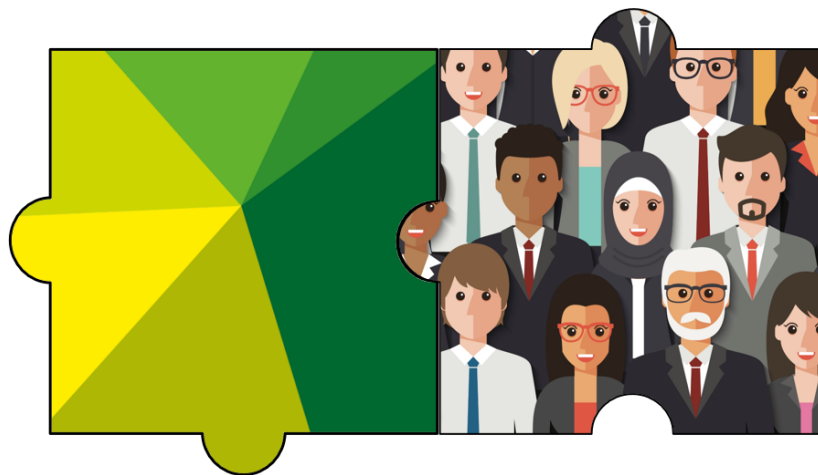


DIGITAL TRANSFORMATION

The Way Forward



INTRODUCTION

Digital Transformation focuses on the exploitation of available and emerging technologies to create a vision for government work that is practical, economical and adaptable in real-world settings, for the benefit of people who use and deliver vital public services.

SCALE OF THE CHALLENGE

The Opportunities and Risks of Digital Government

Digital tools have delivered a whole host of service benefits to the public-sector, but they are not without risks including:

- An over-emphasis on what the technology can do rather than whether it's the best solution to the problem they're trying to solve.
- Becoming overly fixated on digital reform can bypass many other useful resources and options available to organisations.
- Alienating and disempowering stakeholders through excessive jargon and overblown 'expertise'.
- Believing that digital should be the default position irrespective of whether the audience is ready and able to benefit in terms of inclusivity, education and access.
- Allowing the digital team to become solely responsible for reform and transformation without holistic collaboration across the organisation, leading to 'technology only' focused reforms.

By creating and implementing a clearly understood and agreed digital roadmap, organisations can harness their resources to achieve desired outcomes.

SO HOW DOES DIGITAL TRANSFORMATION HELP?

Key benefits :

Streamlining and channel shift

Making things easier and simpler, absorbing time intensive routine requests and freeing up council employees to focus on more productive issues.

Creating 24/7 accessible services

Placing real-time information in the hands of frontline workers by creating functionality navigation tools, and electronic processes that deliver convenience for both the organisation and user.

Enabling new and more efficient ways of doing things

Dramatically re-shaping organisational and team structures, bringing together public services with volunteer networks, creating platforms to connect market providers and users.

Encouraging digital social innovation

By helping citizens to participate more effectively in their communities and diverting pressure away from public sector organisations.

Engaging people in terms of encouraging participation

Generating ideas, prioritising budgetary spend, enabling decision making.

Supporting the development of new skills and experiences

Enabling staff teams to increase their performance, enrolling communities and allowing shared experience.

Encouraging a climate of open data

Stimulating the creation of useful products and services.

Collecting, storing and sharing better information and data

Providing more collaborative working through tools that make it easier to work as teams, sharing documents and information securely and ensuring an accessible central hub.

Improving data security

Minimising the impact of cyber 'attacks' on the network and potentially on third party suppliers and protecting data.

When looking at the opportunities for digital government, leadership teams must consider carefully whether a particular area is fit for digital enhancements or whether an entirely new way of doing things is needed.

DEVELOPING AND ENHANCING DIGITAL TEAM SKILLS

Creating the best makeup of the digital project team depends on the cultural direction of the organisation. There is no approach that is absolutely right, instead this should be shaped through a process of discovery - some organisations will want full control and tried and tested solutions, others will want to blaze a trail, creating completely new ways of thinking, radical service re-shaping and operating models.

Organisations need to look beyond digital teams populated solely with digital experts. A wider base of multi-skilled teams will bring a richer variety of disciplines and perspectives.

So, what are the key areas where the digital team can make a difference?

- Bringing users on board in designing services and identifying the tools to deliver the desired outcomes
- Being commercially smart, demanding, intelligent and informed customers in the IT market

- Being pre-disposed to using commodity, cloud-based, off the shelf technologies
- Committing to only building tech where there is a market failure to provide or where a customised product delivers incomparable functionality and benefit to users
- Making common standards and interoperability the must-have in all technology bought or created and avoiding bespoke departmental systems that don't integrate with the wider business intelligence needs of the organisation as a whole
- Requiring all systems to give full access to data to allow different IT systems to communicate
- Ensuring all technology employs high cyber security standards and practices for the digital strategy, protecting against compromised systems and data, secure from cyber-attacks and protects personal data

What do public sector leaders need to do?

The role of the leadership team is to bring everything together into a cohesive digital strategy aligned to the corporate objectives of the organisation and the outcomes it wants to deliver.

How can this be achieved?

- Make it their business to know what digital tools can do and how they can be applied to key elements of the business, so that they understand what is possible and what, if any, are the limitations
- Understand and take steps to avoid the common pitfalls of digital projects e.g. thinking that technology is the only way of delivering service/process improvement, and building bespoke technology which does not interface with other systems
- Create and support the organisational structures to that will enable digital projects to succeed i.e. the right governance, budgetary and team structures, with operational and customer priorities driving the solutions

- Personally engage and commit to active participation in Agile project activities at the appropriate level
- Create a supportive environment where innovation and experimentation is encouraged and resourced with the ability to deliver desired solutions
- Collaborate with partner organisations such as the NHS to create common standards, products and processes that work across the local government sector, delivering efficiencies and improvement



HOW CAN WE HELP?

EELGA can work with your existing leadership and digital staff teams to create, develop or review your digital offer - from user needs to staff demands, streamlining processes to delivering core outcomes.

EELGA Resources

EELGA has a network of highly experienced senior practitioners each with a broad knowledge of delivery in front-line services.

When we make proposals, they are founded on a deep understanding of the services and 'what is possible'. As well as the broad technical and practical service experience we utilise a range of research and project management techniques built on the principle of sharing and developing the in-house teams' skills.

We draw on many case studies and examples from across government and the commercial and third sectors to exemplify to staff teams the 'what and how'.

In resource terms, engagement can include:

- A one-day discovery workshop with senior staff and Members to set the vision
- A check and challenge review of your existing digital strategy
- A full engagement process involving the development and production of a digital roadmap with your in-house team and partners (usually about 25-30 equivalent days)

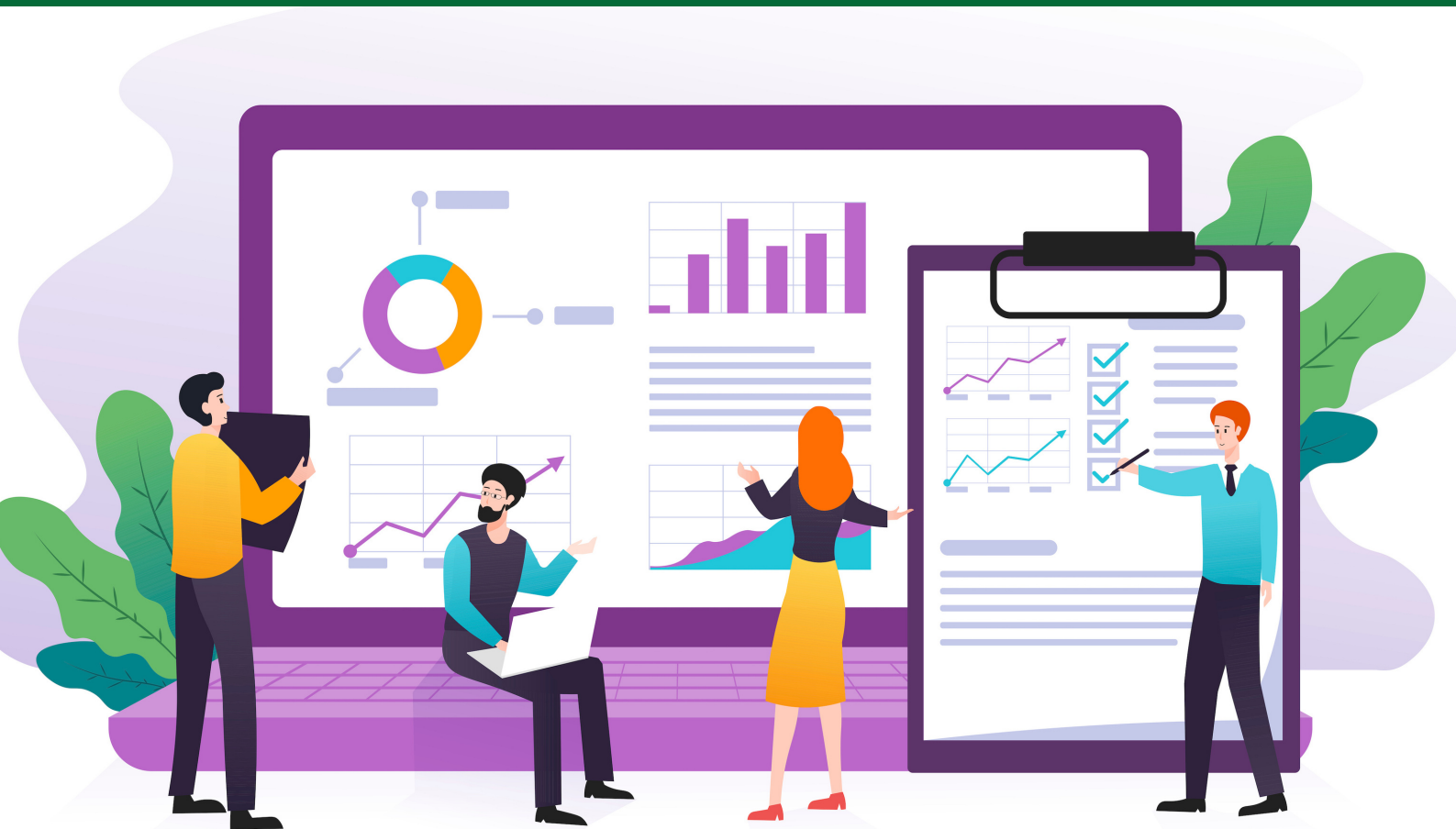
By understanding the required outcomes of each of your services, through interviews with senior staff and Members, understanding core outcomes, reviewing service strategies and analysing community demand and need - we can overlay the as-is and the to-be state of your digital offer to create a future framework.

We take time to understand the local dynamic, what has been achieved already and to work closely with staff to ensure our time with the organisation is focused on skills sharing and dissemination of good practice. Our objective is to add capacity and capability, develop relationships and leave your organisation in a stronger position to achieve successful outcomes with the digital offer being a key enabler of change.

We can provide the assistance you need at a number of levels:

- Scoping out a Digital programme; commercial and negotiation skills to help manage third-party procurements
- Facing upto data security challenges
- Streamlining services; delivering on a priority outcome or enhance the citizen experience in meeting new challenges

At the base level, we can act as an 'independent broker' to help support your organisation and staff teams by exploiting the myriad of different digital options available and the ways in which EELGA can support you.



Contact us for more information on
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services can benefit your
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