



Report of the Head of Democratic Services

Report to Scrutiny Board (Strategy and Resources)

Date: 18th November 2019

Subject: Embracing Digital Technology Solutions– Tracking of Scrutiny Recommendations

Are specific electoral wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, name(s) of ward(s):		
Has consultation been carried out?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:		
Appendix number:		

1. Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny Board's earlier inquiry around embracing digital technology solutions.

2. Background information

- 2.1 Linked to the Council's Medium Term Financial Strategy 2019/20 – 2021/22, it was recognised last year that the Strategy and Resources Scrutiny Board could add particular value to the 'Digital' budget workstream focusing on the further use of technology to help reduce costs and improve customer experience. The Board therefore agreed to undertake an Inquiry around embracing digital technology solutions.
- 2.2 This inquiry concluded in December 2018 and a report setting out the Scrutiny Board's conclusions and recommendations was agreed in April 2019 ([Link to Scrutiny Report](#)).
- 2.3 In July 2019, the Strategy and Resources Scrutiny Board received a formal response to the recommendations arising from the inquiry.

3. Main issues

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required. Details of progress against each recommendation are set out within the table at Appendix 2.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council policies and the Best Council Plan

- 4.3.1 The Best Council Plan recognises that the Council's 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.

Climate Emergency

- 4.3.2 One of the key desired outcomes linked to this particular Scrutiny Inquiry was for more service areas across directorates to be proactive in making the most of emerging digital automation, on-line service delivery and mobile working solutions which also have an impact in terms of influencing climate change and sustainability.

4.4 Resources, procurement and value for money

4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal implications, access to information, and call-in

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk management

4.6.1 Any specific risk management implications will be referenced against the relevant recommendation within the table at Appendix 2.

5 Conclusions

5.1 The progress made in responding to the recommendations arising from the Scrutiny Board's earlier inquiry around embracing digital technology solutions is set out within Appendix 2 of this report for the Board's consideration.

6 Recommendations

6.1 The Board is requested to:

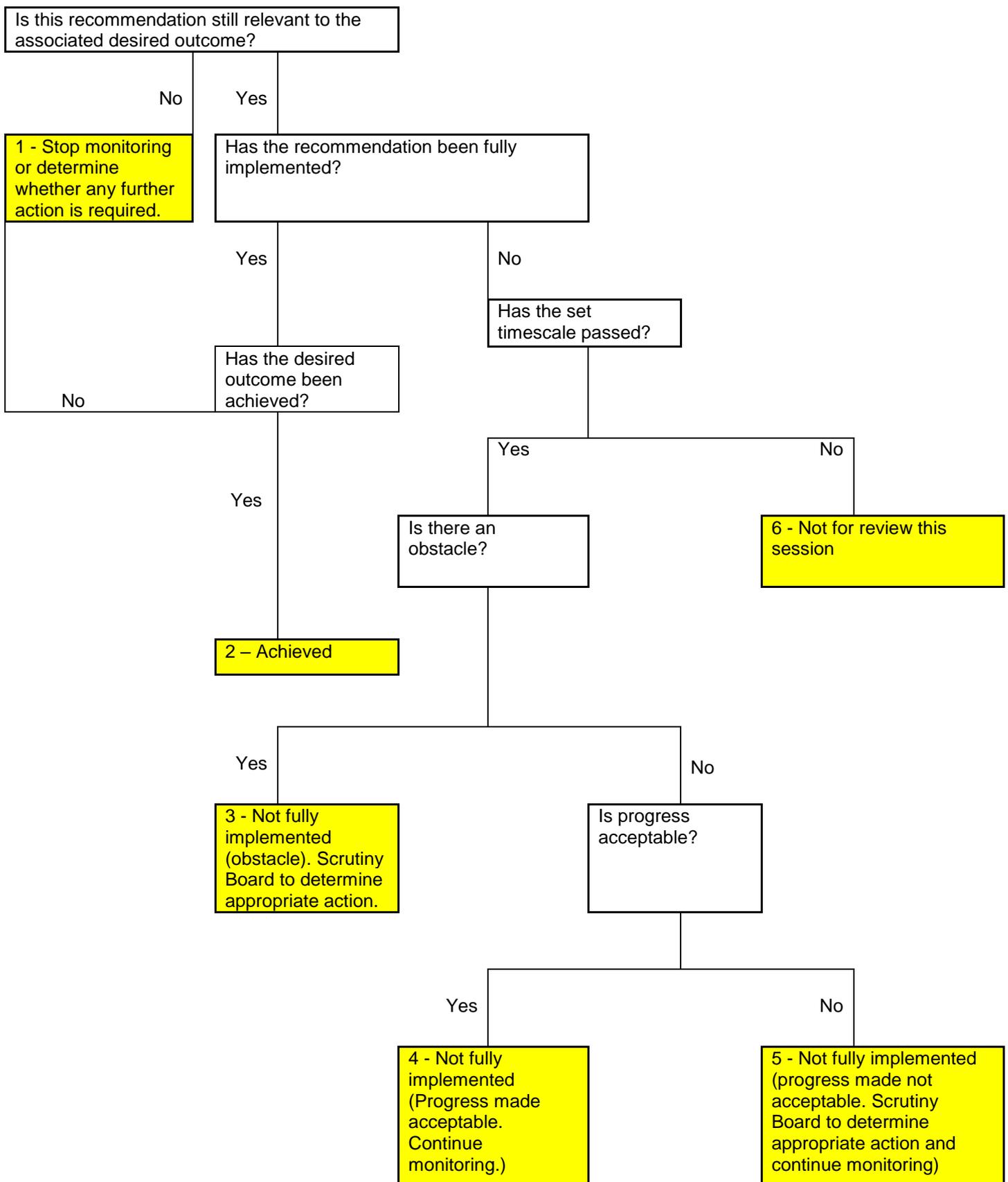
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7 Background documents¹

7.1 None

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Appendix 2

Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

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.

Formal response (July 2019):

This recommendation is accepted.

Digital Leadership Skills for Leaders and Decision Makers were launched along with a number of other digital related communications during ALL Digital Week which took place during the last week of March.

Since that point 11 Senior Managers have attended a one day Digital and Agile Awareness course run by the Government Digital Service (GDS) Academy with input to the content from Leeds City Council. Feedback from attendees was very positive and the council is now working with the GDS Academy to define a course with the aim that over 100 senior leaders complete this between September 2019 and April 2020.

The Head of Digital Efficiencies has also helped the GDS develop their 2 day Local Leaders Digital Accelerator course aimed at Chief Execs, Members, Chief Officers and Heads of Service. These are open, funded, 2 day residential courses and 4 senior managers from the council have attended the course in Newcastle at the end of June.

The Director of Resources and Housing will continue to monitor uptake and effectiveness of learning offers being provided to decision makers across the council and is able to report back within 6 months of the launch in September 2019. *The Scrutiny Board agreed during this meeting to schedule an update for November 2019.*

Current position:

A local government tailored one day Digital and Agile Awareness Course has now been developed in conjunction with the GDS Academy. Six courses have been booked to be delivered to senior leaders in the council, with each directorate sending members of their senior leadership teams on the course to raise awareness of the impact technology can have on public services and the importance of working closely with end users and citizens to deliver products and services that they will use. These courses are running from 12.11.19 through to the end of March 2020. 102 places are available with 86 places already booked.

At the Annual Leadership conference in October 2019 a fringe event was held delivering a brief overview of Digital Leadership to around 30 senior officers. A similar briefing was delivered to Extended CLT on Tuesday 5th November and this was to around a further 30 senior officers from across the council.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – To 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.

Formal response (July 2019):

This recommendation is accepted.

A [Directory of Digital Innovation](#) has been created and is available for all council employees to view and contribute towards.

This is now the area where DIS Business Partners can add their research into what other organisations are doing in relation to the use of technology to deliver better customer services.

The Director of Resources and Housing will review the effectiveness of the Directory of Digital Innovation and report back to Scrutiny Board in September 2019. *The Scrutiny Board agreed during this meeting to schedule an update for November 2019.*

Current position:

The directory is still available for use across the council and is being promoted as part of the digital leadership briefings that are taking place, around 20 additional items have been added to the directory during this time.

It should be noted that the Ministry for Housing, Communities and Local Government have commissioned work to be undertaken on a national solution which will enable greater collaboration across local government and wider public sector which should provide a tool that can be used across all authorities to share successes and learn from each other regarding best practise.

Additionally 3 sets of Digital Show and Tell sessions have been held for decision makers demonstrating how technology is currently being used across the council to deliver better outcomes and more efficient services. These have been attended by around 200 officers with positive feedback from staff and many having a desire to use existing or similar technologies demonstrated in the delivery of their services, eg Hybrid Mail, Mobile Forms etc

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

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.

Formal response (July 2019):

This recommendation is accepted.

Senior Officers within the Digital Information Service now regularly scan for opportunities for funding or support to deliver technology solutions in a more cost effective way, so that we are able to maximise the time available to develop bids.

The council are now jointly working on 2 funded projects

- Working with Stockport Council and a number of other councils on [Family Context](#)
- Working with NE Lincs on Visualising failure in [Waste Services](#)

The council, jointly with York City Council, also won the bid to work with solution providers to improve housing conditions and improve health benefits through the project [Monitoring Housing for Better Health](#)

Current position:

Appendix A below provides a list of current opportunities that are being explored by the Digital Information Service to collaborate more across the public sector and obtain funding for initiatives.

The service ensures that bids made are focussing on priorities for the council that will deliver better outcomes and more efficient ways of working.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Scrutiny Response – Appendix A

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

Bid Made	Awarding Body	Value	Other Organisations LCC is working with	Status
Extension of Leeds Care Record	NHS	£48,000	LTHT, Leeds CCG, Forum Central, Community Links, VAL, Seacroft LCP, Adult Social Care, Public Health	Awarded - Discovery work being undertaken
How we can use technology to improve housing management and improve tenant health outcomes	GovTech Catalyst Fund	£50,000 to 5 companies which could lead to further £500,000 to 2 for companies to progress to Phase 2	York City Council	Awarded - About to reach end of Phase One - Research
Use of 5G in rural communities	Department for Digital Culture Media and Sport	TBC	Being led by West Yorkshire Combined Authority in conjunction with most of the neighbouring authorities. Strathclyde University and Capita are also involved in the bid	Bid being developed

Bid Made	Awarding Body	Value	Other Organisations LCC is working with	Status
Waste Reporting	MHCLG	TBC	NE Lincs (Lead Authority)	Awarded - Discovery work being undertaken
Family Context	MHCLG	£350,000 in total, Leeds to receive £90,000	Stockport MBC (Lead Authority), Social Finance, Manchester CC	Awarded and work in progress developing technical solution.
Taxi and Private Hire	MHCLG	TBC	Gateshead (Lead Authority)	Bid submitted