

## **Digital Midlothian: 2021 - 2023 Empowering people, enabling growth**

**Report by Dr Grace Vickers, Chief Executive**

### **Report for Decision**

#### **1 Recommendations**

BTSG recommends Council to

- I. Approve the Digital Strategy: 2021-2023 entitled Empowering people, enabling growth.
- II. Invite one member from each political group to sit on a cross-party working group focusing on Digital to ensure that members have regular and ongoing updates and are able to collaborate and inform the wider digital programme.
- III. Invite one member from each political group to sit on a cross party working group for Place which will ensure members have regular and ongoing updates and are able to collaborate and inform the work which is ongoing relating to the key BTSG workstreams for Place.

#### **2 Purpose of Report**

Following approval at Business Transformation Steering Group on 7 June 2021, the purpose of this report is to present the proposed new Digital Strategy (Digital Midlothian: 2021-2023 Empowering people, enabling growth) to Council and to seek approval for the 2 recommendations from BTSG.

**Date:** 9 June 2021

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### **3 Background**

- 3.1** Midlothian and its communities have faced an unprecedented challenge as we have grappled with how to respond to a global pandemic. As a result of the Covid-19 Pandemic, the Council developed a new strategic approach to transformation in the form of the Midlothian Route Map through and out of the crisis which was approved by Council in June 2020.
- 3.2** Further work undertaken by Nesta, an innovation foundation which focusses on people powered results, and a staff survey produced a Listen and Learn report which identified drivers for change, has also been used to inform continuous improvement and transformation activities being taken forward.
- 3.3** The rapid response to the pandemic has resulted in a complete transformation of how the council works, including remote working, local by default, digital transformation and services reviewing how they operate. A key change introduced as a result of the documents noted in sections 3.1 and 3.2 has been the introduction of eight strategic transformation boards to drive forward the ambition set out in the Route Map.
- 3.4** The boards receive governance via the Business Transformation Board and Business Transformation Steering Group, and as a result a new Digital Strategy was presented to BTSG by the Digital First Strategic Board which is chaired by the Chief Executive. Presentation to BTSG was to seek approval to present the strategy to Council as recommended by BTSG.
- 3.5** In recognising the ambition of the strategy BTSG identified a need for members to be part of the journey and recommended that the previous Digital Cross-Party Working Group be reinitiated to ensure that members were appropriately informed with regard to the wider digital programme being undertaken and to allow members to challenge and inform activities undertaken.

### **4 Report Implications (Resource, Digital and Risk)**

#### **4.1 Resource**

The Digital First Strategic Board will have appropriate oversight of the digital Asset Management Plans (Corporate and Learning) and the associated investment plans associated with these. Recommendations relating to capital investment plans will be made to the Capital Plan and Asset Management Board for subsequent incorporation into the Capital Plans and Capital Strategy presented to Council.

#### **4.2 Digital**

The purpose of the Digital Strategy is to create better services that provide improved outcomes for our citizens through establishing a

Digital Council that delivers Digital Services to Digitally connected Places and Communities. As a result the digital impact of specific activities/projects will be identified at an individual project level.

#### **4.3 Risk**

The new Digital Strategy seeks to ensure that the Council has strategic and sustainable plans for future service delivery. The Digital First Strategic Board and Chief Officers, as appropriate, will consider, on an ongoing basis, possible risk exposures to the successful delivery of the strategy and the wider digital programme.

#### **4.4 Ensuring Equalities**

The Digital First Board will work on a cross-cutting basis with the relevant strategic boards to review and assess the implementation of the Digital First Strategy, this will include working with the Hub and Spoke Strategic Board to ensure that the needs of all communities and customers can be met using appropriate, accessible options.

Individual projects and activities, where appropriate, will be required to carry out a separate Integrated Impact Assessment to ensure equalities considerations are addressed.

#### **4.4 Additional Report Implications (See Appendix A)**

See Appendix A

### **Appendices**

**Appendix A – Additional Report Implications**

**Appendix B – Background information/Links**

## APPENDIX A – Report Implications

### A.1 Key Priorities within the Single Midlothian Plan

The transformation programme is informed by Midlothian's Route Map through and out of the crisis, which also reflects the 4 key outcomes of the Single Midlothian Plan, specifically:

- Reducing the gap in learning outcomes.
- Reducing the gap in health outcomes.
- Reducing the gap in economic circumstances.
- Reducing the impact of climate change

### A.2 Key Drivers for Change

Key drivers addressed in this report:

- Holistic Working
- Hub and Spoke
- Modern
- Sustainable
- Transformational
- Preventative
- Asset-based
- Continuous Improvement
- One size fits one
- None of the above

### A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- One Council Working with you, for you
- Preventative and Sustainable
- Efficient and Modern
- Innovative and Ambitious
- None of the above

### A.4 Delivering Best Value

Resetting the Council's approach to transformation and continuous improvement in line with the Midlothian's Route Map through and out of the crisis and the Midlothian: Listen and Learn Report ensures a continued focus on Best Value.

### A.5 Involving Communities and Other Stakeholders

The changes introduced to the transformation approach have been informed by both the Route Map through and out of the crisis and the Midlothian: Listen and Learn Report which have been produced following engagement and input from officers and staff across the council.

## **A.6 Impact on Performance and Outcomes**

This revised approach to transformation is designed to focus investment and drive performance within a values-based organisation to best meet the needs of the individuals and communities we serve.

## **A.7 Adopting a Preventative Approach**

This revised approach to transformation supports the 9 key drivers for change which include a Preventative driver which focuses on continued investment in early intervention as a priority.

## **A.8 Supporting Sustainable Development**

Sustainability is a key requirement for the council moving forward and this will be reflected in change and continuous improvement activities across Council. The overarching aim of achieving Carbon Neutral status by 2030 is core to each of the strategic boards' work.

## APPENDIX B

### Background Papers/Resource Links

1. Midlothian's Route Map through and out of the crisis  
[https://www.midlothian.gov.uk/news/article/2977/council\\_approves\\_route\\_map\\_out\\_of\\_covid-19](https://www.midlothian.gov.uk/news/article/2977/council_approves_route_map_out_of_covid-19)
2. Midlothian – Listen and Learn Report  
[https://www.midlothian.gov.uk/downloads/download/731/nesta\\_listen\\_and\\_learn\\_report\\_for\\_midlothian\\_council\\_-\\_september\\_2020](https://www.midlothian.gov.uk/downloads/download/731/nesta_listen_and_learn_report_for_midlothian_council_-_september_2020)