

Report

To:	South Lanarkshire Council
Date:	15 June 2022
Prepared by:	Executive Director (Finance and Corporate Resources)

Subject:	SLC Digital Strategy – 2022 to 2027
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for new SLC Digital Strategy for 2022 to 2027

2. Recommendation(s)

The Council is asked to approve the following recommendation(s):-

- (1) that the SLC Digital Strategy for 2022 to 2027 be approved.

3. Background

- 3.1. SLC is in the process of investing heavily in IT and digital solutions to deliver both efficiencies and improved services. The current programme of work includes: -
- migration of servers and storage to hybrid cloud environment
 - refresh of legacy systems
 - including housing/property, finance/HR and social work
 - investment in digital connectivity
 - enterprise rollout of Office 365 including Microsoft Teams
 - upgrade of Education IT
 - investment in cyber security
 - upgrade of website and on-line forms
 - complete rollout of electronic document and records management system (EDRMS)
 - agile working
 - mobile apps and scheduling tools
 - business intelligence.
- 3.2. To deliver these new solutions cost effectively and at pace SLC are partnering with many organisations across the public sector, including NHS, Scottish Government, COSLA, the Digital Office and SOCITM (Society of IT Managers).
- 3.3. The previous SLC Digital Strategy was formulated in 2017 and has guided the Council's investments in IT over the past 5 years.
- 3.4. SLC Digital Strategy was supplemented by a Digital Inclusion Strategy which was introduced in 2020. The latter document focusses on ensuring that the Council has an action plan in place to tackle digital exclusion which can lead to social and financial disadvantage for citizens.

- 3.5. The SLC Digital Strategy requires to be renewed in 2022 to bring it up to date, take account of changing council requirements, and the latest developments in technology.
- 3.6. The draft strategy is shown in Appendix A.
- 3.7. The new draft strategy is aligned with the draft Council plan, and the national digital strategy published by the Scottish Government in March 2021. The national strategy was developed for the first time in partnership with local government and represents a good opportunity to leverage common digital solutions across the public sector (“Once for Scotland” approach).

4. Previous SLC Digital Strategy

- 4.1. Good progress has been made since 2017 in implementing new technologies within the Council (e.g., Office 365, cyber security, robotic automation, web forms, mobile) and improving collaboration with partners (e.g., NHS).
- 4.2. The majority of IT projects delivered since 2017 can be categorised as digital enablement, as opposed to digital transformation. This means that, although investment has taken place, the benefits remain to be fully realised particularly in cross-council solutions, for example Office365 which has a wide range of functionality yet to be exploited. Building upon these technical foundations a focussed programme of work on business change and process re-design will result in both service improvements and efficiencies.
- 4.3. Some of the challenges in delivering the previous Digital Strategy included resource availability, competing priorities and skills gaps. The COVID-19 pandemic has resulted in an accelerated deployment of some digital solutions, notably mobile devices and Office 365/Teams. More importantly, it has helped demonstrate new ways of working to council staff and provided confidence that the technology works and can deliver significant benefits. The new strategy builds on this and encourages innovation and change.

5. Overview of new Digital Strategy

- 5.1. The new Digital Strategy considers what has worked well in the previous strategy, ongoing development of new technologies, and how best to deliver the objectives of the new Council Plan.
- 5.2. The Digital Vision proposed in the strategy is:

Transforming lives with Digital

- 5.3. An important section of the strategy is to describe the principles used in both development and implementation of the strategy. These principles are common features of other council digital strategies and are considered best practice in delivering digital transformation.
- 5.4. The main section of the strategy considers thematic areas where it is anticipated that programmes of work will be taken forward comprising multiple related projects over the duration of the strategy. Many of these are directly related to Digital Office programmes of work where SLC are actively participating. As well as describing each theme and related benefits, key deliverables are listed.

5.5. Finally, key enablers are described which are essential for the delivery of the strategy. This includes effective cyber security which will become increasingly important as new technologies, including cloud computing and agile working, are further adopted by SLC.

5.6. The overall structure of the new Digital Strategy is shown below:

Section	Description
Digital Vision	SLC's ambition for a digital future
Principles	A description of the drivers, the approaches, and the building blocks for the digital strategy
Key Themes	"Keep The Lights On" – maintain Council services
	Customer Contact & Transactional Working
	Agile Working
	Business Intelligence and Data Management
	Partnership Working
	Digital Learning & Teaching
	Digital Inclusion
	Digital Connectivity
Key deliverables	Strategic milestones for each Key Theme
Key Enablers	Digital Leadership & Governance
	Digital Foundations
	Cyber Security
	Standard Architecture
Glossary	Glossary of Terms

5.7. In addition to the specific deliverables noted in the strategy, it will be used to inform all IT and digital related projects across the council over the next 5 years.

6. Employee Implications

6.1. There are none associated with this report.

7. Financial Implications

7.1. There are none associated with this report. Individual projects and programmes of work will require to prepare business cases to support funding requests.

8. Climate Change, Sustainability and Environmental Implications

8.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

9. Other Implications

9.1. There are none associated with this report.

10. Equality Impact Assessment and Consultation Arrangements

10.1. Equality Impact Assessments will be undertaken as part of individual development project activity as required.

10.2. Consultation has taken place through the ICT Programme Board, Digital Inclusion Sub Group and resource management teams.

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If you require more information, please contact

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