DATA LABEL: PUBLIC

West Lothian Council

CORPORATE POLICY AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE STRATEGY ANNUAL UPDATE – INFORMATION COMMUNICATION TECHNOLOGY (ICT) STRATEGY

REPORT BY HEAD OF CORPORATE SERVICES

A.   PURPOSE OF REPORT

The report provides a review of the Information Communication Technology (ICT) 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	• Focusing on our customers' needs • Being honest, open and accountable • Developing employees • Making best use of our resources
II.	Policy and Legal	None
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)	None.
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 2021/22 on the performance in strategy outcomes and progress in the action plan.

D.2   Strategy Outcomes

The ICT Strategy is designed to provide a framework for the council to make best use of its ICT infrastructure and maximise efficiencies through the use of technology whilst securing the councils network from cyber threats and supporting business transformation.

The strategy outcomes are:

1. The council will make best use of technology solutions
2. The council recognises council systems have to be protected from cyber-attack
3. Supporting business systems and transformation

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 meant that many council staff were required to work from home. The restrictions have largely remained in place over both the 2020/21 and 2021/22 financial years and as we move out of those restrictions at the start of the 2022/23 financial year the flexible working pilot means there will be an ongoing requirement to facilitate mobile and remote working. This is likely to provide some challenges as the relaxations in compliance regimes put in place to recognise the changed balance of risks relating to different working practices during the pandemic are now being removed.

Despite restrictions imposed by the pandemic, IT Services have continued to deliver projects in support of Transforming Your Council, the Capital Programme and service led demands.

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.

A total of fourteen 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	1
❓ Unknown	0

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:

Outcome 3: Supporting business systems and transformation

🔴 Indicator: P:ITS067_9b.2 Percentage of Analogue to Digital Conversations for Technology Enabled Care Connections within Social Care		
Performance 2021/22	Target 2021/22	Target 2022/23
50%	80%	100%

Delays in suppliers bringing to market devices suitable for use on digital telephony networks has impacted this indicator significantly to date. In addition, due to the pandemic, a global shortage of electronic components has severely restricted the supply

of digital devices that are required to replace existing analogue hubs in the home. Currently only 200 units out a of a required 3700 have been received to date, ongoing discussions with our supplier continues to understand fulfilment timelines. The Local Government Digital Office is currently coordinating approaches to Ofcom to lobby for a delay to the cessation of analogue phone lines, currently planned for 2025 thereby permitting an extension to longevity of the current analogue hubs.

D.5   Strategy Actions

There are sixteen actions to support the delivery of the Information Communication Technology (ICT) Strategy outcomes. At present, the status of those actions are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	
✅ Completed	9
🟢 Not Started; In Progress; Assigned	7
🔺 Unassigned; Check Progress	0
🔴 Overdue; Neglected	0
❌ Cancelled	0

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

Action:	**Connect Technology Enabled Care (TEC) Digital Services to the Council Network**
Status:	**In Progress**
Objective:	**Provide advice and guidance on the interfaces and security required by the TEC programme for connecting to the council's network.**

Delays in suppliers bringing to market devices suitable for use on digital telephony networks has delayed this project significantly. The Alarm Receiving Centre upgrade and migration to a cloud based platform was completed in November 2021 and is now live and operational. Receipt and testing of the in home "hub" units has been successfully carried out however a world-wide shortage of electronic components has severely restricted the supply. Currently only 200 units out a of a required 3700 have been received and at the current rate of supply (50 per month), it will take around six years to fully deploy the solution, a situation across the whole sector. Discussions with our supplier, on an improved supply chain is ongoing and the Local Government Digital Office is currently coordinating approaches to Ofcom to lobby for a delay to the cessation of analogue phone lines, currently planned for 2025 thereby permitting an extension to longevity of the current analogue hubs.

Action:	**Infrastructure Investment**
Status:	**In Progress**
Objective:	**The infrastructure refresh programme will maintain the computing performance over the period of the strategy.**

The response to Covid 19 in the 2020/21 and continued position in the 2021/22 financial year, saw an acceleration of capital spend from the Desktop Refresh programme across both the corporate and education budgets allowed for the deployment of additional devices to staff and pupils to enable remote and flexible working and learning. Further re-phasing of the capital programme which produced significant progress ensured core refreshes to IPT, Networks, Education Servers, Data Storage and the Civic Centre Council Chamber Audio System. In addition, projects in relation to the replacement of the Social Care Management system, Careline, CRM, Robotics & Automation are also progressing well.

Action:	**Upgrade Microsoft Product Suite**
Status:	**Complete**
Objective:	**Microsoft Windows system and Office to be updated to the latest versions.**

Following the decision to upgrade the Microsoft Office suite during 2019/20 to Microsoft Office 2019, challenges due to compatibility with legacy council applications and the Covid 19 pandemic, resulted in a small number of devices in relation to the upgrading of remote users' devices not taking place during 2020/21. However, the installation of Microsoft Office 19 suite has now been complete to all desktop and laptop devices on the council's network, ensuring the council remains on a compliant and supported version.

E.   CONCLUSION

The ICT Strategy 2018/23 sets out how council seeks to make best use of its ICT infrastructure and maximise efficiencies through the use of technology whilst securing the councils network from cyber threats and supporting business transformation.

In 2021/22 the council maintained progress in the outcomes and actions but continued to be impacted by the cessation of certain activities and global IT component shortages. Ensuring however, that council services continued to focus on priority frontline provision.

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 2022/23 in any area that is below target.

F.   BACKGROUND REFERENCES
West Lothian Council Corporate Plan 2018/23
West Lothian Council Information Communication Technology (ICT) Strategy 2018/23

Appendices/Attachments: 2
Appendix 1: Information Communication Technology (ICT) Strategy 2018-23 Scorecard

Appendix 2: Information Communication Technology (ICT) Strategy 2018-23 Action Plan Update

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Lesley Henderson
Interim Head of Corporate Services

19 August 2022

APPENDIX 1

Information Communication Technology (ICT) Strategy 2018-23

(a) Outcome 1 - Ongoing sustainability of the ICT infrastructure and systems to support the use of technology solutions which improve efficiency and effectiveness

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
✅	P:ITS032_9b.1c Annual Percentage availability of the IT Data Network.	2021/22	99.7%	99.9%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS071_9b.2 Maintain Optimum Server Processing Capacity	2021/22	34%	75%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS072_9b.2 Percentage of Annual Service Continuity Test that Supports WLC1 Business Continuity Plans	2021/22	100%	100%	.Head of Corporate Services (Lesley Henderson)

(b) Outcome 2 - Securing the council's infrastructure, systems and data

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
✅	P:ITS054_7b.3 Percentage of staff with an email account who have completed the council's mandatory training courses	2021/22	99.5%	100%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS063_9b.2 Percentage of Cyber Risk Assessments	2021/22	100%	100%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS064_9b.2 Annual Cyber Essential Plus Accreditation	2019/20	N/A	100%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS065_9b.1c Annual Public Sector Network (PSN) compliance certification	2019/20	N/A	100%	.Head of Corporate Services (Lesley Henderson)

Status	Performance Indicator				
✅	P:ITS080_9b.2 Percentage of Cyber Protection Software on Microsoft Windows Devices	2021/22	100%	100%	.Head of Corporate Services (Lesley Henderson)

(c) Outcome 3 - Supporting business systems and transformation

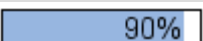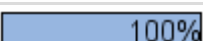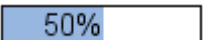| Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
✅	P:ITS066_9b.2 Percentage of systems interfaces implemented to support Digital Transformation	2021/22	66%	40%	.Head of Corporate Services (Lesley Henderson)
🛑	P:ITS067_9b.2 Percentage of Analogue to Digital Conversations for Technology Enabled Care Connections within Social Care	2021/22	50%	80%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS068_9b.2 Percentage of projects contributing to Digital Transformation	2021/22	86%	60%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS069_9b.2 Percentage of open Application Programme Interfaces (APIs) in use	2021/22	75%	40%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS070_9b.2 Percentage reduction in Storage Area Network (SAN) usage	2021/22	57%	40%	.Head of Corporate Services (Lesley Henderson)
✅	P:ITS073_9b.2 Percentage of Customers who Rated the Overall Performance in Project Management as Good or Excellent	2020/21	100%	100%	.Head of Corporate Services (Lesley Henderson)
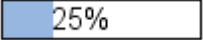
APPENDIX 2

Action Plan

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
▶	Infrastructure Investment	ITS18001_A	Ian Forrest	85%	20-May-2022 Continued progress following accelerated spend and rephasing of capital funds has continued to ensure core refreshes to IPT, Networks, Education Servers, Storage, Civic Centre Council Chamber Audio System and Desktop refresh. Other areas progressed are projects in relation to Social Care Management, Careline, CRM, Robotics & Automation.
✅	Upgrade Microsoft Product Suite	ITS18002_A	Ian Forrest	100%	20-May-2022 Work to address the outstanding issues have now been completed.
✅	Upgrade the Corporate Enterprise Content Management (ECM) system	ITS18003_A	Ian Forrest	100%	19-May-2021 The Upgrade of ECM was performed during 2019/20 with no requirement for enhancement during 20/21, further upgrades may be required during the lifetime of the strategy and communication with the supplier is ongoing to understand when this may be required.
▶	Mobile applications and devices can access council systems	ITS18004_A	Ian Forrest	85%	20-May-2022 As a result of continued progression of web based applications and use of the new mobile device management platform, access to multiple applications have become available to smartphone users. Internal systems such as Itrent and Confirm on Demand are now also available.
✅	Implement IT Service Continuity Management (ITSCM)	ITS18005_A	Ian Forrest	100%	19-May-2021 The required changes to the IT Project Management methodology was approved May 2019 by the ICTPB, this will be reviewed annually during the lifetime of the strategy.
✅	Securing the council's infrastructure, systems and data	ITS18006_A	Ian Forrest	100%	14-May-2021 Capital spend from the 10 year capital plan ensures that relevant security controls and systems remain in place, up to date and effective. Additional engagement with the wider public sector security community has provided benefits form early intervention and insight

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					into techniques and information useful in securing the councils networks and systems.
▶	Achieve PSN Compliance	ITS18007_A	Ian Forrest	90%	20-May-2022 During 2021/22 and due to the Covid pandemic measures leading to fewer staff and devices located in council offices, this affected the normal sample set used to form a submission. However, a submission was presented to the cabinet office in February 2022. The council remains connected to the PSN network awaiting conclusion of assessment. A new project was approved by the ICTPB Feb 2022 to review and conduct activities moving forward, this includes PSN, CE+ and Cyber resilience.
▶	Achieve Cyber Essential Plus accreditation	ITS18008_A	Ian Forrest	90%	20-May-2022 During 2021/22 and due to the Covid pandemic measures leading to fewer staff and devices located in council offices, the accreditation programme has not been successfully completed during the year. A new project was approved by the ICTPB Feb 2022 to review and conduct activities moving forward, this includes PSN, CE+ and Cyber resilience.
✓	Implement cyber incident reporting	ITS18009_A	Ian Forrest	100%	14-May-2021 The council has completed its internal review of cyber reporting. Staff within IT Services are part of and are subscribed to groups including CiSP (Cyber intelligence sharing platform) CREW (cyber resilience emergency warnings), Scottish Local Government Security Group and the protective DNS programme (pDNS) to enable the receipt and sharing of cyber threat intelligence, warnings and mitigations and reporting within a managed network of related security professionals across government and trusted commercial partners.
✓	Improve cyber security awareness across the council	ITS18010_A	Ian Forrest	100%	13-May-2021 Cyber Security/Malware training module for all staff is a mandatory on Moodle, this will be reviewed annually to evolve with new threats.
▶	Reduce the number of systems that provide similar functionality	ITS18011_A	Ian Forrest	98%	20-May-2022 Work continues to review all IT systems with 19 currently under review and a potential saving of £163,687, it is also anticipated that further rationalisation may be archived as a result of the rollout of M365. However, whilst progress has been slow there are still a significant number of systems due for renewal / replacement in the next three calendar years, so the council still has an opportunity to consolidate some of its system estate.

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
✅	Employ appropriate project management methodology	ITS18012_A	Ian Forrest	100%	14-May-2021 The action plan created following a review of the Audit Scotland (Principles for a digital future - lessons learned from public sector projects) GAP Analysis, was progressed during 2020 following a detailed plan and appropriate owners across the council. The IT Project and Management Framework was then updated and approved at the August 2020 Information Communication Technology Programme Board.
▶	Connect Technology Enabled Care (TEC) digital services to the Council's network	ITS18013_A	Ian Forrest	50%	20-May-2022 The Alarm Receiving Centre upgrade and migration to a cloud based platform was completed in November 2021 and is now live and operational. Whilst it currently supports digital hubs, full end to end digital capability has been delayed until 2023. Receipt and testing of the in home "hub" units has been successfully carried out however a world-wide shortage of electronic components has severely restricted the supply. Currently only 200 units out a of a required 3700 have been received and at the current rate of supply (50 per month) it will take around six years to fully deploy the solution. The Local Government Digital Office is currently coordinating approaches to Ofcom to lobby for a delay to the cessation of analogue phone lines, currently planned for 2025 thereby permitting an extension to longevity of the current analogue hubs.
▶	Business Intelligence	ITS18014_A	Ian Forrest	25%	20-May-2022 Development of robotics and automation have enabled manual processes to be reviewed allowing for the use of automated steps to take place between separate systems. This work will continue within additional areas as we upgrade CRM and make use of tools from the Microsoft suite as part of our M365 subscription.
✅	Artificial Intelligence	ITS18015_A	Ian Forrest	100%	14-May-2021 The robotics and automation project is currently in Stage 2 - Define and is identifying processes which are likely to benefit from a robotic automation approach.
✅	Software as a Services (SaaS)	ITS18016_A	Ian Forrest	100%	14-May-2021 The software used to manage the Smartphone estate is being provided as Software as a Service following a change of supplier in late February / March 2021