will outline the approach the Council will take in delivering projects, some of which are documented in the Council Plan.

5.4 Risk Impact

Not progressing the projects in the customer and digital roadmap would lead to the demise and ultimately non delivery of some services. For example, the Environmental Health and Licencing system replacement will become end of life and unsupported by the provider, as time goes on the compatibility of the solution would become prohibitive for the annual government audit of our systems.

This is true for other projects identified such as Contact Centre replacement and end user computing refresh. The risk the Council is left behind, using old technology not only provides a primary security concern but feeds into risk of staff not being able to conduct their duties effectively, leading to substandard performance and services to residents.

6.0 Community Impact

6.1 Consultation

None required.

6.2 Equality and Diversity Impact

Not applicable in the context of the report. Equality impact Assessments will be undertaken on a project by project basis.

6.3 Social Value Impact

Not applicable in the context of the report. Assessments will be undertaken on a project by project basis.

6.4 Environmental Sustainability

Not applicable in the context of the report. Assessments will be undertaken on a project by project basis.