Appendix 2: Digital Perth and Kinross - Digital Strategy 2023-27

Delivery Plan to 31 December 2024

Our **Digital Strategy** signposts Perth & Kinross Council's digital ambitions for the next 5 years.

The Plan focusses on realistic headline actions we can take now to develop and maintain the sound digital foundations and common building blocks on which our new digital services and capabilities will be built.

Beyond our core infrastructure:
- the Council continues to operate a de-centralised model, with strategic responsibility for digital ways of working, change initiatives, direction and planning managed within individual Services' BMIPs: this includes investment in, and delivery of, business systems and applications
- planning approval and monitoring routines are already in place for active strategic workstreams such as Data and Analytics; Mobile Working and Online Services; Mosaic implementation and delivery of the Customer Services Strategy
- new digital initiatives that launch during the life of the Strategy will be agreed via the Digital Board, a key responsibility for which will be endorsing proposals for the governance, planning and scrutiny of related activities.

Indicative start times for planned activities are summarised as follows:
- **Now** indicates work has started or is planned to start within the next 6 months
- **Next** indicates work is planned to begin within the next 12 months
- **Later** indicates work is planned to begin before end December 2024.

This plan highlights the headline actions to enable delivery of this Strategy. Following approval of the Digital Strategy, further engagement and consultation with Services will take place, and together with ongoing alignment with the evolving Transformation and Change Programme, this will ensure the digital delivery plan remains relevant, aligned to Council priorities and current. The Plan will be approved, assured and overseen by the Digital Board.

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	**Next**	**Later**
Placing communities and the citizen at the heart of how we work	**One Front Door** Consolidation / standardisation of contact centres, tools and technologies; use of webchat functionality; streamlining of processes	X		
	Simple, standardised access to all services Implementing a standard, secure approach for citizens to confirm their personal identity			X
	Council Concessions: streamlining the application process Optimising the application process / flagging entitlement to other concessions / benefits / assistance)		X	
	E-billing for Council Tax and Non-Domestic Rates Avoiding costs (postage) / improving service efficiency by promoting Council Tax e-billing to citizens and businesses		X	
Everyone Connected	**Digital Ambassador Network** Creation of community of digital good practice to support citizens interacting with the Council online, reduce risk of digital exclusion and grow uptake in the Council's online services Continue to progress the Digital Exclusion Action Plan and work with partners on this through the Digital Participation Working Group	X		
Tackling the climate challenge	**Informed Climate Action Plan decision-making** Combining data & analytics capabilities with data gathered via new technologies such as IoT, sensors and drones to inform Climate Action Plan priorities and workstreams (e.g. monitoring / reducing property and energy costs)			X
P&K Digital welcome	**Consolidation / rebrand of Council websites** Modernisation / consolidation of the Council's external facing websites: reducing costs, securing content and keeping it accessible / up to date		X	

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	**Next**	**Later**
	Perth Museum digital infrastructure Deliver a fit for the future digital infrastructure for Perth Museum that enables an engaging, interactive visitor experience	X		
Smart P&K / Internet of Things	**Corporate IoT Roadmap** Investigate options for implementing an enterprise IoT platform: to encompass multi-disciplinary deployment of sensors / drones and tie in directly with corporate platforms such as Building Management; Data warehouse and Mobile Working platform		X	
Connected Places	**Open Data** Continuing to make more data available via the P&K Open data platform, to stimulate local digital business growth and development		X	
Protecting / caring for vulnerable people	**Enterprise social care platform for adults and children services: Mosaic Implementation** Technical implementation of enterprise social care: integration with Integra, Mobile Working platform and Community Health systems; and implementation of a secure Citizen self-service portal	Programme ongoing til 2025		
Digital Classroom: helping our children and young people to achieve their full potential	**Enabling digital classrooms** Evaluating emerging options for managing school based users and devices to optimise digital for learning and teaching		X	
	One to One devices Rethinking device provision in schools: supporting roll out of Scot Gov Device for Every Learner initiative: device standards; accessibility; security / all remote device management; repurposing existing classroom devices	Dependent on release of Scot Gov funding		
	Full Fibre Connectivity: schools Concluding LFFN programme; planning full fibre provision in all education establishments to meet growing demand for broadband from increasing use of digital and the number of devices in use	X		

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	**Next**	**Later**
	Wi-Fi in schools Improving Wi-Fi density as well as coverage in schools to support new ways of delivering learning and teaching / readiness for Scot Gov Device for Every Learner initiative	X		
	Infrastructure design for new school builds Planning / delivery of core infrastructure for school rebuilds / refurbishments (Riverside PS; Perth High School; Bertha Park PS; Rattray PS; Perth Academy and Perth Grammar School)	As per ECS delivery timelines		
Smarter Working	**"One Council" review / rationalisation of business systems** Reviewing business systems including mapping the existing application landscape; governance; technical and business fit; future development strategies; supplier engagement; contract management and opportunities for sharing and rationalisation (in alignment with the Transformation and Change programme) Review to include opportunities for strengthening the role of the Digital Board as governance group / strategic owner of PKC business systems		X	
	Growing our Digital Leadership Taking a collaborative approach to growing digital leadership and awareness across the organisation: embedding a "One Council" culture for digital planning, investment and change / redesigning services around life events, to respond to the end to end customer journey. Reinforcing the Digital Board's governance role / IT's role as the Council's trusted digital partner	Digital Board reviewed Now; Digital Leadership programme ongoing 2023-27		
	Delivering the IT Asset Management Plan Ensuring our digital foundations remain optimised, secure, maintained and fit for the future; delivering the IT Capital Programme to renew key assets, support Council priorities and put in place the building blocks needed for future digital change and improvement	Ongoing 2023 -27		
	Enabling hybrid working Ensuring fit for purpose infrastructure, including provision of video conferencing equipment to a limited number of meeting spaces within 2 High Street, Pullar House, Carpenter House and Secondary Schools / Campuses to support hybrid working and meet the needs of evolving workstyles	X		

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	**Next**	**Later**
	Mobile Working and Online Services Programmes Approved as part of 2015 Building Ambition Programme. Platform approaches in place to provide standard enterprise tools, approaches and development expertise / support. Programme Plan / methodology for prioritising development requests approved and monitored by the Digital Board	Ongoing 2023 -27		
	Microsoft Environment Develop sustainable support model for the Council's evolving MS Cloud environment (Azure) Investigate emerging MS analytics capabilities to inform corporate future licensing profile / target digital skills support Build capacity / standard approaches for optimising value from investment in Microsoft resources. To include actively seeking opportunities for using evolving MS tools to streamline, simplify and automate processes and working with Services to identity more efficient ways of working / collaborating with service users and colleagues	X		
	PKC / MS Teams telephony integration Moving from fixed provision to flexible anywhere calling / telephony communications. Integrating internal and external telephone calls into MS Teams to make softphone services available for up to 3000 PKC users. Removes requirement for physical handsets / supports hybrid working	X		
	Full Fibre Connectivity: corporate buildings Concluding LFFN programme / planning full fibre connectivity beyond LFFN to meet growing demand for gigabit internet speeds from increasing use of digital	X		
	Wi-Fi: corporate buildings Redesign of corporate workplaces / delivery of robust Wi-Fi for flexibility / to support hybrid working	X		

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	**Next**	**Later**
	New mobile device management solution / processes Implementing improved remote administration and maintenance for devices, to align with fit for the future network model and smarter ways of working	X		
	Migration of Business Systems to the Cloud Vendors increasingly nudging system owners towards cloud-based solutions: • embed a standard organisational approach for identifying opportunities / benefits of migrating business systems to the cloud. To include informed consideration of PKC business requirements; availability of alternative / existing solutions; fit with PKC digital architecture; information security and data protection; total cost of ownership; continuing ownership / availability of data; and vendor's roadmap and licensing model • develop a P&KC Cloud Framework / Playbook to positively influence safe, consistent use of cloud solutions	Ongoing		
Data and Analytics	**Strategic Data and Analytics (D&A) Programme** The Council's strategic vision for D&A, approved by EOT in 2020, is to ensure trusted data enables the Council to make information driven decisions and to innovate to deliver better services and value. Associated D&A work programme provides the roadmap for delivering: • New data and analytics tools, including visualisation and reporting capabilities (MS PowerBI and ESRI ArcGIS Enterprise) and cloud hosted data warehousing built in MS Azure • Improved data quality and consistency resulting in better intelligence and more efficient service delivery • An effective data and analytics organisation and operating model ensuring resources, skills, expertise and services are appropriately aligned with the needs of the Council • Proactive data sharing and re-use, breaking down information silos and maximising the value and intelligence gained	Ongoing 2023-27		

STRATEGIC AREA	ACTIVITY	INDICATIVE START TIME		
		Now	Next	Later
Securing and Accessing our Information Assets	**Fit for the future IT network model** Significantly enhanced security, flexibility and resilience through delivery of a fit for the future IT network model. Includes developing options and cost / benefit analysis for moving to a zero trust architecture model to provide secure, verified, personalised access to Council resources.	Initial foundations in place by end 2023		
	Optimising benefit from the Council's Cyber Security Operations Centre (CSOC) Extending the infrastructure monitored and embedding / enhancing CSOC processes, to provide expanded 24/7 security monitoring and increased protection	X		
	Enhanced MS365 Security features Implement enhanced security / compliance features available within the MS365 licensing environment		X	