

Midlothian Council

Digital Strategy

Delivering the Future

2016 - 2021

Version 1.0

December 2016

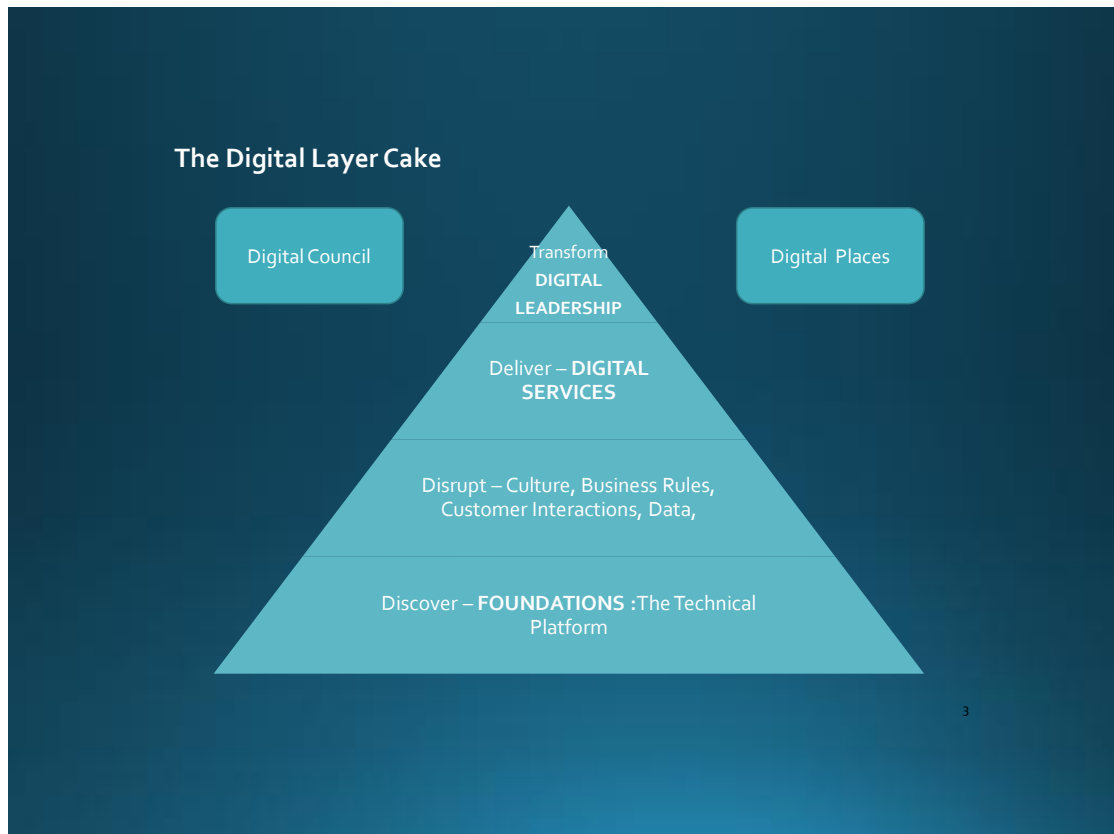


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Introduction

Context

This document sets out Midlothian Council's strategy for delivering digital services to its customers. It aligns with the following:

- National ICT Strategy for Scotland (Scotland's Digital Future -Delivery of Public Services)
- Single Midlothian Plan
- Midlothian Council Customer Services Strategy
- Midlothian Council Web Strategy
- NHS Lothian e-Health Strategic Plan
- Enhancing Learning and Teaching through the Use of Digital Technology - A Digital Learning and Teaching Strategy for Scotland - Sep 2016
- Midlothian Council's Strategy for Digital Learning
- Digital First Service Standard (<http://resources.mygov.scot/dfss-poster-oct-17.pdf>)

Digital technology will continue to define and redefine business for an entire generation to come and digitisation is moving from an innovative trend to a core competence for every organisation.

Digital is multidisciplinary and includes the following:

- Marketing and Communications
- Information Technology
- Data Analytics
- Business Transformation
- Digital Learning

We recognise that our customers include citizens, businesses, educators and learners and council employees. We will deliver digital services to improve outcomes for all.

Purpose

The key aim of this strategy is to help Midlothian Council deliver better outcomes for its customers through the delivery of digital services.

This strategy outlines:

- the governing strategic aims, vision and principles that will enable Midlothian to deliver efficiencies by leveraging technology and information to engage with its customers digitally;
- the steps that Services should take to ensure that their business strategies are aligned with the above; and
- an initial suite of priority projects

This will lay the foundations for further strategy delivery over subsequent years and will be refreshed as Midlothian Council moves forward.

The overall lifespan of the aims, vision and principles of this strategy will be five years, with an end-date of March 2021. This strategy document will have a shorter life-cycle and will be reviewed every year during that period to ensure that it still supports that lifespan. At each review, a new iteration of the strategy document will be produced.

Scope

This strategy applies to all of Midlothian's Directorates and Services and should, so far as is practical, apply to any partnership arrangements with other organizations led by Midlothian Council.

To ensure and support delivery of truly joined-up public services, this strategy also recognises that cross-organisational collaboration and sharing is required with other local authorities and partners across other sectors. The principles and aims must align with other government strategies.

Our ambition and what success looks like

Digitally enabled services supporting the needs of all of our customers

Midlothian Council will adopt a "digital first" approach; the preferred channel for delivering services will be digital and we will use this channel for all services that can usefully and efficiently be delivered in this way. In designing and redesigning services, we will adhere to standards to be agreed for digital services and we will meet our equality duty.

Our customers will have confidence in our services, finding them simpler and easier to use and have a satisfying experience when interacting with us. Our digital solutions must meet the needs of customers.

When we are successful, our teachers, children and young people will be equipped with the knowledge and digital skills essential for learning, life and work in the 21st century.

In alignment with the Digital Learning and Teaching Strategy for Scotland, our vision is to deliver equity of opportunity across schools; ensuring that every child has the same opportunities with regards to use of digital technology and access to digital services such as:

- Scottish Wide Area Network (SWAN)
- WiFi and broadband

- A range of fixed and mobile assets

We will support digital participation to ensure everyone, regardless of income, age, gender, ethnicity, employment, or ability has equal and affordable access to technology and the digital literacy skills that support full participation in modern society.

Digital will allow us to provide services that are both customer centred and efficient.

Council services available digitally will be as good as, or better than, those available in the commercial sector and customers will choose our services.

Digital will allow us to deliver better outcomes for citizens.

New services will be digital by default.

Major services will be transformed to include digital delivery and data analytics.

Internal transactions will be digital.

Citizens choose and trust to use digital.

Digital services which are easily accessible and well supported

Midlothian Council will aim to offer digital services across multiple platforms to engage across a wide demographic range. There will be a single point of entry for citizens to all digital services in Midlothian. We will provide appropriate support for all those who need help in interacting with us digitally.

We will actively align with the national portal (www.mygov.scot) to give Midlothian citizens consistent access across a range of services.

When we are successful, our customers will be able to use our services easily. The services provided will be capable of responding quickly to changing needs and staff will be able to provide tailored support for those who need it.

Digital services that are cost effective streamlined and efficient

The McClelland Review of ICT Infrastructure in the public sector in Scotland (2011) identifies a number of opportunities for streamlining services and achieving savings and overall efficiencies.

When Midlothian Council is successful, we will have reduced duplication and inefficiencies across our digital services, saved money and removed unnecessary barriers to data sharing.

IT systems and platforms that shape the digital foundation are flexible in response to changing customer needs

Midlothian Council will actively look for opportunities to continually invest in sustainable technical platforms which will form the foundations for all digital services across the council.

When we are successful, we will have a rock solid ICT in terms of reliability and performance which is easy to manage from an ICT resource perspective. Our ICT will be

compatible and fit for purpose.

Our ICT solution will be cost effective and demonstrate best value.

Our systems are secure and data is protected.

Midlothian Council will innovate, implement and adapt systems and technologies that better support evolving business needs and are shareable across public bodies. We will aim to take a more modular approach to solutions, where individual components can be repurposed or enhanced more easily and at less cost.

Where it is possible we will procure, implement and maintain infrastructure, applications and processes in partnership with other organisations. We will do this both through the use of national frameworks and by proactively seeking partners.

When we are successful, we will have lowered overall lifetime system and maintenance costs.

Our systems will be able to adapt to changing requirements without requiring complete replacement.



Why we are doing this

Our customers expect digital services

This strategy will play a key role in creating a more effective and efficient range of services by encouraging collaboration, reducing duplication, making appropriate use of digital technologies and sharing services wherever possible.

The range of services offered by Midlothian Council is diverse and delivered to a wide range of customers. Despite the differences in the size, shape and functions of the departments delivering these services, there are many common drivers and aspirations, particularly in terms of achieving overall efficiency and delivering better services.

In line with the objectives of the Single Midlothian Plan, Scotland's Digital Future – Delivery of Public Services (2012), this strategy supports public service reform that focuses on achieving outcomes while becoming more efficient.

This strategy supports the objectives of the NHS Lothian e-Health Strategic Plan to deliver Health and Social Care integration.

Today's learners, citizens and workforce need to be equipped with the confidence and skills required for learning, life and work in the 21st century.

Other key drivers come from the economic climate that we find ourselves in, the needs of our customers, and our aspirations for the future of Midlothian.

These drivers are broadly grouped as:

Cultural:

- Meeting increased customer expectations and demands
- Making public services more accessible, faster, simpler, and joined up

Economic:

- Reducing costs to make funding go further
- Achieving savings identified by the McClelland Report and delivering economies of scale
- Demonstrating greater accountability on spending
- Recognising our reliance on technology and fully utilising what already exists in the most effective way



How we will get there - the Four Core Principles

The **four core principles** set out below are fundamental to successful delivery of our strategic aims and vision:

1. Customer/Citizen Focused
2. Skilled and Empowered Workforce
3. Privacy and Openness
4. Collaboration and Value for Money

1. Customer/Citizen Focused

Our digital services will be designed around the customer and will always be delivered digitally where it is practical and efficient to do so.

Services designed around users, not technologies.

Citizens and businesses will be able to access public information and services in the same way as they do from commercial service providers. Our presumption will be that redesigned services or new services will be delivered digitally, shaped by the needs of users and involve service users directly in their design. Services will be inclusive – taking into account the differing needs and capabilities of users, providing assistance and alternatives to digital access where necessary.

Midlothian Council will improve access to digital technology for all learners and educators to facilitate their access to a wide range of digital technologies, thus enabling them to learn in a personal style and pace.

Platform Neutrality

The digital age is heightening the expectations of the public on service availability, accessibility and convenience. Services from Midlothian Council will be available on-line and through a range of digital devices and platforms wherever possible.



Cloud based systems will provide all types of services.

We will expect the ICT solutions that Midlothian Council employs in offices, schools and in the field will be platform neutral so far as is possible to reduce the cost of future technology changes.

2. Skilled and Empowered Workforce

Our leaders will push digital harder and integrate it into their core business processes, planning and developing a workforce which will be skilled in its general use of ICT.

Leadership and Governance

The Chief Executive, Directors, Service Managers will lead cultural change in order to drive service redesign for a digital age. The Digital Strategy Group will support the Divisional Management Teams and the Corporate Management Team to drive service redesign for a digital age (Appendix A).

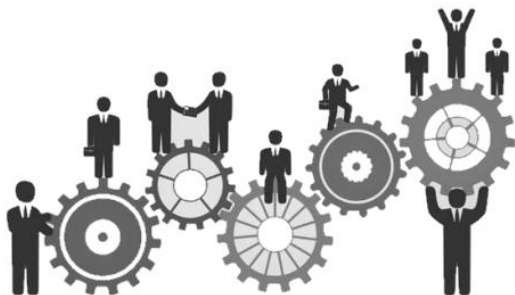
Our Digital Strategy Group, which is made up of senior managers, will lead Midlothian's Digital Strategy. The purpose of this group is to ensure that all digital programmes and projects at Midlothian Council align with the Midlothian Council Digital Strategy. All members of the Digital Strategy Group are Digital Leaders. Terms of Reference of this group and the expected role of a Digital Leader are described in Appendix B.

Midlothian Council will encourage all staff engaged in delivery of digital services to be outward focused – to think about why they are

doing something and not just what they are doing.

Midlothian Council will promote the value of ICT as a profession and encourage a culture that supports the need for continuous change and learning.

Midlothian Council will promote and support digital learning for all staff and learners.



Capability

Midlothian Council will invest in all of our workforce to help them build digital skills and work confidently with ICT solutions in a flexible and empowered way.

For ICT professionals, we will build on existing technical and management capabilities, build further skills in the new technologies and develop skills around project/ programme management, contract management, customer service, information management and commercial understanding. We will maintain a register of skills and expertise which will inform future training and development plans. To enable and encourage sharing of best practice across the ICT profession, we will support short-term secondments and skills transfer between public and private organisations.

Capacity

Midlothian Council will build and retain capacity against a constrained economic background. We will adopt flexible working practices that ensure best use of our skilled

resources. To enable recruitment of young people into ICT in the public sector, we will look to make greater use of student placements and Modern Apprenticeships as well as provide training and development opportunities.

Policy

Digital will help deliver on key policy objectives, will improve outcomes and save money.

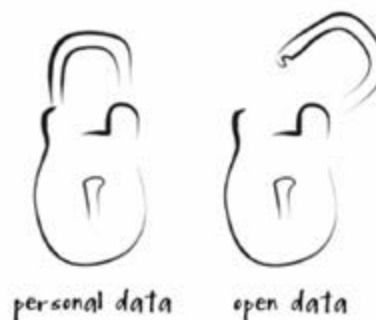
Digital has a role in prevention by providing early warnings of things going wrong, by better access to information.

Digital has a role in partnerships by enabling data to be shared.

Digital can help engage communities.

Digital can make processes more efficient by:

- Achieving budget savings in customer process costs
- Taking out transaction costs
- Giving customers a better, faster and more transparent process



3. Privacy and Openness

Managing Information

We recognise that Midlothian Council manages large amounts of customer data and information and is trusted to manage it in a resilient and secure manner. We will work to embrace a data sharing policy that achieves a balance between privacy, confidentiality and the opportunity to reuse data to improve the customer experience and the evidence base for decision making.

Midlothian Council will support integration of

Health and Social Care, which is one of Scotland's major programmes of reform with the objectives of ensuring that the necessary information is shared between organisations. In turn, we will be supporting those who use the services, ensuring they get the right care and support whatever their needs, at any point in their care journey.

Midlothian Council will support schools e-safety education to ensure young people know how to stay safe online and agree an approach with our schools to best configure our networks to allow access to a wide range of useful material while still protecting learner safety.

We will also support sharing information with other third sector organisations where there is a requirement to do so.

We will continue to ensure compliance with legislative and information assurance requirements while actively addressing barriers to sharing and implementing data sharing frameworks and agreements.

Authentication

Midlothian Council will adopt mechanisms for identity and authentication management in line with a common approach for the Scottish public sector. In particular we will adopt the use of "myaccount", the authentication layer of www.mygov.scot, for customer identification.

Access to information

In line with the Digital Learning and Teaching Strategy for Scotland, Midlothian Council is committed to ensuring that teachers can access a broad range of valuable resources and information for teaching and pupils can access information for learning. Parents and carers can access information about their school's curriculum and can communicate with teachers and support their child's learning.

Midlothian Council is committed to seeking ways to publish more non-personal

information in reusable formats and under licence terms that permit or encourage reuse. Publication can lead to wider benefits; encourage economic activity; enhance political accountability and transparency; and provide a means to achieve efficiencies in data handling and sharing.

We will continue to build on current initiatives to publish data in these ways. In addition, we will build on existing programmes to create a culture where legal, ethical, and secure sharing and linkage of personal data is accepted and expected.

We will do this while minimising the risks to privacy and enhancing transparency by driving up standards in sharing and linkage procedures.



4. Collaboration and Value for Money

Midlothian Council's digital solutions will be cost effective and will seek to develop them in partnership with other councils. Solutions will be chosen with a high emphasis on interoperability and open standards.

Collaboration and interoperability

Midlothian Council aims to take full advantage of reusing and sharing existing and future systems solutions. We will maximise use of online technology whilst acknowledging that other service channels will continue to operate. For this to succeed, our technical architectures must become more aligned, to ensure more effective interoperability, and Midlothian Council should adopt national standards and frameworks wherever possible.

We will identify new technologies, trends and ways of working and share them with the business to deliver both improved outcomes and more efficient services.

Midlothian Council is aware that our Digital Strategy is service driven, not technology driven, and we will continue to work collaboratively with colleagues across the council to understand the requirements for digital services.

We will promote the use of digital technology in education and will support learners to use the technology to collaborate with other learners and experts far and wide. We will ensure that all learners and educators within the local authority area can access nationally recognised digital resources and services.

Midlothian Council recognises that digital infrastructure is a key consideration for all new schools being built in Midlothian and is committed to be involved in their development. This will ensure a fit for purpose digital foundation is provided, within funding and geographical constraints.

We will continue to work collaboratively with neighbouring authorities to share expertise and maximise the efficiency and effectiveness of service.

Shared services

Midlothian Council will commit to looking first at whether services can be shared before commissioning or purchasing. We will assess the ability of existing shared services to meet business needs and business processes against the cost of doing something independently.

Sharing and reuse of technologies

We will take forward "share and re-use before buying and only build as a final recourse" as the procurement paradigm for sourcing ICT services, capability and equipment. By sharing and reusing, we will endeavour to gain maximum benefit from existing investments, and will always look to gain maximum leverage by collaborating when procuring new systems. Building and bespokeing will be a last resort when other options have been examined.

Scottish Wide-Area Network (SWAN)

Working in partnership, with the Scottish Government and key stakeholder organisations, Midlothian Council is actively participating in the SWAN programme to form a single, holistic telecommunications network service for the use of all central government bodies and public service bodies within Scotland.

The SWAN Programme is strategically aligned with the McClelland Review of ICT Infrastructure in the public sector in Scotland.

A roadmap for Midlothian Council

Midlothian Council must look at its costs, resources and contracts for delivering digital services. The Chief Executive, Directors and their management teams all have a key role in probing deeply and asking searching questions about whether there are opportunities to share services, reduce contract costs, or share resources.

The focus is on delivering digital services and so this strategy applies to more than ICT. It requires fundamental integration of digital services into the business. Midlothian Council needs to look at how it delivers services and operates business processes to assess the most efficient way of using digital delivery methods.

Timescales and Milestones

In order to pursue and implement Midlothian Council's Digital Strategy at organisation level a number of actions will need to be taken:

By Q4 2016/2017:

- The Corporate Management Team will have approved the Digital Strategy
- The Corporate Management Team will have agreed that all senior managers should actively champion the Digital Strategy across the Council
- The Digital Strategy Group will have reviewed all other service strategies in light of the four key principles outlined in this strategy to ensure that the overall aims and objectives align
- The Digital Strategy Group will have agreed a Midlothian Council Digital Programme of work (Appendix C)
- The Digital Strategy Group will have assigned a named Digital Leader for each programme strand
- The Digital Strategy Group will have assigned a Project Lead and a Project Manager for each project

- The Digital Strategy Group will have prioritised the Digital Projects

Through implementation in 2016-17 the Digital Strategy Group will:

- Scope, resource, govern, plan and track progress of the top priority Digital Projects



Digital Strategy governance

Governance Structure

Midlothian Council delivers a diverse number of services. This variety poses challenges, as well as opportunities, to delivering the digital vision.

To address this challenge we will put in place a structure where governance is delivered through the Corporate Management Team aligned to the Digital Strategy Group and aligns with the council service strategy (Appendix A).

Midlothian Council Digital Strategy Group is made up of Senior Managers who will lead Midlothian's Digital Strategy. The group will be made up of Digital Leaders and have clear Terms of Reference and roles (Appendix B).

A Midlothian Council Digital Programme of work is agreed and projects are prioritised (Appendix C).

A named Digital Leader for each stream.

A Project Lead and Project Manager for each project are assigned.

Project and Programme Boards will be created to support and deliver on the prioritised Digital Projects and provide assurance to the CMT.

The CMT will ensure that delivery of prioritised digital projects is embedded in their own governance arrangements.

Projects align with the 4 principles of the Digital Strategy:

1. Customer/Citizen focused
2. Privacy and Openness
3. Collaboration and value for money
4. Skilled and empowered workforce

Deliverables and Measurements: Who will deliver what and how Midlothian Council will measure benefits

In order to deliver the intended outcomes of this strategy, accountability and responsibilities must be clearly defined. All services within the council must factor the expected strategic aims

of the Digital Strategy into their forward business plans.

Progress and benefits will be reported annually in a format consistent with requirements of Midlothian Council. The Digital Strategy Group will ensure that:

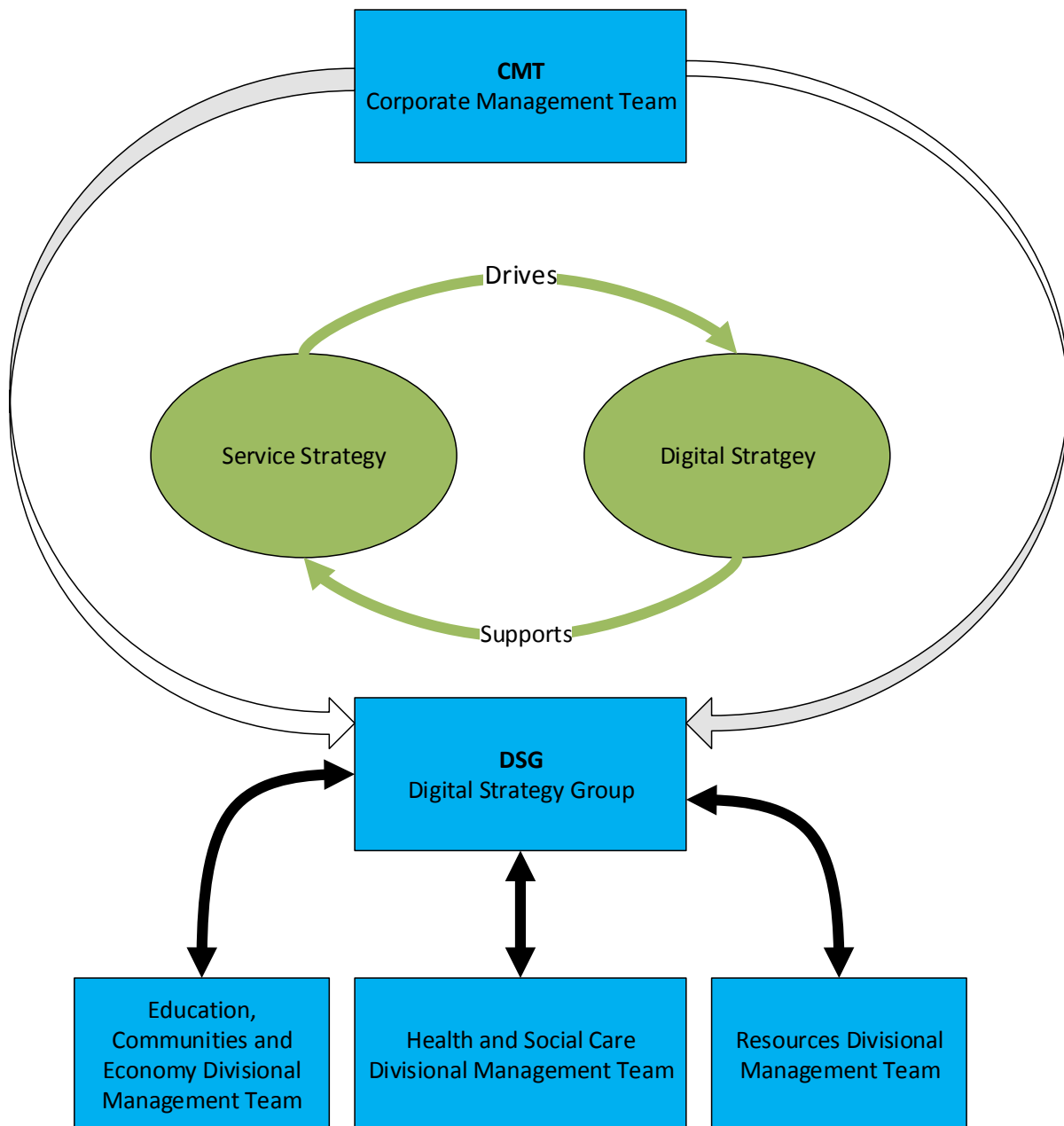
- cost savings and efficiencies are identified and delivered from implementation of the Midlothian Council Digital Programme
- processes are developed to routinely measure service users' and customers' experience of digital services and technology

Appendix A - Governance Structure

The Corporate Management Team will be supported by the Digital Strategy Group.

Three Divisional Service Management Teams will deliver service-specific objectives and actions.

The Digital Strategy Group will guide and action and deliver the High Level ICT Operating Framework.



Appendix B - Digital Strategy Group Terms of Reference

Purpose of the Digital Strategy Group

The remit of the Digital Strategy Group is to ensure that all digital programmes and projects at Midlothian Council align with the Midlothian Council Digital Strategy, and aligned strategies. The group will understand the scope and implications of the digital programmes that it oversees and will evaluate requests for new work in that context. The group will also initiate new digital programmes and projects, particularly where they will deliver cross organisational benefits which cannot be justified at an individual Service or unit level.

Composed of influential senior managers, the group will be Digital Leaders for Midlothian Council and will be responsible for communicating, questioning and challenging the Midlothian digital agenda. They will be responsible for ensuring that the digital programmes are 'joined up', strategic and relevant.

Member Role

Members of the Digital Strategy Group have the following responsibilities:

- Act as Digital Leaders and help others become Digital Leaders
- Lead Midlothian's Digital Strategy and agenda
- Understand the opportunities that digital technologies provide and how services can be redesigned
- Ensure that all services are redesigned to maximise the use of digital technologies to improve outcomes for citizens and reduce costs
- Agree overall Midlothian Council Digital Programme and prioritisation of projects
- Ensure effective governance of the Midlothian Council Digital Programme
- Take ownership and responsibility for the programme strand which they have been assigned
- Ensure that priority projects have a Business Case, Project Lead and Project Manager
- Ensure that priority projects have an implementation plan and are resourced appropriately

Digital Leader Role

- Strategic thinkers who are service driven and possess the authority to make change happen
- Clearly communicate the vision of digital transformation with relevant Divisional Management Teams and ensure that all services are being consulted, included and engaged
- Act as a persuasive advocate for digital solutions and approaches
- Actively share and exploit successes across the council
- Support collaboration where required - e.g. NHS, SEEMIS, other councils

- Adopt a Digital by Default approach
- Push digital harder - in some case remove other choices
- Disrupt existing council culture, business rules and customer interactions to deliver digital services
- Understand Digital Strategy and aligned strategies
- Spread the word - help create other Digital Leaders at all levels throughout the council
- Develop and promote digital services (where it makes sense to do so)
- Adopt a mobile-first approach for online customers
- Take responsibility for the end to end customer journey
- Ensure that any future procurements for digital services are joined up with council Digital Strategy
- Ensure that council organizational silos do not exist to impact digital services
- Use information provided e.g. web stats, benchmarking reviews and customer feedback to strive for continuous improvement of digital services
- Ensure adequate/trained resource with clear roles and responsibilities to support digital services

Digital Strategy Group Meetings

The DSG Chairman will schedule a meeting at least once every two months or as circumstances demand.

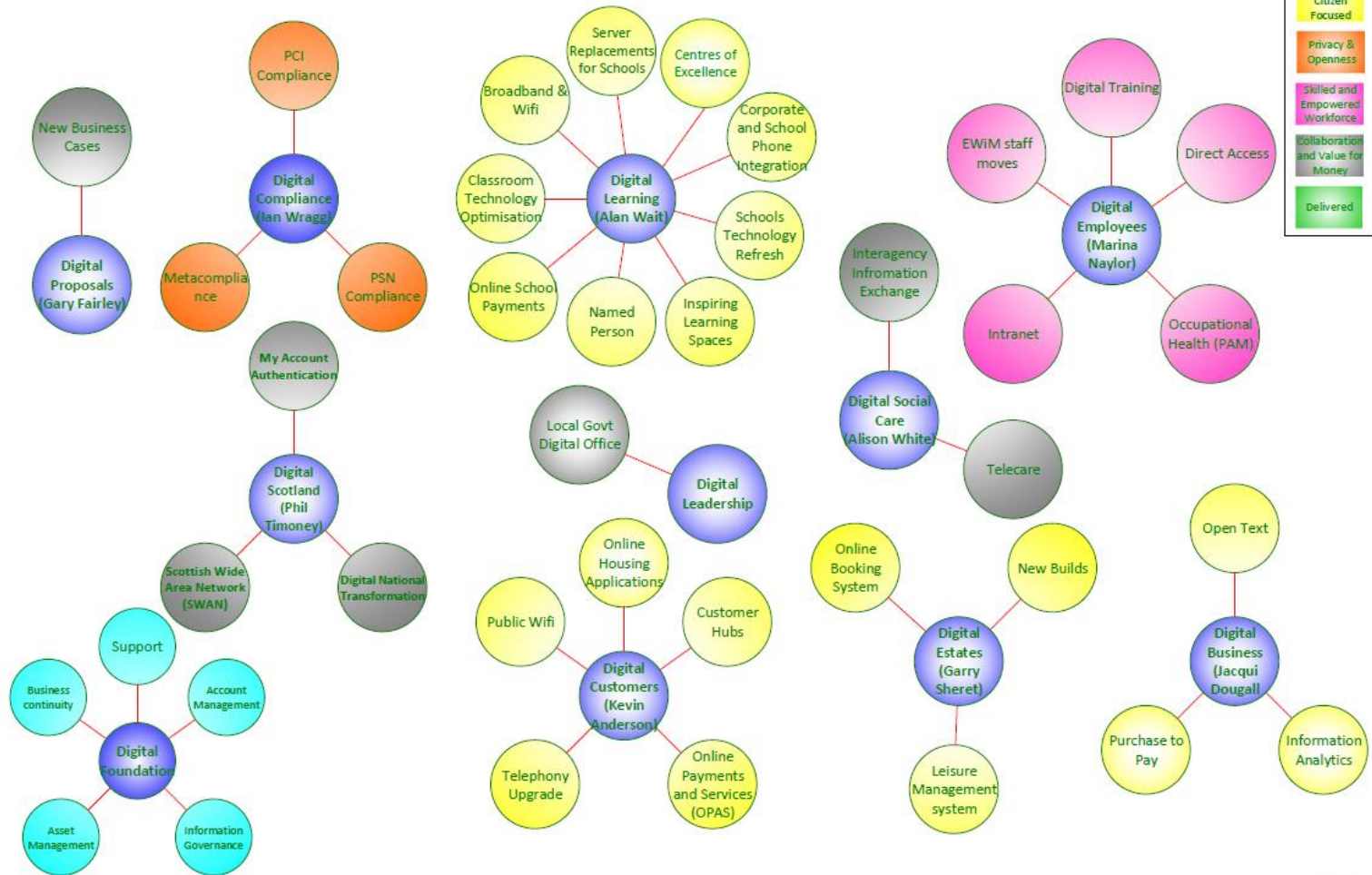
Group Membership

The DSG is made up of the following Digital Leaders:

Digital Strategy Group Chairman	Gary Fairley
Digital Leaders	
Digital Customers	Kevin Anderson
Digital Estates	Garry Sheret
Digital Learning	Alan Wait
Digital Business Services	Jacqui Dougall
Digital Employees	Marina Naylor
Digital Scotland	Phil Timoney
Digital Compliance	Ian Wragg
Minute Taker	TBA

Appendix C - Midlothian Council Digital Programme

DSG Programme Schematic v3



V.3