

Agenda Item	10
Report No	RES/29/21

HIGHLAND COUNCIL

Committee: Corporate Resources

Date: 25 August 2021

Report Title: Transformation Programme: Digital Transformation Project

Report By: Executive Chief Officer – Transformation

1. Purpose/Executive Summary

- 1.1 Sponsored by the Executive Chief Officer for Transformation, and supported by an officer board, the Digital Transformation Project is one of nine key priority projects within the Council's Transformation Programme. This report sets out the progress against the milestones (*next steps*) set out in the 04 March 2021 Revenue Budget report, along with the initial planned project work streams for the project. This report also provides detail of the approach for delivery in 2020/21 (and beyond) including engagement with stakeholders including customers, Services, staff, Members and Partners to ensure a collective approach to the delivery of Digital Transformation.
- 1.2 The Digital Transformation Project has progressed well, with all project initiation tasks and '*next steps*' now complete. An update of this work is presented to Members.

2. Recommendations

- 2.1 Members are asked to note:
- i. the overall progress to date including that the project status is being delivered on-time and within budget
 - ii. note the 3 key projects and 7 key products as detailed in section 5
 - iii. the activity planned for the next reporting period

3. Implications

- 3.1 **Resource:** At a one-off cost of £198k, this project will deliver annual cashable benefits of £254k. It will also provide robust business cases to support the Council's Digital Transformation objectives that may deliver further cashable benefits into 22/23 and beyond supporting the Council's approach to medium term financial planning. The project is currently being delivered on-time and within budget.

- 3.2 **Legal:** While there are no presenting legal implications arising from this report, Sponsors will seek legal advice and take appropriate actions as required and as individual projects are progressed
- 3.3 **Community (Equality, Poverty and Rural):** All of the Recovery and Transformation workstreams will embed our equalities and Fairer Scotland duties. This will include undertaking impact assessments to inform proposals and decisions which will be informed by continuous engagement with partners and communities.
- 3.4 **Climate Change:** Understanding the links to the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 and the associated Climate Change projects included in the Transformation Programme and across the Council will be imperative. The PMO will assist both project areas to ensure that there is parity of purpose and any conflicts are understood. An example of this is understanding the carbon impact associated with the Council's cloud-based storage. As with other projects under the Transformation Programme, Digital Transformation must take cognisance of any unintended consequences of technological advances that may impact the Council's climate change agenda.
- 3.5 **Risk:** There can be a number of barriers to the adoption of digital technology and the project plan must impress the need for re-skilling and empowerment of employees and stakeholders to achieve high adoption of new systems, services, and technologies. Research data indicates that previous digital initiatives (non-HC) have resulted in significant costs. The lessons available will be considered and associated risk highlighted when assessing and proposing implementation of new digital transformation approaches. The project team are cognisant that in progressing this work a number of stakeholders and employees may be reluctant to switch to digital technology, The Council must take this into consideration and a comprehensive communications and engagement strategy to accompany any changes will be necessary. Equally the digital divide and digital exclusion and means to mitigate this must be considered throughout the project and any proposed digital service delivery methods.
- 3.6 **Gaelic:** There are no specific Gaelic implications arising from this report. Opportunities to promote and enhance Gaelic will be picked up across a number of the workstreams.

4. Background

- 4.1 The objectives for this project were provided at the Recovery, Improvement and Transformation Board (RITB) meeting 29 March 2021. A summary of the objectives is at **Appendix 1**. The Digital Transformation Project Team formally established on 24 May 2021, following the successful rapid recruitment of 2 project managers and business analysts. The team immediately set about actioning the next steps (**Appendix 2**) detailed in the 04 March 2021 Revenue Budget Report.
- 4.2 The Recovery, Improvement and Transformation Board, tasked each of the Transformation projects with carrying out a series of next steps to initiate the project and progress to the project delivery stage as soon as possible. This involved, resourcing and establishing a project team via a rapid recruitment campaign, agreeing roles and responsibilities, generating a project business case, writing a project plan, risk register and establishing key milestones and

methods for delivery. The digital project team have progressed all the steps required, to enable the project to start delivering against the objectives.

- 4.3 In support of the project the Digital Transformation Board has been assembled, with representatives from across the Council. The purpose of the Digital Transformation Board is to promote innovation and strategically develop, coordinate, and manage Digital Transformation activity across the Council, making appropriate investment recommendations to relevant committees and Council and providing direction and guidance to the ICT Board. The Board will provide assurance for the project and ensure alignment with and support of digital service improvements and savings in line with the Transformation Programme, Corporate Plan and Medium-Term Financial Plan. Board Terms of reference are at **Appendix 3**.
- 4.4 The Digital Transformation Board will act as champions for the project and its associated aims, promoting the appropriate use of technology, encouraging adoption of digital solutions, and influencing the digital culture required.
- 4.5 The Digital Transformation Project Board had its inaugural meeting on 29 June 2021 and is scheduled to meet monthly. The Board agreed their terms of reference and roles and responsibilities and received several updates on the initiation of the project. A background briefing was provided, the Project Initiation Document (PID) was reviewed and agreed, and the board approved the proposed approach including seven key products that will support the delivery of Connected Customers, Digitisation of Records (Modern workspace) and Microsoft Navigator.
- 4.6 The Board also received an update on one of the Connected Customer initiatives currently underway. Work is on-going on the Online Self-Service Portal which will enable customer access to a number of additional online services including the ability to check Council Tax & business rates balances, report changes in circumstances, review and print Council Tax & Non-Domestic Rates bills, and Landlords/benefit claimants to view benefit notifications.
- 4.7 Working closely with Services, Members and Partners such as HLH, these projects work will involve identification of opportunities based on best practice seen elsewhere and detailed analysis of the work needed, possible investment required and benefits (with delivery timeline) to be obtained. Following early discussions with Microsoft, the intention is for customer engagement to take place over the coming weeks as it is imperative that service delivery and customer needs help inform the most effective digital solutions that are implemented.
- 4.8 Although HLH has its own specific digital requirements to support its continued growth and development, it is important that full advantage is taken from the appropriate alignment of the Council's and HLH's digital opportunities ensuring that the respective digital journeys complement and support each of the organisations. HLH's digital transformation priorities can be defined as customer-focused (internally and externally); creating a better digital environment; and making better use of technology in order to financially and operationally support the Charity, all of which very much dovetail with the Council's vision and high-level priorities detailed in this report. The 'one front door' approach for example could allow THC customers to also access HLH services simultaneously thereby presenting a unified digital customer experience.

- 4.9 Building on our existing relationships with Microsoft, a collaborative project outline for ambitious digital transformation initiatives is currently being developed, giving consideration to the projects' high-level objectives and with service, staff and citizens' engagement at its heart. This will ultimately determine the projects and the priority of their delivery. The proposal is to continue to work with Microsoft to create a priority list of initiatives that will utilise our existing investment and help further embed digital transformation skills into our teams, not just within ICT but across the organisation.
- 4.10 Microsoft advises of the importance of executive leadership and sponsorship for this programme of work and we have discussed our desire to use and develop local businesses in this transformation work, where the skills exist. We expect work to improve digital tools for our staff to be a key part of this and we also want to look at how we might use modern digital tools to streamline and improve our interaction with citizens. Supported by Microsoft, The Highland Council is determined to deliver successful digital transformation and also to utilise and grow the skills of local suppliers and specialists to foster economic growth in the region.
- 4.11 In line with best practice advocated by the Scottish Government's Digital Strategy and Audit Scotland's report dated January 2021, the project team have created a plan and list of *products* that will ensure our organisation, with our citizens at the heart of our approach, thrives in a constantly evolving digital world and is able to sustain Digital Transformation initiatives.
- 4.12 In addition to the cashable benefits of £254k, the projects and products discussed at section 5 will provide robust business cases to support the Council's Digital Transformation objectives that may also deliver further cashable benefits into 22/23 and beyond supporting the Council's approach to medium term financial planning. It will also support the development of a robust roadmap and digital strategy for the Highland Council, supporting Digital Transformation, delivering better outcomes for its citizens through the best use of people and digital technology. Having the right skills and culture in place is critical to the delivery of Digital Transformation.
- 4.13 **Key Milestones and Timings**
The Digital Transformation project plan covers the overall project which has been split into 4 stages detailing the activities for those 4 stages and the proposed timelines.
- 4.14 The project key milestones are set out within each phase in the project timeline:

Phase One Research & Engagement (By Sept 21)

- Confirm Board
- Create Engagement Plan
- Service Engagement
- Members' Engagement
- Stakeholders Engagement
- Identify Digital Champions/leads

Phase Two Key Gathering Data & Insight (By Sept 21)

- Undertake Surveys
- Undertake Digital Maturity Assessment
- Undertake Technology Audit

Phase Three Key Review, Report & Collaborate (By Jan 22)

- Produce updated Digital Maturity Assessment
- Digital Workforce & Skills Development plan created
- Data Strategy in place

Phase Four Key Products Development & Delivery Models (By June 22)

- Product Development Plan & Business Cases
- Revised Digital Strategy in place
- Financial Report detailing cost saving and investment requirements
- Delivery Models ready to take Digital Transformation forward

5. Projects and Products

5.1 The 3 projects within the Digital Transformation project are: Connected Customers, Digitising Records (modernising workforce) and Microsoft Navigator. They are underpinned by seven key products (5.2) utilising a clear plan with an emphasis on engagement and working with all stakeholders including those on the front line so that we can ensure that systems already in place, future systems and products are meeting the needs of those who use them daily and most importantly our customers.

5.2 The seven key products are:

1. Conduct a Digital Maturity Self-Assessment (Annually)
2. Digital technology audit and review – stock take of current systems
3. A plan for a Digital Workforce
4. Revised Digital Strategy
5. Updated Data Strategy
6. Review service delivery model for delivering Digital Transformation
7. Develop Digital Transformation Business Case(s) which identify and support financial and non-financial benefits

5.3 The plan is to undertake a new Digital Maturity assessment, previously conducted in 2018. This new assessment will provide an opportunity to benchmark against the earlier one and other Scottish Local Authority results, providing insight into our progress since then but more importantly an annual self-assessment of our ability to deliver services in a digital world. We will also conduct a digital technology review and develop a plan for a digital workforce will enable the Digital Transformation team to gain extensive knowledge and insight through engaging and communicating both internally and externally. Staff and citizens will be at the heart of the Team's work, and through understanding the needs of those who use and work with Council systems and services, it will provide the Council with the intelligence needed to develop truly transformational change both culturally and technologically.

5.4 A revised digital strategy and data strategy will provide informed data and evidence for a clear roadmap for the three goals of Connected Customers, Digitised Records / modern workplace, and Microsoft Navigator (maximising use of systems). The strategy will set out how digital transformation will deliver better outcomes for people, and the organisation, supported by plans detailing actions, timescales and the required investment in technology, people, and skills, reinforced by detailed business cases.

- 5.5 The review of service delivery and the detailed business cases will set out the ways and means by which digital transformation will be taken forward from 2022 and beyond.
- 5.6 In order to develop the work strands and products, the team has conducted extensive research including using the most recent Accounts Commission report from Audit Scotland [Digital Progress in Local Government](#), along with reference to both Deloitte and McKinsey organisations' work on Digital Transformation in the public sector. This research has helped the project team to substantiate and validate the Highland Council's proposed approach and is in line with ScotGov guidance and Digital Office thinking.
- 5.7 The benefit of research including lesson learned from other organisations is important. The Digital Project team conduct extensive research as part of their already established routine. This includes for example reviewing the report issued by Audit Scotland in January 21 providing timely and useful resource supporting the Project Board to critically appraise the project approach and proposed products and workstreams. **Appendix 4** includes details of research undertaken and other related information including an assessment (checklist) of our approach recommended by Audit Scotland.

6. Digital Transformation Project – next reporting period

- 6.1 In the next reporting period, the Project Team will continue to engage with stakeholders given the complexity and their availability. The team will prepare and develop the work packages for the first 3 products to enable moving those forward in September and finalise the digital skills staff survey for distribution in September. With a caveat that there is also a Corporate Engagement Survey, to be issued in September 2021 and the Digital Transformation Survey will need to align with this survey.
- 6.2 Planned Activity (next reporting period Sept -December 2021)

6.2.1

Activity	Status	Notes
Issue Staff survey	To commence	Issue Sept 21 – to obtain views on the opportunities, preferred approaches etc. to take forward Digital Transformation and how best we continue to engage and involve all stakeholders
Issue Members survey	To commence	Issue Sept 21 – to obtain views on the opportunities, preferred approaches etc. to take forward Digital Transformation and how best we continue to engage and involve all stakeholders
Embark on the following products:	Ongoing	

1. Digital Maturity Assessment review		
2. Digital Technology audit and review		
3. Digital Workforce plan		
Conduct monthly Project board meeting	Ongoing	
Prepare and submit report to RITB board	Ongoing	
Report to Corporate Resources Committee	Ongoing	

6.3 The project team will provide a further update to Corporate Resources Committee in the Autumn in the form of a Highlight Report.

Designation: Executive Chief Officer – Transformation

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Date: 10 August 2021

Background papers

Highland Council 04 March 2021 Revenue Budget 2021/22 to 2023/24

Recovery Board 29 March 2021 Transformation Programme Update

Highland Council 25 June 2020 Recovery Action Plan & subsequent updates

Recovery Board Report 25 June 2020, minutes and updates to 25 June 2021

Audit Scotland Digital progress in local government – January 2021

Deloitte - Seven pivots for government's digital transformation – May 2021

Deloitte - The journey to government's digital transformation

Scottish Government – Digital Office Renewing Scotland's Full Potential in a Digital World: Updating the Digital Strategy for Scotland – Sept 2020

Scottish Government A Changing Nation: How Scotland will Thrive in a Digital World

<https://www.digitaloffice.scot/digital-leadership/digital-leadership-elected-members-5>

Appendix 1 Digital Transformation Project – Objectives (Extract)

The Digital Transformation project is part of a portfolio of projects that have been identified as a result of extensive work undertaken to:

- address the challenges and drivers for change as discussed earlier in this report.
- ensure alignment with, and support the delivery of, the Council's Programme and Corporate Plan
- support the Council's financial strategy including delivery of cashable benefits for 21/22 and beyond
- build on the Council's Change and Improvement Strategy and the Recovery Action Plan.



Digital Transformation

This project aims to accelerate the digital transformation of public services and the development of the Council's digital strategy.

There are 3 projects proposed in this project: Connected Customers; Digitising Records and Microsoft Navigator

Connected Customers

The Council utilises a number of different business applications that represent the 'front door' through which citizens and businesses access many of the Council Services. There is an opportunity to develop these applications and the interconnecting processes collectively, in order to identify improvements to customer journeys and to enhance and develop the Council's digital offering. This can drive efficiencies in managing customer demand, improve our ability to collect income and make interacting with the Council more straightforward for our customers.

Digitise Records

Making best use of the knowledge and expertise within Services, this project will digitise records, where appropriate, to enable electronic access and processing. By doing so, the Council's reliance on paper-based systems will be reduced and a range of benefits will be created including the opportunities to support new ways of working such as secure record accessibility. This also supports home/remote working and is central to capitalising on the opportunities presented by Asset Rationalisation. Some areas of the Council have already demonstrated how effective and efficient this approach can be such as in Revenues & Benefits, Payroll and Planning & Building Standards.

Microsoft Navigator

Although some ICT investments have had Council-wide impacts, much of the process automation and modernisation has been targeted and driven by specific Service priorities. Initial engagement with Microsoft, via their Cloud Navigator programme, has indicated that there may be greater benefits to be achieved by looking at a Council-wide programme of ICT Transformation rather than continuing just with Service-led projects. Further in-depth work is now required with Microsoft consultants to define ambitious corporate ICT Transformation projects built around a robust business case. This work will involve identification of opportunities based on best practice seen elsewhere and detailed analysis of the work needed, investment required and benefits to

be obtained. It is critical that this work is undertaken so that resources can be prioritised on the areas that can deliver the greatest benefits. The immediate priority for the ICT Team is to deliver the significant changes for Project Dochas. Although the ambition for the new ICT Team from 22/23 includes strong capability to undertake this sort of strategic work, this project will enable the delivery of this research, options etc. to be undertaken in 21/22 rather than wait until 22/23. Proactive engagement with, and support from, Microsoft on this project can ultimately help the delivery of future savings whilst the significant work required to deliver Project Dochas can continue simultaneously.

Appendix 2 - Next Steps – as agreed Highland Council 4th March 2021

Programme – next steps

1. Resource project teams via a rapid recruitment campaign and
2. Assemble Project teams as required
3. Agree roles & responsibilities – complete as per this report
4. Refine and issue a full Business Case for each project
5. Establish Boards (project level)
6. Produce a detailed Project Plan including key milestones
7. Develop initial Risk Register
8. Develop provisional benefits plan
9. Produce a Project Document set for each project (tailored & proportionate).
10. Conduct initial Project Board meetings.
11. Prepare initial RITB report

Appendix 3 - Digital Transformation Project Board Terms of Reference

Definition

Digital transformation is the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and service delivery requirements.

This reimagining of business in the digital age is digital transformation. It transcends traditional roles and service delivery. Instead, digital transformation begins and ends with how we think about, and engage with, customers.

Purpose

The purpose of the Digital Transformation Board is to promote innovation and strategically develop, coordinate, and manage Digital transformation activity across the Council, making appropriate investment recommendations to relevant committees and Council and providing direction and guidance to the ICT Board. The Board will provide assurance for the project and ensure alignment with and support of; digital service improvements and savings in line with the Transformation Programme, Corporate Plan and Medium Term Financial Plan.

The Digital Transformation Board will act as champions for the project and its associated aims, promoting the appropriate use of technology, encouraging adoption of digital solutions and influencing the digital culture required from Staff, Members and customers.

Membership

Project Sponsor	ECO Transformation
Peer	ECO Performance & Governance
Senior Users	ECO Communities & Place Head of Revenues & Customer Services ICTiLearning, Improvement & Strategy Head of Planning & Environment Director of Corporate Services, HLH
Senior Suppliers	Head of ICT
Project Lead	Programme Manager (Transformation)
Project Managers	Project Manager (Digital Transformation) x 2
Project Support	Business Analyst (Digital Transformation) x 2

Deputies (optional attendance)

It is expected that all members attend the Project Board meeting. Where this is not possible through annual leave, sickness or other circumstances an appropriate representative may be asked to attend.

Quorum

For decision making the Project Sponsor, at least 1 Senior User, 1 Senior Supplier and the Project Manager should be in attendance.

Reporting Arrangements

A fortnight highlight report will be distributed among the Project board by the Project Manager(s).

Meetings Purpose

The Project Board Meeting has the responsibility to drive forward and deliver the outcomes and benefits of the Project. The Board will provide resource and specific commitment to support the project managers deliver the outline deliverables as highlighted in the Project Initiation Document.

Roles and Objectives:

To undertake this responsibility effectively the Project Board will:

- Sign off the Project Initiation Document
- Exercise functional and financial authority to support the project
- Receive reports from the project manager and monitor progress/authorise slippage
- Review risks, issues and exceptions and determine appropriate course of action based on recommendations from the project manager
- Sign off project stages/closure

Frequency of Meetings

Every month until Project Closure.

Appendix 4

A4. Evidence and Research

- A4.1 The following section provides Members with a precis of some of the additional research carried out by the project team, specifically the extremely useful insight provided by the Audit Scotland January 2021 report - *Digital Progress in Local Government*, which contains a number of key messages and associated recommendations.
- A4.2 **Progress & Impact of Covid-19:** the vital role that digital technologies have played in the Public Sector's response to Covid-19 is evident and this is borne out by our own response and use of digital solutions over the last 18 months. Audit Scotland also acknowledge that Councils are all at different stages of digital transformation and that the pandemic has also heightened awareness of digital exclusion.
- A4.3 **Becoming a Digital Council.** For Councils to become digital, the report also reinforces the need for leadership, with strong community and staff engagement. Audit Scotland also report that delivering this change will require a culture of collaboration and innovation, as well as aligned strategies and plans, effective governance, and engaged and informed Elected Members. The project team have identified an excellent resource provided by Digital Office Scotland for Leaders and Elected Members on Digital Transformation. The Board agreed that this will be presented to all Members as part of the project plan, and it is proposed the this is piloted through the RITB and Corporate Resources Committee at the next meeting.
- A4.4 **Citizens at the heart:** The Audit Commission cites that there has been a lack of citizen involvement in digital service design and not enough focus on outcomes in monitoring progress of digital programmes. The engagement plan will form part of the project team's work over the coming weeks.
- A4.5 **Workforce and skills:** the report states that insufficient staff capacity and digital skills are the most significant barriers to progress. There are digital skills initiatives in place, but there needs to be better alignment with councils' wider workforce plans.
- A4.6 **Data and technology.** In their report, they also state that Councils are starting to develop strategies to make better use of data. Data standards, governance and ethics are important areas in which councils need to make progress. Legacy systems, however, remain a barrier.
- A4.7 The key characteristics of a Digital Council are that the council is focused on delivering better outcomes for its citizens through the best use of people and digital technology. Having the right skills and culture in place is critical and underpins each of these characteristics.
- A4.8

Key Message	Audit Scotland Recommendation	Highland Council Project Response
Progress and impact of Covid-19	To maintain momentum, councils should assess their progress, learn lessons, and identify and address barriers and inequalities	Engagement. Staff and citizen engagement planned through surveys. Critical analysis of research benchmarking, adoption of best practice. Citizen survey and engagement. Review, development, and implementation of ideas and innovation to address digital exclusion from Council services.
Becoming a digital council	Councils should have a clear digital vision and strategy that sets out how digital transformation will deliver better outcomes for people. The strategy should be supported by plans detailing actions, timescales and the required investment in technology, people, and skills	Digital Strategy - The production of comprehensive Digital Transformation Business Case(s) for the organisation which identify and support financial – savings, ROI and timeframes, Non-financial benefits – productivity, staff wellbeing, streamlined processes, fast & efficient customer service. The strategy should be supported by plans detailing actions, timescales and the required investment in technology, people, and skills to deliver services digitally
Citizens at the heart	To better understand the needs of citizens, councils should have a citizen and community engagement plan and ensure they have sufficient staff with the	Plan for citizen and staff engagement under development. This will be reported in highlight reports to the Board and Corporate Resources Committee.

	skills to carry out service design.	
Workforce and skills	Councils should conduct a staff skills survey to better understand what digital and data skills they need. Councils should have detailed workforce and skills development plans, including for leadership teams and elected members, that align with digital transformation plans	<p>Digital Workforce A staff skills survey will be undertaken to better understand what digital and data skills staff need. This will enable the team to produce:</p> <ul style="list-style-type: none"> • Detailed digital workforce and skills development plan, which includes the leadership team and elected members, Digital Office have already produced some excellent material to help elected members understand Digital Transformation • Part of this document will be to provide a workforce training plan and on-going training/support plans <p>We will identify and develop a digital champion strategy to drive engagement, uptake of skills development opportunities and develop a digital mindset with an empowering and supportive culture</p>
Data and technology	Councils should understand their technology infrastructure and have a clear plan to address legacy systems to create	This will form part of the Council's wider Information Management Strategy being taken forward by the ECO Performance & Governance.

	better coordinated solutions. This could include common platforms and shared procurement. Councils should work with the Digital Office and Scottish Government in developing common data standards and a data ethics approach.	
National leadership and collaboration	The refresh of the digital strategy for Scotland provides an opportunity for all organisations which support the delivery of digital transformation in local government to set the vision and agree shared priorities.	Engagement with Digital Office and support for annual Digital Maturity Assessments

- A4.9 In line with the Programme Management Office approach of understanding best practice and assembling lessons learned, the Digital Transformation Project team continue to conduct extensive research and benchmarking of approaches to Digital Transformation for Local Authorities in Scotland [Digital progress in local government – January 2021](#) and topical articles from Deloitte: [The journey to government’s digital transformation](#), have proved invaluable in validating the projects approach, aspirations and product planning.
- A4.10 The project team have also compiled ‘lessons learned’ one element of which has highlighted the role for Digital Champions. The team have discovered that with the right support, building a Digital Champions Community can underpin successful digital transformation. This is based on the experience of other councils such as Aberdeen City Council, which has built a community with the support of Microsoft Adoption and Change team. Their community of digital champions have been promoting a culture of sharing and learning which enhances innovation, motivation, and staff productivity. The champions become role models for how to best use new digital technologies and they share their knowledge through structured weekly training and by example. The champions have a defined ‘job role’ and commit to a small weekly time commitment. They are enthusiastic volunteers, as well as nominees, who readily share their digital knowledge and are keen to learn new skills. The project team will be developing this concept further with the Digital Transformation Board, to assess adaptability for the Highland Council.

A4.11 Additional work carried out by the project team has involved research in anticipation of carrying out a Digital Workforce and Digital Skills Survey. This early work package entailed the following:

- Gathering insight on how best to set up the survey
- Gathering data and questions from previous surveys to help the team understand what works best.
- Identifying what insight may have already been gathered and add to the findings
- Review the digital maturity assessment (DMA) to check what is still relevant and summarise
- Checking what surveys have already been carried out or due to be sent out.
- Focus being to have the insight in order to create an effective, insightful and relevant survey and questions that are current to the changing environment.

A4.12 The research carried out on digital surveys and the digital maturity assessment has led to the following:

- An excellent understanding of how to deliver a meaningful digital skills staff survey
- A recommendation on scope of the survey
- A good understanding of the UK Government's and SCVO's Foundation and Essential Digital Skills framework
- A good understanding of the building blocks needed to deliver a successful survey, including a communications and engagement strategy
- A good understanding of Highland Council's operational requirements for delivering a staff survey
- A knowledge of other Council staff surveys planned for the coming months
- An ability to create a staff survey using MS Forms, which is an intuitive software
- An initial understanding of the process required to reach all Council staff, including those staff without a work or personal email
- The digital aspects of New Ways of Working staff survey
- An initial understanding of the process required for a Digital Maturity Assessment

A4.13 The team achieved this by:

- Investigating Informative websites relating to digital surveys, including
 - [SCVO digital skills](#) and [UK government digital skills framework](#)
 - Other Scottish local authorities, in particular Falkirk and North Lanarkshire
 - North Lanarkshire's staff survey is [online](#)
 - Falkirk's results of their last survey are online in an excellent [video](#) which has helped refine our approach

- Local Office for Scottish Local Government [Digital Maturity Assessment](#) site
- Reaching out to Fife Council, meeting online with their HR Manager who shared intelligence relating to digital training (Part 2)
- Collaborating with Council colleagues with recent experience of delivering surveys including:
 - Project Assurance Manager - New Ways of Working survey
 - ICT Records Officer who advised on the use of MS Forms
 - Data Protection Support Officer, who is advising on privacy statements
 - HR Business partner sharing feedback relating to digital skills from the NWOW management sessions
 - Principal Equalities Officer who is sharing insight into equalities aspects
 - Transformation Business Change Manager who shared the 2017 DMA management survey and associated report
 - ICT Operations Manager, who was involved in the last DMA; and is sharing insight into the process
- Advice given in the reference book “Business Analysis Techniques: 99 essential tools for success”, by James Cadle, Debra Paul and Paul Turner’