

Public Document Pack

Late/Supplementary Information for Scrutiny Board (Strategy and Resources) on Monday 1st April 2019.

Pages 1 – 20: Agenda item 10 – Embracing Digital Technology Solutions - draft Scrutiny Inquiry report.

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Leeds
CITY COUNCIL

scrutiny



**Strategy and
Resources**

Embracing Digital Technology Solutions.

Draft Inquiry Report



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Desired Outcomes and Recommendations

Desired Outcome – That there is an effective digital leadership skills learning offer put in place by the Council to develop its own workforce.

Recommendation 1 – That the Director of Resources and Housing ensures that an initial evaluation of the Council’s Digital Leadership Skills learning initiative is undertaken within 6 months of its formal launch and that the findings of this evaluation are shared with Scrutiny.

Desired Outcome – That there is a Directory of Digital Innovation in place for staff to easily access and use.

Recommendation 2 – That the Director of Resources and Housing ensures that an initial evaluation of the Council’s Directory of Digital Innovation is undertaken within 6 months of its formal launch and that the findings of this evaluation are shared with Scrutiny.

Desired Outcome – That learning from previous funding application processes is maximised to assist in securing future bid opportunities surrounding the delivery of digital solutions.

Recommendation 3 – That the Director of Resources and Housing leads on undertaking a review of lessons arising from the recent national funding application process for the delivery of digital solutions and maximises this learning to help prepare for similar bid opportunities in the future.



Introduction and Scope

Introduction.

1. The environment in which local government operates continues to be one which presents significant financial challenges to all local authorities, including some areas of significant uncertainty.
2. The scale of the funding gap between 2019/20 and 2021/22 is reflected in the Council's Medium-Term Financial Strategy and projected to be in the order of £13.8m, £52.0m and £31.0m respectively in each financial year. For the period covered by the Financial Strategy there is an estimated overall budget gap of £96.8m.
3. At the beginning of the municipal year, we noted the valuable work being progressed around seven key budget workstreams which, when successfully implemented, are anticipated to contribute significantly in the achievement of a balanced budget position in each of the years covered by the Council's Medium Term Financial Strategy.
4. Linked to this, particular reference was made to the 'Digital' budget workstream focusing on the further use of technology to help reduce costs and improve customer experience. At that stage, we were keen not to duplicate the inquiry work that was undertaken by the former City Development Scrutiny Board during 2015/16 on powering up the Leeds economy through digital inclusion. We were also mindful that this remains a key area of interest in terms of progress monitoring by the current Infrastructure, Investment and Inclusive Growth Scrutiny Board.
5. However, as a Scrutiny Board we felt that we could still add further value to this agenda by reviewing the cultural readiness

of the Council in terms of embracing digital technology solutions towards becoming a more efficient and enterprising organisation. We therefore agreed the terms of reference for this inquiry in September 2018.

Scope of the inquiry.

6. The purpose of our inquiry was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - Existing digital leadership skills within directorates to drive service improvements including the process/people changes which make effective use of existing digital technologies;
 - The extent to which existing research and good practise digital approaches within other local authorities or private companies is gathered and disseminated;
 - The extent to which Service User Design methodologies are being promoted and utilised across directorates to deliver user centric services;
 - The extent to which service areas across directorates are being encouraged and supported to re-use existing technology rather than procure bespoke solutions.

Best Council Plan.

7. We acknowledge that it is more important than ever that the Council continues with its programme of becoming a more efficient and enterprising organisation and



Introduction and Scope

be driven by the ambitions and priorities set out in the Best Council Plan 2018-2021.

8. In particular, the Best Council Plan recognises that our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change. Whilst face-to-face customer contact remains important, the Plan acknowledges the need to continue using and developing technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them.

Desired Outcomes, Added Value and Anticipated Service Impact.

9. In undertaking this inquiry, we set out to review the cultural readiness of the Council in terms of embracing digital technology solutions towards becoming a more efficient and enterprising organisation.
10. In doing so, we acknowledged that there was also an ongoing programme of work being driven by the Council's Digital Information Service which involved exploring opportunities to rationalise existing systems; replacing databases with secure and compliant solutions; and empowering more Council leaders and decision makers to identify how they can improve their own processes and deliver services in a more modern way.

11. During the course of our inquiry, we therefore welcomed the opportunity to share our views and influence key development milestones as part of this ongoing programme of work. Further details of this are set out within our report.
12. In terms of achieving a longer term cultural shift towards embracing digital technology solutions, our own inquiry findings reflect upon the continued effort and commitment towards achieving the following desired outcomes:
 - That all leaders, managers and staff are being educated to understand 'Digital' and the opportunities it can bring;
 - That more service areas across directorates are proactive in making the most of emerging digital automation, on-line service delivery and mobile working solutions.

Equality and Diversity.

13. The Equality Improvement Priorities 2016 to 2020 have been developed to ensure that the Council meets its legal duties under the Equality Act 2010. The priorities will help the council to identify work and activities that help to reduce disadvantage, discrimination and inequalities of opportunity to achieve its ambition to be the best city in the UK.
14. Equality and diversity issues have been considered throughout this scrutiny inquiry and the individual, organisation or group responsible for implementation or delivery of the recommendations arising from this inquiry should also give due regard to equality and diversity and where appropriate, an equality impact assessment will be carried out.



Conclusions and Recommendations

Progress towards increasing digital inclusion.

15. Within the Best Council Plan, it is recognised that Leeds' digital infrastructure is vital to our future success. As such, one of the main priorities set out within the Plan is around strengthening 'Smart City' infrastructure and increasing digital inclusion.
16. The importance of this agenda was also recognised by the former City Development Scrutiny Board which had undertaken an in-depth inquiry during 2015/16 on powering up the Leeds economy through digital inclusion.
17. This also remains a key area of interest to the current Infrastructure, Investment and Inclusive Growth Scrutiny Board as it continues to monitor progress made in achieving the desired outcomes arising from the earlier Scrutiny Inquiry. In particular, we note that progress continues to be monitored in terms of delivering the 100% Digital Leeds programme, which aims to tackle digital and social exclusion by providing people with the skills and confidence they need to access digital technology.
18. While the main focus of the 100% Digital Leeds is to increase digital inclusion amongst Leeds citizens, it also recognises the importance of digital skills and confidence for the Council's workforce as improved digital skills brings new opportunities for staff development as well as increasing efficiency, productivity and motivation within people's current roles. The Infrastructure, Investment and Inclusive Growth Scrutiny Board has therefore

been monitoring progress in relation to digital skills development for Council staff too, with particular focus on the use of the main online learning platform 'Learn My Way' and the work being driven by the eSkills Development Team.

19. Whilst we were mindful not to duplicate the work of another Scrutiny Board, we acknowledge that there are clear linkages with the broader work being undertaken around increasing digital inclusion in terms of achieving an organisational culture shift towards embracing digital technology solutions.

Using digital technology to drive efficiencies within our own internal systems.

20. Almost all service areas of the Council use software to some degree to provide their services to the citizens of Leeds and deliver our own business processes. The Council currently uses in the region of 350 software applications and has 64,000 databases of which 300 are in regularly in use. We therefore acknowledge the potential rewards of finding more innovative ways of becoming a more efficient and enterprising organisation using digital technology solutions.
21. Whilst the 100% Digital Leeds programme continues to progress, we do also acknowledge the importance of ensuring that service users continue to have other methods of engaging with Council services, such as face to face or telephone conversations with staff. However, we also recognise that by developing digital technology solutions to



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offer greater self-serve options, this inevitably will free up capacity for staff to assist those unable to access services online.

22. Linked to this, we welcome that there is a programme of work ongoing to ensure all our systems comply with statutory initiatives such as GDPR (Data Protection), PCI (Payments) and PSN (network connectivity) whilst also seeking to identify opportunities to rationalise systems and replace databases with secure and compliant solutions.
23. The programme also sets out to give service managers the opportunity and information to enable them to identify how they can improve their processes and deliver services in a more modern way, which should also result in cashable savings to the authority.
24. During our inquiry, we received an overview of key projects demonstrating that the Council already has many good examples of digital solutions which have been deployed successfully with the right level of user design, engaging across various service areas as necessary and delivering benefits to the organisation.
25. Linked to this, we considered in more depth two case study examples showing how different service areas of the Council have embraced digital technology to make service delivery improvements to both staff and service users and the methodology that was used to achieve a successful outcome. These service areas are the Leeds Building Service and the Multi-Agency Risk Assessment Conference (MARAC) service. Our observations in relation to these particular case studies are referenced later in our report.

Leading from the front to embrace digital technology solutions.

26. In driving forward this agenda, we recognise the importance of ensuring that all leaders around the Council have a greater understanding of how digital technology can transform their services and make improvements. Linked to this, we initially discussed the potential merits of having a single champion or joint leadership forum to raise the profile and drive the digital agenda forward. However, we also acknowledged that the new role of 'Head of Digital Efficiencies' was primarily created to generate more interest and work with leaders so that they themselves can develop the necessary change skills to lead from the front. We therefore accept that this approach will have a greater impact in terms of achieving a longer term cultural shift.
27. Linked to this, we were informed that work had already been undertaken by a small number of senior officers to describe what the expectations should be on digital leaders going forward in order to ensure we have good digital decision making that fundamentally takes account of what citizens want and how staff will work. We therefore welcomed the opportunity to also share our views around what these expectations should be.
28. In doing so, we particularly discussed the expectation being placed on leaders and decision makers in terms of ensuring that data is kept safe and secure. We felt that this area needed to be broadened to also reflect the importance of having effective resilience measures and



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business continuity arrangements, which is an area that we have addressed in more detail later in our report.

29. In response to this, we were pleased to note that action was immediately taken to update this particular expectation so that leaders and decision makers are now expected to 'ensure data is kept safe and secure and consider business continuity arrangements'.
30. Moving forward then, we are fully supportive of the complete set of expectations that are being placed upon leaders and decision makers in terms of needing to:
 - think citizen first, involving service users and staff, aiming to simplify processes.
 - focus on outcomes not the technical solution, learning from others within the sector
 - construct well thought out business cases with cashable and non-cashable savings being realised
 - be willing to compromise taking account of the 80/20 rule and work with others who need similar solutions
 - work innovatively, recognizing failing fast can be beneficial.
 - lead by example, championing the use of digital tools and promoting flexible ways of working.
 - encourage staff to explore new digital opportunities and ensure they have good digital skills both in the workplace and in their home life.
 - ensure full advantage is taken when technology is implemented, including appropriate training for staff.
 - ensure data is kept safe and secure and consider business continuity arrangements.
31. Linked to the above, we also welcomed the intention of the Digital Inclusion Service to work closely with HR in establishing a digital leadership skills learning initiative to help decision makers understand more about how technology could help them deliver their services in more innovative, cost effective ways.
32. We were also pleased to note that this work would involve researching what other public sector bodies offer in terms of digital leadership learning offers, in particular with Greater London Authorities who were already in the process of undertaking digital leadership training and had committed to making their content freely available once their pilot courses were completed in 2019.
33. At the time of completing our report, we are very pleased to acknowledge that a large proportion of that work has been completed and that the Council's initial Digital Leadership Skills learning initiative was formally launched to coincide with ALL DIGITAL Week, which is an annual pan-European digital empowerment campaign.
34. As a new initiative, we do recognise the need to evaluate its initial impact and explore what further developments may be needed moving forward. We therefore advise that an initial evaluation is undertaken within six months of its formal launch and that the findings are also shared with Scrutiny.



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Recommendation 1

That the Director of Resources and Housing ensures that an initial evaluation of the Council's Digital Leadership Skills learning initiative is undertaken within 6 months of its formal launch and that the findings of this evaluation are shared with Scrutiny.

Engaging effectively with staff to help deliver user-centric services.

35. It is vital that we think about the citizens' experience and expectation and how technology can help us to deliver services to those people in society that do want to engage in a digital way. We are therefore pleased that the first expectation being placed upon leaders and decision makers does reflect the need to think 'citizen first'.
36. We are also pleased that the same expectation reflects the need to involve service users and staff too as we fully recognise the need for services to embrace the experience and knowledge of frontline staff in terms of helping to identify priority areas that could be improved through the use of technology.
37. During our inquiry, we particularly considered the approaches adopted by the Leeds Building Service and the Multi-Agency Risk Assessment Conference (MARAC) service in developing a digital solution that would improve the delivery of their services for both service users and staff.
38. To achieve this successfully, we noted that both service leaders had ensured that frontline staff were actively engaged in the process redesign work as this meant that their knowledge and experience was being harnessed in terms of helping to identify efficiency measures that would meet the needs of service users. In addition, this approach also enabled staff to evaluate any new technology being proposed and to make any suggested improvements that would help it to become even more user friendly and meet the requirements of the workforce too. Staff are also more likely to embrace digital technology solutions that they themselves have helped to inform rather than having it being imposed upon them without any form of engagement.

Standardising systems and encouraging services to re-use existing technology

39. When looking at digital technology solutions to achieve efficiencies across the Council, we very much recognise the value of digital leaders across directorates being encouraged and supported to re-use technology rather than procure bespoke solutions.
40. It is important to have a clear set of requirements from which the service can then determine if there is an existing technical solution that the Council already owns; can be delivered by an in house technical team or partner team; or if an external company needs to be used, going to market in line with Contract Procedure Rules.



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41. To assist in this regard, we acknowledge and welcome the supportive role of staff within the Digital Information Service and particularly the 'Head of Digital Change' staff that are assigned to work with each directorate.
42. This supportive role is particularly helpful as digital leaders need to be mindful of the sales techniques of suppliers to push their particular product and therefore need to be gleaning knowledge from a range of suppliers and gaining an understanding of how other organisations have implemented solutions to inform them in determining their requirements for a digital solution.
43. We noted that both the Leeds Building Service and the Multi-Agency Risk Assessment Conference (MARAC) service had worked closely with colleagues within the Digital Information Service to look at process redesign. As a result of this, the Leeds Building Service was able to identify a suitable technology solution that was already being adopted by a number of other Council services (i.e. Total Mobile software).
44. However, in recognition of the highly complex and sensitive nature surrounding the MARAC service, we noted that a decision was made from the outset to form a project team that involved a range of Digital Information Service staff to help identify an appropriate technology solution. As part of this process, a detailed cost/time analysis and scoring process was undertaken to help rate potential internal systems against the needs of the service. Once it was established that an external solution was required, further work was undertaken by the project team to find an appropriate supplier.
45. In relation to this particular service redesign, we are very proud to learn that Leeds City Council is trailblazing in this area of work and as such, the identified supplier (IT Works Scotland) is keen to work with the Council as a partnership to further develop this system so that it can be promoted more widely as an exemplar of good practice to other local authorities across the country.
46. As we do move forward in encouraging more services to embrace digital technology solutions, we also recognise the importance of promoting robust resilience measures to address any potential system failures. In relation to this, we were informed that service areas are already required to incorporate resilience issues as part of their own business planning approach, whilst the broader corporate risks surrounding cybercrime remain a key feature of the Council's emergency planning and risk management function. It was also noted that general IT systems are regularly tested to help mitigate against system failures.
47. Linked to this, we recognise that business plans are only effective if kept up-to-date and therefore services need to be vigilant in undertaking desk top exercises to go through them to ensure

The importance of resilience and business continuity planning.



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- they are refreshed annually and remain fit for purpose.
48. The Council's city-wide resilience and emergency planning functions also fall within remit of the Strategy and Resources Scrutiny Board and as such, it has been common practice for this particular Scrutiny Board to receive and consider the Council's Annual Corporate Risk Assessment Report. We therefore considered this report back in September 2018 and in doing so, had agreed to undertake further scrutiny of current resilience and emergency planning arrangements in Leeds, which we undertook during February 2019.
49. In doing so, we acknowledged that the Civil Contingencies Act 2004 made it a statutory duty of all Category 1 responders (which includes local authorities) to have in place Business Continuity Plans. These are documented procedures that guide organisations to respond, recover, resume and restore the continuity of prioritised services and functions in the event of an emergency or disruptive incident.
50. Linked to this, we were also assured that business continuity is well embedded within the Council, with 79 services identified as being key or critical, each having a Business Continuity Plan implemented.
51. Emergency and Business Continuity planning within each of the Council's directorates is overseen by each Directorate Resilience Group (DRG). Chaired by a Chief Officer, the DRG's have a key role in providing assurance to the Director that the resilience arrangements and response capabilities of the directorate are implemented,
- maintained and developed in line with changing risks.
52. We also acknowledge and welcome the role of the Resilience and Emergencies Team in giving support to the Council's critical services and functions with devising and delivery of exercises to test Business Continuity Plans. These are desk-top based, and provide the opportunity to test and challenge managers and teams (in a safe environment) with their arrangements and decision making during a range of incident scenarios.
53. As a minimum, each Business Continuity Plan is subjected to an annual review, though plans are revised each time a change to the service is implemented or findings from incidents and exercises inform further development. In addition to this, an Annual Business Continuity Report has been produced since 2003 and is formally considered by the Council's Corporate Governance and Audit Committee.
54. Linked to the above, we are therefore pleased that the importance of such business continuity arrangements has now been reflected as part of the expectations being placed upon digital leaders and decision makers.
- Learning from others and working collaboratively with other local authorities.**
55. During our inquiry, we were pleased to learn that the Council's Digital Information Service was in the process of establishing a Directory of Digital



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Innovation which will be used to showcase work that other organisations are undertaking to improve the experience of customers in the digital era and in many cases reducing costs.

- 56. We are also now pleased to acknowledge that this new Directory of Digital Innovation had also been launched as part of ALL DIGITAL Week.
- 57. Similar to the Council's Digital Leadership Skills learning initiative, we again would advise that an initial evaluation is undertaken within six months of its formal launch and that the findings are also shared with Scrutiny.

Recommendation 2

That the Director of Resources and Housing ensures that an initial evaluation of the Council's Directory of Digital Innovation is undertaken within 6 months of its formal launch and that the findings of this evaluation are shared with Scrutiny.

- 58. We were also pleased to learn that Central government, via the Ministry of Housing, Communities and Local Government and Government Digital Service (part of the Cabinet Office), are taking a strong lead on joining councils together to try to solve digital problems collaboratively.
- 59. Linked to this, particular reference was made to the production of a Local Digital Declaration setting out the expectations of an organisation in relation to digital. Details of this Declaration were therefore shared during our inquiry and we are pleased to acknowledge that this has since been subsequently signed by the

Council's Chief Executive and the Deputy Leader and Executive Member for Resources and Sustainability. Details of this Local Declaration can be found in Appendix 1.

- 60. During our inquiry, we also noted that £7.5m (to be awarded in either £80k or £100k lots) had been made available to accelerate the delivery of digital projects across local government. In light of the very tight timeframe to submit expressions of interest for such funding (i.e. within one week), we were pleased to note that the Council had still been able to submit five funding bids.
- 61. However, we were subsequently disappointed to learn that only two of the five bids had made it to the second round of the application process and that both of these were then unsuccessful at the funding stage.
- 62. Moving forward, we believe it would be beneficial to reflect on this particular application process and any feedback that was received with regard to the Council's funding bids as such learning may assist in preparing for similar bid opportunities in the future that will help the Council to accelerate the delivery of its own digital solutions.

Recommendation 3

That the Director of Resources and Housing leads on undertaking a review of lessons arising from the recent national funding application process for the delivery of digital solutions and maximises this learning to help prepare for similar bid opportunities in the future.



Appendix 1

The Local Digital Declaration

A common aspiration for the future of local public services

July 2018

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by signing the Declaration and committing to deliver a first action from which we can all benefit.

The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.

Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

Our ambition

We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn't fit all, but by developing common building blocks local authorities will be able to build services more quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.

Our ambition requires both a culture shift and a technology shift, and we've agreed 5 principles to help us do it:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.

3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

Our commitments

MHCLG will establish a delivery team to support all Declaration co-signatories in realising this ambition. It will play a leadership role within central government, advocating for the approach set out in this declaration. It will work with councils as equal partners to create the tools and conditions for reform, delivering common technical patterns and routes to procurement for core services. And, as part of a collective effort alongside local government networks, it will help local authorities find out about priority projects that support this mission and support the continued growth of the local digital community.

In addition, each co-signatory will commit to the following activities:

Our leaders, service managers, board members and politicians will:

- A. Make sure that digital expertise is central to our decision-making and that all technology decisions are approved by the appropriate person or committee. This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change.
- B. Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open.
- C. Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen.
- D. Publish our plans and lessons learnt (for example on blogs, [Localgov Digital slack](#); at sector meetups), and talk publicly about things that have could have gone better (like the [GOV.UK incident reports blog](#)).
- E. Try new things, from new digital tools to experiments in collaboration with other organisations.

- F. Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

Our transformation, information technology and digital teams will:

- G. Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- H. Build capacity in service-design, so that each service we transform is informally tested by our peers against our national [service standard](#) where appropriate (GDS will be publishing a local-friendly iteration).
- I. Where appropriate every new IT solution procured must operate according to the [technology code of practice](#), putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't.
- J. Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- K. Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- L. Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent.
- M. Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, [LocalGovCamp](#), [OneTeamGov](#), and related networks and events).

Co-publishers





Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

Session 1 summary of evidence:

- Briefing paper 1 – this provided a summary of existing digital leadership skills and research and good practice into digital solution and had the following information appended to it:
 - A breakdown of staff across the organisation who completed digital skills training
 - Details of 'The Local Digital Declaration' setting out expectations of local public services that the Council is in the process of signing up to;
 - Examples of sector research to show how technology can help deliver more effective services, citing case studies from Newcastle City Council; Worcestershire County Council; Oxford City Council; and feature articles from 'Socitm' – the professional network for digital leaders in the transformation of public services';
 - Details of the 'Innovation Lab' that the Council accesses to aid the delivery of a number of products and services;
 - Examples of successful digital projects delivered in recent years.
- Briefing paper 2 – this provided an overview of work across directorates already undertaken in relation to the digitalisation of services within the Council.

Session 2 summary of evidence:

- Presentation on how digital technology has benefitted Leeds Buildings Services
- Presentation on the development of the Multi-Agency Risk Assessment Conference (MARAC) using digital technology.



Evidence

Dates of Scrutiny

Scrutiny Board Meeting – Agreeing terms of reference – 10th September 2018
Scrutiny Working Group Meeting (Session 1) – 22nd October 2018
Scrutiny Working Group Meeting (Session 2) – 11th December 2018
Scrutiny Board Meeting – 1st April 2019

Witnesses Heard

Councillor Debra Coupar, Executive Member for Communities
Simon Costigan, Chief Officer Property and Contracts
Bev Fisher, Deputy Chief Digital & Information Officer
Louise Hackett, Head of Safeguarding & Community Safety Development
Dean Lamb, Business Partner Manager, Resources and Housing
Jo Miklo, Head of Digital Efficiencies
Tim Pouncey, Chief Officer Resources & Strategy, Children and Families
Adam Quesne, Head of Customer Contact
Graham Sephton, Head of Human Resources
Andrew Thomson, Head of Digital Change
Clare Walker, Head of Digital Change
Mick Ward, Chief Officer Transformation & Innovation, Adults and Health
Liz Wren, Business Partner, Digital Change

**Scrutiny Board (Strategy and Resources)
Embracing Digital Technology Solutions
April 2019
Report author: Angela Brogden**



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