

# North Lanarkshire Council Report

## Transformation and Digitalisation Committee

approval  noting

Ref KH/AM

Date 02/05/2019

## Digital and IT Strategy

**From** Katrina Hassell, Head of Business Solutions

**Email** [hassellk@northlan.gov.uk](mailto:hassellk@northlan.gov.uk)

**Telephone** 01698 302235

---

### Executive Summary

This report details the Digital and IT Strategy in respect of 2019 to 2024 being submitted to the Policy and Strategy Committee for approval. This document outlines how technology will be used to transform service delivery and support the Council to achieve the priorities contained within The Plan for North Lanarkshire. It is therefore a focal point for supporting members to deliver against the terms of reference of the Transformation and Digitalisation Committee.

---

### Recommendations

It is recommended members:

1. Note the contents of this report; and
2. Note the strategy will be submitted to the Council's Policy and Strategy Committee for approval.

---

### Supporting Documents

**The Plan for North Lanarkshire** The Digital and IT Strategy is central to all five priorities and helps deliver all 25 underlying ambition statements

**Appendix 1** Digital and IT Strategy (*including EA Principles*)

## **1. Background**

- 1.1 Members will recall the Plan for North Lanarkshire was approved at Policy and Strategy Committee in February 2019. Supporting The Plan is the council's Strategic Policy Framework.
  - 1.2 Members will also recall this framework was approved at Committee in September 2018 following an exercise to assess the strategies, policies, and plans (hereafter referred to as 'policies') that were in place to support achievement of the council's priorities. This exercise revealed an accumulation of individual policies had been created over the years with many out of date, duplicates of others, or not fit for purpose.
  - 1.3 Committee is aware that Digital NL is a major undertaking to transform the council with three key aspirations to digitise council services, upskill staff and residents and stimulate economic growth. Digital NL has made significant progress but there is concern over a myriad of related or supporting policies that have been created in isolation or have not been reviewed for relevance to the fast changing shape of the council's digital ambition.
- 

## **2. Report**

- 2.1 The council had an ICT Strategy that covered the years 2013 to 2018. Whilst this was innovative and served its purpose at the time, it was focused on ICT and did not promote the new shared ambition of North Lanarkshire as the place to Live, Learn, Work, Invest and Visit.
- 2.2 The proposed new Digital and IT Strategy will be central to the council achieving its priorities and ambitions. As reported to Policy and Strategy Committee in February 2019, the mapping of policies to the ambition statements in the Plan for North Lanarkshire, illustrated The Digital and IT Strategy impacts all 25 ambition statements.
- 2.3 Presently ten different plans or policies have been recognised as impacting on the Digital and IT Strategy. This number is expected to fluctuate as Digital NL is embedded. Furthermore, each of these policies will be reviewed and assessed for potential rationalisation, to reduce duplication, identify gaps and ensure each takes account of common factors across other policies.
- 2.4 It is considered appropriate for the following plans and policies to become potential sub policies to the overall strategy:
  - Digital NL Stakeholder Engagement and Communication Plan
  - Acceptable Use of ICT Policy and Guidance
  - Records Management Plan
  - Information Governance Framework
  - Cloud Services Guidance
  - Data Protection Policy and Guidance
  - Information Classification and Handling Policy
  - Information Risk Policy
  - Information Security Policy
  - Records and Information Management Policy and Guidance

- 2.5 With a view to ensuring a one Council approach is delivered, all relevant and innovative ICT projects and programmes will also fall within the scope of the Council's Digital and IT Strategy. Members now recognise DigitalNL and SmartNL as the key building blocks of the Council transformation programme. Going forward however, elements of these key initiatives will reach all aspects of council delivery, with for example, projects such as the Digital NL Classroom – within the remit of the Education and Families Committee – therefore also within the scope of this overarching Digital and IT Strategy.
- 2.6 The Digital and IT Strategy, with the associated Enterprise Architecture Principles, is attached as Appendix 1 to the report for member consideration. In accordance with the Scheme of Administration approved by Council in December 2018, this Strategy will be submitted to the Policy and Strategy Committee for approval.
- 2.7 The Strategy, and its sub-policies, will be monitored through the Transformation and Digitisation Committee. Individual Programmes and projects within the umbrella of this strategy will be approved, and thereafter monitored at the relevant council committee referenced within the approved Programme of Work.
- 

### **3. Equality and Diversity**

#### **3.1 Fairer Scotland**

Under the Fairer Scotland Duty, all sub policies will actively consider how we can reduce or eliminate inequalities caused by socio economic disadvantage. The Digital NL Stakeholder Engagement and Communication Strategy, for example, will ensure all groups are given the opportunity to be heard and to influence local service delivery.

#### **3.2 Equality Impact Assessment**

The principle of equality of opportunity is central to all aspects of Digital and IT policies and plans. An Equalities Impact Assessment will be carried out on each sub policy to ensure adherence to our corporate commitment to the Single Equality Scheme.

---

### **4. Implications**

#### **4.1 Financial Impact**

There are no financial implications contained within this report

#### **4.2 HR/Policy/Legislative Impact**

Each sub policy will comply with the relevant legislative requirement.

#### **4.3 Environmental Impact**

Each sub policy will be subject to standard environmental impact assessment.

#### **4.4 Risk Impact**

Each sub policy will be subject to standard risk assessment

---

**5. Measures of success**

- 5.1 A more coordinated approach is taken towards delivering services which respond to, and embrace, major social, economic and technological change, with such measured against the performance indicators within each of the policy areas.

---

*Katrina M Russell*

**Head of Business Solutions**

# Digital and IT Strategy 2019 – 2024

connecting communities

delivering services

enabling businesses

## Version control

<b>Author</b>	<i>Katrina Hassell</i>	<b>Contact</b>	<i>hassellk@northlan.gov.uk</i>
<b>Owner</b>			

<b>Date</b>	<i>1/5/2019</i>	<b>Version</b>	<i>02</i>	<b>Document status</b>	<i>draft</i>
-------------	-----------------	----------------	-----------	------------------------	--------------

<b>Governance Committee</b>	<i>Policy and Strategy Committee</i>		
<b>Date approved</b>	<i>06/06/2019 (tbc)</i>	<b>Review date</b>	<i>06/6/2020</i>

### Strategic Alignment

The Digital and IT Strategy supports all five priorities and helps deliver each of the 25 underlying ambition statements.

## Consultation and Distribution Record

<b>Consultation process</b>	The sub policies which support the overall strategy are subject to their own consultation exercises, the details of which are contained within the individual documents.	
<b>Stakeholders</b>	Contacts identified for each service	
	<i>Insert name</i>	<i>Insert service</i>
<b>Distribution</b>	<i>Transformation and Digitalisation Committee</i>	

## Change record

<b>Date</b>		<b>Author</b>	
<b>Change made</b>			

# foreword

I am delighted to present the Digital and IT Strategy for North Lanarkshire. For the first time, the strategy brings together separate but related plans and policies to deliver a one council, place based approach to ensure we continue on our route to inclusive growth.

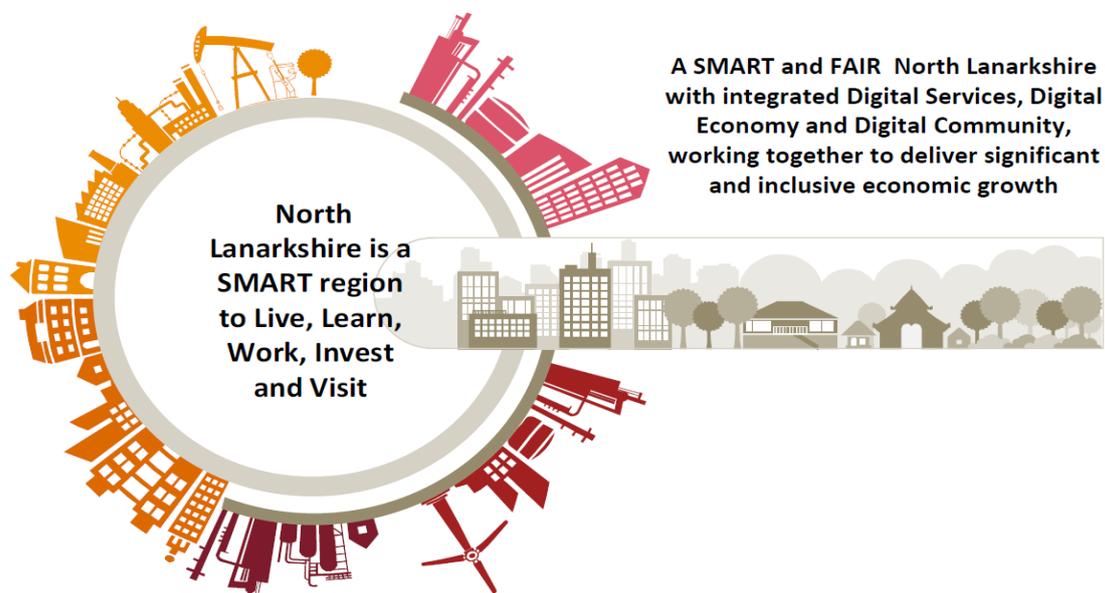
We ASPIRE that North Lanarkshire is **the** place to Live, Learn, Work, Invest and Visit. This means we must respond to, and embrace, major social, economic, and technological change.

DigitalNL is the largest transformational programme the council has ever undertaken. Developing a digital economy and place will improve connectivity within North Lanarkshire's communities and support inward investment and economic regeneration.

We are working with communities, our partners and across council services to ensure we deliver the best possible outcomes for North Lanarkshire's communities.

Kenneth Duffy

Convener, Transformation and Digitalisation Committee



# introduction & context

## 1.1 North Lanarkshire Council

North Lanarkshire Council is Scotland's fourth largest local authority with an inspiring shared ambition for inclusive growth and prosperity for all.

While trends show improvements in some indicators of economic growth, investment, employment, and educational attainment, there are still unacceptably high levels of deprivation and child poverty, and clear areas of inequity and inequality.

We have one of the strongest and fastest growing economies in Scotland with Gross Value Added (the measure of the value of goods and services produced) increasing by 2.2% between 2015 and 2016, and rising from £6.38billion to £6.52billion. And we have higher levels of employment with unemployment figures reducing from a high in 2012 of 11.2% to 3.6% in 2019.

Our population is expected to increase to 2026, but thereafter to reduce by 3,188 (from 2026 to 2041). This is against a Scottish increase of 5.3%.

While qualification levels have been rising, 13.6% of 16-64 year olds in 2017 had no qualifications which restricts their ability to access new and developing employment opportunities. And 21% of children live in households with both a low income and material deprivation.

It is against this backdrop that we are planning large scale regeneration and infrastructure projects to drive inclusive economic growth, increase skills and generate jobs and training opportunities for people to live, learn, work, invest and visit in North Lanarkshire. Through our Digital NL and Smart NL initiatives, we will effectively embrace, expand and use technology to ensure council services are designed and delivered to support the changing needs of our communities and businesses. This Digital and IT Strategy helps enable our vision.

## 1.2 National Context

As part of our ambition to be **the** place to Live, Learn, Work, Invest and Visit, we aspire to be a leading digital authority. Digitisation provides a great opportunity for the council to address some of the inherent features of our economy and, through shifting the way we interact with customers, visitors and businesses, could help to alleviate the challenging financial climate facing us for the foreseeable future.

IT can no longer be thought of as a support service, and the Digital and IT Strategy aims to highlight how technology will be used to transform service delivery. It cannot, however, be written in isolation and to this end, several national strategies and policies have influenced its development.

The Scottish Government's refreshed Digital Strategy '[Realising Scotland's full potential in a digital world: a digital strategy for Scotland](#)' was published in March 2017. It aims to ensure that **Scotland is recognised throughout the world as a vibrant, inclusive, open and outward-looking digital nation.**

[The UK Government's Cloud First Policy](#) recommends that when new or existing services are being procured, councils should fully evaluate cloud solutions before considering any other option.

A [Digital Service Standard](#), produced by the UK Government, provides 18 criteria to help create and operate good digital services. It is used to check whether a service is good enough for public use.

[Future Telecoms Infrastructure Review](#), produced by the Department for Digital, Culture, Media & Sport includes a [street works toolkit](#) to help councils deal with increases in internet and mobile data traffic.

### 1.3 Local Context

At a local level we are undergoing major transformation to meet the current and future needs and demands of our customers and communities.

The [Plan for North Lanarkshire](#) sets the direction for the council and our partners, stakeholders and communities – it encompasses a shared ambition for inclusive growth and prosperity. To deliver this ambition our work is focused on five complementary priorities and their underlying ambition statements.

#### Priorities

##### Improve economic opportunities and outcomes

1. Ensure a housing mix that supports social inclusion and economic growth.
2. Refocus our town centres and communities to be multi-functional connected places which maximise social, economic and environmental opportunities.
3. Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure.
4. Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit.
5. Grow and improve the sustainability and diversity of North Lanarkshire's economy.

##### Support all children and young people to realise their full potential

6. Raise attainment and skills for learning, life, and work to enhance opportunities and choices.
7. Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe.
8. Engage children and families in early learning and childcare programmes and making positive transitions to school.
9. Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people.
10. Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential.

##### Improve the health and wellbeing of our communities

11. Increase economic opportunities for adults by understanding, identifying and addressing the causes of poverty and deprivation, and the barriers to financial inclusion.
12. Ensure our residents are able to achieve, maintain and recover their independence through appropriate supports at home and in their communities.
13. Improve preventative approaches including self-management and giving people information and choice over supports and services.
14. Ensure the highest standards of public protection.
15. Encourage the health and wellbeing of people through a range of social, cultural, and leisure activities.

##### Enhance participation, capacity and empowerment across our communities

16. Transform our natural environment to support wellbeing and inward investment and enhance it for current and future generations.
17. Ensure we keep our environment clean, safe and attractive.
18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need.
19. Improve engagement with communities and develop their capacity to help themselves.
20. Improve the involvement of communities in the decisions, and development of services and supports, that affect them.

##### Improve North Lanarkshire's resource base

21. Continue to identify and access opportunities to leverage additional resources to support our ambition.
22. Facilitate a North Lanarkshire-wide approach to asset rationalisation, including with communities and partners.
23. Build a workforce for the future capable of delivering on our priorities and shared ambition.
24. Review and design services around people, communities, and shared resources.
25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning.

The Digital and IT Strategy is central to all five of the priorities and will help deliver, to a greater or lesser extent, all of the ambition statements. It will guide services to transition from the current traditional IT estate to a new and agile digital service delivery.

### 1.3.1 Digital NL

Digital NL is the council's Transformation Programme which supports the delivery of the *Plan for North Lanarkshire*. DigitalNL will achieve three key aspirations: the digitisation of council services, upskilling our staff and residents, and stimulating economic growth.

This will mean significant changes in the way we deliver services, connect communities and enable businesses.

Digital NL will play a key role in developing community hubs. We plan to deliver integrated services from these hubs which will replace non-viable assets with accessible multi-purpose buildings providing a focal point and delivering a range of facilities and supports unique to, and meeting the needs of, each community.

We will embrace technological innovation and find new ways to deliver services at the lowest possible cost in ways that are designed around outcomes and people, not around our internal structures. We aim to empower and activate customers to be self-managing, direct them to the right resources, and anticipate their needs.

We will change ways of working and adopt new digital technologies providing digital services at a time and place that suits our customers. We will reduce service costs through the removal of duplication and fragmentation by standardising and consolidating common activities and processes.

We will implement state of the art ultrafast public Wi-Fi network in key council buildings, facilitate remote 5G coverage, build 5000 new houses, provide the foundations on which we can transform residential areas into Smart Cities and connect them to innovative services that help reduce demand and support priorities. Enabling 'the internet of things' as standard across our homes, streets, communities and towns, connecting our residents and their assets to the internet, in turn will help detect needs and trigger early interventions.

## 1.4 Strategic Planning

The council has a number of strategies, policies and plans that contribute to the development and delivery of our digital vision and it is imperative that these do not operate in isolation. The purpose of the Digital and IT Strategy is to provide an overall strategic approach to ensure each takes account of common issues and outcomes and that these are reflected in the individual documents. This will ensure we maximise the achievement of our priorities as listed in 1.3 and also contribute to national priorities as detailed in 1.2.

To ensure this one council approach is delivered, all innovative ICT projects and programmes will fall within the scope of the Council's Digital and IT Strategy, and the associated policies, plans and guidelines, as follows:

## Policies, Plans and Guidance

### Digital NL Stakeholder Engagement and Communication

Engagement is key to service design being reflective of stakeholders' needs, views, and aspirations. This programme will ensure people are consulted about digitisation and how it affects them, and will also involve developing and delivering stakeholder awareness and training, aligned to system and technology changes.

### Acceptable Use of ICT Policy and Guidance

ICT brings significant benefits to our activities and services but it also introduces significant risk. This policy provides a safe framework for using ICT without exposing the council or our employees to risks.

### Records Management Plan

This Plan applies to North Lanarkshire council and North Lanarkshire Licensing Board, and is required to meet the requirements of the Public Records (Scotland) Act 2011. The Plan covers all public records, from creation and acquisition to archive and destruction. Records range from physical paper based to data held through electronic solutions.

### Information Governance Framework

To deliver services we hold large volumes of information on organisations and individuals. This creates risks which we manage through our information governance framework. This includes Cloud Services, Data Protection, Information Classification and Handling, Information Risk Policy, Information Security Policy and the Records and Management Information Policy.

### Cloud Services Guidance

In line with UK and National policy, the Council will look to adopt a "cloud first" approach where possible and appropriate. This document will provide guidelines to staff regarding evaluation, selection and use of cloud solutions.

### Data Protection Policy and Guidance

This advises on the council's responsibilities for collecting, processing and holding personal data on living individuals.

### Information Classification and Handling Policy

This defines how council information should be classified, handled, stored and disposed of, for both paper and electronic media.

### Information Risk Policy

This defines the council's framework for formal information risk management by establishing accountability and responsibility for information risk identification, analysis and mitigation.

### Information Security Policy

This sets out the framework of controls by which council employees and related parties will protect its information assets.

### Records and Information Management Policy and Guidance

The Policy ensures records are managed effectively and efficiently to enable the Council to comply with its statutory and regulatory obligations.

The guidance provides employees with advice on how to effectively manage information, irrespective of format

## Programmes and Projects

### DigitalNL

This is a five-year transformation programme to radically transform the delivery of council services to residents and businesses. It will be implemented on an iterative and collaborative basis, and will see existing systems and technology fundamentally changing. As we move through this programme, the council will transition to a range of hosted (cloud-based) solutions, delivering services over the Internet rather than having infrastructure physically held on site. Services will be supported to choose secure, robust and efficient solutions which satisfy our required standards and specifications and align with our enterprise architecture, the key principles for which are illustrated within Appendix 1.

### SmartNL

SmartNL aims to improve connectivity within our communities and support inward investment and economic regeneration. It has three strategic objectives:

1. Smart People, Health and Education;
2. Smart Economy and Digital Jobs, and
3. Smart Living and Working

It will be delivered through four projects:

1. Delivery of a world class digital infrastructure;
2. Digital Business;
3. Digital Skills and Inclusion, and
4. Commercialisation of data.

This requires large scale improvements to our infrastructure and network, but can greatly assist economic growth and tackle areas of digital exclusion caused by rural isolation or deprivation.

In respect of the policies, plans and guidance contained within this overarching Digital and IT Strategy, all will retain their nomenclature for reasons of convention, but will be classed as sub policies of the Digital and IT Strategy. Many of the policies and guidelines illustrated within the table below, though currently available, require to be updated to fully reflect expected good practice and current legislative requirements. To this end, the following table provides details of when each will be developed, reviewed and implemented. In keeping with the principles of the Strategic Policy Framework, and reflecting the pace of change which will arise as Digital NL moves into business as usual, all policies and plans will be assessed for potential rationalisation.

strategy / policy / plan	status	date available	review frequency
Digital NL Stakeholder Engagement and Communication Plan	Available	15.5.2019	Annual
<a href="#">Acceptable Use of ICT Policy and Guidance</a>	Due Review	30.08.2019	2 years
<a href="#">Records Management Plan</a>	Available	01.11.2016	5 years
<a href="#">Information Governance Framework</a>	Due Review	30.08.2019	2 years
<a href="#">Cloud Services Guidance</a>	Available	30.11.2017	2 years
<a href="#">Data Protection Policy and Guidance</a>	Available	30.06.2017	2 years
<a href="#">Information Classification and Handling Policy</a>	Due Review	30.08.2019	2 years
<a href="#">Information Risk Policy</a>	Due Review	30.08.2019	2 years
<a href="#">Information Security Policy</a>	Due Review	30.08.2019	2 years
<a href="#">Records and Information Management Policy</a>	Due Review	30.08.2019	2 years
<a href="#">Records and Information Management Guidance</a>	Available	22.02.2019	2 years

## 1.5 Oversight and Impact

### 1.5.1 Governance

The Digital and IT Strategy, and its sub-policies, will be monitored and reported through the Transformation and Digitisation Committee. Individual programmes and projects within the umbrella of this strategy will be approved, and thereafter monitored, at the relevant council committee as specified within the Programme of Work approved at the Policy and Strategy Committee on 21 March 2019.

From an operational perspective, IT architecture, solutions and devices will be prioritised, developed, managed and maintained through key corporate working groups, the most noteworthy of which are the Enterprise Architecture Governance Group (EAGG) and Information Governance Working Group (IGWG).

The EAGG is responsible for maintaining the integrity of our enterprise architecture, and will therefore provide oversight of all IT-related projects and solutions to ensure such are fit for purpose and comply with all relevant standards, specifications and principles.

The IGWG has responsibility for ensuring the council can comply with its statutory responsibilities in respect of information governance, which include, but are not limited to the Data Protection Act 1998, Freedom of Information Act 2000, Public Records (Scotland) Act 2011 and General Data Protection Regulations (2018).

### 1.5.2 Performance Indicators

Each sub policy will contain a range of indicators to allow performance to be monitored.

### 1.5.3 Equalities and Fairer Scotland Duty

The principle of equality of opportunity is central to all aspects of Digital and IT policies and plans.

An Equalities Impact Assessment will be carried out on each sub policy to ensure adherence to our corporate commitment to the Single Equality Scheme.

Under the Fairer Scotland Duty, all sub policies will actively consider how we can reduce or eliminate inequalities caused by socio economic disadvantage. The Digital NL Stakeholder Engagement and Communication Strategy, for example, will ensure all groups are given the opportunity to be heard and to influence local service delivery.

#### 1.5.4 Risk Management

Each sub policy will be subject to standard risk assessment.

#### 1.5.5 HR and Legislative

Each sub policy will comply with the relevant legislative requirement.

#### 1.5.6 Environmental

Each sub policy will be subject to standard environmental impact assessment.

**Appendix 1**  
**Enterprise Architecture Principles**

	Ref.	Principle.	Description.
<b>Business Principles.</b>	BP01	Primacy of Principles.	These principles of information management apply to all “Services” within the Council.
	BP02	Reuse before Buy, before Build.	Software, platforms, infrastructure and data will be reused wherever possible; purchased as commodity solutions if necessary and only built if there is a unique requirement that cannot otherwise be met.
	BP03	Seek architecture approval.	All projects and programmes will be subject to architectural approval at key stages throughout the delivery lifecycle.
	BP04	Maximise value and benefit to the Council.	Information management decisions are made to provide maximum benefit to the Council.
	BP05	Compliance with Statutory Obligations.	Council data and information management processes comply with all relevant internal and external laws, policies, and regulations.
	BP06	Solution cost must be fully understood.	Total Cost of Ownership (TCO) for the expected lifecycle use of the solutions is included into all enterprise architectural change proposals from the outset.
	BP07	Solutions have an owner.	All solutions must have a named Designated Responsible Owner (DRO) and where appropriate Technical Responsible Owner (TRO).
<b>Data Principles</b>	DP01	Data is an asset.	Data is an asset that has value to the Council and other parties and must be managed accordingly.
	DP02	Data has an owner.	Data will have a named Information Asset Owner accountable for the data quality and currency.
	DP03	Common data definitions.	Data is defined consistently throughout the Council, standardised, understandable and distributed.
	DP04	Information security.	Data is protected from unauthorised use, disclosure and change.
<b>Application Principles.</b>	AP01	Solutions will be usable.	Applications should be simple to use. The user experience should be such that they can focus solely on business activity.
	AP02	Sustainability.	All applications must be designed to ensure sustainability of use within the Council.

**Appendix 1**  
**Enterprise Architecture Principles**

	<b>Ref.</b>	<b>Principle.</b>	<b>Description.</b>
	AP03	Technology Independence and Certification.	Applications should be technology independent and operate on a variety of devices.
	AP04	Systems will talk to each other.	Applications will be constructed as a collection of Open Standards based services that use Application Program Interfaces (API), enabling them to be combined to meet business needs.
<b>Technology Principles.</b>	TP01	Use less software.	Technical diversity is minimised to control cost and complexity.
	TP02	Cloud first.	The Council will adopt a cloud first approach to solutions, in the following order of preference: <ul style="list-style-type: none"> <li>1. Software As A Service (SaaS)</li> <li>2. Platform As A Service (PaaS)</li> <li>3. Infrastructure As A Service (IaaS)</li> </ul>