

Data Label: PUBLIC

# West Lothian Council

# ICT Strategy

# 2015/17

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# 1 Overview

## 1.1 Foreword

The West Lothian Council Information, Communication and Technology (ICT) Strategy provides a framework for managing ICT across the council over the next three years. The council is committed to maximising the use of technology to support the delivery of efficient services for our customers.

The strategy focuses on ICT as an enabler for improving efficiency across the council, achieving compliance with legislation and regulatory factors to ensure we can continue to securely provide modernised shared services as set out in the Corporate Plan 2013/17.

While it is recognised that the pace of change in technology continues to accelerate, the strategy aims to ensure the council can make best use of its ICT infrastructure into the future.

There will be a continuing and increasing dependency on ICT systems to support the re-design of council services, enable the delivery of efficiency savings and meet the needs of our customers.

In the immediate future, the delivery of the strategy outcomes must be achieved in an increasingly challenging financial environment, where there will be increasing demands for the council to achieve greater value for money from our technology capability.



John McGinty  
Leader of West Lothian



Graham Hope  
Chief Executive West Lothian  
Council

## 1.2 Context

This ICT Strategy is a further development of the 2010/14 ICT Strategy approved by council in September 2010. The strategy has been updated to recognise council priorities, financial constraints and technologies that provide the council and customers with new engagement channels at reduced cost.

The ICT Strategy is underpinned by a Technical Framework that sets out the infrastructure, systems, data management and security required to support the delivery of council services.

### **External Factors**

Following the approval of the 2010/14 ICT Strategy, the Council through IT Services have contributed to the ongoing development and delivery of digital services in the public sector. Specific contributions have been made towards the Scottish and UK Government's approaches to the adoption of these new digital technologies.

These new technologies, which can improve service delivery and customer engagement, continue to be developed across all industry sectors, raising customer awareness to the benefits of using technology.

Customers' expectations have therefore grown and increased the pressure on the public sector to respond.

UK and Scottish government legislation and policies provide guidance to the public sector in the use of existing and emerging technologies.

The following reports on technology in the public sector have influenced local government thinking on the delivery of ICT:

- The national strategy, "Scotland's Digital Future – Delivery of Public Services" published March 2011: Sets out in detail how the government intends to achieve their digital ambition and what further actions are proposed in the four key areas of public service delivery; the digital economy; digital participation and broadband connectivity.
- John McClelland's review of the Scottish public sector ICT infrastructure published June 2011: Reviewed the strategic management of investment in Scottish public sector information and communication technology (ICT)

infrastructure, reporting on how best to deliver improved value for money and support multi-agency working and shared services.

- The Local Government ICT Strategy – Delivering Better Services for Communities published January 2013: This sets out the framework for councils to meet customer demand, address public sector reform, reduce costs and support shared delivery of local public services.
- Open Data Consultancy Report commissioned by the Scottish Government in November 2013. This included a pilot of the Linked Open Data approach to data publishing, incorporating the Scottish Index of Multiple Deprivation, selected education data and supporting geographical information.
- Scotland’s Digital Future: Data Hosting and Data Centre Strategy for the Scottish Public Sector (published April 2014) which states its vision as a cost-effective, carbon neutral making appropriate use of cloud technology for the delivery of efficient and highly available ICT services.
- The Scottish Government’s Climate Change (Scotland) Act 2009 which has greenhouse gas emissions set as an interim 42% reduction target for 2020. Part 4 of the Act requires that public bodies must, in exercising its functions, act in the way best calculated to contribute to delivery of the Act’s emissions reduction target.

Achieving compliance with UK and Scottish Government legislation and policies can however also introduce complexity and constrain the efficient and cost effective use of technology. These factors can influence the time taken and resources available to implement solutions.

### **Internal factors**

The ICT Strategy recognises the opportunities arising from internal factors that will facilitate the modernisation of council services. These include:

- Legacy systems, which were introduced for operational reasons but are unable to provide the real-time joined up services expected by customers, have to be integrated.
- The traditional ICT infrastructure model will be replaced to support the carbon reduction target, the council efficiency measures and be capable of performing in a more virtual landscape, whilst while achieving the high level of performance demanded by the services.

- The increased demand for mobile devices to support the requirements for mobile flexible working, aligned with the council property asset management plan, requires solutions which satisfy services' demands, are cost effective and maintain security of information assets and data.
- The council's programme to modernise services has many projects which are dependent on new technologies, integrated systems and operational applications to achieve approved service delivery and efficiency objectives.
- The council's priorities in the current Corporate Plan are directly supported through the management of ICT assets and indirectly supported through provision of ICT technologies, systems and skills to services.

### 1.3 Strategy Development

The ICT Strategy has been designed to ensure that information and communication technologies contribute to the achievement of the outcomes identified within the council's Corporate Plan, and taking account of the views expressed by the community, partners and stakeholders as part of the Delivering Better Outcomes 2014 consultation.

The ICT Strategy was developed following consultation with all council services: strategic outcomes were identified and are illustrated in Appendix B.

This strategy provides a framework for the Council to achieve the outcomes identified in the Local Government ICT Strategy. The Council aims to meet these targets by committing to the following National and Council objectives:

a. Local Government ICT Strategy

The Local Government ICT Strategy includes key principles to consider reuse and share existing infrastructure, systems and data where appropriate.

The McClelland Review of public sector ICT infrastructure emphasises the need for collaborative services in terms of shared ICT infrastructure, technical specialisms and support.

ITIL, an IT industry good practice that focuses on aligning IT services with the needs of business and describes processes, procedures, tasks and checklists that are not organisation-specific.

Delivering Better Outcomes - The overarching aim of this programme is to drive more efficient and effective use of the Council's assets and resources. The Managing our Asset workstream includes ICT and has been identified as the part of this programme where, rationalisation, consolidation, sharing and the use of technology will enable improvements in efficiency and/or quality.

b. ICT Asset Management Plan

As part of the process to develop the council's five year Capital Asset Management Strategy, service users have been consulted to determine their priorities. Through the ICT Programme Board, services are aware of the role they have in helping to deliver council priorities through ICT enabled activity.

The approach adopted in developing the ICT Strategy ensures that this strategy provides sound governance and a framework for the council's ICT Asset Management Plan that will detail the actions necessary to support the continuous improvement in the council's ICT capability, processes and performance.

## 1.4 Ownership and Scope of the Strategy

The Head of Corporate Services is the owner of the ICT Strategy 2015/17 and is responsible for delivery of the ICT strategy.

The ICT Strategy outcomes will be progressed and monitored by the ICT Programme Board, integrated into service management plans and supported by action and project plans.

The ICT Programme Board will conduct scheduled reviews to ensure that the council remains on track to deliver the outcomes and that these continue to be relevant (an important aspect in respect of the constant development of new technologies) and the achievement of corporate priorities.

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
ICT Programme Board	<ul style="list-style-type: none"> <li>a) To review and implement policies, procedures and standards.</li> <li>b) To progress, monitor and ensure that the council remains on course to deliver the outcomes.</li> <li>c) To monitor projects related to the ICT strategy.</li> </ul>	Annual progress report
Corporate Management Team	Monitors the council's performance and progress against the activities and action of the ICT Strategy.	Annual progress report
Partnership and Resources Policy Development and Scrutiny Panel	<p>The role of the PDSP is:</p> <ul style="list-style-type: none"> <li>a) To develop policies with a view to making recommendations for their adoption by Executive or to the Education Executive.</li> <li>b) To review the working of existing policies of the council and to make recommendations about their working, amendment or replacement to the Executive or Education</li> <li>c) To prepare and follow in so far as practicable a forward work plan to assist the continuous flow of policy and best use of council resources.</li> <li>d) To scrutinise and monitor the council's performance against the ICT Strategy.</li> </ul>	Annual progress report
Council Executive	Approval of the ICT Strategy and monitor progress.	Annual progress report

## 2 Council Priorities

The council has eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with three enabler themes, represent the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

The ICT Strategy supports the delivery of a range of council strategies including:-

- Financial Strategy outcomes through effective and efficient use of technology and systems linking with the council's budgeting for better outcomes approach.
- Corporate Asset Management Strategy outcomes by supporting suitability, accessibility, sustainability and sufficiency of technology as required by the ICT Asset Management Plan.
- Risk Management Strategy outcomes by managing the use and access to technology and systems through policies, procedures, monitoring and reporting.
- Corporate Procurement Strategy outcomes by implementing, securing and supporting technology solutions.
- Customer Services Strategy outcomes by implementing, securing and supporting digital solutions to improve customer access.
- Property Asset Management Plan outcomes by supporting suitability, accessibility, sustainability and sufficiency of technology as required by the ICT Asset Management Plan.
- Improvement Strategy outcomes by supporting the improvement in service delivery and performance through the implementation and support of key technology and system solutions.
- Information Strategy outcomes by improving access to information through the technology, processes and tools.
- People Strategy outcomes by providing the tools, data and information to a high performing and more agile workforce.
- Education's Raising Attainment Strategy by providing the infrastructure to support online communication and collaboration.

Figure 1 illustrates where the ICT Strategy 2015/17 will directly contribute to a council priority or enabler.

Council Priorities	ICT Strategy
1. Delivering positive outcomes and early intervention for early years	✓
2. Improving the employment position in West Lothian	✓
3. Improving attainment and positive destinations for school children	✓
4. Improving the quality of life for older people	✓
5. Minimising poverty, the cycle of deprivation and promoting equality	✓
6. Reducing crime and improving community safety	✓
7. Delivering positive outcomes on health	✓
8. Protecting the built and natural environment	✓
<b>Enablers</b>	
Financial planning	✓
Corporate governance and risk	✓
Modernisation and improvement	✓

Figure 1: Council priorities and the ICT Strategy

### 3 Strategy Outcomes

The ICT Strategy has been designed to support the delivery of the council's priorities contained in the Corporate Strategy 2013/17. The aim of the ICT Strategy is to provide services with technology and systems which supports their objectives.

In summary the strategy outcomes are to:

1. Improve access to digital services for customers and employees.
2. Employ technology solutions to improve efficiency and effectiveness.
3. Reduce carbon emissions and make savings through using smart technologies.
4. Consolidate and share systems to achieve a more integrated customer focused approach.
5. Provide high performance network connectivity.

## Outcome Benefits

There are a number of benefits that will be delivered through the ICT Strategy:

- Customer access to services is improved through the deployment of mobile technology to the workforce.
- Customers will be able to engage through a variety of digital channels.
- Customer access to services and information is improved through the council's web site.
- The deployment of new technologies will offer customers alternative methods of communication and the ability to self-serve where and when they wish to do so.
- Council's information and systems will be secured appropriately for the sensitivity of the data they process.
- Business intelligence will allow the council to make more informed decisions and target resources accordingly.
- The council workforce will have tools which will allow collaboration and communication with colleagues and customers regardless of location.
- The council's workforce will have improved appropriate access to records.
- The council will achieve savings from the continued roll-out of Internet Protocol Telephony
- Implementing new technology solutions can assist to lower carbon emissions.
- A shared data centre services secures the availability of critical systems.

## Outcome 1: Improving access to digital services for customers and employees

### Purpose

Customers expect their public services to be available through a range of digital channels and this demand for web and mobile solutions will increase as the cost of technology reduces and the range of digital devices increases. This provides the council with opportunities for channel shift by offering its customers alternative methods of communication including using the web. Customer engagement will be further improved by providing employees with access to mobile devices with appropriate applications which will allow employees to interact and inform the customer directly, regardless of location.

To support improved access to information for both employees and customers shared data, integrated systems with real or near-time interfaces and “Open” data is key.

### Activities

The main activities that will be undertaken during 2015/17 to achieve this priority outcome are:

- **Systems Integration:** To achieve the “single view of the customer” services will require to consider real or near time data interfaces to key customer systems, such as CRM, when considering replacement or upgrades to their corporate or operational systems.
- **Self Service – Council Website:** The development of the council’s website will provide increased ability for customers to self-serve by making end-to-end transactions available from the site.
- **Online School Payments and Pupil Placement:** Online payments and pupil placement will enable parents and carers to make payments for school related activities and apply for school places through digital services.
- **Open Data:** Open Data is data that is accessible to anyone (usually via the web), in a digital format and free of restriction of use. There is a growing portfolio of open data available in Scotland and across the UK with the Scottish Government publishing a large quantity of open data. e.g. Scottish Neighbourhood Statistics ([www.sns.gov.uk](http://www.sns.gov.uk)). Services with new projects, where appropriate, will be required to consider the Open Data concept.
- **Property:** The Finance and Estates updated Property Asset Management Plan will ensure that IT requirements regarding specialist environment for equipment, data cabling and power for computers, printers and IPT will support the needs of the services.

- **Lone Worker:** The provision of technology solutions to support the safety of employees working in our communities.
- **Mobile Devices:** IT Services will continue to develop the IT Service & Product Catalogue to include mobile products which will allow collaboration and communication with colleagues and that are appropriate for working within the secure environment of Public Sector Network (PSN) and council's business network.
- **Online Employee Expenses:** The provision of the online self-service expenses system to support a modernised agile workforce.

## Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 1					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% of customers achieving end-to-end council transactions on the website	0.20%	25%	All	Web Services Manager
2	% of school payments made online	0%	50%	Education	Strategic Resource Manager Education
3	% of pupil placement applications submitted on-line	0%	25%	Education Services	Head of Service
4	% of planning applications submitted on-line	48%	65%	Planning and Economic Development	Head of Service
5	% of Lone Workers with access to a Lone Worker Device	53%	100%	All	Heads of Service
6	% of frontline staff in Building Services using mobile devices	45%	75%	Housing Building & Construction Services	Head of Service
7	% of employee mileage / expenses claims submitted online	95%	98%	All	Heads of Service

## Outcome 2: Employ Technology Solutions to Improve Efficiency and Effectiveness

### Purpose

Key drivers for the Delivering Better Outcome workstreams are increasing efficiency and improving effectiveness. The council will make best use of the technology solutions available that, combined with other strategic outcomes, can aid the workstream projects in the achievement of their objectives and improve performance.

### Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Multimedia Contact Centre:** The deployment of new technology to provide the contact centre with several digital channels for customer engagement will help facilitate the achievement of efficiency savings, service transition and channel shift.
- **Development of Self Service through the council's Website:** The development plan for the website will increase the self-service functions available to customers saving customer time and maximising efficient use of council resources.
- **Management Information for Effective Decision Making:** The analysis of large amounts of data (commonly known as "big data") allows for more informed decision making. Use a business intelligence solution that also links to corporate GIS data will allow resources to be targeted and will improve the effectiveness of delivery.

Develop use of business intelligence linked to corporate GIS to take data and produce effective management information.

Information gathered, collated and reported in the Social Policy system will contribute to improvement in delivery of services.

- **Records Management:** The council's records management policy is based on records being managed by manual filing systems, IT Applications, databases and corporate Electronic Documents and Records Management System (EDRMs). Advances in technology now allow for information to be shared (a record management principle) using cloud based systems, including cloud mail. Combined with video conferencing this functionality offers opportunities for collaborative working across the council with its mobile workforce, customers and partner organisations.

- **Internet Protocol Telephony:** The council will continue its programme of replacing legacy Featurenet Telephony with IPT to achieve benefits and savings. The proposed rollout is aligned to the council property asset management plan to ensure the functionality supports flexible and mobile working.
- **Email Systems:** A separate segregated and secure email system is to be provided for PSN originated data as recommended in the 2013 PSN Code of Compliance report.

A cloud based email solution will be investigated for corporate users and implemented where the business case justifies.

- **Vehicle Management System:** A real-time system automatically collecting data from vehicles to a central information system with minimum driver involvement. The data will be used to improve utilisation through route optimisation, fuel efficiency and the overall management of the fleet.

## Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 2					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% increased response rate to email by the Customer Contact Centre within 4 hours.	90%	95%	Area Services	Customer Services Centre Co-ordinator
2	% of self-service payment transactions (excluding direct debit) received through income management system	8%	20%	Finance & Estates	Revenues Manager
3	Use of the council's corporate GIS system by staff who are involved in land or property management or operations	0%	100%	All	Heads of Service
4	Average number of weeks Older People's service users are waiting to be assessed	3	2.75	Social Policy	Head of Social Policy
5	% of staff completing online training in Records Management	0%	50%	All	Heads of Service
6	% of staff using Internet Protocol Telephony for fixed telephone services	32%	80%	Corporate Services	IT Manager
7	% reduction in business mileage	0%	30%	All	Head of Operational Services

## Outcome 3: Reduce Carbon Emissions and make Savings through using smart technologies.

### Purpose

The move to virtualisation has enabled the sharing of server hardware thereby reducing the carbon emissions of a larger number of computing resources. IT Services will continue to introduce virtualisation by assessing the desktop solutions available that require less power and produce less heat.

Where appropriate, options to utilise selected “Cloud” services will be assessed.

### Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Virtual Technology:** The ICT Asset Management Plan includes the 5 year replacement cycle for desktop PC and access devices. The deployment of desktop virtualisation (formerly known as thin client), which will enable applications to be accessed from a wider range of IT devices, will be integrated into this plan. Virtualisation solutions will deliver a reduction in carbon emissions and reduce the acquisition and support costs.
- **Cloud Computing:** A cloud email project will provide anywhere access, resilience and reduced infrastructure costs compared to traditional in-house email.

IT Services will evaluate the use of cloud computing within the council for non PSN compliant systems when system refresh or a new system is required. This will be carried out in conjunction with a risk assessment for the council's data and information that would use cloud technologies.

- **IT Carbon Footprint:** The measurement of power consumption is already carried out for the data centre as whole and all Council premises will have ‘smart’ meters which will enable the Council's Energy Team to remotely monitor electricity consumption in half hour intervals.

The implementation of Virtual Technology and Cloud Computing will support the objective of meeting the Scottish Government's Power Usage Effectiveness (a metric used to determine the energy efficiency of a computer data centre) target of 1.8 by 2017.

A reduction in the council's carbon footprint will be achieved by the reduction in business mileage.

## Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 3					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	Data Centre Infrastructure Efficiency (see note 1 below)	No Current Benchmark	56%	Corporate Services	IT Manager
2	Power Usage Effectiveness (see note 2 below)	0	1.8	Corporate Services	IT Manager
3	Power Management in Desktops & Laptops (see note 3 below)	100%	100%	Corporate Services	IT Manager
4	% of pupils with email accounts hosted in the cloud	0%	100%	Education Services	Head of Service
5	% reduction in senior phase student school to school journeys	0%	20%	Education Services	Head of Service
6	% reduction in CO2 delivered from reduced business mileage	0%	30%	All	Heads of Service

**Note 1:** Data Centre Infrastructure Efficiency (DCiE) is a metric used to determine the energy efficiency of a data centre. The metric, which is expressed as a percentage, is calculated by dividing IT equipment power by total Data Centre facility power.

**Note 2** Power usage effectiveness (PUE) is a measure of how efficiently a computer data centre uses energy; specifically, how much energy is used by the computing equipment (in contrast to cooling and other overheads). The metric is calculated from the total Data Centre energy supply, divided by the equipment energy consumption.

There is an entry in the Action Plan to install meters in the data centre to capture baseline data to allow DCiE and PUE to be calculated.

**Note 3** Power Management in Desktops and Laptops: All devices managed by the IT Service Centre have a power saving policy which allows the council to set the optimum power setting to minimise energy usage.

## Outcome 4: Consolidate and share systems to achieve a more integrated customer focussed approach.

### Purpose

In line with the Asset Management Plan approach consideration will be given to enterprise solutions, to achieve a more integrated customer focussed approach and efficiency and effectiveness objectives. The private sector has been using such solutions for many years but with the advent of cloud and hosted solutions the cost has reduced and can be considered by councils.

National and Sectorial strategies from government will influence the sharing of ICT systems and cloud or hosted solutions make it so much easier to share systems used by services.

Provide the council with options that identify the opportunities to access up-to-date web enabled or hosted systems at a reduced cost or improved service.

### Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Shared Services:** IT Services will continue with the shared services data centre arrangement with South Lanarkshire Council to provide critical systems in the event of a major incident impacting IT systems at the Civic Centre. This shared arrangement supports the council's Business Continuity Plan.

West Lothian College will be provided with shared data centre operational services in the Civic Centre. Education Services working with West Lothian College will jointly deliver National Qualifications.

- **Education Shared Systems:** Education is a user of key shared strategic systems: SEEMiS, Glow and SCHOLAR.

Glow is a shared cloud collaboration system offered by Education Scotland. The development of the next generation of Glow services, Glow Plus is critical for developing content to support the delivery of the curriculum and enhance pupil attainment.

SEEMiS delivers an effective Management Information System to all sectors of education within the council.

SCHOLAR is an online shared system that provides students with the opportunity to utilise online materials for specified SQA courses.

- **Consolidation of Financial Systems:** In collaboration with Finance and Estates and Operational Services IT will support the review of all systems which transact or record financial data. A plan to improve data capture at source, real-time integration, systems consolidation, process changes and management information will be the outcome.
- **Governance:** Council services will explore the reuse and sharing possibilities for infrastructure, systems and prior to submitting new Project Briefs to the ICT Programme Board for consideration.

## Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 4					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% WLC1 <sup>1</sup> systems with contingency arrangements	100%	100%	All	Heads of Service
2	% of systems successfully tested annually	90%	100%	All	Heads of Service
3	% of pupils (P4-S6) using GLOW who have logged on more than once each term	No current benchmark <sup>2</sup>	100%	Education Services	Head of Service
4	Number of Students using SCHOLAR (on-line teaching materials to support SQA courses)	1807	2500	Education Services	Head of Service
5	Number of qualifications in which West Lothian students use SCHOLAR materials	30	35	Education Services	Head of Service
6	% of new IT projects that proposed reusing or sharing systems	47%	60%	All	Heads of Service

<sup>1</sup> WLC1: Activities are deemed critical where failure could result in potential loss of life.

<sup>2</sup> Transition to the new GLOW service commenced in November 2014 and data for this performance indicator is expected to be available from 2015/16.

## Outcome 5: Provide high performance network connectivity

### Purpose

The council's services use secure data and voice networks to link and interface their systems, communicate with each other and their customers. To enable system interfaces, email, access to the internet and the support of digital services requires large capacity, high performance bandwidth. The design for integrated networking is contained in the Technical Framework that has been developed.

The government's Scottish Wide Area Network (SWAN) provides a cost effective approach to communications between services, data centres and the internet.

Provide all council services and in particular Education with access to the next generation broadband through the SWAN contract.

### Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Scottish Wide Area Network (SWAN):** Migrate the council's wide area network to central government's Scottish Wide Area Network (SWAN) at end of the existing contract.
- **Local Area Network (LAN):** Modern data connectivity will be improved by the council's investment in Local Area Networks within all council properties in line with the ICT Asset Management plan.
- **Next Generation Broadband (NGB):** Modern data connectivity will be improved by the council's investment in Next Generation Broadband which will benefit the council's customers' homes, private sector businesses and potentially council properties.
- **Secure Networks:** The council achieved compliance with PSN in January 2014. Annual submissions are expected throughout the remaining period of this strategy.

IT Services will work in partnership with other local authorities and the Cabinet Office to plan and design networks that will meet business requirements whilst maintaining the PSN Code of Compliance.

- **Online Staff Training:** Training in Data Protection, Freedom of Information and Security Awareness will be conducted for all staff that have a council email account.

## Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

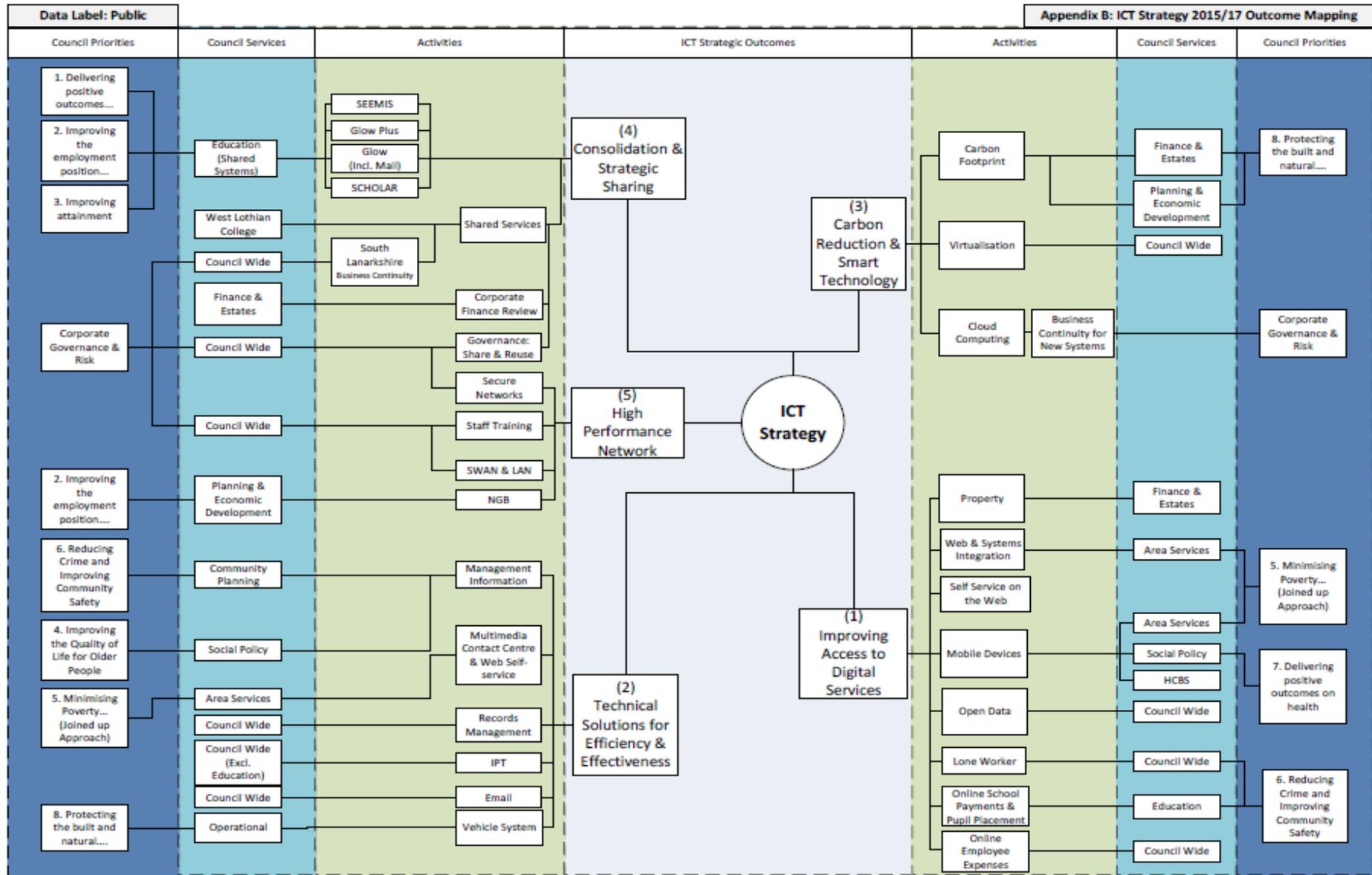
Performance Outcome 5					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% availability of the data network.	99.90%	99.95%	Corporate Services	IT Manager
2	Availability of next generation broadband to premises in West Lothian	72.9%	99%	Corporate Services	IT Manager
3	Annual PSN compliance certification	100%	100%	Corporate Services	IT Manager
4	% of staff with an email account who have completed the council's online training in : <ul style="list-style-type: none"> <li>▪ Data Protection,</li> <li>▪ Freedom of Information</li> <li>▪ User Security Awareness</li> </ul>	100%	100%	All	Heads of Service

Appendix A

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
IT Service & Product Catalogue	Develop the IT Service & Product catalogue to include mobile technologies.	IT Service & Product Catalogue to support the fixed and mobile workforce.	Service Portfolio & Programme Manager	Ongoing	September 2015	Active
Open Data	Prepare a report for the ICT Programme Board defining open standards for the interchange of data.	An agreed corporate approach to Open Data.	IT Solutions Architecture Manager	April 2015	June 2015	Planned
Business Intelligence and GIS	Produce an options paper and business case on the potential deployment of Business Intelligence software linked to GIS.	Report to the ICT Programme Board.	Performance and Improvement Manager	April 2015	June 2015	Planned
Enterprise Records Management	Consider cloud based records management systems as existing system reaches end of lifecycle	An enterprise Records Management System that support the council including the mobile workforce.	Head of Corporate Services	April 2015	March 2017	Planned
IP Telephony	Migration of legacy Featurenet estate to IP Telephony.	Provide telephone to support flexible working and deliver efficiencies	IT Manager	Ongoing	March 2017	Active
Secure email	To provide a separate segregated and secure email system.	Provide the council with secure email system for PSN originated data.	IT Manager	Ongoing	June 2015	Active
Virtualisation (Thin client)	Consider thin client technology as an alternative to existing desktop computers.	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
Cloud mail	To investigate the provision of cloud email for corporate users.	The business case to justify any future plan to move to a cloud email systems.	IT Manager	Ongoing	2015/16	Active
Cloud Technology	Make use of cloud technology to share and re-use resources.	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Planned
Financial Systems	Review systems which handle financial data and prepare	A business case for consideration by the ICT Programme Board.	Heads of Service	Ongoing	March 2015	Active
Scottish Wide Area Network	Migration of the council's wide area network to the government's Scottish Wide Area Network and the provision of an increased broadband capacity for schools.	A wide area network that will meet the business requirements whilst maintaining the PSN code of Compliance	IT Manager	Ongoing	December 2015	Active
Lone Worker	Implement a system to support the safety of employees in the community.	Enhancing safety of staff in communities using consolidated systems	Heads of Service	Ongoing	March 2017	Active
Online Employee Expenses	Implement a system for submitting online mileage and expense claims.	Improved efficiency in processing expenses and mileage claims	Head of Corporate Services	Ongoing	June 2015	Active
Multimedia Contact Centre	Deploy new technology to provide the contact centre with several digital channels	Provision of a wider range of customer contact methods to improve choice and efficiency	Head of Area Services	Ongoing	March 2016	Active
Vehicle Management System	Implement a system to collect data in real-time from vehicles with minimal driver involvement	Reduced business mileage, fuel and carbon emissions	Heads of Service	Ongoing	March 2017	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
Data Centre Efficiency	Install low-carbon consumption equipment	Reduced energy consumption and improve power use effectiveness	IT Manager	April 2015	August 2015	Planned
Data Centre Efficiency	Install meters in the data centre to measure power consumption.	Measurement of the reduction in power usage	Head of Finance & Estates	June 2015	August 2015	Planned
West Lothian College	Use the council's data centre and service structure to support West Lothian College	Extend usage of shared data centre to support use of technology for West Lothian College	IT Manager	Ongoing	March 2017	Active



# West Lothian Council

## ICT Strategy 2015/17

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Head of Corporate Services

January 2015

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