

# DIGITAL, CHANGE AND TECHNOLOGY NEWS



## IN THIS ISSUE:

- **New Business Change Boards**
- **The Council's Digital Maturity**
- **Microsoft 365**
- **Changes to Mobile Device Policy**
- **Broadband update**
- **Hybrid Mail and the review of printing**
- **Azeuscare update**
- **New system for housing services, Active H**
- **New project management training, Prince2 Agile**

## New Business Change Boards

A new governance structure has been introduced for business change work. Under the new arrangements, each directorate will have its own Business Change Board, comprised of the members of each departmental management team (DMT) and colleagues from the digital, change and technology service. The boards will meet six-weekly and will replace the former business transformation meetings and service liaison groups for ICT (although larger programmes such as Azeuscare and ActiveH will have their own separate governance arrangements). The boards will provide DMTs with full strategic oversight and prioritisation of all business change, digital initiatives and ICT developments in their services.

Recognising that ICT solutions are a significant aspect of service delivery and statutory compliance, requiring an additional level of specialised management and objective scrutiny, alongside the Business Change Boards a new Technology and Digital Board has been established. The board acts as an advisory and compliance body, providing strategic oversight to co-ordinate and resource-manage ICT-related projects within the business change portfolio, thereby ensuring all service and organisational solutions and improvements are delivered in line with corporate priorities and the council's underlying vision for the East Riding.

# The Council's Digital Maturity

Last year, the council commissioned a review of its digital maturity by external consultants PricewaterhouseCoopers (PwC). The review found that, while the organisation has made a solid start in implementing the digital agenda, with over 100 services already available digitally and many examples of best practice, there is still a great deal of work to do. A roadmap has been developed which identifies a number of opportunities that will help the council to increase its digital maturity and achieve its digital vision.



As well as creating a digital management office, the review found some immediate skill/ resource gaps which will need to be addressed to support implementation of the digital roadmap as well as the portfolio of other projects in the pipeline. Without ICT enterprise architecture and ICT solution architecture skills, the council is likely to struggle to deliver the roadmap, and the implementation of current projects is more likely to be suboptimal (e.g. making technology choices which don't work together well or which prove expensive to support). These new posts are in the process of being recruited to.

Developing the digital skills and culture of the organisation will be essential. To deliver the digital agenda a wholesale rethink is required about what services should be delivered in the future, for whom, and how. Implementation of this agenda will require different skills and behaviours across all levels of the organisation. A digital skills survey was conducted as part of the project and the results will be used to develop the council's digital skills and culture change programme to improve the depth and breadth of these skills across the organisation. To help engage employees to deliver effectively there needs to be an appreciation of different working styles and how people embrace the digital era in different ways.

Many participants interviewed by PwC commented on the difficulty in delivering innovation in the council. PwC suggest this is common in similar organisations, as the resources, procedures and skills required for general day-to-day running are typically different from those needed to support innovation. Therefore, to encourage and deliver innovation it has been agreed that an Innovation Hub will be set up, supported by a new small innovation team based within the ICT strategic solutions team.

It is important to ensure that staff have a clear understanding of the digital agenda across the organisation and how this is being implemented in practice. The project identified five key themes and enablers to increase the council's digital maturity:

- Digital Council.
- Digital Customer.
- Digital Place.
- Innovation.
- Intelligent Information.

# Microsoft 365

Further to the update in the last newsletter, the ICT project management team is continuing to work with Microsoft specialist who is assisting with the implementation. Work is currently being undertaken behind-the-scenes to configure and build the ICT infrastructure to enable the release of M365 functionality that will change the way you and your teams work, increasing your efficiency and collaboration and improving your wellbeing.

In the next phase of the project, Lotus Notes will be migrated across to Microsoft Outlook. Further information and updates will be provided as the project progresses to keep you informed on how the email migration will affect you.

Over the past few years, collaboration and teamwork have undergone significant change, impacting the way we work. Being able to work collaboratively has helped teams come together, increasing morale in the workplace as well as enhancing productivity. In March, when the COVID-19 lockdown resulted in a large number of staff working from home, Microsoft Teams was rapidly rolled out within the organisation to enable staff to continue to communicate efficiently with team members regardless of their geographical location.

The software enables employee communication, productivity and teamwork by integrating all forms of collaboration into a single user interface, including chats, documents, shared files and meetings. The rollout has been very positive as Teams has proven itself to be an effective and useful tool, helping staff to collaborate more efficiently and to focus on specific projects. It is easy for staff to find the information they are looking for on Teams as information is divided into selected channels, so you can only view messages, documents and meetings pertaining to that particular channel.

For more information about how to use Teams, visit the Teams section on the intranet.

## Changes to Mobile Device Policy

Recognising that a greater number of employees routinely use mobile devices to carry out their duties, the Mobile Device Policy and Procedure has been reviewed.

The changes to the policy include:

- the ability for managers to approve the allocation of devices
- staff should ensure they are aware of any relevant policies for ICT security, social media and driving while using their devices
- any use of personal apps should not put the council at any reputational, legal or financial risk
- the use of high data usage apps is prohibited
- the requirement for staff to pay £2.50 monthly deduction for personal use of a council mobile device is removed.

The use of mobile devices will be monitored with monthly reports provided to Heads of Service detailing data usage.

# Broadband update

Further to the update given in February's newsletter, the total coverage of superfast broadband in the East Riding currently stands at 93.6%, with Full Fibre gigabit-capable coverage at 44%. Take up across the Broadband East Riding programme is at 67% and 65% for phases one and two, respectively, although the current take up of commercial providers' networks is unknown.

In terms of investment, the total external funding is broken down as shown below. The figures represent the amount of external investment spend / predicted spend per contract, not the total contract value.

Phase	Funding Body	Value (£m)
Phase one	Building Digital UK*	4.55
Phase one	European Regional Development Fund**	4.19
Phase two	Building Digital UK	8.57
Phase three	Building Digital UK	1.62
Phase three	European Agricultural Fund for Rural Development***	3.20
<b>Total</b>		<b>21.38</b>

\* Building Digital UK (BDUK), part of the Department for Digital, Culture, Media & Sport (DCMS) is delivering broadband networks to the nation.

\*\* The European Regional Development Fund (ERDF) aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. The ERDF focuses its investments on several key priority areas.

\*\*\* The European Agricultural Fund for Rural Development (EAFRD) supports European policy on rural development. To this end, it finances rural development programmes across the Member States and the regions of the Union.

# Hybrid Mail and the review of printing

Hybrid Mail is being piloted in revenues and benefits and the pension service and is a new process that automates document handling using a combination of electronic and physical delivery. The new system will increase the automation of outgoing and incoming mail, enable more to be done remotely and make it easier to track and trace any documents, thus assisting with our compliance with GDPR. Once the pilot has been evaluated a decision will be made whether to roll the hybrid mail system out across the rest of the council, and to explore the potential of developing the system for incoming post also.

Linked to this project, a review of printing found that a number of printers are being regularly used to print large numbers of pages, with one service printing over 41,000 pages just in February alone. The printing review identified that 41% of jobs were printed in colour which is ten times more expensive than black and white (grayscale). Heads of service have been asked to actively encourage their teams only to use black and white printing in the future and to divert larger print jobs to Print and Design.

Over the next few months, we will be exploring the potential of hybrid mail and reducing unnecessary printing more fully, ensuring that the potential of Print and Design, all of which will help in the move towards becoming a more digital organisation.

# **Azeuscare programme update**

The Azeuscare programme aims to replace the legacy system used by adult and children's services (Swift CCM) with a new case management system. The new system offers robust workflow and case management as well as an excellent mobile working app. These new tools will help services to streamline processes and create opportunities for new ways of working.

Over the past 18 months, the programme team in digital, change and technology has worked with service area staff to map out processes and build them into the new system. The programme is now in the testing phase and service area staff have been nominated to give feedback on the new processes.

It was originally planned that Azeuscare would go live in November this year and staff would cease using Swift at that point. However, the response to COVID-19 has put pressure on service area and programme resources and the plan is being adjusted. The system is now expected to go live between May and June 2021 and the programme team will be working with nominated staff to ensure that all processes are tested and that robust training is put in place before this point.

Due to ongoing social distancing measures, work is now underway to develop a wholly virtual training programme which will include a mix of e-learning, small group sessions on Teams, video guides and online text-based guidance. Further updates will be provided as this work progresses. If you have any questions about the programme please contact the team by email at [azeus.care@eastriding.gov.uk](mailto:azeus.care@eastriding.gov.uk)

## **New system for housing services, ActiveH**

A review of the multiple systems used to support the operation of housing services concluded that the council faced a number of barriers in the drive for greater efficiency and the delivery of value for money services. The review was also made more complex due to the number of different service teams which need to use the system. It was agreed that a replacement platform was required to meet the council's current requirements and future expectations and following a procurement exercise MIS AMS Ltd were chosen to provide their housing management solution, Active H.

Working alongside the supplier, the project team from digital, change and technology have analysed database information extracted from legacy systems and are testing this within the new platform to ensure that it can be integrated seamlessly. Process mapping of departmental procedures will be finalised to provide a greater understanding of how each service manages its workflow which will enable close integration of processes into Active H and encourage a simple transition from the legacy system.

Work has also begun on the development of a training programme for staff which, similar to the Azeuscare training, will be a mix of e-learning, small group sessions on Teams, video guides and online text-based guidance.

# **New project management training, Prince 2 Agile**

Prince2 is the world's most widely-used project management methodology. It offers a set of principles, themes and processes to enable an organisation's key managers to justify a project which helps them to understand "why should we do it (the project)?" and "are the benefits worth the costs and risks of doing the project?".

Agile practice, meanwhile, is more flexible and incremental, delivering results in a way that provides earlier benefits and continuous improvement. The Agile approach focuses on delivering value to the customer by delivering products incrementally, in the most efficient manner possible.

As the name suggests, Prince2 Agile is a combination of the two methodologies and it offers a more holistic approach, designed to deliver the comprehensive management of Prince2 mixed with the flexibility and responsiveness of Agile environments.

Following a trial of the combined Prince2 Agile approach within the digital, change and technology service to successfully deliver the migration of the council's Wide Area Network (WAN) this is now being used for other major ICT projects such as Azeuscare, ActiveH and MyAccount as the technique is particularly useful to support agile and remote working. Giving project teams defined decision-making powers has enabled projects to continue to be well supported and communicated but without the need for face-to-face meetings or 'hard copy' documentation. Regular project meetings, displays of progress using project tools and dashboards, producing highlight reports and even holding respective boards which previously all would have been held physically, are all now being done remotely using Teams.

The corporate management team has agreed to Prince2 Agile project management being accepted and approved for wider use where appropriate for the organisation and discussions will be held with the organisation's learning and development team with a view to rolling out appropriate organisational-wide training.