Glasgow City Council

City Administration Committee

Report by Councillor Angus Millar, Convener, Digital Glasgow Board

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PROGRESS REPORT FOR DIGITAL GLASGOW STRATEGY

Purpose of Report:

To provide an update on progress made on the implementation of the Digital Glasgow Strategy and an outline of upcoming priorities and to seek approval for the report, and the next steps set out in the report.

Recommendations:

The City Administration Committee is asked to:

- note the progress made in implementing the Digital Glasgow Strategy;

- note the next steps and priorities included within the report; and

- approve the report, including the next steps.

Ward No(s):   Citywide: ✓

Local member(s) advised: Yes ☐ No ☐   consulted: Yes ☐ No ☐

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1   Background

1.1   The Digital Glasgow Strategy[1], approved by the City Administration Committee in November 2018 is a comprehensive digital strategy that was developed with public, private, academic and voluntary sector partners across the city as a Digital Strategy for the city.

1.2   The development of the Digital Glasgow Strategy, and the monitoring of progress of the strategy is overseen by the Digital Glasgow Board as set out by the Terms of Reference approved by the City Administration Committee in February 2018. The Terms of Reference included a commitment to provide update reports on progress to the City Administration Committee.

1.3   The attached report, which has been reviewed by the Digital Glasgow Board, provides the first full progress report of the implementation of the Digital Strategy.

1.4   The report provides an update against each of the actions contained within the action plans contained within the strategy. The main body of the report provides a summary of some of the major achievements, summarises some of the key challenges that have been faced, and sets out next steps. The appendices provide a status update against each action contained in the strategy.

1.5   The report also reflects on the fundamental impacts that the COVID-19 pandemic has had on the use of digital in society, the economy, and public services and provides a summary of next steps and priorities

2   Key Highlights

2.1   Although there is still a lot of work required to do to delivery what is a five year strategy, the first two years has delivered a lot of progress towards delivering the strategy. Out of the 73 actions contained within the strategy;

         12 actions are complete
         43 actions are in development
         7 actions are currently being planned
         11 actions are yet to commence

2.2.   some of the highlights relating to Digital Business include;

         2.3.1. Increased promotion of the Digital Boost programme, resulting in 67 Glasgow businesses receiving additional support,

         2.3.2. Research has been undertaken by Skills Development Scotland which provides richer insight into digital skills gaps in the city, and the development of more detailed Digital Skills recommendations,

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[1] https://www.glasgow.gov.uk/CHttpHandler.ashx?id=43572&p=0

2.3.3. The creation of a new industry engagement programme to involve industry in the development of digital skills development programmes in the city,

2.3.4. A digital inclusion programme has been delivered targeted at Universal Credit applicants, to help to ensure that applicants have access to benefits,

2.3.5. Glasgow Life has been coordinating the delivery of 780 devices to vulnerable people in the city as part of Scottish Government's Connected Scotland programme[2].

2.3.5. An SQA accredited digital inclusion and digital skills programme is being delivered by Glasgow Life in collaboration with Clyde College and Kelvin College called "Glasgow Code Learning".

2.3.6. Glasgow has become the first city in Scotland to join the Cities Coalition for Digital Rights[3], a coalition of cities that are collaborating to protect the digital rights of citizens (including access to connectivity and digital skills development, privacy, ethics, transparency and participation).

2.3.7. The creation of a Telecoms Unit that can better facilitate investment in telecommunications infrastructure by coordinating interaction with the telecommunications industry,

2.2. Highlights relating to Digital Public Services include;

2.3.1. Initial trials of the NHS Near Me video conferencing service for social work services such as alcohol addictions, mental health and learning disabilities,

2.3.2. An open innovation challenge delivered by the Centre for Civic Innovation and the Glasgow Health and Social Care Partnership that is working with SMEs to explore the use of digital telecare for enabling more preventative care services,

2.3.3. A major upgrade of connectivity to all primary and secondary schools telecommunications infrastructure, with primary schools now connected with 1 gigabit/s connections, and secondary schools, 5 gigabit/s connections,

2.3.4. The installation of over 3,600 Wi-Fi hotspots in all learning spaces within almost every school in Glasgow, together with Apple TV fitted within classrooms to provide teachers and pupils with the ability to project to digital screens wirelessly,

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[2] https://connecting.scot/
[3] https://citiesfordigitalrights.org/glasgow

2.3.5. The delivery of over 25,000 iPads to Glasgow school children through the Connected Learning programme, with plans for the delivery of the remaining 25,000 being accelerated in response to the COVID-19 emergency,

2.3.6. Initial trials of the use of three dimensional (3D) urban models of developments for a number of development plans. Including the Clyde Waterfront, West End Innovation Quarter, and Waterloo Street/Minerva Street,

2.3.7. The scaling up of (Internet of Things (IoT)) the city's intelligent street lights network to a total of 3,500 intelligent street lights across the whole of the city centre,

2.3.8. A new MyGlasgow online service that provides new (responsive) online forms for stray dogs, bus shelters, noise, anti-social behaviour, and food safety, and integration with the MyGov.scot MyAccount service,

2.3.9. The trial of an open source digital participation tool called "Consul" which was first developed in Madrid for participatory budgeting in Calton and Pollok, in collaboration with COSLA,

2.3.10. The development of ward dashboards for elected members which provides elected members with real-time access to data about wards, including demographics, statistics, service performance trends, community assets (which are displayed as graphs and maps).

2.3.11. Initial trials of a new open data catalogue that will help to accelerate the publication of open data.

2.3.12. Glasgow has become one of the first cities outside of the United States of America to join the MetroLab Network which fosters city/University collaboration to drive smart city innovation, alongside Bristol and Liverpool,

2.3.13. A major upgrade of the Councils own digital infrastructure including the migration to a new secure and resilient data centre, and the installation of 250km of optical fibre providing gigabit connectivity to 650 council and school buildings,

2.3.14. A Digital Leadership and Skills programme which includes;

- The Extended Council Management Group taking on the role of "Digital Leaders" to sponsor digital transformation of council services
- The creation of a network of "Digital Champions" where staff across services that have good digital skills are appointed to support their colleagues with digital skills, for example to signpost them to digital inclusion resources or to support them with new technology used within the Council, such as Microsoft Teams,

- The completion of a Digital Leadership Maturity assessment by the Digital Office for Scottish Local Government that is currently being used to develop a more detailed Digital Leadership and Skills action plan.

2.3.15 The acceleration of digital investment in response to the COVID-19 pandemic, including;

- o Rapid scaling up of infrastructure to support homeworking,
- o Adoption of Microsoft Teams to enable staff, collaboration and to enable the reinstatement of Committees,
- o 3D printing of face visors for care staff,
- o The creation of a "virtual contact centre" that enables staff to within the contact centre to handle calls from home,
- o Rapid deployment of a customer relationship management (CRM) to support the Shielding operation,
- o The development of data analytics to support the initial response to the pandemic, and to support decision-making during recovery.

3   Key Challenges

3.1.   Section 5 of the report notes the following key challenges;

3.1.1. Dependency on infrastructure investments

The scale of investment in ICT infrastructure such as network connectivity and data centre was a known dependency for the more transformational aspects of the strategy. It has been important to put the foundations in place before commencing other parts of the strategy. Now that this has been achieved, the programme to refresh end-user devices and deliver digital-enabled transformation can be delivered.

3.1.2. Dependency on the development of Digital Leadership and Skills

The opportunity to use digital technology to transform public services requires a fresh approach to how we deliver transformation programmes. It requires a greater focus on digital leadership, re-designing services with, and around the needs of citizens, and more agile development approaches. This requires new methods, new processes, and new skills to be in place. A Digital Maturity review has been undertaken by the Digital Office for Scottish Local Government. This review will inform an action plan that will allow us to prioritise our actions relating to Digital Leadership and Skills.

3.1.3. Prioritisation and resource capacity,

The Digital Glasgow Strategy is a very complex, cross-cutting, and comprehensive strategy. Delivering the strategy requires resources from almost every part of the Council. This requires careful prioritisation and alignment of priorities across Council Services to

ensure that the right skills are available at the right time. As the balance of focus moves from the infrastructure investment to new digital transformation programmes, this will become increasingly important. A new strategic planning board has been established to provide the appropriate mechanisms to align the transformational needs of Council Services, with the strategic drivers and the programme resources to deliver.

3.1.4. Impact of COVID-19.

Although the response of the COVID-19 pandemic has, in many ways, accelerated the need for digital transformation, it has however presented a number of challenges, such as;

- A greater need to support the digital excluded,
- A greater need to support small businesses with digital advice and skills,
- A greater focus on ethics, transparency, and privacy,
- A need for some work to be de-prioritised,
- A need to put activities that required physical contact on hold,
- Impacts to global supply chains,
- A need to re-prioritise plans and re-scope investments to align with emerging requirements from the Council and City's recovery and renewal plans.

4 Next Steps and Priorities

4.1. Section 6 of the report sets out the following high-level next steps and priorities;

4.1.1. Focus digital investment to support Recovery and Renewal

Strategic actions contained within the strategy that have yet to be delivered will be aligned to the priorities for recovery and renewal where appropriate.

4.1.2. Increase focus on partnership working,

New arrangements to improve the partnership working will be established where there is a requirement for improved city collaboration to deliver strategic actions that have yet to be delivered, for example:
- Digital Inclusion and Participation
- Open Data and Open Innovation
- Smart Cities

4.1.3. Increase focus on supporting and developing Glasgow's tech cluster, in line with the Scottish Government's Mark Logan Review

There is a need to place a greater focus on Digital Business and developing Glasgow's tech cluster. The Scottish Government's Mark Logan Review sets out a number of recommendations that have been included within the Scottish Government's Programme for Government that provide opportunities to achieve the goals set out in the strategy.

4.1.4. Implementing the Digital Skills recommendations from SDS

Skills Development Scotland has issued research into the development of digital skills across all educational settings in Glasgow. The report provides a series of recommendations. Work is now underway to develop an action plan to deliver against these recommendations.

4.1.5. Continue to tackle Digital Exclusion as a priority

As highlighted in the Challenges section, COVID-19 has exacerbated the issues associated with Digital Exclusion. In line with the actions contained within the Digital Glasgow Strategy, this will remain a priority focus area. In particular, we will continue to respond to the digital inclusion needs associated with the COVID-19 emergency and will seek to foster greater collaboration and partnership working for tackling digital exclusion in the city.

4.1.6. Continue to focus on attracting investment in digital connectivity through the Telecoms Unit,

Glasgow City Council has now established a new service to coordinate engagement with the telecommunications sector to simplify investment in digital infrastructure in the city. We will continue to develop and grow this service and improve engagement with the telecommunications sector to attract investment and improve access to connectivity for Glasgow's residents.

4.1.7. Renew focus on open data, data analytics, and open innovation.

The COVID-19 emergency has highlighted the need for improved access to data, and for making better use of data to provide valuable insight that can be used to target interventions and resources. Open data provides a means for improving access to data for all and is a key principle of the Open Government Partnership. We will begin to scale up the availability of open data, and will link this to our approach to open innovation to ensure that there is an environment in place that promotes the innovative use of data.

5. Policy and Resource Implications

Resource Implications:

Financial: None

Legal:	None
Personnel:	None
Procurement:	None
Council Strategic Plan:	The Digital Glasgow Strategy itself states where actions support the Council Strategic Plan.
Equality and Socio-Economic Impacts:	
Does the proposal support the Council's Equality Outcomes 2017-22	The Digital Glasgow Strategy was assessed against the Council's Equality Outcomes at the time of it being submitted to the City Administration Committee for approval in 2018.
What are the potential equality impacts as a result of this report?	An updated EQIA screening form has been completed to reflect the progress made with the strategy, and to reflect the changing needs for digital as a consequence of the COVID-19 emergency.
Please highlight if the policy/proposal will help address socio economic disadvantage.	
Sustainability Impacts:	
Environmental:	*A number of the projects that have delivered against the action plans of the Digital Strategy have demonstrated environmental benefits, such as the Smarter City Management projects*
Social, including Article 20 opportunities:	
Economic:	
Privacy and Data Protection impacts:	The Digital Strategy includes specific actions relating to Privacy and data protection. Updates are provided within the report.

6   Recommendations

6.1   The City Administration Committee is asked to:

- note the progress made in implementing the Digital Glasgow Strategy;

- note the next steps and priorities included within the report; and

- approve the report, including the next steps.