

REPORT TO: POLICY AND RESOURCES COMMITTEE – 15 MAY 2023

REPORT ON: DIGITAL STRATEGY 2023-2027

REPORT BY: EXECUTIVE DIRECTOR of CORPORATE SERVICES

REPORT NO: 141-2023

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to present the Committee with the 2023-2027 Digital Strategy for review and approval.

2.0 RECOMMENDATIONS

It is recommended that the Committee -

- Approves the adoption of the Digital Strategy for 2023-2027.
- Notes the Digital Strategy is designed to support the Council's priority to become a modern Council.
- Notes the development of a detailed delivery plan and timeline to be reported back to Committee.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications associated with this report. The delivery of the Council's Digital Strategy will provide ongoing savings for the Council.

3.2 Ongoing work with service areas will identify further savings opportunities to incorporate them as part of the budget setting process.

4.0 BACKGROUND

4.1 Dundee has a strong track record in embracing new technology and developing digital solutions to enhance our service delivery, ways of working and engagement with our communities. Our ability to quickly respond to the pandemic and move many of our services online and our employees working remotely is testimony to our sound digital foundations.

4.2 Through the work undertaken in our previous digital strategy, alongside developing our service delivery, the Council has continued to explore new ways to engage with people and offer more digital opportunities.

4.3 Dundee's 2023-27 strategy outlines our approach to embedding digital across all that we do and ensures we work collaboratively to maximise opportunities from emerging digital technologies, new ways of working and doing business.

4.4 We recognise that digital can be a barrier for some and our strategy will continue to put our citizens at the forefront of our approach. Collaborating with Leisure Culture Dundee and partner organisations we will look to ensure that we help to empower our customers and communities to access more services and information in inclusive and creative ways.

4.5 The strategy vision supports the delivery of the Council's priority to design a modern Council.

"Digital transformation is recognised as an integral part of the Council's transformation to a modern Council."

4.6 The Strategy describes the context for our continuing digital direction in Dundee, particularly the importance of working together across all service areas and beyond to ensure our projects and approaches complement each other and make the best use of expertise and experience.

4.7 The Digital strategy aligns with the National Digital Strategy for Scotland (A changing Nation: How Scotland will thrive in a digital world) as well as Audit Scotland's Digital Progress in Local Government report and the key characteristics of a digital Council.

4.8 The Strategy will be delivered through six key themes.

- Resource & Support
- Design
- People
- Data
- Digital Teaching & Learning
- Service Led Implementation

The Strategy actions will be supported by a robust action plan, this will be developed over the coming months through engagement and consultation with service areas. The action plan will set challenging targets and performance measurements.

4.9 Oversight, Governance and direction will be provided through a new Digital Board. The board will be responsible for shaping and driving digital innovation throughout the Council.

4.10 The success of the strategic delivery will be measured against the achievement of the strategy outcomes Progress reports will be reported to this committee annually.

5.0 POLICY IMPLICATIONS

This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 CONSULTATIONS

The Council Leadership Team were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

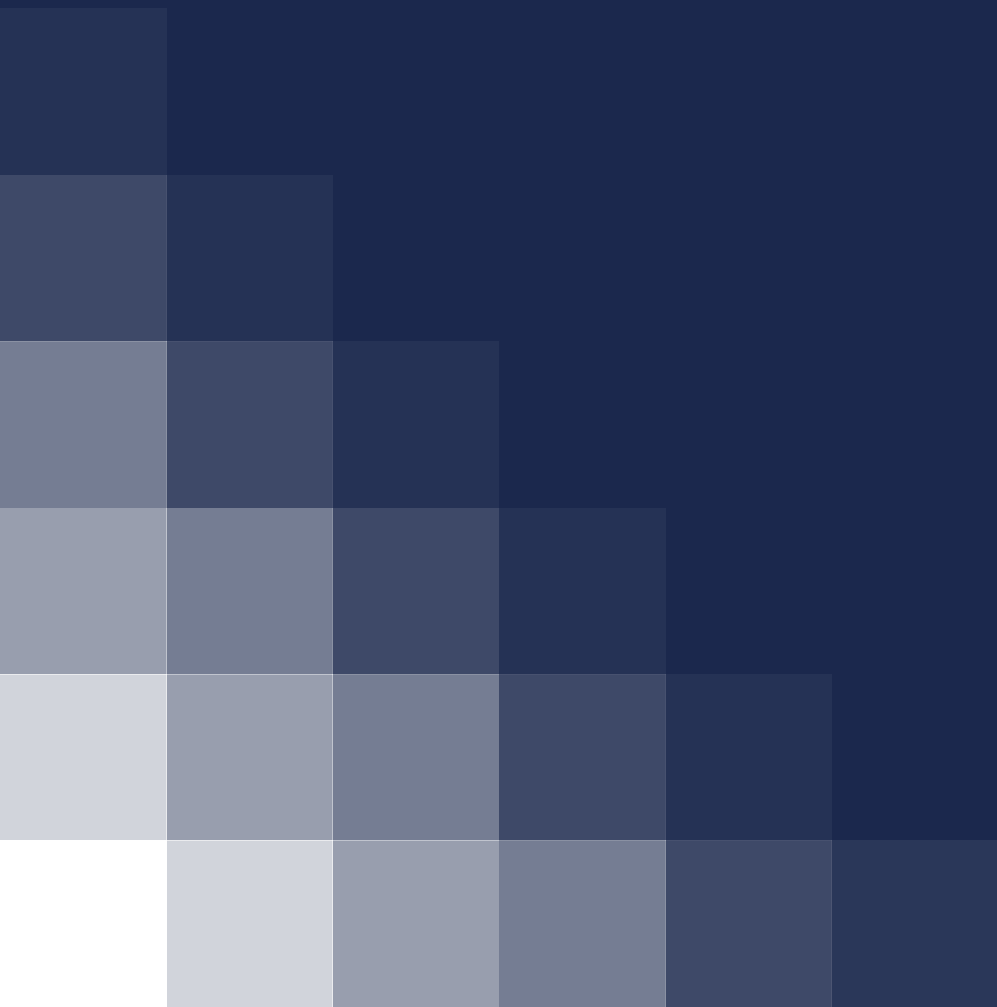
ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

4 MAY 2023

Digital Strategy

2023-27





Introduction

The world we live in is changing rapidly and transforming our society. At the same time Dundee, in common with other local authorities, faces continued demand pressures, rising customer expectations and tightly squeezed finances.

Early indications show that Digital solutions are empowering our staff and enabling us as an organisation to deliver positive outcomes for citizens of Dundee and our people.

New ways of working have been adopted and continue to evolve with services actively using digital platforms to collaborate daily.

To build on the success achieved to date, digital needs to become an integral part of our approach to organisational development with strong leadership, sufficient funding and resources.

We must transform with and keep businesses and residents at the forefront of our digital developments, recognising the importance of ensuring those residents who are without access, or who lack digital skills or confidence are not left behind in the fast pace of digital change.

The Council recognises the importance of understanding the needs of our citizens and it is essential they are involved in the design of products and services, a user focused approach will be central to service design and improvement.

The strategy is fully aligned to the recommendations from Audit Scotland who set out the six key characteristics of a digital Council in 2021, on which the National Digital strategy for Scotland (A Changing Nation: How Scotland will thrive in a digital world) is based.

This strategy supports our need to effectively operate in a challenging environment and continue to deliver high quality services in an ever changing world. Understanding that digital begins with and ends with how we think about and engage with the user and not technology is key.



Digital transformation is 80% about the people and ways of working and 20% about the technology.

Actions to implement the strategy will require leadership support, resource and collaboration. This includes continued upskilling of staff and freeing up resource to ensure no one is left behind, utilising data to drive business intelligence and insight to support the design and delivery of technology enabled business services.

Vision

We aim to maximise the potential of Digital technologies to improve outcomes and services for all our citizens and employees, in a way which supports the delivery of the Council's priorities and in particular to design a modern digital Council.

Our services will be flexible, accessible and delivered with the customer's needs in mind, adopting a digital by default approach and meeting customer needs at the first point of contact.

- Digital transformation is recognised as an integral part of the council's transformation to a modern Council, is aligned with the corporate vision and is supported by strong leadership.
- Digital tools and transformative digital solutions are integrated throughout the organisation.
- Digital is led and owned by services, supported and enabled by a dedicated Digital team and powered by IT.
- Our people are engaged, skilled and committed to a transformative digital culture where they take pride in constantly learning and evolving their skills to meet customer needs.





Context - Strategic Overview

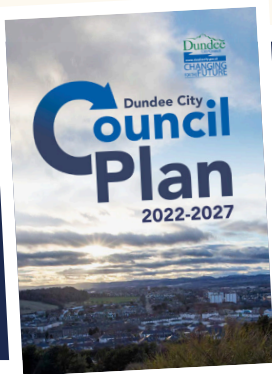
Dundee A Modern Digital Council

Dundee is a modern, vibrant city. Dundee City Council area covers 60 square kilometre and is geographically the smallest local authority area in Scotland.

Delivering change requires a culture of collaboration and innovation, aligned strategies, utilising best practice, engaged and informed elected members, as well as effective governance.

The vision for the city of Dundee as set out in the **Dundee Partnership's city Plan 2022-2032** is:

- Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in income, education and health.
- Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all.
- Dundee will be a greener city made up of strong communities where people feel empowered, safe and proud to live.



To achieve the vision the Council outlines five priorities to focus on over the next five years and to underpin our bold and ambitious culture to encourage everyone at Dundee City Council to live by these values and deliver on these priorities.

[Read the Council Plan 2022-2037](#)

Living our Values

- Be open and honest
- Be fair and inclusive
- Be innovative and transforming
- Be constantly learning.

This digital strategy is central to all five of the priorities and will help to deliver our ambitions.

It will guide services to transition from the current service delivery to a new and agile digital service delivery.



Alignment with the National Digital Strategy

The National Digital strategy for Scotland (A changing Nation: How Scotland will thrive in a digital world) as well as Audit Scotland's Digital progress in Local Government report are key to developing the Council's own approach. By aligning at national level, the Council is working in synergy with the National priorities as these evolve over time.



-  **Digital Leadership**
-  **User Focused**
-  **Digital Workforce**
-  **Collaborative**
-  **Technology and Data Enabled**
-  **Innovative**



An effective and efficient digital Council communicates a clear digital vision and ambition. It creates an innovative and collaborative culture that drives change.





Strategy Outcomes

A digital council is focused on delivering better outcomes for its citizens through the best use of people and digital technology. Having the right skills and culture in place is critical.



DIGITAL LEADERSHIP: We recognise that digital can deliver better outcomes for Dundee, we will equip our leaders to champion change, engage and empower our people to innovate.



USER FOCUSED: We will strive to understand the needs of our people and communities and involve them in the design of our products and services. We will focus on the outcomes we want to achieve and design services from a user perspective.



DIGITAL WORKFORCE: To develop and sustain a digital future for Dundee, we need a workforce with the skills, knowledge and confidence to develop new ways of working, including using new technology in order to serve our customers.



COLLABORATIVE: We recognise that digital solutions have the potential to deliver improved outcomes. We will develop new ways of working together, sharing good practice and ideas across services and between councils, and sectors and involve citizens and communities.



TECHNOLOGY AND DATA ENABLED: We will make the best use of digital technologies to build solutions which can be reused and shared to create better value for money. Data will be used to inform decision making, enable joint services and achieve better outcomes for our citizens.



INNOVATIVE: We will have a culture of openness and improvement, look outwards and explore how services can be delivered differently.

How We Will Achieve Our Vision?

Digital offers the opportunity for simple solutions to be put in place to resolve complex business issues, delivering outcomes that save time and enable services to free up resources for the citizens and communities who need it most. Digital is a key enabler in allowing the Council to operate efficiently and effectively within a challenging environment.

Resource & Support

To achieve this, we need to resource and support digital. The creation of an internal digital team, designed to drive forward our digital agenda and Council Wide digital transformation will enable the council to meet its priorities. Working in collaboration with IT, Learning & Organisational Development and service areas to support our digital culture with our people and customers at the heart of the approach.

Design

Service Design should begin and end with customer's needs. With increasing budget pressures and rising demand, there is a need for new ways of thinking to evolve services, working with partners, using new technologies, and empowering staff with skills to support these changes. We will strive to understand the needs of our people and our communities and involve them in the design of our products and services with a focus on outcomes.

The Council and its services, in alignment with the National Digital Strategy for Scotland, can use digital technology to facilitate better citizen engagement and participation, further developing approaches to encourage more online consultation. This will ensure citizens can play an increased role in decision making in the issues which matter to them.

People

The **Council' People Strategy** is one of the key ways in which the Council can transform itself. By empowering our people through digital, data and technology skills development, inclusivity, and accessibility to resources, learning pathways and tools.

Adopting an engaging and enthusiastic approach that is led by our services and supported by IT, Transformation, HR Learning & Organisational Development (and external partners where required).

Equipping our people with the right tools, skills and technology, enabling day to day efficiency and freeing up more time to ensure our people can do their jobs in a healthy and proactive and sustainable way.



The advancement of Digital, Data and technology skills should be an integral part of corporate workforce planning. A user focused approach with engagement and collaboration of internal and external stakeholders can help understand future requirement, the council can effectively plan for the workforce of the future and continue to improve service delivery ensuring no one is left behind.

As the council embraces the adoption of new ways of working, there is an opportunity to continue to the development of the way we work through training and support with a focus on maximizing the benefits from investment in our current technology.

Data

Good business intelligence and insight is essential to the daily operation of services. The data we use comes from a wide range of sources, including the way citizens access services, the number of people that live in a specific area, our assets, our staff and where they work.

Accurate data allows the Council to produce the information it needs to make informed decisions.

This insight helps the council to understand service demand and can help to ensure an effective and efficient service is provided. Data can be generated in many formats including structured data from IT systems, data bases and spreadsheets.

Developing a digital and data centric informed council is essential to the successful transformation of our services. As a data informed organisation and in line with the National Digital Strategy for Scotland, the Council understands the transformational role data can play in increasing transparency, empowering communities, transforming services, and improving outcomes. A digitally mature Council will use data and insight effectively to increase understanding and drive efficiencies throughout services.

Driving a data informed approach that provides an understanding of the changing needs of our customers and people. Ensuring we have the skills required to effectively manage and utilise data and information to deliver better outcomes. Ensuring our services connect and collaborate utilising data to its maximum potential by creating an environment which allows our people and services to openly share challenges and ideas to co-develop innovative solutions to old problems.



Digital Teaching & Learning

To develop and sustain a digital future and ensure no one is left behind we will ensure our young people are equipped with the skills to thrive in a digital world. Our infrastructure across the school estate will support new and creative approaches to learning and teaching.

Service Led Implementation

Digital technology can provide the tools and enable the flow of data. However real improvement can only be achieved through service led re design and implementation. It is critical that business processes and required outcomes must be fully understood before redesign activity commences.

It is also important that service and operational plans consider how digital technology can contribute to furthering objectives and goals.

Measurement, Accountability & Governance

The digital strategy will be achieved via the activities set out in the high-level implementation strategy actions. These will be further supported, as required by the development of detailed, operational delivery plans, with operational activities evolving over time as digital becomes embedded in service planning.

Oversight, governance and direction will be provided through a new Digital Leadership Board, chaired by the Head of Customer Services & IT. The Board will be responsible for shaping and driving digital innovation within the Council and key to delivery of the digital theme of the transformation programme. Reports on progress towards meeting the strategic objectives will be presented to the Council's Policy & Resources Committee annually.





Strategy Actions

What?	Why?	Who?
Appoint a Digital Leader and establish a team to deliver the Council's Digital Agenda	To promote and exploit technology innovations which will embed digital as the default position throughout the Council.	Head of Customer Services and IT.
Increase Council Services to be delivered through integrated end to end digital & IT Services.	To increase our online offering to reduce the need for face to face and telephone contact.	Digital Team and Service areas.
Deliver automated intelligence in completing citizen and business queries, requests and transactions.	To increase efficiency, reduce processing times and overall costs to the Council.	Digital Team and Service areas
Enable communications between the Council & citizens using a variety of modern methods including web chat, chat bots and social media.	The implementation of web chat and chat bots will help us deliver a modern customer experience.	Digital Team and Service areas
Universal Access to online services for citizens provided in partnership with Council partners.	We aim to enable all citizens within communities to engage with the Council online services.	Neighbourhood Services Communities team.
Equal access to modern Digital & IT services for all school pupils	All pupils have equal access to IT to be able to obtain maximum attainment from education.	Corporate Services and Children & Families
Adopt cloud based components reducing complexity and increasing resilience using a hybrid multi cloud approach.	Ensure our infrastructure and business solutions are fit, resilient and future proof for a modern digital Council.	IT Team

Implement high capacity fibre communications, within the Council Network connecting to internet-based services.	Ensure speedy access to internet-based resources with the councils ever increasing usage of cloud based services.	IT Team
Develop the data analytic capacity of the council.	To deliver real time data intelligence to drive our decisions and improvements.	Digital Team and service areas.
Upskilling of staff knowledge and skills to ensure fit for a modern digital Council.	Our workforce has the skills and confidence to develop new ways of working including using new technology.	Digital Team and service areas.



