

WEST  
DUNBARTONSHIRE  
COUNCIL

# Digital Strategy 2016 - 2021



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# Outlining our Strategy



Residents increasingly expect to be able to access Council services quickly and conveniently at times and in ways that suit them. Our ambition is for the vast majority of our stakeholders to access public information and services in the same seamless and effortless way that they access services from the best online commercial providers. Our key stakeholders include citizens, visitors, elected members, employees, businesses, voluntary and community organisations and the Scottish Government and community planning partners.

This strategy complements the Council's Customer Charter<sup>1</sup>, Strategic Plan<sup>2</sup>, ICT Strategy<sup>3</sup>, and the Scottish Government's National Digital Strategy. It focusses on the provision of customer service channels that will increase choice, improve service and reduce costs whilst providing the universally available online services that citizens expect from a modern organisation.

The aim of this strategy is to set out the approach the Council will take to deliver its services digitally by default, and ensure that the local digital infrastructure supports and provides easy access to those digital services.

The strategy covers the following elements:

- **Vision**
- **Method of approach**
- **Digital Infrastructure**
- **Digital skills**
- **Channel shift/Customer Services**
- **Partnership through ICT**
- **ICT innovation**
- **Procurement and sourcing**
- **Core technologies**
- **Business solutions**
- **Data as an asset**

<sup>1</sup> Customer Charter: <http://www.west-dunbarton.gov.uk/Council/complaints-and-feedback/customer-feedback>

<sup>2</sup> <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/strategic-plan-2012-2017/>

<sup>3</sup> ICT Strategy: <http://www.west-dunbarton.gov.uk/Council/strategies-plans-and-policies.ict>

## Vision

We will maximise the potential of digital technologies to improve outcomes and services for all our citizens and employees, whilst seeking to reduce our costs.

We will do this by focusing on the following:

- **Digital by default** - we will implement a digital approach to the delivery of services and the way that we work and learn.
- **Mobile first** - (delivery platform) we will give priority to ensuring that services can be delivered through mobile technologies.
- **Channel shift** - we will maximise the proportion of digital transactions and reduce wherever possible the need for face-to-face (F2F) transactions.
- **Citizen centric** - we will put citizens at the centre of what we do by engaging them in the design and delivery of services so that the outcomes delivered are the ones that really matter to them.

Council services will work together to deliver end-to-end digital services - particularly where these tasks cross internal lines of responsibility - because our residents view the Council as a single service provider.

It is recognised that not all services can be delivered through digital channels. Some services are practical or physical. Examples might include meals on wheels, special uplifts for waste and housing repairs. However, the means by which these services are requested, paid for, monitored and evaluated can be digital and this will be considered in the design of any services that are in scope for digital channels.

## Method of approach

The method of approach is built on key components that require to be aligned, to create an environment that promotes digital excellence.

### Simplicity

The services we design and the ICT architecture used will be as simple as possible and easy to use and deploy. This needs to be user-friendly and provide a positive user experience or it will not be the preferred channel.

### Governance

The Performance, Monitoring and Review Group (PMRG) will ensure compliance with the strategy, and development and implementation of the digital roadmap. The Strategic Leads will ensure that appropriate resource is provided for the effective delivery of the roadmap and that priorities are clearly articulated. Savings as a direct result of digital transformation will be reported to the Council's Change Board.

### Strategic alignment

The digital strategy is a key enabler for service transformation. It will be informed and directed by the Council Plan and Strategic Lead Delivery Plans. The PMRG will ensure that the strategy remains aligned with the Council's priorities.

### Reuse before buy before build

We will reuse ICT assets whether they are owned by the Council or its partners. Where the right solution does not exist we will buy from the market, and only build as a last resort.

### Multi-channel

We will deliver services through a range of channels, with an emphasis on moving to more efficient digital online services wherever possible, and ensure ease of use and 24/7 access wherever possible.

### **Agile**

The services we deliver for our employees will be agile at their core enabling property savings, service efficiencies and employee wellbeing.

### **Customer gold record**

Our customers will have a single identity matched across all Council systems and linked to the Scottish citizen account (MyGovScot/MyAccount). These links should be stored in the Corporate Portal/CRM system and require authentication only once.

### **Corporate core**

Whenever possible we will deliver IT services once and well to avoid duplication and extra cost. This will ensure that there is maximum flexibility for Council teams to change and adapt their specialist ICT applications easily.

### **Integration**

We will provide and ensure suppliers have the right tools to enable integration between the specialist applications used by Council services. This will enable core components such as the Council's CRM, financial systems and property gazetteer to provide information to each other.

### **Open standards**

We will use open industry standards where possible. Open Standards prevent over reliance on single software vendors and other artificial barriers to interoperability between systems. They also promote choice between vendors and technology solutions and can reduce operating costs.

### **Data protection**

All services and solutions delivered under this strategy will comply with the eight data protection principles.

## **Digital skills**

The growth of consumer technology has created a new era in digital where many consumers expect 24/7 access to services online, and access to social media to engage with organisations. Consumer expectations will continue to radically change the ways in which we work and the work that we do. To be the digital and agile Council we aspire to be we will need different skills and knowledge.

Our schools and early years will be supported to deliver a 21<sup>st</sup> century educational experience and provide pupils with facilities to access to the latest technology in support of their education.

We will develop our workforce, leaders, citizens, school pupils and learners, putting digital skills at the heart of our services, communities and curriculum.

We will do this by:

- **Designing services and support capabilities that deliver digital inclusion for all our citizens**
- **Embracing social media as a tool for engagement and communication both internally and externally**
- **Delivering digital inclusion training courses for our citizens via library computer courses**
- **Providing up-to-date equipment and software in our schools**
- **Making more use of social media to enhance the learning experience in our schools**
- **Developing our employees to be comfortable with the technologies we use to deliver services**
- **Using e-learning to enhance digital skills**

## Channel shift/Customer services

Our customers will have a choice of channels through which they can transact with the Council but we will work to ensure that the digital channels become the most popular by making them easy to use and available 24/7. Customer services will be designed for the convenience of our customers rather than our internal business processes, and allow a seamless customer journey across all channels. The provision of online, web chat, voice and face-to-face services will enable customers to escalate from channel-to-channel without loss of data or the need to restart a transaction.

In particular we will:

- **Deliver a web responsive service portal**
- **Integrate our backend systems into customer portal or Customer Relationship Management (CRM) with all customer service channels**
- **Link our local services to MyGov.Scot**
- **Have a single identity for our customers regardless of their channel preference linking with MyAccount**
- **Work towards creating a single telephone contact centre that delivers a seamless service to our customers**

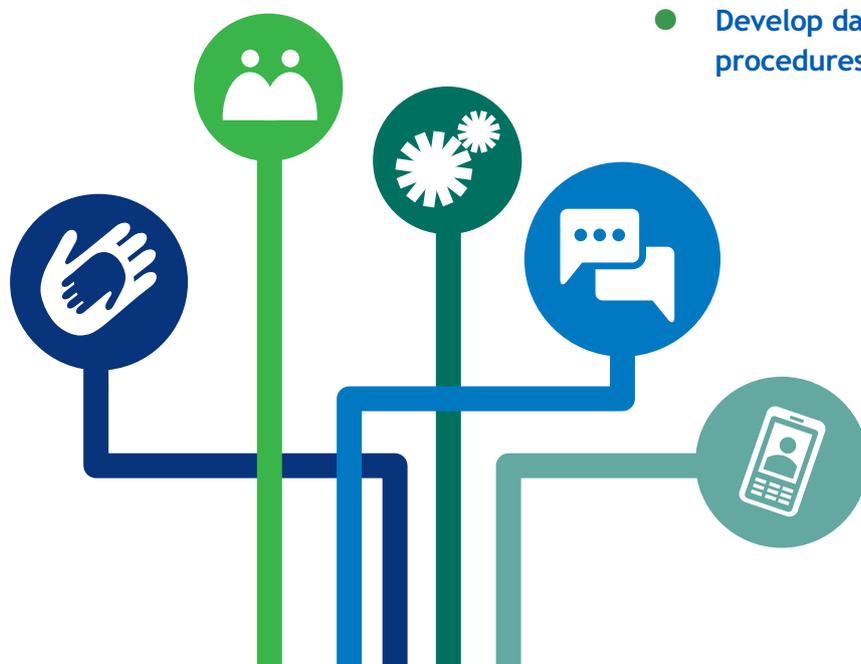
## Partnership through ICT

West Dunbartonshire Council delivers its services in conjunction with a range of partners for the benefit of the local community. Partners such as Leisure Trust, Valuation Joint Board, Criminal Justice Partnership, Lomond & Trossachs National Park and Health and Social Care Partnership are a key driver for joined-up working through ICT and we will ensure that the ICT solutions enable services to be delivered independently of organisational boundaries.

In order to plan strategically for the delivery of services in the future we will share our data with community planning partners and develop our Geographical Information System (GIS) and business intelligence systems to predict future demands and align these to organisational resources.

We will:

- **Deploy open data sharing tools that allow secure sharing of data with the 3<sup>rd</sup> sector**
- **Work with our partners to deliver ICT services that enable integration with our partner organisations**
- **Engage with the national MyAccount, National Entitlement Card (NEC) and MyGov.Scot and other programmes**
- **Develop data sharing protocols and procedures with our partners**



## ICT innovation

Innovation will drive what we do to deliver better ICT services for our employees, partners and our citizens. We will develop an entrepreneurial approach to service delivery that allows us to explore new options and take a more commercial approach to the ICT infrastructure. This includes the consideration of shared service delivery and becoming a service provider where there is a demonstrable business case. Previously IT services focused on delivering internally for the Council - for staff, data and systems. Our new service design will focus more on delivering an IT infrastructure for our customers.

## Procurement and sourcing

In order to achieve our digital vision, we must ensure that what we buy is consistent with our Digital Strategy's aims and objectives. In collaboration with the Corporate Procurement Unit and other stakeholders, we will develop strategies for each requirement that are consistent with the Council's wider ICT commodity strategy. This will ensure that consideration is given to any relevant internal and external factors in developing the scope of the requirement and determining the route to market which will deliver the best outcome.

In particular we will:

- Collate service demand across the Council
- Carry out options appraisals to determine delivery models where appropriate and routes to market
- Carry out market research to inform our strategy and specifications
- Adopt a total cost of ownership approach when developing commercial models
- Consider contract and supplier performance management requirements at the outset, and manage contracts in accordance with specified requirements
- Consider how contracts can support wider sustainability goals e.g. community benefits, environmental and social impacts etc.

## Core technologies

Key components include a corporate core. This ensures that the Council's ICT complies with the requirement for simplicity, by using a single set of commonly used services (corporate core) to deliver key building blocks. These will be used when integrating digital services, and allow Council services to manage their systems and suppliers more effectively. This avoids the added complexity of integrating with multiple suppliers services such as document management, cash receipting or mobile. Procurement and sourcing will enable the Council to minimise the number of business applications it owns, while adhering to the corporate principle of doing things once and doing them well.

In particular we will:

- Provide a single corporate payments engine
- Develop our Geographical Information System (GIS) to support the Council's business decision-making
- Adopt the MyAccount as our authentication system
- Provide a corporate self-service portal with Customer Relationship Management (CRM) platform
- Secure data and systems to ensure customer information is managed and shared effectively.

## Business solutions

Our digital services must be built on solid foundations and we will ensure that our specialist ICT applications are as effective and efficient as possible. All ICT applications will be compatible with the core corporate components of the ICT infrastructure. Where they are not we will reuse other systems that the Council already owns that deliver similar functions or adopt shared solutions with other public sector partners, failing this we will buy what we need through our procurement channels and only build as a last resort.

To remain effective our business solutions must be kept up-to-date and develop in line with our business aspirations and the Council's priorities. We will work through our budget process to ensure that adequate resources are in place to make this happen.

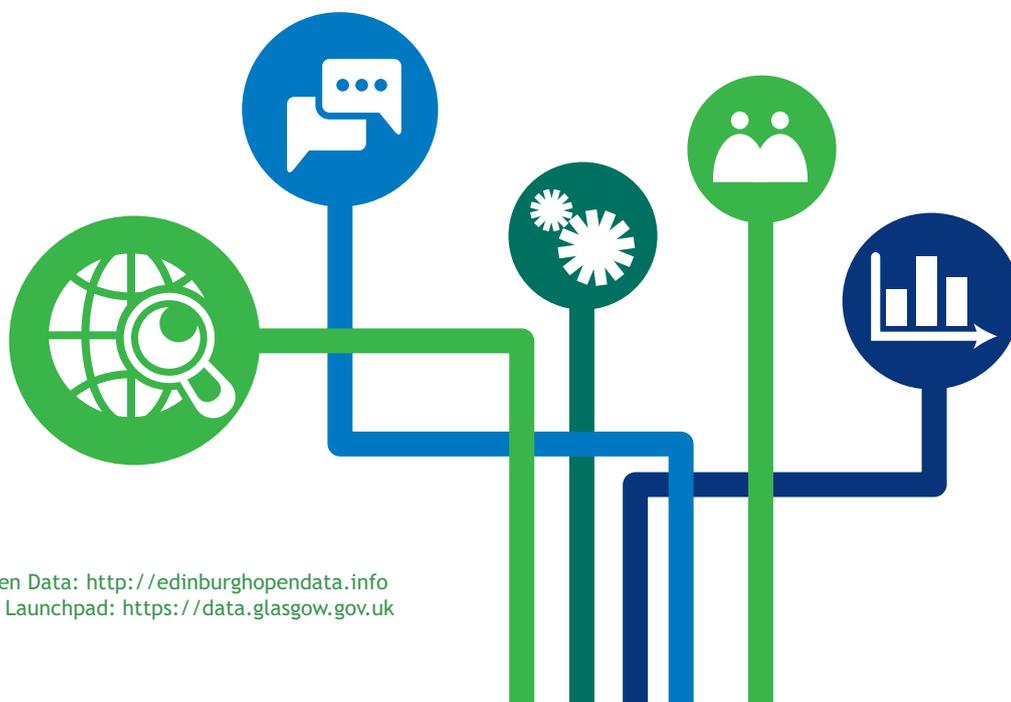
We will redesign services from end-to-end to ensure user pathways are smooth and frictionless and that the workforce can share data securely without having to resort to manual processes. This should be done with the minimal disruption to the service and the workforce.

## Data as an asset

Our data will be developed as a business asset so that through better use of systems it is easy to find, is managed consistently across the Council and can be translated into information to enable intelligent decision making.

We will enhance the outcomes of the programme by:

- **Using multi-structured data approaches on our business data.** This means that we will analyse our large data sets to identify patterns, trends and associations that inform our decision-making
- **Develop an open data strategy -** Open data is the practice of making non-personal Council data available freely to customers and commercial organisations to help drive digital innovation. Open data is not commercially sensitive and contains no personal information which could be used to identify individuals - some good examples are Edinburgh Open Data<sup>4</sup> and Glasgow Open Data<sup>5</sup>.
- **Develop tools that enable a Council-wide approach to business intelligence.**



<sup>4</sup> Edinburgh Open Data: <http://edinburghopendata.info>

<sup>5</sup> Glasgow Data Launchpad: <https://data.glasgow.gov.uk>

Strategic objectives	Definition	Strategic areas timeline
Align customer services and digital strategies	The digital strategy and customer service strategy have common objectives and outcomes. We will ensure that these strategies continue to be linked and seamless	CCC November 2017
Application review	Review all corporate IT applications collecting cost and type of system  This will let us look at commonality and allow us to identify opportunities for rationalisation to reduce duplication and improve efficiency	People & Technology Ongoing up to 2021
Citizen authentication delivered by MyGov Scotland <sup>6</sup>	Single identifier used by citizens that will confirm their identity online easily, quickly and safely  Also provides customised services  MyAccount from scot.gov will be the main authentication tool for WDC	Council-wide Ongoing up to 2021
CRM (Customer Relationship Management) replacement	Review current in-house developed customer relationship management system and consider options for procurement of lite-CRM integrated into corporate portal  Any CRM must be able to show the customer journey from all departments and be updated by all departments, with easy reporting and monitoring to be able to make informed decisions	CCC 2017/18
Corporate Portal (allows access to information and forms after you have signed in)	Develop a Corporate Portal that is integrated into our backend systems. This will be used by residents using self-service and by Customer Services via the portal's integrated lite-CRM system with the ability to run meaningful reports to analyse trends	CCC 2017/18
Assisted digital/digital leaders	To push digital transactions and signpost anyone lacking in confidence to existing and new digital courses in libraries, OSS and through employability service. These courses to be reviewed to ensure they support digital inclusion for all	CCC and Housing & Employability July 2017
Centralised ICT spend approval (Capital and aligned to the SAMG plan)	Ensure that we understand the need for spend before it is committed and that all purchases are strategically aligned and have Committee approval where appropriate	Commissioning Service Ongoing up to 2021

<sup>6</sup> MyGov Scotland: <https://www.mygov.scot>

Strategic objectives	Definition	Strategic areas timeline
<b>Commercial service provision e.g. National Park, and part of the Commercial Excellence workstream</b>	Give consideration to becoming a commercial provider either alone or in partnership. Current example is the provision of high speed broadband in business parks. Rental of data centre space or IAAS/SAAS are also feasible. (Adhering to CESGs cloud security principles <sup>7</sup> )	People & Technology Ongoing up to 2021
<b>Develop market focussed procurement strategies for digital projects that take full account of relevant internal and external factors</b>	Aggregate demand across the Council and assess any opportunities for external collaboration; carry out options appraisals to determine best delivery models and routes to market; carry out market research and benchmarking to inform strategy and specifications	Resources (Procurement) in consultation with Commissioning Service Ongoing
<b>Adopt a total cost of ownership approach when developing commercial models for digital projects</b>	Understand where costs are created and what we pay over the whole life of the requirement and develop commercial pricing models that enable us to evaluate suppliers' bids on a TCO basis	Resources (Procurement) in consultation with Commissioning Service Ongoing up to 2021
<b>Develop an ICT 'Commodity Strategy' that takes full account of the WDC Digital Strategy</b>	Commodity Strategy developed by Procurement and service stakeholders will incorporate a strategic analysis of the Council's ICT/Digital portfolio including demand, spend, external and internal drivers, market research, risks, options, implementation plan etc.	Resources (Procurement) in consultation with Commissioning Service Target is March 2017
<b>Maximise value from contracts through robust contract and supplier management</b>	Consider key contract and supplier management requirements from the outset and build these into the strategy/invitation to tender; Ensure suppliers are managed in accordance with the agreed levels	Commissioning Service with Resources (Procurement) where supplier is strategic Ongoing up to 2021
<b>Council-wide business intelligence strategy</b>	At the moment all business applications have their own reporting tools and reports are constrained to single data sets. Council wide Business Intelligence would standardise reporting and open up opportunities to interrogate across multiple systems	People & Technology Ongoing up to 2021
<b>Data classification and management strategy</b>	Links to Information governance and gives us clarity on the sensitivity of our data. This creates the potential to move low sensitivity data to cheaper external provision	Regulatory Ongoing up to 2021
<b>Data matching</b>	Links to citizen authentication and allows single identifier (such as Unique Council Tax Reference/Debtors Reference Numbers) in business applications	Council-wide Ongoing up to 2021

<sup>7</sup> Cloud security principles: <https://www.cesg.gov.uk/cloud-security-collection>

Strategic objectives	Definition	Strategic areas timeline
Data sharing services/tools for third sector partners	Increased working with the third sector will cause some problems when transferring sensitive or personal data. New tools will be provided to enable this	People & Technology and Regulatory Ongoing up to 2021
Deliver EMM <sup>8</sup> (Enterprise Mobility Management) and mobile application platforms	EMM is a tool that allows consumer mobile devices (Ipad, iPhone, Android tablets, Windows Phones) to be connected to corporate resources such as email & Intranet. Coupled with an application platform it allows development of a single mobile service that links to multiple business applications	People & Technology and Regulatory Ongoing up to 2021
Deliver unified communications	Productivity tools that support new ways of working and include video, voice, instant messaging and integrated presence	People & Technology Ongoing up to 2021
Deploy new co-located service for hosted NHS employees	Health and Social care integration will be challenging operationally. It is therefore important to ensure that the technology in place acts as an enabler rather than sitting between organisational boundaries. Closely links to Scottish Wide Area Network (SWAN)	People & Technology Ongoing up to 2021
Desktop solution	Roll out new desktop services	People & Technology Ongoing up to 2021
Develop open data strategy	Open data is the practice of making Council data available freely. There are different models of practice and risk. This enables greater partnership working example Dublinked <sup>9</sup>	CCC Ongoing up to 2021
EDRM (Electronic Document and Records Management) deployment	Phased roll out of corporate electronic document management - core for agile and better data management	People & Technology Ongoing up to 2021
Electronic CPM (Child Protection Messaging)	Child Protection Messaging between multiple organisations including LAs, NHS, Police	Education End of 2017
End to end online transactions via west-dunbarton.gov.uk	Access to services online that are automated and transferred from system to system eliminating as many middle layers or steps as possible to optimise performance or efficiency	Council-wide Ongoing up to 2021
ePlanning/eBuilding control	National project. Changes to online planning applications and the introduction of online building warrant applications	Regulatory Ongoing up to 2021

<sup>8</sup> EMM: <http://technologyadvice.com/blog/information-technology/why-the-market-moved-from-mdm-to-enterprise-mobility-management>

<sup>9</sup> Dublinked: <http://www.dublinked.ie>

Strategic objectives	Definition	Strategic areas timeline
Extend WiFi	Align with agile programme to ensure our retained properties are wifi enabled to support the workforce. Public WiFi to be available in Council buildings	People & Technology Ongoing up to 2021
Full web/customer service integration with Social Media	Provide single customer experience through numerous Social Media channels	CCC Ongoing up to 2021
GIS (Geographic Information System) replacement	Current contract to be reviewed. New provision to include mobile service, responsive web and other enhancements	Regulatory Ongoing up to 2021
Information governance	Develop rules and procedures for the gathering, storage and disposal of data	Regulatory Services Already started, will be completed by 2021
National entitlement card (NEC)	Extend use of NEC (currently Young Scot and bus passes) - libraries, leisure, Staff ID etc	Council-wide Ongoing up to 2021
Online licensing	Adoption of national approach to establish a single solution for liquor and commercial licencing	Regulatory Ongoing up to 2021
Online payment engine for schools	Consider deployment of online payments for schools transactions through national framework	Education April 2017
Online performance dashboards	Development of high level dashboards (graphical presentation) of performance data allowing access to key information at point of decision making	CCC Ongoing up to 2021
Open source strategy agreed and integrated	Open source is user owned software that is developed by communities of practice (Linux, OpenOffice and Apache). It is software used, shared and changed by anyone. It tends to be cheaper to procure but can be more expensive to support. It can offer significant savings if used effectively	People & Technology Ongoing up to 2021
Refresh corporate devices	Ongoing review of the range of devices provided and supported	People & Technology Ongoing up to 2021



Strategic objectives	Definition	Strategic areas timeline
Integrated customer channels	Build on channel shift to create a fully integrated customer experience. People use different channels to contact the Council; currently web, phone, email and face to face. Integrating the channels of contact will provide a consistent and seamless customer experience. It will improve customer satisfaction and improve operational effectiveness	CCC Ongoing up to 2021
Refresh servers	There is a regulatory requirement to have our file servers and desktop machines running fully supported versions of operating systems and applications. In the short term this means replacing Windows XP, Office 2003 and Windows Server 2003	People & Technology Ongoing up to 2021
Consolidate library catalogue system	Consolidate the library catalogue system to streamline the customer experience	CCC Ongoing up to 2021
Replace remaining legacy telephony and extend the new system	Current telephony is out-of-date and does not support some modern protocols. New phone systems would be specified to support agile working and include softphone as well as fixed mobile integration	People & Technology Ongoing up to 2021
HR21 self-service - external access	Enable HR21 secure access from external network to enable employees to view payslips, submit requests etc from home or smartphone	People & Technology Ongoing up to 2021
Responsive web design	Website that displays correctly for any device that connects to it	CCC Complete and ongoing up to 2021
Roll out BYOD (Bring Your Own Device)	Review options for bring your own device covering mobile and desktop services and including segregated BYOD for pupils (with EMM)	People & Technology Ongoing up to 2021
Managing digital practice	Embed digital at the core of our service design and staff competences	Council-wide Ongoing up to 2021
Segregate PSN (Public Services Network)	There is a regulatory requirement to move our government secure network away from education and public networks that we run	People & Technology and Regulatory Already started, ongoing

Strategic objectives	Definition	Strategic areas timeline
<b>Shared demand management tools (GIS) (Geographic Information System)</b>	Use business intelligence and shared data sets to model demand, using GIS to demonstrate these graphically and in table form. Examples could be linking demographic data, health demand and development plans to particular sites to make new service provision more effective	Regulatory Planning and Building Standards to be used Council-wide  Ongoing up to 2021
<b>Shared services</b>	Look at opportunities for shared services with partners across the whole public sector including some private sector provision where appropriate. Examples could be community cloud, common ICT platforms or purchasing services from another LA rather than commercial providers	Council-wide  Ongoing up to 2021
<b>Workforce Capability</b>	To ensure development programmes are aligned with the development and implementation of the Digital Strategy	Council-wide  Ongoing up to 2021

