

THE HIGHLAND COUNCIL
RESOURCES COMMITTEE – 1st October 2008

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| Agenda Item | |
| Report No | |

ICT Strategy 2008 - 2013
Report by IS Client Manager

Summary

This report presents a summary of the Council draft Strategy for Information and Communications Technology (ICT) for the period October 2008 to March 2013. The strategy will continue to be developed as the Council's business needs are developed and will be revised and developed in parallel with the Competitive Dialogue process being used by the current procurement for the supply of managed ICT services.

1 Introduction

1.1 The draft ICT strategy is set in the context of and builds on the significant achievements delivered through the Council e-government transformation programme 2003-2008 and will continue to be developed as the Council's business needs are developed. This ICT strategy will be revised and developed in parallel with the Competitive Dialogue process being used by the procurement for the supply of managed ICT services. The ICT requirements identified in this strategy are described in the procurement documentation and it will be updated when the procurement has been completed and the supply arrangements and technologies to be deployed are agreed.

1.2 The draft strategy has reviewed by the ICT Procurement Project Board and is now to be reviewed by the Service Management Teams, staff and Trade Unions.

1.3 The draft ICT strategy is attached for Member's comments. It is proposed that the IT Members Working Group are asked to review the strategy prior to it being finalised and presented to Resources Committee in December for approval.

1.4 The key points from the strategy are summarised as:-

2 Purpose of the ICT strategy

2.1 The strategy's purpose is to enable the delivery of high quality services to our customers by providing effective information and communications technology

systems and services which:

- Support delivery of the programme for The Highland Council, the Single Outcome Agreement and Council's corporate and service business plans
- Provide a major contribution to achieving the outcomes in the local community planning partnerships (LCCPs)
- Enable the Council to carry out its business as effectively and efficiently as possible making the best use of its resources
- Support the continuous improvement of the Council in delivering high quality services to local people and businesses

3 Proposed developments and standards

3.1 The strategy comprises corporate and service based e-Government developments. Further details of all the projects covered by this strategy are set out in more detail but include:

- Redevelopment of the Council customer relationship management (CRM) system to support the customer first initiative
- Development of our web site, including transactional facilities
- Migration to a new corporate desktop incorporating document management and workflow functions to improve personal and team productivity
- Rationalisation of service based applications to adopt common systems for common business processes
- Development of our GIS capability
- Review of new ways of working, including assessing the benefits of increased mobile and remote working, "hot desking" and video communications
- Implement the outcomes of the Single IS Client review
- Complete procurement of ICT Services including for the first time the requirement for Curriculum
- Complete implementation of the 'pathfinder' wide area network and move to exploit its capabilities

3.2 The strategy provides a "road map" for the next 5 years setting out the technologies we will use and the standards which will apply. Further details of the policies and standards are set out in Appendix One.

- Develop "Best Practice Policy" for the provision and use of ICT systems and

software in line with ISO17799 and ISO 27001

- Development of our future approach to voice and data convergence and integration
- Development and implementation of plans for ICT awareness and training for IT staff, general employees and elected members
- Develop our approach and plans to facilitate future partnership working in relation to ICT and our approaches to working with the business community
- Implementation of corporate ICT disaster recovery approach and methodology
- Development an understanding of how the Council can use technology to support local communities and special interest groups to engage more fully in decision making and service design

4 Professionalism of local government IT services

- 4.1 The ICT strategy quotes from the UK government transformational government strategy, 'Government's ambition for technology-enabled change is challenging but achievable if it is accompanied by a step-change in the professionalism with which it is delivered. This requires: coherent, joined up leadership and governance; portfolio management of the technology programmes; development of IT professionalism and skills; strengthening of the controls and support to ensure reliable project delivery; improvements in supplier management; and a systematic focus on innovation.'

The Council has started on this journey with the 'Single IS Client' review of council staff undertaking ICT roles to ensure that the necessary organisation is in place with appropriate capacity and capabilities. The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information & Communications Technology (ICT). The Council will adopt SFIA or a comparable model for classification of the jobs in ICT and the skills required to perform them.

5 Governance

- 5.1 Management of the strategy and supporting plan will be through the Council Digital Highland Programme Board, which will ensure that new proposals and projects are assessed against a business case and once initiated; progress and benefits realisation is formally monitored.

Progress against key projects in the strategy will be reported regularly to elected members through the appropriate Service Committee and the ICT investment programme as a whole will be reported, as appropriate, to Resources Committee

Specific responsibilities for Resources Committee under this strategy are:

- Agree the vision and the ICT strategy
- Review the strategy on an annual basis
- Receive reports on performance against the strategy and implementation plan.

6 Summary

- 6.1 Our vision is to use ICT to improve service delivery and to support and enable initiatives which make Council services more accessible, more convenient, more operationally efficient and cost-effective.
- 6.2 Supporting this strategy will be a separate detailed delivery plan for the Council's ICT projects. This plan will be updated annually to reflect the changing demands of the council and its citizens and the new opportunities offered by emerging technologies.

Recommendation

Members are asked to note the draft Strategy for Information and Communications Technology (ICT) for the period October 2008 to March 2013 and agree that it is reviewed by the IT Members Working Group prior to it being finalised and presented to Resources Committee in December 2008.

Signature:

Designation: IS Client Manager

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Date: 25rd September 2008



ICT Strategy

2008 – 2013

DRAFT

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PART 1 – SUMMARY

1. Introduction

This document presents the Council Strategy for Information and Communication Technology (ICT) for the period October 2008 to March 2013. The new strategy sets in context and builds on the significant achievements delivered through our e-government transformation programme 2003-2008 and will continue to be developed as the Council's business needs are developed. The strategy will be revised and developed in parallel with the Competitive Dialogue process being used by the procurement for the supply of managed ICT services. The ICT requirements identified in this strategy are described in the procurement documentation and it will be updated when the procurement has been completed and the supply arrangements and technologies to be deployed are agreed

The strategy has been developed with reference to the Programme for The Highland Council the Single Outcome Agreement and the Corporate Plan.

2. Vision

Our vision is to use ICT to improve service delivery and to support and enable initiatives which make Council services more accessible, more convenient, more operationally efficient and cost-effective.

We support the national aims for transforming services using ICT and through this strategy will help the Council and our partners to deliver services that are

- Joined up in ways that make sense to the customer
- Accessible at times and places most convenient to the customers so that they have more choice over the way in which they contact and receive public services
- Delivered or supported electronically, facilitating faster, more reliable and better value services
- Delivered jointly, where appropriate, by local and national partnerships, and connected to a national infrastructure
- Delivered seamlessly, so that customers are not asked to provide the same information more than once and so that the Council and our partners are better able to identify, contact and meet the needs of our citizens

- Delivered securely to ensure confidence in the use of all information held, online services and transactions
- Open, fair and accountable so that information about the objectives, standard and performance of the council are freely and easily available
- Used by “e-citizens” through effective promotion of available and accessible new technologies and helping citizens to gain the necessary skills to take advantage of them.

This vision will be underpinned and delivered by a set of technologies which provide:

- Increased mobility for employees which facilitate mobile, remote and home working and allow staff to become closer to customers thus allowing the Council to make the best use of it's resources
- Improved productivity and effectiveness by utilising common standardised technologies including CRM, workflow, document management and messaging to allow the Council to build business functionality without the need to invest in specific line-of-business applications
- Environmentally sustainable ICT through the implementation of consolidated technologies and low-power devices.

3. A picture of the future

For all our citizens

Our aim is for citizens to have 85% of their enquiries resolved at their first point of contact with the Council. It will not matter whether they have contacted us by phone, mail or by face to face visit to a Service Point or other Council facility, as they will receive a fast, effective and consistent service.

Our future plans include the facility for customers to be given a unique case number which will enable them to track the progress of their enquiry electronically either by using their portal on the Council website or by receiving SMS updates to their mobile phones through the Council CRM system. It will be as easy and reliable to access and use council services on-line, as it will be to phone or visit the Council.

We would like citizens wanting to access or change affordable housing to be able to see what is currently available through a virtual ‘estate agents window’ on the internet. In the future functionality to enable them to bid using their points and be advised automatically where they are in the queue for the property they bid for could be provided.

Customers making payments for council services will be provided with a wider range of payment methods and will be able to manage their accounts securely on-line. We will offer payment reminder services via email and mobile phones.

Customers will be able to have new claims for benefits processed from application to completion, within minutes, in their homes. We will be able to offer appointment reminder services via mobile phones.

Everyone will be able to access the information they would like about all public services electronically through the Council website and they will also be able to subscribe to messaging services giving them the latest news about services events or offers from the Council. In order to facilitate this the Council will be updating and reviewing its web strategy to enable more 'e-services' to be offered to our customers

The Council aim is to ensure that citizens who wish to interact with the council electronically have the facility for easy access via the Council web site. Free access to the internet currently available in council libraries will in the future be enhanced through additional facilities in community centres. More traditional ways of accessing services will still be available but will be supported by new technologies.

The Council will be utilising technology fully to engage with and support its different communities at all levels. This will help us in focusing on increasing our citizens' understanding and interest in local democracy and accountability and will lead to increased citizen involvement in decision making and service design.

For our younger citizens

The Council has committed to a range of projects and developments targeted directly at its younger citizens. ICT underpins the delivery of these which include;

- Ambitious Excellent Schools: A Curriculum for Excellence (ACE)
- GLOW – the national schools intranet
- Gaelic developments
- GIRFEC
- Customer First – National Entitlement Card & providing Highland services via this single card e.g. library and cashless catering

The ongoing Pathfinder project provides broadband connectivity for Schools, Libraries and council offices throughout the Highlands region providing the capability for high quality video conferencing, multi-media content distribution such as online classroom videos, podcasts and interactive learning sessions. Access to these educational and lifelong learning services will be made widely available, not just to citizens within the council's facilities within traditional hours but via the internet from workplaces and homes. This places additional pressure on service resilience which needs to be addressed when considering future service delivery arrangements.

The core objectives of the pathfinder project will be supported by processes for managing and prioritising the usage of network capacity. The very broad

dependency and strategic reliance on pathfinder will require continual discussion and high level influence to ensure its original priorities are not lost in the evolving requirements and aspirations of the many connected service providers.

For businesses

In the future local companies will be able to take advantage of electronic methods for ordering and payments and companies doing business with the Council will receive orders and payments electronically ensuring prompt payment for goods and services.

Applications for Council regulatory services will be available on-line and businesses will be able to apply and pay for them electronically resulting in a faster service, saving them, and the Council, time and money. Technology will assist citizens in having access to these applications and registers of licenses, enabling them to be better informed and provide easy opportunities for making their views and this will help increase the transparency of our decision making processes.

We will work with the business community, its representative bodies and Highland & Islands Enterprise to identify how we can use technology to enhance the experience of those who live, visit and work in the Highlands.

For our employees

Our aim is that employees will be able to spend more time working with customers in their homes and their businesses through remote and mobile working. Mobile phones, tablets, hand held devices and wireless enabled PC's with real-time secure access to council office systems. The availability of such technologies will be extended so that service managers can utilize it where there are benefits for the service being delivered.

Managers are beginning to be provided with information on the utilisation of resources e.g. from the telephone billing system, and new developments in asset and property management systems will further enhance the information available. Measurement and presentation of performance information will be made less time-consuming and more accurate through the use of data warehousing and business dashboard technologies.

Our staff already has easy access to their mail and diaries from outside the office and our core systems will be updated to provide similar remote access. Inside the offices access to systems and information and employee transactions such as annual leave and sickness, mileage and other payments will be automated. All forms will be available on the intranet and we will have started to reduce the volume of paper files that we keep.

Our workforce will be fully trained in all the ICT skills they need and will be supported by a professional, innovative and 'fit for purpose' ICT service. The organisation as a whole will be developing the capacity to understand the full potential of ICT and be taking forward improvements to services through new ways of working.

For Elected Members

We are starting to provide Elected members with better information about their wards through the ward profiles and information about service requests and issues through the analysis of data from the CRM system. Increasingly Members will be able to be more responsive within their wards as they start to use the customer services systems to log and track the progress of complaints and issues on behalf of their constituents.

As the Council develops its Performance Management systems reporting on service levels, volumes and the utilisation of resources will be available at ward level

Like employees, members will have access to the benefits offered by new technologies at a pace that suits them and supported by appropriate training.

PART 2 – PURPOSE & GOVERNANCE OF ICT STRATEGY

4. Purpose of the ICT strategy

The strategy's purpose is to enable the delivery of high quality services to our customers by providing effective information and communications technology systems and services which:

- Support delivery of the programme for The Highland Council, the Single Outcome Agreement and Council's corporate and service business plans
- Provide a major contribution to achieving the outcomes in the local community planning partnerships (LCCPs)
- Enable the Council to carry out its business as effectively and efficiently as possible making the best use of its resources
- Support the continuous improvement of the Council in delivering high quality services to local people and businesses

The strategy comprises corporate and service based e-Government developments. Further details of all the projects covered by this strategy are set out in more detail in Part 4 but include:

- Redevelopment of the Council customer relationship management (CRM) system to support the customer first initiative
- Development of our web site, including transactional facilities
- Migration to a new corporate desktop incorporating document management and workflow functions to improve personal and team productivity
- Rationalisation of service based applications to adopt common systems for common business processes
- Development of our GIS capability
- Review of new ways of working, including assessing the benefits of increased mobile and remote working, "hot desking" and video communications
- Implement the outcomes of the Single IS Client review
- Complete procurement of ICT Services including for the first time the requirement for Curriculum
- Complete implementation of the 'pathfinder' wide area network and move to exploit its capabilities

This strategy provides a “road map” for the next 5 years setting out the technologies we will use and the standards which will apply. Further details of the policies and standards are set out in Appendix One.

- Develop “Best Practice Policy” for the provision and use of ICT systems and software in line with ISO17799 and ISO 27001
- Development of our future approach to voice and data convergence and integration
- Development and implementation of plans for ICT awareness and training for IT staff, general employees and elected members
- Develop our approach and plans to facilitate future partnership working in relation to ICT and our approaches to working with the business community
- Implementation of corporate ICT disaster recovery approach and methodology
- Development an understanding of how the Council can use technology to support local communities and special interest groups to engage more fully in decision making and service design

5. Governance

Management of the strategy and supporting plan will be through the Council *Digital Highland Programme Board*, which will ensure that new proposals and projects are assessed against a business case and once initiated; progress and benefits realisation is formally monitored.

Progress against key projects in the strategy will be reported regularly to elected members through the appropriate Service Committee and the ICT investment programme as a whole will be reported, as appropriate, to Resources Committee

Specific Roles under this strategy are:

Resources Committee

- Agree the vision and the ICT strategy
- Review the strategy on an annual basis
- Receive reports on performance against the strategy and implementation plan.

The Senior Management Team

- Consider and recommend the ICT Strategy to Resources Committee
- Authorise the ICT Strategy implementation plan
- Resolve exceptional issues escalated from the Digital Highland Programme Board

Digital Highland Programme Board

- Provide strategic framework for ICT projects business case review
- Prioritise ICT work programme with Council business priorities and allocate funding
- Ensure alignment with Corporate Improvement Programme (CIP) and effective working between the programme teams
- Scrutinise and recommend future ICT Strategy/Plans/Investments
- Undertake overall programme portfolio monitoring and exception management
- Commission and monitor specific Project Boards set up to progress above.

Assistant Chief Executive

The Assistant Chief Executive is along with the Depute Chief Executive \ Director of Finance responsible for leading and co-ordinating work on efficiency and shared services. The Assistant Chief Executive also has responsibility for ICT Services and E-Government.

Head of E-Government

The Head of E-Government is responsible for the Development and implementation of the Council E-Government Strategy (including the ICT strategy) in order to ensure that the Council meets government targets for the electronic delivery of services:-.

- Management of the Council ICT organisation and ICT services,,
- Management of the Digital Highland Programme to modernise the delivery of council services,
- Development and implementation the Council information management strategy,
- Management of other major ICT/Customer Service Initiatives, as required by the Council e.g. Pathfinder Programme, Customer First Programme.

IS Client Manager

The IS Client Manager is responsible for the development and ownership of the Council ICT Strategy and delivery of ICT services including:-

- ICT Strategy
 - Development and annual review of the ICT Strategy
 - Strategic advice to service departments
- Corporate Policies and Standards for ICT systems and services
- Development and delivery of the rolling corporate three year ICT investment programme
- Procurement and delivery of ICT systems and services
- Leadership and management of the ICT staff as Head of Profession
- Information Management, Systems Assurance and Security

Service Directors & Heads of Service

- Modernising services delivery and creating efficiencies through the best use of ICT systems and services
- To sponsor the development of ICT business cases and if approved ensure their delivery

Part 3 – STRATEGIC OBJECTIVES & CURRENT ENVIRONMENT

6. Council Objectives and key priorities

This ICT strategy supports delivery of all council services and therefore underpins all the Council's Strategic Objectives. However, the strategy has a major role in achieving the following key priorities as set out in the Council Corporate Plan

- To improve accessibility to our services and customer care
- To improve the Council performance and efficiency
- To communicate, consult and engage well with the local community and our employees

7. Efficiency and moving towards shared services

The Scottish Government commissioned Howat review of Scottish Executive Budgets and the MacLellan report on Procurement have contributed to setting the agenda and approach to efficiency. The Improvement Service has been established to assist Councils on this journey and the Customer First programme and the Shared Services Diagnostic Project are examples of the approach being taken. Councils are required to demonstrate how they are managing the delivery of value for money and require the identification of real savings to release back into front-line services.

At the meeting of the Senior Management Team of 18th August 2008 a draft Corporate Change Programme was agreed. The emerging programme and its projects were identified through data gathering, assessment against leading practice and input from internal and external expertise as part of the Shared Services Diagnostic Project. This programme comprises 9 related projects aimed at improving performance and delivering significant efficiencies:-

1. Assessment
2. Asset Management
3. Customer Engagement
4. Information Management
5. Procurement
6. Mobile & Flexible Working
7. Human Resources
8. Transport
9. Business Support

The achievement of the maximum savings and benefits will only be possible by harnessing the power of the right technology and with the right people working together to release the benefits.

The Council is participating in the North of Scotland Local Authorities (NOSLA) project which is initially considering the feasibility of “shared services” approach to Council Tax, Revenues and Benefits (CTRB) processing.

8. E-government to T-government - the Transformational Government strategy

The Council has over the past few years been working to achieve the Customer First priority outcomes and meet government targets for on-line delivery of services through the Council e-government transformation programme 2003-08.

The Council will continue to monitor national e-government related initiatives and will continue to progress with those projects that support the Councils local objectives.

The UK Government published ‘Transformational Government – Enabled by Technology’ in November 2005. That strategy sets out how effective use of technology to deliver services designed around the needs of citizens and businesses can make a real difference to people’s lives.

The vision for “Twenty First Century” Local Government is one that is enabled by technology – policy is inspired by it, business change is delivered by it, customer and corporate services are dependent on it, and democratic engagement is supported by it.

The Single Outcome Agreement identifies a range of better outcomes for the people of the Highlands and Scotland through specific commitments made by the Council, its community planning partners and the Scottish Government. These are attached as Appendix 4

Achieving the vision will require three key transformations by public sector:

- (1) Services enabled by IT must be **designed around the citizen or business**, not the provider, and provided through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.
- (2) The public sector must **move to a shared services culture** – in the front-office, in the back-office, in information and in infrastructure – and release efficiencies by standardisation, simplification and sharing.
- (3) There must be broadening and deepening of public sectors’ **professionalism in terms of the planning, delivery, management, skills and governance** of IT enabled change. This will result in more successful outcomes; fewer costly delivery failures; and increased confidence by citizens and politicians in the

delivery of change by the public services. It will also be important to realise the financial and service benefits of current and planned investments.

9. Public acceptance and use of technology

'Nine to five' working is history! Competition and pressure of work have long led people to take work home, or to catch up with reading on a train journey. Domestic, social and working lives have merged into one. At the same time, people's expectations about how they are managed, their degree of autonomy, and the extent to which they are trusted to get on with their work, are all changing rapidly.

Technology enables customer-centred approaches, bringing the office facilities into the community rather than expecting people to travel to obtain a service. Wireless technologies are proving to be hugely useful at the front line of public service delivery – in processing applications for benefits, for receiving work requests 'in the field', building control, transport, criminal justice, social care and health. In many cases wireless computer devices could make office visits obsolete, which has beneficial repercussions – if office space is not needed, then efficiency savings can be made.

Mobile phones are more embedded in the British psyche than the internet and public organisations are beginning to see how they can encourage take up of their services by reaching the citizen through their mobile.

According to the 2006 National Statistics omnibus survey an estimated 13.9 million households (57 per cent) in Great Britain could access the Internet from home between January and April 2006. This is an increase of 2.9 million households (26 per cent) since 2002, and 0.6 million (5 per cent) over the last year. 60% of adults had accessed the internet in the last 3 months and 69% of households with Internet access had a broadband connection. Only 10% of 16-24 year olds have never accessed the internet.

It can be foreseen that the citizens of the future will not expect to need to visit their local council offices to access services and the council employees of the future will expect capable ICT systems in their workplace.

10. Professionalism of local government IT services

The t-government strategy states 'Government's ambition for technology-enabled change is challenging but achievable if it is accompanied by a step-change in the professionalism with which it is delivered. This requires: coherent, joined up leadership and governance; portfolio management of the technology programmes; development of IT professionalism and skills; strengthening of the controls and support to ensure reliable project delivery; improvements in supplier management; and a systematic focus on innovation.'

The Council has started on this journey with the 'Single IS Client' review of council staff undertaking ICT roles to ensure that the necessary organisation is in place with appropriate capacity and capabilities. The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information & Communications Technology (ICT). The Council should adopt SFIA or a comparable model for classification of the jobs in ICT and the skills required to perform them.

Those charged with the delivery of this strategy will need to develop the ICT team and their skill base to help the Council fully understand how ICT can support delivery of its strategic objectives over the next 5 years and put in place a clear, resourced delivery plan for achieving this.

11. Current ICT Systems & Services

For its Corporate ICT the council currently enjoys good and consistent levels of service provided through its managed IS Services outsource arrangement with Fujitsu Services. Regular reports on the delivery of corporate ICT are provided to Resources Committee. Regular measurement of customer satisfaction is undertaken and the charges associated with the catalogue services are reviewed on a quarterly basis. In the 4th and 7th contract years external Best Value reviews were undertaken and demonstrated that the arrangement was delivery good value.

The Curriculum ICT arrangements are currently met through a "mixed economy" model. Hardware and software is procured under bulk purchase and one-off arrangements and configuration and support is provided through maintenance contracts and in-house staff.

The many distinct ICT systems supporting Highlands Council services are generally suited to their departmental needs but for the future require to be better integrated and need to be upgraded to share common information. An overview of the current number of sites, hardware and software infrastructure is provided in Appendix 2.

PART 4 – ICT ARCHITECTURE, SYSTEMS, SUPPLY AND DELIVERY PLAN

12. ICT Architecture

In partnership with its ICT service partners the Council will define, communicate and enforce a detailed technical strategy and supporting standards. The technical architecture strategy sets standards at three levels:

- Computing– detailing the server, desktop and mobile hardware, operating platform, storage landscape and deployment technologies.
- Network– detailing the voice and data networking landscape including fixed, wireless and remote access technologies deployed across the Council. This includes the associated software architecture supporting the network technology.
- Applications– the core applications, line-of-business applications and desktop/personal productivity applications.

The development of a robust technical architecture strategy will ensure the Council maximises the benefits from investments in future core applications.

Target Future Position

The strategy development process identified the potential benefits offered by modern ICT. These include:

- A mobile workforce, made possible through new technologies
- Real-time access to information in key service areas such as Social Care and Education
- The ability to rapidly re-configure services according to demand
- Better asset management including making better use of buildings
- Enhanced ability to work with multi-agency partners external to the Council and promote secure data sharing
- Provide a platform for shared services
- Improving citizen satisfaction and service recognition
- Being seen as an attractive employer able to recruit and retain staff

To obtain these benefits the Council needs to invest in three specific areas:

- Secure remote and mobile working technologies at network and client levels
- Robust and scalable ICT infrastructure which is designed to support integrated applications and web services
- Robust information management and workflow across the Council and with our partners

The above investments must be made in the context of a strategic architecture based on components which will deliver technical integration as standard and be configurable and able to undertake the functions required from service specific applications.

The strategy development process will be based on the adoption of a strong strategic architecture framework based on the selection of key infrastructure applications and investments such as, customer relationship management (CRM), workflow, document management, graphical information & spatial analysis, integration toolsets, messaging and mobility technologies.

Achieving a robust strategic architecture framework will start with the formal adoption of an intermediate framework based on a consolidation of current applications and the implementation of the Pathfinder wide area network.

Issues with existing ICT infrastructure

- a) The vast majority (approx 90%) of the corporate desktop and laptop estate is regarded as aged and will require refresh consistent with the future ICT architecture. Within the Curriculum estate a high proportion (approx 58%) of secondary schools desktop/laptop estate will over five years old in June 2009. However the number of desktops/laptops in primaries over five years old in June 2009 will be approx 21%. A developed refresh program will consider thin-client terminals and alternative mobile equipment as service requirements are established.
- b) There is a high proportion of printers in relation to the number of desktop/laptop devices (in administration the Printer:Device ratio is 1:2.5). The Council expects these to be reduced and replaced by workgroup MFD devices.
- c) The Council current data centre architecture is fragmented with many individual servers and little shared storage and backup. The Council aims to supply a modern, fit-for-purpose data centre solution, which will allow greater sharing of server, storage and backup resources, aligned to the developed Corporate Information Management policies.

- d) The Council telephony network is aged with voice over IP (VoIP) – ‘voice over the internet’ capability available in only 8% of the PABX infrastructure. However as these systems equate to over 40% of the telephony estate the Council will be investigating the benefits of moving to VoIP. The new Pathfinder WAN which will enable better communications across the Highlands has the potential to carry vice traffic.
- e) The Council has reviewed its applications portfolio and this currently meets its requirements but some applications require upgrading. It is likely that the current CRM application portfolio (Onyx, eworks & Meridio) will be replaced.

The Council uses Oracle’s E-Business Suite (11i) for its finance systems and is aware that a major new release (Oracle Fusion) is imminent. Through the use of Fusion middleware, which is regarded as the ‘Best of Breed’ integration product, Oracle could be used as a true corporate application providing centralised data management, common processes and streamlined operations. Key features of Fusion middleware are:-

- Web Services Platform
- Enterprise Portal
- Business Integration
- Identity Management
- Web Services Management

The Council will be investigating the benefits that this could provide.

An Enterprise Portal solution will provide the Council with a ‘collaborative environment’ giving managed access to staff, partners, suppliers, and citizens consistent with the e-government Strategic Framework. Applications delivered, where available, through secure internet browser technologies will make more efficient use of the available bandwidth, ensuring current capacities of ‘Pathfinder’.

Information access to citizens through the portal will be relevant, up to date and more cost effectively delivered using direct web links, digital tv interfaces and service messaging through all customer contact sites.

- f) The Council has also invested in the Meridio Electronic Document and records Management System (EDRMS) application but recognises that this application has not been exploited fully. Information management and information security are increasing in prominence. The Council has yet to established formal policies for these areas and therefore require that applications, systems and supporting technologies are aligned with and support a diligent information management platform. Data access controls,

information segmentation and comprehensive user audit capabilities will be enforced with ISO compliant standards.

- g) The Council does not currently have a single sign-on capability but intends to manage access to its systems and services through a robust and secure portal solution. The portal will manage all Council user access to applications and provide secure access where appropriate initially to partners and suppliers. In the future the portal will also provide secure access for citizens to access Council services, information and perform online transactions. Internal content management will also be managed through the same portal platform using technologies such as Microsoft sharepoint.
- h) In Education, the GLOW implementation of the Scottish Schools Intranet initiative (www.ltscotland.org.uk/glowscotland) is expected to deliver many benefits. The significant levels of media based content and 'live' interactive classroom material available to GLOW users will place bandwidth capacity challenges on the Pathfinder network. The use and demands of this developing learning environment will require continual monitoring and management to ensure performance meets the potential demands.
- i) A "Best Practice" approach to formal IT Service Management Formal will be implemented to ensure the systems, applications and networked infrastructure are supported by best practices and methodologies. By using a best practice approach there is no need to "reinvent the wheel" and it also means that our partner organisations and suppliers will be speaking the same language. Currently, the source of "best practice" definition for IT Service Management can be found in the ITIL Service Management Practices publications from the Office of Government Commerce [OGC (formerly known as CCTA)] and in several publications from the British Standards Institution (BSI).

13. Corporate Systems

Environmental Considerations

Where feasible ICT deployment and operation projects will evaluate and incorporate options for low-emission, carbon neutral and energy reduction. As an example we will seek to increase the use of Video Conferencing to conduct council meetings where possible to reduce the amount of travel. Energy saving policies will be adopted to ensure power consumption is reduced to an absolute minimum – deriving cross Council costs savings.

Data Sharing Considerations

As highlighted by E-Government Programme, and to continue the already excellent work underway in association with the Highland Data Sharing Partnership, ICT will drive initiatives to increase secure data sharing between service areas. This will

result in increased Corporate systems capacity and improved data management efficiencies.

The progress already made with the E-Care Framework and the Electronic Single Shared Assessment demonstrates the benefits of cross service and partnership based projects.

Corporate Imaging and Workflow

Solutions are already implemented and established which demonstrate the clear benefits of document imaging and workflow management (electronic document management - EDM) in operational efficiency and direct cost reduction. Addition service uptake of EDM through the Council will be encouraged to use the existing products and develop service specific integration 'adapters' to reduce risk, cost and corporate consistency.

Office - New ways of working – Implementation of flexible / mobile working

From early consultation with our users a clear message was received that they need flexibility and mobile solutions; access to accurate information (one version of the truth) from anywhere. The current Office Service is based on "thick client" technology i.e. Microsoft XP and Office 2003. The hardware needs replaced and this gives the Council an excellent opportunity for a step change to new ways of working. In planning this refresh consideration will have to be given to:-

- Security, technologies broadband provision (for home workers) and VPN capacity for wide spread access
- Terminal server or Web based solutions for access to corporate and selected applications
- Providing additional choices in computer equipment e.g. PDA's and specialist hand held devices
- Training of users assuming Microsoft Office 2007 & Vista are used
- Training of users in information / records management standards and techniques
- Data Migration – data is currently held in many duplicated locations including much in local email .pst files and terabytes in KVS. Need to determine a strategy which will require data cleansing in advance of migration

Housing & Property

There are acknowledged constraints of the current housing systems which needs further development, particularly in relation to it's Asset Management capability. It is expected this will be replaced with a more suitable product within the next 2-3 years.

Mobile systems initiatives for workforce operations, logistical response and planning, field based data capture and home-based operations are more immediate objectives. The implementation of Optitime (Xmbrace) is regarded as a major key opportunity to introduce more efficient working practices, increased service management and better resource management. Wider access and connectivity will require increased

bandwidth, effective access management policies and a significant investment in systems integration.

Oracle 11i

Highland Council has made a significant investment in Oracle 11i. This version is no longer available from Oracle (July 2007) although it remains supported. In due course an upgrade will therefore be necessary. The Council will need to consider:-

- whether the upgrade provides the opportunity to widen the use of project to other service areas,
- if an update to release 12 adds additional benefit, and
- the strategic consequence of Oracle's development of an integrated application solution 'Fusion Applications'.

The move towards a service oriented architecture (SOA) provides fundamental changes in the level and potentially the quality of citizen interaction the Council can manage. Oracle Fusion is developed as an SOA product to improve integration between corporate applications, reference and manage common information sources and increase the ability to view cross-service activity where needed. A key difference between the current Council landscape and that of a SOA landscape is the very tight integration of CRM and operational applications. When coupled with a single access 'portal' all incoming Council enquiries and citizen communications can be coordinated to provide improved access to relevant information underpinned by corporate wide governance and control.

It is recognised that to enable the integration features outlined will require a large investment in time, resources, skills and professional services and that existing 'integrated' applications are already available. HC are also likely to change the multiple corporate CRM products in use to a more suitable and scalable single product.

Customer First Programme

The Customer First programme is a cornerstone of the Council overall e-government strategy and aims to deliver modern customer services which:

- Provide better quality services
- Use multiple access channels providing a consistent high standard of delivery
- Are cost efficient and provide better value for money
- Avoid duplication
- Provide a more joined up approach to the customer
- Consolidate and make full use of customer and service information

The first phase delivered through the e-government transformation programme 2003-2008 were:-

- A customer service team now dealing with up to half a million enquiries per year through the Service Point network and the Service Centre at Alness
- Improved telephony arrangements including an automated call distribution system to manage telephone calls more effectively

- A Customer Relationship Management (CRM) System integrated with the Council Housing system

The next Phase of the Customer First programme will look at

- More transactional services and improved content on the website
- Replacement CRM system including the potential for deploying the CRM via mobile devices to staff working outside the main offices.
- Implementation of the “Citizen Account” and integration with the Scottish national infrastructure
- Interface with GIS
- A common model for integration other applications into CRM
- Develop and implement “24/7” operations at the Service Centre through the “out of Hours” project
- Development and implementation of services identified for delivery by the Service Centre / SPN
- The opportunities to use technology to target and support our most disadvantaged citizens

Geographic Information Systems

Plans for the next period will be to further develop the Corporate GIS systems, which will include linking more systems by property references, increase the use of public access for planning and licensing applications from the public using the Web and agree and implement an approach for integration with the CRM system.

HR Information and Systems

The Council have implemented Resourcelink from Northgate for Payroll purposes. This application has a Personnel module and many enabling features and is regarded as capable of meeting future HR requirements.

The Personnel management aim to undertake further work to understand the council's requirements and then develop the currently limited use HR functionality to provide in due course process for;

- Employee self-service,
- Induction,
- Personal development plans and
- Recruitment services (including links to the Scottish Governments National Recruitment portal and established recruitment partners).

It is envisaged that the increased information obtained from more functional and centrally coordinated HR services will provide identified staff training and common support environment for over twelve thousand employees. Delivery of the Council Service plan is dependant upon staff achieving performance objectives. The systems must therefore support the management of resources ensure skills are secured, developed and retained.

Flexible working practices and the nature of 'homeworking' adds additional systems considerations particularly for access to sensitive personnel information and the reporting on employee activity. The evolving cultural changes influencing staff operations and activity including home access to their personnel information will be controlled via secure access, information storage and communication encryption policies. In all cases access and authentication will need to be audited and regularly scrutinised.

Council Website Management and Development

The council has a team responsible for the development of the Council web strategy and web site (www.highland.gov.uk) and the Corporate Intranet. The team focus on
Standards & accessibility
Content Management
Design, look and feel

In addition the council has a number of web development teams and sites developed and supported by 3rd parties which support a number of community and partner websites including www.ambaile.org www.highlandlife.net and www.highlandyouthvoice.org.

There needs to be a continuing review of the content on the council's websites and making further improvements following the annual SOCITM 'Better Connected' review". Will need to look at developing our usage of audio visual materials via the internet linked to discussion forum and the web and pod casting of important Council and Committee meetings. There are example of usage of social networking sites to enable a highland council voice and presence in these communities and similar use is being made of wiki's. These are good innovations however the council needs to consider and implement appropriate governance and standards to ensure appropriate usage, whilst not stifling the spirit.

The Council is also planning to develop its web pages for the council's wards. This information will focus on the work of local councillors and include information about local events and facilities, provide links to organisations and enable residents to interact with the Council.

14. Wider Corporate Infrastructure considerations

Like any organisation the Council needs to maintain and develop its core information and communications technology infrastructure which enable the Corporate Systems to operate and the Council to function.

There will be a number of development and new projects in this area and the most significant for the period ahead are as follows

(a) Telephony – changes driven by the Customer First Programme have led to a review of our future approach to managing our voice systems and by the end of 2004 we put in place new arrangements for managing our voice network and upgraded the service available at our remote sites. Opportunities to enhance cross service interaction through ‘unified communication’ solutions are regarded as fundamental to the Council. IP telephony is regarded as a clear route to improved communications and a cost effective enabler of distributed working.

(b) Wireless Public Networking

Currently open free access is provided in chamber area at HQ (and Inverness Town House?). This provision should be expanded at other public spaces in council buildings e.g. libraries, community centres etc council where network capacity can be made available and the Council should undertake a study with partners including community groups identifying how public access wifi access could be provided in town centres and other communities.

(c) Security and robustness

For the Council to have a robust and secure infrastructure base to deliver its services from the council will need to review the provision of back up power supplies, dual routing of communication circuits and formal disaster recovery arrangements. Server consolidation and review and upgrade of physical and software security systems will all be necessary.

(d) Integration strategy/approach to middleware

In the computer industry, middleware is a general term for any programming that serves to "glue together" or mediate between two separate and often already existing programs. A common application of middleware is to allow programs written for access to a particular database to access other databases. The systematic tying together of disparate applications, often through the use of middleware, is known as enterprise application integration. The Council needs to consider its approach to this both in the context of achieving the full benefit from the customer first programme and to ensure that our approach is cost effective and sustainable.

(e) Print Strategy

The review will involve:

- detailed evaluation of output and captive devices
- analysis of usage of networked devices
- assessment of costs
- use of questionnaires to gather end user feedback

The work which will be detailed during the ICT procurement project will enable a print strategy to be implemented from the start of the new supply arrangements aimed at providing print facilities which meet the Council's needs, reduce costs, improve

performance/usage information and increase the choice and quality of printed material.

15. Service based systems

Whilst the Customer First Programme and Shared Services Agenda is setting the direction of many of our ICT developments the IS Client Team will be working with Services to meet specific service based requirements.

The strategy will limit as far as possible the number of software components that need be maintained and supported by adopting software packages rather than developing bespoke systems. Software will be rationalised so that common business functions use common solutions. Resources will be focused on development only where the basic software set is insufficient and where a substantive business case exists. The current list of systems in use within the Council is set out in Appendix 2.

16. Supply of ICT Services

Background

Following a benchmarking review in 1996 and with the prospect of Compulsory Competitive Tendering (CCT) being applied to support services the Council decided to increase the range of IS services it acquired from external suppliers. At the conclusion of a procurement process which followed the European Invitation to Negotiate (ITN) procedure the council then signed in July 1998 a 10 year PFI partnership arrangement with Fujitsu Services (then ICL CFM) for managed IS Services (subsequently extended to July 2009).

The partnership arrangement with Fujitsu Services covers all the Council's IS requirements with the exception of computers in the classroom used for teaching purposes (aka curriculum computing). In 2003 Fujitsu assumed responsibility for managing the council's fixed telephone systems.

In March 2007 the Council signed the "Pathfinder for Broadband (North)" agreement with thus plc for the provision of a new wide area network (WAN). A consequence of the Council participation in this project which formed part of the Scottish Governments Broadband for Scotland strategy is that the council needed to amend the partnership arrangement with Fujitsu and require Fujitsu to utilise the thus managed network services. A Contract Change Note (CCN) covering this was signed in 2007.

Curriculum computing and since 200x public access to the Internet "the People's Network" has been supported by an in-house team in Education Culture and Sport Service. Prior to the Pathfinder project this arrangement of separate supply for curriculum and peoples network required three different wide area and local networks, some schools having connections to all three. With the roll out of pathfinder services a single WAN is being implemented and separate LAN's in sites are being merged.

The council has commenced a procurement exercise to retender for the services currently provided by Fujitsu Services this includes the development of a Public Sector Comparator (PSC) to determine the future supply strategy. The scope of this procurement now includes curriculum and People Network requirements as well as mobile telephony and 'photocopying'.

17. Staffing of ICT

On 19th April 2006 at Resources Committee the council agreed to move to a single corporate ICT organisation and to proceed with an ICT procurement which would provide a single contractual arrangement for the Councils ICT including Education requirements.

As such the Head of E-Government , on behalf of the Assistant Chief Executive and Director of Education, Culture and Sport is leading the organisational development work to create a new corporate ICT structure for the Council which will provide both a client function and an operational service delivery function for managing the Council's corporate ICT requirements both now and in the future.

Key challenges for the new ICT organisation will initially focus on the management of change with regard to delivering the new ICT within the Council over the coming year and maintaining customer focuses and service delivery during transition

The new structure is designed to provide a robust, secure, efficient and effective Customer support service to the Council and the new teams will deliver governance and implementation of ICT systems and to meet organisational strategic objectives and the needs of the Council.

On the professional side it is also essential that the Council works towards adopting best practice standards and methodologies (Information Technology Infrastructure Library (ITIL) Service Management Framework and the ISO 27001 and BS7799 Security Policy) for IT and becomes more pro-active in terms of systems assurance data protection.

The scope of responsibilities of the new organisation will centre on:

- advising on ICT strategy and assisting on the annual production and ongoing development of a corporate rolling three year ICT Plan,
- setting corporate standards for investment in and use of ICT,
- advising service departments on the technical issues and options as they define new requirements,
- supporting service departments in implementing major ICT development projects,
- co-ordination of the software suppliers, users and other staff in ICT,
- provide a corporate technical centre of excellence available to services in order to maximise the utilisation of ICT resources.

The new organisation will strengthen the Council's ICT capabilities and provide a professional ICT service to the Council, and enhance the following areas: ICT strategy and policy development; ICT governance; systems development and technical design, data security, information management, systems assurance and audit compliance; contract management; service management and provide a corporate function to manage the Council ICT and develop its technology requirements for the future. The Council will also continue to develop expertise in project management and a programme office will be created to manage ICT projects and provide advice and governance to services in project management.

The new function will also provide professional development and networking capabilities for staff wishing to progress within the Council ICT organisation, and staff training for core competencies e.g. ITIL and PRINCE is planned.

18. Financing of ICT

Background

When The Highland Council was formed in 1996 the IS Service had a revenue budget sufficient to pay the staff costs of the service and the contractual commitments for hardware and software leases and maintenance. The IS Service had no allocated capital or revenue for investment and one of the drivers for the PFI outsourcing was to access investment funds. This was successful and £14m of investment was recognised for PFI purposes resulting in an additional income from the Scottish Executive of £1.4m per year up to July 2008.

The Council policy on financing IS established the principle that services requiring changes to ICT services had to fund these. Namely:-

- Enhancements to services

“Where there is a request to enhance an application and the costs of doing so will exceed the agreed budget for enhancements, then there will be an increase in the Annual Service Charge. The Service requesting the enhancement must provide the budget to cover this increase.”

- Funding of additional projects to deliver additional services

“Projects and services over and above those included in the Annual Service Charge may be requested from the partner via the IS Client. If a Service requests a new project or service then it must provide the budget necessary to cover the consequent increase in Annual Service Charge.”

Service Charges

Payment of service charges are made quarterly and initially were met entirely from the IS Service budget. As changes were made recharges were made quarterly to the originating service. This recharging model became progressively difficult to

operate and because of inconsistencies by Services in the coding of ICT charges in the ledger it was not possible to easily identify all ICT expenditure.

In 2005 all committed ICT budgets were “centralised” and new processes were introduced to adopt a single subjective for ICT charges. Whilst this has had some benefits it has meant that ICT costs are not visible to Service Managers and they have little idea of the ICT being “consumed” by their business. With this lack of visibility and centralised charges there is little incentive for managers to control their ICT expenditure.

Investment Funds

Since 2000 the Council has bid for and was successful in achieving funding from the Scottish Government Modernising Government Funds (MGF) schemes 1, 2 and 3 to fund the Digital Highland Programme. This funding required 25% match funding by the council and to achieve this revenue budgets for ICT investments were created. The MGF scheme has now concluded and the revenue budgets are now allocated as “ICT Investment Fund” and “E-Government Investment Fund”.

The Council will continue to lever funding from national and other partnership projects which support the achievement of the Council’s desired outcomes.

Policy & Procedure Review

The approach to funding that has been adopted by the Digital Highland Programme Board is that all investments must be underpinned by a business case and that all investments will be at least cost neutral unless required by statute. Increasingly it is likely that business cases will be required to deliver a return on investment enabling the Council to reinvest the savings and efficiencies generated.

At this stage of the formulation of the ICT strategy and the ICT procurement it is not possible to quantify the level of investment funding required or the method and source of funding i.e. it could be funded by the service provider with the council paying a service charge or the council could look to raise the capital itself. This will be a key component of the procurement negotiations and evaluation and in parallel with this the Council policy on funding ICT will need to be reviewed.

The ICT procurement also provides an opportunity to review the method for charging for ICT services and a key requirement of the future service delivery arrangements will be to interface with the council’s Finance systems and provide details on “consumption” at a variety of levels down to individual users e.g. disk space usage, pages printed etc

19. Projects delivery plan and appendices

Supporting this strategy will be a separate detailed delivery plan for the Council’s ICT projects. This plan will be updated annually to reflect the changing demands of the council and its citizens and the new opportunities offered by emerging technologies.

However, delivering the ICT elements alone will not deliver the transformation set out in our vision. The Council and its employees need to change alongside the

implementation of new ICT systems. Processes will be reviewed, customer views and needs taken into account, new attitudes and behaviours and approaches to service delivery will need to be identified and employees and elected members helped to embrace the new ways of working.

Members will need to be clear about their expectations for this strategy and will need to be fully involved in deciding how elected members can make the most of the opportunities offered to them by ICT.

The Senior Management Team supported by the Business Improvement Team, IS Client and the council's ICT service providers will provide the necessary direction, guidance and change management skills to bring together the skills and commitment of our staff with our new technologies to fully achieve our ambition for the Council to be more accessible, more responsive, more convenient and more cost effective.

The projects in this plan will be developed and implemented in the context of the local and national policies and standards set out in Appendix 1.

A technical overview is included at Appendix 2.

Appendix 1 Policies and Standards

Council ICT Policies

The council has a set of policies to ensure that there are effective arrangements for the management of information systems and technology. These were originally established in 1996, revised in 1998 following the establishment of the partnership contract with Fujitsu Services and have been the subject of reviews as a result of changes in technology and the law.

The development and implementation of the Council strategy will require further refinement of the policies and standards set out in this appendix

The Council's policies are:-

- Corporate Systems, Technology and Services
- The Governance of Information Systems
- Supply of Information Systems
- IS Finance Policy
- IS Staffing Policy
- IS Security Policy
- Policy on Acceptable Usage of IS

Copies of these policies are in Appendix 1A and are also available on the Council intranet @ http://ntintra1/isbv/is_client/policies/index.htm

Legal Framework-

One key driver determining the Council ICT policy framework is the EU and UK legislation relating to ICT. The main legislation that regulates ICT is-

Data Protection 1988

The Data Protection Act 1998 is designed to cover the collecting, storing, processing and distribution of personal data. The Act places obligations on those who record and use personal data (data controllers). They must be open about the use of such personal data through notification to the Information Commissioner and they must follow sound and proper practices by applying the Data Protection Principles. The Council Data Protection Policy recognises the Council duty to ensure that data is handled properly and confidentially at all times, irrespective of whether it is held on paper or by electronic means. This covers the whole lifecycle of the data, including:

- obtaining personal data;
- the storage and security of personal data;
- the use of personal data; and
- the disposal or destruction of personal data.

Freedom of Information 2000

The Freedom of Information Act 2000 gives a general right of access to all types of recorded information held by public authorities. It sets out exemptions from that right and places a number of obligations on public authorities.

Individuals already have the right of access to information about themselves under the Data Protection Act 1998. As far as public authorities are concerned, the Freedom of Information Act extends this right to allow public access to all types of information held.

Every public body is required to adopt and maintain a publication scheme setting out the classes of information it holds, the purpose of which is to ensure a significant amount of information is available, without the need for a specific request. Schemes are intended to encourage organisations to publish more information proactively and to develop a greater culture of openness.

Regulation of Investigatory Powers (2000)

Regulation of Investigatory Powers Act 2000 (RIP or RIPA) is a United Kingdom law regulating the powers of public bodies to carry out surveillance and investigation, and covering the interception of communications. It was introduced to take account of technological change such as the growth of the Internet and strong encryption. In September 2003, the Home Secretary announced wide-ranging extensions to the list of those entitled to see information collected under the RIPA.

IS Security Framework

The council adopted an IS Security Framework in 2002, this is currently being revised and in due course will replace the existing version and also assimilate the Security and Acceptable Usage policies.

A version can be found on the intranet @ http://ntintra1/isbv/is_client/policies/IS-Security-Framework-Jan2007.doc

Standards

The council has adopted a number of industry standards to ensure best practice is adopted, appropriate quality of services is delivered and compatibility and comparison with partners and with suppliers is possible.

E-government Interoperability Framework (eGIF & OSIAF)

The E-government Interoperability Framework (eGIF) standard is a significant tool to enable agencies to work together electronically in a spirit of collaboration. It allows agencies to focus on the business of integrating their services for people without having to decide on competing technology standards. In the e-government context, interoperability relates specifically to the electronic systems that support business processes between agencies and between government and people and business.
<http://www.govtalk.gov.uk/interoperability/egif.asp>

In Scotland, the Scottish Government has established OSIAF: the Open Scotland Information Age Framework. OSIAF which is based on e-Gif sets out standards and specifications to be used by the Scottish public sector and it provides a Scottish framework for developing and approving interoperability specifications that support the delivery of electronic public services.

The Council has adopted the OSIAF as standard and needs to work to ensure that all new applications meet this standard.

<http://www.scotland.gov.uk/Publications/2006/08/24092730/0>

Web services standards (e-GMS, IPSV & XML)

The e-GMS defines how UK public sector bodies should label content such as web pages and documents in order to make such information more easily managed, found and shared.

<http://www.govtalk.gov.uk/interoperability/metadata.asp>

The Integrated Public Sector Vocabulary (IPSV) is an 'encoding scheme' for populating the e-GMS Subject element of metadata.

<http://www.esd.org.uk/standards/ipsv/>

The Extensible Markup Language (XML) is a W3C (the World-Wide consortium that defines web standards) recommended general-purpose markup language for creating special-purpose markup languages, capable of describing many different kinds of data. In other words, XML is a way of describing data.

One example is the Elections mark up language which establishes a standard structure for transmitting data from electoral registration systems to a national system.

W3C Web Accessibility Initiative (WAI)

The Web Accessibility Initiative (WAI) develops strategies, guidelines, and resources to help make the Web accessible to people with disabilities. The W3C produce the Web Content Accessibility Guidelines (WCAG) documents explain how to make Web content accessible to people with disabilities.

ISO27002 (formerly ISO 17999) Information security

Organizational information security is a key board responsibility. In the information economy, the confidentiality, availability and integrity of corporate information assets and intellectual property is more important for the long-term success of organizations than are traditional, physical, tangible assets. Regulatory compliance has an increasingly important role to play, and effective information security is critical to regulatory compliance.

BS 25999 - Business Continuity Best Practice

BS25999 (which replaced PAS56 on 27 November 2006) is the best practice standard for business continuity plans and every organization should, for its own survival, follow as much of the BS25999 guidance as is appropriate for its specific circumstances.

BS 7666 (land and property addressing standard)

To facilitate the creation of Local Land and Property Gazetteers and therefore the composite dataset known as the National Land and Property Gazetteer (NLPG), a British Standard (BS7666 Spatial datasets for geographical referencing) has been created.

The standard comprises four parts covering Street Gazetteers, Land and Property Gazetteers, Addresses and Rights of Way.

PCI DSS compliance

The PCI DSS must be met by all organizations (merchants and service providers) that transmit, process or store payment card data. The PCI DSS (sometimes referred to as a compliance standard) is not a law. It is a contractual obligation applied and enforced - by means of fines or other restrictions - directly by the payment providers themselves.

The Standard basically requires merchants and member service providers (MSPs) who store, process or transmit cardholder data to:

- Build and maintain a secure IT network
- Protect cardholder data

- Maintain a vulnerability management program
- Implement strong access control measures
- Regularly monitor and test networks
- Maintain an information security policy

ITIL

ITIL® or IT Infrastructure Library®, was developed by the UK's Office of Government Commerce as a library of best practice processes for IT service management. Widely adopted around the world, ITIL is now supported by ISO/IEC 20000 (was BS 15000), against which independent certification can be achieved. ITIL was revised and republished in 2007 as the new ITILv3.

The OGC Gateway™

The OGC Gateway Process examines programmes and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage; the process is best practice in central civil government, the health sector, local government and Defence.

OGC Gateway Reviews deliver a "peer review" in which independent practitioners from outside the programme/project use their experience and expertise to examine the progress and likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

Prince 2

PRINCE2™ is the UK Office of Government Commerce's Project Management Methodology. PRINCE® ('Projects in Controlled Environments'), is a project management method that deals with the organisation, management and control of projects.

MSP, Managing Successful Programmes, is a methodology for managing multiple projects.

Originally developed for IT projects, the latest version, PRINCE2™, incorporates substantial feedback and is now a generic, best-practice approach for the management of all types of projects.

Appendix 2 Technical overview

Applications Catalogue

MS Office
MS Exchange
Corporate Internet and Extranet (Need clarification of this)
ISP Services ??
Corporate VPN – Which one?
iWorld – Version??
Energy Management
Profess
Recorder
Projects & Workload monitoring
Autodesk Trueview (DWG viewer)
Profess Time Companion
Business Objects
DataEase
Sage
Stock Condition Database
Oracle Financials (11i)
Radius Recoup
ResourceLink (Northgate Payroll and HR)
AXIS IM
Internet Payments ?????
PECOS/Seebeyond
BACS
Staffing Watch
Pensions Increase
CRN Generator
Impromptu
First Query (Revs & Bens)
Galileo
SPSS
Logotech
EDM and Workflow – (Comino???)
Money Advice Casework System
Carefirst
TCAC (Through Care After Care)
Foster Payments
CARIS
Contracts Database
CP 1-4
CMHT Database
Childcare DB
Nursery and Pre-School DB
VISOR
Criminal History System

Supporting People

DCAS

DCAS CMS

CMS

Members Online

CRM OneServe

Eworks CRM

Meridio CRM

Service Report

Websense

SNAP

Net Intelligence

Symposium

Assets

Uniform (Planning & Building Control)

CAG – Corporate Address Gazetteer

Paintshop Pro

Cashflow Manager

Timelogging

Oracle Projects

Flare

Carmen

Stores

Tranman

MACS

Autodesk Map 3D

Talis Prism

Talis Alto

Talis Assure

Talis Mobile

Gemini

Saffron MIS

BT Versatility Wizard

Budget Yourself

CALM

Dragon Naturally Speaking

Fund Finder

Secondary Questionnaire

Siemens ME 45 Phone Sync.

Northgate SX3 – Housing Management Solution (Currently 5.4 but being updated)

Appendix 3 Single Outcome Agreement: National and Local outcomes

1. We live in a Scotland that is the most attractive place to do business in Europe

- 1.1 To grow more local businesses, including social enterprise
- 1.2 Increased productivity in businesses with growth potential in the key sectors of: tourism; food and drink; financial services; energy; life sciences; and creative industries
- 1.3 Balanced population growth across the Highlands

2. We realise our full economic potential with more and better employment opportunities for our people

- 2.1 High levels of economic activity are sustained
- 2.2 Median earnings increase in Highland
- 2.3 More balanced economic growth across the Highlands
(to target transformation to areas of lowest or falling levels of economic activity)

3. We are better educated, more skilled and more successful, renowned for our research and innovation

- 3.1 Increase the proportion of school leavers in positive and sustained destinations
- 3.2 Increase the number of young people in training and apprenticeships
- 3.3 More people able to access opportunities for learning and employment in their communities
- 3.4 Improved workforce development and workforce planning
- 3.5 Research and development supported to deliver business growth in the Highlands

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens

- 4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths
- 4.2 More young people are confident and contribute effectively to their communities
- 4.3 More young people are supported to take responsibility in their life choices

4 Our children have the best start in life and are ready to succeed

- 5.1 Early years services deliver improvement across all developmental indicators
- 5.2 Effective education services for early years

6 We live longer, healthier lives

- 6.1 Increase proportions of older people receiving appropriate care in the appropriate setting to maintain or improve their independence
- 6.2 Reduce the % of the adult population who smoke
- 6.3 Reduce obesity in the population
- 6.4 People affected by mental ill health receive appropriate care for their needs

7 We have tackled the significant inequalities in Scottish society

- 7.1 Reducing poverty by supporting more people into sustained employment
- 7.2 Reducing financial hardship by ensuring more people access services and benefits they are entitled to
- 7.3 Reducing homelessness and providing responsive services to homeless people
- 7.4 Reducing health inequalities

7.5 Tackling discrimination, promoting equality, participation and good relations

8 We have improved the life chances for children, young people and families at risk

8.1 Children are safe

8.2 Children at risk are Looked After well

8.3 Reduce bureaucracy and number of meetings by using GIRFEC processes and systems

9 We live our lives safe from crime, disorder and danger

9.1 Reduced crime and fear of crime

9.2 Reduced problematic alcohol misuse

9.3 Reduced problematic drug misuse

9.4 Reduced reconviction rates and levels of repeat victimisation

9.5 Improved levels of safe driving

10 We live in well designed, sustainable places where we are able to access the amenities and services we need.

10.1 New development and growth is planned and designed for sustainability

10.2 Increase the supply of housing

10.3 Invest in the infrastructure for rural communities

10.4 Limit the impact of distance from services in rural and remote communities

11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands

11.2 More communities own, manage or have a stake in local assets

11.3 Improved quality of life through community led action and more people feeling connected to their communities

12 We value and enjoy our built and natural environment and protect it and enhance it for future generations

12.1 Recognition and awareness of the outstanding natural heritage of the Highlands

12.2 Limit pressures on species and habitats

12.3 Improved environmental awareness and action

12.4 Improve the quality of housing

13 We take pride in a strong fair and inclusive national identity

13.1 Development of the Gaelic language and culture

13.2 Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands

14 We reduce the local and global environmental impact of our consumption and production

14.1 Reduce greenhouse gas emissions from regional public sector operations

14.2 Promote renewable energy and improve municipal waste management

14.3 Adapt public services to deal with the impact of global warming

15 Our public services are high quality, continually improving, efficient and responsive to local people's needs

15.1 Best Value and continuous improvement are demonstrated

15.2 Improved access to public services with customers' views taken into account

15.3 Efficiency demonstrated

15.4 A workforce which is the right size, skilled, supported and rewarded