

# THE HIGHLAND COUNCIL

## RESOURCES COMMITTEE – 3rd December 2008

Agenda Item	
Report No	

### ICT Strategy 2008 - 2013 Report by IS Client Manager

#### Summary

This report presents a summary of the Council Strategy for Information and Communications Technology (ICT) for the period October 2008 to March 2013. The draft strategy which was presented at the previous meeting of Resources Committee in October has been revised with comments received during the consultation process. The Strategy will continue to be developed as the Council's business needs are developed and 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 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 was presented to Resources Committee in October 2008 and has since been reviewed by the IT Members Working Group, Service Management Teams and the Trade Unions.

#### 2 Key points from the reviews

- 2.1 Many points of detail have been received from the reviews none of which necessitated substantive alterations to the overall strategy. The main points have been incorporated in the revised version of the strategy; others will be addressed in subsequent iterations.
- 2.2 Common issues have related to making the highland.gov.uk our website more accessible to improve access to information and services by our customers. The number of independent websites relating to council activities being set up was thought to be inefficient and possibly confusing and in addition to controls being put in place in respect of web creation/management it has been suggested that there should be a central reference point on which all the council websites are listed.
- 2.3 For our business partners and staff the replacement of the intranet and better extranet facilities was highlighted. Information Management is a common theme and the need for clearer guidance, training and awareness of staff particular in document and file management, information security and the usage of office systems has been highlighted.

2.4 To assist with more efficient and effective working it has been identified that the adoption of standardised systems in particular to support internal business processes such as leave and holiday management, travel and subsistence claims would be beneficial.

2.5 This strategy has been initially screened for its equalities impact. This assessment will be completed in early 2009.

### 3 **The key points from the strategy are summarised as:-**

#### 3.1 **Purpose of the ICT strategy**

3.1.1 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

#### 3.2 **Proposed developments and standards**

3.2.1 The strategy comprises developments and initiatives at both a corporate and service level. Further details of 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
- Further development of the council web site, including transactional facilities
- Migration to a new corporate desktop incorporating document management and workflow functions to improve personal and team productivity
- Replacement of the Intranet with new system to improve information & knowledge sharing
- Rationalisation of service based applications to adopt common systems for common business processes
- Further development of our Geographical Information Systems (GIS) and increase in the use of map based applications
- 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

3.2.2 The strategy identified the standards which will apply to future ICT systems and operations implementing them will require:-.

- 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

Further details of the policies and standards are set out in Appendix One.

### 3.3 **Professionalism of local government IT services**

3.3.1 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.

### 3.4 **Governance**

3.4.1 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 though 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.

#### 4 **Summary**

- 4.1 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.
- 4.2 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 approve the Strategy for Information and Communications Technology (ICT) for the period October 2008 to March 2013.

Signature:

Designation: IS Client Manager

Author: John S Grieve

Date: 18<sup>th</sup> November 2008



# **ICT Strategy**

## **2008 – 2013**

Version: 1.04

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Resources Committee

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1.03	20/11/2008	Final revisions prior to issue to Resources Committee
1.04	24/11/2008	Executive Summary added.

### **Equalities Impact**

This strategy has been initially screened for its equalities impact. This assessment will be completed in early 2009.

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## **EXECUTIVE SUMMARY**

### **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.

This ICT strategy supports delivery of all council services and therefore underpins many of the Council's Strategic Objectives. 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

### **Vision - A picture of the future**

The Council's 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.

### **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.

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 and other channels such as Digital Television. 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

### **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.

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**

The Council's 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.

Staff already have 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.

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.

### **Strategic Objectives**

The strategy comprises developments and initiatives at both a corporate and service level. Further details of the projects covered by this strategy are set out in Part 4 but include:

- Redevelopment of the Council customer relationship management (CRM) system to support the customer first initiative
- Further development of our web site to include more transactional facilities and more information on services provided by the Council
- Migration to a new corporate desktop incorporating document management and workflow functions to improve personal and team productivity

- Replacement of the Intranet with new system to improve information & knowledge sharing
- Rationalisation of service based applications to adopt common systems for common business processes
- Further development of our Geographical Information Systems (GIS) and increase in the use of map based applications.
- Complete implementation of the E-Planning service to ease submission and tracking of planning applications.
- 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
- 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 addressing the needs of ICT staff, all 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

## **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 though 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.

### **Professionalism of local government IT services**

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.

### **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 4<sup>th</sup> and 7<sup>th</sup> 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 now need to be upgraded to share common information.

## **ICT Architecture**

In partnership with its ICT service providers the Council will define, communicate and enforce a detailed technical strategy and supporting standards. The technical strategy envisages setting 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 corporate applications, line-of-business service applications and desktop/personal productivity applications.

The development of such a robust technical architecture 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 and flexible workforce, made possible through new technologies
- Real-time access to information in key service areas such as Customer Services, Social Care and Education
- Provide a platform for shared services
- Enhanced ability to work with multi-agency partners external to the Council with secure data sharing
- The ability to rapidly re-configure services according to demand
- Better asset management including making better use of buildings
- 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 technical strategy will be based on the adoption of a strong strategic architecture 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 technical architecture will start with the formal adoption of this strategy and the development of a programme of work of projects to define and implement new systems. The renewal of our ICT supply arrangements gives the council the opportunity to make a step change to a new set of systems and services. There are a number of developments and new projects being discussed with the bidders for the managed ICT services contract the most significant are described in the following sections.

### **Projects delivery plan**

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 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.

## **PART 1 – VISION**

### **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.

The Council supports 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 its 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 its 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**

The Council's 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 offices, as they will receive a fast, effective and consistent service.

The Council's 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.

The Council 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 and entitlements processed from application to completion, speedily and in their homes if necessary. 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 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 and other channels such as Digital Television. 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.

Further, business opportunities will be made more widely visible through use of the Scottish public sector advertising portal, [www.publiccontractsscotland.gov.uk](http://www.publiccontractsscotland.gov.uk), and businesses registering with that service will receive automatic notifications of all advertised business opportunities relevant to them. Businesses will also have the

opportunity to reduce their administrative costs and maximise the time they have for working on Council tenders through use of the Scottish Government's electronic tendering system, which the Council will use as standard business practice.

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.

Staff already have easy access to their mail and diaries from outside the office and 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 a revised 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 developments and initiatives at both a corporate and service level. Further details of the projects covered by this strategy are set out in Part 4 but include:

- Redevelopment of the Council customer relationship management (CRM) system to support the customer first initiative
- Further development of our web site to include more transactional facilities and more information on services provided by the Council
- Migration to a new corporate desktop incorporating document management and workflow functions to improve personal and team productivity
- Replacement of the Intranet with new system to improve information & knowledge sharing
- Rationalisation of service based applications to adopt common systems for common business processes
- Further development of our Geographical Information Systems (GIS) and increase in the use of map based applications.
- Complete implementation of the E-Planning service to ease submission and tracking of planning applications.
- 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
- 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 addressing the needs of ICT staff, all 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
- Sponsoring 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 many of the Council's Strategic Objectives. 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 8 related projects aimed at improving performance and delivering significant efficiencies:-

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

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 4<sup>th</sup> and 7<sup>th</sup> 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 now 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 and issues with existing ICT infrastructure are described below:

- a) The vast majority (approx 90%) of the corporate desktop and laptop estate is now 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%.
- 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.
- d) The Council telephony network is fragmented and aged with voice over IP (VoIP) – ‘voice over the internet’ capability available in only 8% of the PABX infrastructure.

- 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.

The current Intranet and Extranet services need to be replaced with "portal" technology to provide a 'collaborative environment' giving managed access to staff and service delivery partners in other parts of the public and private sectors.

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.

- f) The Council does not currently have a single sign-on capability users must sign on to different applications with different usernames and passwords.

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

### **12. ICT Architecture**

In partnership with its ICT service providers the Council will define, communicate and enforce a detailed technical strategy and supporting standards. The technical strategy envisages setting 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 corporate applications, line-of-business service applications and desktop/personal productivity applications.

The development of such a robust technical architecture 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 and flexible workforce, made possible through new technologies
- Real-time access to information in key service areas such as Customer Services, Social Care and Education
- Provide a platform for shared services
- Enhanced ability to work with multi-agency partners external to the Council with secure data sharing
- The ability to rapidly re-configure services according to demand
- Better asset management including making better use of buildings
- 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

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 technical strategy will be based on the adoption of a strong strategic architecture 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 technical architecture will start with the formal adoption of this strategy and the development of a programme of work of projects to define and implement new systems. The renewal of our ICT supply arrangements gives the council the opportunity to make a step change to a new set of systems and services. There are a number of developments and new projects being discussed with the bidders for the managed ICT services contract the most significant are described in the following sections.

### **13. Corporate Systems**

#### **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 integrating 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

### **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](http://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 3<sup>rd</sup> parties which support a number of community and partner websites including [www.ambaile.org](http://www.ambaile.org), [www.highlandlife.net](http://www.highlandlife.net) and [www.highlandyouthvoice.org](http://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". Very many independent websites are being set up, such as for schools or specific events and the controls regarding web creation/management need to be reviewed and there should be a central reference point on which all the websites are listed.

There is a need to develop our usage of audio visual materials via the internet linked to discussion forums and the web and pod casting of important Council and Committee meetings. There are examples 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 (collaborative developed websites). 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.

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

From early consultation with the Council IT system 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 traditional "thick client", PC based technology e.g. Microsoft XP and Office 2003. The hardware needs replaced and this gives the Council an excellent opportunity for a step change to new technology and with it new ways of working.

In planning this refresh consideration will have to be given to:-

- Security, technologies broadband provision (for home workers) and Virtual Private Network (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. Personal Digital Assistants (PDA's) and other specialist hand held devices

- Training of users assuming Microsoft Office 2007 & Vista are used
- Training of users in information / records management standards, techniques and security
- Data Migration – data is currently held in many duplicated locations including a large amount in local email .pst files and terabytes in KVS, the email archive store. A strategy for migrating this data to new system will need to be developed which may require data cleansing in advance of migration

### **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. Additional 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.

### **Financial Systems - 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'.

Oracle Fusion is developed 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 is the very tight integration of CRM and other operational applications. When coupled with a single access 'portal' all incoming Council enquiries and citizen communications could be coordinated to provide improved access to relevant information underpinned.

### **HR Information and Systems**

The Council has implemented Resourcelink from Northgate for Payroll purposes. This Personnel module is regarded as capable of meeting future HR requirements and Council intends 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).

## **Housing & Property Systems**

There are acknowledged constraints of the current housing systems which needs further development, particularly in relation to its 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.

## **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.

## **Education (Curriculum) Systems**

In Education, the GLOW implementation of the Scottish Schools Intranet initiative ([www.ltscotland.org.uk/glowscotland](http://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.

## **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 some libraries. This provision should be expanded at other public spaces in council buildings e.g.

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.

**(f) Single Sign on**

The Council needs 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

**(g) Service Management**

A "Best Practice" approach to formal IT Service Management 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).

#### **(h) 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 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.

#### **(i) Data Sharing Considerations**

Work is underway through the Highland Data Sharing Partnership, to drive initiatives to increase secure data sharing between Services, the Health Service and Police. This will result in improved service, protection of vulnerable persons 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.

### **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 2002 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**

The Council has 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 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.

## **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](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 1998**

The Data Protection Act 1998 covers the collecting, storing, processing and distribution (collectively known as processing) of personal data. The Act places obligations on organisations that 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 privacy policies. They must also follow sound and proper practices by applying the 8 Data Protection Principles. The Council recognises its duty to ensure that personal 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;
- the disclosure and sharing of personal data; and
- the disposal or destruction of personal data.

### **Freedom of Information (Scotland) Act 2002 and Environmental Information Regulations (Scotland) 2004**

This legislation gives a general right of access to all types of recorded information held by public authorities. They set out exemptions from those rights and place a number of obligations on public authorities.

Individuals already have the right of access to information about themselves under the Data Protection Act 1998. The onus is on public authorities to ensure that the appropriate legislation is applied in relation to any request received

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 Act 2000 and Regulation of Investigatory Powers (Scotland) Act 2000**

RIPA and RIPSA are United Kingdom and Scottish law concerned with regulating the powers of public bodies to carry out surveillance and investigation, and also covering the interception of communications. Both Acts apply to some extent in Scotland. Council staff must ensure that the corporate procedures, which have been approved by the Surveillance Commissioner, are followed when carrying out these activities.

### **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](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 - Applications Catalogue

Highland Council sites	Administrative	268
	Primary Schools	183
	Secondary Schools	29
	Special schools	5
Desktop and laptop devices supported	Administrative desktops	3000
	Administrative laptops	1600
	Curriculum desktops/laptops	9000
	Public Access Desktops	170
Total number of printers		3300
Total number of Smart Boards		486
Total Number of Projectors		1000
Total number of PDAs		147
Total number of Photocopiers		690
<p>The Council is expecting the Service Provider to undertake a printer and photocopier consolidation exercise to reduce materially the number of such devices, whilst having regard to specialist requirements in schools.</p>		
Total number of servers supported	Administrative Windows	190
	Administrative UNIX	30
	Education Windows	450
<p>Given the recent procurement of the Pathfinder network, the Council is expecting the Service Provider to reduce materially the number of local file and print servers.</p>		
Monthly support calls (excluding secondary schools)		6000
Current number of FTEs deployed on the contract by Fujitsu		71
Current number of Council internal ICT staff (FTE)		98 (Including IS Client functions)

<p>Key applications supported, which the Council will expect to retain.</p>	<p>Office applications (Microsoft)  CareFirst (OLM group)  CRM - Onyx  CRM -Metastorm  CRM - Meridio  GIS (ESRI)  iWorld (Northgate)  Income receipt (Capita AXIS)  Oracle financials  Oracle Projects  Resource link (Northgate)  CAPS/IDOX (Fujitsu)  Revs &amp; Bens (Northgate)  Phoenix  TALIS  First Class  Highlife (Gladstone MMR)  Cashless Catering (CRB)</p> <p>There are in addition 250 other applications supported by the current Provider or other third parties and a wide variety of curriculum education applications.</p>
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- Corporate Internet and Extranet
- ISP Services
- Corporate VPN
- Energy Management
- Profess
- Recorder
- Projects & Workload monitoring
- Autodesk Trueview (DWG viewer)
- Profess Time Companion
- Business Objects
- DataEase
- Sage
- Stock Condition Database
- Radius Recoup
- Internet Payments
- PECOS/Seebeyond
- BACS
- Staffing Watch
- Pensions Increase
- CRN Generator
- Impromptu
- First Query (Revs & Bens)
- Galileo
- SPSS
- Logotech

- EDM and Workflow
- Money Advice Casework System
- 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
- Service Report
- Websense
- SNAP
- Net Intelligence
- Symposium
- Assets
- Uniform (Planning & Building Control)
- CAG – Corporate Address Gazetteer
- Paintshop Pro
- Cashflow Manager
- Timelogging
- Flare
- Carmen
- Stores
- Tranman
- MACS
- Autodesk Map 3D
- 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)