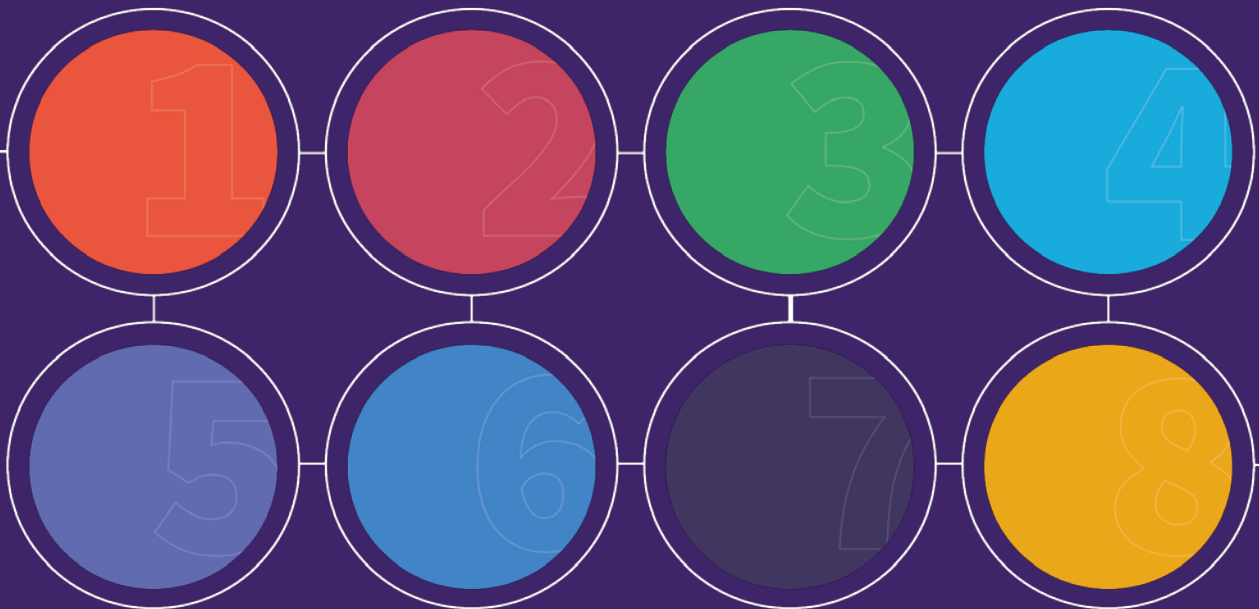


Digital Transformation Strategy 2018/19 to 2022/23



Welcome to the Digital Transformation Strategy

Digital technology is changing our society and the way we live. It is changing the way we communicate, how we buy and sell goods and services, how we learn and how we organise our lives.

The council faces challenges that simply cannot be addressed by doing things the way we have always done them. Budget constraints will continue to challenge the way in which services are delivered across the public sector, whilst at the same time the demand for services is growing and the public's perception of the quality of public services is increasingly influenced by their wider experiences as consumers. Citizens expect public services to be consistent, available, accessible and reliable.

The council is therefore committed to ensuring that a range of options are available to customers to interact with council services. This will include face to face, phone and online, and customers will be able to choose the most appropriate route for them, although where we can there will be a presumption of digital first.

Many early transformation projects focussed on channel shift, seeking to drive down costs by offering citizens a digital alternative to traditional front end interaction channels. Whilst these initiatives can bring savings they often do little to improve underlying services or deliver real efficiencies. If we are to deliver truly sustainable transformation we need to transform and integrate service delivery from end to end through the entire service journey, not just the front end.

The key to delivering this level of transformation lies in embracing new technologies, adopting new approaches to collaboration and partnerships, and making a commitment to address transformation holistically.

This has to be a journey that encompasses people and culture, process and technology.



Lawrence Fitzpatrick
Council Leader





Graham Hope
Chief Executive

Strategy outcomes

This strategy is designed to ensure that services meet the changing expectations of our customers whilst delivering efficient and streamlined business processes both internally and externally.

The Digital Transformation Strategy has four outcomes:

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

Digital Transformation is changing the way in which council services are delivered today. At the heart of this is the rise in the use of new technologies that now consume every part of our lives. The consumerisation of council services has seen customers demand modern, digital solutions that are not only fit for purpose but easy to use and accessible.

It is now more important than ever before for councils to be able to “close the digital gap”, the difference between how services are currently delivered (whether this is online or manually) and how, ideally, they should be delivered as part of a modern, digital public sector. The benefits of this are evident both in terms of cost and operational savings and in meeting customer demands.

This strategy will complement the council's suite of Corporate Strategies by supporting activity with technology solutions. We will encourage innovation and sharing of experience through the links to the Digital Partnership, as well as sharing good practice across council services.

The strategy will also support the council's Financial Plan and transformation programme by ensuring that relevant technologies are deployed to realise savings and create efficiencies in operation of many council services. In addition, the council will pursue a programme of enhancing digital skills, both for customers and staff, to ensure that everyone is able to take advantage of the opportunities that going digital provides.

Progress against the outcomes will be monitored by the Digital Transformation Board and reported to the Corporate Management Team and Council Executive on an annual basis.

Corporate strategies

The council has nine strategies to support the delivery of the Corporate Plan. Each has been developed to address specific factors that are critical to the sustained success of the council and to management and

governance. The strategies have been aligned and provide specific support towards; transformation, digital services and behavioural change in the council.

Customer service strategy

A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.

People strategy

A strategy to ensure the council has the people to deliver in the priority areas and that all employees are led, managed and developed effectively.

Raising attainment strategy

A strategy to align the council's resources in the delivery of positive change in the council's number one priority, improving attainment and positive destinations.

Digital transformation strategy

A strategy to support the development of digital services in the council.

Improvement strategy

A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.

Risk management strategy

A strategy to ensure effective management of risks that may impact on the council's ability to deliver our priorities or objectives.

ICT strategy

A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.

Asset Management Strategy

A strategy to ensure the council assets are effectively and efficiently used to support service delivery.

Audit and Counter Fraud strategy

A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.



Outcome: Digital Customers – Our customers use digital channels to interact with the council.

Description

The council will exploit the use of technology to accelerate the shift toward digital services to meet customer demands and expectations and to support efficient service delivery.

We will develop existing on-line services to match services provided elsewhere across the public and private sectors to provide user friendly, integrated and accessible services for our customers.

The council has a well-established digital media presence and will continue to use existing and new digital technologies to engage, consult and interact with our customers. Our range of on-line services will place the customer at the centre, and will be actively extended and promoted to meet customer expectations and changing behaviours, whilst still providing support to customers where appropriate.

Activities

The main activities of the council during the period of the strategy will be:

◆ ***The website will continue to be improved to allow more transactional activity to take place***

Since its launch in 2014 the council's website has continued to improve and grow. In 2017/18 there were over 2.5 million hits. However the focus must now be on transactional activity, making it easy for customers to request services, report issues and get real-time responses to their requests.

We are developing a customer portal that will allow customers to access key council services through a single login and that will allow them to track progress of requests. This will provide on-line services which are simple to use and for the council to deliver, in a secure, seamless and cost-effective manner. Developments will include a Parents Portal, Tenants Portal and Revenues Portal.

◆ ***A single log on through myaccount will give customers access to their personal information***

A national solution to secure logins to access personal data has been developed through the Improvement Service with support from the Scottish Government. Known as "myaccount" the system is already being used by parents to pay for school meals and trips, and as a way of accessing the council's public access Wi-Fi service. Linked to the activity above the myaccount login will give customers a single access point to their data and service requests being held by the council.

◆ ***Customers will only have to provide information once as we join up systems and data and they update each other automatically***

Currently when customers have a change of circumstance, or want to apply for a variety of benefits, they have to complete a range of forms and/or are required to provide the same information more than once. By creating a single customer record that populates other systems, customers will be able to advise the council once and then other systems will be updated automatically. Due to the complex nature of council systems this will need to be done in a phased way and over a period of time.

The council will need to take cognisance of the General Data Protection Regulations (GDPR) to ensure that when we collect and keep personal data, it's done in a way that protects both the individual and the council.

◆ ***The options for customers to self-serve will be expanded***

Customers can self-serve in a number of services including libraries and some frontline offices, allowing them to choose when to transact with the council and also freeing up staff time to deal with more complex enquiries and requests. Customers can also self-serve via the council's website to pay their council tax or rent, order a bulky uplift or request a visit from pest control.

As more systems are integrated and have customer facing portals the options for self-service will increase. This will include reporting council house repairs, applying for benefits, confirming parental contact details, and booking and paying for services such as registrars.

◆ ***We will deploy emerging technology to support customers***

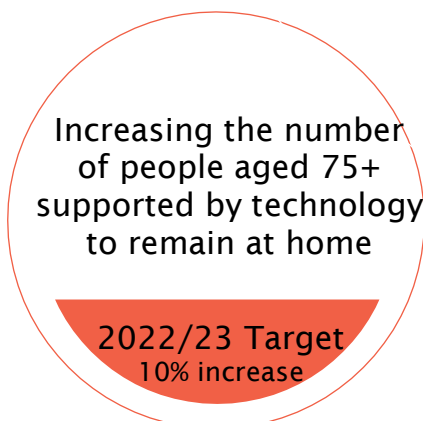
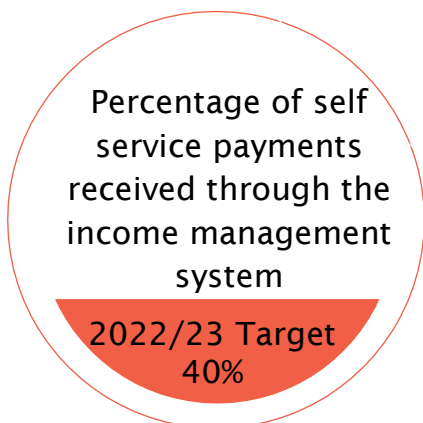
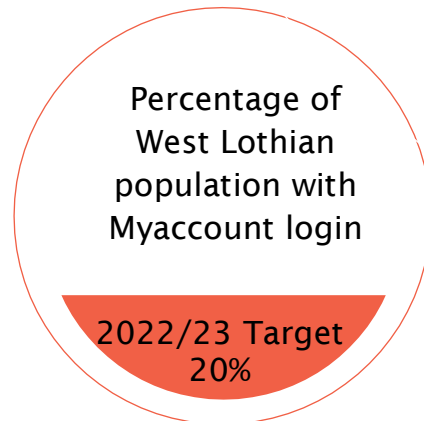
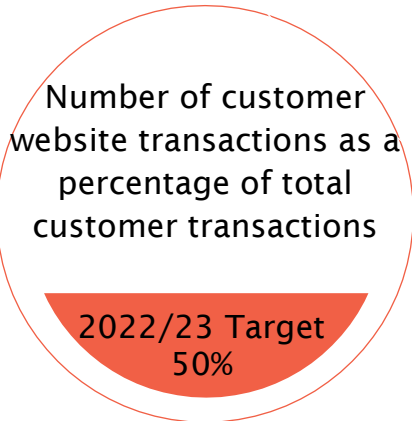
Currently 1.7 million vulnerable people rely on telecare in the UK. Common devices include pendant alarms and fall detectors. Technology Enable Care (TEC) helps people live independently at home, avoiding homecare, care homes and hospital.

In West Lothian there are currently 4,300 people that utilise this technology to help them remain at home. Over the period of this strategy we plan to increase the use of home health monitoring, increase the use of activity monitoring and GPS devices and support national projects exploring the scope and benefits of switching our current telecare provision from analogue to Digital Telecare.

The council will also explore the use of other emerging technologies and physical devices which may provide support to customers.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





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

Description

The growth in access to internet services has stalled with usage figures remaining unchanged over the last few years. This would suggest that those customers who want to be connected, can get a connection and can afford the cost, have already done so.

Recent reports suggest that people on low incomes are much less likely to use the internet. The affordability of internet connections and devices, either via broadband or smartphone, is clearly an important factor influencing the access and use of digital services. Whilst smartphones are increasingly being the preferred device for internet access they are not particularly suitable for some tasks, and therefore access to another type of device is important to enable people to fully engage in the digital world. Further barriers to digital inclusion have been identified as a lack of confidence and motivation, and the lack of basic digital skills.

The council will therefore support customers to develop and utilise digital skills. Through public access Wi-Fi, digital champions in the workplace, support via communities and schools we will support people who want to get online.

We also need staff to have easy access to ICT and digital resources, with the appropriate capability and experience. Staff must also feel confident about digital technology and how it can support them to deliver more efficient public services.

Activities

The main activities of the council during the period of the strategy will be:

◆ ***Digital inclusion will be delivered for customers in areas of most need.***

As more public services become digital first, the customers who are most in need of these services are often the ones least able to transact in a digital way. The council will maintain public access PCs in key locations to allow customers free access to the internet. In addition, support will be made available via Adult Learning service and volunteers to support customers to get online meaning all customers will have the opportunity to be online .

◆ ***Schools will achieve Digital Schools status and ensure pupils have basic levels of digital literacy before leaving***

Digital Schools Awards Scotland is a new national awards programme which aims to promote, recognise and encourage a whole school approach to the use of digital technology in primary and secondary schools.

The 3 step programme has been developed to help schools assess progress and recognise excellence in the use of digital technology at primary and secondary level while providing practical support and encouragement.

Schools that successfully complete the programme will receive a nationally recognised Digital Schools Award accredited by Education Scotland.

◆ ***A staff digital skills audit will be undertaken to assess levels of competence***

As with customers there is an expectation that staff have a range of digital skills because they use smartphones and other technology in their personal lives.

In order to assess the level of skills within the workforce an audit will be undertaken to establish the baseline, show any patterns of skill deficit and allow resources to be targeted at those most in need.

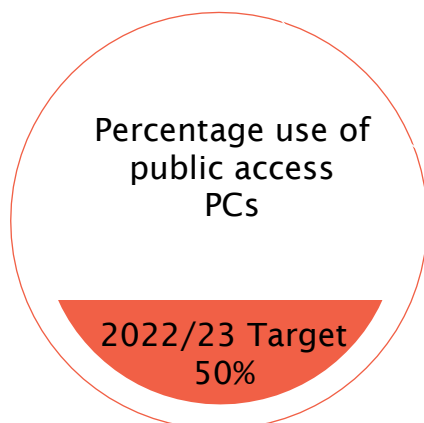
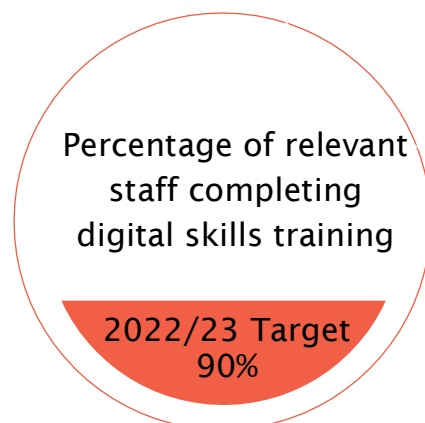
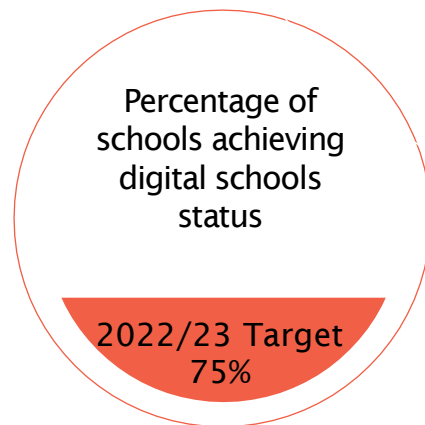
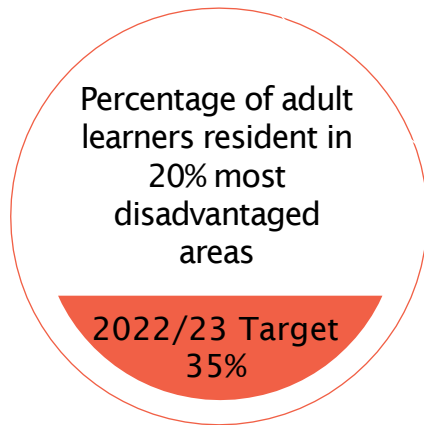
The audit will also highlight where we have staff with many digital skills who could be used as digital champions and mentors to help colleagues who are less able.

◆ ***Staff digital skills training will be delivered and form part of the basic training for staff***

Following the audit a basic training plan will be developed for staff. This will be wider than the basic IT skills necessary but also focus on greater use of digital learning. In addition to supporting the current employees to improve their digital skills, the council will also seek to ensure that we recruit people with the right digital skills.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





Outcome – Digital service design – Ensuring our digital ambitions are embedded across the council

Description

The council's ambition is to use digital technology to focus on user needs to achieve agreed outcomes. This requires new methods of delivery that will open up new opportunities for our customers and encourage efficiency and innovation. To ensure successful outcomes we will need to ensure that council services are designed to improve satisfaction, improve resolution, increase digital take up and reduce costs.

To compound the challenge the expectation that council services should be available and accessible 24/7 will continue to grow. The term “customer experience” used to be limited to highly competitive markets like retail; now it's just as applicable to public services. Citizens expect public sector organisations to be integrated and they want the service they receive to be consistent. So as well as attempting to secure operational savings, councils are increasingly being driven to harness the power of new technologies like mobile applications, analytics and artificial intelligence to support service redesign and ensure they can meet the expectations of the people they serve.

Many of the first wave of transformation projects focused on channel shift; the goal being to drive traffic away from call centres and council offices to lower cost digital platforms, most notably the website. While this strategy can pay dividends it faces two challenges; firstly public sector organisations have a clear mandate to offer the same quality and consistency of service through every channel, many citizens aren't “digitally enabled” and still need to access services via traditional channels, and secondly simply focusing on the front end service delivery creates the risk that the real efficiencies and improvements that could be gained by adopting an end to end approach will be missed.

By starting off with small changes, designed to help automate and streamline interactions between front and back office, the council can help eliminate manual handling, speed up interactions and deliver better connected services. In turn, incremental digital transformations help to create repeatable and sustainable momentum in any public sector organisation.

Activities

The main activities of the council during the period of the strategy will be:

- ◆ ***Strategic business processes will be digitised to create a foundation of digital service delivery on which to build other service change.***

There are some processes within the council that are fundamentally the same but that are repeated across a number of council services. Currently many of these processes are very manual and paper driven. Creating digital solutions to these processes will allow services to build on this solid foundation as further service change is implemented.

These processes include: collecting payments, staff having a single sign-on to multiple systems, a standard approach to looking up addresses, electronic approval as part of a workflow and customer identity verification.

By making small improvements such as electronic signatures and online forms we will provide a basis for all services to work consistently whilst reducing printing and time spent on manual processes.

◆ ***Business processes will be mapped and costed prior to technology solutions being implemented***

Due to the complex nature of both customer interactions and the systems that support these, there is often a very complicated route for customer transactions to take. This takes time and resources to deliver. In order to understand where this can be improved, detailed customer journey mapping will be undertaken to map the process and cost its current iteration, before designing technology solutions that should reduce time, manual handling and cost.

◆ ***Customers will receive updates for service delivery***

The council will aim to introduce on-line self-service, email and/or text systems to provide customers with updates on enquiries and service request. This will then reduce the amount of communication from the customer checking up on progress.

◆ ***We will increase use of e-documentation and reduce the use of printed paper***

The council has made significant progress in reducing the volume of printed documents produced each year, through the use of new technology, e-documentation and integration of business applications. Digital by default will be medium for all internal council and commercial correspondence and printed documentation will only be used where e-documentation is not suitable.

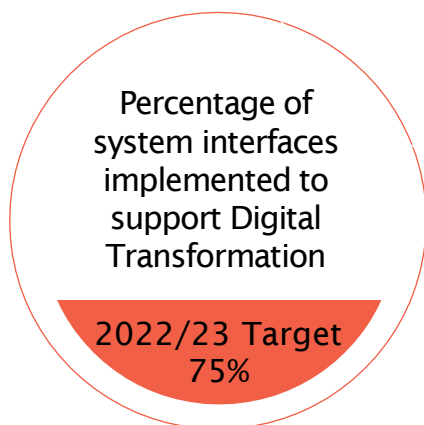
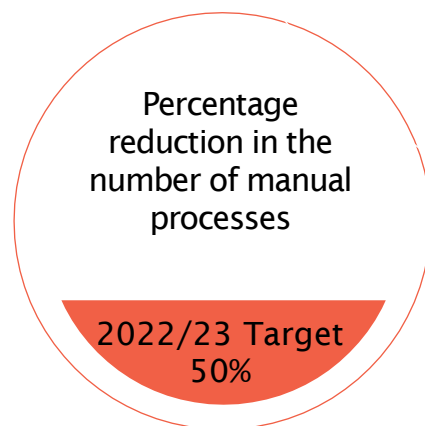
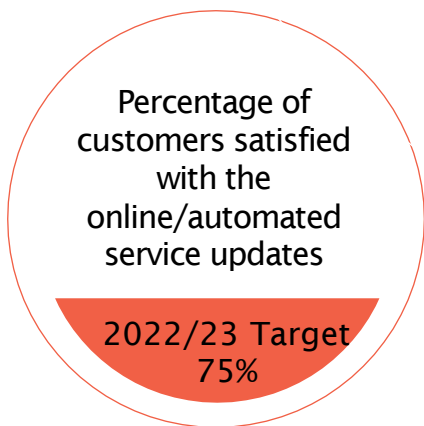
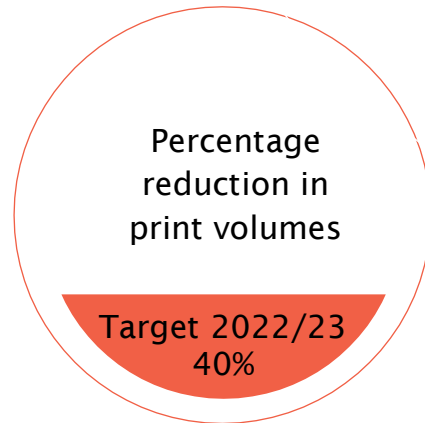
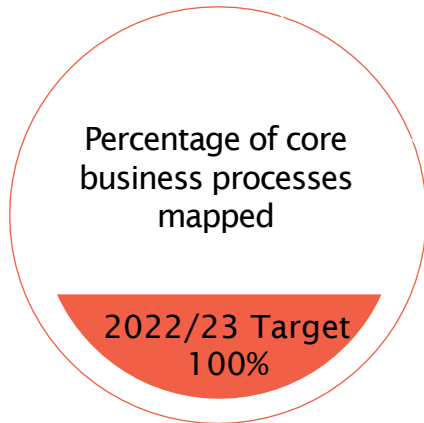
◆ ***We will harness the potential to use data across all services***

The council holds information about customers, service requests, service delivery and statistical information in a variety of separate systems. The increasing use of technology will allow us to begin to join up these data sets and use the information to identify trends, predict activity and have a more preventative approach to service delivery.

In order to utilise this data, the council will need to ensure through the General Data Protection Regulations (GDPR) that customers know what we will use their data for and will have to agree to its use.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





Outcome – Digital workplace – Transforming how we work to deliver more effective and efficient services

Description

A digital workplace will transform the way staff undertake their duties. This will require significant cultural change and needs to be flexible to changing needs. Through innovative use and integration of technology we will evolve our workplace business processes, design by digital first and consider complete service redesign where appropriate. This will be underpinned by smarter digital buildings and office spaces.

We will transform the delivery of our services by ensuring our workforce has access to innovative technology solutions to support increased productivity and improved service to our customers.

Activities

The main activities of the council during the period of the strategy will be:

◆ ***Extending the use of mobile technology, empowering staff to work more efficiently and improve service delivery.***

In recent years the council has invested in the increased use of mobile technology which enables staff to be more responsive to service requests, workload scheduling and having access to real time information when on site.

This includes the use of mobile devices on waste collection vehicles which record contaminated or incorrect bin presentations, and mobile devices to allow Building Services operatives to record service requests from customers when on site.

The council will extend the use of such technology to other key areas of service activity including social workers, housing officers, maintenance inspectors and revenues and benefits officers.

◆ ***Use of new technologies to ensure end to end transactions are automated***

The council has a range of internal processes, and whilst many start online or in a digital format there continues to be a degree of manual intervention required for the end to end transaction.

The council has recently invested in a new electronic records management system (the Objective System), and all requests for internal services will utilise the functionality of the new system and will remove all manual intervention. This will become the default position for any new technology introduced.

◆ ***Key council buildings will allow digital access via wireless communications for customers and staff***

Public access Wi-Fi is currently available in 21 council buildings including libraries and community centres. With an increasing reliance on customers accessing services digitally there will be a continuing requirement to offer free Wi-Fi in public buildings. The current deployment of this service is not sustainable, therefore a single, realistic and sustainable Wi-Fi plan across the council area will be developed.

All schools have access to Wi-Fi including filtered internet access by staff and pupils from mobile personal devices.

◆ ***Collaboration and shared services will be pursued through the Digital Partnership***

The council has contributed to the setup and maintenance of the national Digital Office through the Digital Partnership. This allows the council to collaborate with other councils to develop and /or procure solutions to some of the digital challenges we face. Sharing information, ideas and knowledge will mean that the public sector in Scotland will utilise good practice and make the best use of scarce resources. The council will play a full role in the Partnership and will lead and participate in projects that are priorities for this council.

◆ ***Rationalise the number of systems in use across the council and improve system integration***

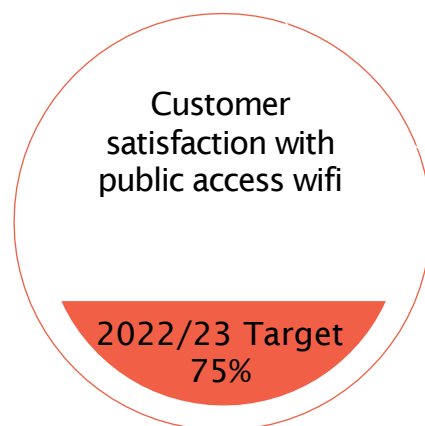
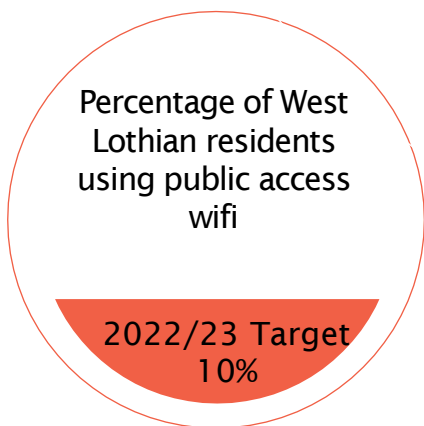
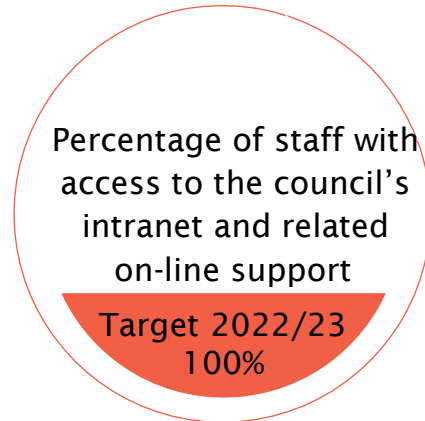
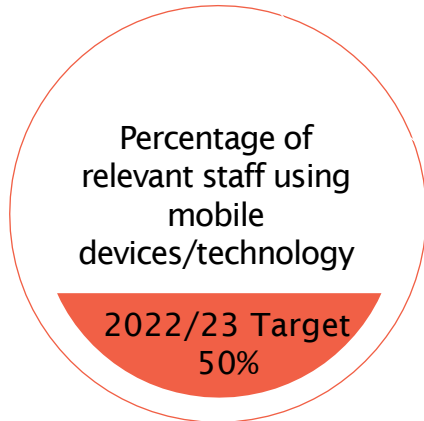
The council will rationalise the number of IT systems in use across the council as part of a programme of reviewing existing systems, or when investing in new systems. At the same time the council will be seeking to improve the integration of the core systems across the council in order to deliver better joined up services, reduce manual intervention and to streamline business activity.

◆ ***Further develop web-based learning and development and elements of self-service via the council's intranet and e-learning platform***

The council's HR Services Mytoolkit provides advice, information and professional support to managers and employees on all employment related matters. The council will further develop the use of the toolkit and other areas of the intranet to provide staff with suitable on-line training, support and guidance.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



Developing the strategy and reporting progress

The strategy was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact the delivery of council services in the next five years.

Context

The next five years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the Local Outcome Improvement Plan, Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2022/23 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Citizens Panel data

During November 2016 the Council and Community Planning partners conducted the fifth Citizens Panel survey. This covers a range of questions about living in West Lothian. There are 2,800 panel members. Results show

Almost all respondents (96%) stated that they have internet access (up from 94% in 2010):

- 93% access at home via Broadband (up from 89% in 2013)
- 38% access via a mobile device (down from 48%)
- 21% access at work (down from 31%)

Analysis indicated that there were some significant differences between sub groups in relation to access.

- Owner occupiers were significantly more likely to have access (97%) than respondents who rented from a housing association (87%). Council tenants were less likely to have access at home via Broadband with 80% of this group having home access compared to 96% of owner occupiers.
- Younger respondents aged under 25 were significantly more likely to have access (100%) than those aged over 75 (72%). In terms of method of access, access via a mobile device is greatest for those aged 25-34 (66%) whereas access at home via broadband peaks for respondents in the 35-59 age groups where 93% access the internet in this way.

Scottish Government Digital Strategy

In March 2017 the Scottish Government launched its Digital Strategy for Scotland, “Achieving Scotland’s full potential in a Digital World”.

This set out the ambitions and actions required to deliver inclusive economic growth, a reformed public sector and creates a culture where collective action is taken.

The outcomes detailed in the strategy are, Scotland has:

- High quality connectivity across the whole country
- A digitally skilled and inclusive workforce
- Internationally competitive, digitally mature businesses across all sectors of the economy
- Efficient user centric digital public services
- A digital society which enables everyone to share in the social, economic and democratic opportunities of digital
- Cyber resilience with a global reputation for being a secure place to work, learn and do business
- Non personal data that is shared in a trustworthy manner to contribute to innovation and efficiency

The 2017 Government Digital Transformation Strategy reaffirmed the government’s commitment to making the most of new technologies by 2020. Alongside back-office business transformation, and skills and cultural development, the document highlights the government’s goal to “give public servants the right location-independent tools to do their jobs” and make “better use of data as an enabler for public services, particularly where those services cross organisational boundaries”.

Digital Partnership

The council, along with 29 other Scottish Local Authorities, has contributed to the setting up of the Local Government Digital Partnership. Designed to aid collaboration and partnership working across councils and other public sector organisations, the Digital Partnership has agreed a digital vision for councils stating that all councils will be digital businesses by 2020. Through this, we will

- Deliver better outcomes for citizens
- Focus on delivering services to those who need it most
- Provide services that are both customer centred and efficient
- Provide services as good or better than those available in the commercial sector – customers will choose to use our services
- Create new ways of developing and delivering joint services with partner organisations in an ever changing world
- Have a workforce equipped and skilled for the digital world we live in.

The Digital Partnership is working on projects across three workstreams of Digital Foundations; Digital Leadership; and Digital Services.

Audit Scotland report

Audit Scotland published its Principles for a digital future: Lessons learned from public sector ICT projects in May 2017. The document summarises the issues that they had identified in previous reports, bringing forward common themes. These are organised into a set of principles:

- Comprehensive planning setting out what you want to achieve and how you will do it
- Active governance providing appropriate control and oversight
- Putting users at the heart of the project

- Clear leadership that sets the tone and culture and provides accountability
- Individual projects set in a central framework of strategic oversight and assurance

Digital Technology in Education

In 2016, a national strategy (Enhancing Learning and Teaching through the use of Digital Technology) was published that aims to ensure all learners and educators are able to benefit from digital technology in their education.

This strategy aims to improve the current situation by creating the conditions to allow all of Scotland's educators, learners and parents to take full advantage of the opportunities offered by digital technology in order to raise attainment, ambition and opportunities for all.

It sets out a series of national actions and local expectations structured around four essential and interrelated objectives:

- Develop the skills and confidence of teachers
- Improve access to digital technology for all learners
- Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
- Empower leaders of change to drive innovation and investment in digital technology for learning and teaching

Strategy development process

This strategy has been developed by services from across the council through the Digital Transformation Programme Board and Project Team. Utilising data about customers' use of services, and data from the most recent Citizens Panel survey, a range of outcomes have been developed. These have been reviewed and refined by services and customers to create the outcomes and activities that are detailed in the previous section.

The process and timescales for the development and publication of the strategy is set out, including consultation with the appropriate stakeholders

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
Council Executive	a) Engagement on the strategy and outcomes	◆ Approval
	b) Updates to the Council Executive on the progress of specific programmes of work	◆ End of strategy
Partnership & Resources PDSP	a) Engagement on the strategy and outcomes	◆ Annual progress report
	b) Updates to the PDSP on the progress of specific programmes of work	
Corporate Management Team	a) Engagement on the strategy and strategy outcomes at the development stage	◆ Annual progress report
	b) Regular updates to the Corporate	

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
	Management Team on the progress of specific programmes of work	
Digital Transformation Board/ Steering Group	a) Development of the strategy and strategy outcomes b) Regular updates to Board on the progress of specific programmes of work	◆ Two monthly
Stakeholders	a) Digital Office - Development of the strategy and strategy outcomes b) Improvement Service – Development of outcomes using myaccount	◆ Drafting stage

Strategy monitoring

The strategy lead and the board (responsible for delivering and monitoring progress in the strategy) will ensure that appropriate arrangements are in place to track and monitor in-year progress.

An annual review will be undertaken and reported to the council's Corporate Management Team and to the relevant PDSP. This will include an update on the agreed performance scorecard and action plan and will also be published on the performance pages of the council website.

An end of strategy review will be undertaken in the final year of the strategy to report on the achievement in the outcomes and final position in the performance indicators (against the target) and the agreed actions.

Supporting the delivery of Council priorities


This strategy will support the delivery of the Council's Corporate Plan


Corporate strategies are designed to support the delivery of the Corporate Plan 2018/23 by improving the culture, agility, resilience and performance of the council. Each strategy has clearly defined outcomes and measurable indicators of success and actions for the period. Specifically, this strategy aligns to the enablers and deliverables that have been identified as key to the success of the Corporate Plan, this is outlined in the following table.

Alignment with Corporate Enablers					
Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E3.2) Modernisation and improvement	Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.	◆ Single logon through myaccount	% West Lothian population with myaccount login	11.79%	20%
		◆ Customers will tell us things once			
		◆ Customers and staff will be able to self-serve			
(E3.9) Modernisation and improvement	Driving deployment of new technology to support new, digital, more efficient, sustainable, flexible, and customer focused ways of working whilst minimising risks to business critical ICT systems.	◆ Customer digital skills will be improved			
		◆ Customers will receive service delivery updates	REV 125 % self service payments received through income management	27%	40%
			EDALYS024% adult learning students resident in 20% most disadvantaged areas	28%	35%
(E3.9) Modernisation and improvement	Successful transformation will support services to deliver efficiencies and will be dependent on the combination and balance of people, processes and technology.	◆ Staff will use mobile technology to undertake tasks	% of West Lothian residents using public access wifi	0.27%	10%
		◆ End to end transactions will be automated			
		◆ Digital access via wireless communication in key council buildings			
(E3.9) Modernisation and improvement		◆ We will reduce the number of systems we use	% of relevant staff using mobile devices/technology	9%	50%
		◆ We will expand the use of Technology Enables Care in people's homes			
		◆ Business processes will be transformed	% reduction in the number of manual processes	0%	50%
(E3.9) Modernisation and improvement		◆ Paper processes will be eliminated			

Appendix 1: Strategy Scorecard

The council will report on the following key measures of the success throughout the lifetime of our strategy, targeting performance improvement against the baseline year (2017/18)

 DIGITAL CUSTOMERS -						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
New PI: Number of customer website transactions as a % of total customer transactions	12%	15%	20%	30%	40%	50%
New PI: % of WL population with Myaccount log-in	11.79%	12%	15%	18%	19%	20%
REV125: % of self service payments received through income management system	33%	34%	36%	38%	39%	40%
CC089 : Customer satisfaction with the council website	56%	60%	65%	70%	80%	90%
New PI: Increasing the number of people aged 75+ supported by technology to remain at home	0%	2%	5%	7%	9%	10%

 DIGITAL SKILLS -						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
EDALYS024 : % adult learners resident in 20% most disadvantaged areas	32%	32%	33%	33%	34%	35%
New PI: % schools achieving digital status	0%	10%	20%	50%	60%	75%

**DIGITAL SKILLS -**

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
New PI: % staff assessing they have basic digital skills	0%	50%	60%	70%	80%	90%
CuCS031 : % use of public access PCs	31%	35%	48%	40%	45%	50%
New PI: % of relevant staff completing digital skills training	0%	5%	20%	50%	75%	90%

**DIGITAL SERVICE DESIGN -**






Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
New PI: % of core business processes mapped	0%	10%	30%	50%	75%	100%
New PI % reduction in print volumes	10%	15%	20%	25%	30%	40%
New PI % of customers satisfied with online/automated service updates	0%	20%	35%	50%	60%	75%
New PI: % reduction in the number of manual processes	0%	5%	10%	20%	35%	50%
New PI: % of system interfaces implemented to support Digital Transformation	0%	5%	20%	50%	60%	75%

**DIGITAL WORKPLACE -**







Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
New PI % of relevant staff using mobile devices/technology to undertake their job	9%	10%	15%	20%	35%	50%
New PI % staff with access to the councils intranet and related online support services	75%	75%	80%	85%	90%	100%
New PI % WL residents using public access wifi	0.27%	1%	3%	5%	8%	10%
New PI: % Customer satisfaction with public access wifi	0%	60%	62%	65%	70%	75%
New PI: Council participation in the Digital Office programme	50%	60%	70%	80%	90%	100%

Appendix 2: Strategy Action Plan







The council will undertake a range of actions to support delivery of corporate priorities and objectives, improve services and deliver transformation.

Actions 2018/23								
Outcome	Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
High Priority actions								
	Business process mapping activity	Key business processes will be mapped and costed prior to technology solutions being implemented.	Services understand the cost of each process	Performance and Improvement Manager	June 2018	Dec 2019	Planned	
	Create digital foundations on which all systems are based	Develop common approach to address use, customer evidence, single system sign on, workflow to create digital signatures	Reduced time and effort to complete basic tasks	Digital Transformation Manager	June 2018	March 2019	Planned	
	Website refresh	The website will continue to be improved to allow more transactional activity to take place.	More people use the website to find information and transact with the council	Corporate Communications Manager	June 2018	Dec 2018	Active	
	Adopt myaccount as the single logon	A single log on through myaccount will give staff and customers access to their personal information.	Staff and customers find it easier to transact with the council	Corporate Communications Manager	April 2018	Dec 2018	Active	
	Corporate approach to public wifi	Key council buildings will allow digital access via wireless communications for staff and customers.	Staff and customers are able to use wifi provided by the council	IT Manager	June 2018	March 2019	Planned	




Actions 2018/23

Outcome	Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
	Work with the Digital Partnership	Collaboration and shared services will be pursued through the Digital Partnership.	Council benefits from other councils work	Digital Transformation Manager	April 2018	March 2021	Active	
	Schools champion digital learning	Schools will pursue Digital Schools status and ensure pupils have basic levels of digital literacy before leaving.	Pupils have the necessary digital skills when they leave school	Education Officer - Digital	April 2018	March 2020	Active	
	Staff skills audit	A staff digital skills audit will be undertaken to assess levels of competence.	Managers understand the digital skills of their staff	Digital Transformation Manager	June 2018	Sept 2018	Planned	
	Digital skills training created to meet demand	Staff digital skills training will be delivered and form part of the basic training for staff.	Staff acquire basic digital skills	HR Manager	Oct 2018	Dec 2019	Planned	
Medium Priority actions								
	Paper processes will be reduced	Paper will be removed from meetings and applications.	The council will reduce its printing costs	Performance and Improvement manager	Dec 2018	March 2020	Planned	
	Mobile technology is deployed to staff working in the field	Staff will be able to use mobile technology to undertake their tasks meaning they can update job or customer records or order parts without needing to come back to the office.	Staff are more efficient	Housing Operations Manager	Jan 2019	March 2020	Planned	

Actions 2018/23

Outcome	Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
	Internal end to end transactions automated	Office based staff will utilise new technologies to ensure end to end transactions are automated.	Transactions are seamless	Performance and Improvement manager	Jan 2019	March 2021	Planned	
	The number of systems used is reduced	The number of systems we use will reduce meaning staff will find it quicker and easier to do their job.	The council saves money from reduced support and maintenance costs	IT manager	Jan 2019	March 2021	Planned	
	Digital skills training will focus on those most in need	Digital inclusion will be delivered for customers in areas of most need.	Customers digital skills will be enhanced	Adult Learning Manager	March 2019	March 2021	Planned	
	Further develop web based learning and development	Staff access web based learning and self service via the intranet	Staff have immediate access to help and information	HR Manager	April 2019	March 2021	Planned	
Longer term actions								
	Systems integrated	are Customer will only have to tell us things once as we join up systems and data and they update each other automatically.	Systems and data sources are joined up	Digital Transformation Manager	April 2019	March 2023	Planned	
	Customers will receive updates for service delivery	Systems auto generate replies for customers to update them.	The council keeps customers informed about the status of their enquiry	Digital Transformation Manager	April 2019	March 2023	Planned	

Actions 2018/23

Outcome	Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
	Self-service implemented across the council	The options for customers and staff to self-serve will be expanded.	Self-service options are available	Digital Transformation Manager	April 2018	March 2021	Planned	
	Technology Enabled Care (TEC) in people's homes will be expanded	Technology Enabled Care (TEC) in people's homes will be expanded.	Vulnerable people are protected in their homes	Senior Manager Social Policy	April 2019	March 2023	Active	
	Share and use data across the council	Services will share and use data from a variety of sources to help plan and implement change	Data sets will be shared, amalgamated and analysed	Performance and Improvement Manager	April 2018	March 2023	Planned	

Digital Transformation Strategy

West Lothian Council

June 2018

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