Digital Workplace Programme
8 March 2021
Reference: LG(2021)Paper 22

Executive summary

1. The vision for the Scottish Parliament's Digital Strategy is to demonstrate a 'smart, confident use of technology and information to drive improvements in how we collaborate, communicate and deliver the business of the Parliament.

2. Creating a Digital Workplace where SPCB staff can leverage the tools and technologies that enable and support anytime, anywhere access to Parliament's information, services and resources, whilst improving the capability of all users, is a key priority for the [Digital Strategy](#).

3. The Digital Workplace Programme (DWP) is a programme which will directly contribute to the digital strategy and will impact all our staff during its lifecycle.

4. Leadership Group is invited to consider whether the programme should be added to the Delivery Plan in recognition of the impact to Parliament staff and the priority of the programme to the organisation.

Issues and options

5. At its meeting on July 2020, the Digital Strategy Board approved a business case for the Digital Workplace Programme (DWP). The business case outlined the overall approach and requested resources for an initial six months, to allow the project to confirm the delivery model and to put in place and pilot the new DRMS and Intranet environments.

6. It was agreed that after the initial six months, the project would submit an updated business case to DSB, seeking the additional resources and approval to proceed with the replacement of our current Document and Records Management System (DRMS), introduce a new intranet and replace forms and applications based on the SharePoint environment installed at Holyrood. The current SharePoint environment will go end of life in 2023 when it will no longer be supported by the manufacturer. There is also financial driver to complete the move off Open Text with the release of both Web and Petitions projects.

7. Work began on the first phase of the programme in November and focused on the following requirements:

- Development and piloting an integrated Documents and Record Management and intranet solution based in the cloud and leveraging current investment.
- Development of the Beta internal communications hub (as part of the intranet replacement).
- Replacement/redevelopment of some small services (Health and Safety Inspections Report) and forms hosted on the current intranet or SP Share on-premise.
- A pilot migration of content from several small offices to SharePoint Online.
- Engagement with Scottish Parliament staff to capture business challenges and elaborate new ways of working.

8. Given the importance of the DWP to delivering on the Parliament's digital strategy, and the fact that the programme's outputs will affect every office in the Parliamentary Service, it is suggested that LG consider whether to add the DWP to the Delivery Plan priorities for Session 6.

9. While the first phase has been about a pilot/proof of concept, assuming DSB decide to agree to continue funding the programme, then the next phase(s) will affect all offices in the Parliament as we look to retire our current DRMS environment located at Holyrood. This environment is scheduled to go end of life in January 2023 when it will no longer be supported by the manufacturer.

10. The programme will also put in place the enablers to support our internal communication strategy, by delivering a new intranet, and a platform to support a communications hub which was one of our goals set out in the internal communication strategy review considered by LG on the 4th November 2019.

11. The Annex to this paper gives further background on the programme.

Governance

12. Programme oversight is provided by the Programme Board with Allan Campbell operating as the SRO (Senior Responsible Owner) and Garry Stephenson as the Project Manager. The Programme sits within the Digital Strategy Board Portfolio and funding is provided via the DSB budget envelope.

13. Should LG decide to bring the programme in to the Delivery Plan then additional reporting will be introduced to meet the needs of LG via the Quarterly Performance reports.

14. The programme has initially completed both the Equalities Impact Assessment and Data Protection Impact Assessment. The programme will also implement a Sharing Agreement with a 3rd party supplier who will be undertaking the data migration from the SharePoint On-premise to the SharePoint On-line.

Resource implications

15. The Programme has been allocated a budget of £166,000 for FY2020-21 with and overall estimated budget for completion of approximately £590k over three years.

16. A revised budget estimate will be submitted to DSB as part of the updated business case.

Communications

17. A communication plan is in place that will cover the various aspects of project delivery. In the current phase, the programme has used the Corporate Bulletin for its main communication across the organisation, with a more targeted approach for those offices included in the release of the first phase.

Publication Scheme

18. The paper can be published in line with the SPCB's Publication Scheme

Next steps

19. As outlined above, the programme will update its business case in line with the outcomes of Phase 1 and revert to DSB for decision about further phases of the project.

Decision

20. LG are invited to consider whether the project should be added to the Delivery Plan.

Allan Campbell (SRO Digital Work Place Programme)
Date

Annex - Further background on the DWP

21. The main business drivers for the DWP are to:

- Reduce the future, operational costs of Digital Services Group.
- Support continuous improvement and reduce the need
for significant upgrades, renewals and replacements (the estimated cost of delivering the programme is approximately 25% less than maintaining and upgrading the current environments).
- Help staff work more productively through providing common applications and interfaces and integrated and online apps and services.
- Replace the current SharePoint environment including SPShare before the environment goes end of life in 2023 and is no longer supported by the manufacturer.
- Optimise the investment already made in new technologies (including the outputs of the previous DWP programme).
- Apply the lessons learned from the Covid-19 pandemic to support remote working and provide more resilience in ensuring the continuity of critical business services.

22. The programme will build on the foundations of deliverables from previous programmes and projects and will reuse and leverage technologies that these programmes introduced. These include:

- Digital Parliament Programme – 2014 (Document and Records Management Project)
- Digital Workplace Programme – 2017
- Web and Online Programme – 2019 ([Intranet Discovery](#) and [Business Case](#))

23. The programme also supports other initiatives that have been approved by Leadership Group:

- Removing the dependency upon the OpenText content management system (Web and Online Presence).
- Promoting a common and consistent content strategy across the Parliament (Web and Online Presence).
- Enabling communications to be centrally managed, co-ordinated and tailored to suit different audiences (Internal Communications Strategy)
- Reducing the risk of loss of access to business-critical services through providing remote access (anytime, anywhere and on any device) (Business Continuity and Resilience).

Summary of programme objectives

24. The Project :

1. <u>Must</u> migrate Parliament's information and data stored and shared through SP Share from SharePoint on premise to the cloud.
2. <u>Must</u> deliver a modern communication network for sharing information, collaboration tools and operational services.

3. <u>Must</u> deliver a single digital working environment, seamlessly integrating the Intranet and SP Share through the same channels.
4. <u>Must</u> redevelop, replace, migrate or retire small services and applications hosted on the current intranet or in SP Share on premise
5. <u>Must</u> define the governance model, policies and procedures for sharing and managing information, apps and services through a single digital working environment.
6. <u>Should</u> deliver a corporate solution that enables SPS to collaborate more effectively with external organisations through use of an external sharing service.
7. <u>Could</u> procure and integrate a bespoke, 3rd party sharing solution for sharing non-standard information (e.g. large file formats) that fits with the BIT technical environment.
8. <u>Could</u> enable and support exploitation of the wider O365 productivity suite.

Summary of Intranet Communication plan

Stakeholder Group	Reason for Engagement	Planned Engagements	When	Who
SPS All Staff The core intranet user group	To seek their opinion on whether the new Intranet content and format meets their expectations	Polls and questionnaires on individual site pages to seek feedback on content/topics Then once summarised and analysed, publish the output and proposed next steps on the same site/pages at next update	1st Poll will be on 1st iteration estimated release date 12th February Thereafter at least 1 poll per month	Responsible site owner: Mental Health Network (Mhairi Gavin) YOUR News (Mary Ann Mason)
	to seek guidance on what forms, policies, information they'd like to see next to prioritise rollout order of Intranet tasks	A targeted survey on the Intranet Home page - One for SPS Staff - One for MSP Staff Asking what forms/policies would be most useful to them	1st Poll will be on 1st iteration estimated release date 12th February	Intranet Home Page Owner: Mary Ann Mason
Intranet Owner	To agree operating model and align business readiness activities	Meetings and workshops to review model and agree high level tasks, responsibilities of Intranet Owner	ASAP Must be by end February or R1 delivery model at risk	IO TBC
Intranet HUB Team	To agree list of Hub activities and any SLAs, aligned to the agreed operating model in readiness for go live	Meetings and workshops to review model and agree tasks, responsibilities, SLAS and minimum criteria for project to Hub handover	ASAP Must be by end February or R1 delivery model at risk	Hub team TBC
Intranet SPOKES (Site and Page Owners)	To introduce SOL functionality and prepare for go live by creating pages and agreeing governance around each site/page type	Site Owner Governance pack (1 per site) sign off	In stages as content is delivered and model is agreed. 1st issue prior to R1 *(estimated from end feb to end March)*	Site owners include: Mental Health Network (Mhairi Gavin) YOUR News (Mary Ann Mason) ODCE (Erin Borthwick)