



Digital Midlothian

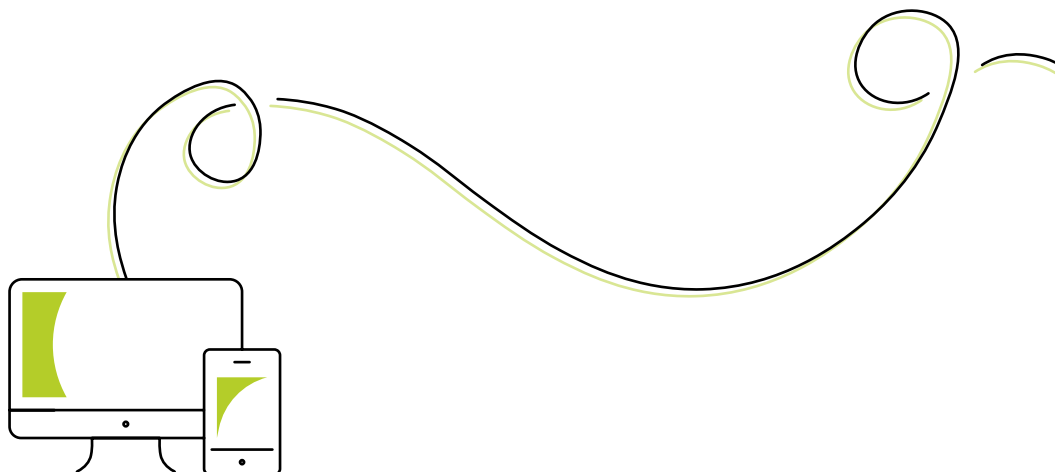
2021 - 2023

Empowering people,
enabling growth



Contents

Introduction	3
Strategic Context	4
Our Vision	6
Our Guiding Principles	7
Digital Principles	8
<i>Digital Council</i>	8
<i>Digital Services</i>	11
<i>Digital Place</i>	14
Our Current Landscape	16
Digital Roadmap	18



Introduction

Over the past 20 years, digital technology has radically transformed almost every part of our lives - at work, at home and at school.

The opportunities that digital, data and technology offer to connect with others, to collaborate, to learn, to enable growth and to improve people's lives have never been greater.

Within the Council, we are already using technology to enable our services to be more flexible and responsive - but we know we have more to do to unlock the true value that digital investment can bring.

Midlothian is undergoing a period of unprecedented change, with a growing and ageing population. Like many councils we are facing the dual challenge of increased demand for our services while at the same time having to reduce our budget.

The Covid-19 pandemic has highlighted the importance of flexible and customer-focussed services and having the right data available so that support can be offered to the right people, in the right ways, at the right time. It has also shone a spotlight on the need for an inclusive approach that maximises the benefit of digital for everyone.

By investing wisely in growing our digital and data capabilities, we will be able to make better use of data to enable prevention and earlier intervention; keep people independent and healthier for longer; deliver the responsive and reliable services our citizens expect; introduce new ways of working that are more efficient; support our communities and Midlothian's businesses to thrive in a digital world and to ensure that our children are prepared for the workplace of the future.

This strategy is not about 'IT'. It is about integrating digital ways of working into all areas of the Council, resulting in fundamental changes to how we do things. If we do everything in this strategy, we will become more efficient, more effective and will be able to maximise the positive impact that the council and its partners have on people's lives, ensuring that Midlothian remains a 'Great Place to Grow'.



Strategic Context

This strategy links to the aims of the [Single Midlothian Plan](#) and takes into account the desired outcomes in each of the following areas:

- Health and Social Care
- Getting it right for every Midlothian child
- Sustainable growth
- Improving opportunities in Midlothian
- Community Safety and Justice



We recognise that digital, data and technology are fundamental to supporting us to:

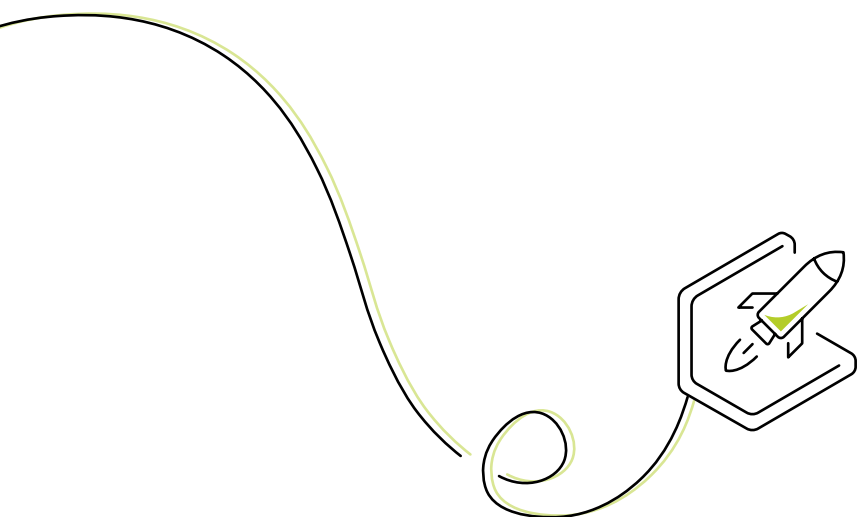
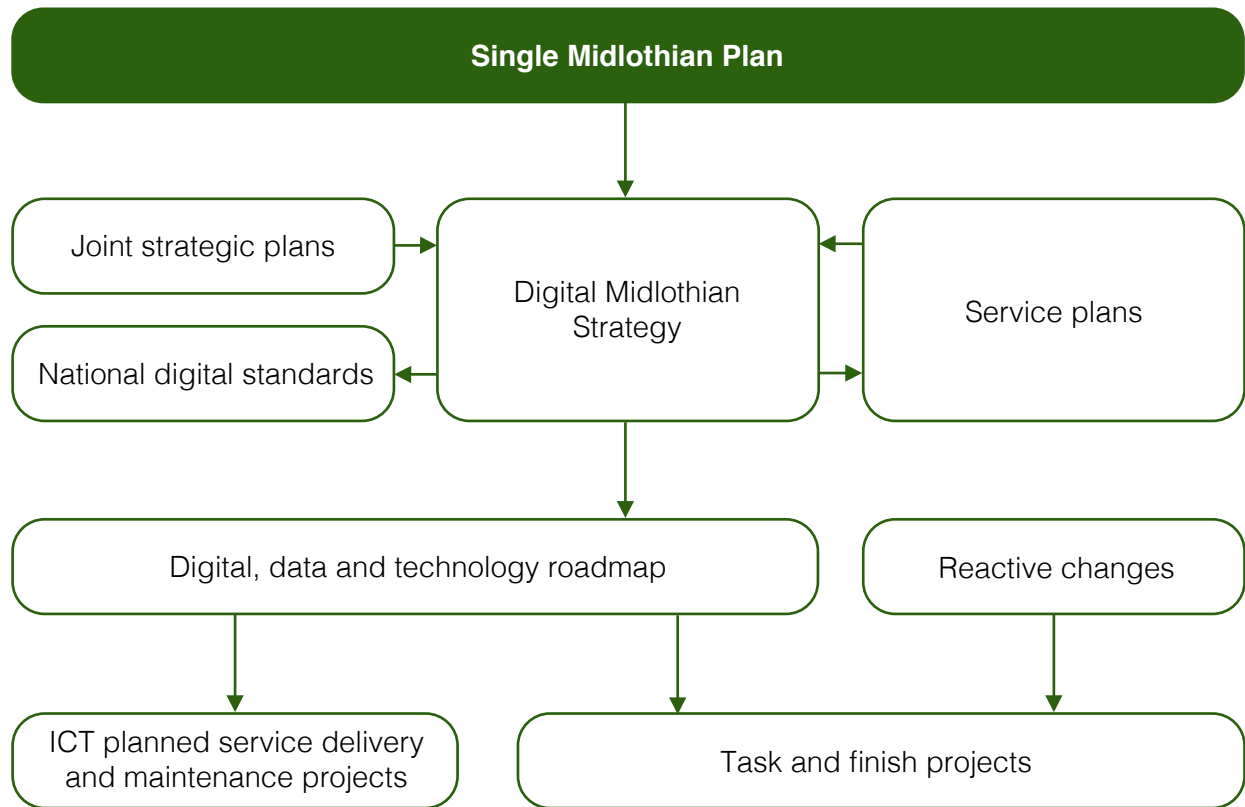
- Reduce the economic circumstances gap
- Reduce the gap in learning outcomes
- Reduce the gap in health outcomes
- Reduce carbon emissions to net zero by 2030



The strategy also includes consideration of the wider operating context and strategic framework, including:

- Health and Social Care Strategic Plan 2019 - 2022
- Tenant Participation and Customer Engagement Strategy 2020 - 2023
- Midlothian Strategy for Growth 2020 - 2025
- Midlothian Council Medium-Term Financial Strategy
- Edinburgh and South East Scotland City Region Deal - Data Driven Innovation
- Digital Scotland Service Standard
- Renewing Scotland's full potential in a Digital World: Updating the Digital Strategy for Scotland Discussion Document, September 2020
- NHS Lothian Strategic Plan 2014 - 2024
- Enhancing Learning and Teaching through the Use of Digital Technology - A Digital Learning and Teaching Strategy for Scotland, September 2016
- The Promise: Independent Care Review
- Midlothian Council's Strategy for Digital Learning
- The Midlothian Profile 2019
- Midlothian Local Procurement Strategy
- Scottish Attainment Challenge 2020 - 2021

Where this strategy fits





Our Vision

We will make the most of digital, data and technology to deliver easy to use, joined up services that empower our communities, partners, businesses and workforce, enabling greater independence and supporting learning and growth.

By doing this, we will build better relationships, deliver improved value for money and enable better outcomes for everyone in Midlothian.



Pledge 1: Digital Council

We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate



Pledge 2: Digital Services

We pledge to create better relationships between the Council and its communities by providing modern digital services that communities want to use



Pledge 3: Digital Place

We pledge to maximise opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian

To achieve our aims, we need to ensure a unified, one Council approach to how we work. This means our services will need to work together and be willing to change how they do things where it is in our customers' interests to do so. We are committed to working collaboratively with our partners to maximise the value of the investments we make and the impact that we have.





Our Guiding Principles



Using our empathy to **understand user needs** across our whole community



Prioritise getting the right jobs done



Work on the **essentials** for digital delivery to **transform peoples lives in Midlothian**



Continuously improve our products and services through **user collaboration**



Base our decisions on **evidence**



Invest in people, teams and skills, not just projects



Work in the **open**



Get better with **data**



Modernise our infrastructure and systems



Build **digital capability**

Digital Principles



Pledge 1: Digital Council

We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate

We will:

- Ensure our Councillors, Executive Team, Chief Officers and managers champion the use of digital, data and technology across all service areas and seek to embed new ways of working that enable us to become more customer-focussed, data driven, open and efficient in how we work
- Ensure that the Council has a full understanding of its total spend on digital, data and technology and the related return on investment, seeking to make savings over time where possible
- Improve the visibility, of digital, data and technology demand, working with services and the Digital First Board to prioritise effectively, ensuring projects provide value for money and are well managed
- Provide expert, evidence-backed advice to Council services to help them to understand how digital, data and technology can be used to improve outcomes and reduce costs
- Help our own employees to get online and increase their knowledge and skills so that they can act as digital ambassadors at work and in their communities
- Ensure that we have the right mix of professional digital and data skills and capabilities needed to deliver our ambitions, and that our supporting structures enable focus on the highest areas of priority
- Provide our teams with fit-for-purpose, reliable and secure technology and line of business systems which help them to deliver effective and efficient services and can be adapted to meet changing needs
- Ensure Council employees can work effectively from anywhere, enabled by a fast and reliable infrastructure in all council-owned buildings and remote access from other sites in line with service needs
- Encourage our employees to make effective use of cloud collaboration software to communicate and to safely share and store information to minimise data risks and to enable us to bring data together to make better use of it in our decision making



- Determine service requirements for business intelligence and performance reporting, standardising and automating regular reports to ensure we have capacity in place for more complex data modelling and analysis work
- Determine the 'key questions' that we need to answer to best support outcomes in each service area and the data needed to achieve this
- Invest in the ongoing development of our people to maximise the positive impact that they can have

We will do this by:

- Introducing Digital Business Partners who will work with services to understand and prioritise their needs, prioritise demand and provide expert advice and support, acting as trusted advisors
- Developing a set of architecture principles to be used in all decision making, to enable us to work towards creating a set of common components to we re-use across services, improving value for money and reducing our reliance on specialist applications over time
- Using cloud and Software as a Service where possible to increase flexibility and reduce maintenance overheads
- Implementing a new integrated change governance framework that oversees all changes to structures, processes, technology and data across the Council to ensure that interdependencies are understood and planned for, that technology aligns to the architecture principles and that changes made are cost-effective, secure and efficient
- Reporting regularly on digital, data and technology spend across the whole of the Council, linking this back to outcomes
- Conducting a digital skills audit and defining a digital skills training programme for our leaders and our teams to increase digital literacy and confidence, to ensure effective governance and to reduce risk
- Reviewing the professional skills we need to deliver against this strategy, looking across the whole Council to determine how best to structure ourselves to maximise efficient and effective delivery and minimise 'shadow IT and data' functions
- Working with our teams to understand how they want to access work related digital content and the most appropriate way to enable this
- Reviewing and refreshing all existing technology policies

- Ensuring effective procurement and contract management practices, re-tendering our contracts every few years to ensure best value. We will aim to support local businesses and SMEs where it is possible and appropriate to do so
- Delivering a rolling programme of improvements to council systems, corporate ICT and automation of our manual processes, starting by enabling internal self-service
- Involving our workforce in the design of internal digital services, so that they feel greater ownership, ensuring what is delivered better meets their needs and is easier to train
- Conducting a data maturity review, followed by a data discovery to understand what we need to do to improve our data foundations, and to identify the key questions that each service needs to be able to answer to deliver strategic outcomes. This will determine what data is available, how accessible it is, what its quality is like and how to bridge any gaps so that we can make better use of data in our decision making, enabling more predictive capability that enables prevention to reduce costs and improve outcomes over time
- Establishing a Midlothian Office for Data Analytics (MODA) - building a single data and performance team with the remit to bring insights directly to business areas, which anyone in the council can draw on as a resource to help them better understand their business and users
- Implementing a minimum data set to capture data that supports schools to improve their data literacy and enable improved outcomes for children and young people
- Working with services to capture regular reporting requirements so that these can be standardised and automated wherever possible to create capacity for more complex value adding data work
- Improving the Council's intranet and related tools to ensure that all Council staff can get information quickly and easily and are able to communicate and collaborate in a more efficient manner





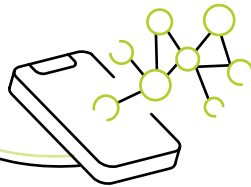
Pledge 2: Digital Services

We pledge to create better relationships between the Council and its communities by providing modern digital services that communities want to use

We will:

- Refresh our approach to customer service delivery, focussing on 'digital first', while ensuring alternatives remain in place for people that need our help most
- Ensure that however people choose to contact us they receive a consistent, responsive, fully traceable end-to-end service
- Have a Council website that is as good as any bank or supermarket website, enabling our customers to request and pay for services online and to log in, see their interactions with us and get information about where any requests they've made are up to
- Implement an update service - so if customers contact us online, they receive SMS text messages or emails to tell them exactly what is happening and when, so they don't need to chase up
- Ensure that our online service is easy to use from a desktop, laptop, tablet or smart phone
- Be clear with our customers why we are capturing their data and how it might be used
- Re-design our processes with our customers so that we understand their needs and implement services that meet them, increasing the uptake of online services where appropriate
- Adapt our processes and structures to enable improvements for our customers, and aim to complete things 'right first time' wherever possible
- Continue to support and further develop a fast, reliable, secure network and infrastructure, including for our schools
- Seek opportunities to automate and integrate our processes so that we can focus our 'people effort' on the things that matter most
- Use well-established technologies such as chatbots, interactive voice response and dynamic scheduling to make our services more efficient, considering customer preferences and needs
- Enable people to stay independent and healthy for longer by using data and technology to aid prevention and early intervention

- Support the national pathfinder and trial and encourage the take up of technology enabled care solutions that help prevent and delay acute support being needed
- Ensure that people who need help to use digital services are able to access this easily
- Introduce bookable online and face-to-face appointments so that customers don't have to waste time queuing or travelling and to help the council to reduce costs
- Create new ways that customers can provide us with ongoing feedback and combine this with web analytics, complaints data, satisfaction data and customer insight to continually improve our services
- Introduce mechanisms that explain how long requests are likely to take and how we will keep customers updated
- Review and improve our online engagement with customers, including online consultation, communications and social media



We will do this by:

- Creating a new Customer Strategy, to set the strategic direction for integrated customer service delivery
- Moving our website and main customer access channels under single line management to enable strategic focus on channel shift
- Carrying out an initial discovery to feed into our Customer Strategy to understand user needs for our highest volume transactional services, building a rolling programme to create new digital services
- Embedding customer focussed design principles into the overall architecture principles for the council and ensuring that a quality assurance process is put in place for designs to be reviewed prior to services being built
- Defining and introducing a new service design methodology that seeks to involve real service users in design
- Reviewing the technology underpinning our digital services against our architecture principles (once defined), to ensure we have a resilient, supported and fit-for-purpose set of capabilities that are efficient, scalable, user-friendly and enable us to achieve our ambitions
- Creating re-usable capabilities such as 'booking', 'payment', 'contact details' that can be re-used across multiple service areas
- Changing how we deliver digital services, working in multi-disciplinary agile deliver teams to design services end-to-end, enabling joined up, easy to use, integrated services for customers

- Developing a new suite of KPIs to measure service responsiveness and quality
- Updating the Council website platform and making improvements to the content, moving away from a service-by-service layout to a more customer-centric approach with an optimised search
- Introducing a Council-wide 'My Account' capability to provide a single view of the council to customers
- Using gov.notify to implement an update service, using SMS text messages or emails to reduce avoidable contact
- Building online services to meet WCAG2.1AA standards
- Using fair processing notices to capture customer consent in relation to data use
- Validating data at the point of input to improve data quality from the start of any process
- Starting with a 'blank sheet of paper' for the re-design of services, rather than assuming that the current processes and structures will remain in place
- Delivering a discovery within Place Services to collect requirements and consider opportunities to invest in a new fleet management solution, route optimisation and dynamic scheduling
- Conducting a chatbot pilot for high volume services
- Work effectively with the Health and Social Care Partnership to support the national pathfinder and to ensure applications support organisational efficiency, including to implement a care management solution at Newbyres and Highbank
- Prioritising 'assisted digital' services in our face-to-face environments, creating a network of ambassadors, including within partner agencies and across the voluntary sector
- Introducing automated feedback mechanisms to enable people to feed back how easy or difficult they found our services
- Support the modernisation of telecare services to ensure service continuity to our most vulnerable customers
- Integrating our communications to enable customers to 'opt in' to regular updates from the council



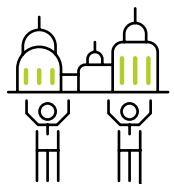


Pledge 3: Digital Place

We pledge to maximise opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian

We will:

- Work collectively with our partners, balancing an inward and outward looking focus, to drive digital opportunities, supporting our shared vision of making Midlothian 'a great place to grow'
- Promote Midlothian as a digital destination, showcasing the best of our place, to encourage tourism, inward investment, re-location and growth
- Cultivate digital skills in our communities, invest in ensuring our children and young people have access to the technology and support that they need to enable educational outcomes and to prepare them with the skills they need for the future, including for jobs that might not yet exist
- Create an environment that attracts leading digital businesses to Midlothian and supports the innovation of start-ups
- Empower learners of all ages by creating a digitally rich learning culture, enabling online access and supporting them to develop digital skills
- Seek to reduce digital exclusion across our communities to ensure access to services and opportunity for all
- Support Midlothian to achieve high speed connectivity, smart infrastructure and resilient cyber defences
- Work closely with our multi agency partners to ensure interoperability of systems, the ability to securely exchange information and to enable effective collaboration using online tools and capabilities
- Leverage the benefits of the Data Driven Innovation Initiative, working closely with Edinburgh University to support local outcomes
- Consider the potential of expanding the use of Internet of Things to take advantage of the advances in sensor technology in service delivery
- Seek to leverage the forthcoming investment in 5G connectivity across Scotland
- Proactively seek to embed digital into all new infrastructure investment including traditional highways and building developments so that they are fit for the future
- Support the Council's asset management programme, ensuring buildings are fit for the future
- Wherever possible, implement digital technologies that are low carbon in themselves and seek to enable and support other green and low carbon initiatives, activities and working practices



We will do this by:

- Forming a Digital First Board with both internal and external representation to ensure joint focus on embedding digital opportunities to support our shared vision of making Midlothian 'a great place to grow'
- Promoting Midlothian as a digital destination, optimising our 'place' website to encourage people to live, work, invest and grow in Midlothian
- Investing in digitally enabling our children and young people, equipping them with the technology, connectivity, skills and support that they need to thrive in a digital world
- Playing a proactive role in convening and promoting Midlothian's existing digital, data and technology community, creating and thriving digital network, offering new ways for businesses to connect, work together and grow
- Conducting research to identify the skills our digital businesses need, working with businesses to create work experience
- Working proactively with the University, schools, colleges and libraries and City Region partners to ensure the alignment of employability needs with learning pathways, creating supportive environments that enable digital access and learning for people at any stage of life, ensuring everyone in Midlothian has the opportunity to become 'digitally savvy'
- Working with the Scotland 5G centre to enable and leverage the forthcoming investment in 5G connectivity across Scotland
- Investing in the skills and tools needed to mitigate growing cyber security threats
- Sharing our data safely and appropriately to help others create value from it
- Encouraging open ways of working, including sharing our learnings, code, and other products we create, enabling others to benefit our efforts
- Proactively engaging with digital, data and technology businesses locally and across Edinburgh and South East Scotland to provide insight to the council's plans and to help them to understand how they might get involved
- Collaborating with partners as part of the Data Driven Innovation Initiative to ensure that Midlothian contributed to, and benefits from the investment being made
- Upskilling our workforce, 70% of whom live in Midlothian
- Actively engaging with housing colleagues, external developers and planning to encourage the development of 'smart homes' that seek to leverage digital, data and technology to improve lives and support carbon reduction targets





Our Current Landscape



12,209 emails per day



Approx. 250 applications



30,672 devices



18,200 user accounts



42 networked schools



15,115 incidents opened last year



£3.84m annual ICT budget



3,521 mobile devices



14,000 pupils



351 servers



120 supplier contracts



40 networked offices



6,800 requests for service to the Service Desk

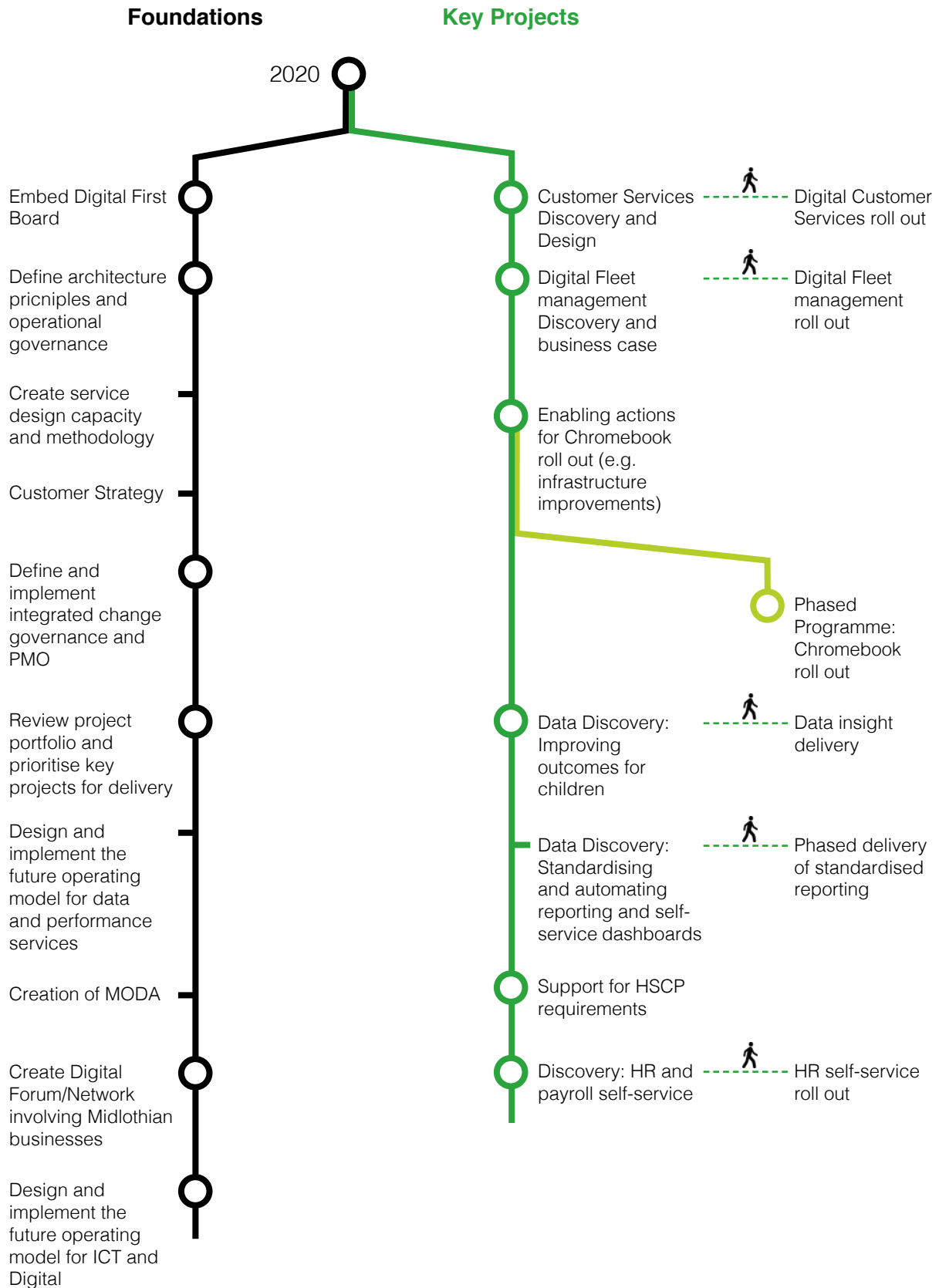


50 core staff



Digital Roadmap

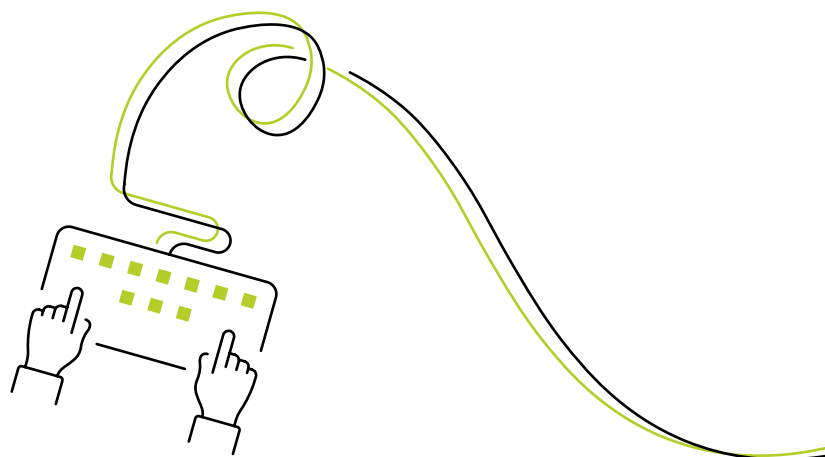
This roadmap sets out the high-level activities required over the first 12 months of the Strategy. It does not contain every activity or project. A detailed supporting plan is in place and will be monitored by the Digital First Board. The plan will be updated on an ongoing basis and reviewed annually in line with the Council's service planning cycle.



Midlothian



Produced in collaboration with Socitm Advisory



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