

Angus Council

Angus Digital Strategy 2015-18

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What the Strategy is About

The public increasingly expects to be able to access services quickly and conveniently at times and in ways that suit them. Our ambition is for all our stakeholders to access public information and services in the same seamless and effortless way that they access services from the highest rated online commercial offerings. Our 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 Services Strategy](#), in particular focussing on the provision of customer service channels that will increase choice, improve service and reduce costs whilst providing the universally available on line services that citizens expect from a forward thinking organisation.

The aim of this strategy is to set out the approach the council will take in ensuring that it delivers its services digitally by default and ensuring 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

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 – 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 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 directorates will work together to deliver end to end digital services particularly where these services cross internal boundaries recognising that citizens 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 12 key components that require to be aligned, to create an environment that promotes digital excellence.

Simplicity	The services we design and the ICT architecture they use will be as simple as possible to use and deploy.
Governance	The Angus Digital Programme Board will ensure compliance with the strategy and development and implementation of the digital roadmap. The board will ensure that appropriate resource is provided for the effective delivery of the roadmap and that priorities are clearly articulated.
Strategic alignment	The digital strategy is a key enabler for service transformation. It will be informed and directed by the council plan and directorate improvement plans. The Angus Digital Programme Board 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 on-line services wherever possible and ensuring ease of use and 24x7 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)
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 directorates to change and adapt their specialist IT applications easily.

Integration	We will provide the right tools to enable integration between the specialist applications used by Council Directorates, the core components such as the council's CRM and financial systems and national solutions.
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 8 data protection principles.
Service delivery models	We will assess the most effective means of delivering digital services using software installed in our datacentres and cloud based services. We will become a provider of services to others where there is a compelling business case to do so or an advantage to the Angus community.

Digital Infrastructure

The Angus Community Plan and Single Outcome Agreement 2013/2016 sets out the need to develop better broadband connections for citizens and businesses. This forms a key part of our current economic development activity in helping businesses and communities gain access to the expertise and funding that will enable them to deliver high speed connectivity to their areas.

The council recognises that in the process of delivering its services it is required to deliver high speed digital connectivity to its offices, operating bases, public buildings and schools. It will work with its community planning partners to lever the maximum advantage to the wider community from these public investments including, where practicable, offering businesses and communities access to its digital bandwidth.

We will do this by:

- Developing our buildings to provide public access Wi-Fi for citizens
- Exploring technical solutions that will enable businesses and communities to use the council's network as a means to access commercial broadband services
- Partner with commercial providers to enable cost effective solutions to provide high speed connectivity to our schools
- Explore the potential for delivery of public access Wi-Fi in our town centres
- Invest in projects that increase the reach of high speed broadband in Angus

We will also develop the digital infrastructure we use to deliver our services, embracing mobile technologies and new service channels to improve what we do. In particular we will:

- Develop mobile solutions for our workforce
- Deliver fit for purpose ICT services

- Enable our workforce to remain connected to their colleagues and teams whilst working in an agile organisation
- Design and deliver services that can be location and device independent

Digital Skills

The growth of consumer technology has created a new era in digital where consumers expect 24 x 7 access to services on-line and access to social media to engage with organisations and individuals. These customer expectations will 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 will be supported to deliver a 21st century educational experience and provide pupils with access to the latest technology in support of their education.

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

We will do this by:

- Design services and support capabilities that deliver digital inclusion for all our citizens
- Embrace social media as a tool for engagement and communication both internally and externally
- Deliver digital skills academies for our citizens
- Participating in the Learning Teaching Scotland GLOW project
- 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
- Use 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 ensuring that they are easy to use and available 24 x 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 on-line, 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 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
- Implement a single telephone contact capability that delivers a seamless service to our customers

Partnership through ICT

Angus council delivers its services in conjunction with a range of partners for the benefit of the local community. Health and Social Care Integration is a key driver for partnership working through ICT and we will ensure that the ICT solutions enable care to be delivered independently of organisational boundaries by working through the Scottish Wide Area Network (SWAN) programme and the Tayside Data Sharing Partnership to deliver integrated digital solutions.

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 data sharing tools that allow secure sharing of data with the 3rd sector
- Work with our partners to deliver ICT services that enable Health and Social Care Integration
- Engage with the national SWAN, MyAccount, National Entitlement Card (NEC) and MyGov.Scot 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 including the consideration of becoming a service provider where there is a demonstrable business case. Our service design will be based on reducing the gap between consumer provision and corporate provision as well as delivering new technologies into the enterprise quickly and effectively.

Procurement and sourcing

In order to ensure we achieve our digital vision we must ensure that what we buy is consistent with what we have set out to achieve. We will use our procurement capabilities to ensure that business capabilities are not replicated across multiple services and systems. Procurement specifications will be designed around our core components ensuring that we **Reuse** before **buy** before **build**.

In particular we will:

- Benchmark our procurement and total cost of ownership
- Create a single model for ICT spend approval
- Enable council wide ICT contract management
- Introduce category management for ICT
- Develop a council wide approach to resource managing for ICT

Core technologies

The 12 key components include a corporate core which ensures that the council's ICT complies with the requirement for simplicity. Enabling a single set of commonly used services (corporate core) that deliver key building blocks for joined up digital services allows the directorates of the council to manage their systems and suppliers more effectively without the added complexity of integrating with multiple suppliers services such as document management, cash receipting or mobile. This aligned with the focus on procurement and sourcing allows the council to minimise the number of business applications it owns and adheres to the corporate principle of doing things once and doing them well.

In particular we will:

- Provide a single corporate payments engine
- Deliver mobile via a single corporate platform
- Ensure seamless integration of ICT applications via an enterprise bus
- Develop our Geographical Information System (GIS) to support the Council's business decision making
- Design our digital services around a core Customer Relationship Management (CRM) platform
- Adopt the National Entitlement Card (NEC) as our service card

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.

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. The main driver for better management of our data assets will come through the Information Governance Programme and we will enhance the outcomes of the programme by:

- Using big 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 council data available freely to customers and commercial organisations to help drive digital innovation.
- Develop tools that enable a council wide approach to business intelligence.

Glossary for Angus Digital Strategy and Roadmap

Term	Definition
Align customer services and digital strategies	The digital strategy and customer service strategy have common objectives and outcomes. We will ensure that these strategies are linked and seamless.
Application review	<p>Review all corporate IT applications collecting cost and type of system.</p> <p>This will let us look at commonality and allow us to identify opportunities for rationalisation to reduce duplication and improve efficiency.</p>
Assisted Digital	To provide support for people who can't use a digital council service independently. This includes people who are offline with no digital skills, and people who are online but only have limited digital skills.
Benchmark procurement and TCO	Understand where our IT costs are being created and what we pay for the whole service.
Benchmarking Review	Review of national benchmarking exercise carried out by SOCITM (Society of Information Technology Managers).
Category management for ICT	Part of the strategic review of procurement. It is a strategic approach that organises procurement resources to focus on specific areas of spends.
Centralised ICT spend approval	Ensure that we understand the need for spend before it is committed and that all purchases are strategically aligned.
Citizen authentication delivered	<p>Single identifier used by citizens that will confirm their identity online easily, quickly and safely.</p> <p>Also provides customised services.</p>

Term	Definition
Cloud services - Software As A Service (SAAS) and Infrastructure As A Service (IAAS)	Links with cloud strategy. Technical deployment of software and infrastructure as a service either commercially or via shared services. (GIS, Covalent, Panztel are currently SAAS offerings)
Cloud Strategy developed	Develop a strategy based on unit costing and business case that details when we would move services externally to partners or commercial providers
Commercial service provision	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.
Core payment engine implemented	Single payment portal and application for F2F and on-line transactions.
Corporate ERP (Enterprise Resource Planning)	Consider single application for enterprise resource planning - Enterprise Resource Planning (ERP) is business management software—usually a suite of integrated applications—that a company can use to collect, store, manage and interpret data from many business activities.
Council wide business intelligence strategy	At the moment all business applications have their own reporting tools and reports are constrained to single data sets. Council wide BI would standardise reporting and open up opportunities to interrogate across multiple systems.
Council wide ICT contract management	Part of strategic review of procurement
CRM (Customer Relationship Management) Developments for on-line	Develop Customer Relationship Management (CRM) system to monitor all customer transactions – Web, Phone, F2F
CRM (Customer Relationship Management) Integration for on-line	Link front end forms and services to CRM using enterprise bus – see implementation of core technologies.

Term	Definition
CRM (Customer Relationship Management) replacement	Review current in-house developed customer relationship management system and consider options for procurement and shared services. Reuse before buy before build
Data classification and management strategy	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.
Data matching	Links to citizen authentication and allows single identifier in business applications.
Data sharing tools for 3 rd sector partners	Increased working with the 3 rd sector will cause some problems when transferring sensitive or personal data. New tools will be provided to enable this.
Define big data strategy and partners	See Explore big data approaches. If we join our data to that of other organisations how does it improve our effectiveness?
Define Open data approaches	See detail on open data.
Deliver MDM (Mobile Device Management) and mobile application platforms	MDM 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.
Deliver unified communications	Productivity tools that support new ways of working and include video, voice, instant messaging and integrated presence.
Deploy homecare monitoring/scheduling	Current project to deploy replacement for homecare application within CareFirst.

Term	Definition
Deploy new co-locate 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 SWAN.
Deploy SDS (Self Directed Support)	Self directed support – key national outcome for Social Work allowing personal choice on service need. Ongoing in partnership with suppliers.
Desktop solution	Review the way in which we deliver desktop services including use of open source.
Develop open data partnership	See detail on open data.
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
Digital customer services strategy	Updated document based on the customer service and digital strategy alignment in the improving governance strand
EDRM (Electronic Document and Records Management) deployment	Phased roll out of corporate electronic document management – core for agile and better data management
EDRM (Electronic Document and Records Management) solution procured	Corporate electronic document management – core for agile and better data management
Electronic CPM (Child Protection Messaging)	Child Protection Messaging between multiple organisations including LAs, NHS, Police
End to end on-line transactions via angus.gov	Access to services on-line that are automated and transferred from system to system eliminating as many middle layers or steps as possible to optimise performance or efficiency.
Enhanced telecare	Use technology to support care provision. Improving service and reducing costs.

Term	Definition
Enterprise bus	Integration tool that allows data from web forms and mobile forms to be mapped to business applications without purchasing multiple connectors.
Enterprise mobile platform	Single mobile tool as stated in digital infrastructure section.
ePlanning/eBuilding control	National project. Changes to on-line planning applications and the introduction of on line building warrant applications
Explore big data approaches	Big data is a popular term used to describe the exponential growth and availability of data, both structured and unstructured. Big data is as important to organisations as the Internet. More data leads to more accurate analysis. More accurate analysis leads to more confident decision making. Better decisions lead to greater operational efficiencies, cost reductions and reduced risk.
Explore kiosk provision for self service	Blended F2F and web. When customers come in to an office to carry out a transaction that exists on-line we can walk them through on the kiosk. Over time we can change behaviours but still allow an element of F2F and social contact.
Extend WiFi	Align with agile programme to ensure our retained properties are wifi enabled to support the workforce.
Full web/customer service integration with Social Media	Adopt social media as a customer channel and provide single customer experience.
GIS (Geographic Information System) replacement	Current contract to be renewed. New provision to include mobile service, responsive web and other enhancements.
Glow2	National education services portal. Includes email, office and storage.
Gold customer record	Single record for citizens linked to all council systems.

Term	Definition
Gold employee record	Single record for employees linked to all council systems.
HSCI (Health and Social Care Integration) technology solutions	See also Deploy new co-locate service for hosted NHS employees. Technology solutions must enable care delivery at the point of contact supported by robust business applications across the new body.
Information governance	Develop rules and procedures for the gathering, storage and disposal of data.
Integra Developments	Integra is the council's financial ledger system to record all financial transactions.
Integrate Angus.gov with MyGov Scotland	Use national portal to signpost Angus Services
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.
Integrated ICT resource management	Build on existing work and move to a position where resource effort is aligned to strategic priorities.
Integration with back office systems	Link front end forms and services to business applications using enterprise bus – see implementation of core technologies.
Investigate BYOD (Bring Your Own Device)	Review options for bring your own device covering mobile and desktop services.
Managing digital practice	Embed digital at the core of our service design and staff competences.
Mobile device management	Device management as stated in digital infrastructure section.

Term	Definition
More end to end on-line transactions via angus.gov.	Further delivery of end to end transactions.
National entitlement card (NEC)	Extend use of NEC - Libraries, Leisure, Staff ID etc.
On-line licensing	Adoption of national solution to look at single solution for liquor and commercial licencing.
On-line payment engine for schools	Consider deployment of on-line payments for schools transactions through national framework.
On-line performance dashboards	Development of high level dashboard (graphical presentation) of performance data allowing access to key information at point of decision making.
On-line schools registration	Online registration initially being considered as part of the Local Government ICT Strategy.
Open data partnership	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 Dunblinked
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.
Public WiFi in council buildings	Enabler for agile, digital inclusion and end to end service delivery via web channels.
Purchase 2 Pay	Streamline invoice payments process and adopt electronic solutions.
Rationalise EDRM (Electronic Document and Records Management)	Consider replacement of existing systems as contracts expire or hardware needs refreshed.
Refresh corporate devices	Ongoing review of the range of devices provided and supported.

Term	Definition
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.
Replace library system	Move to supported hardware platforms. Links to refresh servers in digital infrastructure.
Replace telephony	Current telephony is out of date and does not support some modern protocols. New phone systems would be specified to support agile and include softphone as well as fixed mobile integration.
Resourcelink self-service phase 1	ResourceLink is the corporate system used for maintaining employment records and calculating the payroll. Deployment of self service capabilities including training records and mileage claims.
Resourcelink self-service phase 2	ResourceLink is the corporate system used for maintaining employment records and calculating the payroll. Further self service capabilities – including annual leave
Responsive web design	Website that displays correctly for any device that connects
Rural broadband including schools	Connecting with national projects to extend coverage to rural communities. Also considering being more innovative by opening council owned bandwidth to either communities or commercial providers to reduce the cost of connection. This should also link to planning considerations as new developments, windfarms and pipelines all create opportunities to deliver a dark (unlit) fibre network for future use.
SCCM (System Centre Configuration Manager)	This is a product called system centre that automates infrastructure work and allows better management of the datacentre.

Term	Definition
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.
Shared demand management tools (GIS) (Geographic Information System)	Use business intelligence and shared data sets to predict demand, possibly using GIS to show these graphically. Example could be linking demographic data, health demand and development plans to site new service provision more effectively.
Shared infrastructure (Community cloud/commercial public)	Aligned to SWAN and rural broadband. Invest once in infrastructure and be open to sharing with others.
Shared services	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.
Social Care/NHS single patient record	See above. Current systems rely on multiple identifiers and records.
Storage solution	Review current storage solutions and consider moving low sensitivity data to the cloud – dependent on Information Governance.
SWAN (Scottish Wide Area Network)	Key driver for Scottish Govt ICT strategy. Scottish Wide Area Network creates a single network for the whole public sector in Scotland. Services can then be consumed from within the SWAN environment. Enables HSCI, partnership working and co-locates and adoption of national and shared solutions at significantly reduced costs.
SWAN VAS (Scottish Wide Area Network Value Added Service)	Moving to the Scottish Wide Area Network allows access to Value Added Service that include universal wifi across Scottish public sector, public web filtering, network management for wide area connections

Term	Definition
Town centre wifi service	Technology advances mean that open wifi can be provided via street furniture. Examples – Glasgow and Edinburgh. Dependent on business case but may be viable for some towns. Links to tourism and economic development
Unified comms platform	See Deliver Unified Communications.
Upgrade Leisure system	Move to supported hardware platforms. Links to refresh servers in digital infrastructure.
Upgrade Planning system	Move to supported hardware platforms. Links to refresh servers in digital infrastructure.
Upgrade Social Work system	Hardware upgrade to reduce TCO – move to cheaper hardware and use open source for database. Currently ongoing.
VDI (Virtual Desktop Infrastructure)	Virtual desktop - desktop services are delivered centrally and streamed to devices. Adds to current flexibility provided by Citrix.
Wi-Fi roll out ACCESS/Leisure	Current ambition to provide citizen access and activity based access to free Wi-Fi. Also supports agile for employees by providing convenient drop in facilities.
Wi-Fi roll out libraries	Current ambition to provide citizen access and class based access to free Wi-Fi. Also supports agile for employees by providing convenient drop in facilities.