

## **SCRUTINY BOARD (STRATEGY AND RESOURCES)**

### **EMBRACING DIGITAL TECHNOLOGY SOLUTIONS**

#### **TERMS OF REFERENCE**

##### **1.0 Introduction**

- 1.1 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.
- 1.2 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.
- 1.3 It is therefore more important than ever that the Council continues with its programme of becoming a more efficient and enterprising organisation and be driven by the ambitions and priorities set out in the Best Council Plan 2018-2021 that was approved by Council in February 2018.
- 1.4 However, work is also 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.
- 1.5 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.
- 1.6 Whilst acknowledging that the former City Development Scrutiny Board had previously undertaken an inquiry during 2015/16 on powering up the Leeds economy through digital inclusion, it was recognised that the Strategy and Resources Scrutiny Board could add further value in reviewing the cultural readiness of the Council in terms of embracing digital technology solutions towards becoming a more efficient and enterprising organisation.

##### **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is 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 customer 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.

### **3.0 Desired Outcomes and Measures of Success**

3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.

3.2 The key outcomes sought from the inquiry are:

- 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.

### **4.0 Comments of the relevant Director and Executive Member**

4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

### **5.0 Timetable for the inquiry**

5.1 The Inquiry will take place over two sessions involving working group meetings to provide flexibility for the Board to gather and consider evidence.

5.2 It is anticipated that the Scrutiny Board's report will be produced by February 2019.

### **6.0 Submission of evidence**

#### **6.1 Session one – Working Group Meeting – October 2018**

To consider evidence in relation to the following:

- 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.

## 6.2 **Session two – Working Group Meeting – December 2018**

To consider evidence in relation to the following:

- The extent to which Service User Design methodologies are being promoted and utilised across directorates to deliver customer 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.

## 6.3 **Session three – Scrutiny Board Meeting – February 2019**

To consider the Scrutiny Board's draft report for formal approval.

## 7.0 **Witnesses**

7.1 The following have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Director of Resources and Housing
- Executive Member for Resources and Sustainability
- Chief Digital & Information Officer
- Chief Officer Customer Access and Welfare
- Deputy Chief Digital & Information Officer
- Head of Digital Efficiencies
- Digital Heads of Change
- Senior representation across all directorates

## 8.0 **Equality and Diversity / Cohesion and Integration**

8.1 The Equality Improvement Priorities have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

#### **9.0 Post inquiry report monitoring arrangements**

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.