MIDDLESBROUGH COUNCIL	Middlesbrough moving forward

EXECUTIVE

Report title	Digital Strategy 2018-22
Executive Member	Executive Member for Finance and Governance
Chief Executive or Director	Director of Adult Social Care and Health Integration
Date	12 June 2018
Purpose of the report	To present for approval a proposed corporate Digital Strategy for the period to 2022.
Summary of the report	The proposed strategy sets out a systematic approach to ensure that the Council fully exploits digital solutions in the achievement of its strategic objectives across four key themes: engagement, intelligence, workflow and agility. The strategy will deliver improved outcomes for citizens and for employees.

If this is a key decision, which key decision test applies?*	Over the financial threshold (£150,000)	X
	Amends the Council's policy framework	
	Affects two or more wards	X
	Non-key	

For the purposes of scrutiny call in procedure this report is*	Exempt under s.12a Local Government Act 1972	
	Urgent	
	Non-urgent	X

If this is a confidential report, which category of exemption(s) from the Schedule 12a of the Local Government Act 1972 applies?	Not applicable.
Decision(s) asked for	That the Executive approves the proposed Digital Strategy 2018-22.
Impact of decision(s)	Digital solutions will be deployed systematically across services, utilising a 'digital by design' approach to ensure that no citizen is unduly disadvantaged by digital transformation.

What is the purpose of this report?

1. Following Council's approval of the Strategic Plan for 2018-2022, this report outlines for the consideration of the Executive a proposed Digital Strategy for the same period.

Why is this report necessary?

2. Council approved the Strategic Plan for 2018-2022 on 28 March 2018. Under the 'Business imperatives' aim, the plan sets out a range of strategic priorities to deal with the £26.9m shortfall in the Council's finances to 2021/22, as set out in the Medium-Term Financial Plan (MTFP) presented to Council on 7 March 2018.

3. One of these priorities was to 'through our digital strategy, make it easier to access our services online and by phone'. This report sets out this strategy to 2022, and aims improve the effectiveness and efficiency of services through the use of digital solutions that are well-used by customers and employees elsewhere in their everyday lives.

Background

4. Throughout the history of the Council's Change Programme, many programmes and projects have utilised digital solutions to transform services and deliver savings, most notably the Customer Strategy 2015-2018.

5. However, the Council as an organisation has not yet fully integrated and exploited the many opportunities provided by digital solutions, which can support better engagement, intelligence, transactions and working practices, both internally and externally. These benefits will apply to varying degrees to all services provided or commissioned by the Council.

6. The purpose of the Digital Strategy will therefore be to support the delivery of the Council's strategic objectives, and to fulfil raised customer expectations regarding service excellence in the world of Amazon, Facebook, Google and so on. It aims to make digital integral to the Council's overall approach, creating awareness of the potential of digital solutions, and a consensus that 'analogue' approaches are to be challenged and removed, wherever this appropriate and practicable.

7. The proposed strategy is at Appendix 1.

Digital Strategy 2018-22

8. The vision of the proposed strategy is:

   By 2022 we will be a digital organisation that fully exploits digital solutions for the benefit of all of our communities, supporting the delivery of the Mayor's Vision for Middlesbrough.

9. The themes of the strategy are:

   - Engagement;
   - Intelligence;
   - Workflow; and
   - Agility.

10. Strategic priorities for the next four years are set out under each theme. In addition, Directorates have self-assessed their digital maturity against a corporate digital standard, demonstrating the significant potential of digital within all services. This analysis will inform a digital roadmap and programme that will underpin the delivery of the Digital Strategy, which will in turn be enabled by the Council's ICT Strategy.

11. Digital exclusion remains a real constraint to the use of digital solutions, and the Council will adopt a 'digital by design' approach, to ensure that digital is used only where appropriate, and that no citizen is unduly disadvantaged by digital transformation.

12. Appendix 2 sets out a number of scenarios outlined by Nesta in its report, Connected Councils: A Digital Vision of Local Government in 2025 (March 2016). While these are fictional and do not represent this Council's plans, they outline the potential benefits of digital solutions to citizens and employees.

Why is this report necessary?

13. The Digital Strategy is a key enabler of the Council's Change Programme, with a range of savings initiatives identified through the development of the strategy agreed as part of 2018/19 budget setting. The strategy document puts these initiatives within context, and sets the future direction for digital within the Council.

What decision(s) are being asked for?

14. That the Executive approves the proposed Digital Strategy 2018-22.

Why is this being recommended?

15. To ensure that the Council adopts a systematic approach in adopting digital solutions, maximising the significant contribution that these can make to the achievement of strategic and operational priorities.

Other potential decisions and why these have not been recommended

16. There are two other main potential decisions:

- To have no specific strategy for digital. This is not recommended as it will result in an uneven approach to the deployment of digital solutions within the Council, with limited benefits delivered.
- To integrate the approach to digital within another corporate strategy, such as the Customer Strategy. This is not recommended as digital has a much wider application within the organisation, and requires a separate identity to communicate this.

Impact(s) of recommended decision(s)

Legal

17. The approach outlined in the proposed strategy will enable the Council to operate within the resources available and continue to meet its many statutory duties, including the Duty of Best Value. Specifically it will assist the Council in meeting its statutory

duties in relation to information governance and information sharing, including those set out with the Digital Economy Act 2017 and the EU General Data Protection Regulation (GDPR), implemented in the UK from May 2018.

Financial

18. This strategy assumes a £1.8m saving to the Council will be delivered via digital by 2022, as approved in the 2018/19 budget. There are likely to be further opportunities as the strategy and associated programme is developed. The strategy will be delivered via the Digital Strategy programme, for which provision has been made within the Council's Change Fund.

The Mayor's Vision for Middlesbrough

19. The strategy underpins the Council's Strategic Plan for this period (in particular the Business Imperatives aim), which in turn sets out how the Council will contribute to the delivery of the Mayor's Vision for Middlesbrough.

Policy Framework

20. The strategy is fully aligned with the priorities of the Strategic Plan, supporting its three strategic aims of business imperatives, physical regeneration and social regeneration.

Wards

21. Implementation of the proposed strategy will positively impact on residents of all wards in Middlesbrough.

Equality and Diversity

22. The proposed strategy has been subject to a Level 1 equality impact assessment (at Appendix 3). This identified that no negative differential impact on diverse groups and communities within Middlesbrough is anticipated from the activity set out in the strategy.

Risk

23. Implementation of the proposed strategy will address in part the key risk set out within the Council's Strategic Risk Register of 'failing to deliver required transformation of services, culture change or savings'. Risks specific to the programme underpinning the strategy will be managed in line with the Council's Programme and Project Management Framework.

Actions to be taken to implement the decision

24. The proposed strategy sets out a range of initiatives to be implemented in the period to 2022. Key programmes and projects in 2018/19 will be:

- upgrading the Council's Enterprise Content Management system;
- reviewing the Council's Geographical Information Systems;
- rolling out business intelligence;
- reducing paper and implementing digital mail; and

- implementing digital purchasing.

25. Further work will take place in Directorates over the next year using the corporate digital standard based on the themes of the Digital Strategy to drive the required changes in customer and employee behaviour, and identify further opportunities that will be outlined in future iterations of this strategy. Due to the pace of change in the digital world, it is anticipated that the strategy will be revised on an annual basis.

26. All projects contributing the delivery of the strategy will be managed in line with the Council's agreed Programme and Project Management Framework, justifying the business cases for these initiatives and identifying detailed delivery timelines. The Leadership Team sponsor for the Digital Programme is the Director of Adult Social Care and Health Integration.

Appendices

1   Digital Strategy 2018-22
2   Digital scenarios
3   Digital Strategy 2018-22: Impact Assessment

Background papers

None.

Appendix 1: Digital Strategy 2018-22

Introduction

In June 2015, Executive approved a corporate Customer Strategy for the period 2015-2018. This strategy effectively exploited digital solutions to achieve its objectives, improving customer experience while delivering significant 'channel shift' to digital platforms for high-volume customer transactions.

However, all of our fundamental tasks depend on digital technologies, and the Council as an organisation has not yet fully exploited the opportunities provided by digital to support the achievement of *all* of our objectives. If we can achieve this, the benefits to our customers, our partners and our employees will be exponential.

This strategy therefore aims to deploy digital solutions in a systematic manner to underpin the delivery of all of the Council's strategic priorities for Middlesbrough. It aims to make digital integral to the Council's overall approach, creating awareness of the potential of digital and a consensus that 'analogue' approaches are to be challenged and removed, wherever this appropriate and practicable.

The approach set out within this strategy has been informed by the UK Government's Transformation Strategy, national research on the digitisation of local government services, benchmarking with other public sector organisations, and consultation with all Directorates. The strategy comprises:

- our vision for digital, and the anticipated benefits;
- the relationship between a digital Council and a digital Middlesbrough;
- a potential approach to 'assisted digital' i.e. addressing digital exclusion;
- a summary of the strategic themes, and priorities over the next four years; and
- key measures of success.

Vision

Our vision is that by 2022 we will be a digital organisation that fully exploits digital solutions for the benefit of all of our communities, supporting the delivery of the Mayor's Vision for Middlesbrough.

Digital solutions will allow us to better **engage** with our citizens, involving them in co-producing outcomes; manage and marshal our data effectively and securely, analyse it to provide business **intelligence**, use this to optimise our **workflow**, and ultimately bring organisational **agility**, enabling us to respond rapidly to change.
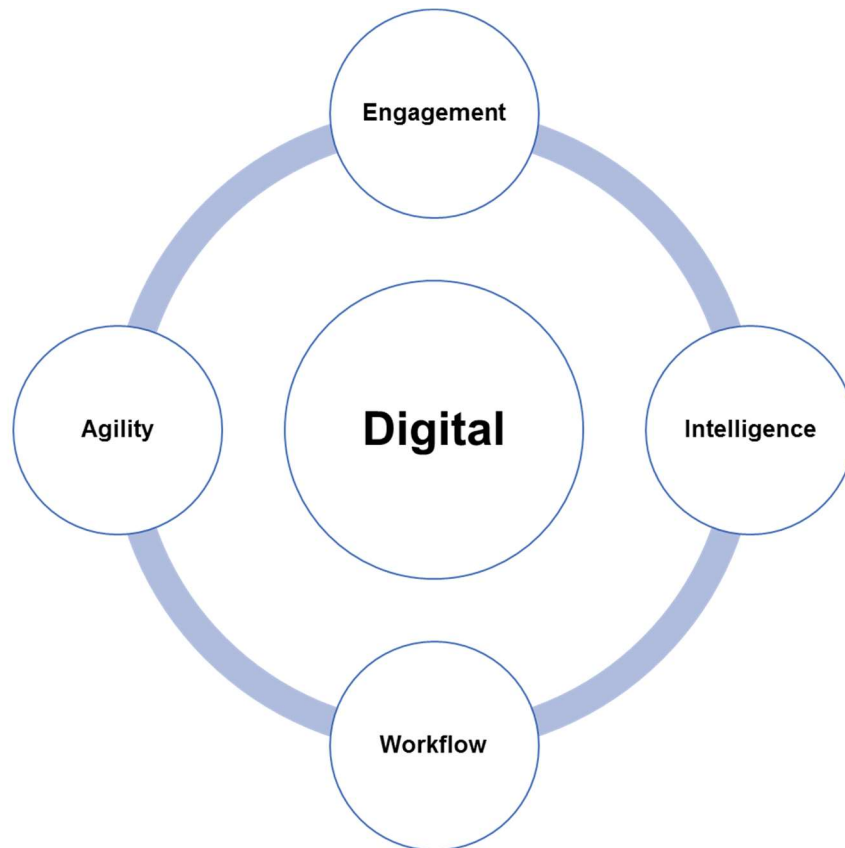
These are the four interrelated themes of our strategy, which will apply to the whole organisation at all levels, and are iterative, to drive continuous improvement.

The cashable productivity gains from the effective implementation of digital solutions are well-established, and this strategy assumes a minimum £1.8m saving to the Council will be delivered by 2022. In addition this, however, digital will support the delivery of the Council's strategic aims, and drive the transformation of business practice within the organisation in line with the Council's corporate values and desired operating model, contributing to:

- Customer excellence
- Improved information governance
- Improved commissioning practice
- Increased commerciality
- Reduced operational estate
- Enhanced collaboration
- Improved reputation.

Digital Council – Digital Middlesbrough

There is a clear relationship between our ambitions for a digital organisation and our ambitions for a digital Middlesbrough.

Middlesbrough has a developing, nationally-recognised digital cluster, fostered over an extended period by the Council and Teesside University via the Digital City initiatives.

Now operated solely by Teesside University, Digital City has recently published *Digital City – Catalyst for Growth*, setting out strategic priorities and high-level interventions in line with the Tees Valley Combined Authority's Strategic Economic Plan.

We will support the ongoing development of the sector through the provision of infrastructure, including townwide broadband, and wraparound business support services. And we will aim to connect local people to high-value job opportunities within the digital sector as part of our Social Regeneration Prospectus. We will also explore joint-working with the town's digital businesses to further our organisational transformation and resolve social challenges.

As part of our strategy, the Council will also develop a strategic approach to 'Smarter Cities' and the 'Internet of Things' (the use of sensors, GPS technology and wearables) to collect data and analyse and resolve complex problems (for example, in relation to waste, traffic flow, and infrastructure).

Digital exclusion and assisted digital

While the UK Government and its public services are amongst the most digitally advanced in the world, digital exclusion (lack of access to the internet at home) remains a significant issue nationally, and particularly amongst those from disadvantaged groups. It is currently estimated that 15% of the UK population are digitally excluded – it can be assumed that this figure is higher for Middlesbrough.

The 'assisted digital' are those people needing some assistance to interact with public services online in order to provide basic information, make a payment, and provide detailed information. The assisted digital population includes all of those who are digitally excluded and is currently estimated at 37% of the UK population.

In addition, a significant proportion of local government services (not least in budgetary terms) are clearly more difficult to digitise because they rely on face-to-face interaction and are about fostering connections between people.

The above position is mirrored in the business community. While the great majority of major businesses are more digitised than services within the public sector, assisted digital is at 29% within micro-businesses, and at 42% amongst the self-employed with no employees.

Therefore, while acknowledging that this position will improve significantly with time, as people become more familiar with technology and today's children and young people become tomorrow's service users, it is important that our strategy assumes a realistic approach, proportionate to present local circumstances and capabilities. The approach adopted will therefore be 'digital by design', rather than 'digital by default', to ensure that

digital solutions are used only where appropriate, and no customer is unduly disadvantaged by digital transformation.

Building on achievements to date (including assisted digital provision within the recently-opened Middlesbrough Customer Centre), and working with our partners, we will develop an approach to digital exclusion and assisted digital that it is bespoke to Middlesbrough's communities. This is likely to include:

- continued provision of face-to-face and telephone support for relevant services, with exclusively-digital services only introduced where appropriate;
- provision of free wifi in public places, and self-serve terminals in the Customer Centre and Community Hubs, with staff support for customers;
- improvements to the Council's website to include help pages, live chat, video chat, and auto-translation, and improvements to the Council's mobile site;
- smoothing the pathways between digital and other service channels to ensure customers are naturally directed to less costly channels; and
- a digital outreach programme supporting residents and SMEs, which will include direct support in setting up digital transactions, signposting to training and (potentially) the provision of IT equipment from the Council's obsolete stock.

Themes and priorities

The following sections summarise our priorities under each theme of the strategy.

Engagement

Digital solutions are hugely effective at finding, engaging and mobilising communities around issues, by informing and consulting; involving and collaborating; and empowering. These are the core offerings of some of the most valuable digital companies in the world, mostly obviously Facebook.

Our priorities within this theme are:

- We will have a clear and continuously updated view of customer engagement preferences and customer views on Middlesbrough and Council services. Customers will be engaged appropriately and consistently in line with a revised corporate Marketing and Communications Strategy.

- We will have a much more interactive relationship with communities through the introduction of a Digital Citizens Panel, engaging communities in policy and service design, and allowing 'in-time' feedback on service performance. We will use this and other means to involve our customers in testing our digital solutions before they are launched, to ensure they are fit-for-purpose.

- We will present a clear and consistent brand image across all channels. Our website will evolve into a 'digital platform', customising content for each user to provide a more interactive, personal experience comparable with the best non-public sector digital services. Our intranet will evolve in a similar manner.

- The majority of customers (residents and businesses) will have a MyMiddlesbrough account, through which they can access information, fulfil service requests, access correspondence sent to them by the Council, record their communication preferences and update personal information. The potential of digital volunteering through this mechanism will also be explored.

Intelligence

Data is now considered the world's most valuable resource, and releases the potential for an 'analogue' organisation to move towards the digital model and create value (whether financial or non-financial).

'Big data' brings significant complexity that cannot be managed with simple tools. Business intelligence (BI) solutions enable organisations to collect data from systems, analyse it and visualise it, helping them to make more informed business decisions. BI helps us understand what is happening, why this is happening, what might happen next and what we should do about it.

Our priorities within this theme are:

- We will develop an 'asset-based' Information Strategy that will be the key driver for data exploitation, promoting transparency, openness and collaboration, as well as compliance and data security. The strategy will include a map of all organisational data

sets and their relationships, and a defined (and enforced) approach to data management including standards for data formats, retention and use, with clear data quality approaches. All currently relevant data will be stored and be accessible electronically.

- We will agree and implement a robust, 'by default', and automated approach to data sharing with our partners to support collaborative planning, commissioning and service design.

- We will open up our data, publishing as much as practicable via an open data portal and make this available on data.gov.uk, and invite social entrepreneurs, communities and other parties to use the information to help us develop new approaches to solving social, economic and environmental problems.

- We will develop a master data management platform that will allow us to have a single version of the truth, and act as a basis for effective business intelligence, and exploit the use of indexes, such as a Citizen Index.

- We will improve our Geographical Information Systems, address and location data to effectively support business intelligence and mobile working.

- We will make Business Intelligence dashboards available for all services, and ensure that they are routinely used to manage service performance, forecast future events and drive decision-making. As such they will replace the traditional model of performance management, focused on the periodic monitoring of KPI targets.

Workflow

The financial benefits of digitising workflow are well-known – SOCITM has estimated the average cost of digital transactions to be £0.15, compared with telephone and face-to-face costs of £2.83 and £8.62 respectively.

Our priorities within this theme are:

- We will have oversight of all of our processes through a corporate process inventory, which is routinely updated and supports quality management approaches.

- We will continue to simplify services for customers, partners and suppliers, moving all *appropriate* transactions online, and automating our back office – significantly reducing administration costs. Digital will become customers' preferred method of interaction with the Council, due to ease of use and effectiveness. In line with the Government's Transformation Strategy, this could involve greater integration with national platforms and solutions such as verify and .gov.uk.

- We will provide similar functionality for our managers and employees, digitising a wide range of transactions, in line with the self-serve ethos of the Middlesbrough Manager and Employee.

Agility

Multi-agency working and increasing integration of services will in the near future become the norm for local authorities. The Council has acknowledged this in making 'partnerships

and integration' a key theme of the third phase of its Change Programme, and has begun to take action to position itself for the opportunities provided by collaborative working.

Our priorities within this theme are:

- We will be a highly networked organisation, working closely with a large number of partners, suppliers and innovators, and with our local communities. We will be a default commissioner of outcomes, and an effective enabler, connecting people with the best services for them.

- Our employees will have anytime, anyplace access to the tools and information they need, regardless of location or device. We will provide them with the right devices and digital solutions to ensure that they can collaborate much more effectively, with each other and with partners.

- Services and teams will be more easily configurable, in line with our priorities, and able to rapidly form temporary structures, with other organisations as appropriate, in response to specific local challenges. Increasingly, we will share resources (space, technology, equipment, time) with partners, businesses and residents.

Benefits

The benefits of digitisation to local authorities, and to local communities, are very significant. Nesta's report, Connected Councils: A Digital Vision of Local Government in 2025 (March 2016) estimates that (based on replicating then best-in-class examples across all services) digitisation could save unitary local authorities between 2-13% of their annual expenditure by 2025. The types of benefits achievable (in order of ambition) are described as follows:

Approach	Examples	Types of benefit
Automate individual processes	Reporting an issue, requesting a service, booking appointments, making payments,	Economies of trimming (efficiency savings).
Digitise processes across the Council	Implementing cloud-based software for all employees, digital helpdesk, digitising processes end-to-end.	Economies of flow.
Digitise organisation	Aggregating back office and combining multiple functions, reusing digital solutions across Directorates.	Economies of scale and scope.
Business model built around digital platform	Replacing traditional management with peer-to-peer or crowdsourced accountability.	Economies of visibility and responsibility.

This strategy assumes a £1.8m minimum saving to the Council will be delivered from digital solutions by 2022, predicated largely on the continued digitisation of customer transactions and back office, and a corresponding reduction in expenditure resulting from channel shift and new ways of working.

This assumption stands at around 33% of the savings pace envisaged by Nesta, which is realistic given the Council's starting position and the likely level of digital exclusion in Middlesbrough. There will undoubtedly be further cashable savings opportunities as the strategy and its underpinning programme is developed.

From a statutory perspective, digitisation will enable to Council to deliver more for less, in line with the Duty of Best Value, and to more effectively meet its many legal duties in relation to information governance and information sharing, including those set out with the Digital Economy Act 2017 and the EU General Data Protection Regulation (GDPR) to be implemented in the UK from May 2018.

In addition this, however, digital will also directly support the Council's ambitions for transforming its business and for physical and social regeneration within Middlesbrough. The principal benefit of digitisation is likely to be the enabling the collation and analysis of data from both within the Council and from third parties to improve decision-making and solve complex problems.

Measures of success

If we are successful in delivering our priorities, we will see sustained improvements in the following measures of our performance up to and beyond 2022. We will report our progress regularly on our website, adding measures as information becomes available.

- Increased brand awareness (website hits and social media followers)
- Improved SOCITM rating of website to better than unitary average on all criteria
- Increased number and usage of MyMiddlesbrough accounts
- Increased stakeholder involvement in policy and service design
- Improved reputation and resident satisfaction
- Reduced missing data, data record errors and duplicate data
- Improved time to access and correct data
- Reduced number of data breaches
- Maximised publication of Council data using open data standards
- Reduced number and time to respond to FoI requests
- Increased utilisation of dashboards by management population
- Improved performance (financial and non-financial) attributable to BI
- Increased accuracy of forecasting across Directorates attributable to BI
- Increased customer transactions completed online, and reduced telephone contacts
- Increased employee transactions completed through digital solutions
- Improved first time resolution of all customer requests (internal and external)
- Reduced costs per transaction (headcount, telephones, printing, stationery, mail etc)
- Increased proportion of IT-dependent employees that are agile workers
- Increased proportion of services that are delivered collaboratively
- Reduced size of corporate office estate and associated costs
- Reduced employee mileage costs.

Appendix 2: Digital scenarios

The following fictional scenarios demonstrate the potential benefits of digital solutions to customers and employees. Taken from Nesta's report, Connected Councils: A Digital Vision of Local Government in 2025 (March 2016), they are purely illustrative, and do not reflect the actual plans of the Council.

Martin's story – A Day in The Life in 2025

Martin is in his 70s and far from being a 'digital native'. His former job as a bus driver didn't require him to use a computer and he was never taught how to use one. Though he's been using a laptop at home for over a decade he still finds them unintuitive and confusing. He's also concerned about putting his personal information online and doesn't use online banking.

His local authority has moved all of their transactional services online. He has to pay his council tax and buy his parking permits online. At first this made Martin's life difficult, but the council's 'IT Help at Home' service was really useful for him. The volunteer who visited showed him how to be secure online and set up regular online payments so that he doesn't have to pay manually each month. A fingerprint reader was installed on his laptop meaning that he doesn't have to remember multiple passwords, and feels more secure about using the council's service. He feels reassured that if he's unsure about submitting personal details or documentation, he can connect to a pop-up or video chat through the council website.

His personal portal on the council website has some clear and simple tick-box options about personal data storage and sharing, so that Martin was able to choose what happens to his information. It also has a timeline of things he might find interesting or useful, like a local exercise class for retirees or opportunities for him to vote online on how funding for some council services is allocated. Depending on which links he clicks on and how long he spends reading each article, an algorithm optimises his timeline so that it becomes more relevant to him.

Digitisation has meant that there's now much greater integration between the council's services. For example, if Martin doesn't put his rubbish out for two weeks in a row, this is automatically registered on the council's system through the sensors in his bins. The integrated system knows Martin is in his 70s and has mobility issues, so automatically generates a notification for his GP that Martin might need support. From this his GP can make a quick phone call to check everything is ok.

Lizzy's story – A Day in The Life in 2025

Lizzy is a new mother in her mid-20s. She works part-time and has a history of depression and alcohol misuse. She was taken into foster care when she was 11 after her mother's drug use became so severe she could no longer care for her.

When Lizzy was pregnant, she was identified by the health service and local authority integrated care predictive model as someone who might benefit from additional support before and after the birth, due to having been taken into care and experiencing substance misuse problems. She attended a session with a social worker from the Early Support Team, though she was nervous and concerned that she was being unfairly targeted.

At the time she was receiving therapy for depression but had stopped drinking completely a year previously and didn't feel she needed any other support. The social worker reassured her and offered her information about some apps and online communities where she could find other parents who had similar experiences. Lizzy was also given contact details for a voluntary social care support service if she decided she needed it.

After the birth of her daughter, she felt isolated without a traditional family support network. This left her feeling stressed and anxious, and she worried she might turn to alcohol. She started using the apps recommended to her before pregnancy and found an online community of other parents who had been in care themselves. Through this she was matched with a peer mentor who she met with regularly over video calls. These sessions provided her with advice and reassurance.

She started using an app which enables matched volunteering with people in her neighbourhood. In exchange for dog walking for her neighbours during the day-time she receives help with childcare during the evenings, enabling her to go to a local college to study for a vocational qualification.

Lizzy kept all her appointments with her health visitor, and agreed for information to be shared with the early support social work team. They were able to keep track of how she was doing without being invasive. The social workers combine their professional judgement with a predictive-risk algorithm to assess whether any additional support might be required, but are happy that Lizzy has been developing her own support network and there is no need for statutory involvement.

Omar's story – A Day in The Life in 2025

Omar is a recent graduate who moved to the local area recently to take up work for a small social enterprise that provides employment support and opportunities for adults with learning difficulties. The organisation used to receive an annual grant from the local authority but this arrangement ended during the era of austerity. Now the organisation relies on unpaid volunteers and winning work to deliver services on a payment-by-results basis as part of localised work programmes.

His role includes business development and fundraising. The single procurement portal makes it easier for him to keep track of new opportunities. When developing a bid he uses open council data on the expected number and profile of service users to estimate potential income. He also uses the digital platform to seek out other partners for consortium bids. The open data store also helps Omar plan where the organisation is most likely to need to recruit new volunteers, based on where there is the highest density of service users.

He also downloaded the local authority's Connected Citizen app and signed up for citizen participation alerts. He is now an active contributor on the Digital Development portal, where new ideas can be suggested and debated, new policies drafted and votes are held on how some local resources are allocated. He was recently alerted to a decision making process about how his local ward's community budget could be spent. The top ten ideas suggested by the public had been costed up and presented in an online vote, simulating a budget setting process. Omar voted for the money to be spent creating safer cycling paths along key routes into the main employment and leisure zones. He found these participation activities helped him to understand more about the city, and to feel more connected with the place and his community.

A Chief Executive's Monthly Meeting in 2025

Leila is the Chief Executive of a unitary authority, a city of around 350,000 people in the north of England. Although she's nominally the head of the council, she sees herself as a steward rather than a captain. With very light management responsibilities, she focuses her time on building relationships with councillors and other public agencies; and on creating the conditions for her workforce to be fulfilled and performing to the best of their ability. Sometimes it's hard to take a back seat, but she has her hands full managing the forthcoming merger with three surrounding authorities.

Her day starts with a monthly team meeting. With no service managers or executive meetings, team meetings are a frenetic affair involving all political and official staff, many of whom attend virtually. Everyone is encouraged to speak—teams nominate a different person each time to give an update—and they regularly invite partners (from the public, private and third sector) to attend.

In this meeting, Leila wants to discuss the city's plans to receive resettled refugees over the next twelve months. People from teams across the council already self-organise into working groups for settlement and long-term integration, but she's keen to make sure they work effectively with employment providers who are less attuned to the needs of new arrivals. Screens around the meeting room show up-to-date demographic and skills information of the latest refugee cohorts. Leila had anticipated being able to take up to 1,000 refugees, but a number of people speak out forcefully in favour of living up to their city slogan ('A Home for All') and the final vote comes out in support of taking 5,000 refugees.

After the discussion, each team gives brief staffing updates, explaining what people's job titles and descriptions will be and which partners they'll be working with. Teams decide on a month-by-month basis what roles people will perform based on their other commitments and preferences. Leila introduces a new cohort of recent graduates that are beginning fellowships to work on a number of projects: a heat map of cycle routes, a local energy project and a partnership project with the police force. In recent years, the council has struggled to attract skilled data scientists and service designers who tend to be drawn to London, and abroad. As a result, the council increasingly works with people on a freelance or part-time basis – which seems to better suit the millennials who now make up a majority of the workforce.

Leila explains that she herself contributed to the heat map on her cycle route this morning by donning a wearable device that will compare her skin responses, heartrate and verbal commentary with spatial mapping data about her route (including where she is forced to swerve or brake suddenly). As she introduces herself to the team that will be developing the new cycling app and making recommendations for safer cycle routes, she feels suddenly worried they will be able to see how much she was swearing and reminds herself that the data will be fully anonymised.

The proceedings are made public, and residents will have the chance to download data about all the votes, staffing changes, and new public contracts announced. Transcription software records the meeting in real time, but Leila has to give final approval before the transcript and any decisions are made public, giving her the opportunity to remove anything sensitive.

Appendix 3: Digital Strategy 2018-22 - Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Digital Strategy 2018-22						
Coverage:	Overarching / crosscutting						
This is a decision relating to:	☒ **Strategy**		☐ **Policy**		☐ **Service**		☐ **Function**
	☐ **Process/procedure**		☒ **Programme**		☐ **Project**		☐ **Review**
	☐ **Organisational change**		☐ **Other (please state)**				
It is a:	**New approach:**		☒		**Revision of an existing approach:**		☐
It is driven by:	**Legislation:**		☐		**Local or corporate requirements:**		☒
Description:	**Key aims, objectives and activities** This document sets out the Council's approach to exploiting digital solutions to support the achievement of its strategic priorities in the period 2018-22. **Statutory drivers** Local Government Act 1999 – the strategy will be a key contributor to the delivery of Best Value. Equality Act 2010 – the strategy will ensure that the approach is digital by design, avoiding exclusion. EU General Data Protection Regulation (GDPR) – the strategy will promote compliance with data protection law. **Differences from any previous approach** The strategy proposes a systematic and integrated approach to the deployment of digital solutions, moving away from the current fragmentary approach. **Key stakeholders and intended beneficiaries** Customers (both internal and external), visitors to the area, employees and elected members. **Intended outcomes** To fully exploit digital solutions for the benefit of all of our communities, supporting the delivery of the Mayor's Vision for Middlesbrough, and delivering a minimum of £1.8m in savings.						

Live date:	As soon as the report is approved.
Lifespan:	Financial years 2018/19 to 2021/22.
Date of next review:	The Plan will be monitored on a quarterly basis and reviewed annually.

Screening questions	Response			Evidence
	No	**Yes**	**Uncertain**	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?	☒	☐	☐	No. No proposed activity set out within the Digital Strategy will contravene Human Rights as identified in national legislation.
Equality Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?	☒	☐	☐	No. The strategy will ensure that where a means of accessing or delivering services change, this will be informed by customer insight and service expertise. As a result, there are no concerns that the strategy could have a disproportionate adverse impact on groups or individuals with characteristics protected in legislation.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	☒	☐	☐	No. The strategy supports the Strategic Plan 2018-22, which includes commitments to improve community cohesion. As a result, there are no concerns that the proposed activity could have an adverse impact on community cohesion.
Assessment completed by:	Paul Stephens, Head of Strategy, Information and Governance			
Date:	12 April 2018			
LMT approver:	Erik Scollay, Director of Adult Social Care and Health Integration			
Date:	12 April 2018			