

## 1. PURPOSE

This is the second annual report for the implementation of the Digital Glasgow Strategy. Details of the progress made during the first two years of the strategy are published [here](#)<sup>1</sup>.

The **Digital Glasgow Strategy**<sup>2</sup> was published in October 2018 and sets out our priorities and commitments to developing Glasgow's digital economy and transforming our public services through the use of digital technology. It is a bold and comprehensive strategy that recognises the rate and scale of technological change and the opportunities for (and challenges to) global economies society, and the delivery of public services. It sets out a vision for Glasgow to be;

*A world class city with a thriving digital economy and community, where everyone can flourish and benefit from the best digital connectivity and skills, where technology is used to improve everyone's quality of life, drive businesses' innovation and service design and improve our city, its neighbourhoods and its success".*

The purpose of this report is to;

1. Provide an update on the progress that has been made implementing the strategy and the impact that digital is having on Glasgow's economy and public services during 2021.
2. Summarise major achievements in the delivery of the strategy since the last annual report.
3. Note the challenges and barriers that have been overcome or will need to be overcome to enable the strategy to be implemented.
4. Note the continued impact that COVID-19 has had on the implementation of the strategy.
5. Set out key recommendations for the next phase of implementation.

[Section 2](#) of this report provides an introduction to the strategy and summarises the current focus for implementing the strategy and the continued impact of COVID19, [Section 3](#) provides a summary of the progress for the Digital Economy, [Section 4](#) provides a summary of the progress for Digital Public Services, and [Section 5](#) sets out priorities for next for the phase of implementation.

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<https://www.glasgow.gov.uk/councillorsandcommittees/viewSelectedDocument.asp?c=P62AFQDNDX0G2U812U>

<sup>2</sup> <https://glasgow.gov.uk/digital>

## 2. STRATEGIC CONTEXT

### 2.1. AIMS OF THE DIGITAL GLASGOW STRATEGY

The Digital Glasgow Strategy is a strategy for the city. Underpinning the vision, it sets out two broad aims;

**Our First Aim is:**

*"We want businesses across all of our sectors to realise the potential that digital provides, to stimulate innovation, and to establish Glasgow's tech sector as a **top 20 global digital economy.**"*

**Our Second Aim is:**

*"We want Glasgow to be recognised as **one of the most pioneering and innovative smart cities in the world,** and we want to apply this innovation to transforming our public services."*

### 2.2. DIGITAL GLASGOW ACTION PLANS

The Digital Glasgow Strategy contains two sets of action plans. The action plans for Digital Economy focus on interventions for the economic and society, the action plans for Digital Public Services focus on interventions relating to how digital is used to deliver public services.

<b>DIGITAL ECONOMY</b>	<b>Digital Business</b> <b>Digital Skills and Employment</b> <b>Digital Inclusion and Participation</b> <b>Digital Connectivity</b>
<b>DIGITAL PUBLIC SERVICES</b>	<b>Digital &amp; Smart Services</b> <ol style="list-style-type: none"><li>1. Digital Customer Experience</li><li>2. Digital Health and Care</li><li>3. Digital Learning and Teaching</li><li>4. Digital Planning</li><li>5. Smarter City Management</li><li>6. Digital Tourism</li></ol> <b>Digital Community Engagement</b> <b>Digital Leadership and Skills</b> <b>Digital Foundations</b> <ol style="list-style-type: none"><li>1. Data</li><li>2. Technology</li></ol>

## 1.1. CURRENT FOCUS FOR IMPLEMENTATION

The 2020 Digital Glasgow Annual Report recognised that a key focus for the first two years of the strategy had been putting in place foundations, driving forward some key transformation programmes, and supporting the initial response to the COVID19 pandemic. The 2020 annual report set ten priorities for 2021 that aimed to react to the impact of the COVID19 pandemic and increase collaboration and partnership working for digital in the city. The priorities were;

### Priorities for 2021

1. Align focus to COVID-19 Recovery and Renewal Plans,
2. Increase partnership working for Digital Inclusion and Participation,
3. Supporting and Developing Glasgow's Tech Cluster,
4. Implement the Digital Skills recommendation,
5. Continue to focus on Digital Inclusion,
6. Continue to focus on attracting investment in digital connectivity,
7. Renew focus on open data and innovation,
8. Implement the Digital Maturity action plan,
9. Evolve the transformation programme,
10. Enhance the ecosystem for Smart City innovation.

The progress made in the delivery of the strategy during 2021 hasn't happened in isolation, however. External factors have included;

- The continued impact of the COVID19 pandemic,
- A review of "Digital Progress in Local Government" published by Audit Scotland
- The launch of a new Digital Strategy for Scotland

## 2.3. IMPACT OF COVID-19

COVID-19 continues to have a major impact on the implementation of the strategy. As reported in the 2020 report, in some cases the consequences of the pandemic (for example, lockdown) has challenges (such as digital exclusion), in some cases it has delayed implementation, and in some cases it has (out of necessity) accelerated implementation of the strategy.

In particular the shortage in the global silicon manufacturing is beginning to have an impact on supply chains and on programmes such as the End User Computing programme and may impact the Digital Telecare programme.

## 2.4. "DIGITAL PROGRESS IN LOCAL GOVERNMENT" AUDIT

January 2021 saw the publication of the Accounts Commission's report "[Digital Progress in Local Government](#)<sup>3</sup>". The aim of the report was to note the progress, the good practice, and challenges in progressing digital transformation in local government generally. The report provided a set of recommendations for local government relating to the following themes;

- Digital Leadership
- User-Focused
- Digital Workforce
- Data and Technology
- Collaboration
- Innovation

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<sup>3</sup> <https://www.audit-scotland.gov.uk/report/digital-progress-in-local-government>

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Glasgow City Council was one of six Scottish Councils sampled during Audit Scotland's field work and was **highlighted for good practice seven times in the report**, some of which are now included as case studies within the Account's Commission's [Good Practice Guide](#);

- **Digital Strategy** "Glasgow City Council has an outward looking digital strategy that goes beyond IT to focus on people and outcomes"
- **Digital Governance** "Glasgow City Council has a dedicated elected member Digital Champion"
- **Business Partnership** "Glasgow City Council's approach to working with business partners"
- **Use of Data** "Glasgow City Council's innovate use of data to increase update of school clothing grants"
- **Service Design** "The Centre for Civic Innovation in Glasgow carries out service design work as part of its innovation approach"
- **Data Governance** "Glasgow City Council is a member of the global network Cities for Digital Rights."
- **Innovation** "Glasgow City Council has an Innovation Strategy that provides a framework for innovative ideas to progress"

## 2.5. DIGITAL STRATEGY FOR SCOTLAND

March 2021 saw the launch of a new Digital Strategy for Scotland "[A Changing Nation: How Scotland will Thrive in the Digital World](#)<sup>4</sup>". The strategy was co-launched by Scottish Government and COSLA, having been co-developed by Scottish Government and Local Government in partnership. Like the Digital Glasgow Strategy, the Digital Strategy for Scotland adopts a comprehensive approach to digital and is structured into three parts;

[Part One: People and Place](#)

[Part Two: A Strong Digital Economy](#)

[Part Three: Digital Government and Services](#)

The strategy commits local government to working with Scottish Government to;

- Embed user research and service design methods for digital transformation
- Developing and reusing common digital platforms
- Collaborating on developing digital skills in the workforce
- Collaborating on data-driven approaches

## 2.6. COMPLEMENTARY POLICY AND STRATEGY

Further policy and strategy development within the Council continues to be influenced by the Digital Glasgow Strategy. Of particular note for 2021, the following strategies that are under development or recently launched strategies contain strong references to the Digital Glasgow Strategy and reinforce and help to amplify the impact of the Digital Glasgow Strategy;

- [Glasgow Digital Housing Strategy](#)
- [Glasgow Transport Strategy](#)
- [West of Scotland Transport Strategy](#)

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<sup>4</sup> <https://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world/>

### 3. SUMMARY OF PROGRESS FOR DIGITAL ECONOMY

During the pandemic, many of the city stakeholders and partners focused on critical responses to the pandemic and so resources were prioritised in those areas. As a result, Digital Economy was primarily directed on the two workstreams of Digital Connectivity and Digital Inclusion and Participation. However, more recently as the City starts to emerge from the impact of the pandemic, there is now increased activity relating to both Digital Skills and understanding how to implement the recommendations from the [Scottish Technology Ecosystem Review](#) (STER – also known as the Logan report).

Despite the impact of pandemic, Glasgow has been recognised as [one of the UK's top 3 fastest growing tech investment hubs](#), with tech companies attracting £43m in venture capital in 2021 (up 156% from £16.8m in 2019). The Business Glasgow team are supporting businesses to adopt and exploit technology and to date (this financial year) Digital Boost has supported 38 businesses to the value of £54,150. This figure is expected to double in the coming months with the launch of a new framework.

Glasgow is moving up the ranks as a UK digital infrastructure Leader, with work underway on **one of Europe's largest city-wide full fibre rollouts**. In mid-2019, Glasgow's full fibre deployment was circa 300km. This initially GCC-led investment was focussed on the priority locations including schools, health centres, hospitals and public buildings. Today Glasgow is well on its way to being the best connected city in the UK with **over 5000km of planned and deployed full fibre digital infrastructure** – underpinning Glasgow as a Smart Connected City connecting public services including traffic lights and CCTV and providing the essential fibre foundation for the expanding 5G rollout.

This guarantees that the city has a modern fit-for-purpose and future-proofed digital infrastructure with a number of infrastructure providers investing across the City. Glasgow is **the first UK local authority to establish a pioneering [telecoms unit and portal](#)** to facilitate digital infrastructure investment in the city. This pro-active industry engagement has already yielded significant results in both attracting investment and enabling the roll-out of 5G, full fibre and enhancement of existing infrastructure. **Another first for a UK city is, Glasgow's signing of small cell agreements** which allows mobile companies to both enhance the 4G capacity in the city as well as being prepared for further 5G services.

As mentioned above, throughout the pandemic there has been a focus on digital inclusion activity including participating and overseeing the Scottish Government's Connecting Scotland's activity in the City, along with partners. This provided devices and connectivity to a range of groups (vulnerable citizens, low income households, school children and elderly and/or those with impairment). Glasgow Life continued to lead on other activity including support for Universal Credit and broad support for digital needs (e.g. blending digital learning elements into other opportunities including literacies and English as a second language).

As part of the Scottish Government [Young Person Guarantee](#) commitment, Glasgow City Council has partnered with city stakeholders including SDS, Glasgow Life and the Chamber of Commerce to deliver the Digital Accelerator Programme with Glasgow Code Learning. GCL offers flexible digital skills training pathways in partnership with Glasgow Clyde and Glasgow Kelvin Colleges. In response to the immediate need for IT and Digital Technology skills in the city, the GCL progression model incrementally builds skills and experience.

### 3.2. PROGRESS AGAINST THE PRIORITIES SET FOR 2021

As highlighted above, the 2020 Annual Report for the Glasgow Digital Strategy set out ten priorities for 2021. Five of these related to Digital Economy specifically;

- Implement the digital skills recommendations
- Continue to attract investment in digital connectivity
- Continue to focus on digital inclusion
- Increase focus on partnership working for digital inclusion and participation
- Supporting and developing Glasgow's tech cluster

#### “IMPLEMENT THE DIGITAL SKILLS RECOMMENDATIONS”

A review of Digital Skills was published by Skills Development Scotland in 2020. The report made a number of recommendations to improve the digital skills pipeline. In June 2021, Skills Development Scotland appointed a dedicated Digital Skills Planning Manager for Glasgow to support the Industry Engagement and Employability Support for the Glasgow Code Learning programme. The Programme manager works at a strategic level with Industry, Education, GCC and the enterprise & skills network to implement SDS contribution to the Digital Young Persons guarantee and act as an advocate for SDS and Glasgow City Council digital product and service offer to industry. Specific highlights include;

##### *Glasgow Code Learning*

[Glasgow Code Learning](#) has continued to offer a free, flexibly delivered pathway of digital skills qualifications having moved all course delivery online from April 2020. The programme has put additional support in place to ensure that prospective students who do not have home internet access can access the kit and connectivity they need to participate. Delivered in partnership with Glasgow Clyde College and Skills Development Scotland the programme offers a range of SQA accredited qualifications from essential digital skills for the workplace to advanced digital qualifications such as software development and cyber security designed to fill skills gaps identified by city employers. Despite the limitations imposed by Covid related restrictions **Glasgow Code learning has supported 329 learners over the past 12 months.**

Since July, ten Glasgow employers & learning providers have delivered skills and careers sessions to Glasgow Code Learning students:

- Participating employers have included Student Loans Company, SSE, Cap Gemini and Dell
- Learning Providers include Strathclyde University, GCU, Open University, Tigers and QA
- Student Loans Company has committed to promote commitment to Glasgow Code Learning as a YPG Employer at the ScotGov YPG Digital Technology & Financial Services Roadshow in September 2021.

##### *Foundation & Graduate Apprenticeships*

The Foundation Apprenticeship programme has successfully delivered the digital technology frameworks for senior phase school students, for academic year 20/21, Glasgow Kelvin College have delivered as follows:

- **39 Creative & Digital Media Foundation Apprenticeships (S6)**
- **43 Software Development Foundation Apprenticeships (S6)**

This academic year (21/22) **40 creative and digital media FA students** and **55 software development students** commenced Foundation Apprenticeships in September. (S5, S6).

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The graduate apprenticeships for academic year 20/21 include:

- Circa 100 Software Development Graduate Apprenticeship starts (Glasgow University, Strathclyde University, GCU)
- Circa 40 Cyber Security Graduate Apprenticeship starts (Strathclyde University, GCU).

In addition to the apprenticeships a national online learning programme to raise awareness of technology and cyber security careers has been established called “Discover Tech Skills – Live Lessons”. These practical, hands-on classes showcase the world of careers in the rapidly growing cyber security and tech sector by providing digital skills and allowing pupils to “ask the experts how it’s really done” with no prior technical knowledge required and providing insight into one of the fastest growing industries in the UK. Many of the jobs they could do when they leave school haven’t even been invented yet. Highlights video here.

Each session is designed to ‘stand-alone’ and learners can tackle any one or all lessons if they wish.

### “CONTINUE TO FOCUS ON DIGITAL INCLUSION”

The Scottish Government [Connecting Scotland](#) programme has continued to have a significant impact on connecting the city’s most vulnerable households, distributing almost **5000 iPads or Chromebook laptops and Mifi connectivity packages to date**. The programme has also helped to accelerate the roll out of iPads for schoolchildren in the city, contributing an **additional 2800 iPads and 1100 Mifi devices for households who lack home connectivity. This work has been supported by GCVS who have distributed a further 700 equipment and connectivity packages** via their member organisations and the Remade Network who have **distributed over 1200 recycled laptops and PCs to digitally excluded households**. Several city Housing Associations and Glasgow Life Communities Teams have also instigated equipment lending schemes aimed at keeping housebound tenants connected.

Delivering basic digital skills has been problematic over the last 12 months as access to group learning spaces in libraries and other community venues has been severely restricted. In the absence of this essential resource for those who lack the essential digital skills to engage with online learning and support, one-to-one support from digital volunteers has become increasingly important.

All Connecting Scotland recipients are supported to take their first steps online by a network of trained Digital Champions, similarly Glasgow Life moved their ‘Digi-Pal’ volunteer support onto a Freephone Helpline which has supported over 350 clients over the last 12 months. Blairtummock, Shettleston and Thenu Housing Associations have offered digital support for tenants via phone and video calls. Identified as a priority by the Digital Inclusion and Participation working group, Glasgow Life have recently launched a new programme in partnership with GCVS and the Glasgow HSCP to expand digital volunteering in the city. Glasgow Life’s assisted digital support service has recently started to return to offering face-to-face support as well as continuing to offer a **Freephone helpline which has supported over 1200 clients over the last year**.

### “INCREASE THE FOCUS ON PARTNERSHIP WORKING FOR DIGITAL INCLUSION AND PARTICIPATION”

The Digital Glasgow Board agreed to establish a new working group for Digital Inclusion and Participation in February 2021 and this now meets on a quarterly basis. The working group is attended by elected members and has membership from a range of city stakeholder including

- City Colleges,

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- Housing Associations,
- Relevant Glasgow City Council Departments,
- [Glasgow Council for the Voluntary Sector](#) (GCVS)
- [Glasgow Life](#),
- [Scottish Council for Voluntary Organisations](#) (SCVO),
- [Glasgow Disability Alliance](#) (GDA),
- [Glasgow HSCP](#),
- [Clyde Gateway](#).

The initial focus for the group has been on gathering and assessing current digital inclusion activity in the city to ensure equity of access and support, fill gaps in provision and explore opportunities for joint working. The areas of focus for the group have been agreed as:

- A shared portal for stakeholders, allowing more effective collaboration and sharing resources.
- A mapping exercise showing all digital skills services and support, allowing organisations and citizens to link with the support already available in their locality.
- Expanding support for people with disabilities to access and use tech suitable to their individual needs.
- Developing more targeted digital inclusion services to excluded groups such as the BAME community, those living in temporary accommodation and single parents.
- Further expand digital volunteering in the city with a focus on specialist skills to support priority groups to get (and stay) online.

### **“CONTINUE TO ATTRACT INVESTMENT IN DIGITAL CONNECTIVITY”**

Recognising the importance of a good digital connectivity foundation (further highlighted by the reliance on connectivity during the pandemic), Glasgow is the first city in the UK to establish a [Telecoms Unit](#) with the sole purpose of supporting continued and growing investment in digital infrastructure into Glasgow. This serves as a single point of entry to the Council to engage with all organisations investing in digital infrastructure. This pro-active industry engagement has already yielded significant results in both attracting investment and enabling the roll-out of 5G, full fibre and enhancement of existing infrastructure. This will provide the necessary connectivity foundation to further the ambitions of Glasgow for innovation, support all our businesses and drive inclusive economic growth.

Glasgow leads the UK for 5G speeds in the City. It is the first city in the UK to sign a small cell agreement – this allows mobile companies to both enhance the 4G capacity in the city as well as being prepared for further 5G services. Deployment of this service is already underway in the City Centre

CityFibre and BT are among a number of fibre providers continuing the roll out of full fibre across Glasgow which will increase the penetration of full fibre significantly over the next few years.



## 4. SUMMARY OF PROGRESS FOR DIGITAL PUBLIC SERVICES

Over the last 12 months a major priority for Digital Public Services has been to further our open data and innovation agenda in conjunction with our ambitions to be a world class smart city.

To achieve this, we recognise that we need to adopt a city-wide “whole-system” approach and so (in line with the priorities that we set out as part of last year’s review) we have increased focus on partnership working with public, academic, and third sector partners. In particular, we have established two further working groups under the Digital Glasgow Board “Open Data & Innovation” and “Smart City Innovation”. These two working groups include representation from council officers, councillors and senior stakeholders from across our public, academic and third sector city partners, who have come together to create a shared vision for the city, outline shared objectives and priority areas for collaboration.

This has been against the backdrop of a recovery and renewal focus coming out of the pandemic which has re-shaped our priorities. Internally, within the Council we have reviewed (and where necessary), re-prioritised, and re-focused our internal transformation projects to ensure they take account of the new challenges and opportunities as we learn to live and work in new ways.

In addition to our city-wide engagement and the reprioritisation of our transformation programme, we have also been improving how we deliver digital transformation within the Council. We;

- Have established a new Strategic Digital/ICT Planning Board that has improved how we prioritise digital transformation and technology project and has been developing a new digital roadmap for the Council.
- Have undertaken a review of our approach to digital against the findings of the Account’s Commission’s “[Digital Progress in Local Government](#)” (and are currently developing an action plan which will be incorporated into our renewal programme),
- Continue to deliver improvements for digital leadership and skills following a Digital Maturity Review undertaken by the [Digital Office for Scottish Local Government](#) in 2020 which includes actions relating to leadership, service design, skills, and innovation.

### 4.2. PROGRESS AGAINST THE PRIORITIES SET FOR 2021

As highlighted above, the 2020 Annual Report for the Glasgow Digital Strategy set out ten priorities for 2021. Five of these related to Digital Public Services specifically;

- Align focus to COVID-19 Recovery and Renewal Plans,
- Renew focus on open data and innovation,
- Implement the Digital Maturity action plan,
- Evolve the transformation programme,
- Enhance the ecosystem for Smart City innovation.

#### “ALIGN FOCUS TO COVID-19 RECOVERY AND RENEWAL PLANS”

The [Council Family Renewal Programme](#)<sup>5</sup> provides an overarching governance structure for prioritising transformation within the council as we move through recovery and renewal. The programme has identified a number of new priorities that have major digital components, such as;

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<sup>5</sup> <https://www.glasgow.gov.uk/article/26333/Council-Family-Renewal-Programme>

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- The development of a new Customer Strategy,
- A Workforce of the Future programme,
- The “Glasgow Helps” programme,
- People Make Glasgow Communities,
- Projects relating to return to work.
- Social Recovery Task Force

The priorities and plans from the Renewal Programme have been used as the primary driver for a new digital roadmap that is being developed to provide a forward view of digital transformation which can be used to better plan investments and resources.

The Renewal Programme has also informed the re-planning and re-focus of existing programmes. For example;

- Re-prioritising and re-focusing our End-User Computing (EUC) programme to allow us to embrace the opportunities of a digital workplace which requires a different type of device to take employees seamlessly from home to office and back as required,
- Accelerating our adoption of Microsoft Office 365 to support this new way of working which has supported not only our own employees to stay connected and communicate regularly but has opened the door to broader engagement and communication outside of the council, enabling better partnership working,
- Accelerating the planned remaining deployment of iPads to school-children to improve remote learning capabilities
- Re-prioritising the development of online services

### “RENEW FOCUS ON OPEN DATA AND INNOVATION”

In September, we launched a new [Open Data Hub](#)<sup>6</sup>, following a soft launch earlier in the year, it represents the latest iteration of the city’s open data journey. Whereas in the past, the open data website provided access to raw datasets, the new Open Data Hub combines access to raw datasets with feature rich visualisations of data and “data stories” that allows people to engage with an interact with data in more meaningful ways, and in a manner that is more accessible to people, business and researchers. For developers it also provides access to data via Application Programming Interfaces (APIs), making it easier for developers to develop services using published open data. An example of a Data Story has been a data story that describes changes in footfall in the city centre using a range of data sets and the impact that this has had on the city<sup>7</sup>.

Creating an online Open Data Hub alone is not enough however, to benefit from open data a concerted effort is required to publish data and create the demand for the data through community building, community engagement, and applications of the data that is published that provide practical benefits to communities and city partners. To create an environment that enables this the Digital Glasgow Board established a working group entitled “Open Data Innovation”. The Open Data & Innovation working group has established a shared vision and objectives for open data in the city, has identified specific opportunities to collaborate on climate challenges, neighbourhood design, and transport/mobility analysis. The group will also be responsible for supporting the prioritisation of the development of the Open Data Hub. Membership of the Open Data & Innovation working group includes Elected Members and officers from

- [Glasgow City Council](#)
- [Glasgow Chamber of Commerce](#)

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<sup>6</sup> <https://data.glasgow.gov.uk/>

<sup>7</sup> <https://data.glasgow.gov.uk/apps/footfall-in-glasgow-city-centre/explore>

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- [Glasgow Council for the Voluntary Sector](#) (GCVS)
- [Scottish Enterprise](#)
- Scottish Government ([CivTech](#))
- University of Glasgow ([Urban Big Data Centre](#))
- [University of Strathclyde](#)
- [Glasgow School of Art](#)
- [Glasgow Caledonian University](#)
- [DataLab Scotland](#)

The City Administration Committee approved Glasgow's Open Government Action Plan in September. The action plan contains an action plan for open data that will build upon the work of the Open Data and Innovation working group. This will provide an opportunity to create civic participation for the prioritisation and application of open data within the context of community empowerment.

We have also been building upon our existing relationships with the Urban Big Data Centre (UBDC) at the University of Glasgow, and through this we now have access to mobility data and analytics at a Glasgow City region level, exploring how this type of data can support decision making on the ground as well as inform policy and strategy at the highest levels. We continue to work with the University of Strathclyde supporting intern placements who have delivered excellent work on developing our understanding and use of [traffic data](#) which we aim to share on the open data hub.

### **“IMPLEMENT THE DIGITAL MATURITY ACTION PLAN”**

The Digital Office for Scottish Local Government completed a [Digital Maturity Review](#) of Glasgow City Council in 2020. This is a standard improvement review process offered by the Digital Office to Councils across Scotland that assesses approaches to digital leadership, digital skills development, digital transformation approaches, and innovation. The Review was commissioned by the Extended Council Management Group (ECMG) who have developed an action plan. Each action is owned by a member of the ECMG. The action plan is expected to conclude in 2022 at which point a review of progress will be undertaken with the Digital Office.

### **“EVOLVE THE TRANSFORMATION PORTFOLIO”**

The adoption of digital technologies to transform how services are delivered, and associated investment in underlying infrastructure to enable services to be transformed has been managed as a portfolio of programmes,

A number of the Council's own digital programmes contained within have recently been closed or will be completed within the next year. This includes: -

- The migration from an on-premises data centre to a more secure and resilient hosted service
- Increased capacity of digital connectivity to council offices and schools
- The development of the “MyGlasgow” online services and “Pay It” services.
- The implementation of a new asset management platform
- The implementation of the new Open Data Hub

Digital transformation is never complete however. It continues to evolve and will continue to provide opportunities to mitigate risks, reduce costs, improve customer experience, empower communities, enhance democracy, and deliver better outcomes for the people of Glasgow. It is therefore important that we proactively plan for further digital transformation.

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To achieve this a new Strategic Digital/ICT Planning Board has been established. The Planning Board has established;

- A formal prioritisation framework to help to prioritise demand and opportunities across the council
- An initial version of a roadmap that provides a forward projection of digital transformation in terms of business change and technology change, aligned to the Council Family Renewal Programme and key policy drivers.
- A number of scoping/discovery projects that are developing business cases for further digital transformation that support the roadmap.

### **“ENHANCE THE ECOSYSTEM FOR SMART CITY INNOVATION”**

The final priority set for 2021 in the previous year’s annual report was to enhance the ecosystem for Smart City Innovation. To enable this the Digital Glasgow Board approved the creation of a third working group with city partners entitled “Smart City Innovation”. The aims of the working group were to create a shared vision for smart city adoption in Glasgow, to foster sharing and enable better alignment capabilities and assets, and to begin to build a pipeline of innovation challenges that can be used to drive smart city innovation. Working in conjunction with Sustainable Glasgow, the working group has adopted a “whole-system approach” and has been developing;

- A Shared Vision for Smart City Adoption
- Common Principles for Smart City Adoption
- A Smart City asset and capability map

It will also start to develop processes for fostering smart city innovation in collaboration with members of the Open Data and Innovation Working Group, will start to develop processes for collaboration for city-wide innovation, foster greater knowledge sharing and promotion of Glasgow’s ambition, achievements, and assets and capabilities, and will begin to develop a pipeline of innovation challenges. The Smart City Innovation working group includes membership from Sustainable Glasgow, Elected Members and officers from;

- [Glasgow City Council](#)
- [Glasgow Chamber of Commerce](#)
- [Glasgow Health and Social Care Partnership](#)
- [NHS Greater Glasgow and Clyde](#)
- [Strathclyde Partnership for Transport \(SPT\)](#)
- [Scottish Power Energy Networks](#)
- [Glasgow Council for the Voluntary Sector \(GCVS\)](#)
- University of Glasgow ([Urban Big Data Centre](#))
- [University of Strathclyde](#)
- [Glasgow Caledonian University](#)
- [CENSIS](#)
- [Digital Health and Care Innovation Centre \(DHI\)](#)
- [Construction Scotland Innovation Centre \(CSIC\)](#)

The working group has also already started to improve communications amongst city partners for innovation opportunities, and a number of specific opportunities are already being progressed.

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### 4.3. ADDITIONAL PROGRESS

In addition to the priorities set out in last year's report there has been much progress made for Digital Public Services, this includes the following which aren't included in the above priorities;

#### DIGITAL LEARNING AND TEACHING

Over **60,000 iPads** have now been distributed for use by pupils across the city. It is still too early to measure the outcome from this deployment but the monitoring of the outcomes is being coordinated through the Connected Learning Programme against the aims set out in the Digital Learning Strategy.

Importantly though, the iPads do not represent the true story. The expected outcomes set out in the Digital Learning Strategy will not be realised from devices alone. It will be realised from the adoption and embracing of the opportunity by teachers, staff, pupils, and parents.

This is being delivered through a programme called Digital Leaders of Learning (DLOL). The programme has been established a digital learning champion in every school to advocate and pioneer digital learning within schools and act as a key contact for the Connected Learning programme.

On the back of the programme Glasgow has become a Regional Training Centre for Apple Digital Learning and virtual training has been delivered to support career long professional learning (CLPL) within each area of the city with 50 trainers from all learning communities and all sectors signing up to deliver training in each Local Improvement Group (LIG). Statistics about the training delivered since the previous annual report includes;

- **1265 webinar attendees**
- **742 improvement evaluations**
- **9 creative classroom sessions - average 30 teachers each time**
- **14 Apple Teacher Monday sessions - average 40 teachers each time**
- **26 webinar leads**
- **5 'Everyone Can Create' Workshops 30 school signed up**
- **1 Digital Leadership Academy Day with 32 school in attendance creating Vision, PL Plan, etc**
- **5 'Coding in Creative Classrooms' - average 20 teachers each time**
- **2 DLOL drop-ins with 40+ DLOLs each time**

Work is now also underway to implement the SEEMiS/Improvement Service "[Parent Portal](#)" solution that will;

- Improve parental engagement
- Improve accessibility for all
- Provide a convenient way to access information for busy parents
- Provide all schools with the same communication tool (providing consistency and equality across the city)
- Ensure core messages are conveyed in a consistent manner across the estate reduce administration at schools.
- Provide the potential to reduce carbon footprint of education with respect to reduction in the number of letters and report cards that are currently issued in hard copy

A soft launch of the solution was implemented with a group of 10 parents from 3 schools; (Bannerman High, Mount Vernon and Garrowhill Primary) to test the functionality. Some issues have been identified and these are being worked on with the Improvement Service. Following these being addressed, a further testing session will take place prior to full launch with all parents in the 3 pilot schools above.

## DIGITAL HEALTH AND CARE

The impact of the COVID19 pandemic have been particularly acute within Digital Health and Care. In some cases it has accelerated development, in some cases work has had been de-prioritised due to the pressing priorities associated with the pandemic for NHS and the Glasgow Health and Social Care Partnership.

The previous annual reported noted that trials had been undertaken to adopt the NHS Scotland [Attend Anywhere/Near Me](#) (which has now been widely adopted by NHS in response to the COVID19 pandemic) for specific social care users. In addition to the NHS use of Attend Anywhere, it is being used by the Glasgow HSCP for some clinic-type engagements with users because it provides a feature-rich waiting room capability however this is a relatively small-scale adoption whereas the use of Microsoft Teams for one-to-one engagement and group engagement with social care users has become more widespread during 2021.

With the [switch of the UK's analogue telephony system planned for 2025](#), a key priority for the Glasgow Health and Social Care Partnership (as set out in the Digital Glasgow Strategy) is the migration of telecare alarms to digital technology. The Alarm Receiving Centre solution has now been migrated to the Council's new data centre environment which provides greater resilience and security. Now this is complete the focus has shifted towards making the Alarm Receiving Centre digitally-ready and developing plans to migrate the **9,000 alarms** ("community alarms") and peripherals in the home to digital technology to be compatible with the new phone network.

Programme governance has been established to deliver this complex transition and a programme manager is in place to manage the transition (funded through the Scottish Government's [Technology Enabled Care](#) programme). The programme is working closely with the Digital Office for Scottish Local Government who are supporting Scottish Government to help telecare service providers with the transition and has developed a [Digital Telecare Playbook](#) that provides advice and guidance based upon the experience of migration elsewhere in Scotland.

Another major priority for the Health and Social Care Partnership has been the integration of health and care records. Work to integrate care records with NHS records will be implemented as a part of a major upgrade to the "OLM" social work case management system to the ["Eclipse"](#) product.

## DIGITAL PLANNING

We have now made the [3D model](#) that was developed during 2020 available online via the Open Data Hub<sup>8</sup> and a number of applications for the model are being explored, including;

- A 3D Asset Register,
- 3D Flooding and geotechnical models,
- 3D planning application submissions (with a private architect),
- 3D Local Development Planning that enable the Council to create city development plans based on the principles of scenario evidence,
- Provision of a multi-functional tool to aid with spatial data analysis for monitoring activity and policy performance, testing indicators to develop new policy, informing investments,

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<sup>8</sup> <https://data.glasgow.gov.uk/apps/GlasgowGIS::urban-model-1/explore>

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- 3D models of Vacant Derelict Land.

The following improvements to the 3D model have also been progressed.

- We have obtained **new laser scan (LIDAR data) for whole city** which is currently being processed for inclusion in the 3D Model.
- The Council has developed plans for achieving Government guidelines for Building Information Modelling and 3D laser scans
- Investigation is ongoing to identify a solution for public downloading of the 3D City Model however it has been agreed that requests for access to the raw data will be on a case-by-case basis on an interim basis.

### SMARTER CITY MANAGEMENT

As well as the broader city-wide engagement on smart cities through the Smart City Innovation Working Group, Glasgow City Council has continued to invest in Smart City infrastructure, in part through Glasgow's City Deal, ERDF funding via the Scottish Cities Alliance's [Scotland's Smart Cities](#) programme, and the European Commission's [Horizon 2020](#) Programme. The initial phase of deployment of intelligent street lighting across the city centre is now complete. Plans are now being developed to increase the capability of the initial city centre deployment and to extend the deployment beyond the city centre. There have been further deployments of smart bins that include sensors to detect how full street bins are, and we are now in the final year of delivering the [Horizon 2020 "Smart Street" RUGGEDISED Project](#)<sup>9</sup>.

SPT and Glasgow City Council are collaborating to research opportunities for adopting Mobility as a Service within the city.

### DIGITAL CUSTOMER EXPERIENCE

A number of improvements have been made to the digital customer experience during 2021 which have been prioritised in line with the needs of the Council's continued response to the pandemic.

- A new payments platform has enabled **online payment options for 17 additional services** and simplified the overall payment process for customers via the "[Pay It](#)" portal.
- Webchat has been successfully implemented within the Customer Contact Centre as an alternative to telephone contact. A **40% shift from telephone contact to webchat** contact has been observed. Services delivered through this include Scottish Welfare Fund, Parking, Low Income Poverty Payments, Free School Meals/Clothing Grants,
- A new twitter account ([@MyGlasgowCC](#)) has been launched to improve customer engagement within social media platforms by enabling services requests via social media and improved response to queries raised on social media,
- New forms are due to be launched for domestic waste services via the [MyGlasgow](#) platform. A process of citizen engagement will be undertaken to test and obtain feedback on these forms in response to recommendations from the Digital Glasgow Board. Once successful this will then be followed by a rolling programme of migration of NRS services to the MyGlasgow Platform.
- Importantly, services made available via these forms will be integrated with a new operational system within NRS to provide a fully integrated customer experience where citizens can receive regular updates from operational staff.
- We continue to integrate the MyGov.Scot [MyAccount](#) service into most online services where there is a requirement to verify a user's credentials and where personal data is

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<sup>9</sup> <https://ruggedised.eu/cities/glasgow/>

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held. Already there are **115k citizens in Glasgow now registered for MyAccount** and have used it to access Glasgow City Council services.

### DIGITAL COMMUNITY EMPOWERMENT

An action plan to consolidate online public participation, currently delivered across a range of different platforms into a single Digital Community Engagement Platform has been incorporated into [Glasgow's Open Government Action Plan](#). This will build upon the work undertaken to pilot the use of an open-source digital engagement platform called [Consul](#) (developed by Madrid) for participatory budgeting as highlighted in last year's report. The platform will aim to provide a single online platform for;

- Consultation
- Proposals
- Debate
- Voting (e.g. Participatory Budgeting).

The aim is to emulate online public participation platforms such as;

- [Decide Madrid](#)<sup>10</sup>
- [Better Reykjavik](#)<sup>11</sup>

The action plan however will focus on engaging Elected Members and members of the public on the requirements and needs for such a platform and prioritising development.

### DATA FOUNDATIONS

The Council is actively collaborating with other local authorities and Scottish Government (via the Digital Office for Scottish Local Government) to deliver the actions contained within the Data Foundations action plan that are common to local government, and indeed the wider public sector. In particular, the Council is collaborating with the Digital Office and Scottish Government on the development of a pan-public sector [Data Transformation Framework](#) that is committed to in Digital Strategy for Scotland. This includes;

- The development of a data maturity toolkit,
- Data literacy and data skills development,
- A Data Ethics Workbook

This will provide Glasgow with an ability to deliver against its own commitments within the Digital Glasgow Strategy in a way that is in alignment with the commitments of the Digital Strategy for Scotland and at the same time draw upon the experience and expertise across the public sector. Glasgow will be one of the pilot projects for testing the data maturity toolkit and the adoption of the Data Ethics Workbook.

We also continue to look at opportunities to increase trust and citizen control of data. Building upon the previous CivTech challenge relating to public transport. We have now worked with [MyDex CIC](#) to use their Included platform to allow citizens to share information about their personal preferences with the public sector in order to signpost services. For example, a parent could provide information about their preferences for activities for a primary school age child in order to receive recommendations of local services and events that might be of interest.

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<sup>10</sup> <https://decide.madrid.es/>

<sup>11</sup> <https://betrireykjavik.is/domain/1>



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As reported for the Renew our Focus on Open Data priority, we have re-launched our [Open Data Hub](#) to provide a much more engaging and interactive platform for engaging with data than the pure publication of raw data. This includes rich interactive dashboards and maps, the [3D model of the city](#), and the publication of “data stories” that provide a more meaningful narrative of the data. The formation of the Open Data and Innovation working group provides us with an opportunity to take a broader city-wide approach to publishing and making use of open data.

As well as these infrastructure and capability developments, a number of innovative data analytics projects have been delivered during 2021;

### **Creating Insight into Alcohol & Drugs Harms**

The Council’s data analysts are supporting Glasgow Alcohol and Drugs Partnership through a collaboration with Scotland’s “Safe Haven” to enable us to combine anonymised data from GCC, NHS and Police to create insight that could be used to inform plans for reducing drug and alcohol death and harm in the city. Council data analysts have been using aggregated data to develop a prototype dashboard style that allows richer insight into the challenges associated with drug and alcohol death and harm.

### **Creating Insight into Mobility in the City**

The Council’s data analysts are working with the Urban Big Data Centre at the University of Glasgow to make use of anonymised location data from mobile apps to inform the new transport strategy. The data has also been used to show the impact of vehicle restrictions on Pollok park visitation and analysis is being extended to a further 50+ parks and open spaces across the city to help identify areas for investment.

### **COVID Analytics**

The Council’s data analysts continue to provide insights to support the city’s response to the COVID-19 pandemic. A recent development has been the use of local spatial analytics of levels of COVID19 cases and levels of vaccination within communities that can be used provide prioritise environmental health and communications activities.

### **Low Income Pandemic Payment (LIPP)**

An app has been developed that supports the application and award of a Low Income Pandemic Payment (LIPP) for **circa 97,000 council tax reduction / exemption customers**. Within the first few days of the app being launched **£4,106,570 had been paid out to 31,589 people in the city**.

### **Access to Planning Data**

A map-based view of all planning applications and their status is now available to all citizens and elected members.

## **TECHNOLOGY FOUNDATIONS**

The majority of the actions set out for improving the Council’s technology foundations are now largely complete. This includes;

- The migration of the data centre to a Tier 3 data centre for additional security and resilience. Work is now underway to develop a Cloud Strategy that can be used to help plan the migration of services from dedicated data centre services to cloud-based services,

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- Major upgrades to **(100Mbit/s - 1Gbit/s)** digital connectivity to Council buildings and schools and WiFi provided to all teaching areas in schools.

A new technology roadmap is now being developed as part of the work of the Strategic Digital/ICT Planning Board's digital roadmap development work.

## 5. KEY CHALLENGES

In last year’s report we highlighted the following challenges;

1. Dependency on Infrastructure Investments,
2. Dependency on Digital Leadership and Skills
3. Prioritisation and Resource Capacity
4. Impact of COVID-19

The impact of the first challenge has now reduced. The infrastructure investments are now largely complete. The remaining challenges still exist but continue to be managed. We have however faced additional challenges this year;

- The increased focus on the use of data, and partnership working is surfacing and exacerbating known existing issues relating to data interoperability and data quality.
- Although great progress has been made with increasing the availability of equipment and the provision of essential digital skills training to help address digital inclusion, access to affordable broadband remains an issue.

<b>CHALLENGE 1.</b>	<b>Dependency on Digital Leadership and Skills</b>
<b>DESCRIPTION</b>	
<p>As highlighted in the Audit Scotland “Digital Progress in Local Government” report, the opportunity to use digital technology to transform public services cannot be delivered by investment in technology alone. It requires a fresh approach to how we deliver transformation programmes. It requires an increased focus on:</p> <p>User Focus</p> <ul style="list-style-type: none"> <li>• An approach for enabling services to be re-imagined and re-designed around the needs of citizens,</li> <li>• involvement of citizens in the design and testing of services</li> <li>• A more agile delivery approach where required</li> </ul> <p>Digital Workforce</p> <ul style="list-style-type: none"> <li>• Workforce planning and skills development</li> </ul> <p>Collaboration</p> <ul style="list-style-type: none"> <li>• Collaboration and Partnership Working at a local, regional and national level.</li> </ul> <p>Innovation</p> <ul style="list-style-type: none"> <li>• Approaches and Processes that foster innovation.</li> </ul>	
<b>IMPACT</b>	
<p>Limited capability and capacity for digital transformation leadership and skills can result in;</p> <ul style="list-style-type: none"> <li>• Delays to project implementation</li> <li>• Services being delivered that do not meet users expectations</li> <li>• Increased costs</li> </ul>	
<b>RESOLUTION</b>	
<p>The Strategic Digital/ICT Planning Board has developed a new digital roadmap that can be used to better help plan resources and skills and can help to inform the prioritisation for skills and capabilities relating to the Digital Maturity Action Plan managed by the ECMG.</p>	

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The Renewal Programme also provides an opportunity to prioritise the development of new skills and capabilities required to deliver the programme.

Glasgow City Council continues to engage with the Digital Office for Scottish Local Government to improve its digital leadership and skills capabilities through the Digital Maturity action plan, and through more general engagement in Digital Office programmes, such as:-

- Digital Skills
- Modern Workplace
- Service Design
- Open Innovation
- Agile Development
- Data

<b>CHALLENGE 2.</b>	<b>Prioritisation and Resource Capacity</b>
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<b>DESCRIPTION</b>
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The impact of the continued COVID-19 pandemic continues to present challenges for the delivery of the strategy. Of the 36 months delivering the strategy to date, 21 have been within the constraints imposed as a consequence of the pandemic, and the associated uncertainty and rapidly changing priorities.

<b>IMPACT</b>
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The COVID-19 emergency continues to have the following impact on the implementation of the Digital Glasgow Strategy;

- 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.

<b>RESOLUTION</b>
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It is inevitable that digital programmes and associated resources will need to react to continue to react to the need of the emergency through continued response, recovery and renewal. The Council Family Recovery Plan provides mitigation of a number of these challenges by providing a providing overall governance for recovery and renewal.

Mitigation plans for managing the impacts to global supply chains is being managed by individual programmes and procurements.

In terms of ethics, transparency, and privacy, Glasgow City Council is working closely with the Scottish Government's Open Government team and Data and Intelligence Network to embed a new national "Ethics Workbook" for data projects, plus we are gaining learning from other global cities through our membership to Cities Coalition for Digital Rights.

<b>CHALLENGE 3.</b>	<b>Interoperability</b>
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<b>DESCRIPTION</b>
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The increased focus on the use of data, and partnership working is surfacing and exacerbating known existing issues relating to data interoperability and data quality.

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### IMPACT

Lack of data standards that enable data to be linked and systems to be integrated has the following impacts;

- Introduces complexity that becomes a barrier to achieving outcomes
- Increases effort and timescales for delivering outcomes
- Can result in mis-interpretation of data, that could result in data analysis providing inaccurate results, which could result in poor decision-making.

### RESOLUTION

Resolution of this challenge will not happen overnight however there is an increased willingness across the public sector, local government, and within the Council to address the challenge.

At a national level, Glasgow is one of a number of Councils that is actively working with Scottish Government and the Digital Office for Scottish Local Government to develop and establish data standards across local government and the wider public sector.

At a local level, the Council's Information Security Board has mandated that the Council Family make use of Unique Property Reference Numbers (UPRN) across services to improve property address data quality and to allow property data to be linked where appropriate. It is expected that the Data Maturity assessment will also identify specific actions for improving data interoperability and data quality.

### CHALLENGE 4. Affordable Connectivity

#### DESCRIPTION

One of the contributing factors to the inclusion challenges outlined above is having a fit for purpose digital connection. Whilst connectivity will not solve lack of skills or interest, it is a critical foundation to enable these other issues to be addressed. There are many individuals that may have a level of connectivity via a smartphone, this is frequently an unsuitable connection (and device) for essential social, civic and economic activity e.g. it is difficult to look for employment or apply for a job using a smartphone and expensive mobile data. There has been significant public investment into widening availability of connectivity (e.g. DSSB, R100) and providing temporary devices and connectivity during the pandemic (Connecting Scotland). However, availability does not equate to access: the available broadband connection may not be accessible due to affordability, contract length or credit rating. The digital infrastructure industry has started to respond with some packages available for lower income households and in many cases these are lifelines. However, with minimal/basic service or lack of universal availability, there are still many people who will continue to suffer from inadequate digital connectivity.

#### IMPACT

Lack of affordable broadband can be a limiting factor for social, civic, and economic activity, particularly during (and post) the COVID-19 pandemic. It can limit people's;

- Social interaction
- Access to learning opportunities
- Access to employment opportunities
- Employability
- Access to financial incentives
- Access to financial benefits
- Access to digital public services
- Access to online public participation

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## 6. NEXT STEPS

The priorities set for 2021 will remain for 2022. For 2021 we set the following priorities;

1. Align focus to COVID-19 Recovery and Renewal Plans,
2. Increase partnership working for Digital Inclusion and Participation,
3. Supporting and Developing Glasgow's Tech Cluster,
4. Implement the Digital Skills recommendation,
5. Continue to focus on Digital Inclusion,
6. Continue to focus on attracting investment in digital connectivity,
7. Renew focus on open data and innovation,
8. Implement the Digital Maturity action plan,
9. Evolve the transformation programme,
10. Enhance the ecosystem for Smart City innovation.

All of these remain a priority as follows;

### 1. Continue to Align focus for COVID-19 Recovery and Renewal Plans

The governance processes and mechanisms through the [Council Family Renewal Programme](#), the Strategic Digital and ICT Planning Board, and the role of the Extended Council Management Group for digital, are there to ensure that the focus remains aligned to Recovery and Renewal Plans, and plans to date have been built into the Digital Roadmap. The outlook for the impact of the pandemic on the economy, society and public services however remains uncertain and so it will remain a priority to continue to monitor the situation and react to changing priorities where required.

### 2. Continue to Develop Partnership Working for Digital Inclusion and Participation

The Digital Glasgow Working Group for Digital Inclusion and Participation is now an established forum for adopting a more joined up approach to digital inclusion and participation in the city and has already prioritised shared objectives and initiatives. It is vital that this partnership working continues to allow a city-wide approach to tackling the social, economic, and civic impacts of digital exclusion.

Building on this work will require further resource, in terms of building and maintaining an online partnership portal and joining up demand across public sector partners to engage with private sector suppliers in tackling the data poverty which prevents many of our most vulnerable citizens from engaging with the online services that have the potential to make a tangible difference to their day-to-day lives.

### 3. Supporting and Developing Glasgow's Tech Cluster

Following the publication of the [Scottish Technology Ecosystem Review](#) (aka the Logan report), The Council is now working with the tech community to design support mechanisms that that community have identified to help cement and grow the Glasgow technology ecosystem. A key focus will therefore be on providing tangible support to community building which was termed 'market square' in the Logan Report. A clear message from the tech community is to communicate the offerings clearly and to develop interventions which are oriented to the needs of the community as well as strengthening diversity across the community in both participation and technology disciplines. Therefore, the Council will design a number of specific interventions within this theme that will strengthen the foundations of a sustainable community.

However, it is clear that the role of the Council is support and there must be a strong emphasis on helping the Community achieve critical mass and maximise self-sustainability. This market square support will be complemented by the establishment of a Tech Scaler in Glasgow as

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part of the national network of scalars. This will provide the structured and expert environment to support successful technology start-ups and SME businesses through all the growth stages.

### **4. Continue to Implement the Digital Skills Recommendations**

Skills Development Scotland plan to commission research to gather up-to-date labour market information on the tech sector in Glasgow. This purpose of this research is to identify further industry insights specific to job creation and impact on skill demand to inform on-going development and delivery of education and work-based learning programmes within Glasgow.

This will be supplemented by a short life industry working group, formed of employers already committed to on-going participation and engagement with Glasgow Code Learning to support and inform the development and delivery of the programme in line with industry needs. Promotion of [Glasgow Code Learning](#) as sustainable delivery model of digital tech talent feeding into current and up-coming work-based learning opportunities such as modern and graduate apprenticeships, part of a joined-up Tech Industry service offer alongside YPG provision such as Kickstart, [Step Up Glasgow](#) in collaboration with tech industry partners such as [DataLab](#), [Scotland IS](#) and [Scottish Tech Army](#).

Specific priorities for 2022 include the development of an online “**Digital Glasgow Careers**” platform hosted on Rise360. This will provide up to date labour market information on the digital tech sector in Glasgow, along with careers and skills information across software development, cyber security, data & AI and alternative careers in tech.

Plans are underway for provide closer links between CPD with DYW Coordinators and school staff and representatives from the digital technology sector (and the careers platform) to equip them with knowledge and understanding to promote digital career pathways and sectoral scale of opportunity in Glasgow to students.

### **5. Continue to focus on digital inclusion**

Our approach to digital inclusion during 2021 will be led by the Digital Inclusion and Participation working group that will continue to provide a more coordinated approach to challenges relating to access to equipment (for example, providing access to recycled equipment or new equipment provided through the Connecting Scotland programme) and essential digital skills. As highlighted as a challenge, the availability of affordable broadband will need to be addressed as a priority.

### **6. Continue to focus on attracting investment in digital connectivity**

Building upon the success of the Telecoms Unit and investments to date in fibre and 5G connectivity we will now increase our focus on digital master-planning. However, we also recognise that we must address digital inclusion. The Council will aim to leverage our own investments in housing and infrastructure to maximise affordable connectivity. We will introduce new policies and guidance for Digital Masterplanning to support affordable connectivity options with activity that includes deployment of open-access ducting as well as reviewing all Planning policies to ensure we maximise opportunities for digital foundations.

Underpinning this activity, Glasgow will continue to strengthen the foundations of a successful digital economy by ensuring we have fit-for-purpose and future-proofed digital infrastructure across the City, serving citizens and businesses.

### **7. Continue to focus on Open Data and Innovation**

The Digital Glasgow Open Data and Innovation working group will continue to enable a city-wide approach to open data and innovation and has agreed a set of priority initiatives that will

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encourage the publishing of open data and application of open data, that importantly, help to reinforce the benefits of open data and can be used to stimulate innovation.

Glasgow's Open Government Action Plan sets out further actions relating to open data, and in particular commits Glasgow to undertaking public participation to help the city to shape its open data platform and prioritise the publication of open data.

#### **8. Implement the Digital Maturity Action Plan**

The Extended Council Management Group will continue to deliver the actions from the Digital Maturity Action Plan with a view of undertaking a further assessment of progress for digital maturity by the Digital Office for Scottish Local Government in 2022.

#### **9. Evolve the Transformation Programme**

The Council Family Renewal Programme has helped to set the priorities for the digital roadmap that is being developed by the Strategic Digital and ICT Planning Board. The priorities for 2022 include the application of the roadmap to plan required skills and resources, and the development of a number of business cases for further investment in digital-enabled transformation.

#### **10. Enhance the Ecosystem for Smart City Innovation.**

Working in collaboration with colleagues from Sustainable Glasgow, The Digital Glasgow Smart City Working Group will seek approval for a new (shared) Smart City Vision and a set of Smart City Principles that can be used to guide the development of smart city projects in the city, and in particular, to promote a "whole-system approach" to smart city adoption. We will work with public, academic and third sector partners, alongside our partners in the Innovation Centres to develop a challenge-based ecosystem approach to smart city innovation and will aim to put this to action with a number of city challenges