

ITEM No ...5.....

REPORT TO: POLICY AND RESOURCES COMMITTEE - 13 FEBRUARY 2017
REPORT ON: DIGITAL STRATEGY
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 50-2017

1.0 PURPOSE OF REPORT

1.1 To approve the Council's Digital Strategy and associated action plan.

2.0 RECOMMENDATIONS

2.1 The Committee is asked to approve the following:-

- The Council's Digital Strategy (appendix 1) and the associated action plan.

3.0 FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any aspect of the implementation of the strategy which requires approval will be the subject of separate reports and will detail the appropriate financial implications.

4.0 MAIN TEXT

Scotland's Digital Future: Delivery of Public Services Strategy, jointly introduced by Scottish Ministers and COSLA, and the Local Government ICT Strategy – Delivering Better Services for Communities are an essential part of the public service reform programme.

The Strategies set out a vision for Scotland, where digital technology provides a foundation for public services that meet the needs of the users delivering responsive services. The Strategy also sets out the Scottish public sector commitment to deliver digital public services.

Dundee City Council's Digital Strategy outlines how the Council aims to become a digital Council by 2020 which links with the wider aim of building a Digital Scotland.

The strategy aims to create a vision for Dundee City Council which has enhanced its services through digital and has effectively promoted the use of digital so that our citizens think digital first when requesting services as it's quicker, easier and more convenient to do so.

Dundee City Council will maximise the potential of digital technologies to improve outcomes and services for all citizens and employees by focussing on the following themes:-

- **Digital Council** – we will implement a digital approach to the design and delivery of services
- **Mobile First** – we will deliver services through mobile technology and we will provide access to technology for our citizens
- **Connected Digital** – we will understand the strengths of Dundee leading digital sectors and aim to take the learning of what they do and apply this best practice to the delivery of our Services
- **SMART** – we will use smart technology to enhance the city and improve the outcomes for our citizens
- **Thinking Digital** – We will encourage our pupils, citizens, workforce and businesses to become more engaged in digital technologies.
- **Digitally Collaborate** – We will look to collaborate with our partners to improve service delivery for our citizens.

The citizens of Dundee now expect to be able to access services quickly and easily at times which suit their needs and circumstances. The ambition is for all our stakeholders to access services in a seamless and effortless way. Our stakeholders include citizens, visitors, councillors, employees, businesses, voluntary & community organisations, NHS, Scottish Government and community planning partners.

The strategy lays out the direction the Council will adopt to ensure it delivers services digitally. This means that services will be internet enabled. Through the implementation of the digital strategy the Council will deliver all services that can be made available online to improve outcomes, enhance productivity and increase our effectiveness.

To ensure that the citizen stays at the heart of digital service provision and that the Digital Council aims are delivered, the Digital Oversight Board has been established which brings all the project leads from the six main themes and other relevant projects together to ensure that all projects are working towards the common goal in the most effective way.

A number of digital projects are now underway all with the collective goal of making Dundee a Digital Council and delivering the Councils Digital Strategy. It is becoming increasingly important to bring the projects together and understand the links and relationships with each one.

The board is chaired by the Councils lead digital officer/Head of IT & Customer Services and membership consists of officers who have a key role in the delivery of the six themes:-

- Digital Council
- Mobile First
- Connected Digital
- SMART
- Thinking Digital
- Digital Collaborate

Any future digital projects which are identified will also join the oversight board.

5.0 POLICY IMPLICATIONS

This report has been screened for any implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

The Chief Executive, Executive Directors and the Head Democratic & Legal were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

Marjory Stewart

Executive Director Corporate Services

Date: 24/01/2017

Appendix 1



DIGITAL COUNCIL

Dundee City Council | Digital Strategy



January 2017

INTRODUCTION

Scotland's digital landscape is changing rapidly and the Scottish Government has recognised this through the development and support of a number of digital strategies and programmes which all have their sights firmly set on the same target for building Scotland's digital future – 2020. The Scottish Government's vision for Scotland is a country in which:

'Digital technology provides a foundation for innovative, integrated public services that cross organisational boundaries and deliver to those in most need, and for services for business that promote growth.'

Dundee City Council's Digital Strategy outlines how the Council aims to achieve a digital Council by 2020 to help feed into the wider aim of building a Digital Scotland.

Dundee is a leader in games & digital media, is changing for the future and has been three times listed as a top seven global Intelligent Community of the Year over the past decade. As a UNESCO city of design and the V&A being the centrepiece of a globally significant urban regeneration programme, Dundee's digital credentials will be another key component in delivering the City's vision statement "to attract and retain talent, creating jobs, social fairness, quality of life and environmental sustainability".

The vision for Dundee City Council is to become a Council which has enhanced its services through digital and has effectively promoted the use of digital so that its citizens think digital first when requesting services because it is quicker and more convenient to do so.

This vision covers more than just digital access to services, it covers the processes behind the services, the way our citizen's find and access them, how we communicate, how we continue to improve but also aims to bring the city together by looking at a multiple digital themes.

By creating a digital strategy, the Council will be supporting other Changing for the Future projects, providing the citizens of Dundee with a full choice of service options which are convenient and fit into their lives as seamlessly as possible regardless of age, location, time constraints or backgrounds.

With the Council already beginning a number of digital projects and working in collaboration with the Scottish Government and other regionally local authorities, it is important that a clear digital strategy is created. The strategy will enhance stakeholder engagement and help bring the different themes together into a clear plan for the Council to digitally innovate for the benefit of all in Dundee.

VISION

The aim of Dundee as a digital Council will be to:



Deliver for our citizens by providing them with greater digital choice and efficiencies in service through digital optimisation;



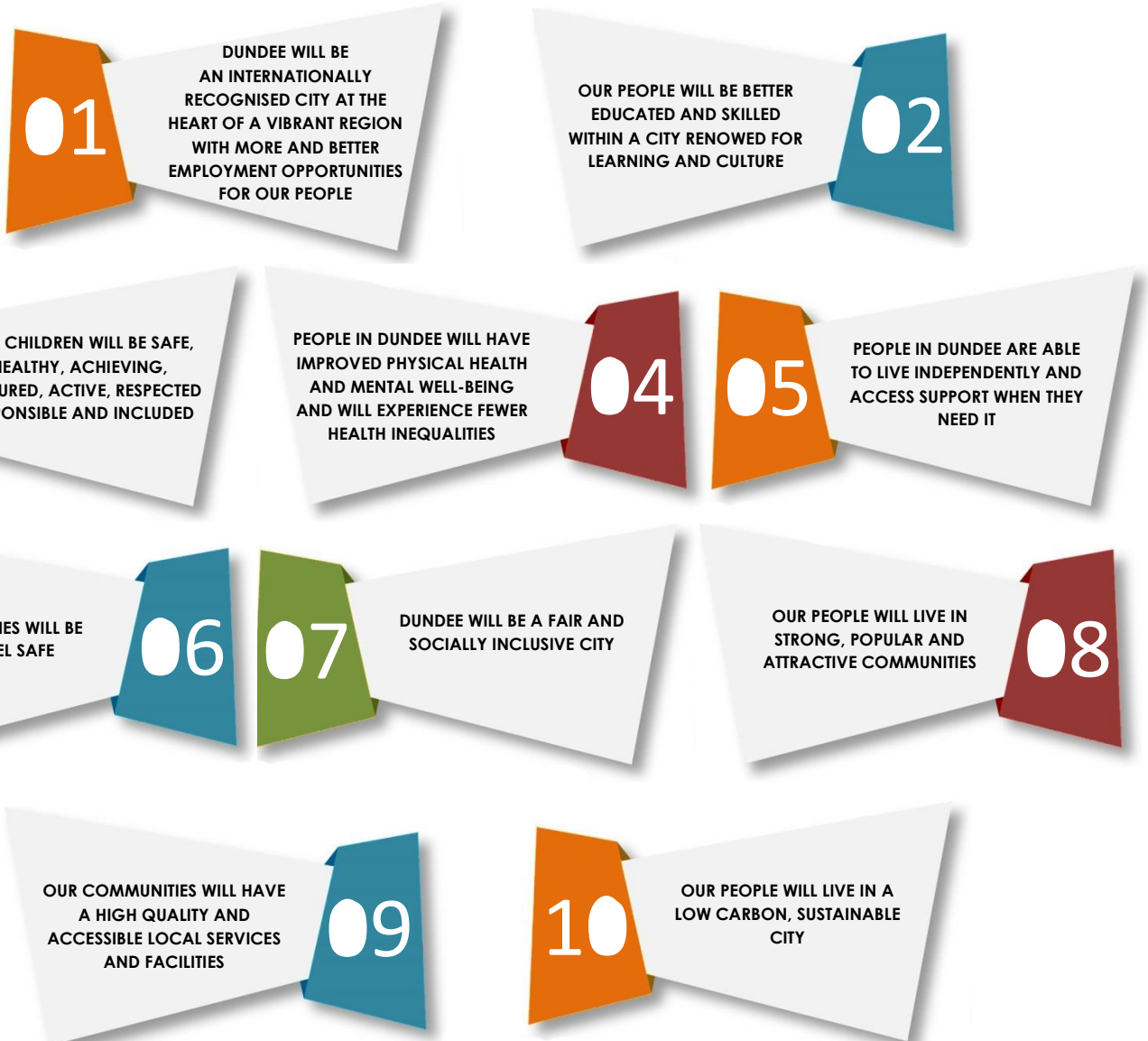
Uniting the city through digital innovation & smart city infrastructure and;



Improve the day to day lives of our citizens by using digital technologies to enhance the inclusion, health and wellbeing of all in the city.

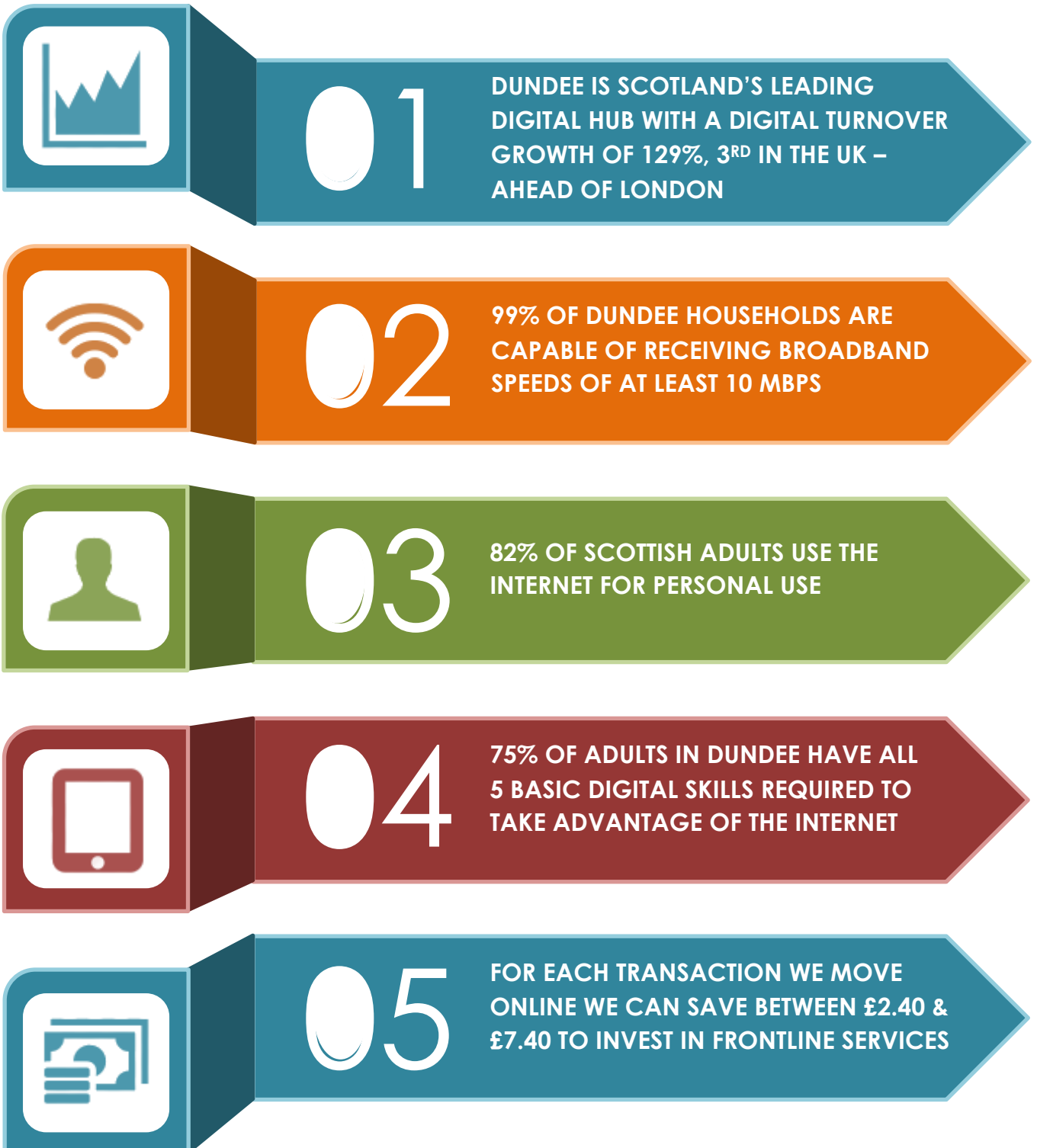
This vision for digital Dundee is aligned to Dundee’s Single Outcome Agreement, produced by the Dundee Partnership. The Single Outcome Agreement represents the shared aspirations of the Dundee Partnership, building on a firm foundation created by the strength of partnership-working in Dundee over many years and promises renewed effort to achieve better outcomes for people who live in and come to the city.

The shared digital Council and Dundee Partnership outcomes are:



WHY DIGITAL

Dundee has been identified as one of the Scottish authorities least likely to face digital exclusion due to its strong digital infrastructure, low number of people who have never been online and the basic digital skills held by its citizens. Combine this with Dundee's strength as a digital hub, currently ranked 20th in the UK; it has been described as a city which 'continues to punch above its weight as a digital tech cluster'. With this in mind, the following 5 key facts highlight why Dundee is in such a strong position to better embrace digital services throughout the City for our citizens:



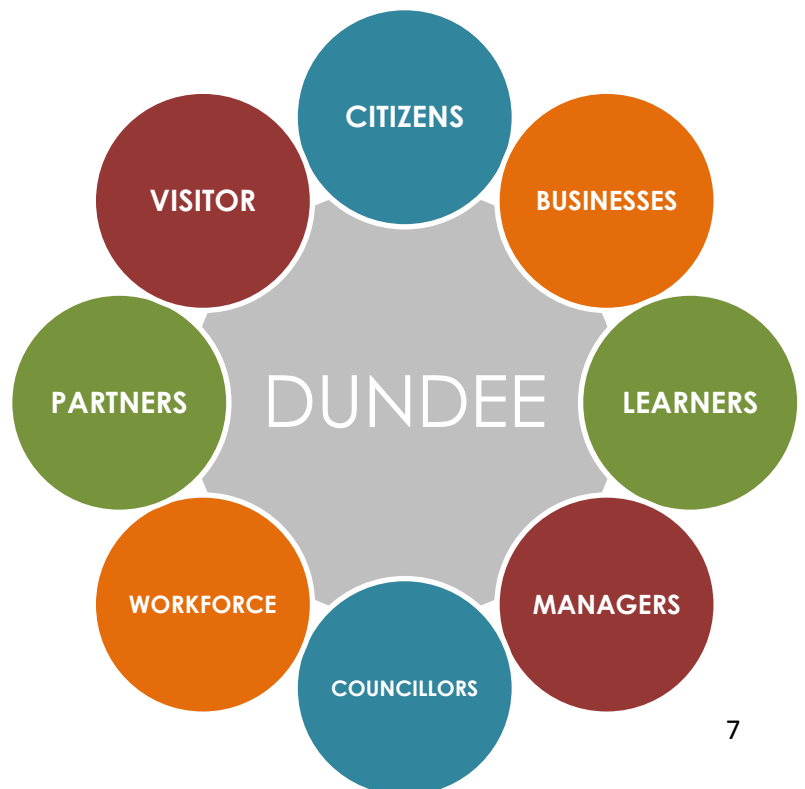
ICT PRINCIPLES | DIGITAL PEOPLE

We recognise general principles and approaches that cut across all our strategic themes to support the delivery of our ambitions. Our ICT principles provide a core of ICT and digital commonality across the Council which will ensure we achieve best value from our investment in technology. Our people and communities who use our service are at the centre of our ICT investment. By providing services through a digital platform we will offer services which can be accessed when they are required.



At the core of the digital strategy is the need to develop our people to become digital people. This is not simply restricted to our citizens, but covers a range of people across Dundee from citizens to businesses, visitors to Council employees and councillors.

We aim to ensure that people in Dundee from all walks of life, ages and reasons for needing to interact with the Council digitally can do so through the right infrastructure and systems, but more importantly because they have the confidence and skills to do so and that the services have been designed with them in mind.



PRINCIPLES OF APPROACH

To deliver the aims and vision of a digital Council, there are some principles which this strategy is aligned to, ensuring that we keep the right set of values close to everything we deliver on digitally.

These principles were taken directly from 'Scotland's Digital Future – Delivery of Public Services' strategy which was developed by the Scottish Government to set out a vision for Scotland where digital technology provides a foundation for public services that meet the needs of the user, meaning responsive services where organisations are working together across sectors.

The citizen will always be at the digital heart of what we aim to deliver

We will keep your data safe & share with you what we hold about you



1.
CITIZEN FOCUS

2.
**PRIVACY &
OPENNESS**

3.
**COLLABORATION
& VALUE FOR
MONEY**

4.
**SKILLED &
EMPOWERED
WORKFORCE**

We will seek out every opportunity to collaborate digitally with partners to deliver the best value on digital projects

Our workforce will hold the digital skills necessary to deliver digital services & will feel empowered to do so

DIGITAL THEMES

Our digital strategy is divided into 6 key themes which combine existing and future digital projects into a wider vision for Dundee as a digital city. This strategy outlines what we aim to achieve in each of these 6 themes and how it will enhance the lives of Dundee citizens.

Dundee is one of the UKs growing digital hubs. It has a strong gaming history and we will work closely with this sector and encourage digital business, innovation and education

Connected

CONNECTED

THINKING in digital

With a strong digital industry, digital skills for all citizens from school right through to retirement are essential for the future

THINKING

Dundee is part of the Scottish Cities Alliance and works together with other Scottish cities to deliver Smart City projects, integrating data and digital technologies to improve citizen wellbeing and economic development

SMART

SMART

DIGITAL
DUNDEE

DIGITAL
COUNCIL

COLLABORATE

digitally COLLABORATE

Dundee is part of many collaborative working groups focussed on digital service delivery in the most efficient way to maximise citizen benefit

MOBILE

MOBILE first

In order to best deliver digital services to Dundee, both our citizens and our workforce need to be able to access services while on the move. To do this, Dundee needs to think mobile first

The Council are committed to changing the way we innovate and re-design services to provide them in the most effective way, maximising our use of new technologies

DIGITAL Council

DIGITAL COUNCIL

The Council is in phase 4 of 'Changing for the Future' a detailed programme of Council wide transformation projects. A large part of phase 4 is focussed on making Dundee City Council a 'Modern Council'.

These projects focus on making the Council systems and ways of working more efficient and digital to allow us to provide better services to citizens.



KEY FOCUS

DIGITAL council focusses on how the Council innovates and re-designs services to provide them in the most effective way, makes best use of its spending power and maximises the use of new technologies so that it can become a **DIGITAL** Council.

Through this theme we will help to create a changed and modern Council by:

- Delivering on our **Channel Shift/Digital Council** programme of work which focuses on making the Council a digital Council, offering a wider choice of service channels to ensure that we can provide the most convenient and cost effective channel for all our citizens, regardless of age, location, time constraints or background
- Delivering an **online customer portal** and working towards creating a single identity for our citizens to make requesting services simpler, all linked through our citizen account, MyDundee
- **Enhancing our customer services** by offering a range of channels to our citizens across online, web-chat, voice and face to face to ensure our citizens can choose the right channel for them and have the option of 24/7 access to our services. We will promote and encourage digital as the preferred channel and design our services to create a seamless customer journey no matter what way you choose to contact us

“The status quo is not an option. The speed of change is ever increasing and comes from very different horizons...We have to build our future, not plan for it.”

Oliver Witmeur

MOBILE FIRST

In order for the Council to deliver an enhanced level of service to our citizens, we need to work smarter and more mobile than ever before.

Our citizens are becoming increasingly mobile & expectations on access to digital services on the move are increasing. Equally, our workforce are spending more time in the community with citizens & need to be able to work independent of a fixed location.



KEY FOCUS

The focus of the **Mobile First** theme is to enhance the city through better use of systems, mobile infrastructure and communities. We will promote a culture of online first for service delivery and will actively champion online and mobile solutions. Our approach will be to implement generic, easy to use, flexible solutions that work across multiple device types.

Our services will be accessible and efficiently delivered online. We will work to ensure all our customers have access to digital services. **Mobile First** will deliver this through key projects which will focus on the following areas:

- **Digital Infrastructure**
 - Removing barriers that prevent some customers from using online services by having mobile digital services available throughout the city
 - Provide free access using different hardware which allow customer to access services in person and help customers take advantage of online services.
- **Mobile Services**
 - Embracing mobile technologies and new service channels to improve what we do
 - Develop mobile solutions for our workforce, enabling them to deliver more to our citizens in the community
 - Continue to develop and deliver our mobile ways of working which are integrated into our models for service delivery
 - Support the delivery of the Council's People Strategy with our approach to mobile working being based on performance rather than productivity

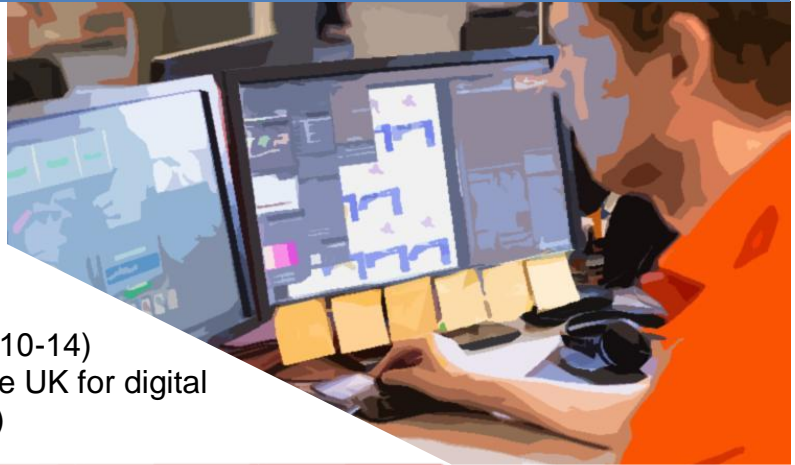
“The future of mobile is the future of online. It is how people access online content now.”

David Murphy

CONNECTED

Dundee is Scotland's leading digital hub and ever growing, ranked 20th in the UK. It has a strong gaming history and we aim to work closely with this sector and encourage digital business, innovation and education in the city.

Dundee's digital turnover growth (2010-14) was +129%, making the city 3rd in the UK for digital growth, ahead of London (101%, 4th)



KEY FOCUS

The **Connected** theme aims to better understand the strengths of Dundee's leading sectors including the digital, gaming and creative industries. We aim to take the learnings of what these sectors do great and apply the best practice to the delivery of Council services, education and the support of businesses in the area.

We will deliver a **Connected** Digital Dundee by:

- **Building stronger partnerships** between schools, universities and colleges in the area
- **Creating digital innovation HUBs** and organising **hack events** to develop and encourage innovation in the city
- Continuing to provide support to help **encourage digital businesses to invest** and develop in Dundee
- **Communicating** with our workforce and citizens in new, innovative ways to better serve a more 24/7 digital society
- Redesign Council services using design principles and with a '**Digital by Default**' approach

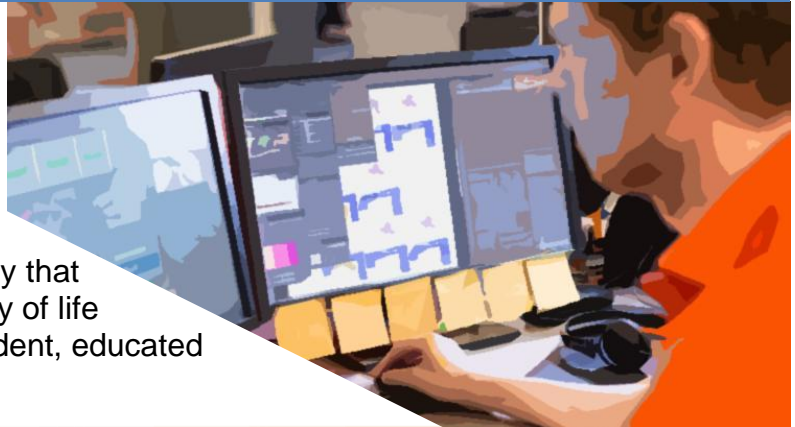
"Dundee, the birthplace of iconic games Lemmings and Grand Theft Auto, continues to punch above its weight as a digital tech cluster. At 129%, it had the third highest growth in turnover in the UK"

Tech City UK

SMART

Dundee is Scotland's leading digital hub and ever growing, ranked 20th in the UK.

The commitment of the SMART theme is to use new technology and data to create a sustainable economy that creates jobs and improves the quality of life where people are health, safe, confident, educated and empowered



KEY FOCUS

The **SMART** theme focusses on making the city a better place to live and work, integrating digital technology throughout the city and making better use of data and our infrastructures to better enable digital access. We have a well-established programme of projects and are working with other Councils throughout Scotland, including: Aberdeen, Inverness, Perth and Glasgow.

SMART will deliver this through key projects which will focus on the following areas:

- **Smart Infrastructure**
 - Exploring ways to increase wireless access to the internet access for our citizens and connect things like intelligent street lighting and smart waste bins together to deliver more efficient services to citizens
 - Continuing to strive to ensure our citizens and businesses have access to superfast broadband, no matter what area of the city you are in.
- **Smart Data**
 - Exploring ways to use big data analytics in a city wide partnership to contribute to the delivery of at least 3 innovative services in the fields of:
 - Social/Quality of Life
 - Environment and;
 - The economy
- **Other SMART projects**
 - Within the SMART theme, we will consider many other projects with the following focusses:
 - People, Places, Travel, Communities, Technology Enabled Care, Grids, Health, Energy, Waste and Economy

“The Smart City can be defined as the integration of data and digital technologies into a strategic approach to sustainability, citizen well-being and economic development”

**Scottish
Government**

THINKING DIGITAL

We recognise that for Dundee to continue to grow as a digital hub we need to encourage our pupils, citizens, workforce and businesses to become more engaged and skilled in digital technologies.

To do this, we need to embrace a new way of thinking – a digital way and ensure that we the people of Dundee are suitable skilled to keep up with the pace of digital advance.



KEY FOCUS

Digital skills are not just something for the young; they are important for all no matter what age or background you are from. The Council needs to recognize and understand who within the Council has digital skills, who needs them and what's more there is to learn to keep us abreast of future trends.

To deliver a Digital Dundee, we will develop our workforce, citizens, school pupils and learners, putting digital skills at the heart of our services, communities and curriculum by:

- Embracing **social media** as a tool for engagement and communication both internally and externally
- Continuing to further develop the work started through Council initiatives such as **Digital on the Move** and **IT 4 Work** which provide access to devices and learning opportunities throughout the city to help give our citizens the skills they need to find work and receive welfare assistance
- **Developing our** employees to be comfortable with the technologies we use to deliver services doing this through signing up to the Digital Participation Charter
- Further encouraging and **developing code clubs** within our schools and work closely with companies and academia who are carrying out work in this area, such as Brightsolid with their Code Camps or Dundee & Angus College and their Code Academy

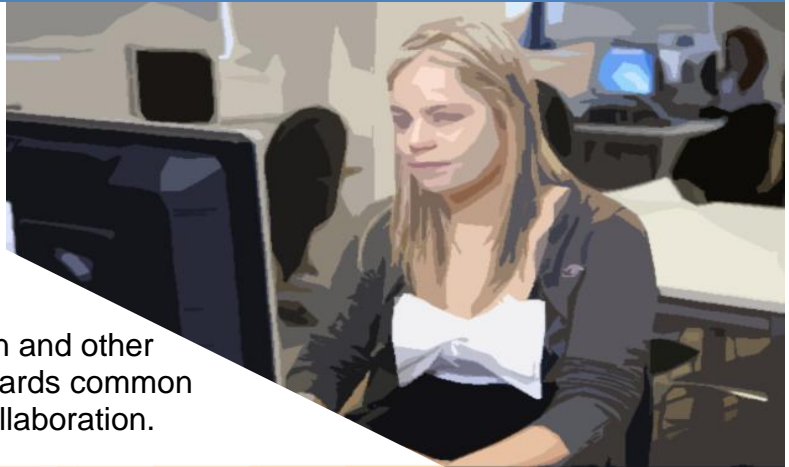
“Digital skills are now necessary life skills...we must aspire for the vast majority of the population to achieve the level of digital literacy needed to fully participate in society”

**Select
Committee on
Digital Skills**

DIGITALLY COLLABORATE

In this strategy, there is a strong focus on collaboration and working in partnership to learn from others best practice. There are substantial opportunities available when working together, especially when the focus is digital.

With Health & Social Care Integration and other Tayside region Councils working towards common goals, now is the time to embrace collaboration.



KEY FOCUS

Dundee City Council is part of three important collaborations which have digital at their heart, Tayside Health & Social Care integration (NHS Tayside, DCC), Tayside Digital Transformation Partnership (NHS Tayside, DCC, PKC & Angus Council) and the Local Government Digital Transformation Partnership (over 28 local authorities throughout Scotland).

To ensure that Dundee continues to strive towards digital collaboration, we aim to:

- Explore options for creating an **open data platform** to receive data from city systems and make it available to the community and businesses
- Work with our partners to deliver ICT services that enable **Health and Social Care Integration**
- **Engage with national programmes** such as MyGov.Scot and National Entitlement Card (NEC)
- **Work with other local authorities** on digital procurement projects, knowledge and skills sharing and channel shift and customer service programmes to maximise efficiencies and deliver more for our citizens

“Working with other organisations and communities is an excellent way to pool resources and achieve efficiencies and levels of service that would not be achievable in isolation”

**Graeme
McDonald**

Appendix 2

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
Digital Council	CHANNEL SHIFT PROGRAMME <ul style="list-style-type: none"> Deliver the channel shift programme, focussing on process improvement, enhancing the digital channel and improving customer experience by making a wider range of services available 24/7 online from anywhere and any device. This includes: <ul style="list-style-type: none"> The joint procurement of a Customer Service Platform Adoption of myaccount as a single sign on for customers to get online Development of a suite of online forms with a consistent look and feel that offer a new digital channel for customers to engage with us Redesign of the website to focus more on the customer experience 	Gregory Colgan (Head of Customer Services & IT)	Approved	2016 – 2018
	DIGITAL INFRASTRUCTURE <ul style="list-style-type: none"> Removing barriers that prevent some customers from using online services by having mobile digital services available throughout the city Provide free access using different hardware which allow customer to access services in person and help customers take advantage of online services 	Gregory Colgan (Head of Customer Services & IT)/ Gregor Hamilton (Head of Planning & Economic Development)	TBC	Ongoing
Mobile First	MOBILE SERVICES <ul style="list-style-type: none"> Embracing mobile technologies and new service channels to improve what we do such as web chat, social media, an enhanced website and mobile access points (linked to channel shift programme, Digital Council theme) 	Gregory Colgan (Head of Customer Services & IT)	Approved	2016 – 2018

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
Mobile First	<ul style="list-style-type: none"> Develop mobile solutions for our workforce, enabling them to deliver more to our citizens in the community through the Property Rationalisation & Mobile Working project 	Mike Galloway (Executive Director City Development)	TBC	2016 – 2020
	<ul style="list-style-type: none"> Continue to develop and deliver our mobile ways of working which are integrated into our models for service delivery 	Gregory Colgan (Head of Customer Services & IT)	TBC	2016 – 2020
	<ul style="list-style-type: none"> Support the delivery of the Council’s People Strategy with our approach to mobile working being based on performance rather than productivity 	Janet Robertson (Head of HR & Business Support)	TBC	2016 – 2020
Connected	<ul style="list-style-type: none"> CONNECTED INTERNET <ul style="list-style-type: none"> Focuses on building on Dundee’s already strong reputation as a well connected city through a number of initiatives such as: <ul style="list-style-type: none"> Dundee deployment of Scotland’s Digital Superfast Broadband Broadband Deliver UK Business Vouchers ISP facilitation – BT Openreach, Virgin Media City Fibre Rest 100 Program Future Delivery (regional) Tay Cities Deal Wireless – 3G/4G Infill – Development with Mobile Operators & Scottish Future Trust 	Gregor Hamilton (Head of Planning & Economic Development)	Approved	2016 – 2018
	<ul style="list-style-type: none"> CONNECTED BUSINESS <ul style="list-style-type: none"> Continuing to provide support to help encourage digital businesses invest and grow in Dundee through key projects: <ul style="list-style-type: none"> Business Gateway – Digital Skills Program (digital boost) Create Converge – Creative Industries Support Digital Dundee – Knowledge Share events and policy support 	Gregor Hamilton (Head of Planning & Economic Development)	Approved	2016 – 2019

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
Connected	<ul style="list-style-type: none"> ▪ Scottish Cities Alliance – Digital Group ▪ Open Data – 8th City (linked with SMART theme) ▪ Hack Events – Support Dundee University (Chiasma), Abertay, Digital Scotland and private <ul style="list-style-type: none"> • CONNECTED EDUCATION <ul style="list-style-type: none"> ○ Building stronger partnerships between schools, universities and colleges in the area and creating digital innovation HUBs: <ul style="list-style-type: none"> ▪ Dare to be Digital ▪ Dare Schools – Linked to Thinking Digital theme ▪ Digital Dundee – Education events <ul style="list-style-type: none"> • Digital Scotland event – School bus – Linked to Thinking Digital Theme • School Events via Kenny McKeown & Shona Robertson • Link to other cities within Scottish seven cities (Glasgow Waste project) • Young Scot Digital Careers Project – Linked to Thinking Digital theme 	Gregor Hamilton (Head of Planning & Economic Development)	Approved	2016 – 2020
	<ul style="list-style-type: none"> • CONNECTED TOURISM <ul style="list-style-type: none"> ○ Utilising the increasingly improving mobile infrastructure within the city and capitalising on the strength of the city wide tourism development projects to improve digital tourism within Dundee: <ul style="list-style-type: none"> ▪ Dundee App – Crossover with Mobile First theme ▪ Tourism Strategy – Partners include Visit Scotland Scottish Tourism Alliance Dundee City Council/Business Gateway Scottish Enterprise – Events and workshops 	Gregor Hamilton (Head of Planning & Economic Development)	Approved	2017-2020

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
SMART	<p>CITY DATA PROJECT</p> <ul style="list-style-type: none"> Use Open Data Analytics on a city wide partnership basis to contribute to the delivery of a t least 3 innovative services for big data analytics in the fields of Social/Quality of Life outcomes, Environmental Outcomes and Economic Outcomes <ul style="list-style-type: none"> Data Standards Data Publishing Platform Data Analytics Data Community / Capacity building 	Andrew Kesterton (IT Team Leader)	Approved	Dec 2016 – 2018
	<p>MOBILITY SHAREMORE</p> <ul style="list-style-type: none"> Increased mobility for people for lower cost using shareable public vehicles instead of owning own vehicle including sharing corporate fleets and promoting zero carbon low emission fuels to reduce air pollution by prioritising electric and low emission vehicles <ul style="list-style-type: none"> Living Lab approach to programme management Sharemore consumer offer toolkit design and portal Corporate fleet sharing system design and software Smart mobility parking zone design and smart technology to promote sharemore 	Neil Gellatly (Head of Roads and Transport)	Approved	Dec 2016 - 2019
	<p>PUBLIC SAFETY & ALARM OPERATION CENTRE</p> <ul style="list-style-type: none"> Improve public safety and protection of vulnerable adults and children and greater resilience to manage events. Make efficient use of digital assets through being an integration hub and shared platform with Perth to use smart cameras, alarms and traffic analysis <ul style="list-style-type: none"> Install smart technology infrastructure for Safety and Alarm Centre Modernise Public Space Camera infrastructure Integrate smart technology from UTC 	Jacque Anderson (Senior Corporate Improvement Officer)	Approved	Dec 2016 - 2019

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
SMART	<p>SMART WASTE STREET SCENE</p> <ul style="list-style-type: none"> Dundee Smart Street Waste system will deploy a mix of smart technology and data sharing processes through sensors in street and park area bins, solar powered compactor bins, street sweeper vehicles and operator handsets. The aim will be to provide evidence of the optimum mix of bins and operational procedures to demonstrate smart waste systems delivering cost effectiveness and reduced carbon emissions. <p>Additional sensors will be included in selected domestic waste collection bins to conduct operational research on the optimum collection frequency for different waste types. This will contribute evidence to grow the market potential of smart waste systems in improving the cost effectiveness of waste collection.</p>	Rod Houston (Senior Manager Environment)	Approved	Dec 2016 - 2019
	<p>DIGITAL WORKFORCE</p> <ul style="list-style-type: none"> Align 'digital workforce' to the people strategy themes to ensure a joined up approach to developing our people Developing our employees to be comfortable with the technologies we use to deliver services doing this through signing up to the Digital Participation Charter Draft Digital First skillsets, undertake an assessment of existing skills and make plans for personal development training to skill-up staff to the required level of ICT competency (and digital awareness) for their roles Improve digital access for our workforce who currently have little or no access to IT on a day to day basis 	<p>Janet Robertson (Head of HR & Business Support)</p> <p>Janet Robertson (Head of HR & Business Support)</p> <p>Janet Robertson (Head of HR & Business Support)</p> <p>Greg Colgan (Head of Customer Services & IT)</p>	<p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p>	<p>Dec 2016– Jun 2017</p> <p>2017 - 2020</p> <p>2017 - 2019</p> <p>2017 - 2018</p>
Thinking Digital				

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
Thinking Digital	<ul style="list-style-type: none"> Promote a culture that encourages people to increase knowledge by pursuing what technology can achieve for their services rather than just having functional (systems) knowledge 	Janet Robertson (Head of HR & Business Support)	TBC	2018 - 2020
	<ul style="list-style-type: none"> Ensuring that all our employees have the digital tools to do their jobs, no matter what their role or work location 	Janet Robertson (Head of HR & Business Support)	TBC	2017 - 2019
	<ul style="list-style-type: none"> Encourage good use of ‘champions’, promote the sharing of knowledge and skills between staff members, and ensure that those assigned to roll out new processes have appropriate training 	Janet Robertson (Head of HR & Business Support)	TBC	2017 - 2019
	<ul style="list-style-type: none"> Present the Council’s Digital Strategy and objectives to staff at e.g. roadshows and seminars, to get everyone on board, inviting ideas and continuing to communicate regularly 	Steven Kyle (CFTF Programme Manager)	Approved	Jan 2017– Apr 2017
	<p>DIGITAL CITIZENS</p> <ul style="list-style-type: none"> Continuing to further develop the work started through Council initiatives such as Digital on the Move and IT 4 Work which provide access to devices and learning opportunities throughout the city to help give our citizens the skills they need to find work and receive welfare assistance 	Gregory Colgan (Head of Customer Services & IT)	TBC	2017 - 2019
	<ul style="list-style-type: none"> Further encouraging and developing code clubs within our schools and work closely with companies and academia who are carrying out work in this area, such as Brightsolid with their Code Camps or Dundee & Angus College and their Code Academy – crossover with Connected Digital – Connected Education 	Gregor Hamilton (Head of Planning & Economic Development)	TBC	Ongoing

THEME	HIGH LEVEL ACTIONS	RESPONSIBLE OFFICER(S)	BUDGET	TIMELINE
Digitally Collaborate	<ul style="list-style-type: none"> Work with our partners to deliver ICT services that enable Health and Social Care Integration 	Gregory Colgan (Head of Customer Services & IT)	TBC	2016-2018
	<ul style="list-style-type: none"> Engage with national programmes and initiatives such as National Entitlement Card (NEC), Knowledge Hub and the Improvement Service 	Brenda Robb (NEC Programme Manger)	TBC	2016-2018
	<ul style="list-style-type: none"> Work with other local authorities on digital procurement projects, knowledge/skills sharing, channel shift and customer service programmes to maximise efficiencies and deliver more for our citizens – Crossover with Digital Council channel shift programme <ul style="list-style-type: none"> <u>Tayside Region Digital Collaboration</u> A partnership between Perth and Kinross, Dundee and Angus Councils, alongside NHS Tayside to explore opportunities for digital collaboration projects, resource sharing and partnership working across the Tayside region 	Gregory Colgan (Head of Customer Services & IT)	TBC	2016-2017
	<ul style="list-style-type: none"> <u>Local Government Digital Transformation Partnership –</u> Collaboration between most Scottish councils to build a portfolio of collaborative initiatives and project that exploit digital technologies to reduce the cost of services and improve outcomes <ul style="list-style-type: none"> Work with the Chief Digital Officer and their team to aid the delivery of these collaborative initiatives 	Gregory Colgan (Head of Customer Services & IT)	Approved	2016-2019
	<ul style="list-style-type: none"> Remove internal barriers and develop collaboration using lessons learned from successful external collaboration (as above) 	Janet Robertson (Head of HR & Business Support)	TBC	2017 - 2020