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**Report to Council**

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**Date of Meeting: 18 April 2019**

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**Subject: Digital Strategy**

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**Report by: Strategic Director, Partnership & Performance**

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**1.0 Purpose**

- 1.1. The report presents the Council's Digital Strategy 2019-25. The Strategy,, which is a key enabler of the Council's corporate plan, *Be the Future*, sets out the vision, principles and strategic direction for the Council's Digital Transformation over the next six years.
- 1.2. The purpose of this report is to seek approval of a Digital Strategy for the period 2019-25.

**2.0 Recommendations**

- 2.1. It is recommended that Council agrees to adopt the Digital Strategy, 2019-25, as attached at Appendix 1.

**3.0 Considerations**

- 3.1. The Council's Corporate Plan 2018/22 has as one of its priorities "Organisational Transformation", a key aim of which is "Transformation through enabling a significant shift to digital". This will build on the progress we have made over a number of years, for example, online payments, bookings and fault reporting.
- 3.2. Digital Transformation is driving significant changes across all aspects of society. It is a key theme for Scottish Government and an important component of transformation for all local authorities.
- 3.3. The principles expressed in the strategy are aligned with principles contained in the Scottish Local Government Strategy, ensuring the approach we take in Clackmannanshire is consistent and will integrate with developments across the wider public sector.
- 3.4. Clackmannanshire Council is a member of the Scottish Local Government Digital Partnership. The Digital Transformation work stream will focus on three areas of work aligned with the Scottish Local Government Digital Partnership work streams, namely:

- a) Digital Leadership: equipping all employees with the skills to provide leadership in Digital Transformation;
- b) Digital Foundations: building Strong technology platforms which enable the council to transform how it works; and
- c) Digital Services: redesigning services around customers taking advantage of digital technologies.

3.5. On 23 August 2018, Council approved the establishment of the Change Portfolio Board to provide governance of change programmes. The Digital Strategy will sit within the Council's Change Portfolio, be supported by the ICT Asset Plan and delivered through a Digital Transformation work stream, which is chaired by the Strategic Director, Partnership & Performance..

#### **4.0 Conclusion**

4.1. Digital Transformation is not a single event. Much work is already going on in the area of Digital Transformation within the council. This Strategy however will provide a strategic framework to support existing projects and to evaluate and prioritise future projects which will contribute to the Council's change programme and enable it's corporate priorities and outcomes..

#### **5.0 Sustainability Implications**

5.1. The Digital Strategy will support the transformation of the Council through Council's change programme, therefore it is integral to the Council's long term sustainability. A positive impact from this plan is assessed on all best value sustainability indicators.

#### **6.0 Resource Implications**

##### *6.1. Financial Details*

6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

##### *6.4. Staffing*

#### **7.0 Exempt Reports**

7.1. Is this report exempt? Yes  (please detail the reasons for exemption below) No

## 8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

### (1) **Our Priorities** (Please double click on the check box )

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

### (2) **Council Policies** (Please detail)

**Clackmannanshire Council Corporate Plan 2018/22**

## 9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes  No

## 10.0 Legality

10.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

## 11.0 Appendices

11.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 Digital Strategy, 2019-25

## 12.0 Background Papers


12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

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**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stuart Crickmar	Strategic Director Partnership & Performance	



**DRAFT**

# Digital Strategy 2019-25

Be the  
FUTURE



## Foreword

Technology is changing the way in which we live, learn and work.

Improvements in availability of high speed internet access and the spread of smart personal devices is driving the move to deliver services online and is changing people's expectations of how, where and when they access services. Increasingly the services we access in our every day life are delivered as Digital by Default.

This Strategy, as part of the wider Transformation Programme, sets out how Clackmannanshire Council will adopt the use of Digital to support its vision of being a valued, responsive, creative organisation through collaboration, inclusive growth and innovation in order to improve the quality of life for every person in Clackmannanshire.



## Introduction

Access to the internet has improved dramatically in Clackmannanshire in recent years. By the end of 2018 more than 99% of properties in Clackmannanshire will have access to Superfast Fibre Broadband.

4G High Speed mobile broadband is now available throughout Clackmannanshire and coverage is increasing quickly as more people use smartphones. More than two thirds of Scottish adults now own a smartphone. 57% of all visits to the Clackmannanshire Council website come from mobile devices.

The citizens of Clackmannanshire are already leading a digital life and as a Council our strategy is to meet the needs and expectations of a digitally switched on population.

The pace of technological change continues to increase and is bringing with it new opportunities for how services are delivered.

The private sector has invested heavily in redesigning services to use Digital technologies. Sites such as Amazon and E-bay have changed the way we shop. The music and television industries have changed so we now buy music online and watch television when it suits us, using technologies such as iPlayer or Netflix. Our banks have now moved to doing the majority of their transactions not only online but through Apps on mobile devices. For many people, Digital is now the norm.

The Public sector has not changed as quickly as the private sector. It is now recognised that the pace of change towards Digital Service Delivery needs to increase and both UK and Scottish Governments have produced Digital Strategies. The UK Strategy is driving significant change to the delivery of services such as HMRC and DVLA making it easier for citizens to make tax returns and license vehicles and removing labour intensive paper based processes from the system.

In Scotland, “Scotland’s Digital Future” addresses four main themes of Connectivity, Digital Economy, Digital Participation and Digital Public Services. In relation to Digital Public Services the stated aim is “to accelerate the pace of digital transformation to deliver improved, user-focused digital public services and to drive innovation and efficiency in the Scottish public sector. The digital transformation of public services plays a decisive role in our public service reform programme.

Clackmannanshire Council faces the ongoing challenge to deliver and improve public services in the context of a reducing budget. This challenge is not unique to Clackmannanshire. Every organisation which delivers public services faces these same challenges.

Digital transformation will be a key enabler of change programmes to deliver the Council of the Future , providing the data and technologies which will allow customers to access services at the time and place of their choosing. In

Clackmannanshire we will seek to adopt Digital to redesign our services around our customers. We will focus on the customer experience using 'digital first' for engagement with citizens and customers; adopt digital techniques for internal working practices; and redesign services around customers from first principles taking advantage of digital technologies. Where we invest in new systems to support these ambitions they will be easy to use and support best practice. We will avoid bespoke and legacy systems.

We have already started on this journey.

Clackmannanshire Council is a member of the Scottish Local Government Digital Partnership.

We are modernising our internal systems as well to make more council services available digitally to our customers while using digital to change the way we work.

We have updated our Human Resources, Payroll, Financial management and procurement systems.

We are providing more services digitally to our customers. You can already submit a planning application online. You can pay your Council Tax and reserve a library book online. You can pay electronically for your child's school meals.

Evidence shows that our older citizens are increasingly using digital services and we are increasingly using technology to enhance the care of those older people who need support.

Our schools are using GLOW the national on line learning system to support their learning. Our young people can access their learning at any time and from any place.

Indeed it is our young people as they grow up in Clackmannanshire who will expect that Council services are Digital by Default



## Principles

Digital goes beyond just moving our existing services and processes online. It implies that we redesign services to take advantage of digital technologies to make Clackmannanshire Smarter, through the use of smart Buildings, Smart streets, smart transport, to adapt in real time to the needs of our service users.

Our Digital Strategy can be expressed through a few clear principles adopted from Scotland's Digital Future

- Our public services will always be delivered digitally as the First Option where it is practical and efficient to do so. We will ensure that services remain accessible to citizens and businesses that are not Digitally enabled
- Our digital services will be designed around the Citizen or customer. Users of the service should not need to care how it works behind the scenes.
- Our digital solutions should be innovative, shareable, re-usable and low maintenance – balancing business needs with lifetime costs.
- Our Information should be shared more proactively across organisations, while respecting privacy and meeting legislative and information assurance requirements.
- Our technologies will be drawn from a wide range of sources and providers, with a high emphasis on being able to work together and share information easily to reduce duplication.
- Our Leaders will embrace Digital Delivery and integrate it into their core business processes and planning.
- Our Workforce will be skilled in its general use of ICT and use digital solutions effectively and efficiently. Our ICT Professionals will be expert and highly skilled.

## The Council of the Future

- Digital by Default
- Self Service
- Online
- Payment as you book for Services
- Innovative
- Collaborative

## Outcomes

By implementing our Digital Strategy we aim to achieve the following outcomes

- 24/7 Availability
- Self Service
- Improved Access to Council Services
- Better Customer experience
- Lower operating costs
- Better quality information
- More joined up council services
- Greater resilience
- Fewer back office systems
- The ability to do more with less
- Reduced Carbon Footprint

## Implementation Actions

We will put in place a Digital Transformation workstream within our change programme to modernise our service delivery.

The workstream will focus on three areas of work aligned with the Scottish Local Government Digital Partnership workstreams

<p><b>Digital Leadership</b></p> <p>Equipping all members of the council with the skills to provide leadership in Digital Transformation</p>	<p>Developing Digital Maturity</p> <p>Building awareness of how digital transformation creates opportunities in service delivery in our elected members and senior managers</p> <p>Developing Digital skills in our workforce</p> <p>Developing Digital Transformation Capabilities</p>
<p><b>Digital Foundations</b></p> <p>Building Strong technology platforms which enable the council to transform how it works</p>	<p>Adopting Cloud services</p> <p>Building our capacity in cyber security and resilience</p> <p>Managing our information in a way which meets our GDPR obligations</p> <p>Using our data better to improve transparency and generate the insight to improve decision making</p> <p>Modernising our business systems to support digital transformation and improved ways of providing services</p> <p>Enabling mobile and flexible working</p> <p>Building our procurement capability to maximise benefits from collaborative procurement opportunities and technology frameworks.</p>

<p><b>Digital Services</b></p> <p>redesigning services around customers taking advantage of digital technologies and adopting digital techniques for internal working practices</p>	<p>Digital Learning</p> <p>Digital Health and Social care</p> <p>Digital Services for Customers</p>
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We will adopt an approach of continuous incremental improvements rather than a “Big Bang” approach. This has been shown to be most effective in allowing Digital Services to evolve in response to customer needs and experience.

We will seek to review our implementation priorities regularly. It is likely that priorities may change, new technologies may create opportunities or opportunities may arise through emerging national solutions where it makes sense for us to benefit from the economies of scale they provide.

A number of systems are already in the process of modernisation. In addition to ongoing work, a number of priorities have been identified in the first phase of the programme. These will be to:

1. Provide access to a self service portal for customers which allows access to information, booking and payment for services
2. Introduce a new social care management system which allows for integration with Health & Social care partners and which facilitates modernisation of working practices within Social care.
3. Modernise our internal office applications and communications systems by moving to a cloud based online communications platform to enable our officers to work more flexibly and collaboratively
4. Develop the use of Digital Technologies in Learning through the implementation of a Digital Learning strategy

The Digital Transformation workstream will seek to digitally enable and transform services which are presently delivered by a large number of disparate systems to allow greater collaboration and innovation in the way we deliver services.

## Technologies

The technology we use to deliver service greatly influences our ability to deliver digital services. When adopting technologies we will seek to ensure they follow a few principles designed to ensure that ICT systems enable Digital service provision.

<p><b>Cloud based</b> We will seek to use cloud based solutions where it is efficient and practicable to do so.</p>	<p>Cloud First is now the default approach recommended by Government. This will allow us to make services accessible available over the internet from anywhere while taking advantage of the expertise of major technology suppliers and reducing the burden on in-house resources. It will also provide a much greater disaster recover capacity. We will focus the efforts of our ICT professionals on adding business value to our systems.</p>
<p><b>Simple</b> We will actively seek to reduce the number of different systems we maintain.</p>	<p>By reducing the number of systems used to provide council services we will make it easier for the customer to have a single point of contact with the council and make the information we hold more accurate and up to date</p>
<p><b>On-line</b> On line customer interactions and self service over the internet using any modern device will be the norm</p>	<p>Customers will be able to access Council services at a time of their choosing without needing to speak to the Council unless they want to.</p>
<p><b>Smart</b> We will seek to exploit the ability of modern devices to communicate as part of the Internet of Things</p>	<p>We will use smart capabilities to many devices to respond quickly to requests for services, often without any human intervention. Examples might include Smart security monitoring, Smart building and energy management, or interactive digital signage</p>
<p><b>Nimble</b> We will seek to build solutions which offer a fast implementation time,</p>	<p>The pace of technological change is rapid and as a council we will need to move quickly to adapt to the needs of our citizens and customers</p>
<p><b>Secure</b> we will ensure that we comply with Information Security and Data Protection standards</p>	<p>To keep data safe from cyber crime we will take great care to ensure our systems are up to date and protected from emerging threats</p>

