

Midlothian Council Digital Transformation Strategy 2024 - 2029**Report by Saty Kaur, Chief Officer Corporate Solutions****Report for Decision****1 Recommendations**

Council is recommended to:

- Note the information in this report on activity to date
- Approve the new Digital Transformation Strategy 2024-2029 (Appendix B)

2 Purpose of Report/Executive Summary

This report presents the Midlothian Council Digital Transformation Strategy 2024-2029, outlining activity that will be undertaken to ensure that the Council benefits and thrives from technology and data.

Date Monday 21 October 2024**Report Contact:**

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3 Background/Main Body of Report

- 3.1** Digital technology is advancing at pace every day. The Council is facing a significant budget gap and new ways of working are key to bridging the gap and continuing to deliver services. In order to do this, the Council requires its workforce to have the digital skills, capacity and tools to be agile to meet the needs of its citizens.
- 3.2** The Council approved the Transformation Blueprint 2023-2028 in June 2023, which outlines key areas of change that are required to deliver the Medium Term Financial Strategy. Key to this change programme is fully utilising digital tools, digitising and automating processes, introducing Artificial Intelligence and ensuring that decisions can be made through comprehensive data and management information. It is imperative that the Council has a refreshed Digital Transformation Strategy that complements the Medium Term Financial Strategy and the Transformation Blueprint, to drive forward transformation, change and improvement and collectively contribute to financial sustainability for its communities.
- 3.2** The Midlothian Council Digital Transformation Strategy 2024-2029 outlines the key priority areas that the Council will focus on over the next 5 years, harnessing digital tools and technology and data. The key areas are:
- Automate: For an Efficient, Modern Council
 - Reimagine: Transform Service Delivery
 - Data: Deeper Insights and Preventative Operations
 - Secure and Sustain: Protect and Preserve
- 3.3** Appendix 2 of the strategy outlines the activity already underway including:
- the rollout of Microsoft 365 tools
 - implementing service solutions to improve delivery such as sensors in Council houses to identify mould and damp, in-cab technology in Waste Services to optimise route planning and scheduling
 - shifting to online payments through the Customer Services Platform, improving customer experience and providing real time data on service delivery
 - upgrading audio visual equipment across the learning estate as part of the Equipped for Learning programme
- 3.4** The road map will continue to evolve as new technology emerges and in response to citizen and Council needs, reviewed annually and progress monitored and reported through the quarterly service planning process.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

Resource will be required to deliver the various elements within the implementation plan and will require to be costed on an individual project basis.

4.2 Digital

Implications as per the Digital Transformation Strategy 2024-2029 presented within.

4.3 Risk

If the Council does not have a Digital Transformation Strategy then it risks lack of strategic direction, particularly in an area where technology is advancing at pace. It is imperative that the Council has a plan to ensure that investment is made in the right digital and technical advancements that will assist the Council to deliver its strategic priorities.

4.4 Ensuring Equalities (if required a separate IIA must be completed)

Not required at this stage. Activity that requires service redesign will be individually impacted assessed.

4.5 Additional Report Implications (See Appendix A)

See Appendix A

Appendices

Appendix A – Additional Report Implications

Appendix B – Midlothian Council Digital Transformation Strategy 2024-2029

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

The strategy contributes to the delivery of all of the priorities within the Single Midlothian Plan.

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

N/A

A.5 Involving Communities and Other Stakeholders

A range of internal stakeholders have been involved in developing the strategy.

A.6 Impact on Performance and Outcomes

Delivery of the strategy is anticipated to improve the measurement of performance through the data workstream and impact positively on outcomes for staff and communities.

A.7 Adopting a Preventative Approach

N/A

A.8 Supporting Sustainable Development

One of the key areas of the strategy is on sustainability and ensuring that as much as possible digital is aligned to the Council's net zero ambitions, though adopting a cloud first approach and decommissioning servers where possible, and reuse, recycle and resale of hardware that is no longer useable by the Council.

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