Digital for D&G

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INTRODUCTION

The world that we live in is changing rapidly and transforming our society. At the same time, Dumfries & Galloway Council, in common with other councils, faces a continued period of austerity, demand pressures, rising customer expectations, and tightly squeezed finances.

We must transform to keep businesses and residents at the forefront of our digital developments. recognising the importance of ensuring that those residents who are without access, or who lack digital skills or confidence are not left behind in the fast pace of digital change.

We are ambitious about capturing the potential of digital. We know this means a step change in the way we work, both in terms a more consistent approach to technology but more importantly in the transformation needed to realise the potential technology offers.

Digital is a cross-cutting theme for our 'Transforming the Council' initiative and to support this work, we must commit to a Digital Transformation Programme running over five year the life of this strategy. This will enable us to review and redesign these for a digital era with customer experience at the heart of the design process. The emphasis on high quality digital experiences for the customer is key to the cultural shift and efficiencies we are seeking. A wide range of services must be successfully moved online, achieve positive customer feedback and success in managing demand. We must take opportunities to use our information effectively and turn that data into insight. Along side this there is growing use of mobile technology, giving staff the tools, they need to do their jobs away from the traditional office.

KEY INFLUENCES

Council Plan

The recent Covid-19 pandemic has forced many of us to adapt and adopt digital alternatives to the way we usually did things. The delivery of council services is no different.
To deliver the digital transformation expected of our Council we must focus on our Council Priorities: -

- Build the local economy
- Provide the best start in life for all our children
- Protect our most vulnerable people
- Be an inclusive council
- Urgently respond to climate change
- Respond to the climate emergency

These are now even more relevant and must be the drivers for our digital transformation programme and if we are to continue to achieve positive outcomes for our communities and work effectively. We must take a whole council approach to transform the way we do things.
If we are to achieve a successful 'one public service' which is focused and responsive to residents' needs, then it is imperative that we tackle the challenges and optimise the opportunities of the digital agenda.

That does not mean everything we do can be digitised but that a digital first approach is essential in order to enable people to use digital more effectively, to make it easier to access our services and to inform more relevant insight to support decision making.

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National Digital Strategy

DGC along with other public bodies contributed to a consultative exercise with the Scottish Government on a new national digital strategy for Scotland resulting in a strategy with increased alignment and focus on our key corporate priorities.

This new national Digital Strategy by the Scottish Government – A Changing nation: How Scotland will Thrive in a Digital world - this aligns closely with our own proposed strategy and is divided into three parts.

Part One: People and Place. With an overarching theme of 'No one left behind'. This part contains similar elements as our Digital Skills & Learning, Digital Schools, and the connectivity areas of our Digital Place theme.

Part Two: A Strong Digital Economy. Reflects the use of digital to stimulate economic growth in our Digital Place Theme.

Part Three: Government and Services. With the new strategy reflecting transforming government, and 'services working for all', creating a close alignment with our Digital Customer, Digital Council, and Digitally Enabled theme of our own strategy.

Audit Scotland – Digital Progress in Local Government

A report earlier in 2021 from Audit Scotland, which considered the progress in the use of digital solutions in Local government, provided an number of key finding and recommendations relevant to this strategy.

1. **Progress and the impact of Covid-19**. To maintain momentum, councils should assess their progress, learn lessons, and identify and address barrier and inequalities.
2. **Becoming a digital council**. Councils should have a clear 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 investments in technology, people, and skills.
3. **Citizens at the heart**. To better understand the needs of citizens, councils should have a citizen and community engagement plan to ensure they have sufficient staff with skills to carry out service design.
4. **Workforce and skills**. Councils should conduct a staff skills survey to better understand what digital and data skills they need. This would allow workforce and have skills development plans that align with digital transformation.
5. **Data and Technology**. Councils should understand their technology infrastructure and have a clear plan to address legacy systems to create better coordinated solutions. Councils should work together to develop common data standards and approaches.
6. **National leadership and collaboration**. The refresh of the national digital strategy provides and opportunity for all organisations delivering digital transformation to set the vision, agree shared opportunities, and identify where a shared approach would add value to developing a shared approach.

Dumfries & Galloway Digital Maturity Assessment

Carried out by the Digital Office for Local Government the following initial indicative findings, will be followed by a subsequent full report with any actions being incorporated into the Digital Strategy Implementation Plan. Following sector standard definitions, the following outline recommendations were noted.

There is great evidence of collaborative and partner working with Microsoft, South West Improvement Collaborative etc. Continue to strengthen these partnerships (and with others such as Digital Office, SCVO etc) to tap into more opportunities for innovation

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Outline Recommendations

Digital Strategy & Benefit realisation.

- Delivery of new Digital Strategy is supported by service led transformation and ensure Governance structures (Member Working Action Group, Digital Board) enable both scrutiny but more importantly removing barriers and keeping pace with change.
- Benefit realisation approach aligned to this strategy, RRR and other corporate plans.

Digital Skills & Culture

- Build on the work the team are doing with SCVO Champions training to develop Champions network across the organisation and work towards implementation of Digital Skills Competency Framework

Digital Transformation Capabilities & Capacity for change

- Ensure Implementation Plans for the Digital Strategy aligns sufficient resource with the right skills
- Some investment in Service Design capabilities to focus service redesign around customers/users/citizens.
- Focus on improving customer experiences rather than just moving everything online

Digital Research & Innovation.

- Focus on leveraging existing investments eg O365 and continue to work with partners to leverage innovations, automations, and data opportunities.

In summary, there are significant similarities in the outcomes and findings of these sources and while the outcomes are addressed by this strategy, it is important to note what a digitally enabled council will also require to be dynamic and agile in its approach to digital transformation.

Therefore, to support implementation of the strategy, we are committed to a significant digital transformation and modernisation programme aligned closely to the Council's Corporate plan and our service planning process. The outcomes associated Digital Strategy is key to enabling us to transform the way we work – both internally and with partners – so that we can achieve 'One Public Service' for the residents and businesses of Dumfries & Galloway.
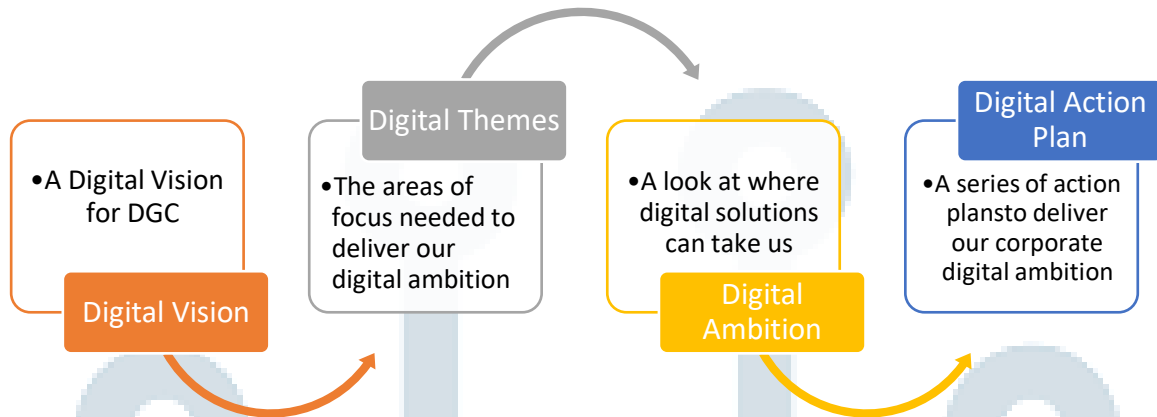
In realizing our digital ambition, residents will experience a better offer from the council, thus enabling the council to sustain its offer of face to face support for those who need it.
To enable that to happen we need to ensure that our staff can operate effectively "in the field" utilising mobile devices, working smarter and flexibly and from home, supported by high quality online support and cloud based software. Having an effective mobile digital service will deliver better customer services, reduced data entry requirements, travel overheads and office space, and underpin significant improvements in data quality.

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DIGITAL for D&G

About this strategy

Following on from our first Digital & ICT strategy in 2016, it is clear that as part of 'Transforming the Council', we need to broaden our adoption of digital opportunities and embrace the digital environment to modernise our services and deliver the priorities for this council. This strategy is intended to underpin these priorities, and is divided into four interlocking sections:-

Digital Vision
- A Digital Vision for DGC

Digital Themes
- The areas of focus needed to deliver our digital ambition

Digital Ambition
- A look at where digital solutions can take us

Digital Action Plan
- A series of action plans to deliver our corporate digital ambition

We can use digital solutions to improve outcomes for our residents and businesses by sharing data with our partners and turning that data into intelligence that will enable us to make better decisions and intervene earlier to deliver improved services for our residents, especially for those most in need of our help.

One of the aims of the digital strategy is to provide more services to customers online which will enable residents to access relevant services 24 hours a day, seven days a week from wherever they are and, that residents will choose to use online services because it will be easier, quicker and more convenient for them rather than using traditional methods.

We can make improvements that also enable savings and as such, a main driver for developing a digital strategy is our need to spend our budget more effectively.

OUR DIGITAL VISION

"We will embrace the opportunities and potential of digital technologies to improve outcomes and services for all our citizens and employees, and at the same time work to enable our region to embrace digital opportunity. "

This vision supports that of our council's Transformation Programme

"Our services are accessible, flexible and delivered with the customer's needs in mind, adopting a digital by choice approach and meeting customer needs at the first point of contact."

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WHAT ARE OUR ASPIRATIONS?

A digital council is focused on delivering better outcomes for its citizens through best use of people and digital solutions. Having the right skills and culture in place is critical and underpins each of the following characteristics

	Digital Leadership Communicates a clear digital vision and ambition and creates an innovative and collaborative culture that drives change. Understands the potential of people and digital to transform services for citizens
	User focused Understands the needs of citizens, communities, and staff affected by services and policies, and involves them in service design. focuses on improving outcomes for citizens and other users
	Digital Workforce staff have the skills, knowledge, and confidence to use digital solutions, develop new ways of working, and embrace new technologies
	Collaborative develop new ways of working together, sharing good practice and ideas across services and between councils and sectors, and involves citizens and communities
	Technology & data enabled Makes best use of digital technology to build common solutions, that can be reused and shared to create better value for money. uses and shares data securely to inform decision making, enable joint services and achieve better outcomes for citizens
	Innovative Have a culture of openness and improvement, looks outwards and explores how services can be delivered differently. has the capacity and process in place to implement change.

OUR CHALLENGES

We live in an age of technological revolution. People rightly expect the same quality of services for us as they get in other aspects of their lives. In order to face many policy and financial challenges, we need to transform how the council works and redesign public services around the residents. We have three main challenges.

Rising Expectations

Rising Demand

Fewer Resources

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⊕ OUR OPPORTUNITIES

We've made a great start in embracing the digital agenda. But we need to do more and at a greater pace. Through the council's Transformation Programme, and delivering on the council's plan, we will focus on the outcomes that matter most to our communities. To succeed, we need to make the most of the numerous opportunities digital can offer. These include

Improve our customer experience

- *The Covid pandemic saw a huge move to online services and the use of digital soltuons. we must now sieze this opportunity to improve our own customer experience using the digital opportunities we now have.digitised back office processes that remove manual intervention, along with new and simplied web based front ends will allow DGC to enhance how its delviers services to and how it interacts with the citizens of this region.*

Better Use of Data

- *The council has a wealth of information held in its systems that could provide insight into our customers needs. we must leaverage this information to make decisions, assess trends and what services to focus on. Additionaly by integrating our information between systems we can deliver personalised and focused services for our citizens by providing better access to their information and data.*

Wider Access

- *Social media has changed the way in which we can communicate and engage – it's opened up access and provides us with a wealth of opportunities to develop relationships and connections in the community. Our aim is to use social media to listen, learn and deliver better services.Websites will be transactional with an emphasis on easy access, self-service, up-to-date and relevant information and fully mobile enabled. Our aim is to ensure that our on line services are succinct and information is easily accessible.*

Adopt Digital Technologies

- *There are rapid changes taking place in society fuelled by modern mobile internet technology and we must respond to the changing demands of residents, customers and businesses. The recent Covid pandemic has seen a huge rise in the use of digital solutions to continue service delivery and as a council we must capitalise on this to reduce cost while improving service quality, and ensure that it meets the demands of all the customers it serves. Digital technologies allow the redesign of services around the customer. The ability to deliver many transactional services electronically - whether paying, applying or reporting - can be done at a lower cost.*

Reduce costs

- *There are many examples of how other councils have innovated and used modern technology to improve services and reduce cost, – by reducing amnual interventions and automating processes digital technologies are making a difference and helping the move to more efficient and effective channels for service delivery. DGC must adopt the same approach.*

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OUR DIGITAL THEMES

Taking into account the identified drivers and opportunities for digital, as well as our council transformation ambition, we have prioritized six key themes on which to focus our efforts. For each theme, we have developed supporting principles which will guide the decisions we make and the way in which we will deliver in order to achieve our vision. The six themes, and the difference they will make to our customers through the outcomes they are seeking to achieve, are:
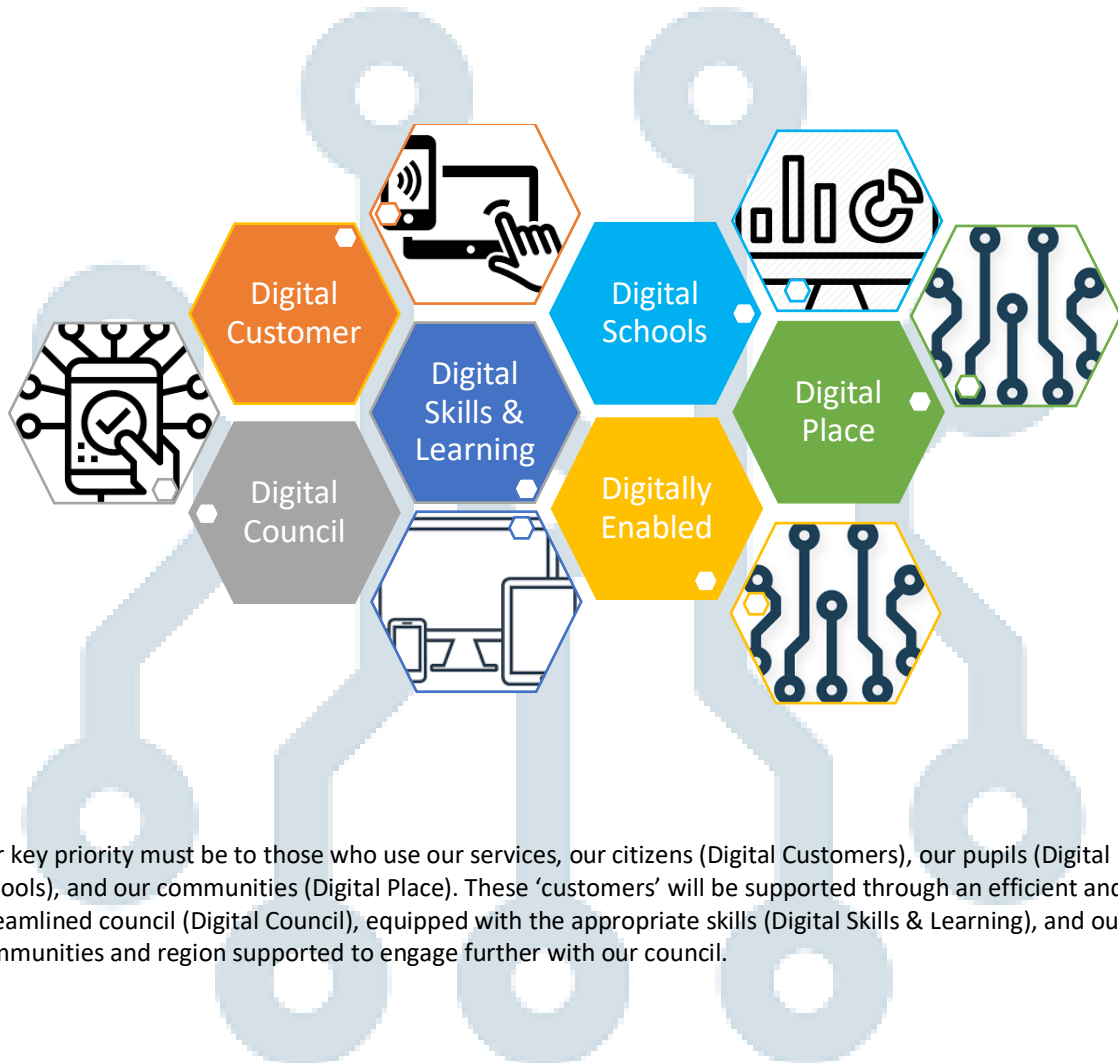
Our key priority must be to those who use our services, our citizens (Digital Customers), our pupils (Digital Schools), and our communities (Digital Place). These 'customers' will be supported through an efficient and streamlined council (Digital Council), equipped with the appropriate skills (Digital Skills & Learning), and our communities and region supported to engage further with our council.

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Our Digital Strategy Themes

Digital Customer
- Customers will be able to easily connect with DGC at a time and place convenient for them, they will only need to tell us once and can be confident that DGC will get it right first time. We will keep them informed of progress and provide secure access to their information and transactions with the council.
- improving customer experience is at the forefront of our Digital Strategy

Digital Schools
- Pupils will have access to digitally enabled teaching environments supported by resilient secure networks delivering appropriate learning & teaching resources.
- Teachers will have the opportunity to introduce digital learning methods into the classroom.
- we must develop the digital skills and confidence of educators and learners

Digital Place
- People living, working in and visiting D&G will have access to the benefits of a digitally enabled region and digital will facilitate greater community participation and informed decision making.
- we will create digitally inclusive communities with appropraite connetivity and access to devices and ensure that appropriate support is provided to our most vulnerable.
- we will support and encourage the use of digital solutions to stimulate economic growth.
- we will endeavour to make Dumfries & Galloway a truly digital place

Digital Council
- Staff will be enabled through change and the use of information, and technology to provide excellent connected service to D&G residents and businesses. We will ensure that we provide digitally enable access to our services and report on how these are performing. We will use digital to redesign how we deliver services and improve our back office processes to integrate our online service portal. we will improve our staff experience enabling greater collaboration, and working from the most appropaite location

Digitally Enabled
- We will enable our council to make best use of digital opportunities by providing an enabling ICT platform which is simple to use and meets business needs. Our staff will be enabled to use digital technology to work in an agile manner and deliver services where they are needed. Joining up data and improving quality and our ability to use and understand it will guide the way we do business and we will have an open by default approach to data.
- We will use tehcnology to make sure we make the best use of our resources and manage them in a efficient way.

Digital Skills & Learning
- We will provide training and learning opportunities alongside our partners to help ensure our staff and citizens possess the essential digital skills for life and work
- We will help ensure that our staff and service users fully understanding cyber security issues and are able to use digital applications and services safely
- We will co-ordinate digital support with our partners to help reduce digital inclusion for all by ensuring access and connectivty fro those in need

OUR DIGITAL AMBITIONS

Our Digital Strategy (Digital for D&G) puts residents, customers and businesses at the heart of everything we do. We have developed six clear ambitions to match our focus and to support our digital vision.

Digital Customer Ambition

Objectives	• To create an exemplary customer services offer by creating accessible, better connected and easy to use digital services • To ensure we influence and adapt to customer demand and ensure our services work for all citizens • Support the delivery of our Customer Services Strategy
What difference do we want to make?	• Customers will be able to easily connect with our council at a time and place convenient for them. • They will only need to tell us once and be confident that our council will get it right first time. • Improved and expanded online access to council services
What will we do?	• Put residents at the heart of designing and improving digital services. • Develop digital services to be better connected, accessible and convenient for residents. • Design digital services that are easy to use, and get it right first time. • We will develop services where customers can self serve • Provide support for those who need extra help. • Authenticate and identify users of our online transactional services. • Implement a prioritised programme of redesigned customer journeys and the back office processes that support them • Expand the number of Simple and effective online services • Provide a seamless customer experience through our customer delivery channels • Implement the ICT systems (i.e. Customer Relationship Management) required to deliver the experience our customers expect • Rationalise, modernise, and integrate our systems so that we have a single view of the customer
What change will we see?	• Services are available online whenever customers need them • Citizens chose to use our online services because they are easy and convenient • Assisted Digital is available through a number of channels • Customers have a range of channels to access council services • Online services are automated and customers kept informed of progress • Increased number of service available through our online channel

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Digital Schools Ambition

Objectives	• Deliver digital technologies to suppor imaginative, innovative learning environments suitable for learning & teaching in the 21st Century. • Provide support for national and corporate Plans to improve digital awareness and skills in our staff and communities eg. CLD Partner Strategies Plans, Connecting Scotland
What difference do we want to make?	• use digital technologies appropriately & effectively to enhance learning & teaching, equip our children with vital digital skills, leading to improved educational outcomes.

What will we do?	Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
	   • Develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning & teaching
	   • Improve access to digital technology for all learners & teaching staff
	   • Secure online school services & payments for a wider range of services
	Support the enhancement of digital learning by supporting local and national strategies.
	   • Facilitate equality of access to suitable tools & resources to enhance learning opportunity
	   • Embed digital skills in the curriculum
	   • Influence the provision of digital skills and literacy support so it meets the needs of identified excluded groups

What change will we see?	• Digital teaching methods are embedded in the curriculum • Educators understand the benefits of digital technologies in education • Equality of access and availability of digital resources to all • Secure Parental access to online services and pupil information • Enhanced engagement with national initiatives • All learners have access to the same range of software and specialised applications • Digital solutions are commonplace in classrooms • Appropriate support is available to those who need it

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Digital Place Ambition

Objectives	• Deliver digital technologies to support imaginative, innovative learning environments suitable for learning & teaching in the 21st Century. • Provide support for national and corporate Plans to improve digital awareness and skills in our staff and communities eg. CLD Partner Strategies Plans, Connecting Scotland
What difference do we want to make?	• use digital technologies appropriately & effectively to enhance learning & teaching, equip our children with vital digital skills, leading to improved educational outcomes.

What will we do?	Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
	  • Develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning & teaching
	  • Improve access to digital technology for all learners & teaching staff
	  • Secure online school services & payments for a wider range of services
	Support the enhancement of digital learning by supporting local and national strategies.
	  • Facilitate equality of access to suitable tools & resources to enhance learning opportunity
	  • Embed digital skills in the curriculum
	  • Influence the provision of digital skills and literacy support so it meets the needs of identified excluded groups

What change will we see?	• Local businesses embrace and are confident with digital • D&G has a high capacity digital infrastructure to provide effective communications • Enhanced support for digital democracy and engagement including social media and electronic voting • Enhanced ability of citizens to do business with the council using digital • Digital democracy is embedded in our regions with our communities digitally self sufficient • We have a wide range of data on how our region is being used • Support for the digital sector • Borderlands delivers economic growth

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Digital Council Ambition

Objectives	• To maximise the effective use and sharing of data and intelligence to improve and coordinate public services. • To develop the digital skills, tools and culture to transform how services operate digitally and interact with residents. • Support the objectives on our Anti-poverty and equality & Diversity Strategies • Streamline our business processes using digital solutions
What difference do we want to make?	• Staff will be enabled were possible through change and the use of information and technology to provide a first class connected service to all citizens and businesses. • Joined up data and the customer experience will guide the way we do business and we will share our data in a safe and responsible way.
What will we do?	We will put residents at the heart of how we design better connected Council services and decision making. • Exploit the use of our digital tools to improve sharing & collaboration • Maximise effective use of data sharing & business intelligence • Develop systems to support a 'One Council' approach to localised service delivery • Develop our delivery channels to improve customer experience and personalised engagement • Take a Digital First approach to service design • Use data analytics to create the intelligence to target services, improve outcomes and tackle fraud • Develop managers, staff and councillors to be digitally skilled, confident, and to embrace 'working differently''
What change will we see?	• Digital solutions provide opportunity to increase productivity and reduce cost • Automated and efficient online services • Accurate performance information is readily available to manage customer needs • Staff downtime is reduced, and corresponding productivity increased • Our data is joined up and secure to support partnership working • Our transactions with citizens are recognised as being safe and secure • Improved management information (MI & BI) to allow service improvement • Staff are enabled to communicate with others regardless of location

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Digitally Enabled Ambition

Objectives	• Adopt an approach to digital and ICT where they become more structured, strategic and corporate. • To develop a digital workplace which provides solid, reliable and innovative technology solutions • To provide staff with digital tools to make the most of technology • Create platforms to support a range of corporate strategies and plans, including Health & Social Care Plan
What difference do we want to make?	• by providing a flexible but secure digital platforms, staff will be enabled to interact with customers through a variety of cohesive channels, in a range of locations delivering responsive and informed services.
What will we do?	• **Review our technology requirements, simplify and improve customer facing systems** • **Explore emerging technologies & embrace innovation** • **Implement digitally enabled platforms** • **Implement digitally enabled platforms** • **Accurate, joined up and secure data** • Explore the potential of emerging technologies including IoT • Simplify out ICT environments • Improve our customer facing ICT systems to make our council more effective, efficient and sustainable
What change will we see?	• A digital ICT platform to support the digital delivery for all customer channels • Increased resilience and connectivity through cloud based systems • Systems are fully integrated and easily share information • ICT infrastructure is secure and effectively managed to meet service needs • Digital technologies are aligned to ensure effective service delivery • Digital council services reflect modern expectations • A programme of process digitisation & system improvement is in place • Digital connectivity to corporate resources for all staff • Standardised reporting with data integrated across multiple systems

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Digital Skills & Learning Ambition

Objectives	• Improve the digital confidence, skills and capabilities of our staff, members and citizens • Develop a co-ordinated strategic approach to Digital with our partners • Connect with key local and national plans and initiatives to maximise opportunities to improve digital skills and awareness and close the digital gap (i.e. Scotland's new Digital Strategy, Connecting Scotland and the CLD Partners' Strategic Plan)
What difference do we want to make?	• Citizens will be confident in being able to access, utilise and engage with new digital services and technologies provided by our Council • That digital exclusion is eliminated across our communities • That all our staff have embraced digital transformation, are confident in their digital skills and are able to utilise a range of devices and applications
What will we do?	• **Put our citizens at the centre of digital skills developments** • **Identify the gaps in digital skills and create a programme to provide support to those who need it most** • **Raise awareness of cyber security to minimise risks to staff and citizens** • **Design Support capabilities that deliver digital inclusion for all** • Develop the digital skills of our workforce & Elected Members through a programme of upskilling • Support our frontline workers in the use of technology to support them in and out of work • Enhance the skills of our existing staff in the use of Microsoft Office 365 • Embed a model of Digital Champions where staff are empowered to help promote digital skills and provide support to their colleagues • Benchmark and share best practice with other local authorities to help improve our own digital approaches • continued commitment to Scotland's Digital participation Charter
What change will we see?	• Online access to digital skills training • Online support is available during customer transactions • Staff, members, and users are aware of their cyber security responsibilities • Session based digital skills training is available at a range of locations • We work closely with partners to ensure training; connectivity & access are co-ordinated to help close the digital divide • Staff have the skills needed to deliver and support digital services

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OUR KEY ACTIVITIES – SUMMARY

Considering the vast range of work we need to do and to help focus the delivery of this strategy the table below identifies the key activities to be undertaken and carried through to the outline implementation plan.

Provide better connected, accessible & convenient digital services	Digital Customer	Digital Schools	Digital Place	Digital Council	Digitally Enabled	Digital Skills & Learning
Provide better connected, accessible & convenient digital services	✓	✓	✓✓	✓	✓	✓
Design Digital Services that are easy to use & get it right first time	✓					
Assisted Digital - Provide support for those who need extra help	✓			✓		
Use digital technologies appropriately & effectively to enhance school environments		✓			✓	✓
Ensure that digital is central to all areas of the curriculum		✓			✓	✓
Develop the digital skills and confidence of our educators & learners		✓			✓	✓
Explore digital opportunities for all in D&G			✓	✓	✓	
Support local businesses to adopt or create digital solutions & skills			✓	✓	✓	
Support digital opportunity for economic regeneration and recovery			✓	✓	✓	
Create digital communities and digital democracy for D&G	✓		✓	✓	✓	
Exploit digital tools to enable staff improve sharing & Collaboration				✓	✓	
Identify & authenticate online service users & ensure every digital transaction is safe, secure, compliant, and appropriate	✓			✓	✓	
Maximise effective use & sharing of data and business intelligence to improve outcomes				✓	✓	
Take a 'Digital by Design' approach to service improvement				✓	✓	
Digitally Enabled Platforms	✓			✓	✓	
Ensure the council's data is accurate, joined up, and secure to provide a 'single version of the truth'	✓			✓	✓	
Review our technology requirements, simplify and improve customer facing systems				✓	✓	
Explore emerging technologies and embrace innovation				✓	✓	
Enable our staff & members to be digitally confident				✓		✓
Continue to raise awareness of our service users and staff to cyber security needs				✓		✓
Design Support capabilities that deliver digital inclusion for all	✓			✓	✓	✓

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Key Enablers

Customer Experience	Automation	Innovation	Data management& Business Intelligence	Cyber Resilience	Continuous Learning	Digital Schools	Connectivity
Customer needs are at the heart of our services by blending customer need with business requirements	Automating and augmenting business processes to enhance services and efficiency	Digitisation now provides opportunities to deliver better outcomes and to use innovative solutions	Sharing operational data and information securely and efficiently, to improve decisions and outcomes	Raise awareness of the threats to the privacy, integrity and availability of services and build security into digital services by design.	To develop and sustain a digital future for Scotland, and to ensure no one is left behind,	we need to ensure that our young people are equipped with the skills to thrive in the digital world	we need to ensure that communities and individuals have the necessary means to connect to a digital world.
Everyone will have access to a first class user and customer experience. We will use channel shift to online to ensure that this reduces inequalities and does not exclude the least advantaged in society from the services they may need the most.	Harnessing computing power and machine intelligence to boost part or all of manual activity and create efficient, agile and compliant business processes able to keep up with ever increasing demand	As an organisation we must provide the time and skill sets to become truly innovative. If needed we must adopt new approaches such as agile which encourages an iterative approach to developing innovative digital solutions.	Application and data integration to enhance the secure exchange of management information and improve service delivery, efficiency and collaboration for services, customers, and partners. This will make it easier to join up services for the benefit of the people who use them.	We will ensure that our services are secure and resilient and that our users are authenticated to ensure maximised protection of the data we hold. Our infrastructure will be protected to minimise disruption from cyber security threats.	We need to ensure we have a skilled workforce available to meet the needs of a growing digital demand. We need to increase the digital skills talent pool within our organisation to allow the use of digital solutions to be effective and sustainable.	We want an education system that builds digital skills of both our pupils and our educators, so that digital can be embedded in the curriculum. We must deliver educational environments which embrace latest technologies and provide a sustainable digital experience for our learners.	We recognise that digitisation is underpinned by technology that is evolving at an exponential rate of change and actively seek opportunities to explore how new and emergent technologies can improve outcomes for Scotland

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OUR KEY OUTCOMES

DIGITAL CUSTOMER
- Customers will be able to easily and securely do business with DGC at a time and place convenient for them, they will only need to tell us once and we will get it right first time. Support will be provided to those who need it to ensure equality of access to our services.

DIGITAL SCHOOLS
- Teachers will be enabled to use digital learning methods in the classroom. Pupils will have access to digitally enabled teaching environments and learning & teaching resources

DIGITAL PLACE
- People living, working in and visiting D&G will have access to the benefits of a digitally enabled region and digital will facilitate greater community participation, be used to reduce the digital divide.

DIGITAL COUNCIL
- Staff will be enabled to provide excellent effective customer focused service to residents and businesses. We will use digital to redesign how we deliver services and improve our back office processes to integrate our online service offerings

DIGITALLY ENABLED
- We will make best use of digital opportunities by providing simple to use solutions that meet business needs.. Joining up data and improving quality will guide the way we do business

DIGITAL SKILLS & TRAINING
- Training and development will be available to enable all to maximise the use of digital solutions. Our staff will be enabled to use digital solutions to work in an agile manner and deliver services where they are needed

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