ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 30 NOVEMBER 2021

DIGITAL MATURITY ASSESSMENT

REPORT BY SHARON FAULKNER, DIRECTOR OF HR, DIGITAL ENABLEMENT, IT & BUSINESS SUPPORT

ABSTRACT

This report presents details of the Digital Maturity Benchmarking assessment of Angus Council undertaken by the Scottish Digital Office in 2021.

1.   RECOMMENDATIONS

1.1   It is recommended that the Committee:

   i) Notes the contents of the report

   ii) Provides any feedback on the benchmarking and themes

2.   ALIGNMENT TO THE COUNCIL PLAN

2.1   The contents of this report contribute to the achievement of the corporate priorities set out in the Council Plan. This is achieved through providing the Scrutiny & Audit Committee with benchmarking information on Angus Council's Digital Maturity.

3.   BACKGROUND

3.1   In February 2021 Angus Council undertook a Digital Maturity assessment with the Digital Office (LGDO). The purpose of this assessment was to provide a baseline on where we are in our digital transformation journey by capturing the views of our full leadership team and what opportunities exist moving forward. All councils in Scotland are undertaking this assessment. The report on Angus Council was received in August and is attached as Appendix 1.

3.2   **Report Summary**

        As part of the benchmarking the digital maturity score is rated 1 (mainly transactional) to 5 (smart), and Angus was rated 3 (data centric) meaning that Angus Council has been assessed as having a corporate wide systematic approach to digital service design and has started to use data analytics to enable targeted and preventative services. It was noted that no other council has been rated higher than a 3, and Angus currently sits in the top 10% of councils in this rating.

        The positive report highlighted that Angus already had strong leadership around digital enablement and skills pre-pandemic, which put us in a good position to digitally support the council during the pandemic and to continue this work post-pandemic.

        The rollout of Office 365 was recognised as well established, as well as the delivery of many online services.

        The challenges that were highlighted included access to resources, as well as connectivity and infrastructure.

3.3   It was recognised that considerable work is ongoing to address connectivity and infrastructure improvements and that effort and capacity building will be required to maintain and improve on the Digital Maturity position already achieved.

4.   FUTURE DIRECTION

4.1   To come to a shared understanding of what the assessment told us, and the areas where we needed to focus our efforts in the future, CLT held a dedicated session in the form of a "creative conversation", The key themes that emerged are highlighted below.

4.2   **Digital Infrastructure**
        Digital infrastructure remains an issue for Angus and the Digital maturity report highlights the need to continue work with suppliers and developers on local, regional and national connectivity projects.

4.2   **Digital Skills**
        At the start of the pandemic, when many of our staff had to work from home, we responded by equipping people with the essential tools and skills they needed to be able to do their jobs in a digital way. As we move forward, we are looking at how to continue this digital work and build on people's skills to benefit them, enable better hybrid working and improve efficiency. This includes more virtual collaboration, intelligent file sharing, and increased productivity using digital tools.

4.3   **Digital Champions**
        Angus Council is taking part in a Digital Champions programme, delivered by the Scottish Government Digital Office and the Scottish Council for Voluntary Organisations (SCVO). The Digital Champions programme encourages those who have confidence in their own digital skills to support others to improve their skills, build confidence and motivation in a sustainable way.
        We are now relaunching our Digital Champions programme and will be rolling this out per Directorate starting with Vibrant Communities and Sustainable Growth Directorate.
        We will be conducting an Essential Digital Skills Survey with each Directorate, with the results being used to consider the current digital skills needs for those members of staff, as well as aligning that to future plans for digital transformation/skill requirement within their areas.
        Awareness sessions, training sessions, user guides for Microsoft Teams and SharePoint, sitting alongside existing resources for Outlook, OneNote and Excel have supported the upskilling of officers to date.

4.4   **Service Design**
        Citizens expect more transparent, accessible, and responsive services so understanding how we deliver services and rebuilding these to best deliver to the people of Angus, will underpin future digital work.

        We need to ensure that we deliver the right services in the most efficient and effective way possible. In most cases this will be supported by digital tools and methodologies. It was recognised that we need to build on the positive changes made to working practices during the pandemic and continue to challenge the traditional issues of buildings, offices, and dated processes.

        It was highlighted that there is a need to build Service redesign capability across the whole council.

        To deliver this work, projects with a sound basis and strong business case will continue to be needed. The case for change, and the benefits realisation work that comes after they have been delivered, need to be well understood and bought into at all levels.

4.5   **Strategy**
        The breadth and depth of the work done to enable Angus Council to be "Digital by 2020" was considerable and was accelerated by the pandemic. This together with the positive

benchmarking on Digital Maturity means our new Digital vision for 2025/2030 should be ambitious, aligned with the Council Plan and National Digital Strategies and provide significant benefit for residents, businesses and Angus Council.

5   FINANCIAL IMPLICATIONS

5.1   There are no financial implications arising directly from this report.

6.   EQUALITY IMPACT ASSESSMENT

6.1   An equality Impact Assessment is not required as this report is providing benchmarking and reflective information for members.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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List of Appendices:

Appendix 1 - Angus Council Digital Maturity Assessment (Leadership and Skills) Main Report