

30th April 2019**Agenda Item: 6****REPORT OF SERVICE DIRECTOR- CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON DIGITAL DEVELOPMENT****Purpose of the Report**

1. To update members on progress in relation to digital development within the Council; seek views on the proposed scope and terms of reference for a new cross-council programme of work entitled “Improving Customer Experience through Digital Development” and draft Digital Strategy.

Information**Background**

2. The Council has made positive progress in incorporating digital technologies into service transformation in a number of service areas. To date this work has been led by individual service areas and, whilst delivering improvements in particular areas of the Council’s activities, the benefits have not always been considered and maximised across the whole Council for the benefits of all local residents.
3. It is now proposed to initiate a cross-council programme of work to build on good practice in Nottinghamshire and elsewhere and ensure that work is undertaken, and new developments are consistently applied across the Council to improve efficiency, maximise value for money and improve the customer experience for all residents in all service areas. The draft terms of reference for this programme “Improving Customer Experience through Digital Development” are attached as Appendix 1.
4. The work of the proposed programme will begin with a scoping and mapping exercise to ensure that any new programme of work aligns with existing activities already underway or planned. Early work will also involve mapping of digital and technology applications, tools and approaches already being used in some service areas to identify the potential for these to be applied more widely across the Council to maximise the benefits for residents and value for money provided for local taxpayers.
5. One of the early deliverables of the programme will involve developing the Council’s “digital front door” through the roll out of a MyNotts App making it easier for residents to access Council services and effectively resolve issues and queries at their first point of contact with the Council.

6. The programme will also involve end to end review of services and processes to drive further service change and transformation. This will involve streamlining processes and removing manual and duplicative steps; redesigning processes to maximise the use of automation and technology and identifying opportunities to deploy artificial intelligence, machine learning and making greater use of predictive analytics, insight and intelligence. These approaches will be consistently applied across the Council to maximise the benefits and ensure we get the most out of any investment and any developments and that learning from review and roll out of technology in one area is applied in the next.
7. Considering issues in relation to potential information sharing and data storage, access, management and usage will be critical to the work of the programme and be a key area of activity and focus in considering potential options.
8. It is intended that the Council's overall approach to digital development will be reflected in a new overarching strategy to ensure effective overview and Council-wide engagement. This will pull together work from a variety of different service areas and other programmes in a high-level document. An early draft of the proposed Strategy is set out in Appendix 2 for consideration of the direction of travel by members. The Strategy, once developed and finalised, will require formal approval by Policy Committee.

Other Options Considered

9. The Council could continue with its current approach of the development and application of bespoke solutions for individual service areas, but this would miss the opportunity to maximise the benefits of digital and other technological tools and approaches across all service areas for the benefit of local people and businesses.

Reason/s for Recommendation/s

10. The Council has previously undertaken programmes of work involving various aspects of digital development. A more integrated, whole-council approach; led and sponsored directly by the Corporate Leadership Team with greater member involvement is likely to deliver greater benefits for local residents, improve outcomes and deliver better overall value for money.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public-sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

12. An overall high-level Data Privacy Impact Assessment will be completed for the programme and kept under regular review. The potential data protection impacts of specific developments will be considered and reviewed on an ongoing basis as the work of the programme progresses. Early identification, consideration and resolution of data and information issues will be integral to and a key strand of work within the programme.

Financial Implications

13. The proposed new programme of work and Digital Strategy are at a very early stage of development. At this point it is not possible to quantify the level of any potential savings which could be delivered or the potential costs of any new tools or technology which may be rolled out across the Council or extension of existing applications. Further work will be undertaken as the programme progresses to identify and seek to quantify this.

Human Resources Implications

14. It is not possible to identify the potential implications for employees in any great detail at this stage. These could include changes to the skills the Council requires in its workforce; new and more flexible ways of working and developing a more collaborative and digital mindset amongst our employees. The need for the development of digital leaders, digital enablers and change champions is likely to be necessary to embed new and different ways of working and more creative and innovative approaches. This will be developed as the programme is developed and will be reflected in the refreshed Workforce Strategy currently being developed.

Public Sector Equality Duty implications

15. An Equality Impact Assessment will be completed for the overall programme and kept under review. The potential impact of any potential changes on specific groups will be considered as the programme of work progresses. Individual Equality Impact Assessments on specific aspects will be completed as necessary to ensure that no residents are disadvantaged.

Smarter Working Implications

16. “Investing in Nottinghamshire” (Phase 2 of the Smarter Working Programme) is a key interdependency for the new programme of work the implications of which will become clearer as the new programme is developed. This will be reflected in the initial mapping and scoping exercises to ensure the deliverables, outcomes and timelines are aligned.

Implications for Service Users

17. The aim of the programme of work set out within the report is to make it easier and improve access to Council services and improve outcomes for local residents. In reviewing processes and considering technological and automated developments consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION/S

It is recommended that members consider the progress on digital development and activities set out in the body of the report and appendices including:

- 1) The draft terms of reference for the cross-council programme of work “Improving Customer Experience through Digital Development” set out in Appendix 1 and agree to receive regular update reports on progress.
- 2) The further development of the Council’s draft Digital Strategy as set out in Appendix 2 for formal approval by Policy Committee.

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Constitutional Comments (KK 17/04/2019)

18. The proposals in this report are within the remit of the Improvement and Change Sub-Committee.

Financial Comments (SES 17/04/19)

19. There are no specific financial implications arising directly from this report.

HR Comments (GME 17/04/2019)

20. As mentioned in paragraph 14, there are no immediate implications for employees arising from the content of this report. However, the refreshed Workforce Strategy will identify key skills requirements for future digital development as an area of priority.

Background Papers and Published Documents

- ‘None’

Electoral Division(s) and Member(s) Affected

- ‘All’