

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Cllr Tracey Carter, Portfolio Holder for Governance and Customer
Maxine O'Mahony, Executive Director - Strategy and Governance (Monitoring
Officer)

To: Performance Monitoring Panel Wednesday, 29 January 2020

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Subject Digital Work Programme Progress update (presentation)

Purpose: To provide an update, in the form of a presentation, on the progress of the
Council's Digital Work Programme

Recommendation(s):

- 1) That the contents of the report, together with the presentation to be provided at the meeting, be noted and that comments and feedback be provided.

1.0 BACKGROUND

- 1.1 In March/April 2019, Cabinet and Council agreed a new set of strategies covering Customer Access, and Digital and ICT.
- 1.2 Both strategies are underpinned by a Digital Work Programme aimed at improving residents' experience of accessing and receiving Council services while also increasing the efficiency of the Council's overall operating arrangements.
- 1.3 To deliver the Digital Work Programme, which includes corporate priority projects for digital service transformation and improvement, the Council was clear that it needed to have the right skills, experience and capacity to not only deliver the programme, but to provide the necessary rigor and assurance around that delivery.
- 1.4 As a result, a sum of £331k was agreed, of which £231k was allocated to increase staff resource to help deliver the programme.

2.0 Recruitment

- 2.1 Recruitment is now complete, despite some initial challenges, with the following posts being filled:
 - Digital Project Manager (SHDC) – Nikki Mankanjuola (Dec 2019)
 - Web Developer (SHDC) – Emily Gilgan (Sept 2019)
 - Web Developer (PSPS) – Kieron Boswell (Jan 2020)
- 2.2 As part of a wider review of the CIP (Corporate Improvement and Performance), Digital and Customer Services, a new Programme Management Office (PMO) has been formed to help

oversee and drive the delivery of the Digital Work Programme, along with other key corporate improvement projects such as Office 365.

3.0 **Progress**

3.1 With recruitment complete, and under the guidance of the PMO Manager, the team's priorities (explained in more detail in the presentation for PMP Members, to follow) have been focused on:

3.1.2 **Remediation**

- Identifying project status, owners, target dates, milestones, dependencies and priorities
- Developing status reports with BRAG (Blue, Red, Amber and Green) ratings
- Identifying performance measures, targets and contribution to strategic goals
- Reviewing data protection compliance

3.2.3 **Reporting and monitoring**

- Weekly 'digital pipeline' work reviews with the Digital Team, to update Project Manager
- Governance arrangements/structure confirmed
- Fact-checking, so officers and Members can rely on accuracy of reporting documents

3.2.4 **Coordination**

- Adjustments made to ICT and Customer Governance Board agenda and membership
- Digital Project Manager working as 'gatekeeper' for all new web/digital requests
- Digital Project Manager joining service project groups, to understand priorities, need, timescales, etc

3.2.5 **Controls**

- Templates for services requiring digital support or software approval reviewed and being trialled
- Project templates have been reviewed and amended
- Documentation aligned with project management best practice

3.2.6 **Performance & Risk**

- Developing risk management capability
- Identifying and quantifying risks
- Working closely with the CIP (Change, Innovation and Performance) Team to align with the service improvement work they are planning

4.0 **Programme Status**

The Digital Work Programme and its current status (with BRAG ratings) will be provided as part of the presentation to PMP, to follow on the evening of the meeting.

5.0 **OPTIONS**

5.1 That the contents of the report and presentation be noted.

6.0 **EXPECTED BENEFITS**

6.1 That the progress of the Council's Digital Work Programme is properly scrutinised.

7.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

7.1 **Carbon Footprint/Environmental Issues**

Delivery of the Digital Work Programme will improve not only the council's own operating cost by being more environmentally friendly in the ways we operate, communicate and deliver services, but we will enable our customers, residents and businesses to enable them the same benefits through freedom of interaction through modern, digital platforms.

7.2 **Constitution and Legal**

The report is made within the terms of reference of the Performance Monitoring Panel.

7.3 **Corporate Priorities**

The Digital Work Programme supports the Council's key priorities of ensuring that our services are digital enabled, efficient and meet the expectations of our changing community whilst not excluding those that are unable to interact in that way; that our staff have the skills needed to drive the organisation forward and meet the expectations of our changing communities and how they wish to interact with us; and that residents, businesses, and partners are kept informed about council services and latest opportunities through clear and effective communications.

7.4 **Risk Management**

The Digital Programme's approach to managing performance and risk is summarised in point 3.6 of this report, with further detail provided in the presentation to follow.

7.5 **Staffing**

Information relating to staffing matters is set out in point 2.0 of this report.

8.0 **WARDS/COMMUNITIES AFFECTED**

All wards are potentially affected by the outcomes of the Council's Digital Work Programme, and the subsequent service improvement it will help to deliver.

9.0 **ACRONYMS**

SHDC – South Holland District Council

PSPS – Public Sector Partnership Services Ltd

PMO – Programme Management Office

PMP – Performance Monitoring Panel

CIP Team – Change, Innovation and Performance Team (formerly Corporate Improvement and Performance Team)

BRAG status – Blue/Red/Amber/Green

Background papers:- None

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service