

Digital Strategy High Level Development Plan

Our **Digital Strategy** outlines how we are going to develop and use ICT over the next four years to help us deliver our strategic ambitions. This **Development Plan** focusses on realistic headline actions we can take now to start delivering our Digital Strategy.

HIGH LEVEL ACTION	RESPONSIBLE OFFICER(S)	TIMELINE
<u>Sound ICT & Digital Governance</u> Ensure ICT investment and resourcing decisions are aligned with strategic principles by embedding the ICT Transformation Board, as the corporate governance group for scrutinising and prioritising major programmes of ICT work Exploit opportunities for efficiencies; information and knowledge sharing; and increased joint working by: • building on collaboration work already being carried out locally (with Angus and Dundee Councils, and NHS Tayside), including the Digital Maturity Model • further developing collaborative links between Angus and PKC IT Management Teams to grow our leadership, assurance and oversight of joint working • participating in national fora such as the Local Government Digital Office	Head of IT & Revenues & Corporate IT Manager Head of IT & Revenue & Corporate IT Manager	Mar 2016 onwards Apr 2016 onwards Apr 2016 onwards Apr 2016 onwards
<u>Online by Design and Channel Shift</u> Improve the customer experience by making a wider range of Council services available 24/7 online from anywhere and any device. This includes: • delivering the Online Services transformation project to identify a shared corporate solution and work with Services to implement this within their business area • 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 • further redesign of the website to focus more on the customer experience • trial Payment Kiosks, Web Chat and auto attendant as additional channels for customers to engage with us	IT Service Manager & IT Team Leader IT Service Manager IT Team Leader IT Team Leader IT Team Leader Service Centre Manager	Aug 2016 onwards Jan 2017 onwards Apr 2017 onwards Jan 2017 onwards Nov 2016 Mar 2017

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<u>Mobile Working</u> Transform how field based staff work and deliver services by developing and implementing mobile solutions based on a single enterprise mobile working toolkit for the Council. Enabling PKC field based staff to be truly mobile will improve productivity, reduce costs and increase employee and customer satisfaction. Initial activity will focus on: • implementing a scheduling and mobile solution for Housing Repairs as early adopters of the enterprise solution • identifying opportunities for mobile working across all Services • agreeing a prioritised rolling plan of mobile solutions implementations • developing standardised approaches to business process redesign, and the identification, tracking and realisation of benefits	IT Service Manager & IT Team Leader IT Team Leader IT Team Leader IT Team Leader	Oct 2016 onwards Jan – Apr 2017 Apr 2016 onwards Oct 2016 onwards Oct 2016 onwards
<u>Growing PKC as a Digital Organisation</u> Grow PKC as a “digital” organisation that is well placed to benefit from digital approaches and new technologies by: • Changing the way we think about “digital”: Supporting our decision makers to consider the impact of digital technologies on the PKC operational environment at points of change and translating these fundamental shifts into effective new ways of working that enhance the quality and accessibility of our services and the well-being of the workforce. Growing our digital capacity and competencies: addressing capability gaps; unlocking latent digital talent and providing consistency and equity in the professional development of our workforce via accessible digital learning pathways, including: • revising our induction process to include evaluation of the digital skills of staff new to the organisation and where appropriate, identifying areas for further supported development • inclusion of digital skills in ERD conversations • expanding the use of the Learn, Innovate Grow approach • targeting learning opportunities: this means recognising the wide range of digital skills and knowledge already available within the workforce to grow confidence in the use of digital technologies; nurture existing digital creativity and embed safe	IT Service Manager working in collaboration with colleagues across the Council as appropriate including Employee Innovation & Engagement Manager & HR Service Manager IT Service Manager working in collaboration with colleagues across the Council as appropriate including Employee Innovation & Engagement Manager & HR Service Manager	May 2016 onwards May 2016 onwards

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and appropriate practice • where appropriate, identifying the key digital skills required by employees, within job families and building these into our recruitment approaches • reinforce our commitment to supporting decision makers by extending the Learn, Innovate, Grow approach to skills development into the elected member induction and subsequent development programme for the new Council Making sure no citizen is left behind: developing a holistic PKC “assisted digital” environment that provides a range of approaches, strategies, and actions aimed at ensuring the widest possible customer base for our digital services and a high quality experience for those who use them. This includes: • initial discovery: working with community representatives to identify both the customer groups who cannot use online services on their own and the current barriers preventing such use • identifying and sharing information about existing “assisted digital resources” • developing a corporate assisted digital approach that sets and promotes organisational standards (and monitors performance against these) to ensure the customer perspective is consistently at the centre of our planning around digital services		May 2016 onwards
<u>Building Resilient Digital Foundations; Delivering New ICT Capability</u> Build and maintain our digital foundations: ensure continuing access and high availability to the ICT tools we use to deliver services by: • maintaining and developing our core infrastructure including for our network; servers and user devices such as PCs, thin clients, tablets and phones • ensuring the continuing availability / fitness for purpose of key ICT services such as telephony, email and internet access • maintaining and upgrading our key business applications and standard software such as Word and Excel to ensure these continue to meet business needs and remain within vendor support • keeping our information secure and protected, including anti-virus and filtering; disaster recovery and business continuity planning; and enabling safe data transfer	David Adams IT Service Manager	2016 – 2020

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Increase the pace of our digital change and provide increased resilience for our ICT Infrastructure by working more closely with public sector partners and peers to share information; skills; expertise and resources.	Corporate IT Manager	June 2016 onwards