

East Lothian Council

Digital Strategy

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Glossary

1. Introduction

From the outset East Lothian Council has invested in information and communications technologies (ICT) in support of service delivery, improvements in organisational efficiency and increasing attainment levels within our schools. This investment has typically been in response to individual service requirements to meet service specific objectives with little or no integration with other services or systems. However, our customer's expectations have increased and they are no longer happy to be constrained by our internal structures and systems. Instead, they expect Council Services to be more dynamic, reflecting their customer journey and being accessible in ways and at times that suit them rather than ourselves.

Customer expectation must be placed alongside the requirement for sustained cuts to already squeezed budgets. It is unlikely that further minor tinkering with existing services will achieve this and a major change in the way services are delivered is required. This will only be achieved through the exploitation of technology, innovation and redesign of core services.

The redesign will include the implementation of more flexible ways of working and further rationalisation of our accommodation along with the streamlining of processes to more accurately reflect the customer journey. This will require continued investment in our digital infrastructure and the introduction of modern information systems to enable a 'Digital by default' approach to service delivery. This will be key to deliver the Council's 2020 vision which states:

"In 2020 East Lothian will have an established reputation as having the highest quality of life in the United Kingdom and the quality of our environment will be recognised as amongst the best in Europe.

Our dynamic and flourishing economy will support strong, sustainable, safe and inclusive communities where: the demand for affordable, high standard housing will be met; our world class education service will encourage all our children and young people to achieve their full potential; and, all our citizens will have access to the highest quality public services and a modern integrated transport infrastructure.

In 2020 our citizens will be proud of East Lothian."

Along with national strategies including Scotland's Digital Future, Digital Transformation, Enhancing Learning and Teaching through the use of Digital Technology, Shared Services, and the Council's statutory duty for providing Best Value, the 2020 Vision will drive the Council's Digital strategy over the next 3 years. The Digital strategy will also be influenced by the:

- Single Outcome Agreement 2013 - 2023
- 2012 – 17 East Lothian Council Plan
- Corporate Asset Management Plan
- East Lothian Digital Learning & Teaching Strategy
- East Lothian Next Generation Internet Connectivity Strategy
- Digital Inclusion & Participation Strategy 2014-2016
- East Lothian Digital Marketing Strategy
- Carbon Management Plan

- Business Continuity Plans

The 2012-2017 Council Plan sets out four objectives:

- Growing the Capacity of our Council
- Growing our Economy
- Growing our People
- Growing our Communities

These objectives are also mirrored in the Single Outcome Agreement and will form the basis of the structure for this Digital strategy. These four objectives are interlinked and to achieve full 'Digital' implementation and integration will take many years and significant resources.

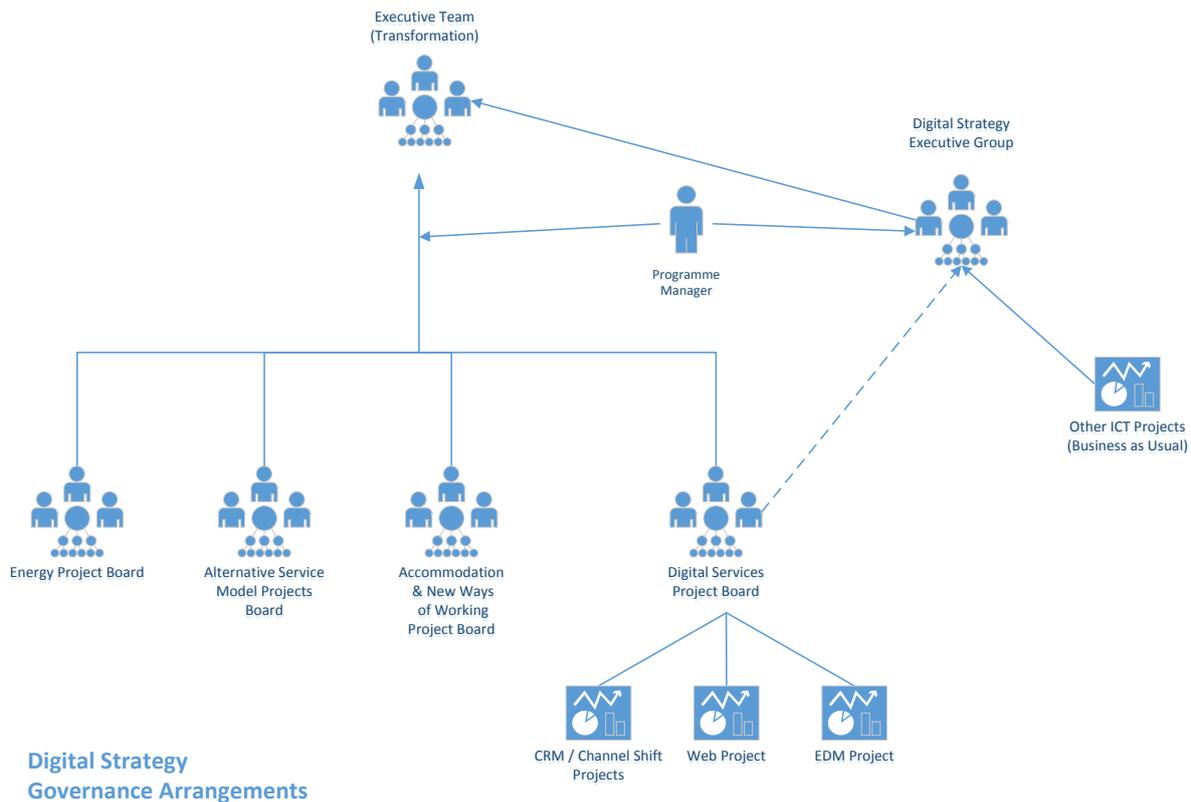
This is also reflected in the Scottish Government's document 'Scotland's Digital Future: Delivery of Public Services' which states

"Our aim is transformational change though our approach will be incremental and pragmatic in making best use of existing public finance investment. We state our ambition but not a finite end point: our objective is an agility to respond to technological and societal change that will provide the foundation for continuous improvement in the delivery of public services"

Consequently, this strategy is not a definitive list of projects but instead outlines key programmes, and guiding principles required to deliver digital services to meet the Council's 2020 vision and requirements as they arise in the future.

2. Governance Arrangements

It is important to recognise that a Digital Strategy is not an ICT Strategy but a Council Wide Business Strategy. By its nature, it will cover many disparate work streams ranging from internal transformation projects to external digital infrastructure projects. Some will operate in isolation but the majority will be inter-dependent and should be brought together in related work programmes.



The Council's Executive team will own the digital strategy and oversee its implementation in conjunction with the existing Transformation Programme. The remit of the Executive Team with regard to the Digital Strategy and Transformation programmes include:

- Ownership of the Council wide digital strategy and its implementation
- Drive digital stakeholder engagement and communication
- Secure and allocate resources as required
- Coordination of the overall programme of work
- Set the overall priorities for the programmes
- Identify and remove blockages to strategy implementation
- Ensure digital benefits are realised
- Manage high level risks and issues associated with the strategy
- Track customer satisfaction and enable work to improve it
- Review overall performance of strategy implementation

- Form partnerships with other Councils and organisations to streamline service delivery and improve customer experience

A new Digital Strategy Executive Group will be established, chaired by Deputy Chief Executive (Resources and People Services). This group will be responsible for the practical implementation of the technology elements of the Digital Strategy. These will come from both the Transformation Programme, via the Digital Services Project Board and from services via the IT Service. Prioritisation of projects and allocation of resources will be a critical aspect of this group's work. Consequently, all significant service improvement or delivery projects which have an ICT element must be presented to this group for approval prior to commencement to ensure alignment with existing plans and resource availability. The remit of the group will include:

- Prioritise ICT resources to match the key priorities set by the Executive Team
- Decide which projects should proceed based on business case, resources, return of investment, and match with the digital strategy
- Ensuring technological adherence to the Digital Strategy
- Prioritise business as usual ICT activities in line with service priorities and available resources
- Secure and allocate resources as required
- Provide coordination between business as usual and transformation project activities
- Management of the ICT risks
- Identify and remove technical blockages to strategy implementation

The delivery of the strategy will be controlled by a number of Programme and Project boards. The actual number may vary through time depending on the active work streams. The remit of these boards will include:

- Creation and management of work plans to deliver the programme/project
- Allocation of resources to the projects
- Management of the programme/project risks
- Project benefits realisation
- Monitor overall programme/project progress
- Resolve issues arising from Digital Services Project Board of the Transformation Programme and from Business as usual ICT activities

As we begin to shift service from traditional channels (face to face and telephone) towards lower cost digital channels it will be imperative that we continually monitor take up, success rates and service levels. Metrics will be developed by the Digital Services Project Board to enable these to be measured and quantified.

3. Growing The Capacity of Our Council

If we were starting from scratch to design the myriad of services the Council provides it is highly unlikely we would end up with the model we currently have. New technology offers opportunities to both greatly improve the customer experience and bring about significant reductions in cost.

A 'One Council' approach to service delivery requires Council services to break from the traditional silo mentality and work together and with external partners and other organisations.

To achieve this, services will be redesigned to be 'Digital by default' making them available to customers wherever and whenever they choose, whilst realising operational and cost efficiencies through improved and streamlined processes. Simply making an existing service available via the web is unlikely to realise significant cost savings. Business processes and structures must be redesigned to provide an enhanced customer experience with the customer journey at the centre and electronic delivery the first and preferred option wherever possible. Inevitably there will still be a requirement for traditional delivery methods although they must be viewed as secondary and resourced and structured accordingly.

Fundamental to Digital by default service delivery is a modern responsive website that supports integration with the Council's information systems. This must be backed up with investment in technical staff with the skills to develop web services and carry out the integration with the Council's information systems.

In parallel with redesigning services to be Digital by default new ways of working will be introduced. By investing in new technologies it is possible to revolutionise the way many staff carry out their duties. They can become more mobile, able to capture data at source, better able to share and collaborate on documents, and no longer need to return to base to update records and get their next work schedule. This will result in a more efficient and productive workforce whilst also potentially improving their work life balance. Accommodation will also be used more effectively, helping to reduce our property costs, reduce our CO₂ footprint and create a more resilient organisation less dependent on buildings.

The Council recognises that Social Media is a powerful tool capable of reaching various customer groups of all ages and serving a variety of purposes ranging from information exchange to marketing East Lothian to a worldwide audience. It further recognises that in order to be credible and effective it has to be run as a 7 days a week, 365 days a year operation. A dedicated team should be set-up to manage the Council's presence backed up with investment in a management platform, analytics capabilities and training for senior managers across the Council to raise awareness of the power and potential risks involved.

4. Growing East Lothian's Economy

Businesses need a strong digital infrastructure and an IT literate workforce to locate and grow in East Lothian. Technology enables businesses to reduce costs, to automate processes and to manage supply chains. The Internet opens up global markets for both large and small enterprises. Fast Internet links also enable access to specialist services and remote working, which can reduce travel costs, improve productivity and increase business agility.

East Lothian, despite its proximity to Edinburgh, has traditionally suffered from poor voice and data communication networks. Mobile coverage has been patchy and offered poor performance whilst data communications have been limited to either inadequate broadband speeds or very expensive leased circuits.

The Digital Scotland Superfast Broadband project to deliver Next Generation Broadband across Scotland is well underway. It is projected that 95% of premises across East Lothian will be capable of receiving speeds in excess of 24Mbps by 2018.

Mobile coverage across the County is improving with 4G services being rolled out by some providers, however as you move away from the A1 and East Coast Mainline corridor coverage becomes patchy. The Council will continue to work with mobile providers to influence network coverage and availability across the county. In particular, we will explore whether we can use our own requirements as a lever to secure better coverage in rural areas.

The tourism sector is a key part of the East Lothian economy and the Council has recently commissioned a Digital Marketing Strategy. This highlighted a number of improvements that should be made including redesign of the www.visiteastlothian.org, www.foodanddrinkeastlothian.com and www.golfeastlothian.com websites and the implementation of a more coordinated approach to social media and digital marketing which includes businesses involved in this sector across East Lothian and beyond. The action plan will be implemented in conjunction with the other web and social media related programme outlined earlier. Visitor destinations will also benefit from free wifi internet access and we will work to provide either ourselves as funding permits or in conjunction with partners.

5. Growing our People

The growth in the uptake of technologies such as tablets, smart phones, social media, and the increasing availability of high speed broadband and better mobile coverage present huge opportunities for the Council in terms of being able to communicate with customers and transact business digitally.

Despite the widespread take up of these technologies many people remain digitally excluded. There are many reasons for this including lack of fast broadband, poor mobile coverage, the cost of home computing, lack of knowledge of what the Internet can offer and poorly designed services which discourage people from connecting. Typically, those being left behind with technology are also being left behind across many spheres and this has a negative impact on their own life chances.

The benefits of being digitally literate and having access to these technologies are great and are outlined in the Council's Digital Inclusion and Participation Strategy. They include time and money savings, improved education attainment and improved job and salary prospects. A digitally literate client base also offers Council (and other public sector) services greater scope to adopt digital by default methods of service delivery. The Department for Work and Pensions chose East Lothian as the first location to fully adopt online only applications for Universal Credit. This has further highlighted the difficulties faced by those who don't possess solid digital skills or access to the Internet. The Council will work to implement the Digital Inclusion and Participation Strategy action plan to begin to address this.

Education is fundamental to ensuring our young people are equipped with the digital skills they require. To deliver this our schools require all teaching staff to be competent in the use of technology and backed up by modern, flexible ICT facilities that are properly resourced and supported. The Council has an excellent track record of capital investment in ICT in Education and this will be maintained. It is recognised that there is a significant revenue cost associated with providing the ICT environment required and the Council will explore ways of meeting this need. When both capital and revenue funding streams are in place the Education ICT Strategy can be delivered successfully.

6. Growing our Communities

East Lothian, like most other Local Authorities faces the unprecedented impact of significant demographic change. Partly as a consequence of successful health care programmes and changes in delivery of care services, there is an explosion of elderly people who are living independently in the community. The deployment of telecare and telehealth technologies will enable these citizens to better lead independent lives of a higher quality whilst making it easier to target intervention where it is required most.

As previously noted we are likely to achieve 95% superfast broadband coverage by 2018. The Scottish Government have given a commitment for all premises in Scotland to have the capability of receiving 30Mbps broadband speeds by the end of the current parliament in 2021. A new project called Reaching for 100 percent has been set-up and we will work with this project, Community Broadband Scotland and the Digital Scotland Superfast Broadband team to ensure the best possible broadband coverage across the county.

Even with 100% superfast broadband coverage affordability will remain a significant challenge. Consequently, there will still be a requirement for free Wi-Fi Internet access across our communities. We will continue to roll out free Wi-Fi Internet access across Council premises and in town centres as funding allows.

The Internet of Things (IoT), whilst still in its infancy, offers incredible potential to deploy sensors to monitor things as diverse as a person's blood pressure to traffic density across the county in real time. We will look to exploit the opportunities offered by sensor technologies as they develop over the lifetime of this strategy.

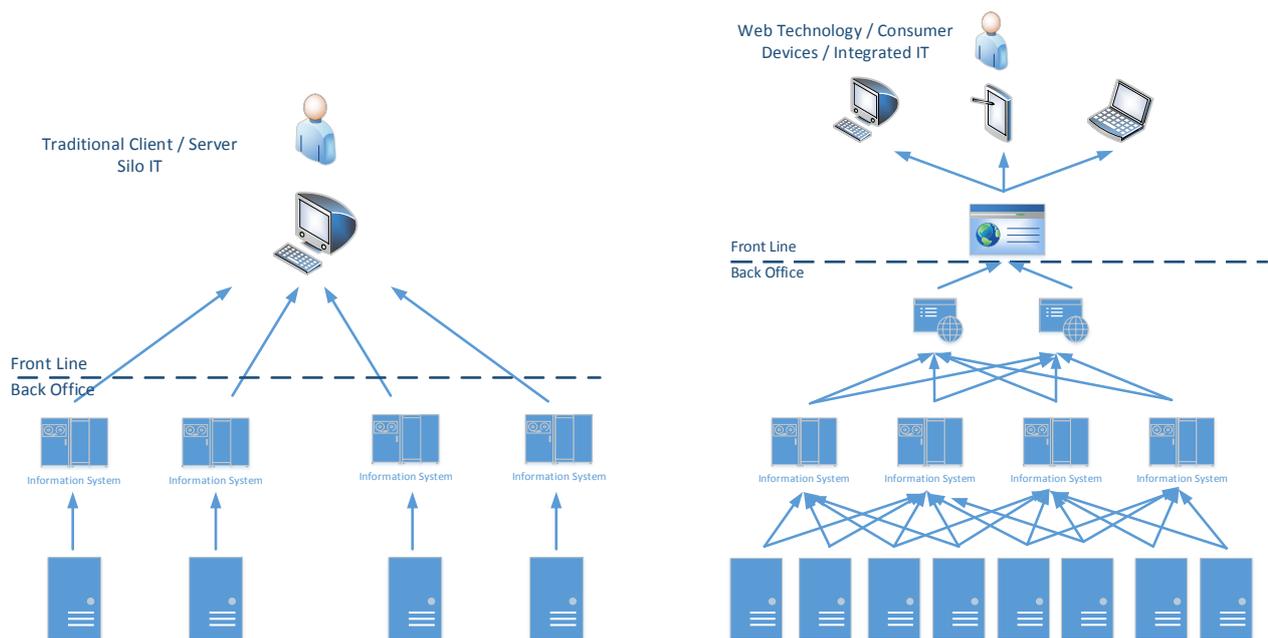
The Council will also explore options to provide free or subsidised Internet access in all of its housing stock. This will help with the implementation of the Social Inclusion and Partnership Strategy action plan and will be an enabler for the deployment of sensor technologies.

Technology also offers opportunities to improve community safety. The Council currently operates an extensive CCTV network that will be upgraded to use the latest technology to increase capability.

ICT Capability and Capacity

The move to digital service delivery offers the potential to provide joined up customer journeys and sustainable services. It does this by offering the customer the opportunity to use multiple methods of accessing information and processes at a time that is convenient to them.

In order to deliver the flexible, joined up customer experience the complexity of the back office technology required is many times more complex than that used to deliver the traditional series of individual standalone services. This is due to the integration of systems and data sets combined with the need to make the user experience device agnostic.



Traditional Service Delivery Complexity

Integrated Digital Service Delivery Complexity

East Lothian Council's ICT Service is currently resourced for the delivery of traditional services. Successful Digital Service delivery in line with this strategy will require significant investment in both the technologies required and the people to operate them. The ICT Service will need to gradually transform from an internal technology provider to a commissioner and integrator of digital solutions, satisfying East Lothian's targeted outcomes and the changing needs of our citizens. A service review will be undertaken to re-structure the service for the key role it will have in the delivery of this Strategy.

It must be recognised that it will not be possible for the Council to carry all of the specialist skills required, nor are we likely to be able to "borrow" them from other authorities. Individuals with the relevant skills in certain key areas are highly sought after and command salaries well in excess of what East Lothian can afford. These will need to be bought in as and when required. Examples of these are likely to include Infrastructure Architects, Business Analysts specialising in Digital Transformation and specific technology specialists.

Across all Council services, there is a need to increase the degree of digital literacy at all levels. It is vital that all staff have the ability to carry out basic ICT related tasks. To facilitate this a Digital Competency Framework setting out the minimum standards required will be created and training provided to ensure staff meet this level. Testing against the Framework will be included as part of all future recruitment exercises.

7. Principles

The strategy is underpinned by a series of core principles which should be adhered to during implementation. The Digital Strategy Executive group and the ICT Service will be responsible for ensuring this happens.

Governance Principles

Business Strategy not an IT Strategy - The purpose of this Digital Strategy is to improve service delivery, the wider digital infrastructure across East Lothian and equip our staff and residents with the digital skills they require to thrive in the modern world. To deliver such a broad range of objectives will require commitment from all Council Services.

Ownership - This strategy is owned by the Executive Team (Transformation) and must be reviewed annually.

National Digital Transformation Board - East Lothian Council will remain a member and participate fully in the work of the associated work streams for as long as it gains benefit from the collaboration.

Working in Partnership - It is recognised that the Council will be required to work with partner organisations, including Scottish Government, other local authorities, 3rd sector organisations, the Improvement Service, Health, suppliers, etc.

Procurement - Whenever possible, the Council will look for partners in procurement to develop shared services and / or secure a better price. If no partners are available, we will look to national and local framework agreements to obtain best value. On all procurements, total cost of ownership, adherence to strategy and open standards will be key award criteria.

Tactical v Strategic – new methods of service delivery may take time to emerge and mature and alignment of plans and technologies may not always be in place so the transition will at times be gradual and pragmatic, necessitating the need for sometimes taking tactical decisions along the path to achieving longer term strategic goals.

New Projects – all new projects with an ICT element relating to service delivery or improvement must be presented to the Digital Strategy Executive Group for approval. This will ensure better coordination of priorities and resources and prevent duplication.

Transformation Principles

Digital by Default – The Transformation Programme will gradually redesign services to streamline business processes and ensure that everything that can be delivered to citizens online is delivered online. Whether these services are delivered directly by East Lothian Council or in partnership with other public bodies, or via the

Government Cloud based services, ease of use and value for money combined with security and business continuity will be of paramount importance.

Customer first – There must be a benefit either directly or indirectly to our customers in everything that we do.

Identity Access Management – SAML 2.0 will be the standard used for authentication.

myaccount – Look to simplify online customer interactions with the use of Myaccount. This provides a single, simple, secure way to access a range of public sector services. It is already in use by Councils such as Edinburgh, Midlothian, Highland, North Lanarkshire, Aberdeenshire and within the NHS to authenticate patients using 'My Diabetes My Way'

Ease of Use – All new services must be designed and implemented with a focus on ease of use to ensure they are accessible to all. On demand, device agnostic, well-designed web services can provide customers with personalised information and enable them to request services, report issues and undertake transactions online simply and quickly at a time that suits them.

Service Redesign – In order to successfully and cost effectively implement systems Council wide there must be recognition that services may have to change policies and working practices to adopt Council wide procedures. Failure to do so will result in inertia, increased costs and loss of credibility.

Rationalise Systems – We will strive to minimise the number of information systems and processes used to deliver the same or similar services eg. resource booking, document management, workflow systems etc.

Social Media - It is recognised that Social Media is a powerful set of tools to engage with many of our disparate customer groups. However, to use it successfully requires resources, expertise and a coordinated approach.

Information Management – Information is a key resource and it is vital it is managed accordingly both to maintain its integrity and ensure high levels of public confidence. The Council will ensure we comply fully with all relevant legislation including but not limited to Public Records (Scotland) Act 2011, Freedom of Information (Scotland) Act 2002 and Data Protection Act 1998.

Web Site Principles

Website – The Council website www.eastlothian.gov.uk will be the gateway to Council Digital Services. The website must be responsive to work well on all form factors from desktop computer to smartphone, must have easy navigation, have a search engine that works, allow easy creation of electronic forms, and be as accessible as possible for all users.

Forms – not apps. Web forms should be used wherever possible instead of custom built Apps. Custom built Apps are expensive to develop and difficult to maintain with specific versions required for each platform.

Good Design - To increase take-up of online services, good design is essential. Poorly designed electronic services can defeat even the most experienced web user, and often means additional contact is needed, wasting time and money for client and provider and frustration for the customer. Understanding our customers' needs and designing web services around the customer journey are key to delivering the right digital services.

Accessibility – As a minimum East Lothian Council websites will conform to Level AA of the Web Content Accessibility Guidelines (WCAG) 2.0. This is in line with the GOV.UK recommendations.

Socitm 4* Website – Endeavour to ensure our main website achieves a Socitm 4-star rating (Society of IT Management's highest rating). This ensures that our website is designed around activities that citizens wish to undertake and meets current good practice.

Web Content – Must be up to date and relevant. Most people do not need to contact the Council. When they do, they want it to be when they choose and for it to be over with quickly and efficiently.

Excellent Search Facilities – Too often public sector websites are let down by poor search facilities. A good search engine is essential to allow visitors to quickly locate the service or information they require.

ICT Principles

Standards Based – Every technology and system we use has a cost of ownership associated with it. This comprises the lifecycle costs of purchasing, then operating, maintaining and supporting it during its active life and finally disposing of the asset at the end of its life. The largest individual costs are generally the staff costs associated with the operating, maintaining and supporting assets. In order to keep these to a minimum, Open Standards will be followed wherever practical.

All new systems must adhere to open standards to allow easy inter-operability and sharing of data.

Industry Best Practice – The ICT service will follow industry best practice and open standards wherever possible.

Interoperability – Software and hardware should conform to defined standards that promote interoperability for data, applications and technology.

Security – The ICT Service will have a security function that will ensure best practice in line with the ISO27001 standard and CESG guidance is followed at all times to protect customers, staff, and the Council.

PSN - The Council will ensure it keeps its accreditation to use the PSN network to exchange information with Government departments such as Work and Pensions. This will be done by meeting its extensive obligations for security by adhering to the PSN Code of Connection.

East Lothian Council is committed to protecting and utilising the personal information it holds in accordance with the Data Protection Act 1998 and building towards compliance with the General Data Protection Regulation (GDPR) when it comes into force in May 2018.

We are committed to sharing information across our systems and with other relevant bodies to ensure the safety and rights of the public, particularly vulnerable adults and children. However, data sharing will only be implemented where legally required or when relevant protocols for the sharing have been agreed between parties and any necessary consent has been obtained.

Environment – The ICT service will ensure it complies fully with the Council's Environment strategies in all procurement and will manage our assets accordingly. Technology (such as server and desktop virtualisation software) will be introduced wherever possible to reduce power consumption and reduce the carbon footprint of the Council. This will also include continuing to phase out standalone facilities such as printers and scanners in favour of larger, cheaper to run shared networked devices. Use of cloud services where appropriate.

Scottish Wide Area Network (SWAN) - East Lothian Council currently runs an MPLS network. Capacity is rented to Capita Updata to connect other public sector bodies to the SWAN. East Lothian Council will join SWAN only when economically and operationally advantageous to do so.

Processes - The delivery of the ICT Service will be based on the use of ITIL (IT Infrastructure Library). In conjunction with a standards based approach this will enable cost effective service delivery.

Project Management - Prince2 will be used as the methodology for managing all major projects. Alternative methodologies such as Agile will be explored for smaller projects.

New Software – All new software must conform to the current IT Technical Requirements Specification

Software Versions – The IT Service will support a maximum of 2 appropriate versions of any software application.

System Databases – to lower the total cost of ownership all new systems must use either Microsoft SQL or Oracle as the database platform. The use of other databases will only be by exception and specific approval.

APIs – All new strategic information systems must provide a full set of vendor supported APIs to allow data integration with other systems.

Glossary

API – Application Programming Interface. A set of routines, protocols and tools for building software applications and exchanging information between systems.

MPLS Network – Multiprotocol Label Switching. A form of high performance telecommunications network.

myaccount – a simple, secure way to access a range of Scottish public services online using just a username and password. Provided by the Improvement Service and funded by the Scottish Government, it is currently used by 7 Scottish Local Authorities and is becoming the standard.

SAML 2.0 – Security Assertion Markup Language. A standard for exchanging authentication and authorisation data between security domains, most commonly used for single sign on in web browsers.

SWAN Network – a Scottish Government led programme in partnership with the wider Scottish public sector to create a single public services network available for use of any and potentially all public service organisations within Scotland.

WCAG 2.0 – Web Content Accessibility Guidelines. These are a wide range of recommendations for making Web content more accessible. Following these non technology specific guidelines makes content accessible to a wider range of people with disabilities.