

DATA LABEL: PUBLIC



**PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL**

**CORPORATE STRATEGY ANNUAL UPDATE – DIGITAL TRANSFORMATION STRATEGY  
2018/23**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The report provides a review of the Digital Transformation Strategy 2018/23 to the Panel, including progress against the planned actions and an overview of the performance to date.

**B. RECOMMENDATIONS**

It is recommended that the Panel:

1. Notes the performance against the outcomes.
2. Notes the progress made in implementing the key activities and actions.
3. Agree any recommendations for improvement.

**C. SUMMARY OF IMPLICATIONS**

I.	Council Values	<ul style="list-style-type: none"><li>• Focusing on our customers' needs</li><li>• Being honest, open and accountable</li><li>• Developing employees</li><li>• Making best use of our resources</li></ul>
II.	Policy and Legal	The strategy takes into consideration the Council's Best Values duties in the Local Government Scotland Act (2003).
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V.	Relevance to Single Outcome Agreement	Effective planning and prioritisation of resources is essential to support the delivery of outcomes.

VI.	Resources (Financial, Staffing and Property)	A capital budget of £1.15m has been assigned over a ten year period. A saving of £0.6m has been identified as part of the Transforming Your Council programme.
VII.	Consideration at PDSP/Executive Committee required	There has been consultation with the EMT and CMT at regular stages.
VIII.	Details of consultations	The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018.

## **D. TERMS OF REPORT**

### **D.1 Background**

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2020/21 on the performance in strategy outcomes and progress in the action plan.

### **D.2 Strategy Outcomes**

The Digital Transformation Strategy is an integral part of a suite of strategies (People Strategy, IT Strategy, Customer Services Strategy, Improvement Strategy, Asset Management Strategy, and Financial Strategy) that, in the round, ensure that the council has digital at the heart of service development. This is within the context of reducing resources and a need to move customers to more effective and efficient service delivery channels.

The Strategy was developed by the Digital project group, a cross-council officer group, who used a variety of data such as: the feedback from the TYC consultation, information from the Quality of Life survey, transactional data gathered as part of the former channel shift project, and national and international research. In addition, the Scottish and UK Government's Digital Strategies and the Scottish Digital Partnership priorities were considered.

The strategy was developed around four themes:

1. Digital customers - Our customers use digital channels to interact with the council
2. Digital skills - Enabling and supporting our customers and staff to thrive in a digital age
3. Digital service design - Ensuring our digital ambitions are embedded across the council
4. Digital workplace - Transforming how we work to deliver more effective and efficient services

### **D.3 COVID-19 Pandemic Implications**

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to comply with lockdown rules, however, the majority of the council's essential services have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses. Some examples of the changes made and support delivered throughout this period include:

- Maintained high levels of engagement with learning during periods of remote learning, and supported pupils and families with digital devices and connectivity solutions where necessary.
- As part of the Connecting Scotland Programme, digital champions have been providing iPads and laptops since September 2020 to those identified as being socially isolated as a result of the pandemic.
- Introduced new ways to interact with customers such as the click and collect library book service.
- Mobilised IT resources and support to allow over 1,400 office-based staff to undertake their roles at home.
- Continued employment support through digital means, to ensure those at threat of redundancy are provided with the necessary support.

### **D.4 Performance Scorecard**




The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.

The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

The scorecard will report the last recorded performance in the event that any data for 2020/21 are not available for the period or reporting has been delayed (for example due


to external validation processes). This will include the performance updates for any council activities that were ceased/suspended during 2020/21 due to the Coronavirus pandemic.

A total of 20 performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	13
 Amber	0
 Red	7

A commentary on the performance and the corrective action that will be taken to address the performance indicators that were triggering as Red is outlined below:

**Outcome 1: Digital customers – Our customers use digital channels to interact with the council**


 DT003: Increasing the number of people aged 75+ supported by technology to remain at home			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
2.3%	5%	7%	10%

Overall, the number of over 75s using technology to help them stay at home increased from 2,711 to 2,775 during 2020/21, an increase of 64 people from the baseline. This is the first year since we have been measuring this indicator that there has been an overall increase. Whilst not meeting the target the direction of travel is positive.

The TEC Team continue to use a number of different technology solutions as part of the assessment process this includes Just Checking; GPS Safer Walking Devices; and YourMeds. All are progressing well with a consistent, if slower uptake, due to service users wishing to delay visits during the period of the pandemic.

The upgrade of the Alarm Receiving Centre (ARC) software has been agreed with contract awarded and the project underway to upgrade the ARC to a solution that will fully support the analogue to digital shift. A separate project (but also dependant on the ARC upgrade) is also underway to replace the analogue hub units to digitally capable units in the community and our Housing with Care developments. A project board is in place for this strand of work and is meeting regularly. The plan at this stage is to have completed service user acceptance testing with a control group of 100 by the end of the summer and all being well the wider rollout will be planned from there.

**Outcome 2: Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age**

 DT004 Percentage schools achieving Digital Schools status			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
14%	50%	60%	75%

Our schools have been making good progress in utilising digital technology to enhance and promote digital learning and teaching. The Digital Schools status is an externally accredited award which schools work towards and have to demonstrate that “digital” is embedded in everything that they do.

In 2020/21 nine schools had achieved the Digital Schools status and a further three clusters were part way through the process. However due to the COVID 19 pandemic schools that were due to be validated have had validations cancelled. Schools awaiting a validation date have had this work suspended by the programme due to school closures and during the academic year 2020/21 no further assessments have been carried out. However, schools have demonstrated their ability to embrace digital learning by adapting to deliver online learning as pupils were not in school for over 6 months of the year.

● P:EDALYS024 Adult Learning – Percentage of Adult Learning students resident in the 20% most disadvantaged areas			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
24%	33%	34%	35%

During 2020/21 the ability to deliver face to face classes for adult learners was removed due to the Covid 19 pandemic. The team had to adapt their offer to an online only solution, which has been challenging when they tend to work with those residents who are the most digitally excluded. During the year the team supported 331 learners which was down from 613 the previous year. The team created and distributed “how to” guides for a range of digital functions such as creating an email address, using social media and keeping safe online.

The Adult Learning team also co-ordinated and supported the roll out of the Scottish Governments initiative called “Connecting Scotland” which has seen over 1020 digital devices distributed to householders where someone is over 60, shielding, unemployed with children, disabled or a care leaver. Along with the device was a data package to cover a one-year subscription and access to a digital buddy to help and support the person get started with their device. Ongoing support was offered on a one to one basis by via the phone or video conferencing.

● DT006 Percentage of relevant staff completing digital skills training			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
33.03%	50%	60%	90%

Following the 2019 digital skills audit further modules have been developed on the e-learning platform focusing on specific digital skills. 726 of these modules were completed. Overall during 2020/21 40,001 modules were completed from the 87 live programmes. A further 67 programmes are in development. In addition, over 1,500 staff have upskilled themselves to undertake video conferencing meetings utilising training materials created by the Digital Team and Microsoft. These materials have not been included in the e-learning platform as it would be duplication of effort.

The Digital Champions have also been delivering one to one support around digital skills, to support staff to access MyHR as well as other online resources such as the Four Pillars of Wellbeing.

● DT009 Percentage of customers satisfied with online / automated service updates			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
0%	35%	50%	75%

During 2020/21 there were 88,890 online requests made through the customer portal “mywestlothian”. Overall satisfaction with the website is good with 67% rating it good or excellent. However, as yet, we are not able to give service updates across the whole range of the online services available and therefore, we cannot report on our customers satisfaction with this functionality. It is recommended that we archive this particular performance indicator, and replace it with an indicator showing the number of online service requests made.

#### **Outcome 4. Digital Workplace – Transforming how we work to deliver more effective and efficient Services**

● DT014 Number of residents using public access wifi as a percentage of the West Lothian population			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
0.54%	5%	8%	10%

During 2020/21 the majority of customer facing buildings (Partnership Centres, Libraries and Community Centres) were closed to the public due to the Covid 19 pandemic, therefore the use of the public access wifi has been negligible with only 985 people using it. This is compared to 15,683 using it the year before. During the period the council has taken the opportunity to migrate the majority of the sites to an inhouse solution, which going forward will give us greater control and reliability.

There is one indicator where no performance was recorded during 2020/21.






#### **Outcome 2: Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age**

● CuCS031a_9b.1c Library Service - Percentage of available public access computer sessions that are used in libraries.			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
N/A	25%	25%	25%

There was no performance recorded for 2020/21 against this indicator because library buildings were closed and customers had no access to the public access PCs throughout the year. During 2019/20 performance was recorded at 26.7%, and the target for the following years had been adjusted to reflect the changing habits of customers who were taking advantage of the free public wifi in libraries and using their own devices.

### **D.5 Strategy Actions**

There are twenty actions to support the delivery of the Digital Transformation Strategy outcomes. At present, the status of those actions are as follows:

Summary of Action status (RAG)	
Status (against target)	Number of PIs
 Complete	2
 On track	18
 Amber	0
 Red	0
 Unknown	0

The update for each action is included in Appendix 2. A commentary is provided below for any actions that have in 2020/21 closed, significantly progressed, or been delayed.

### Closed

**Action:** DT 18003 Website refresh  
**Status:** Complete  
**Objective:** More people use the website to find information and transact with the council.

During 2019 the council refreshed and revamped its website based on data from its usage. The new focus was on helping people find easily the information they required as well as allowing customers to transact with the council. In 2020/21 there were 88,890 forms submitted on the website to ask for a service. This is an increase of 29,772 on the previous year. In March 2021 there were 130,222 users of the site which is an increase of 4,675 on the same time last year. When questioned most people said they used the website to look for information. The most popular web pages were the Home page, followed by the school term dates. Around 68% access the website from a mobile or tablet device.

**Action:** DT 18008 – Staff skills audit  
**Status:** Complete  
**Objective:** Managers understand the Digital Skills of their staff

The second Digital Skills Audit took place in October 2020 to coincide with Getonline Week. We utilised the national question set developed by Scottish Council for Voluntary Organisations (SCVO) to ensure we could benchmark with other organisations. The question set was built around the five main themes of SCVO's "Essential Digital Skills" and these are; Being Safe, Legal and Confident Online, Communicating, Handling Information and Content, Transacting, and finally Problem Solving.

Staff were asked to complete an online assessment, and all staff had access to this via their work or personal emails. 600 staff responded, which was significantly reduced from the 2018 survey. This was due in part to the use of a "global email" from IT Services that did not highlight the subject matter.

Across all skillsets there was an increase in the reporting of digital skills. Of the results from the 28 questions, only one question saw a reduction (of 1%) in positive answers.

The Customer and Digital Board considered a report on the skills audit in December 2020 and the 55 Digital Champions have put together a programme of learning events

to support colleagues in the areas where skillsets were judged to be lower. In addition, online learning modules have been created that all staff have access to.

### **Significantly progressed**

**Action:** DT18004 Adopt myaccount as the single logon  
**Status:** Active  
**Objective:** Staff and customers find it easier to transact with the council.

In October 2018 the council launched mywestlothian customer portal on the website giving customers access to online services in one place. We used the nationally recognised myaccount as the authentication. Customers can report issues, pay bills and get personal information such as council tax balances or bin collection calendars. There are now 45,353 people registered to use mywestlothian, our customer portal. This is 32% of the adult population in West Lothian. This has increased significantly over the last year due to the use of the parentsportal, we now have over 10,000 parents registered, and the launch of bus pass applications online, which is a joint initiative with the Improvement Service.

**Action:** DT18009 Digital skills training created to meet demand  
**Status:** Active  
**Objective:** Staff acquire basic digital skills

The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the council's core systems to modules focusing on being safe online. Modules to support the rollout of Office 19 and the new HR system were specific initiatives during 2020. Overall 40,001 modules were completed.

In addition, the council's 55 Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.

Specific work is underway to support staff who are non-office based to increase their digital skills through the purchase of additional hardware such as tablet devices to allow more one to one support, as well as new e-learning modules which focus on their specific area of work, for example waste operatives undertaking essential health and safety training online.

**Action:** DT18010 paper processes will be reduced  
**Status:** Active  
**Objective:** The council will reduce its printing costs

Over the last year the council has increased the use of Objective workflows to reduce the amount of paper that is used for internal processes. There are now 71 workflows in place with a further three in development.

With the majority of staff working from home during 2020/21 there has been a significant reduction in the amount of printing being done as staff have not had ready



access to a printer. The volume of printed material during 2020/21 is down to 26,046,955. This is a reduction of 19,590,132.

In addition, staff have adapted the way meetings are run, reducing the requirement for printed papers. The launch of MyHR late in 2020 has also contributed to the reduction in the use of paper.

Housing Services have digitised all their paper records and have moved the housing application form online. This has seen a significant reduction in the use of paper within the service.

**Action: DT012 Internal end to end processes are automated**

**Status: Active**

**Objective: Transactions are seamless**

The council's Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on both internal systems and customer facing enquiries. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. The council has also joined the national project to develop approaches to automation which is being led by the Scottish Local Government Digital Office.

Initially the focus of the project will be the Financial Management Unit and the Customer Service Centre. In addition, detailed process mapping work has supported services to identify where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues Service has been able to utilise its existing software to automate 150 backend processes creating efficiencies and reducing the time taken to undertake processes.

**Action: DT013 The number of systems is reduced**

**Status: Active**

**Objective: The council saves money from reduced support and maintenance costs**

The Digital Transformation Team has undertaken a comprehensive review of all IT systems currently being used by council services to assess the ability to reduce / reuse or refocus some of the systems in order to reduce the overall IT estate and reduce the annual maintenance costs. A saving of £150,000 has been targeted across systems and systems admin/development. Progress has been made with some smaller, less common systems being retired and the functionality being delivered by some of our "core" systems; for example the system being used by Internal Audit has been replaced utilising the functions of the core document management and case management systems. The current focus is on systems that are used for case management, as we currently have 16 across the council. Detailed process maps are being created to understand the data flows and the uses of the data, as well as the functions required to inform decisions about reuse or withdrawal.

**Action: DT18014 Digital skills training will focus on those most in need**

**Status: Active**

**Objective: Customers digital skills will be enhanced**

The Digital Inclusion Group, a Community Planning Partnership led initiative, agreed and updated detailed actions to support customers who are digitally excluded. Over the year the group has widened its membership and has been particularly active as a response to the Covid 19 pandemic and the need to support vulnerable individuals. West Lothian has received over 700 devices from the Scottish Governments Connecting Scotland programme to distribute initially to those people who are shielding but need support to get online. The second wave of the programme saw a particular focus on care experienced young people, and families where there is unemployment.

The councils Adult Learning and Access2Employment services worked together to support individuals with their digital skills. Both services have adapted their digital programme to be able to deliver this online rather than face to face. To supplement this learning new printed resources have been created to help people get started in their digital journeys.

**Action: DT18018 Self Service is implemented across the council**

**Status: Active**

**Objective: Self service options are available**

Greater use is now being made of the mywestlothian customer portal with 45,353 customers registered. Particularly popular is the parentportal with almost 10,500 parents registered. On a monthly basis around 6,500 forms are submitted. The "top 20" requests account for 82% of all forms submitted, with Operational Services accounting for almost a third e.g. missed bins, reporting potholes, ordering new bins etc. During 2020/21 overall, 88,890 forms were submitted using the customer portal.

The staff self-service through the new MyHR was launched in autumn 2020 and now all staff have access to this portal to update their records, access their payslips and request holidays.

**Delayed**

In each of the following actions work has progressed, but the timescales outlined in the Digital Strategy have not been met for a range of reasons. It is suggested that the timescales be reviewed.

**Action: DT18001 Business Process Mapping activity**

**Status: Active**

**Objective: Services understand the cost of each process**

Progress has been made with mapping business processes across council services to ensure that they are as efficient as possible, as well as looking for opportunities to automate and use a digital first principle. The council has agreed that using Service Design as a methodology will ensure that services are designed with a customer focus. Training has been developed and delivered to 35 officers to help services understand and adopt these principles.

In addition, the council has procured specialist process mapping software that allows services not only to map a process, but also to cost both the "as-is" and "to-be" processes to demonstrate savings and efficiencies. Twelve officers have been trained

in its use. Further work is underway led by the Digital Team to capture the detail and support services as they progress their service redesigns.

**Action:** DT18002 – Create digital foundations on which all systems are based  
**Status:** Active  
**Objective:** Reduced time and effort to complete basic tasks

Using a standard authentication system across disparate systems will reduce the administrative activity required to manage the identities across these multiple systems and employees will not be required to remember multiple passwords and log-in credentials. The approach has been built in a test environment and is being tested by service areas prior to being rolled out across the council.

It was agreed that the One Scotland Gazetteer would be used as the address source for systems. Services are moving towards using this as the preferred method as they upgrade / change systems. The National Records of Scotland have confirmed they will use this approach for the 2022 Census.

Services have mapped where signatures are captured as part of a business process. They have prioritised internal processes first in order to change the process so that no signature is required, using Objective workflows where there is an audit requirement. There are now 71 workflows being used in Objective. There is further work being undertaken to find a digital solution to capturing signatures for customer facing processes such as tenancy agreements.

Services are assessing where they can reuse information we already hold about customers in order to streamline processes. There has been some success by the Advice Shop in supporting parents to gain access to free school meals and clothing grants using customers already in receipt of qualifying benefits. Licensing are investigating how we might use the myaccount process to support customers to gain relevant licenses without the need to produce documentation. In the meantime, the Scottish Government is progressing with a national project to secure digital identity.

**Action:** DT18005 Corporate approach to public wifi  
**Status:** Active  
**Objective:** Staff and customers are able to use wifi provided by the council

The council has agreed and built a corporate solution to offering public access wifi in key buildings. A roll out plan was agreed, but timescales have been affected by the COVID 19 pandemic as the necessary work to fit new hardware has been impacted by buildings being closed and by the availability of some components. Of the original 20 buildings to be moved to the corporate solution, two are still to be deployed. In addition, the council has agreed to invest in wifi in some residential and care home settings to decrease the isolation of some residents. Work is progressing on this solution but as an interim measure in some buildings a mobile wifi solution has been implemented.

## **E. CONCLUSION**

The Digital Transformation Strategy 2018-2023 sets out an ambitious programme of change utilising technology to reshape how council services will be delivered.

During 2020/21 we have made further progress in building up our digital services, and our customers are benefitting from this. Other activity that is underway will take longer to realise the benefits to both the council and customers.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Actions have been developed to deliver improvement in 2021/22 in any area that is below target

**F. BACKGROUND REFERENCES**

[West Lothian Council Corporate Plan 2018/23](#)  
[Digital-Transformation-Strategy-2018-23](#)

**Appendices/Attachments: 2**

Appendix 1: Digital Transformation Strategy Scorecard

Appendix 2: Digital Transformation Strategy Action Plan Update

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**Graeme Struthers**

**Depute Chief Executive**









**18 June 2021**

## Digital Transformation Strategy 2018-23






**(a) Outcome 1 - Digital Customers – Our customers use digital channels to interact with the council.**

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:CC089_6a.7 Percentage of web users who rated their experience of the web as good or excellent	2020/21	66.8%	60%	.Head of Corporate Services (J Whitelaw)
	DT001_9b.2 Number of customer website transactions as a percentage of total customer transactions	2020/21	38.13%	30%	Head of Corporate Services (J Whitelaw)
	DT002_9b.2 Percentage of West Lothian population with a Myaccount log-in	2020/21	24.77%	18%	Head of Corporate Services (J Whitelaw)
	DT003_9a.2 Increasing the number of people aged 75+ supported by technology to remain at home	2020/21	2.3%	7%	Head of Social Policy (J MacPherson)
	P:REV125_9b Percentage of self service payment transactions (excluding direct debit) received through the income management system	2020/21	48.66%	36%	.Head of Finance and Property Services (D Forrest)

**(b) Outcome 2 - Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age**


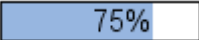

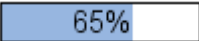




Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	CuCS031a_9b.1c Library Service - Percentage of available public access computer sessions that are used in libraries.	2020/21	N/A	25%	.Head of Housing, Customer and Building Services (AM Carr)
	DT004_9a Percentage of schools achieving digital status	2020/21	14%	50%	Head of Education (Learning, Policy and Resources - J Cameron)
	DT005_9a Percentage of staff assessing they have basic digital skills	2020/21	96%	70%	Head of Corporate Services (J Whitelaw)
	DT006_9a Percentage of relevant staff completing digital skills training	2020/21	33.03%	50%	Head of Corporate Services (J Whitelaw)
	P:EDALYS024_9b Adult Learning - Percentage of Adult Learning students resident in the 20% most disadvantaged areas	2020/21	24%	33%	.Head of Education (Learning, Policy and Resources - J Cameron)
<b>c) Outcome 3 - Digital service design – Ensuring our digital ambitions are embedded across the council</b>					
Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	DT007_9a Percentage of core business processes mapped	2020/21	48.78%	50%	Head of Corporate Services (J Whitelaw)
	DT008_9b.2 Cumulative percentage reduction in print volumes	2020/21	57.07%	85%	Head of Corporate Services (J Whitelaw)
	DT009_6a.10 Percentage of customers satisfied with online/automated service updates	2020/21	0%	50%	Head of Corporate Services (J Whitelaw)
	DT010_9a Percentage reduction in the number of manual processes	2020/21	46%	20%	Head of Corporate Services (J Whitelaw)
	DT011_9b.2 Percentage of system interfaces implemented to support Digital Transformation	2020/21	36.84%	30%	Head of Corporate Services (J Whitelaw)

**(d) Outcome 4 - Digital workplace –Transforming how we work to deliver more effective and efficient services**





Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	DT012_9a Percentage of relevant staff using mobile devices/technology to undertake their job	2020/21	60.06%	50%	Head of Corporate Services (J Whitelaw)
	DT013_9a Percentage of staff with access to the councils intranet and related online support services	2020/21	96.76%	85%	Head of Corporate Services (J Whitelaw)
	DT014_9b.2 Number of residents using public access wifi as a percentage of West Lothian population	2020/21	0.54%	5%	Head of Corporate Services (J Whitelaw)
	DT015_6a.2 Percentage of customer satisfaction with public access wifi	2020/21	93.3%	65%	Head of Corporate Services (J Whitelaw)
	DT016_9b.2 Council participation in the Digital Office programme	2020/21	66.67%	70%	DCE G Struthers


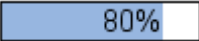

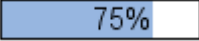
Appendix 2




## Action Plan


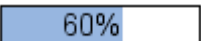

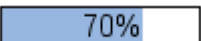
Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Business process mapping activity	DT18001_A	Karen Cawte; Rebecca Kelly		06-Apr-2021 The council has invested in the Engage Process Modeller to support services to map and cost a range of processes. The software is being utilised to review processes that could potentially be automated. In addition the software is also being utilised to support process change and optimisation. Two cohorts of staff, 35 staff in total, have been trained in Service Design techniques which has focused on employing user research and customer journey mapping as well as ideation and prototyping. This activity has led to a number of services being redesigned with customers at the heart of the delivery; for example education grants, bus passes, and modern apprentice workbooks.
	Create digital foundations on which all systems are based	DT18002_A	Karen Cawte		<p>06-Apr-2021 Further work has been undertaken within services to remove the need for signatures on internal processes and use Objective workflows instead. Attention is now focusing on where we currently collect wet signatures for customers, to input a digital solution to this where that is legally possible. A particular focus has been around the use of wet signatures on tenancy agreements for Housing Services.</p> <p>Guidance has been issued to services about the use of the One Scotland Gazeteer for addresses when upgrading or purchasing new systems.</p> <p>The online bus pass service launched in August 2020 and now encompasses all types of bus pass. The council has worked with the Improvement Service to test and improve the online system. Applications for Young Scot cards can now also been made online. Services are increasing the use of the national "myaccount" as the authentication method for customers to access a range of services. There are now 45353 residents with a myaccount log in. The latest service is the ability to vote on proposals through the Community Choices programme.</p>
	Website refresh	DT18003_A	Karen Cawte; Garry Heron		06-Apr-2021 The redesigned website was launched in November 2019. As part of the redesign a new room booking functions has been included. In November 2019 there were 166866 visits to the site, with the pages relating to the general election seeing the biggest increases. 61% of customers surveyed rated their experience as excellent or good. There were 4270 online forms submitted during November with the largest amount of these relating to applications for primary and secondary school places.
	Adopt myaccount as the single logon	DT18004_A	Karen Cawte; Garry Heron		06-Apr-2021 West Lothian now has 45353 residents with myaccount login credentials. This is an increase of more than 9000 over the last year. Some of this increase is due to the launch of the Parents Portal which is giving parents the ability to transact with schools online. Almost 10,500 parents are now using this




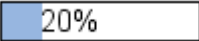

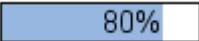



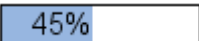


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					facility. In addition the launch of the online bus pass applications has also boosted the number of people with an account. The creation of the customer portal "mywestlothian" has increased customers ability of utilise online council services. On average 7000 people use the customer portal every month, this is up from 2500 last year, and 65% do so from a mobile device.
	Corporate approach to public wifi	DT18005_A	Karen Cawte	<div><div>90%</div></div>	06-Apr-2021 Twenty eight sites have now either completed the switch over or are in the process of doing so. Some sites have required additional wiring and or access points and so this has slowed deployment depending on whether asbestos surveys needed to be carried out. In addition, there has been a world wide shortage of access points and switches, meaning that deployment has been slowed down. In social care settings an interim solution of mobile 4G routers has been deployed whilst the situation around access to buildings due to Covid is under review.
	Work with the Digital Partnership	DT18006_A	Karen Cawte	<div><div>60%</div></div>	<p>04-May-2021 The Digital Office for Local Government launched its new Business Plan 2.0 in November 2019. The Council has mapped its Digital Strategy activity to the new business plan to understand where there is commonality. A group of officers from the Council are inputting to the six themes within the new plan.</p> <p>Officers are actively involved in all the current Digital Office workstreams. These include: Cyber Security, Service Design, Collaboration and Sharing / O365, CONSUL Community Choices, Digital Telecare, Digital Champions and Automation and Robotics.</p> <p>During the response to the Covid 19 pandemic there has been a particular focus on the use and manipulation of data. The council has contributed to the Driven by Data workstream.</p>
	Schools champion digital learning	DT18007_A	Karen Cawte; Laura Compton	<div><div>40%</div></div>	06-Apr-2021 In April 2020, nine schools had achieved Digital Schools Status and three other clusters were going through the process. Due to the Covid pandemic, assessments for the Digital Schools status were stopped, and during the academic year 20/21 no further assessments have been carried out. However, schools have demonstrated their ability of embrace digital learning by adapting to deliver online learning as pupils were not in school for over 6 months of the year.
	Staff skills audit	DT18008_A	Karen Cawte	<div><div>100%</div></div>	06-Apr-2021 The second Digital Skills Audit took place in October 2020 to coincide with Getonline Week. We utilised the national question set developed by Scottish Council for Voluntary Organisations (SCVO) to ensure we could benchmark with other organisations. The question set was built around the five main themes of

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					<p>SCVO's "Essential Digital Skills" and these are; Being Safe, Legal and Confident Online, Communicating, Handling Information and Content, Transacting, and finally Problem Solving.</p> <p>Staff were asked to complete an online assessment, and all staff had access to this via their work or personal emails. 600 staff responded, which was significantly reduced from the 2018 survey. This was due in part to the use of a "global email" from IT Services that did not highlight the subject matter.</p> <p>Across all skillsets there was an increase in the reporting of digital skills. Of the results from the 28 questions, only one question saw a reduction (of 1%) in positive answers.</p> <p>The Customer and Digital Board considered a report on the skills audit in December 2020 and the 55 Digital Champions have put together a programme of learning events to support colleagues in the areas where skillsets were judged to be lower. In addition online learning modules have been created that all staff have access to.</p>
	Digital skills training created to meet demand	DT18009_A	Karen Cawte; Lesley Henderson		<p>14-Apr-2021 The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the councils core systems to modules focusing on being safe online. Modules to support the rollout of the new HR and payroll system were a major feature during 2020.</p> <p>In addition, the Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.</p>
	Paper processes will be reduced	DT18010_A	Karen Cawte; Rebecca Kelly		<p>04-May-2021 During 20/21 due to the Covid pandemic most office based staff worked from home. This necessitated a change in the way staff undertook their work with many processes being digitised utilising CRM or Objective workflows. There are now 71 workflows built in Objective saving around 286 hours per quarter. Staff have not had ready access to printers and so have adapted the way</p>
					<p>meetings have been run. The new HR system launched in November 2020 and this again reduced the need for paper forms. Housing Services have digitised all their paper records and have moved the housing application form online. This has seen a significant reduction in the use of paper within the service.</p>

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	Mobile technology is deployed to staff working in the field	DT18011_A	Karen Cawte; Ian Forrest	<div><div>60%</div></div>	<p>14-Apr-2021 During 20/21 because of the ongoing Covid pandemic over 1600 staff regularly worked from home, accessing the councils systems via Swivel tokens. With the continued requirement to work from home, more staff were supplied with laptop computers (350) and new mobile phones (400). The Council is also trialling the use of Microsoft 365 and TEAMS as a way of further supporting staff to work in a mobile and flexible way. Housing upgraded their TotalMobile solution that supports the operatives on the ground to undertake tasks without the need for paper.</p> <p>HR have undertaken a number of staff surveys assessing peoples wellbeing and ability to cope with these new ways of working. additional supports have been put in place via the Four Pillars of Wellbeing to support staff during this time.</p>
	Internal end to end transactions are automated	DT18012_A	Karen Cawte; Rebecca Kelly	<div><div>40%</div></div>	<p>06-Apr-2021 The Councils Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on internal systems and some customer facing processes. The Council has joined the national project to develop approaches to automation which is being led by the Local Government Digital Office. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. A report will be considered by councillors in May 2021</p> <p>A new module within the Councils CRM will be procured to support the automation effort in the CSC where work has completed to identify all processes and these have been given a RAG status to denote which processes will be focused on first. Detailed process mapping has already begun in a number of services in order to assess where Robotic Process Automation will be focused in the first instance. In addition, services have identified where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues services has already been able to utilise its existing software to automate 150 of its backend processes creating efficiencies and reducing the time taken to undertake processes.</p>
	The number of systems used is reduced	DT18013_A	Karen Cawte; Alastair Marshall	<div><div>45%</div></div>	<p>06-Apr-2021 During the early part of 2020 the Digital Transformation Team undertook a comprehensive review of all IT systems currently being used by council services to assess the ability to reduce / reuse or refocus some of the systems in order to reduce the overall IT estate and reduce the annual</p>

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					<p>maintenance costs. A saving of £150,000 has been targeted across systems and systems admin/development.</p> <p>Following detailed process maps for systems that record time, manage cases and documents, a number of systems have been targeted for retirement, achieving an initial saving of around £65,000. Phase two of the project is now focusing of systems that are due to be renewed / upgraded over the next two years.</p> <p>In addition, detailed information has been captured from services around the types of job role that support systems with service areas, with a view to establishing what consolidation could be achieved.</p>
	Digital skills training will focus on those most in need	DT18014_A	Karen Cawte; Laura Wilson		<p>06-Apr-2021 The Digital Inclusion Group, a Community Planning Partnership led initiative, agreed and updated detailed action to support customers who are digitally excluded. Over the year the group has widened its membership and has been particularly active as a response to the Covid 19 pandemic and the need to support vulnerable individuals. West Lothian has received over 1020 devices from the Scottish Governments Connecting Scotland programme to distribute initially to those people who are shielding but need support to get online. The second wave of the programme saw a particular focus on care experienced young people, and families where there is unemployment.</p> <p>The councils Adult Learning and Access2Employment services worked together to support individuals with their digital skills. Both services have adapted their digital programme to be able to deliver this online rather than face to face. To supplement this learning new printed resources have been created to help people get started in their digital journeys.</p>
	Further develop web based learning and development	DT18015_A	Karen Cawte; Lesley Henderson		<p>14-Apr-2021 The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the councils core systems to modules focusing on being safe online. Modules to support the rollout of the new HR and payroll system were a major feature during 2020. Over 40,000 e-learning modules have been completed during the year.</p>
					<p>In addition, online learning is being delivered in Social Policy to ensure statutory requirements are delivered. The OD service within HR have moved all their</p>

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					<p>learning sessions online and have partnered with West Lothian College to deliver more online content.</p> <p>In addition, the Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.</p>
	Systems are integrated	DT18016_A	Karen Cawte		<p>06-Apr-2021 The Councils Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on internal systems and some customer facing processes. The Council has joined the national project to develop approaches to automation which is being led by the Local Government Digital Office. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. A report will be considered by councillors in May 2021</p> <p>A new module within the Councils CRM will be procured to support the automation effort in the CSC where work has completed to identify all processes and these have been given a RAG status to denote which processes will be focused on first. Detailed process mapping has already begun in a number of services in order to assess where Robotic Process Automation will be focused in the first instance. In addition, services have identified where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues services has already been able to utilise its existing software to automate 150 of its backend processes creating efficiencies and reducing the time taken to undertake processes.</p>
	Customers will receive updates for service delivery	DT18017_A	Karen Cawte		<p>14-Apr-2021 This activity will now link with the action to develop the use of robotics and automation across council services as this functionality will give services the ability to automatically update customers on progress with service requests.</p> <p>This function is already available to Operational Services via the use of the Confirm system.</p>
	Self-service is implemented across the council	DT18018_A	Karen Cawte		<p>14-Apr-2021 Greater use is now being made of the mywestlothian customer portal with 45,353 customers registered. Particularly popular is the parentportal with</p>
					<p>almost 10,500 parents registered. On a monthly basis around 6,500 forms are submitted. The "top 20" requests account for 82% of all forms submitted, with Operational Services accounting for almost a third eg missed bins, reporting</p>

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					<p>potholes, ordering new bins etc. During 2020/21 overall, 88,890 forms were submitted using the customer portal.</p> <p>The staff self service through the new MyHR was launched in autumn 2020 and now all staff have access to this portal to update their records, access their payslips and request holidays.</p>
	Technology Enabled Care (TEC) in people's homes will be expanded	DT18019_A	Karen Cawte; Rob Allan		<p>20-Apr-2021 The TEC Team continue to use a number of different technology solutions as part of the assessment process this includes Just Checking; GPS Safer Walking Devices; and YourMeds. All are progressing well with a consistent, if slower uptake, due to service users wishing to delay visits during the period of the pandemic. The upgrade of the Alarm Receiving Centre (ARC) software has been agreed with contract awarded and the project underway to upgrade the ARC to a solution that will fully support the analogue to digital shift. A separate project (but also dependant on the ARC upgrade) is also underway to replace the analogue hub units to digitally capable units in the community and our Housing with Care developments. A project board is in place for this strand of work and is meeting regularly. The plan at this stage is to have completed service user acceptance testing with a control group of 100 by the end of the summer and all being well the wider rollout will be planned from there.</p>
	Share and use data across the council	DT18020_A	Karen Cawte; Rebecca Kelly		<p>06-Apr-2021 The council has contributed to the national Driven by Data project which has streamlined the requests for data linked to Covid 19 as well as automating the visualisation of data results on a weekly basis. This project has also brought together data specialists from across Scotland to work on shared issues and pool resources to create data models that can be reused. As part of the Councils response to the Audit Scotland Report "Digital Progress in Local Government" it was agreed that services would progress the creation of a data strategy to define how, where and by whom data was used within the council. Part of this strategy would be to define / develop data standards to support the greater sharing of data sets.</p>