

North Lanarkshire Council Report

Finance and Resources Committee

Does this report require to be approved? Yes No

Ref SL/LJ

Date 20/11/24

Digital North Lanarkshire Programme of Work – Digital Culture, Knowledge and Leadership

From Stephen Llewellyn, Chief Officer (Housing)

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Executive Summary

Members of the Committee are aware of the reporting requirements of the Programme of Work to 2028 and the responsibility to report the areas of work from the Digital North Lanarkshire Programme of Work Board which sit within this Committee's terms of reference.

This report provides an overview of progress to date from the Digital Culture, Leadership and Knowledge sub-group and focusses specifically on the digital adoption work carried out in 2023 and followed up with a digital maturity assessment survey in 2024.

Thereafter a number of next steps and recommendations are contained herein.

Recommendations

It is recommended that the Finance and Resources Committee:

- (1) Acknowledge the contents of the report;
- (2) Support the further development of the Council's Digital Maturity Assessment and;
- (3) Endorse the next steps contained herein.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition
Programme of Work	Digital North Lanarkshire

1. Background

- 1.1 Members are aware of the Programme of Work to 2028 to support the delivery of The Plan for North Lanarkshire and the reporting requirements contained therein.
- 1.2 Digital North Lanarkshire is one of seven priorities contained within the POW to 2028 with the aim of developing a skilled digital workforce, promoting an innovative, sustainable culture and being the digital leader for a transformed North Lanarkshire. This priority is a key enabler in delivering the other Programme of Work priorities and driving economic growth as well as transforming the education and abilities of learners of all ages.
- 1.3 The Digital North Lanarkshire Board drives the delivery of the following through a portfolio of programmes, projects and activities:
- Increasing the council's digital maturity level.
 - Enabling services to develop skilled employees.
 - Enabling services to design and adopt innovative solutions and react quicker to external demands and financial challenges, increasing efficiency and compliance.
 - Promoting a data-led and self-adapting service redesign culture
- 1.4 In order to deliver on the portfolio outlined above four sub-groups have been established. One such sub-group is Digital Culture Leadership and Knowledge which was stood up in September 2023 with responsibility for four activities:

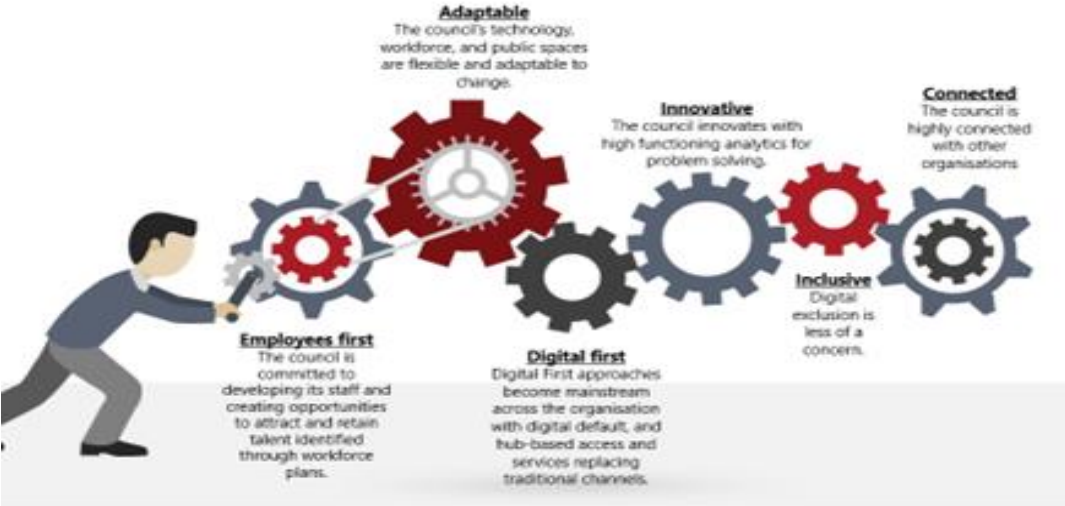
Activity No.	Overview
1	Create a mature and sustainable culture across the organisation to ensure that digitisation of Council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire
2	Develop Digital Leaders to facilitate behavioural change required to enable service transformation within existing resources
3	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions
4	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption and accelerate digital-first business capabilities

- 1.5 This report provides Committee with an update on the work of the sub-group with regard to Activity 1 above.

2. Report

- 2.1 Members are aware that Policy and Strategy Committee approved the indicative 5-year digital transformation programme in March 2019. Since that time digital transformation across the Council and its communities has been underpinned by the Digital and IT Strategy which sets out six principles that ultimately mean people come first regardless of the activity being delivered. The latest version of the Digital and IT Strategy (2024-2027) was approved at the Policy and Strategy Committee in March 2024.

2.2 During the development of the strategy, stakeholder engagement carried out re-enforced that the undernoted six principles remain as relevant as when they were first developed in early 2020.



2.3 By following these principles, this will enable a significant shift in mindset and culture in terms of how the Council conducts its business. A greater emphasis will now be placed on the public interacting and using council services through digital methods. These achievements would not have been possible without the considerable effort of employees from across the services with employees at the heart of any digital transformation as change is implemented.

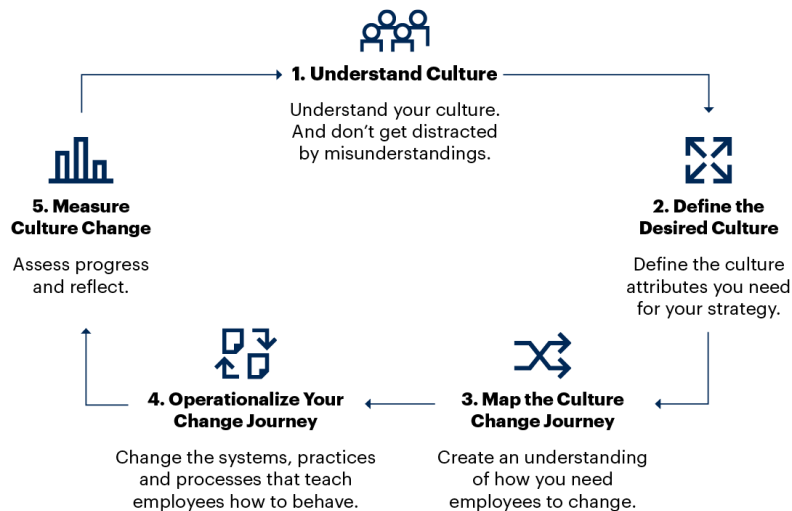
2.4 Over the latter part of 2023 members of the Digital Culture, Knowledge and Leadership sub-group carried out a number of pieces of research to better understand the past and present culture of the organisation.

2.5 The first step was a review of the survey carried out in April 2023 by the Infrastructure Manager within Business and Digital to examine digital adoption across services, (particularly the use of M365) and at various levels. The results showed:

70% understood the value of the digital workplace.
41% found their work more interesting as a result of applying digital tools
73% actively supported change
73% have participated in learning
52% didn't feel they have opportunities to decide what tools to use for their jobs
47% agreed with having opportunities to develop new skills and show capability
76% agreed they found digital workplace tool useful in their jobs
28% stated using the tools help them feel more valuable in their job but 55% agreed that IT does support personal development

- 2.6 In order to further investigate the above findings and to create a baseline measurement for digital adoption, which will be crucial in supporting the organisation to understand the current state of technology use and readiness for digital maturity, a digital maturity assessment was developed.
- 2.7 Ultimately, this will support the identification of gaps in digital capabilities thus providing opportunities for improvement. This baseline will aid the setting of realistic goals, measuring progress, and will inform strategic planning and decision-making. It will also help drive user engagement and adoption through targeted strategies, including the Digital and IT Strategy 2024-24, leading to the full realisation of the value of digital technologies.
- 2.8 The sub-group has been working with Gartner.com, who provide research, advice and tools and techniques to aide organisations with developmental research. The focus has been on the five steps to change culture model as detailed below:

Five Steps to Change Culture



Source: Gartner
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Gartner

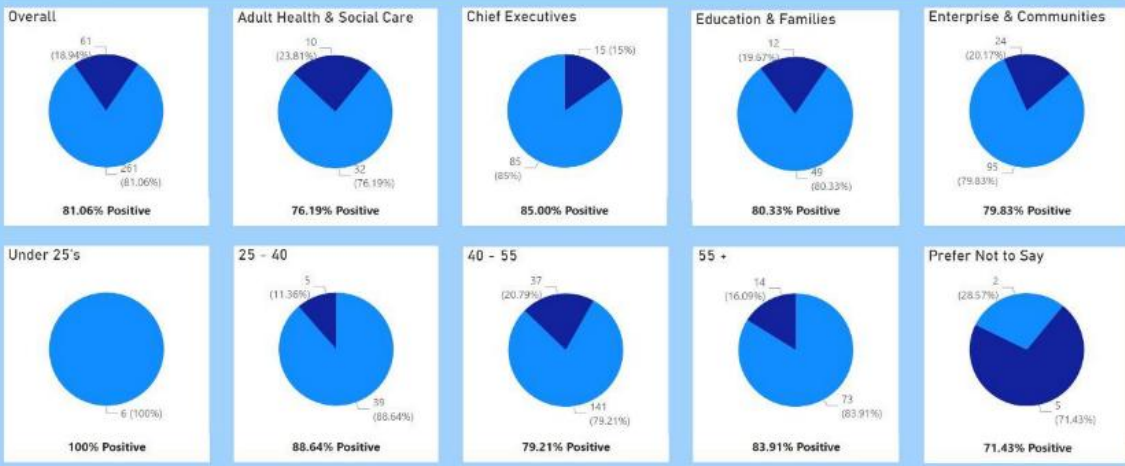
Stage 1 – Understand the Culture

- 2.9 Much of the work of the sub-group to date has focussed on step one above as adoption and readiness for change is the biggest challenge for any organisation. The need to cultivate a positive digital culture is a basic aspect of any transformation cycle.
- 2.10 In order to gain greater insight into the current thinking of employees across services a series digital maturity survey was issued between April and June 2024. The surveys had a collective response rate of 16.1% response rate. 82% of the overall responses showed a positive result.
- 2.11 When drilling further into the questions for change/digital adoption the Chief Executive's service was the most positive (81.06%) with the responses reducing to 76.19% within Adult Health and Social Care.

Q3. Do you think NLC is ready for change/digital adoption?

(Digital adoption refers to the act of incorporating new digital tools and systems to improve work processes and achieve objectives)

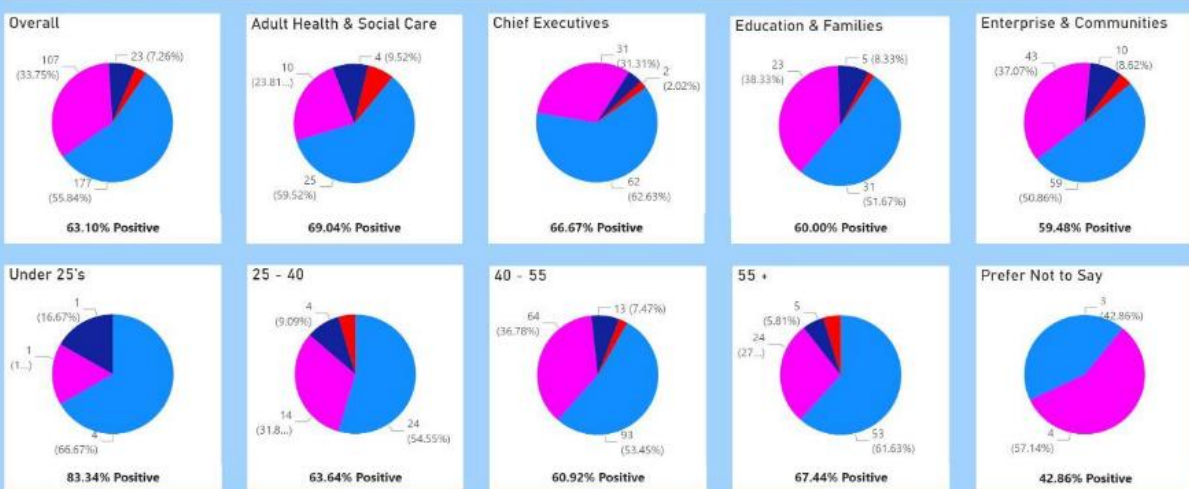
● Yes ● No



- 2.12 Under 25s were consistently the most positive with almost 96% dropping to 81% for those aged 40-55 when asked about readiness for change/digital adoption.
- 2.13 However, as the questions began to ask about knowledge of accessing support for the adoption of new technologies the overall results showed a drop to 69.16% being positive with those under 25 dropping to 61.36%
- 2.14 When asked about staff readiness for change and actively participating in updating and implementing business processes the drop continued with 63% overall feeling ready for change.

Q16. Staff are ready for change and actively participate in updating and implementing business processes

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree



Understanding the Culture - Summary

- 2.15 In summary, respondents are positive about the Council's readiness for change/digital adoption. Respondents have confirmed that change and transformation aligns with the priorities set out in The Plan for North Lanarkshire and they recognise that the Council is ready, and supportive, of change/digital adoption.
- 2.16 There is a recognition that the tools available have enhanced team collaboration as well as enhancing their own efficiency and productivity.
- 2.17 However, respondents advised that their own readiness for change and actively participating in change is not as positive as the responses for the Council as a whole. Accessing support for the adoption of new technologies, particularly those under-25 has been highlighted an area to be further investigated.
- 2.18 The survey offered respondents an opportunity to provide details of further support that could be given to employees as part of the digital culture change activities. 29% of respondents mentioned training requirements with 26% of those asking for one form or another of face to face training to be provided.

Next steps

- 2.19 The Digital Culture Leadership and Knowledge sub-group will review the narrative from the open questions contained within the Digital Maturity Survey and the previously mentioned digital adoption survey and agree a development plan in line with the key objectives highlighted at Section 1.3 of this report.
- 2.20 Further work will focus on developing the Culture Change Roadmap (Appendix 1) for the organisation, with development work focussing on Stage 2 as illustrated.

3. Measures of success

- 3.1 Success will be measured through the set of performance indicators agreed at the Digital North Lanarkshire PoW Board:
- a) % increase in employees/learners identifying as digitally confident;
 - b) % increase in number of learners using a tool to assess their skills and agreeing/strongly agreeing on the competence level of their skills;
 - c) % increase in number of employees accessing/attending digital training.
- 3.2 Performance indicator definitions are complete and methods of data gathering are currently being investigated.

4. Supporting documentation

Appendix One – Culture Change Roadmap illustration.



Stephen Llewellyn
Chief Officer (Housing)

5. Impacts

<p>5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<p>5.6 Technology / Digital impact Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.7 Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.8 Communications impact Does the report contain any information that has an impact on the council's communications activities? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.9 Risk impact Is there a risk impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p>
<p>5.10 Armed Forces Covenant Duty Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p>5.11 Children's rights and wellbeing impact Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes <input type="checkbox"/> No <input type="checkbox"/></p>

Culture Change Roadmap

