

DIS Vision Projects and Programmes

Date: 21/06/2021

Report of: Leonardo Tantari – Chief Digital Information Officer

Report to: Scrutiny Board - Resources

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report focuses on the future vision for DIS, our project and programme management approaches and current key programmes of work.
- The vision and future direction for Digital is a key enabler in the ambition for the city and the Council

Recommendations

- a) Scrutiny Board are requested to review and input to the proposed future vision and plans for DIS

Why is the proposal being put forward?

- 1 The Digital and Information Service underpins the delivery of services by the Council, CCG, GP practices and other partners to the citizens, businesses and visitors to Leeds.
- 2 DIS provide a range of services including lights on support, project change delivery, proactive protection against cyber attack, management of our information compliance regime, digital leadership and data analytics.
- 3 This report focuses on the future vision for DIS, our project and programme management approaches and current key programmes of work.
- 4 The vision and future direction for Digital is a key enabler in the ambition for the city and Scrutiny board are requested to review and input to the proposed future vision and plans.

What impact will this proposal have?

Wards affected: All

Have ward members been consulted?

Yes

No

5 DIS Vision and Mission

Vision

Transform the City, Council, and CCG services through the delivery of secure and trusted digital services to people, businesses and our staff that are intuitive and available to people where, when and how they need them using leading edge technology.

Mission

- ❖ We provide robust secure services and support
- ❖ We are building and migrating to new Digital platforms
- ❖ We help and challenge our business areas to transform the way they work
- ❖ We give the people and businesses of Leeds simple intuitive ways to engage and transact with us
- ❖ We are developing our workforce and investing in new skills

6 Combined Digital team

The joint appointment of the Chief Digital and Information Officer post between the Council and the CCG was made with a direct remit to create a combined integrated Digital team across the two organisations.

This new model will bring together Digital services from the Council, CCG and the City teams. The new combined team will deliver Digital services in a shared services model to Leeds City Council, Leeds CCG and other organisations within the city of Leeds. Work is currently underway to consult on the new senior leadership roles and implement a new structure.

7 Digital Roadmaps

Work is underway to develop digital roadmaps which set out the planned business and underpinning technology changes over the coming years. The roadmaps are created in

tools which allow the dynamic presentation of different views to suit different target audiences allowing us to easily combine the relevant data for the target audience.

The roadmaps will be our key source of information in relation to the upcoming portfolio of work and will also support the identification of common business needs. From a business perspective they also support better business change planning.

8 Technology changes

Changes in technology platforms and tools are undertaken as products become end of life, new business requirements emerge or as an opportunity for savings/efficiency. As such there are regular changes required which are assessed through our DIS governance forums.

In addition to new business requirements there are several key themes which DIS will be progressing over the coming 3-year period.

- We will apply the principle of Cloud first in making technology decisions. Over time we will move toward use of more Cloud based solutions using Microsoft Azure, Amazon Web Services and Google Cloud. The increased use of Cloud solutions will reduce our support overheads in maintaining on-premise servers, reduces the need to take systems down for maintenance and improves our ability to quickly increase or decrease server capacity as needed.
- Microsoft 365 – The first tools within the M365 product set have now been deployed including Teams and Exchange Online with work on Teams having been accelerated over the past 5 months to better support home and hybrid working during the Covid pandemic. The next key milestones will include moving data from network personal and team drives to OneDrive or Teams sites and the use of PowerApps to automate processes.
- Further investment will be made in mobile platform solutions supporting more of our frontline staff to work in an agile way, increasing digitisation and reducing time spent travelling.
- Our website platform is end of life and work is underway to migrate to the use of Drupal. Significant work is required to consolidate the number of websites in place as well as ensuring their replacements meet accessibility standards and have content which is effectively maintained.
- We will commence replacement of our Integration toolset which supports the transfer of information between systems. The current system requires technical skills which are now difficult to obtain creating resource challenges. The prevalence of new cloud-based integration solutions provide opportunities to change the way we manage this work.
- There are significant numbers of applications in use with some elements of duplication. Work will be undertaken to review our Application landscape and consolidate where possible ensuring that all essential requirements are met. This will require business areas to change their processes and accept that products may not meet all their desirable requirements. In doing so, savings will be made on software support costs and the resource overhead in maintaining so many applications.
- The devices we provide to our staff will be reviewed to create improved choice and user experience, particularly in providing better options for mobile workers where the ability to update systems and access information when away from an office base can provide more efficient ways of working and improved outcomes for citizens.

9 Information Management and Governance

Information Management and security is a key function of DIS ensuring our data is effectively managed, we comply with several standards relating to how data is handled and that we protect against cyber-crime. Detailed reviews of our performance, risks and progress in relation to these items is undertaken by the Corporate Governance & Audit committee. For the purposes of this Resources Scrutiny we have included a summary of the key changes and projects planned in relation to Information Management and Governance over the coming 3 year period.

- Compliance

Ongoing compliance with certification regimes such as PSN (Public Sector Network) and PCI (Payment Card Industry) requires a robust approach and co-ordination of significant resource effort. A programme of work has been established to undertake this activity.

- Security Operation Centre

A SOC is a centralised function that employs people, processes, and technology to continuously monitor and improve an organisation's security posture while preventing, detecting, analysing, and responding to cybersecurity incidents. A SOC will be established within Leeds bringing together resources which are currently spread across a number of teams.

- Statutory request responsibilities

The process for dealing with statutory requests will be amended to improve our performance. This will include robust triaging of all requests, ensuring all working processes are clearly documented and all IM&G staff are trained in their use, ceasing the provision of what can be classified as “administrative tasks” on behalf of services and introducing a culture of performance management which encourages accountability, ownership and effective reporting in relation to statutory requests across the organisation.

- Data storage using M365

The move to M365 requires a review of where data is stored away from file shares and emails to cloud hosted Teams sites and OneDrive. Significant work will be required to clean up unused or non-business data to ensure that we do not incur unnecessary cloud storage costs, archiving data which does not require immediate access onto cheaper storage solutions.

10 Office of Data Analytics

The creation of a Leeds Office of Data Analytics across the Council, CCG, Health partners and the University is a key activity bringing together skills and expertise to provide new insight and analysis that can help improve understanding of health inequalities and citizen needs, leading to improved services and outcomes.

We will create a new city data platform that offers universal access and contribution, improves data sharing across all sectors, and brings together historic and real time city data into one place enabling intelligent data-led decisions about public services, visualisations of data, business support and economic development.

11 Digital change

There are several key strands in our approach to Digital Change:

- Digitisation

Digitisation is defined as doing what you have always done but using technology to make it more efficient. We will continue to transfer paper systems and records into digital formats.

- Digitalisation

Digitalisation is the process of changing existing business models in the light of new technologies. Process redesign and automation using existing tools plus the use of newer technologies such as Artificial Intelligence and drones are some of the key areas for change. DIS will work with business areas to identify opportunities for change, to undertake research into emerging technology solutions and to develop the associated business cases.

- User centred design approaches

Design approaches that focus on the user, or citizen, experience rather than our internal processes result in solutions which people are more likely to use, which they find intuitive and simple and which join up services for the user. There are specific techniques and approaches to enable successful working in these ways for both DIS and the business services. Work will continue to expand our skills in this area, create the multidisciplinary teams needed for this way of working and identify projects where this approach is appropriate.

- Agile software development

Software development has traditionally been undertaken in what is known as a 'Waterfall' method with the stages done sequentially - requirements are gathered, development undertaken, testing completed and then finally a product is 'released' where end users see and use the product. Whilst the Waterfall approach is still relevant, particularly for big complex solutions, the increasing pace of change and fast emerging technologies mean differing approaches are also needed and Agile delivery fills this space. In an Agile approach, the stages of a project are done simultaneously with Agile methods supporting you to quickly make any changes while you're building the service and when it's live.

DIS have undertaken several developments in this Agile approach and there will be an increasing use of this approach moving forward.

- Gov Digital standards

DIS follow the [Government Digital standards](#) in relation to solution design. These focus on user centred design approaches, working in agile and iterative ways to deliver products quickly then adapt/add to them, ensuring the security of the systems we develop and collecting and sharing performance data that helps us improve our services and others learn from what we have done.

- Digital leadership across business leaders

The leaders of today need an understanding of how Digital solutions can transform their business operation, skills to change their business processes and job roles and a broad appreciation of the techniques used around User Centred design and Agile software delivery. DIS has previously provided Council leadership teams with training around the Government Digital standard and what it means. It is likely that additional education and training may be required to embed this new approach and to ensure that business leads are prepared and geared up to help drive the digitalisation agenda alongside the DIS team.

- Digital skills of citizens

Whilst access to non-digitised services will be maintained for those citizens who cannot or do not wish to transact online, the barriers to using online services such as access and

skills are being addressed through the 100% Digital brand within the Council. This service has recently transferred in to DIS from Communities & Environments and will continue to work with Libraries, partners and the third sector to provide access to devices and the necessary training that gives people confidence to go online.

The design of some of our online services to make them simpler and more intuitive alongside effective user research to ensure we are fixing the right problems will all contribute to increasing confidence with digital skills for our citizens.

12 Governance forums

In order to effectively manage the portfolio of work a number of forums have or are being established:

- Digital Board – This board is currently being established. It will include business representatives and be chaired by the CDIO reviewing all business roadmaps & project requests to ensure there is a robust case and that they are a clear business priority.
- Design Authority – This forum reviews all business and DIS initiated proposed projects to ensure they align to strategic objectives, that funding is identified /planned. The requests are also reviewed against the DA principles and an assessment made as to whether they should be delivered as an Agile project.
- Prioritisation and resource allocation forum - Following approval from DA that a project should proceed, this forum assesses the priority of the project and the potential timeline based on resource types needed and relative priority.
- Digital Portfolio Board – This board reviews and signs off all new business cases to ensure that all DIS costs and resources are accurately reflected. The board also formally approves expenditure against DIS capital schemes and resolves issues escalated from DIS Programme/Project Managers.

13 Prioritisation of projects

There is significantly more demand for change than the current capacity of DIS or the business can effectively manage. In agreement with CLT, DIS have established a set of criteria which categorises project requests into 4 priorities and this is being used in identifying where best to target limited resources. Details of the prioritisation criteria are set out in Appendix A

The governance forums described above will support prioritisation ensuring that robust conversations take place about the importance and relative benefits of work.

With a shared services model, some of our DIS resources already provide support across all organisations however this does not currently include those resources undertaking project delivery which are currently aligned directly to either the Council, City team or CCG project work.

DIS are also investigating different options for accessing additional resource capacity where it makes sense to invest additional funding to achieve a project outcome. These are covered in more detail under section 16 Workforce Planning below.

14 Resource and capacity management

With multiple projects alongside maintenance of robust services (Lights On service) and a variety of technical skillsets, the balancing of capacity to demand is a key activity and requires robust approaches in order that we can effectively forecast and optimise workloads.

From a business perspective, knowing when DIS can deliver a project change is critical.

From a staffing perspective we need to ensure we optimise use of our resources, that staff know what work needs to be completed by when and that we do not overload or underutilise the resources available.

There are resource challenges in several areas of DIS where demand outstrips capacity for specific technical skills and experience. We struggle to recruit and retain skilled staff due to high demand for these skills where we are competing for talent with many other employers, both private and public sector, for the same candidates. Further details are covered in Section 16 Workforce planning.

The resource types where demand is consistently outstripping capacity are:

- Solution Architect
- Service Development Technical lead
- Tester
- Integration
- Business Intelligence (BI) Data Warehouse/Graphical Information Systems (GIS)

Whilst DIS currently tracks resource usage further work is required to significantly develop our processes and to invest in tools which:

- support more effective allocation of tasks
- improve tracking of effort expended and progress
- identify and support management of conflicts
- support forecasting and scenario modelling

15 Project portfolio dashboard reporting

Proactive management of the portfolio of projects and production of MI which gives a view on progress/issues and risks is key.

Dashboard reporting has been developed and implemented. An example of the report is available at the request of Board members and can be provided in advance of the meeting.

16 Workforce planning

There are several key strands in relation to our workforce plan:

- Retraining
Changes to technologies (such as M365) and an increase in use of Cloud solutions will require new skills within our existing workforce. Training is undertaken online in the majority of cases with DIS having access to technology specialist training courses.
- Market rates
The recruitment and retention of staff with suitable technical skills has been an issue for a number of years. Within Leeds and the wider region there has been a significant

growth in Digital sector roles (both private and public sector) and there is a national shortage of some key skills. There is a significant gap between Council salaries and IT market rates on technical roles and as a result we struggle to attract and retain people to some roles, relying on contractors (Agency workers) to fill the gaps. This topic has been reviewed by previous Scrutiny boards but continues to be an issue which will need to be readdressed.

- **Contractors (Agency)**
As a result of our inability to recruit into some posts we have used contractor resources (Agency workers), sometimes for many years, to fill critical resource gaps. It is expected that some use of Contractors will continue however we need to reduce our reliance, reduce the timeframe they stay with us to less than 2 years and ensure we have available permanent capacity that they can pass knowledge and skills onto as they leave.
- **Supplier capacity**
DIS currently use a Yorkshire & Humber framework contract for Application Development and for User research.
There are a number of suppliers providing products and the associated support of those products.
We have a framework of suppliers who source Contractors (Agency workers).
In addition to this, DIS are exploring options around a further contract for the supply of technical resources as a 'bodyshop' type service as an additional source of capacity.
- **Combined Digital team**
DIS will operate as a combined team across the Council and CCG with the remit to provide services to both organisations alongside those provided to other customers/partners. This will not involve contract changes or TUPE between organisations but will involve combining roles and teams and putting in place leadership roles which span both organisations irrespective of their employee contract.
- **SLT structure**
Proposals have been developed for a revised senior leadership team structure for DIS including the creation of new roles and changes to existing roles. Initial discussions have commenced with Unions within both the Council and CCG regarding these proposals.
- **DIS structure changes linked to Council financial challenge**
As part of the Council financial challenge DIS are implementing changes to process and roles to support an overall reduction of around 70 posts and cost reductions of £2.4m. The majority of this has been achieved through voluntary means to date with one area remaining where the possibility of compulsory redundancies exists – we continue to work with HR and Unions to mitigate against this using the MSR policies.
- **Equality**
An active Equality Champions forum exists within DIS supporting a programme of education and awareness for all staff.
Direct listening sessions are underway with BAME staff members to understand lived experiences and identify actions which will positively effect change.
- **Trainee Developer scheme**
We continue to successfully recruit and train staff as IT developers typically taking on 3 or 4 staff each year to a 2 year programme at the end of which they apply for permanent vacancies on our structure.
- **Student placements**
We will continue to take students on during their work placement year. We will also continue to offer part time work during their final university year where this is a hard to

fill role for us (and where it fits with their course commitments) as a means to attracting them to apply for a full time vacancy.

- Apprentices

We will continue to support staff to undertake apprenticeships both in general business-related disciplines and the digital specific apprentice schemes.

17 Other drivers and considerations

The CCG transformation to an ICP/ICS model will result in changes which may mean that some digital roles employed by the CCG at present move to a new organisation.

What consultation and engagement has taken place?

- 18 The lead member for Resources will be consulted on all DIS initiated schemes of work.
- 19 The lead member for Resources has been briefed on the broad vision for DIS and the priority areas of focus.
- 20 CLT and Best Council Leadership have been briefed on the broad vision for DIS and the priority areas of focus.
- 21 Specific projects will determine the need and approach to consultation and engagement as part of the project business case.
- 22 In relation to changes which impact DIS staff roles and skills, direct engagement with staff is underway through regular communication channels alongside formal consultation with Unions and staff regarding job role changes in line with the Council MSR policy.

What are the resource implications?

- 23 The delivery of projects will require allocation of resource from the existing DIS resource pool or through supplementing resources through use of supplier frameworks or contractors (Agency workers).
- 24 Management of DIS resource capacity will be undertaken by DIS Prioritisation and Resource Allocation forum.

What are the legal implications?

- 25 There are no specific legal implications relating to this report covering DIS Vision. The legal implications of individual projects will be assessed at project start up.

What are the key risks and how are they being managed?

- 26 Resource availability from DIS – Work is managed through the Prioritisation and resource allocation forum where decision can be made around the scheduling of work or the need to source additional capacity.
- 27 Prioritisation of work – The Digital Board will review all potential requests for work and ensure that only those that are a priority are brought forward to DIS for consideration.
- 28 There are three corporate risks and two directorate level risk managed by DIS
 - AH 12 - Information Management and Governance
 - CH 11 – Information Management and Governance
 - LCC15 – Major ICT failure
 - LCC 26 - Information Management and Governance

- LCC 31 - Major Cyber Incident

Does this proposal support the council's three Key Pillars?

- Inclusive Growth Health and Wellbeing Climate Emergency

- 29 The delivery of robust 'lights on' support, project change delivery, proactive protection against cyber-attack, management of our information compliance regime, digital leadership and data analytics all directly support the three key pillars.
- 30 The combined DIS team for Council and CCG directly supports the health & Wellbeing agenda.
- 31 The move to Cloud based computing, increased Digitisation and Digitalisation support Climate Emergency through reduction in energy and paper usage plus a reduction in staff travel.

Options, timescales and measuring success

a) What other options were considered?

- 32 This paper covers the overall vision and approach to managing the portfolio of projects and programmes, as such no specific alternatives are considered.

b) How will success be measured?

- 33 Project & portfolio reporting to measure delivery and benefits realisation of projects.

c) What is the timetable for implementation?

- 34 The delivery of the detailed vision and associated projects covers the period 2021-24.

Appendices

- 35 Appendix A – Project prioritisation criteria

Background papers

- 36 None