

DIGITAL AND IT STRATEGY



**LIVE
LEARN
WORK
INVEST
VISIT**

Version control

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Strategic alignment

The Plan for North Lanarkshire and Programme of Work (including The Place The Vision).
 All 5 priorities and all 25 ambition statements within The Plan for North Lanarkshire.
 Strategic Policy Framework, Strategic Governance Framework, Strategic Performance Framework, Programme and Project Management Framework.

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foreword

Established in 2019 the five-year Digital and IT Strategy brought together many separate, but related, programmes of work, policies, and plans essential for a one council approach to delivering a Digital North Lanarkshire (DigitalNL) - the biggest transformation programme that the council has ever been through.

Advancements in digital technologies and establishment of digital as a channel for interacting with service users, residents, and businesses provided the council with the opportunity to redesign services and take advantage of new technologies to solve old problems in new creative ways. The implementation of new digital solutions enabled the delivery of more responsible seamless services that better meet the needs and expectations of the people, businesses, and communities of North Lanarkshire, while increasing the capacity for staff to provide more help and support for those who need it the most.

The impact of the global Coronavirus (COVID-19) pandemic has demonstrated that the modern digital world is fast moving and forever changing and - as technology plays an ever increasing role in the way in which service users, residents, and businesses will Live, Learn, Work, Invest, and Visit in North Lanarkshire both now and in the future - it is vital that the council, as a provider of public services, does all it can to keep pace with the development of technology while improving the user experience, focussing on those individuals in the most vulnerable situations, and reducing the cost of service delivery.

This third iteration of the Digital and IT Strategy builds on the hard-work already carried out over the past three years. It builds on the solid foundations gained through the response to the pandemic - mobilising, reallocating, and implementing resources to support agile and mobile working, developing alternative solutions to everyday services, escalating technology development to deliver critical services, and improving the use of technology to support new forms of community engagement and consultation. It builds on the learning

acquired from various service redesign activities and solutions deployed to date and aims to exploit the potential for a world class futureproof digital infrastructure through the recently procured digital connectivity project.

Along with the digital opportunities that have arisen from the pandemic, efforts to move services online may be particularly disadvantageous and out of reach for older people, low-income groups, and those with a disability. As the pandemic stands to make the impacts of digital exclusion worse for individuals in the most vulnerable situations, this Strategy sets out plans to not only improve the connectivity and accessibility of North Lanarkshire as a place, but also to improve the ability of local people, businesses, and communities to gain the skills and confidence required to help them benefit from the opportunities of being digitally connected.

As the importance of digital is only likely to grow in the months and years ahead, it is vital that all local people, businesses, and communities have the means to thrive online and, as such, this Strategy sets out the key programmes of work for the year ahead to ensure the sustainability of services into a changing digital world that realises the digital vision for North Lanarkshire.

Kenneth Duffy
Convener, Transformation and
Digitalisation Committee

February 2022



introduction

The Plan for North Lanarkshire is well established as the long-term strategy for the council, partners, and other stakeholders and, most importantly, for each unique local community and the people who Live, Learn, Work, Invest, and Visit within North Lanarkshire. The shared ambition of inclusive growth and prosperity for all establishes the vision for a fairer distribution of wealth across all local communities and provides a very clear focus and compelling narrative in terms of what the council is working towards.

The supporting place-based investment programme - The Place The Vision - consolidates investment and directs development towards town centres and communities and aims to reverse the decline of the high street, create vibrant mixed use centres, offer choices in housing and employment, make attractive well connected neighbourhoods, and foster distinctive communities with a strong sense of place in order to revitalise struggling areas and further grow the local economy for all. By targeting investment in this way, this aims to establish an integrated council, partnership, and community approach that focuses on joint planning, resourcing, and delivery in order to strengthen the delivery of person centred and whole system approaches to the care, supports, and services required for those people in the most vulnerable situations.

Integral to the successful delivery of The Plan for North Lanarkshire and The Place The Vision, the Digital and IT Strategy is critical to enabling the long-term strategic vision. It sets the standards and provides the direction for the strategies, policies, and plans which - alongside advancing infrastructure, connectivity, hardware, software, and solutions - enable not only the delivery of critical public services and business as usual

activities, but also the significant investment programmes of work as well.

Following a review in 2020, the Digital and IT Strategy was updated to reflect the fast-paced transformation and digitisation environment within which the council was already operating. This update also captured the emerging and increasing demands of the pandemic at that time. This saw the acceleration of many planned initiatives (delivered at scale in a matter of days or weeks) and the development of many new agile innovations as employees, service users, suppliers, businesses, and communities were forced swiftly into digital channels and new ways of working and engaging.

Since 2020, there is no doubt the pandemic has changed how technology is used for work, learning, accessing services, doing business, and connecting with others and accelerated (at speed) the adoption of digital technologies by many years. It has also changed the context within which The Plan for North Lanarkshire is being delivered. However, it has also brought recognition that not everyone has the digital skills, abilities, and tools needed to participate and thrive in such an ever-changing modern world. Access, skills, confidence, and motivation all inform each individual's

use of digital technology and while there are opportunities for these to improve through better connectivity and support, other barriers - such as ensuring all digital services and products are accessible and easy to use, ensuring everyone is aware of the digital services and products available to them, and further building individual capabilities - need to continue to be at the forefront digital transformation. It is also important to remember that process automation and mobile working will become even more important to strip away the routine transactional activities and non-value-added tasks that staff undertake in order to increase the capacity for them to provide more help and support for those who need it the most, thus benefitting more individuals across North Lanarkshire's communities.

The dangers of digital exclusion - coupled with trends in key indicators which show an aging demographic in North Lanarkshire and are starting to show how the pandemic has affected many vulnerable people and communities across North Lanarkshire - mean that this third iteration of the Digital and IT Strategy aims to ensure future plans (while focussed on improving services and taking advantage of digital technologies to transform operations and deliver better outcomes for local people, businesses, and communities) leave no one behind and no one digitally excluded.

This latest refresh to the Digital and IT Strategy also reflects the recently procured Digital Infrastructure Connectivity project which will be a key catalyst to unlocking the potential for cost savings, improving productivity, and enhancing service delivery and wider scale redesign from a council perspective, while facilitating smart and sustainable outcomes across North Lanarkshire's communities. This includes sector leading technologies, extending connectivity, access and affordability, enhancing training and employment opportunities, supporting business growth and digital transformation, and generating inward investment.

Making sure that residents are involved at the heart of digital transformation and understanding their needs will continue to underpin all service redesign activity across the council. Ensuring they can work, learn, access services, and connect with others - through having the right support, tools, and skills - is critical to achieving a Digital North Lanarkshire. As such, the Driving Digital Locally programme of work recognises the need for a whole place approach, with local residents and communities actively

involved, digitally included, and shaping future public services. Engagement in this respect is already underway through a range of communication channels and this will continue at pace through the nine Community Boards and the Digital sub-group consisting of representatives from all areas to enable local communities to participate in designing and deploying modern digital council services.

This latest refresh to the Digital and IT Strategy also reflects recent technology and infrastructure changes within the council that will be instrumental in building on a one council approach and providing, for the first time, a single organisation wide service that will align with the council's aim of delivering for communities. This includes the changing structure required following approval to insource those services previously outsourced to Wipro (supplier of the ICT service delivery contract), the alignment of service provision following the insourcing of culture, sport, and leisure services (previously delivered through Culture and Leisure NL Limited), and the final steps in the amalgamation of the schools' technician's service. It is expected that the organisational evolution in this respect will take three years to complete and be of particular focus during 2022 and 2023.

The Digital and IT Strategy presented herewith therefore reiterates the overarching digital vision for North Lanarkshire and sets out not only the programmes of work that will be instrumental in securing the vision, but also the council's large scale transformational and investment programmes and projects that will be enabled by transforming current systems into permanently innovative, adaptable, and responsive services that are ready for tomorrow's world today. The further development of the Strategy in this respect also aims to strengthen the digital alignment with the council's long-term vision to better reflect the scale and complexities of the DigitalNL programme and the range of interdependencies across many programmes of work. It shows clear alignment to the recently published national Digital Strategy and the principles for a digital nation, while setting out the local priorities in line with the council's vision for a Digital North Lanarkshire with Digital Communities, a Digital Economy, and a Digital Council.

national context

The national Digital Scotland strategy - A Changing Nation: How Scotland will Thrive in a Digital World - published in March 2021 sets out an approach which aims to ensure that Scotland will fulfil its potential and thrive in a constantly evolving digital world. It aims to enable Scotland to keep pace with change, by facing the challenges and opportunities that change brings.

To achieve this will require:

- Designing and implementing technology in a secure, efficient, and user centred way.
- Realising the potential of data to improve services.
- Increasing efficiency and delivering better outcomes, and transforming the culture and ways of working through digital thinking with an emphasis on openness, networking, and agility.

The Strategy also highlights the national commitment to tackling digital exclusion and states that “geography, background or ability should not be barriers to getting online and benefitting from digital technology”.

The vision for a Digital North Lanarkshire with Digital Communities, a Digital Economy, and a Digital Council aligns with the three priority themes in the national Strategy.



North Lanarkshire's digital themes	Priority themes from the Digital Scotland Strategy - A Changing Nation: How Scotland will Thrive in a Digital World	Actions from the Digital Scotland Strategy - A Changing Nation: How Scotland will Thrive in a Digital World
Digital Communities	People and place	<ul style="list-style-type: none"> • No one left behind. • An ethical digital nation. • Digital education and skills.
Digital Economy	A strong digital economy	<ul style="list-style-type: none"> • Helping all businesses to become digital businesses. • Supporting our digital technology sector.
Digital Council	Digital government and services	<ul style="list-style-type: none"> • Public services working for us all. • Transforming government.

The national Strategy also sets out eight principles of a digital nation. These were developed following work by Audit Scotland to review digital progress in Scottish Government and Local Government:

- Enabling digital government, June 2019 https://www.audit-scotland.gov.uk/uploads/docs/report/2019/nr_190620_enabling_digital_government.pdf
- Digital progress in local government, January 2021 https://www.audit-scotland.gov.uk/uploads/docs/report/2021/nr_210114_digital_progress_lg.pdf

These principles form the backbone of the national Strategy.

Principles of a digital nation



Inclusive, ethical, and user focused	Digital leadership and culture	Collaborative	Data driven
We strive to understand the needs of people and our communities and involve them in the design of products and services. We focus on the outcomes we want to achieve and design services from a user's perspective rather than from our organisational perspective. We value and strive to design and deliver products and services that are inclusive and ethical and resilient, and uphold people's digital rights.	We recognise that digitisation can deliver better outcomes for Scotland and adapt our leadership style to champion change, and engage and empower our staff to innovate.	We recognise that digitisation delivers better benefits when we collaborate. This means collaborating at a community, local, regional, and national level, and collaborating across the public, private, voluntary, and academic sectors.	We value the transformational role that data can play in increasing transparency, empowering communities, transforming products and services, fuelling innovation, and improving outcomes.
Technology enabled	Innovative and sustainable	A skilled digital workforce	Secure by design
We recognise that digitisation is underpinned by technology that is evolving at an exponential rate of change and actively seek opportunities to explore how new and emergent technologies can improve outcomes for Scotland.	We understand that digitisation now provides unprecedented opportunities to deliver better outcomes in Scotland and create an environment that allows organisations to openly share challenges and ideas and to co-develop and co-produce innovative solutions to old problems.	To develop and sustain a digital future for Scotland, and to ensure no one is left behind, we need to ensure that our young people are equipped with the skills to thrive in the digital world, and ensure that our organisations are planning for the digital roles that they will need in the near and longer term.	We recognise that there are many threats to the privacy, integrity, and availability of digital products and services and build security into digital services by design.

Source: Digital Scotland strategy - A Changing Nation: How Scotland will Thrive in a Digital World, March 2021

digital north lanarkshire

When the council's digital journey began in earnest in 2019, three key themes were established for a Digital North Lanarkshire - this focused on achieving Digital Communities, a Digital Economy, and a Digital Council.



Digital Communities	Digital Economy	Digital Council
<p>This aims to enhance the coverage and reach of digital networks to all homes and businesses, eliminating areas of low connectivity, driving take up, tackling areas of digital exclusion, and creating markets that support affordability and give individuals and businesses improved choices.</p> <p>This also aims to enhance digital skills and increase access to education, training, and jobs in order to tackle inequalities and exclusion and increase access and opportunities.</p> <p>Focusing on living and working, DigitalNL aims to provide the underlying infrastructure to support people to live and work in a smart and digital way.</p>	<p>The development of a digital economy and place aims to improve digital connectivity and digital skills within and across North Lanarkshire's communities and businesses, and in doing so support business growth, business transformation, automation, inward investment, and wider economic regeneration.</p> <p>This in turn aims to stimulate economic growth, creating an environment that enhances productivity, fosters innovation, and makes new digital markets and more digital jobs and opportunities possible.</p>	<p>Through digital transformation and responding to technological change, this aims to establish North Lanarkshire as a smart digital council. The acceleration of technological advances and agile innovations have afforded many new opportunities in the past two years and continued development of a wide range of technologies and online supports and services will be essential to enable the council to help communities to help themselves.</p> <p>Automated and self-serve processes will become even more important as a key driver in terms of productivity, and agile ways of working will be essential to delivering services with seemingly constant changes in behaviours, policy drivers, and legislation.</p> <p>Process automation and mobile working will become even more important to strip away the routine transactional activities and non-value added tasks that staff undertake in order to increase the capacity for them to provide more help and support for those who need it the most, and benefit more individuals across North Lanarkshire's communities.</p>

Aligned to The Plan for North Lanarkshire, DigitalNL aims to deliver easily accessible services designed to meet the needs of people when they require them. This supports the findings from the Audit Scotland review (Digital progress in local government, January 2021) which reported how the pandemic had exacerbated digital exclusion and recommended that councils identify and address barriers and inequalities to make sure that no one is left behind. This report identified the requirement for councils to understand the needs of those experiencing digital exclusion and put a strategy in place to ensure equity and access for all residents and communities.

JOURNEY TO LIVE, LEARN, WORK, INVEST, AND VISIT IN NORTH LANARKSHIRE



North Lanarkshire's Digital Vision

Based on the drivers for embracing digital and the benefits it can offer, a digital ambition was developed from the outset to articulate a vision for the future and establish how the council would operate to enable the vision. This vision has nine components which have helped underpin new ways of working across the council throughout the duration of the DigitalNL transformation programme.

Although developed prior to the Audit Scotland review (Digital progress in local government, January 2021), the council's digital vision aligns to the expectations set out following the review which stated that councils should improve and take advantage of digital technologies to transform how they operate and deliver better outcomes for local people and communities, but that no one should be left behind.

In 2019/20, the council was selected (along with five other councils) to be a fieldwork site for the national performance review on digital progress in local government undertaken by Audit Scotland. From a North Lanarkshire Council perspective, the findings of this review were positive with many good practice references made to activities already in place within the council and, as such, it is therefore worth acknowledging that the DigitalNL vision was already wider than the scope of the national review. This can be evidenced through the nine components, established at the outset, which underpin the digital vision for North Lanarkshire; these are set out in the table opposite.

What is the vision?	What does this mean?
1. North Lanarkshire is one of Scotland's digital pioneers.	The council embraces technological innovation, including leading technologies like the Internet of Things (IoT).
2. The council uses digital platforms to reduce demand and provide personalised services to customers.	Digital platforms support flexible and rapid improvements. The council acts as a broker to link residents to digital services.
3. Council services are more efficient, face to face contact is reduced in favour of digitised services.	The council works with people in a myriad of virtual and physical ways that break from traditional ways of working.
4. Digital exclusion is now less of a concern.	The council ensures that groups with limited digital proficiency have access to in-person navigation support and internet access.
5. The council is highly networked with other organisations.	Multi-agency working is the norm. Council services and partners share a digital platform, so data is shared instantly.
6. The council innovates with high functioning analytics for problem solving.	The council uses data analytics and predictive algorithms to identify, analyse, and anticipate problems.
7. Council technology, workforce and public space are flexible / adaptable to change.	All staff can access the files and case information they need, wherever they are.
8. Council staff focus on higher value analytics, not routine admin.	The back office is fully digitised. There are more digital natives and leaders in the council.
9. The council offers the incentives to attract and retain the talent needed.	Skills and responsibilities are rewarded.

What Does The Digital Vision Mean

Impact of digital transformation

Establishing North Lanarkshire’s digital vision represented a significant shift in how the council would conduct its business, and meant there would be a greater emphasis on customers interacting and using council services through digital methods.

It was intended that not only would a shift towards digital methods of working benefit customers who interact with the council, but this would also enable council staff to work in a more efficient and effective manner.

The council’s original Design Blueprint for Digital Public Services (December 2018) detailed the impact of digital transformation on the range of different stakeholders and groups who would be impacted by the transformational activity (see *Diagram 1*).

This also set out what could be achieved through digital enablement which, at this mid-point juncture in the lifespan of the Digital and IT Strategy, can already be evidenced in the successes achieved to date (noted on pages 18 to 22) through the delivery of the DigitalNL transformation programme.

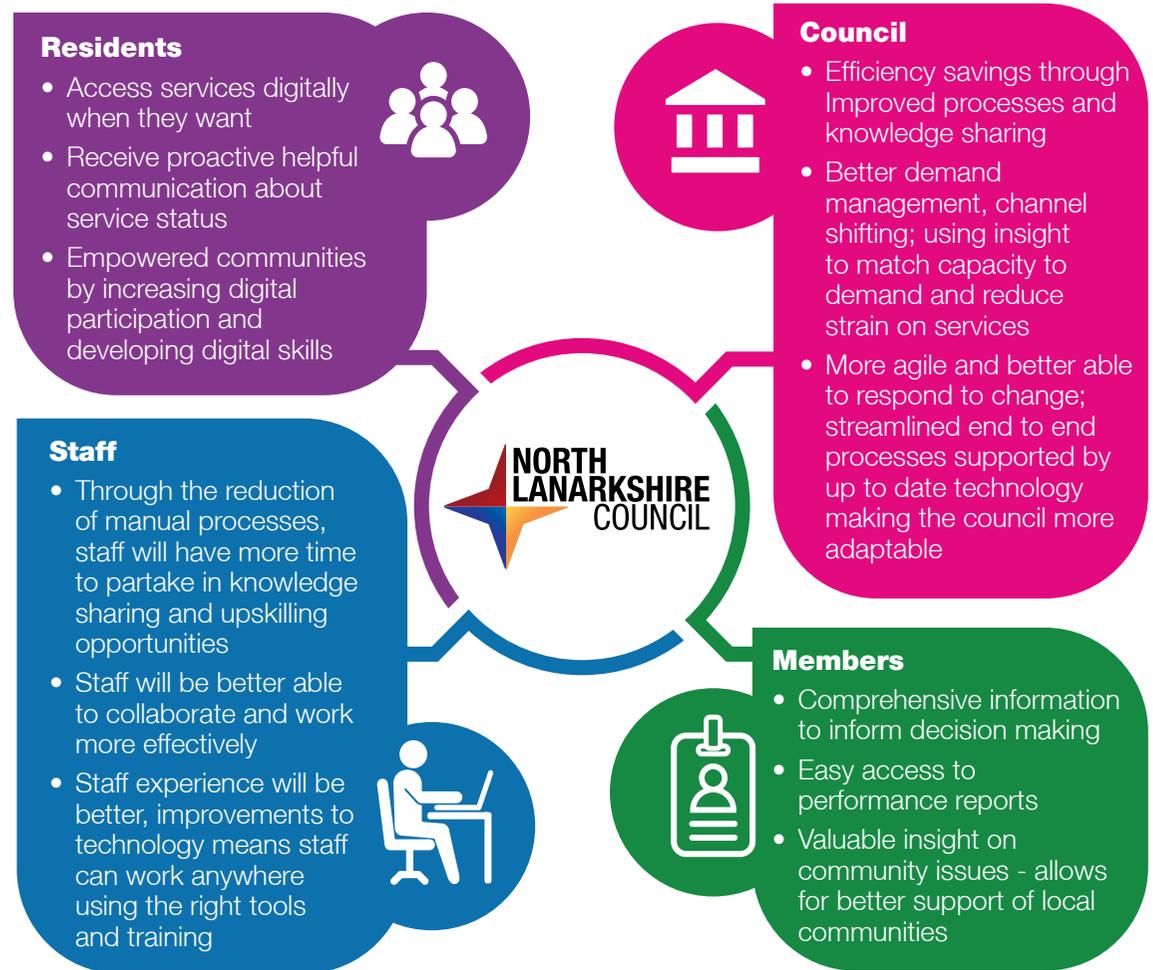


Diagram 1

Culture shift

It was recognised at the outset that transforming public services and building a digital council would be challenging and take time - and it would also require a significant culture shift for the organisation and all stakeholders. As such, developments in 2017 - when establishing the vision for a Digital North Lanarkshire - saw senior managers from all services pledge to “participate and support DigitalNL”. The need for this commitment was re-emphasised in a development session in 2021 which focused on re-iterating the digital vision and achievements to date, and involved 160 senior and operational managers from across the council. Communicating and re-iterating the digital vision in this way - and at this time - aimed to create an innovative and collaborative culture that would drive change. It also sought to continue to encourage the culture of innovation which had become more prevalent as a result of the responses required to the pandemic.

This was followed by a detailed design to live session in February 2022 which, attended by over 130 line managers, team leaders, and employees, set out each of the steps in the service redesign process to support employees in understanding their role in transformation and how they are driving change.

Service design principles

To support delivery of the vision, a set of seven design principles were developed at the outset with input from a range of stakeholders across the council. The design principles conveyed a set of clear guidelines that continue to be followed in order to maintain the design integrity and strategic alignment of new services to The Plan for North Lanarkshire and the long-term vision for inclusive growth and prosperity for all.

The design principles expect that services will be designed:

- 1) Based on a genuine understanding of the purpose of, demand for, and ability to deliver that service.
- 2) With customers in mind - external and internal - to create value for users and customers.
- 3) To be as efficient, standardised, and consolidated as possible.
- 4) Digitally first for the majority, with traditional channels considered on an exceptions basis.
- 5) And delivered in collaboration with all relevant stakeholders (both external and internal).
- 6) To promote self-service, provide end-to-end automation, and simplify processes consistently across services.
- 7) To maximise high-value activity and minimise transactional activities for council staff and partners

Channel principles

A key aspect of the digital vision was to enable more streamlined service delivery through a broader set of channels compared to traditional delivery models. This followed the desire to see new services seamlessly blend traditional and digital channels and meet residents where they are to match their channel preferences and expectations. As such, a set of channel principles were established and are used to support the service redesign principles and processes (see Diagram 2). The channel shift in this respect can already be evidenced in the successes achieved to date (noted on pages 18 to 22)

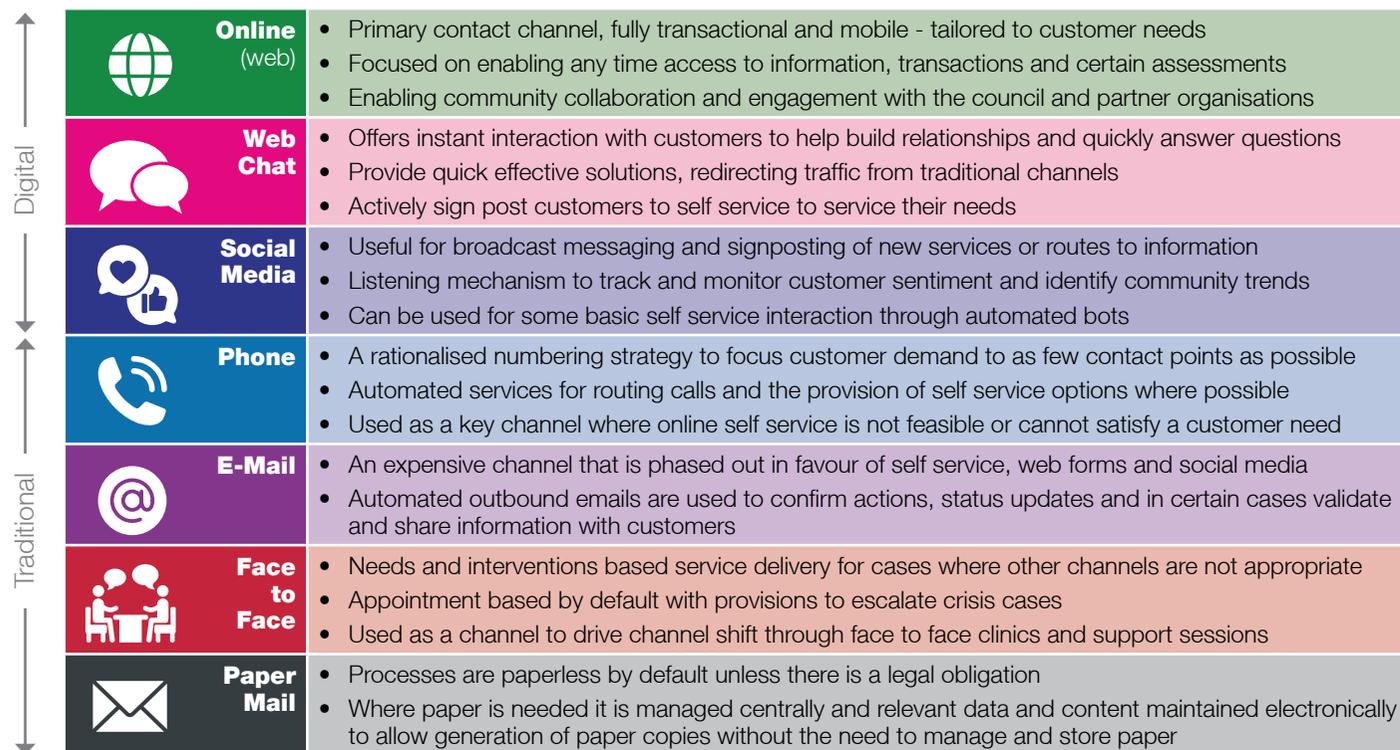


Diagram 2

North Lanarkshire's Residents

Demographics

With a resident population of 340,180, North Lanarkshire is Scotland's fourth largest local authority area.

- 19% of the population are under 16 years old
- 64% are adults of working age (aged 16 to 64)
- 17% are aged 65 and over

In terms of population growth, this is expected to increase 0.3% by 2028 (+990 people), compared to growth of 1.8% in Scotland. Longer-term to 2043, North

Lanarkshire's population is projected to fall by -0.9% (-3,010 people). Of note are changes that by 2043 will see a:

- 14.8% reduction in children aged under 16 years old
- 7.6% reduction in the working age population
- 39.6% increase in adults aged 65+ - within this age range population projections expect to see a 16.2% increase in adults aged 65 to 74 and a 71.5% increase in adults aged 75+

	2018	2028	Change 2018-2028		2043	Change 2018-2043	
			number of people	% change		number of people	% change
North Lanarkshire population	340,180	341,170	+990	+0.3%	337,170	- 3,010	- 0.9%
population under 16 years old	62,960	56,810	- 6,150	- 9.8%	53,660	- 9,300	- 14.8%
working age population (age 16 to 64)	219,220	214,890	- 4,330	- 2.0%	202,550	- 16,670	- 7.6%
aged 65+	58,000	69,470	+ 11,470	+ 19.8%	80,960	+ 22,960	+ 39.6%
pensionable (aged 65 to 74)	33,430	39,540	+ 6,110	+ 18.3%	38,830	+ 5,400	+ 16.2%
elderly (aged 75+)	24,570	29,930	+ 5,360	+ 21.8%	42,130	+ 17,560	+ 71.5%

As the largest local authority landlord in Scotland, 23% of the 152,433 households in North Lanarkshire are local authority homes.

- 60% are owner occupied
- 9% are private rented
- 6% are housing association
- 1% are vacant or are a second home

The number of individual households in North Lanarkshire are growing with projections predicting an increase of 5,730 new households by 2028 and a further 5,020 from 2028 to 2043. The largest increase is predicted for single adult households.

The 2020 Scottish Index of Multiple Deprivation (SIMD) shows that North Lanarkshire ranks sixth in terms of data zones in the 20% most deprived areas in Scotland. Earnings for residents in North Lanarkshire remain below the national average. Delving deeper into two of the domains within the SIMD (i.e. for income and employment, which together account for 56% of the SIMD ratings) provides a more in-depth look at the local profile. This shows that:

- Across North Lanarkshire, 50,897 (15%) people are income deprived, the Scottish average is 12%.
- There are 24,796 working-age people in North Lanarkshire experiencing employment deprivation. This is 11% of the working-age population. In Scotland this is 9%.

Note on the data

The income domain includes indicators which measure the number of people in receipt of Income Support and Income-based Employment Support Allowance claimants, Job Seekers Allowance and Guaranteed Pension Credit Claimants, and Universal Credit claimants with no employment marker. It also includes the number of children in households accessing Job Seeker Allowance, Income Support or Employment Support Allowance and the number of adults and children dependent on adults in receipt of tax credits.

The employment domain includes indicators which measure recipients of Unemployment Claimant Count averaged over 12 months, Working Age Incapacity Benefit or Employment Support Allowance recipients, and Working Age Severe Disablement Allowance recipients.

Having a population with varying demographics - in terms of an ageing population and above average levels of employment and income deprivation - sets a wide context within which to deliver The Plan for North Lanarkshire and achieve the digital vision. It also brings with it a diverse range of issues and challenges. As such, recent successes experienced across North Lanarkshire include:

- One of the strongest and fastest growing economies in Scotland, with significant growth over the last 10 years.
- Strong business growth with an increase in the number of businesses per head of population and jobs safeguarded through support to businesses.
- The steady improvement of attainment rates over the last eight years.

However, there are still further challenges to overcome as there are:

- Significantly higher levels of child poverty, with one in four children currently living in poverty.
- Higher than average number of the working age population with no qualifications, restricting their ability to access developing employment opportunities.
- Large gaps in education outcomes for looked after children compared with all children.
- A decreasing number of young people achieving a positive post school destination after leaving school.
- Reductions in the level of the working age population in employment and an increase in those claiming benefits in the last year which is considered to be due to the effects of the pandemic.

Digital usage, capabilities, and connectivity

Scottish Household Survey (2019) statistics show that in North Lanarkshire:

- 89% of households have internet access; 11% (almost 17,000 households) do not.
- 85% of adults use the internet.
- 95% of adults who use the internet access it for personal use at home.
- 91% of adults who use the internet for personal use access it through a mobile phone, iPhone or smartphone.
- 73% do not have smart appliances in their home (e.g. smart heating / lighting, home monitoring or security systems, smart speakers, or wearable technology).
- 89% use the internet to send or receive e-mails, 84% to use social media, 94% to search for information, 81% to buy goods or services, 72% for internet banking, 66% to play or download games, films, or music, and 25% to look or apply for jobs.

According to the Ofcom Connected Nations Update: Summer 2021, 98.1% of properties in North Lanarkshire receive superfast broadband. Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. However, fibre connectivity - which requires fibre optic cabling which supports higher speeds than the copper cables used in traditional networks - is less than 3% across North Lanarkshire. As such, the recently procured digital connectivity project aims to influence improvements in connectivity in this respect.

During 2021 there were 13.5 million page views of the council's website - 76% of these visits came from a mobile device, 20% from a desktop computer, and 4% from a tablet.

The results of a Digital Skills and Connectivity survey conducted with businesses in North Lanarkshire (2021) found that 26% of respondents said their connection quality was poor or very poor with 41% advising that their business was not currently well served in terms of quality and speed. 46% advised their business was not well serviced in terms of price or choice of provider. In relation to digital skills, 83% of respondents advised they were critical or important to their business and around 67% of respondents reported current digital skills gaps within their organisations.

A recent poll with the council's operational management team found that 77% had identified skills gaps in their team and built this into their strategic workforce plans and 51% reported they were able to secure new recruits with the relevant digital skills.

In a recent council survey (2020/21) Exploring the experiences of North Lanarkshire's Black, Asian and Minority Ethnic people, 17% of people who are Asian Pakistani or Indian stated that they were not at all confident in using computers, tablets, or phones to access online services. This increased to 29% for Chinese people. Language barriers for all groups was considered the biggest factor in terms of the difficulties in accessing services both physically and online.

Research through the council's Digital Skills and Inclusion Group identified which groups of people were most likely not to benefit from a digital world and why, and which groups didn't use, or made limited use of, the internet. This research showed a decreasing likelihood of using the internet as age increases and that older women in particular are less likely to have access to the internet, use technology, and be skilled digitally. Many disabled people have recognised the benefits of technology in bringing them equality of access in relation to services, work, and information and are experiencing greater opportunities than ever. However for some, difficulties are experienced in terms of identifying sources of information, guidance, and training in relation to assistive devices for example.

The local profile

Delivering public services across North Lanarkshire require that resources are focussed on supporting the range of different and complex economic, social, and health issues that exist locally in order to improve outcomes for all of North Lanarkshire's towns, communities, businesses, homes, and individuals. Realising the digital vision is no different, but the extent of diverse communities and disparate demographics across North Lanarkshire set out on pages 14 to 16 of this Strategy - combined with the varying degrees of support individuals and communities require from the council and the differing levels of digital capabilities - adds to the complexities.

The demographics making up the local profile are a key factor when designing and developing all aspects of the DigitalNL transformation programme. This is particularly important when identifying and addressing barriers and inequalities to make sure that no one is left behind. As such, an Equality / Fairer Scotland Duty Impact Assessment has been undertaken to support the continued implementation of the Digital and IT Strategy. This recognises that efforts to move services online may be particularly disadvantageous and out of reach for older people, low-income groups, and those with a disability as well as challenging for other groups such as homeless people, people with low literacy levels, gypsy travellers, and asylum seekers or people with no recourse to public funds. This also acknowledges the need to identify (a) what solutions are needed to make sure people can access and effectively use the digital tools available to improve their digital skills and enhance their employment opportunities, and (b) what it means for digital public services, given that research (ACORN, 2020) has shown that those in local communities who have a greater reliance on public services are more likely to be income deprived and less likely to have access to, or use, the internet.

While continued development of a wide range of technologies and online supports and services will be essential to enable the council to help the majority of individuals and communities to help themselves, ongoing support is also required in terms of access, skills, confidence, and motivation. As recognised in the vision for a Digital Council set out on page 9, automating processes will become even more important to strip away the routine transactional activities and non-value added tasks that staff

undertake in order to increase the capacity for them to provide more help and support for those who need it the most (and for those who are unable to take advantage of the opportunities a digital world has to offer), thus benefitting more individuals across North Lanarkshire's communities.

Having a more detailed understanding of digital exclusion across North Lanarkshire's communities, and identifying how this is affecting the lives of different individuals and groups (including for example the impact of the closure of public facilities as a result of the pandemic), will continue to be a critical element when designing and developing all aspects of the DigitalNL transformation programme. Involving individuals and communities in the design of digital public services will become even more critical if the digital vision is to be realised without leaving anyone behind.

programme of work

As a key resource for delivering and sustaining the long-term vision set out in The Plan for North Lanarkshire, the Programme of Work (now in its fourth iteration), provides a clear roadmap for work across council services and with partners. It allows for plans of action to be developed that inform the projects, activities, services, technologies, and resources that need to be harnessed in order to seize the most and best opportunities to deliver on the long-term strategy, while achieving value for money in the here and now.

This latest update to the Digital and IT Strategy highlights the achievements over the last three years and sets out not only the programmes of work and activities that will be instrumental in securing the digital vision for North Lanarkshire with Digital Communities, a Digital Economy, and a Digital Council, but also the council's large scale transformational programmes and projects that a modern digital world will better enable. This aims to further strengthen the digital alignment with the council's long-term vision as set out in The Plan for North Lanarkshire and capitalise on the successes at this midpoint juncture in the five year Strategy.

Theme	Achievements to date	Actions in 2022/23	Measures of success
Digital Communities	<ul style="list-style-type: none"> The council's new website (built on the content management system software, Drupal) went live in November 2020 following an extensive build and review process to ensure consistency in terms of format, tone of voice, and the ease of readers understanding the content. Having completed the service redesign process, waste solutions was the first service area to go live on the Customer Services Hub in November 2020, with report it online forms and telephone enquiries stood up initially, followed by additional services such as requesting a special uplift. Intended to provide a modern and fully functional digital platform with opportunities for service users, residents, and businesses to self-serve digitally, the number of new MyAccounts set up to allow access to the Customer Services Hub (and online digital services in North Lanarkshire and across Scotland) has increased by 28,000 users since the launch of the Hub in November 2020, to over 93,000 accounts. 	<ol style="list-style-type: none"> Support the extension of shared Community / Town Hub facilities to partners, the third sector, and wider public sector services to enable greater integrated working across the council and service delivery across and into local communities. Through the Digital Infrastructure Connectivity procurement, address the underlying infrastructure within the authority with the first 18 months of the contract, focusing on the installation of fibre connectivity across local towns and villages as well as community engagement and the voucher scheme use. Support the development of accessible Digital Zones as part of the initial community offering in line with The Place The Vision. 	<ul style="list-style-type: none"> Increase the number of premises receiving superfast Broadband (able to receive 30Mbit/s) Increase full fibre availability. Improve public satisfaction with overall quality of online services. Secure external resources, grants, vouchers and investment to enhance digital connectivity. Increase involvement of residents and communities involved in digital transformation and future service redesign. Increase the number of residents signing up for MyAccounts.

Theme	Achievements to date	Actions in 2022/23	Measures of success
<p>Digital Communities</p>	<ul style="list-style-type: none"> The Digital School was established to promote and enable digital learning across North Lanarkshire by supporting schools and families on how to use the digital tools available and establishing a digital pedagogy that engages learners and delivers a high-quality learning experience for all. The use of digital technology in this way aims to enrich learning and teaching, raise levels of attainment, and close the attainment gap. From Connecting Scotland Grant funding, 6,506 digital devices have been issued to children and young people, and 2,024 internet connectivity solutions have been provided to support digital learning and tackle digital exclusion. Children and young people in priority groups - such as those entitled to free school meals, and those working with the Virtual School (for care experienced young people) and the Pathways Programme - have all been issued with a device. A Virtual Classroom was launched in January 2021 to provide an online and interactive platform for young people; this includes learning areas such as literacy, numeracy, STEM, and health and wellbeing. By March 2021 the virtual classroom had 593,446 users. The Virtual Classroom offer will continue for universal remote learning. The digital skills of education staff have been improved through a range of bespoke training programmes. There were 2,366 attendees at 8 sessions early in 2021 and 896 attendees at a further 33 follow-on sessions. The first 5G-enabled immersive classroom in Scotland went live at Muirfield Community Centre in Cumbernauld in February 2021. This saw a room transformed into an exciting and engaging learning environment to give children, young people, and wider community users a 360-degree digital experience. Users can experience what it's like to be in outer space, under the ocean, on a World War 1 battlefield, or even on top of Everest thanks to this new learning initiative which is the first of its kind in the UK. Development of the Digital Consortium offer has continued for young people within the senior phase wishing to do Advanced Highers and Highers, which have a smaller uptake. There are now 3 digital classrooms which support the in-school and remote learner experiences. A digital learning platform has been established for members of the nine Community Boards. Working in collaboration with digital transformation partners, Agilisys and Avado, Data Analytics Training modules have been developed to offer local businesses and third sector organisations the chance to take part in a suite of six bite size training modules. This aims to help them more effectively manage and utilise data to in order to drive better decision-making and improve the products or services they provide to customers. 	<ol style="list-style-type: none"> Support the development of service business cases for the implementation of the Internet of Things (e.g. for smart parks), by ensuring appropriate governance and infrastructure is established. Further develop the Driving Digital Locally programme of work to make sure that local residents and communities are involved at the heart of digital transformation and actively involved, digitally included, and able to participate in designing and deploying modern digital council services (in line with the findings from the Equality Impact Assessment). Continue to support older people to get online through developments such as an intergenerational project with schools that brings in P6/7 through pathfinders with the older tenants and links to the digital school and immersive classroom. Support residents, community groups, and the third sector to improve their digital skills and capabilities and build a digital ready workforce across North Lanarkshire. Further develop a range of digital supports and services for adult health and social care to maximise the use of electronic scheduling and remote working and improve both the quality and efficiency of the service on offer. Further develop digital technologies to enable access to a wide range of information and solutions for adult health and social care (such as the self-help platform Making Life Easier, integrated communications, and upgrade of the eCare system). Refresh the aims of the Digital School to support digital infrastructure and access to devices within schools, further develop planned approaches to lifelong professional learning, and ensure a high quality of learner experience. 	<ul style="list-style-type: none"> Issue refreshed digital guidance to all schools Increase the number of young people engaging with the digital consortium. Continue installation of digital classroom technology within the secondary school estate.

Theme	Achievements to date	Actions in 2022/23	Measures of success
<p>Digital Communities</p>	<ul style="list-style-type: none"> Expert digital help has been made available for local businesses through the establishment of 2 lots within a wider business support framework; this provides 1 to 3 days of dedicated consultancy support. The Digital Development Lot provides support for digital projects, helps to build skills and capabilities that increase digital knowledge, and helps businesses reach their goals. The Marketing and Digital Marketing Lot provides support to undertake market research and formulate a plan to support the business in promoting and selling their products and/or services with a view to increasing sales. On behalf of the council, Business Gateway Lanarkshire has run webinars and workshops on a variety of digital transformation topics for local businesses. Digital grant funding is in place to provide substantial financial support to assist businesses with the adoption and integration of digital technologies and e-commerce, and digital skills training. The national Digital Boost programme has been delivered through the council's Business Gateway service. Through this programme businesses can access free webinars and grants as well as support from a digital consultant, and online advice and tips to help their business and platforms do more with digital. 	<ol style="list-style-type: none"> Continue the planning and implementation of the Immersive Experience room project, which will see capital investment of £600,000 to increase the number of experience rooms across North Lanarkshire. Create a flexible digital learning space on the first floor of Motherwell library as part of the development of a community digital learning hub development. Continue the development of the Digital Consortium offer to young people and the installation of further digital classrooms. Work through community learning and development will see the adult learning and family learning delivery plans include further support in terms of digital inclusion by addressing a range of barriers including literacy and numeracy, mental health and well-being, and digital literacy. 	
<p>Digital Economy</p>	<ul style="list-style-type: none"> A cross council multi-disciplined Digital Skills and Inclusion Group was established to support economic recovery and growth and ensure that all the work streams related to digital skills and inclusion are fully integrated. A Digital Skills and Connectivity Survey was undertaken of the local business base in 2021 to establish a baseline for digital skills and identify current and future digital skills requirements and skills shortages. Around two third of respondents reported current digital skills gaps within their organisations. A comprehensive digital toolkit / resource pack has been collated comprising digital business support available to local businesses via the council and partner organisations. This enabled the council to raise awareness of business growth funding opportunities available to support e-commerce and introduce new digital technologies as drivers of business growth and economic recovery. The council, in partnership with New College Lanarkshire and the University of Strathclyde launched a Smart Hub at the Motherwell Campus of New College Lanarkshire in April 2021. The Hub is home to a robotics and automation training facility and provides dedicated space for manufacturing Small to Medium-sized Enterprises (SMEs) to meet, learn and access business support and academic expertise. The Hub also works with local schools to raise awareness and engage pupils with manufacturing and give them the opportunity to develop their skills by using the technologies within the Hub. 	<ol style="list-style-type: none"> Deliver a co-ordinated partnership approach to digital skills planning focused on the current and anticipated future demands for digital skills within North Lanarkshire to support economic recovery and growth, maximise the impact of improvements to the digital infrastructure across North Lanarkshire, and develop a digital ready workforce through a skills academy approach. Build digital skills, innovation, and capability within the North Lanarkshire business community to meet future demand, address short to medium term skills shortages, reduce vacancies, and support economic growth. Build digital skills and capabilities in children and young people and deliver digitally enhanced curriculum and pathways aligned to business and labour market needs and intelligence. 	<ul style="list-style-type: none"> Improve North Lanarkshire's digital profile. Increase the digital maturity of North Lanarkshire's business community. Reduce the skills gap within the local business community.

Theme	Achievements to date	Actions in 2022/23	Measures of success
<p>Digital Economy</p>		<p>18. Deliver the Workforce for the Future Strategy aims and support the development of a digital academy approach through a focussed Digital Skills Action Plan to align digital skills training, digital business support, and education curriculum to the current and future needs of employers. The Digital Skills Plan for North Lanarkshire will focus on:</p> <ul style="list-style-type: none"> • Developing ongoing curriculum and skills training to ensure no one is left behind digitally in local communities. • Ensuring young people, those seeking employment and those hardest to reach are equipped with the digital skills they need. • Ensuring businesses have access to the skills support and trained staff they require. • Current and future digital skills requirements and skills shortages, upskilling / reskilling opportunities, and mapping pathways into digital roles and careers. 	
<p>Digital Council</p>	<ul style="list-style-type: none"> • Mass migration of over 4,825 users (employees and Elected Members) was completed to M365 with its associated components, Teams, OneDrive, SharePoint, Yammer, and modern office productivity tools. • Robotic Process Automation (RPA) developments have continued to improve productivity in tasks that are high volume, repetitive, and manually intensive. Successes have included saving 25 minutes in processing time for each community care grant application on the Pecos system which equates to 650 per month and 1.6 FTE. • Establishment of a community benefit monitoring and reporting framework which enabled the delivery of outcomes and benefits of approximately £187,850 from the council's digital business partners. • Implementation of a corporate Data and Information Strategic Roadmap to define the future approach to driving data management and storage to support strategic and evidence based decision making. • Implementation of the technological solutions required to support delivery of the council's future Hybrid workplace model using community based Hubs through a proof of concept in four locations. 	<p>19. Through the Digital Infrastructure Connectivity programme of work, support the connection of council corporate properties to achieve a new and improved corporate network and increased fibre coverage across the authority.</p> <p>20. Progress year 3 and seek approval of year 4 service construct sprints to improve productivity and remove inefficiencies and reconfigure processes to better deal with the impact of rising service demand and decreasing resources.</p> <p>21. Embed the Data and Information Strategic Roadmap across the council to ensure that one single source of truth for all data is retained within the council thus ensuring that through the master data entities of customer, cases, employees, and place there is an ability to process and use data as information to support service delivery, reduce costs, and support risk management arrangements.</p>	<ul style="list-style-type: none"> • Benefits realised from digital transformation sprints. • Efficiency savings achieved (hours) in terms of RPA Bots mobilised. • Improvement in addressing key digital skills gaps in staff

Theme	Achievements to date	Actions in 2022/23	Measures of success
<p>Digital Council</p>	<ul style="list-style-type: none"> The removal of time consuming low value activities has been achieved through the completion of three digital sprints, implementation of 13 processes live online, and delivery of efficiency savings. Completion of the proof of concept for dynamic scheduling opportunities to create digital self-serve processes for tracking and rescheduling appointments, with the pilot for adult health and social care now complete and the full work package for housing repairs due to be completed by March 2022. Promotion of digital Diplomas and digital related Graduate Apprenticeship programmes is ongoing and available for all staff. 	<p>22. Further develop the Business Intelligence (BI) Hub (phase 3 and beyond) and integration with systems to provide a single source of data in line with the one council approach. The use of a range of BI tools will enable the data to be turned into actionable information that will enable the council to detect and drive efficiencies within the current financial and resource constraints, allow areas requiring improvement to be identified, and demonstrate how the council is performing against The Plan for North Lanarkshire.</p> <p>23. Develop Centres of Excellence to support the critical capabilities required within the council for it to effectively support Community Boards to deliver on The Plan for North Lanarkshire. As the scale of digital transformation increases, defining and implementing long-term Centres of Excellence which drive innovation and improvement will provide a more consistent experience for local communities - initial developments will focus on Robotic Process Automation (RPA) and Business Change given the requirement to support services to build capacity and capability to deliver council-wide transformation.</p> <p>24. Complete a further 13 RPA Bots currently in the development phase (for revenues and benefits, housing, waste, and the employee service centre).</p> <p>25. Support the development of the council's Strategic Workforce Plans by taking account of the affect which the DigitalNL transformation programme will have on the size and shape of the council's workforce and what it means for existing roles, as well as roles that are likely to be required in the future.</p> <p>26. Complete the analysis of the 1,334 responses to the Essential Digital Skills Survey undertaken across the council in 2021 and develop an implementation plan to address key skills gaps.</p>	

supporting frameworks, plans, and sub-policies

The Digital and IT Strategy is supported by a range of operational frameworks, plans, and sub-policies - these are set out in the table on the next page. This aims to integrate related activities and review timescales and ensure that inter-related frameworks, plans, and policies are aware of, and take account of, common factors in order to align resources and maximise impact.

Along with the Digital and IT Strategy, these frameworks, plans, and sub-policies are subject to a formal review process (with reporting to the relevant committee) to ensure they remain fully reflective of expected good practice and current legislative

requirements and fit for purpose and aligned to the long-term vision of the council. The date of the latest version available and the date when the next review and update is due is set out in the table on the next page.

<p>Information Governance Policy Framework Latest version available: Version 4.0 June 2021 Next review due: March 2023</p>	<p>Data Protection Policy Latest version available: Version 6.0 June 2021 Next review due: March 2023</p>	<p>Information Security Policy Latest version available: Version 3.0 June 2021 Next review due: March 2023</p>	<p>Records and Information Management Policy Latest version available: Version 4.0 June 2021 Next review due: March 2023</p>
<p>Information governance balances the risk that information presents with the value that information provides.</p> <p>This framework sets out the council's responsibilities, and those of its ALEOs, in relation to information governance in accordance with legislation and professional principles.</p> <p>It summarises the relevant regulations and commits the council to their application where appropriate. It takes into account the Public Records (Scotland) Act 2011, the new UK Government Security Classification Policy and standards required by Health and Social Care integration, the Data Protection Act 2018 and General Data Protection Regulations.</p> <p>As such, it is presented as a framework comprising three elements:</p> <ul style="list-style-type: none"> • The corporate management of information governance. • An overarching policy drawing all the legislation and issues together. • A suite of comprehensive individual policies, standards, and procedures. 	<p>To deliver services effectively the council needs to collect, process, and hold large volumes of information relating to organisations and individuals. Protecting the confidentiality and integrity of personal data is a critical responsibility that is taken seriously at all times. The council is exposed to potential fines of up to 20 million Euros (approximately £18 million) or 4% of its total annual turnover, whichever is higher and depending on the breach, for failure to comply with data protection law.</p> <p>The collation and holding of information of any nature creates a risk of information falling into the hands of third parties or misuse of the information. To manage those risks the council has in place a number of policies. These are listed in the Information Governance Policy Framework document and the Data Protection Policy is a statement that sets out how the council will protect personal data. It sets out the principles, rules, and guidelines that informs how the council will ensure ongoing compliance with data protection laws.</p>	<p>Information is critical to the council and its employees, customers, partner agencies, and other stakeholders. Information systems and physical assets including supporting processes, networks and equipment must be protected to ensure the council can continue to operate.</p> <p>For the council the aim of information security is to enable the successful delivery of functions, while finding the right balance between the benefits and risks to the processing of information. How information is handled, processed, exchanged, and stored is clearly of importance, as are the ICT systems that employees have come to rely on.</p> <p>Information security must address a range of concerns including:</p> <ul style="list-style-type: none"> • Physical access to electronic and paper-based information assets. • Logical access to data, systems, applications, and databases. • External and internal access to networks and all other computing resources including cloud resources. • Legislation impacting data and IT systems in all council locations, business units, and teams. • Compliance requirements and standards set out by Government, partner organisations, and regulatory bodies. • Consumer and employee privacy rights. • Supply chain security, particularly where a third party holds or processes information on the council's behalf. <p>This Policy sets the strategic position and lays the foundations and framework for effective information security.</p>	<p>Records management is the process used by the council to manage the information it holds throughout its lifecycle, regardless of the format it is recorded in.</p> <p>Effective records management is required to support the council's core functions, provide authentic and reliable evidence of council business, and document historical and cultural activity across North Lanarkshire.</p> <p>This Policy:</p> <ul style="list-style-type: none"> • Provides a framework for good record keeping practices and ensuring records are managed effectively and efficiently, and the council complies with its statutory and regulatory obligations. • Develops and encourage a working culture that recognises and acknowledges the benefits of effective records management. • Secures a co-ordinated approach to the management of the council's records as a corporate resource. • Defines responsibilities for records management throughout the council. • Ensures that council records are reliable, authentic, and have integrity. • Ensures that records are retrievable as required but also secure so as to prevent unauthorised access, alteration or destruction. • Ensures lawful management of records that includes personal data. • Supports public rights of access to information. • Ensures that records of long-term value are identified and preserved as archives in the council's collections. <p>This Policy applies to all records created or managed by the council and the North Lanarkshire Licensing Board.</p>

Acceptable Use of ICT Policy
Latest version available: Version 3.2 July 2021
Next review due: July 2023

The council invests substantially in information technology and communication (ICT) systems that help employees to work flexibly and efficiently.

This Policy provides the council's ICT users with guidance on the appropriate use of technology including, but not restricted to, email, internet, PCs / laptops, mobile / smartphones and tablets, social media and shared network drives and Microsoft Office 365. It applies to council devices as well as personal devices when accessing council systems and data, e.g. NL Life.

The Policy supports the need to keep the council's ICT estate in a safe and effective operational state to ensure the confidentiality, integrity and availability of information.

This Policy applies to users of council ICT assets including employees, elected members, contractors, consultants, temporary agency staff, modern apprentices, students, volunteers and personnel affiliated with third parties.

Individuals using the schools' network and public access through libraries have separate guidelines covering acceptable terms and conditions of use. Elected Members have separate guidelines covering various aspects of conditions of use.

Records Management Plan
Latest version available: 2016
Next review due: June 2022

Records management refers to all public records, throughout their lifecycle, from creation and acquisition to archive and destruction.

Effective management of information and records supports efficiency, consistency, and business continuity and enables the council to deliver a wide range of services. It ensures that the correct information is captured, stored, maintained, and used, then destroyed or preserved in accordance with business need as well as statutory and legislative requirements.

Development of a Records Management Plan is required to comply with the Public Records (Scotland) Act 2011. The Act defines public records as all records created by, or in the possession of, the council to allow it to carry out its functions and meet its responsibilities.

This Plan applies to the council and the North Lanarkshire Licensing Board and sets out current records management practice measured against the standards required by the Keeper of the Records of Scotland.

Council records are managed in three types of records management systems:

- Manual filing systems for paper and other physical records.
- IT applications and databases for structured electronic records.
- Electronic Documents and Records Management Systems (EDRMS) and File Shares for unstructured electronic records.

technology and infrastructure

Technology Solutions

Achieving digital transformation across North Lanarkshire requires a wide range of solutions to develop and control the technology to be deployed along with its usage and interaction with hardware and software. Technology is also central to the delivery of everyday operational service functions and the management and development of solutions required to support council services in progressing activities which facilitate delivery of the people centred and whole systems approaches articulated through The Plan for North Lanarkshire and the place based investment programme, The Place, The Vision.

The Digital and IT Strategy is currently supported by three functions that are instrumental in providing the technological solutions, infrastructure, governance, and assurances required to realise the digital vision.

- 1.** Infrastructure and digital workplace development - providing ICT operations, end-user support, technical development building, and maintaining the essential technology required within the initial years of the digital transformation.
- 2.** Information risk and security - essential for providing information security assurance and addressing cyber security threats.
- 3.** Technology development - a key role in securing technical change and being the guardian of all future live / production environments. This function also includes the design, build, implementation, and maintenance of solutions approved by the Enterprise Architecture Governance Group (EAGG).

Aligned to the council's intentions set out within delivering for communities and the Hybrid workforce model, further developments will see the introduction of a Technical Field Services function, consolidating support across all services within a Town Hub model. In addition, increasing demands on information security will see the development of a hybrid Security Operation Centre model, allowing the council to be more responsive to modern day challenges and create an eco-system of tools that interact to provide users with a greater awareness of, and responsiveness to, threats.

To date accelerated enhancements to the council's infrastructure have supported many new methods of service delivery. This has included:

- Establishing a cloud based environment (Azure Cloud), reducing on-premises council owned computing and storage.

- Modernising and consolidating Customer Relationship Management (CRM) and Content Management System (CMS) systems, and carrying out application rationalisation.
- Moving the secondary datacentre to a third party hosted environment, Data Vita, consolidating 12 hardware racks into three and enabling a cloud express route for Azure.
- Rolling out an end user device (i.e. for end user computing (EUC)) refresh programme for over 3,000 devices during the last three years, with secure capital funding in place to enable continued device refresh for the next five years.
- Developing an end user device catalogue that offers device flexibility without compromising on security.
- Development of an application catalogue and Software Asset Management (SAM), to ensure ongoing ownership and optimisation of applications and licensing focusing on reuse and consolidation.
- Continued development of security measures to recognise the shift to an agile workforce and cloud based solution (Conditional Access, Multi Factor Authentication (MFA), Privileged Access Management, zero trust, and security baseline policies for Cloud and M365).

Enterprise Architecture principles

Across the council's c400 network sites, technology solutions support circa 15,000 desktops, 6,000 laptops, 5,000 tablets, 7,000 smart phones, 900 printers, 10,000 fixed telephones, and 656 virtual and 107 physical servers. As such, it is important that all digital transformation activities deliver value for money service provision and build on existing investments. Solutions are procured from a diverse range of suppliers.

Any technological solutions implemented across the council are required to comply with a set of Enterprise Architecture principles. These are high-level definitions of the fundamental values that the council subscribes to which provide a guide for business Information and Technology (IT) decision-making. They define the desired behaviours and rationale expected of initiatives, which contain any element of ICT. They provide a foundation for both business and IT architectures, standards, and development policies and are used to:

- Support evidence-based decision making.
- Provide a consistent set of guidelines against which any proposal or concept must reference and adhere to.
- Aid in the definition of functional requirements.
- Aid in the definition of solution concept design and subsequent selection of products, services, and suppliers.
- Aid in the definition of service management planning.

The Enterprise Architecture Governance Group (EAGG) is responsible for defining, promoting, and governing the Enterprise Architecture principles in line with the council's vision and strategy as set out in The Plan for North Lanarkshire and the Programme of Work. The Enterprise Architecture principles are set out in Appendix 1 and it is mandatory that these principles are considered and addressed when considering new concepts and designing architectures.

Roadmap

Through funding from the Strategic Capital Investment Programme 2021/22 to 2025/26 and the continued work of the business change processes aligned to the Digital sprints, opportunities will continue to be sought to consolidate the technology estate, maximise reuse, and increase efficiency in the short, medium and long-term. This will see core service orientated legacy systems being replaced and/or consolidated with key procurements outlined in the table below;

Systems	2022/23	2023/24	2024/25	2025/26
Case management system for Adult Health and Social Care	procurement	implementation and phased decommissioning as new modules / services are developed		
Housing management system	procurement		implementation and decommissioning as new modules are developed	
Financial systems transformation	assessment scoping, system requirements, market testing, and procurement		implementation and decommissioning	

Key tasks identified for 2022/23 also include investment in Enterprise Security Management solutions, complementing the continuing shift to an agile, anywhere workforce and the transformation from legacy telephony communications to a modern single integrated communication soft-client (i.e. soft phone).

As on-premise equipment naturally ages out of support, work will continue to implement a Cloud First strategy for solutions; this will see further expansion of Azure Cloud services however it will also use the Enterprise Architecture principles to ensure that correct consideration is given to operational risk when assessing disaster recovery and availability requirements for existing (as natural change points occur) and new solutions.

Carbon impact

Programmes of work, projects, and activities to realise the vision for a DigitalNL will be delivered in line with the council's commitment as set out in the Climate Plan (Action on Climate Together 2030). Providing digital services that offer online, anytime access to services will have a positive environmental impact across several important areas such as minimising waste and recycling, thanks to the limited need for paper forms. The development of a digital workforce will again reduce the council's carbon footprint by saving energy and reducing emissions, because of decreased work-related travel and need for buildings to remain open. Work with suppliers will ensure green energy is used in the provision of services to the council including where cloud solutions are being provided to the council and purchasing will be prioritised on equipment with minimum energy ratings and minimum recycling content and energy efficient software. Work with the local business community to improve their adoption of digital technologies will also assist to have a positive environmental impact.

governance and risk

Governance

As the council's transformation programme, DigitalNL has a significant role to play as the enabler to achieving the long-term vision set out in The Plan for North Lanarkshire. However, real-world programmes are complex, unpredictable, and multidimensional and need to respond to major demographic, social, economic, and technological changes.

Managing the programme of work to identify, develop, and deliver projects focused on achieving inclusive growth and prosperity for all, while realising benefits and savings, are challenging when it comes to engaging stakeholders and using information and insights to drive the right behaviours and secure the desired outcomes. With the pressure to meet financial targets and deliver benefits and savings as early as possible, the practice of good governance becomes critical to ensure well informed decision making and clarity in terms of roles and responsibilities and accountabilities, and in order to build confidence with service users, stakeholders, and local communities.

The vision for a DigitalNL is therefore supported by a Programme Governance Framework. Established in 2019, this set in place the governance needed to secure the foundations from which to implement the programme management arrangements required to enable the council and partners to maintain momentum and deliver the range of innovative and transformational projects and work packages required to secure the desired benefits and savings.

Ensuring appropriate governance arrangements from the outset of the DigitalNL programme has contributed to the success of the programme to date. These arrangements have been instrumental in:

- Providing a framework for strategic oversight, management, and control.
- Providing a mechanism to monitor and manage issues, opportunities, risks, complexities, and competing priorities.
- Establishing structured processes for implementation, while ensuring that policies and best practices are followed.
- Increasing clarity of the roles and responsibilities for programme and project resources and wider stakeholders.
- Establishing a structure for engagement and communications activity.
- Increasing programme control and reducing inefficiencies in terms of time and effort.
- Improving visibility of the overall programme value and the value of projects at each stage of development - enabling informed decisions and the right decisions made at the right time.
- Improving efficiencies, with resources deployed in the most appropriate way, doing the right things, and aligned to the programme intentions and council's long-term vision.

- Increasing the sustainability of the programme by ensuring that the requirements for each stage in the project lifecycle are well-understood and communicated.
- Promoting trust and confidence with employees, service users, suppliers, businesses, communities, and other stakeholders.

The latest update to the Programme Governance Framework (in April 2021) reflected the maturity of the DigitalNL programme, and this is supported by the wide-ranging extent of elements and mechanisms in place that provide a tangible evidence base which enables the council and the programme to demonstrate good governance in practice. This Framework is subject to an annual review and refresh process to

ensure the elements and mechanisms set out therein remain timely and relevant as the DigitalNL programme matures further towards completion. This also allows for more of a transition to agile methodologies centred around iterative developments where requirements and solutions evolve through ongoing collaboration across the council and with partners, stakeholders, and local communities.

The DigitalNL Delivery Board is responsible for governing the DigitalNL programme in line with the council's strategy and policies. This is supported by a range of key corporate working groups, specifically the Enterprise Architecture Governance Group (EAGG) and Data Governance Board (DGB).

DigitalNL Delivery Board	Enterprise Architecture Governance Group (EAGG)	Data Governance Board
<p>The DigitalNL Delivery Board is responsible for governing the DigitalNL programme in line with the council's strategy and policies.</p> <p>The overall aim of the Board is to ensure the programme is aligned with organisational strategy and assist with resolving strategic level issues and risks.</p> <p>It provides strategic oversight and challenge above the management oversight layer, in effect being reported into by project and governance boards which oversee specific areas of programme delivery, i.e. the DigitalNL Project Board, Enterprise Architecture Governance Group (EAGG), and the Technical Design Authority (TDA).</p>	<p>The EAGG provides strategic oversight for all digital and IT related projects, services, solutions, and operations within the council to ensure such are fit for purpose and comply with all relevant standards, specifications, and principles. Specifically the EAGG ensures:</p> <ul style="list-style-type: none"> • Organisation wide governance for all digital solutions and services. • That a cohesive, integrated, and data driven approach to enterprise wide architecture is undertaken. • A holistic full lifecycle view of solutions is considered. • The council's enterprise architecture principles are considered and addressed for new proposals. • The council's enterprise architecture principles remain relevant. <p>The EAGG aims to ensure a consistent, coherent, and complete council-wide (enterprise) perspective to design to enable business operations to be transformed and the associated benefits to be secured in a co-ordinated manner across the organisation.</p> <p>The EAGG has the ability and responsibility to challenge operational business cases, ensuring a holistic organisation wide approach to design is maintained and best value is achieved.</p>	<p>The Data Governance Board has responsibility for ensuring the council can comply with its statutory responsibilities in respect of information governance, which includes, 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).</p> <p>The Board is responsible for developing and implementing strategies, policies, and standards in relation to data governance and information management and ensuring measures are in place to monitor compliance with the standards.</p>

Risk

From an operational perspective, the risk management arrangements in place for the DigitalNL programme comprise the following:

- A strategy for risk management (established in April 2019 as part of the detailed design stage) to maintain a systematic approach to the identification and management of risks within the programme. The main objectives of the risk management strategy are to:
 - Ensure that risk management is clearly and consistently integrated and evidenced in the culture of the programme.
 - Anticipate and respond to changing social, environmental, and legislative requirements.
 - Raise awareness of the need for risk management by all those connected with project and programme delivery.
- A Risk Register comprising risks associated with the programme and a supporting RAIDE log which provides a central point for all programme risks, assumptions, issues, dependencies, and exceptions.
- A system wide risk management annual review and refresh exercise to ensure ongoing alignment with the risk management strategy objectives and compliance with the requirements of the DigitalNL Programme Governance Framework.
- The use of risk appetite (unique to the DigitalNL programme) which is the level of risk the programme is willing to accept while pursuing its vision and before any action is determined to be necessary in order to reduce the risk. This aims to enhance the risk management process and help make informed risk-based decisions while allocating resources and understanding the risk / benefit trade-offs. The use of risk appetite is designed to represent a balance between the potential benefits of innovation and the threats that change inevitably brings.
- The grouping of risks into categories in relation to what the DigitalNL programme aims to achieve and the environment in which it operates. This approach helps to

group individual risks in a way that identifies those risks in common and helps to highlight potential sources of threats.

- Introduction of a specialist risk management group as part of the DigitalNL Project Board governance arrangements. Meeting every four weeks, implementation of this group has enhanced awareness and a joint understanding of risks, assumptions, issues, dependencies, and exceptions; it also facilitates a shared approach to managing risk. Part of these revised arrangements involved the DigitalNL Project Board maintaining their oversight role in terms of resolving strategic level risks and issues.

From a corporate perspective, there are three risks on the council's Corporate Risk Register that support the strategic management and delivery of the DigitalNL programme. These are subject to regular formal review by relevant senior management in line with the review frequency set out in the council's Risk Management Strategy. Periodic reviews are also undertaken by the Corporate Management Team, Audit and Scrutiny Panel, and Transformation and Digitisation Committee in line with their respective governance roles.

Risk: Information security and information governance

- **Risk description:** There is a risk that information, in whatever format, is not managed securely or that information governance across the council and its arm's length external organisations is ineffective.
- **Risk context:** The council is entrusted to manage data for the benefit of service users. If this information is not available, is corrupted, or is inappropriately released, the council may be unable to deliver critical services or comply with legal obligations. There are many factors which contribute to this risk, including the increasingly interconnected nature of digital networks, cloud based systems, and adoption of new technologies (such as the Internet of Things and Robotic Process Automation) which mean new threats are ever-present and distance is no longer a barrier.

Risk: ICT operational capability

- **Risk description:** There is a risk that ICT operations may not have the capacity / capability to support the council and its partners in delivering services, meeting strategic objectives, ensuring secure operations, and facilitating change.
- **Risk context:** The council increasingly relies on ICT solutions to support the delivery of services. The pandemic response exacerbated this, requiring services to adapt and change at a more aggressive rate than envisaged within the DigitalNL transformation programme. The demands of the digital transformation programme, although a known requirement, continue to place pressure on operational capability and resources, particularly as the programme transitions from the build to migrate phase.

Risk: Digital and IT strategy

- **Risk description:** There is a risk that technology and its replacement (and deployment of the replacement) cannot sufficiently support the council in delivering the long-term vision and ambitions (including the digital ambition) set out within The Plan for North Lanarkshire
- **Risk context:** Achieving the council's long-term vision requires a programme of change that has digital transformation and IT technologies at the heart of the process. While current IT systems provide adequate services across the council, further improvement is required to support the large scale changes required in a timely and cost effective manner. Revised ICT governance has the ability to introduce improved levels of control, however this has to fully embed itself across the organisation. A shift to online service delivery and self-serve / self-help functionality will require substantial changes to systems and processes and this will vary significantly as new and replacement systems are introduced, increasing the requirement for effective deployment of technology in line with the digital vision and the Digital and IT Strategy itself.

appendix a: Enterprise Architect Principles

The Enterprise Architecture principles are set out below; it is mandatory that these principles are considered and addressed when considering new concepts and designing architectures.

Type	Ref	Principle	Description
Business principles	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 and demonstrate robustness, affordability and sustainability	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).
Covid-19	BP08	The solution enables service delivery during Covid-19	Proposals relate directly to enabling and delivering the Councils workforce recovery planning
	BP09	Workforce change	Proposals consider workforce recovery planning and the Managing Workforce Change Policy, in particular the transition to a workforce less dependent upon dedicated office space and compatible with home working.
Data principles	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.
Application principles	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.
	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.
Technology principles	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. 1. Software As A Service (SaaS) 2. Platform As A Service (PaaS) 3. Infrastructure As A Service (IaaS)

appendix b: Glossary

Term	Definition
Accessibility	Accessibility is the process of making web content accessible to people with disabilities such as those who are visually impaired, hearing-impaired, colour blind, or anyone else who cannot for whatever reason, use a computer in a conventional manner. A website with poor accessibility will be difficult for these people to use. Accessibility is particularly important for sites providing information to those with disabilities such as those in the healthcare sector and government departments. Accessibility is an important aspect to consider when designing any site.
Agile working	Agile working is about bringing people, processes, connectivity, and technology, time, and place together to find the most appropriate and effective way of working to carry out a particular task. It is working within guidelines (of the task) but without boundaries (of how to achieve it). Agile working incorporates dimensions of time and place flexibility, but also involves doing work differently focusing on performance and outcomes. In fact agile is more than working in a different way, it is being and behaving differently. It is transformational.
App	Short for application, an app is program that runs inside another service. Many mobile phones allow apps to be downloaded. An app can also refer to a program or tool that can be used within a website. Apps generally are built using software toolkits provided by the underlying service.
Assistive technology	Assistive technology is a piece of equipment or system that is used to improve or enhance digital leaning access and capability. This is particularly important to individuals with disabilities or for those who have difficulties in engaging with digital approaches to learning.
Back-end	The back-end of a website is the part hidden from view of regular website visitors. The back-end generally includes the information structure, applications, and the content management system controlling content on the site.
Bandwidth	Bandwidth can refer to two different things: the rate at which data can be transferred, or the total amount of data allowed to be transferred from a web host during a given month (or other hosting service term) before overage charges are applied. It is generally referred to in term of bits-per-second (bps), kilobits per second (kbs), or other metric measurements. Lower bandwidth internet connections such as dial-up mean data loads slower than with high bandwidth connections such as broadband.
Bring your own device	A term used to describe where users bring their own devices to access digital resources from a central location to support work or learning activity.
Cloud-based	Cloud based is where digital data is stored, managed, and processed on a network of remote servers hosted on the internet, rather than on local servers or personal computers. Cloud computing is the on-demand availability of computer system resources, especially data storage and computing power, without direct active management by the user. Large clouds often have functions distributed over multiple locations, each location being a data centre.
Community of Interest	An online community of people who share a common interest or passion.
Content Management System (CMS)	A content management system is an application that is used to consistently manage content (for example, documents, images, videos) and allow multiple contributors to create, edit, and publish content. A CMS is a backend tool for managing the content of a website. Using a CMS makes it easier to change the design or function of a site independently of the website content. It will often make it easier for administrators who aren't web developers, to add content to a website. Drupal is a popular example of a content management system.
Digital channels	Digital channels are an online means of distributing social content. Channels include owned media, paid media, and earned media methods.
Digital connectivity	Digital connectivity is about access to a fast and reliable internet connection (fixed or mobile) which enables users to benefit from smart and digital services. It is sometimes referred to as the fourth utility, an everyday necessity alongside water, gas and electricity. Superfast broadband can be a useful indicator for measuring a place's digital connectivity. Superfast fixed broadband of 24 Mbps or more is likely to be needed in households where different people use the internet at the same time, download films or large files on a regular basis, use multiple devices to access online services, play video games, or use video calling services. Superfast fixed broadband enables small and medium enterprises to do more for less, is better value for money, and is more cost effective than regular broadband provision. Facilitating online calls and cloud computing, it helps reduce the need to travel, and as a result reduces overheads, provides greater convenience, saves time, ultimately reducing carbon footprints and improving efficiency and work / life balance.

Term	Definition
Digital economy	Digital economy refers to an economy that is based on digital computing technologies, but is often perceived as conducting business through markets based on the internet and the World Wide Web.
Digital exclusion	Digital exclusion is where a section of the population have continuing unequal access and capacity to use Information and Communications Technologies (ICT) that are essential to fully participate in society.
Digital inclusion	Digital inclusion is about working with communities to address issues of opportunity, access, knowledge, and skill in relation to using technology, and in particular, the internet.
Digital infrastructure	Digital infrastructure comprises the physical resources that are necessary to enable the use of data, computerised devices, methods, systems and processes. Digital infrastructure has become indispensable to the functioning of society and the quality of life of its citizens
Digital literacy	An individual's ability to use digital information and relevant technologies to find, evaluate, create, and communicate information. This type of literacy requires cognitive and technical skills.
Digital technologies	Digital technologies are electronic tools, systems, devices and resources that generate, store or process data. Well known examples include social media, online games, multimedia, and mobile phones. Digital technology enables immense amounts of information to be compressed on small storage devices that can be easily preserved and transported. Digitisation also quickens data transmission speeds. Digital technology has transformed how people communicate, learn, and work.
Digital transformation	Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing and improving how services operate and are delivered to the public. It's also a cultural change that requires organisations to continually challenge the status quo, experiment, and get comfortable with agile and iterative processes.
Enterprise architecture	Enterprise architecture is an analytical discipline that provides methods to comprehensively define, organize, standardise, and document an organisation's structure and interrelationships in terms of certain critical business domains characterising the entity under analysis.
Front-end	The front-end is the opposite of the back-end. It is all the components of a website that a visitor to the site can physically see such as pages, images, and other content. More specifically, it is the interface that visitors use to access the website content. It is also sometimes referred to as the User Interface (UI).
Hyperlink	A hyperlink is a link from one web page to another, either on the same site or another one. Generally, these are text or images, and are highlighted in some way; text is often underlined or put in a different colour or font weight. The inclusion of hyperlinks creates the hyper part of hypertext.
Internet of Things (IoT)	The Internet of Things describes physical objects that are embedded with sensors, processing ability, software, and other technologies that connect and exchange data with other devices and systems over the internet or other communications networks.
Pedagogy	Pedagogy, most commonly understood as the approach to teaching, is the theory and practice of learning, and how this process influences, and is influenced by, the social, political and psychological development of learners.
Platform	In the technology world, a platform refers to the hardware or software that other applications are built upon. Computing platforms include Windows PC for example. Mobile platforms include Android and iPhone.
Portal	A portal is a web-based platform that provides a front door for links to key sources of information.
Robotic process automation (RPA)	<p>Robotic process automation (RPA) occurs when basic tasks are automated through software or hardware systems that function across a variety of applications, just as human workers do. The software or robot can be taught a workflow with multiple steps and applications, such as taking received forms, sending a receipt message, checking the form for completeness, filing the form in a folder, and updating a spreadsheet with the name of the form, the date filed, and so on. RPA software is designed to reduce the burden for employees of completing repetitive, simple tasks.</p> <ul style="list-style-type: none"> • RPA refers to software that can be easily programmed to do basic, repetitive tasks across applications. • RPA creates and deploys a software robot with the ability to launch and operate other software. • Designed primarily for office-type functions, RPA works like a digital assistant, doing routine onerous tasks that would otherwise eat up employees' time.
Service redesign	Redesigning the service process in an organisation involves assessing how the current functions, structures and responsibilities are operating and identifying what could be done to improve the efficiency and effectiveness of operation. Service design may function as a way to inform changes to an existing service or create a new service entirely.

Term	Definition
Social media	A catch-all term used to describe the tools and technologies that facilitate social interaction over the internet. Social media is a very broad term as it refers to blogging, wikis, video-sharing sites like YouTube, photo-sharing sites like Flickr, and social networking sites like Facebook and Twitter.
STEM education	STEM Education, at its core, simply means educating students in four specific disciplines, namely, Science, Technology, Engineering, and Mathematics (collectively shortened as STEM).
Superfast broadband	Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. In order to deliver these speeds, service providers typically need to install fibre optic cabling, which supports higher speeds than the copper cables used in traditional networks. The current generation of superfast broadband is typically delivered by replacing the copper cable between the local exchange and the street cabinet with optical fibre. The cable between the street cabinet and the consumer's home or business is still made of copper. The replacement of copper with fibre in the connection enables higher speeds for the consumer. It is also possible to use fibre optic from the exchange all the way to the consumer's premises. This offers speeds that are even higher than superfast, which is called ultrafast broadband. Some common terms used to describe broadband services include: <ul style="list-style-type: none"> • Fibre to the cabinet (FTTC): This describes a superfast broadband connection that uses optical fibre from the exchange to the street cabinet and a copper cable to connect the cabinet to the home or office, as described above. • Cable: This is a similar concept to FTTC, but the connection between the cabinet and the home or office is made of a particular type of copper cable that can support very high speeds. • Fibre to the premises (FTTP): This describes a service that uses fibre from the exchange directly to the consumer's home or office. FTTP, or full fibre networks can deliver very high speeds. • Wireless: This describes a service that uses a wireless connection between the consumer's home or office and the provider's network. This kind of service is often based on similar technologies to those used in mobile networks, and can deliver superfast speeds.
Usability	Usability refers to how easy it is for a visitor to use a website in its intended manner. Good usability means that elements such as navigation, content, images, and any interactive elements are easy to use, functioning the way they were intended and that any visitor will not need any special training in order to use the website.
Virtual classroom	A digital environment provided through a virtual learning platform. This replicates the physical classroom in a virtual way, allowing tutors and staff to communicate, interact, and engage simultaneously in teaching and learning activities.
Webinar	A web-based learning or training activity, usually interactive, for example, a workshop or seminar. Webinars take place simultaneously using video conferencing software, with participants taking part digitally. Webinars may be recorded and made available as a video for viewing afterwards.
Wiki	A wiki is a web application which allows people to add, edit, or delete content in collaboration with others, Wikipedia, for example.
Whole system approach	A whole system approach involves applying systems thinking, methods and practice to better understand challenges and identify collective actions. Systems approach is a management perspective which advocates that any business problem should be seen as a whole which is made up of an hierarchy of sub-systems. So rather than seeing the problem in parts it should be seen as whole.

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