

# DIGITAL TRANSFORMATION IN SCOTTISH LOCAL GOVERNMENT

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# REALISING SCOTLAND'S FULL POTENTIAL IN A DIGITAL WORLD

- A Digital Strategy for Scotland
  - To “create digital public services around the needs of the user and to make public services more efficient”
  - “to support our digital technologies industries”
  - “focus our education systems on expanding its digital skills”
- World Class research at our Universities
  - School of Informatics at Edinburgh University
  - Financial Industries Technology
- 3 Innovation Centres focused on Digital
  - Data lab
  - Digital Health Institute
  - CENSIS



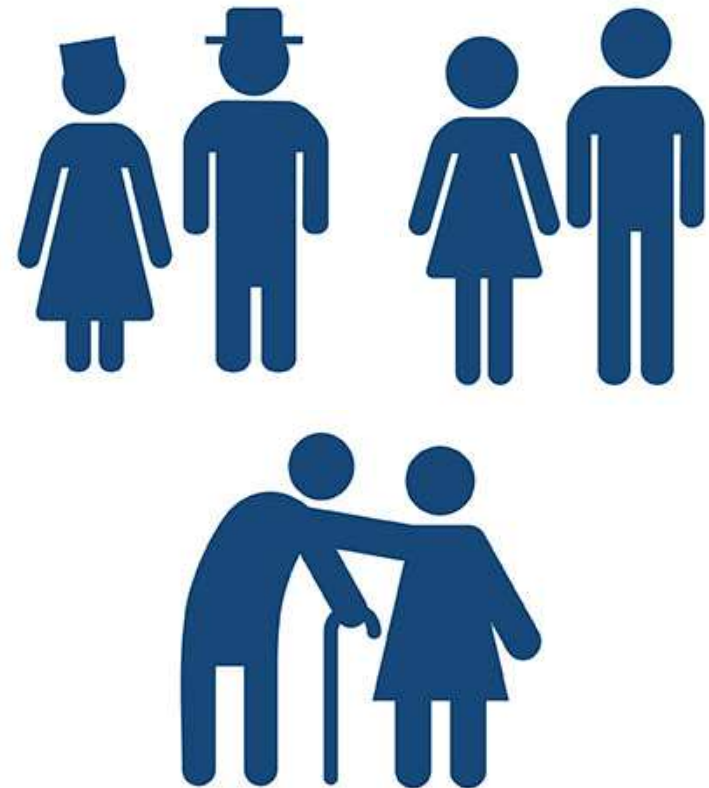
# LOCAL GOVERNMENT IN SCOTLAND

- Population is about 5.5million
- 32 Councils
  - Some urban with dense populations such as Glasgow and Edinburgh City Councils
  - Some rural with distributed and remote populations
- Councils have a wide range of powers
  - Education
  - Social care (working in partnership with the National Health Service)
  - Environment and Place Making
  - Communities including Sports and leisure



# PRESSURES ON LOCAL GOVERNMENT

- Financial
  - Reductions in funding to Local Government
- Demographic
  - A growing population
  - An ageing population
  - An increase in the number of young children
- Citizen Expectations
  - Faster response rates
  - More involvement in decision making



# THE OPPORTUNITIES OF DIGITAL TECHNOLOGY

- Reduce the costs of transactional processes
- Improves Customer service
- Increasingly allows us to improve people based (relational) services
- Improves outcomes for our communities



## THE CHALLENGES OF DIGITAL TECHNOLOGY FOR LOCAL GOVERNMENT

- Introducing Digital technology can be risky and costly
  - Investing at a time of reducing budgets
  - Technology changes very quickly
- Citizen concern about data sharing by public organisations
- Councils are people focused, not technology led



# THE VISION – ALL COUNCILS DIGITAL BY 2020

- Change management and innovation
  - John Kotter
  - Accelerate 2014
- Our Guiding coalition
  - All levels across Local Government
  - Some technical specialists
  - Some leadership
  - Some change management
- Networks of enthusiasts not hierarchies
- A vision led strategy



# THE STRATEGIC THEMES

- Digital Services
- Digital Leadership
- Digital Foundations



# DIGITAL SERVICES

- For social care
  - Telecare and telehealth
  - Efficiency of care in the home
  - Community engagement
- For Education –
  - Parent Zone
  - Digital schools
  - Administration of school processes
- For place making and the Environment
  - Future Cities /smart cities
  - Smart sensors/ Internet of things
  - Drones



# DIGITAL LEADERSHIP

- Culture change at all leadership levels
  - Political
  - Chief executive
- Skills
  - IT skills need to move from management of systems to supporting innovative service delivery
  - Workforce development
  - Agile project management



# DIGITAL FOUNDATIONS

- Move to cloud based services
- Common platforms across councils
- Shared procurement
- Cyber security
- Mobile and flexible working



## THE SOLUTION –THE DIGITAL TRANSFORMATION PARTNERSHIP

- 30 Councils involved
- Distributed Leadership
- Build on individual council strengths
- The Digital Office
  - Chief Digital Officer
  - Chief Technology Officer
  - Programme managers
- Shared resources not a shared service
  - Sharing best practice
  - Agile project management (discovery, alpha, beta, launch)



# FOR LOCAL GOVERNMENT

- The Citizen must be at the heart of digital transformation
  - Digital is about designing services around people
- Innovation can come from across the Local Government family and beyond
  - Partnership is crucial
- To accelerate innovation we need to work differently
- We are on a journey

