Report of:	Meeting	Date	Item No.
Marianne Hesketh, Service Director Performance and Innovation	Overview and Scrutiny Committee	31 July 2017	4

Digital Transformation - Background Information

1. Purpose of the report

1.1 To provide Overview and Scrutiny (O&S) Committee with some background information about the progress that has been made around digital transformation within the Council to date.

2. Background

2.1 The Digital Transformation Board (DTB) was established in October 2016. It is led by the Service Director Performance and Innovation and is cross-departmental. The objectives of this group are:
   - To develop and update a digital transformation strategy for Wyre Council
   - To champion digital transformation across the Council
   - To consider business cases and make recommendations for future digital transformation projects
   - To effectively progress digital transformation projects
   - To identify and utilise appropriate resources to support digital transformation
   - To communicate the objectives of the group to other Council Officers or stakeholders

2.2 A definition of **Digital Transformation** is the transformation of business and organisational activities and processes to meet customer needs and demands using opportunities offered by a mix of digital technologies.

2.3 The #DigitalWyre strategy was developed by the DTB and agreed by Corporate Management Team (CMT). This strategy consists of a number of work streams and can be viewed at appendix 1. There are 4 key elements to it – Digital

Customer Service, Digital Community, Digital Workforce and Digital Collaboration.

2.4   Good progress has already been made over the last few years with regard to the development of the council's website – www.wyre.gov.uk. The website has recently been rated four stars in this year's SOCITM (Society of IT managers) Better Connected review. This is an annual assessment of all local authority websites where a reviewer visits our website on random days and tries to complete a series of tasks, such as applying for council tax discount. Previously we have been rated three stars so it's great news that we've improved the site sufficiently to receive the top rating of four out of four stars. Only 36 councils from a total of 416 received four stars.

2.5   Customers already have the ability to access a range of our services using the council's website e.g. reporting issues such as missed bins or fly-tipping, green waste, benefit applications, change of circumstances, planning applications, etc. These services can be accessed 24 hours a day, 7 days a week. In terms of the proportion of contact to the council digitally this currently equates to 45% of total contact to the council.

2.6   The Digital Strategy sets out the key projects for the next few years which will take us forward on our digital transformation journey. Key projects include: developing a citizen access portal so that customers can have access to even more services on-line including view council tax bills online; a revamp of the council's website to improve the search facility and navigation through the site and roll out of a document management system which is being implemented to many services to reduce the reliance on paper.

2.7   Work has recently been carried out to upgrade the Councils IT infrastructure to facilitate future growth and to allow us to be more flexible and adapt to changing technology.

2.8   In conjunction with the DTB, the Democratic Services team are reviewing the software and processes they use for committee minutes and agendas in order to develop a business case to simplify the process. This software would allow tablet devices to be used to view agendas, reports and other documentation from remote locations and during committee meetings which would remove the need to print and send documents. This is an area which Elected Members may like to understand more about and to determine how it has been deployed successfully in other councils and what benefits it can bring.

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Appendix 1   #Digital Wyre, Our Digital Strategy 2017-2020

#DigitalWyre *Our Digital Strategy 2017 – 2020 (updated July 2017)*

wyre council

Priority	Principles	How will we do this?	By When?
#Digital Customer Service (Lead – Pete Mason)	• Our services are provided in the most efficient and effective manner • Our customers can get quick and easy access to the services and information they need online • Self-service is the preferred contact method • Access is 24 hours a day, 7 days a week • Customers have the ability to track enquiries and receive an outcome	• Explore options for a Citizen Access Portal • Deploy a direct debit solution for green waste payments • Outsource the post service • Implement bar coding on bills • Deploy a Landlord Access Portal • Redesign the look and content of www.wyre.gov.uk and utilise web champions to support this • Deploy live web chat as an alternative contact channel	• April 2018 • December 2017 • September 2017 • 2018/19 • December 2017 • April 2018 • April 2018
#Digital Community (Lead – Rosie Green)	• Residents and businesses are equipped with the digital skills and technology they need to access services and information easier and independently • We effectively utilise digital engagement channels to engage with our community to raise awareness of services	• Utilise Digital Champions • Utilise social media users to take responsibility for social media channels through clear leadership and direction • Prioritise use of visual media throughout all our communications channels • Work with the Citizens Advice Bureau to develop a digital hub at Fleetwood Market • Explore opportunities for wi-fi in our public areas e.g. Marine Hall, Fleetwood Market • Raise awareness of Cyber Security	• Ongoing • March 2018 • 2018/19 • September 2017 • September 2017 • Ongoing
#Digital Workforce (Lead – Colin Worth)	• Staff have the right tools to effectively do their job • Our ICT infrastructure can accommodate future service demands • Our staff are encouraged to be innovative and to develop new ways of working • Data is stored securely and used in the most effective way	• Roll out of Corporate EDRMS across all council services • Deploy smart devices, where appropriate, and accelerate home / flexible working arrangements to free up office accommodation • Deploy Office365, Skype for Business and Unified Communications • Determine the implications of Government Data Protection Regulations (GDPR) and provide training for staff	• March 2018 • 2018/19 • 2018/19 • March 2018
#Digital Collaboration (Lead – Marianne Hesketh)	• Digital technology is utilised to allow us to work with our partners to tackle complex issues and work together seamlessly	• Establish data sharing protocols with our partners • Explore options to work collaboratively across the Fylde Coast	• Ongoing • Ongoing

Digital Transformation Task Group - Scoping Document - DRAFT

ITEM 4

Review Topic	Digital transformation
Chairman	To be confirmed
Group Membership	To be confirmed
Officer Support	Peter Foulsham, Scrutiny Officer
Purpose of the Review	To consider the options for the council to move to more digital processes and towards a paper-free organisation
Role of Overview and Scrutiny in this Review (mark all that apply)	Holding Executive to account – decisions ☐ Existing budget and policy framework ☐ Contribution to policy development ☒ Holding Executive to account – performance ☐ Community champion ☐ Statutory duties / compliance with codes of practice ☐
Aims of Review	o To consider the progress that the council has already made around digital transformation o To consider the costs and benefits of paper-free meetings o To consider whether some or all of the council's meetings could become paper-free o To review steps in digital transformation that have been successfully taken by other local authorities o To identify relevant training and development requirements for councillors and officers o To identify and quantify potential cost savings to contribute to the council's efficiency programme
Methodology	Inviting witnesses to task group meetings Internet research Visit to a council that has already implemented paper-free meetings
Scope of Review	All types of council meetings.
Potential Witnesses	Resources Portfolio Holder Service Director Performance and Innovation IT Systems/Software Manager

	Head of Contact Centre Democratic Services and Scrutiny Manager Transformation Officer Chairman of the Councillor Development Group
Documents to be considered	Digital Transformation Strategy - #DigitalWyre
Risks	None identified
Level of Publicity	Low
Indicators of a Successful Review	
Intended Outcomes	Reduced paper and printing costs More efficient ways of working
Approximate Timeframe	Two months
Projected Start Date	September 2017