



Digital Strategy Progress Update 2020-2023

Committee Strategy & Programmes

Date of meeting 26 November 2021

Date of report 9 November 2021

Report by Director of Finance

1. Object of report

To update the committee on progress with the delivery of the Digital Strategy 2020-2023.

2. Background

2.1 The Digital Strategy 2020-2023¹ was developed to support the Scottish Government 2017 strategy – *Realising Scotland's Full Potential in a Digital World, A Digital Strategy for Scotland*. The document includes details on SPT's Digital objectives.

2.2 The Digital Strategy was approved by the Partnership on 13 December 2019.

3. Outline of proposals

3.1 The Digital Strategy Progress Update (attached at Appendix 1) provides a progress update covering 2020 – 2021 and actions that are ongoing for 2022/23. These actions and projects have required engagement with a variety of partners and have been supported through revenue and capital funding where appropriate.

3.2 The strategy remains organised around the current six strategic objectives – Engagement, Digital by default, Data-driven, Innovation and Security, as shown in the current Digital Strategy Framework (Figure 1 in Appendix 1).

3.3 Substantial progress has been made since 2020 in delivering improved technologies and processes that underpin our objectives, some examples of key projects and actions delivered are noted below:

- A new SPT Website with enhanced usability and modern design.
- Recruited Cyber Security and Continuity Lead and developed a new cyber security system to deal with evolving cyber security threats.
- Various trials and prototypes including 5G in the Subway and business intelligence tools.
- Delivered 4G cellular capabilities into all Subway stations with the aim of expanding to all major mobile network operators

¹ https://www.spt.co.uk/documents/latest/SP221119_Agenda9.pdf

- Additional and improved digital screens were deployed at Buchanan Street Station.
- Contactless Pin Entry Devices installed in Subway to improve the customer experience.
- New contact centre technology to improve efficiency and customer experience.
- New School Transport technology to improve communications and throughout.
- Introduced new technology platform for monitoring and managing performance within bus operator contracts.

4. Conclusion

The Digital Strategy Progress Update 2020 – 2023 demonstrates both the significant delivery and progress made by SPT and partners over the 2020-2021 period, and the scale of ambition for 2022 and beyond. The delivery of this strategy will require support from staff around the organisation and require technology to be at the forefront of our thinking. Officers will continue to keep the committee updated on progress and evolution of the Digital Strategy and subsequent delivery.

5. Committee action

The committee is recommended to note the Digital Strategy Progress Update 2020 – 2023 attached at Appendix 1 of this report.

6. Consequences

Policy consequences	<i>The Digital Strategy should support all relevant policies within SPT.</i>
Legal consequences	<i>None.</i>
Financial consequences	<i>All costs contained within existing budgets.</i>
Personnel consequences	<i>None.</i>
Equalities consequences	<i>Equality impact assessments are to be carried out for individual projects where appropriate.</i>
Risk consequences	<i>None.</i>

Name Neil Wylie
Title Director of Finance

Name Valerie Davidson
Title Acting Chief Executive

For further information, please contact Neil Wylie, Director of Finance on 0141 333 3380 or Cameron Telford, Digital Manager on 07458 064239.

APPENDIX 1

Digital Strategy

Digital Strategy Update: 2020 – 2023

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1 Background

The *Digital Strategy 2020-2023* sets out SPT's digital technology objectives and recognises the need for ongoing analysis of both our internal processes and external services. It recognises that we have a duty to ensure that the technology we utilise, support and consult on delivers the optimum outcomes for people living or travelling within our area.

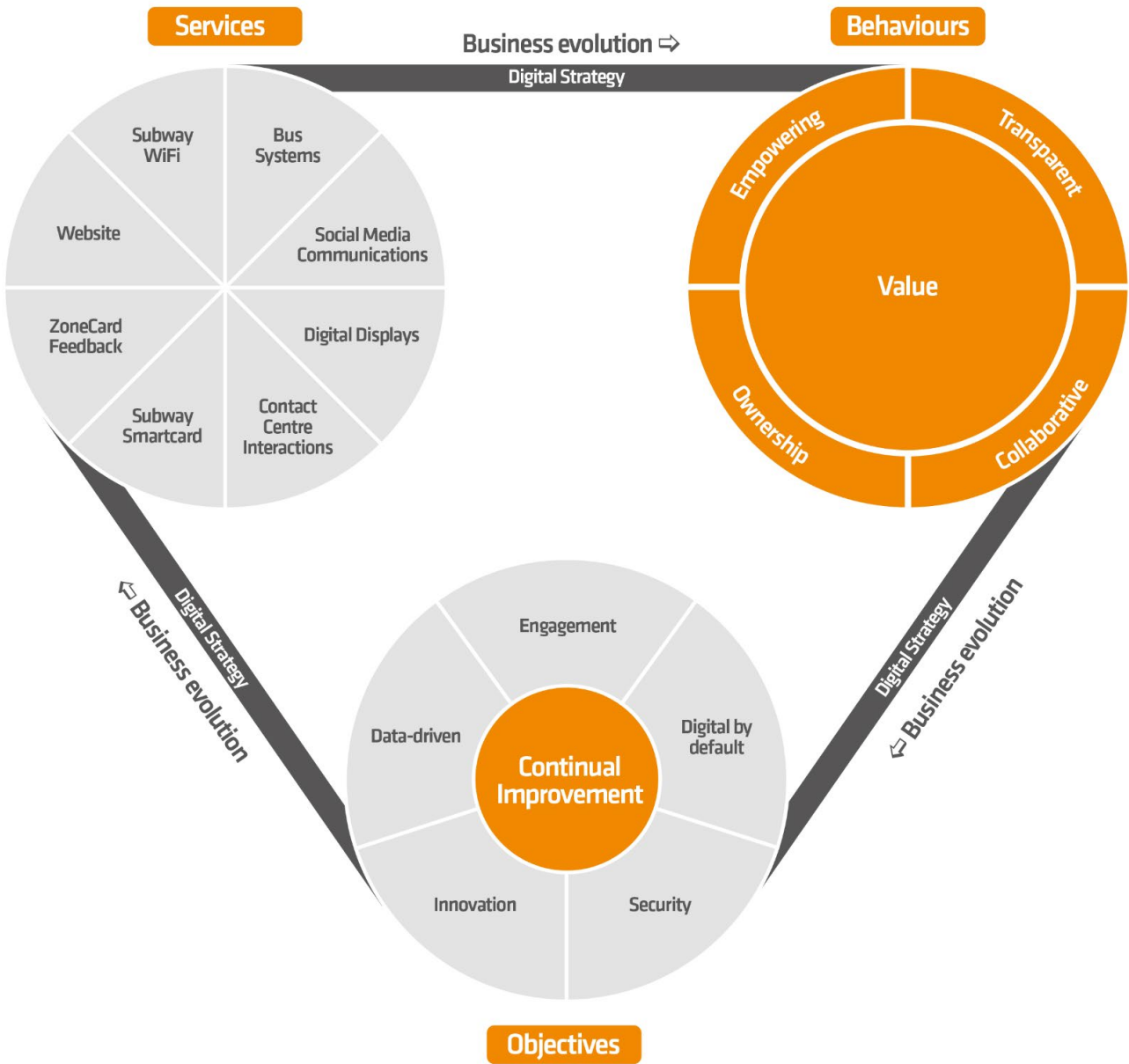
Internally, within our organisation, we need digital solutions that improve our data management, workflows and outputs to reduce costs and improve the quality, security and resilience of our services. All business activities are supported by digital technology in some form.

It should be noted that realisation of this strategy is a process of constant reiteration with the aim to deliver new or improved products or services. This will be underpinned by user, staff and partnership feedback as well as investigations, research and insights delivered through data evidence.

The Digital Strategy Framework is shown in Figure 1 (overleaf).

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Providing **value** by delivering efficient, timely and innovative digital services.



A world class sustainable transport system that acts as a catalyst for an improved quality of life for all.

2 Meeting Digital Strategy Objectives and Behaviours

Table 1: Progress of Actions and Projects

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
A new SPT website has been deployed which has a modern and simplified design.	The new website was deployed mid-2021.	Data-driven Continual Improvement Security	Value
Recruited Cyber Security and Continuity Lead and developed a new cyber security system	A Cyber Security and Continuity Lead was recruited to improve our internal processes and recognise the ever-increasing complexity of cyber security in the public sector. We have further aligned our processes with the Scottish Government Cyber Resilience Framework and will continue to evolve our technologies and artefacts.	Innovation Digital by default Continual Improvement Data-driven Security Engagement	Transparent Ownership Collaborative Value
Migrated Back Office Teams to technology which can facilitate remote working	At the beginning of the COVID pandemic there was a need for	Continual Improvement	Empowering Collaborative

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
	<p>office-based staff to be able to work from home.</p> <p>This meant that technology had to be deployed in the most secure and efficient manner. This was successfully achieved in a few months and included the deployment of Microsoft Teams.</p>		Value
5G trials occurred in a moving subway carriage with restricted space.	Trial was successful.	Innovation Continual Improvement	Collaborative Value
Introduced Digital Governance Group to support the management and speed of change in the digital-era	<p>The Digital Governance Group has attendees from senior management and audit to ensure the alignment of SPT's strategic goals and the technology that it utilises.</p> <p>The reporting and processes are constantly evolving and have improved synergy and understanding.</p>	Innovation Digital by default Continual Improvement Data-driven Security Engagement	Empowering Transparent Ownership Collaborative Value

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
Additional and improved digital screens were deployed at Buchanan Street bus station.	New technologies are scheduled to be deployed at other Bus Stations in 2022.	Digital by default Continual Improvement	Collaborative Value
Contactless Pin Entry Devices installed in Subway to improve the customer experience.	Contactless technology implemented in Subway.	Engagement	Value
Evolving Contact Centre technology to improve internal processes and customer experience	<p>Introduced new contact centre technology with improved functionality.</p> <p>Internal processes have been improved where changes can be made more readily</p> <p>Details can be gathered from a customer prior to speaking with an advisor to improve call handling time.</p> <p>Concessionary Travel Cards can now be replaced 24 hours a day without talking to an advisor.</p> <p>We are currently investigating integration with the Concessionary Travel Card Management System</p>	<p>Innovation</p> <p>Digital by default</p> <p>Continual Improvement</p> <p>Data-driven</p>	Value

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
	provided by the National Entitlement Card programme office.		
Digital transformation of School child transport technology to migrate from paper-based processes and improve communication and throughput	Deployment of the new cloud-based software has been successful; the result of this means that new functionality is now available for the management of school child transport to our partners. An output of this includes digital communications on the progress of child transport applications rather than dated paper-based processes. Proactive engagement of our partners continues as we look to improve the product.	Innovation Digital by default Continual Improvement Data-driven Security Engagement	Ownership Collaborative Value
Introduced new meeting room technology	New meeting room technology was introduced across a variety of locations to allow staff to collaborate efficiently in a hybrid fashion both physically and virtually.	Innovation Digital by default Continual Improvement	Collaborative Value

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
Evolution of file auditing and management technology	The utilisation of new functionality and improvement of information management processes is underway with the intention to improve security and reduce complexity. The first phase of this is expected to complete in 2022.	Innovation Digital by default Continual Improvement Data-driven Security	Empowering Transparent Ownership Collaborative Value
Invested and deployed new technology infrastructure to recover from disasters	New infrastructure was introduced to improve SPT's business continuity capability.	Innovation Continual Improvement Security	Value
Introduced new technology for monitoring and managing performance within bus operator contracts	Phase 1 of the project has been completed which has improved the internal management of complaints and warnings. A phase 2 is currently underway which is expected to finish late 2021 which will improve the management of bus operator appeals.	Innovation Digital by default Continual Improvement Data-driven Security	Empowering Ownership Value
Business Intelligence Prototypes	A variety of business intelligence prototypes have been run across a	Innovation	Empowering

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
	<p>technology platform which have successfully demonstrated the value by delivering insights and process efficiencies. A review roadmap for this technology is expected to be in place early 2022.</p>	<p>Digital by default</p> <p>Continual Improvement</p> <p>Data-driven</p>	<p>Transparent</p> <p>Ownership</p> <p>Collaborative</p> <p>Value</p>
<p>Product Owner Training</p>	<p>There are over two hundred products and systems utilised by SPT staff to deliver services all across the organisation. The owners of the different technologies were identified and given training so that they were aware of the expectations and complexities around technology as well as the need to continuously evolve.</p>	<p>Innovation</p> <p>Continuous Improvement</p>	<p>Collaboration</p> <p>Digital by default</p> <p>Value</p>
<p>Various upgrades to internal technologies including Windows Operating Systems, Server Monitoring Technology, Map Technology and Anti-virus.</p>	<p>A variety of technology upgrades have occurred which were focussed on improving the usability, efficiency and security of systems. The success of several of these has been against the</p>	<p>Innovation</p> <p>Digital by default</p> <p>Continual Improvement</p>	<p>Empowering</p> <p>Ownership</p> <p>Value</p>

Actions and Projects	Status and Update	To Meet Objective(s)	To Meet Behaviour(s)
	challenges created by the COVID pandemic.	Data-driven Security	
Bus operator disclosure check process and technology improvements	A project is underway to improve the means of managing bus driver disclosures on behalf of our partners. This is being done with consideration of improvement activities within Disclosure Scotland. The first phase of this is expected in 2022.	Innovation Digital by default Continual Improvement Data-driven Security	Empowering Ownership Value