



Digital Transformation Strategy

May 2016



BACKGROUND – WHY DIGITAL IS IMPORTANT

The background

The market impact of digital

- Digital Technology will continue to define and redefine business for an entire generation to come
- Digitisation is moving from an innovative trend to a core competence for every organisation
- Digital is multi disciplinary
 - Marketing and communications
 - Information technology
 - Data analytics
 - Business transformation

The background

Technology is changing

- Mobile Internet
 - More people are using mobile devices to access the internet
- Sensor technology
 - Sensors are everywhere transmitting data to the internet
- Cloud computing
 - Software is increasingly a service with data held in the cloud
- Internet of things
 - Many items now have internet connections,
- Big Data
 - Enormous amounts of data are available for analysis
- Open source/open standards
 - Reuse and sharing is becoming common in software

The background

Policy Context

- Digital can help deliver on key policy objectives, can improve outcomes and can save money
 - Digital has a role in prevention by providing early warnings of things going wrong, by better access to information
 - Digital has a role in partnerships by enabling data to be shared
 - Digital can help engage communities
 - Digital can make processes more efficient
 - Achieving budget savings in customer process costs
 - Taking out transaction cost
 - Giving customers a better, faster and more transparent process

The background

What is happening elsewhere

- Government Digital Service (GDS) driving disruptive change in England
- Some English councils looking for savings have been more radical
 - Moved to cloud computing
 - Pushed digital as a channel much harder, sometimes with no choice for citizens or suppliers
 - Leadership from LGA
 - The “Local digital” programme of sharing, learning and collaboration is at a bigger scale than in Scotland

The background

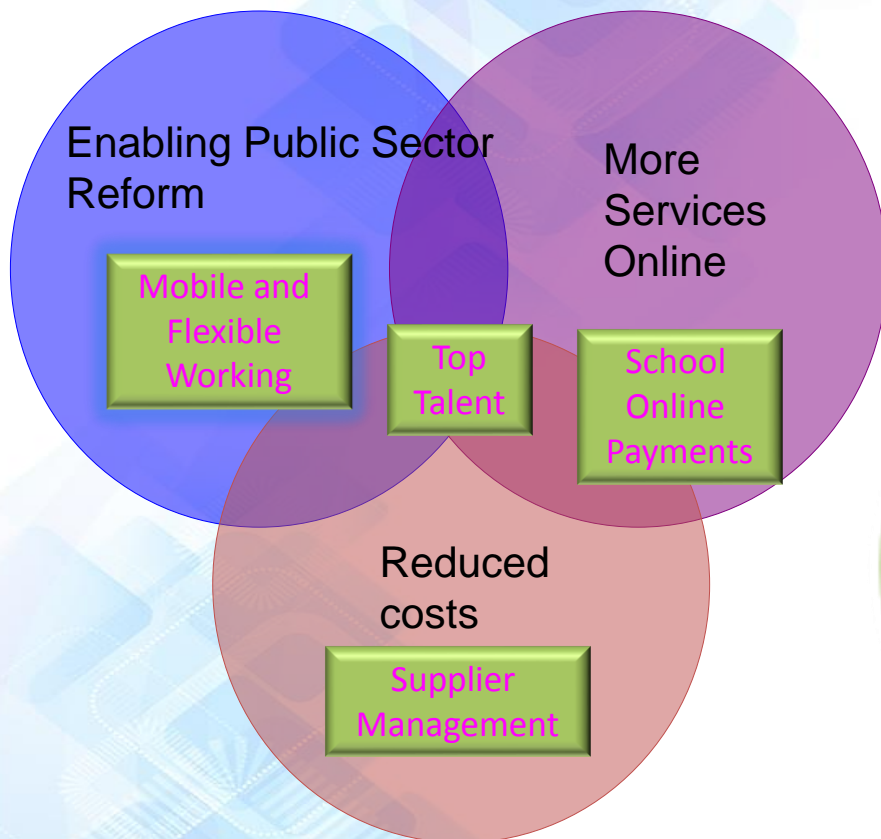
LG ICT Strategy 2013

- The ICT strategy developed 2 years ago has been successfully delivered
- Key deliverables demonstrating the benefits of sharing achieved
- Achieved on a small budget of £300K total over 2 years provided by Scottish Government
- Partners Scotland Excel, Improvement Service, SEEMIS and NSS have all contributed considerable in kind resources
- Close working with the Scottish Government Digital Directorate

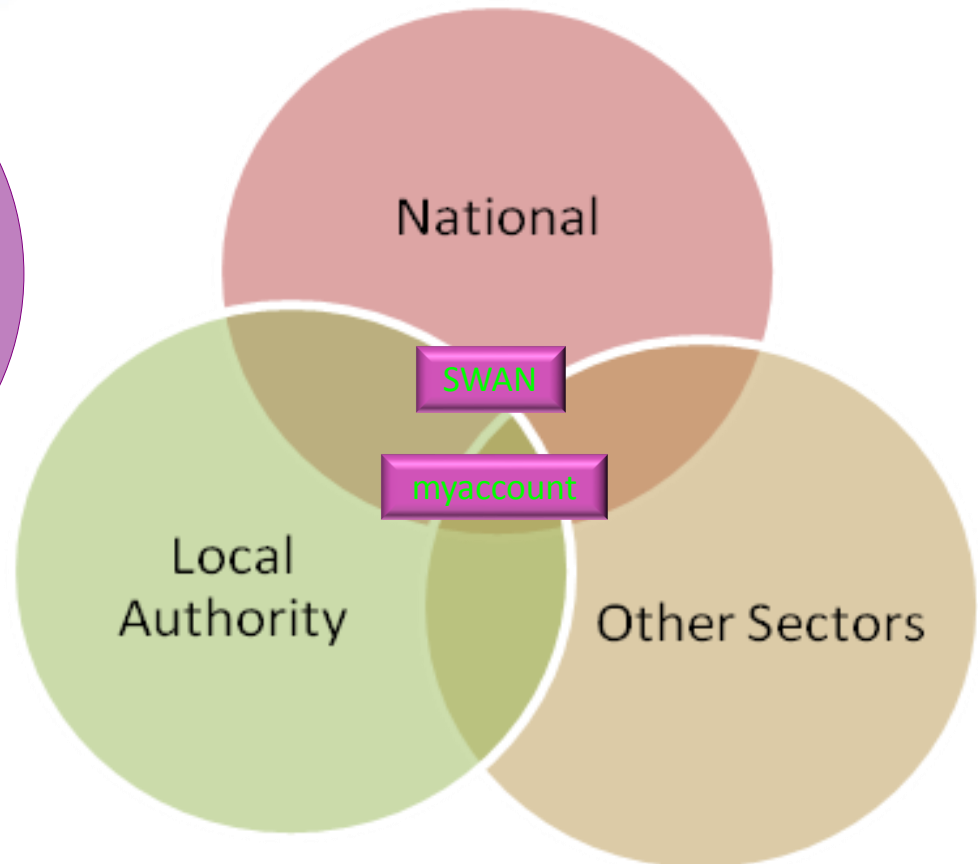
The background - LG ICT Strategy 2013

Some examples of what we have achieved so far by collaborating

What



How



So what has to change?

- We need to move from an ICT strategy with a focus on digital services to a digital strategy enabled by ICT
- As Local Government, we need to move at pace and be more ambitious
- We need to fund collaboration where it will bring benefits
- We need to build on the commitment of our partners to support us.



THE VISION – WHAT CAN WE ACHIEVE

Vision

- By 2020 all councils in Scotland are Digital Businesses
 - Digital will allow us to provide services that are both customer centred and efficient
 - Council services available digitally will be as good or better than those available in the commercial sector - customers will choose to use our services
 - Digital will allow us to deliver better outcomes for citizens

So what could this look like for Citizens

Digital services could transform the lives of every citizen and especially the most vulnerable:

- A patient's view of using telecare today (video at bottom of page)

https://www.rcn.org.uk/development/practice/e-health/telehealth_and_telecare

- Digital has already made an impact on education. "Flipping the classroom" is just one of the techniques being explored by educationalists

<https://www.youtube.com/watch?v=iQWvc6qhTds>

So what could this look like for Councils

Digital technology will transform councils,

Glasgow City Council have already done some great work with Future Cities funding using all forms of digital from sensors to data analytics. Have a look at their youtube clip

- https://www.youtube.com/embed/5n0wX3_QLrc

Camden council have just become Digital council of the year. They have strong commitment from their leader and Chief Executive. Have a look at some of the work they have done on parking

- <https://www.youtube.com/embed/g3DIYKSbyC4>

The London Borough of Newham have saved £10m a year through channel shift

- <https://www.youtube.com/embed/8ExKy9EMOJk>

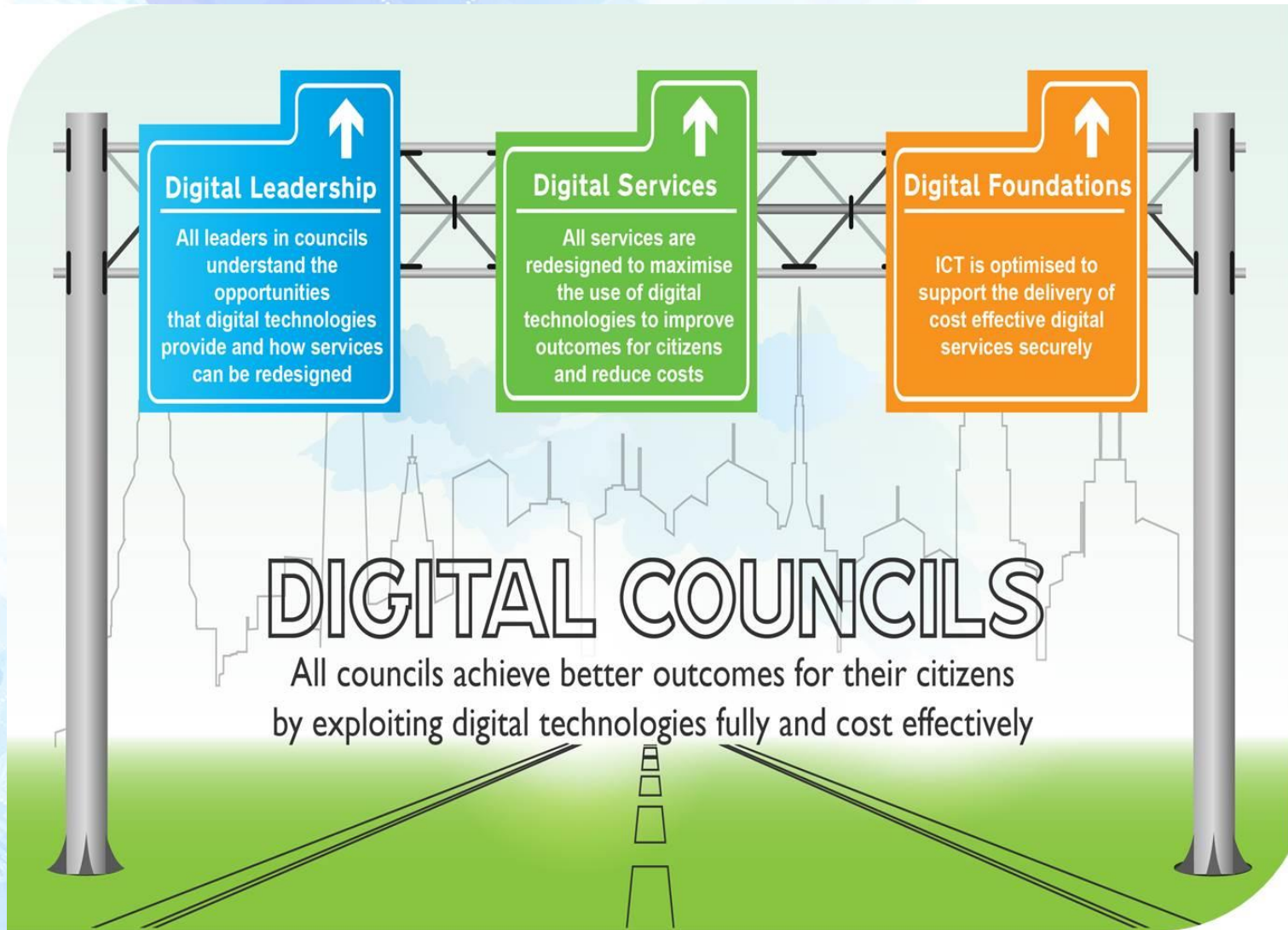


KEY STRATEGIC OUTCOMES AND THE ACTION PLAN – HOW WILL WE ACHIEVE THE VISION

Developing the key outcomes and action plan

- We started from the vision and worked out what the most important areas that we need to focus on are
- We then used outcome based planning to identify what the steps along the way would be.
- We then worked out what we need to do to achieve our vision

A new strategy



Barriers for local government





TAKING EACH OUTCOME IN TURN

DIGITAL LEADERSHIP

- All leaders in councils understand the opportunities that digital technology provides and how services can be redesigned
 - Chief executives and politicians sign up to delivering digital services to meet the needs of customers
 - Professional bodies (ADSW, ADES) have a vision for how digital would transform services and what a digital future would look like
 - Directors and heads of service understand what they need to do to transform this within their service and wider partnership
 - Organisational culture supports digital competence

DIGITAL SERVICES

- All services are redesigned to maximise the use of digital technology to improve outcomes for citizens and reduce costs
 - New services are digital by default
 - Major services are transformed to include digital delivery and data analytics (then transformed to be primarily digital)
 - Internal transactions are digital
 - All councils are achieving business benefits by using social media
 - Citizens chose and trust to use digital

DIGITAL FOUNDATIONS

- Digital foundations – technology is optimised to support the delivery of cost effective digital services securely
 - It is cost effective and best value
 - Councils can access key expertise in new areas
 - Our systems are secure and data protected
 - The role of ICT / Digital Leads covers operational delivery of service

To deliver on the strategy we need

- A coalition of councils who want to shape the agenda, really want to take collaboration forward and who will actively participate
- Funding for a Digital Office with access to experts in digital technology plus some programme management resources
- The continued support of partner organisations such as Scotland Excel, SEEMIS, Improvement Service, SG Digital directorate and NHS NSS, who all have a distinctive role to play



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