REPORT TO: POLICY AND RESOURCES COMMITTEE ON 4 JUNE 2019

SUBJECT: DIGITAL PUBLIC SERVICES – END OF PROJECT REPORT

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

1.1 To provide Committee with a report of progress against the Digital Services project and to seek approval to formally close the project.

1.2 This report is submitted to Committee in terms of Section III (B) (42) of the Council's Scheme of Administration relating to the development and implementation of information technology policies.

2. RECOMMENDATION

2.1 It is recommended that the committee:

(i) consider and note the progress made against the Digital Services project contained within the end of project report set out in APPENDIX I;

(ii) note that outstanding work not accomplished as part of the project will be transferred to the Improvement & Modernisation Programme where appropriate; and

(iii) approve the closure of the Digital Services project.

3. BACKGROUND

3.1 The Digital Public Services project was approved by this Committee on 14 April 2015 (paragraph 9 of the minute refers) and regular progress reports have been provided since then.

3.2 The project had a series of aims and objectives associated with it which was intended to introduce a transition from the traditional face to face and telephone services to online services providing customers with an improved service offering and service managers to review their service delivery model.

3.3 While the shift to online services presented the project team with a number of challenges to overcome, significant progress has been made with more than 80 services now available through online provision.

3.4 A number of core solutions have been deployed as a direct result of the project including a secure personal/citizen account, customer portal, electronic forms for structured data capture and an improved online payments solution. These solutions sit at the heart of our online service provision providing the foundations for future online services.

3.5 One of the project deliverables, improvement to the online reporting of requests for council house repairs, has not been progressed at this time. Processing of repairs is currently the subject of review and should be completed before a solution can be considered to automate the processing requirements. Where appropriate this will be carried forward into the Improvement and Modernisation programme of work.

3.6 The Digital Services project has delivered solutions enabling change but it is the role of the service manager to embrace the new ways of working and identify efficiencies through a review of their service delivery models.

3.7 An end of project report, highlighting progress since the start of the project through to the close of the project on 31 March 2019 has been included as **APPENDIX I** to this report.

4. **SUMMARY OF IMPLICATIONS**

   (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)):** The council's corporate plan identifies a key priority as "Work towards a financially stable council that provides valued services to our communities" and references the use of ICT and Digital to underpin this priority.

   (b) **Policy and Legal:** None.

   (c) **Financial implications:** The following table summarises the total capital and revenue budget approved by this Committee on 14 April 2015 and the associated expenditure to 31 March 2019.

2015 – 2019	Capital £000s	Revenue £000s	Total £000s
Original budget	700	1,250	1,950
Revised budget *	573	797	1,370
Actual Expenditure	482	680	1,162
Variance	91	117	208

   (* as the project developed and requirements and likely costs were better understood the budget requirement was revised on an annual basis.)

   The original project budget was based on the understanding of the project requirements and indicative costs from suppliers at the time. The

combination of making further use of existing solutions and utilising national contracts resulted in budget revisions throughout the project and significant savings against the original budget request.

The digital services project has been an enabler for change and services are now in a position to use the solutions implemented to consider alternative delivery models for their service delivering efficiencies for the council.

(d) **Risk Implications:** A risk register was maintained for the project with all major risks reported on a regular basis to the corporate Project Management Office and the Digital Services Working Group. Further enhancement to the online service delivery model will be delivered through the Improvement and Modernisation programme.

(e) **Staffing Implications:** A core project team of 4 staff was employed for the duration of the project and supported, where appropriate, by the secondment of staff from the service acting as service specialists. All contracts have been terminated and the project is now operating as Business as Usual.

(f) **Property:** None.

(g) **Equalities/Socio Economic Impact:** No direct implications although increasing services available online and by telephone improves accessibility and choice for all.

(h) **Consultations:**

The Digital Services Working Group and the Transforming Council Board have been consulted in the development of the end of project report.

5.   **CONCLUSION**

5.1   **This was an ambitious project and breaking new ground for Moray Council in a number of areas. While the project suffered several setbacks in the areas of supplier performance, resourcing availability and some technical challenges a number of core solutions are now in place to enable further improvements to our digital services portfolio.**

5.2   **The work associated with digital services has been mainstreamed into the developmental workload of the ICT service which will focus on the delivery of the Improvement and Modernisation programme of work.**

Author of Report: Phil McDonald, Acting Joint Head of HR & ICT Services
Background Papers:
Ref: