
Report To: Policy & Resources Committee

Date: 13 August 2013

**Report By: Corporate Director Environment,
Regeneration & Resources**

Report No: ICT- 13-06

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Subject: ICT Strategy 2013-16

1.0 PURPOSE

- 1.1 The purpose of this report is to seek approval for the ICT Strategy covering the period 2013 to 2016.

2.0 SUMMARY

- 2.1 The attached document in Appendix 1 details the ICT Strategy for 2013-16. This has been presented to CMT. It takes into account the operational and strategic requirements of the Council, budgetary constraints and the Modernisation Programme and also acknowledges links with the Council's Customer Services and Communications Strategies, as well as with the new National ICT Strategy and its main themes of delivering services digitally, enabling reform and reducing costs.
- 2.2 Shared service discussions around ICT services, between Inverclyde, Renfrewshire and East Renfrewshire Councils will develop during this period and therefore, members should recognise that elements of the strategy may change.
- 2.3 Currently, no additional funding over and above the ICT budget is required. Where any new work is identified, individual business cases will be presented outlining the full benefits and costs of the project for approval.

3.0 RECOMMENDATION

- 3.1 It is recommended that Members approve the strategy and note the possibility that shared services developments may have an impact on agreed work.

Aubrey Fawcett
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The attached document details the ICT Strategy for 2013-16. This takes into account the operational and strategic requirements of the Council, budgetary constraints and the Modernisation Programme.
- 4.2 The strategy acknowledges links with the Council's Customer Services and Communications Strategies, as well as with the new National ICT Strategy and its main themes of delivering services digitally, enabling reform and reducing costs
- 4.3 Shared service discussions around ICT services, between Inverclyde, Renfrewshire and East Renfrewshire Councils will develop during this period and therefore, the Council should recognise that elements of the strategy may change.
- 4.4 The developing shared service work will increasingly influence the three ICT services and this is the main reason why the strategy covers a relatively short period of time. By mid-2015 the shared service project will be in a position to make longer term recommendations and a joint ICT Strategy is likely to be developed if the project is successful.

5.0 FINANCIAL IMPLICATIONS

- 5.1 Currently, it is not anticipated that any additional funding over and above the agreed ICT budget will be required. However, shared services developments are in their early stages and it is unclear as to whether any additional work will be required. If additional work is identified, individual business cases will be presented outlining the full benefits and costs of the project for approval.

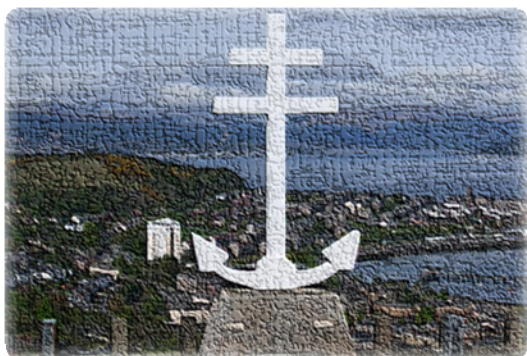
6.0 IMPLICATIONS

- 6.1 Human Resources : There are no HR issues
- 6.2 Legal : There are no legal issues
- 6.3 Equality: There are no equality issues

Inverclyde council

ICT Strategy

2013-2016



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1. Introduction

This document outlines Inverclyde Council's ICT strategy for the period 2013-16. The strategy is designed to support the Council in:-

Meeting the strategic local outcomes of the Single Outcome Agreement

(In particular, SOA 6 and SOA 8)

Supporting the Council's Modernisation Programme

Supporting the Council's Information Governance Group

Developing and implementing its flexible working programmes and

Reducing its operating costs

This strategy document:-

States the underlying principles and values that the ICT Service works to;

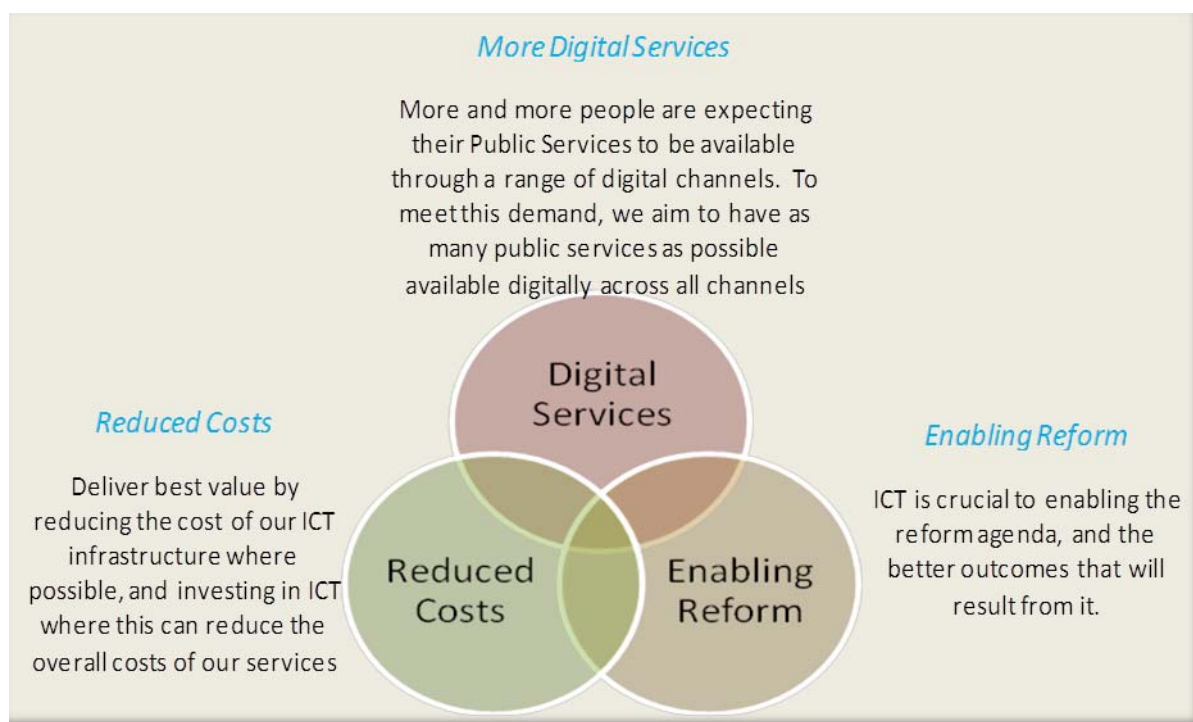
Defines the role of ICT within the Council;

Highlights internal and external factors driving the service's activities;

Identifies the key areas to be addressed during the period and

Identifies links and dependencies with other developments and services.

This strategy also acknowledges the main themes identified in The ICT Strategy for Local Government in Scotland, namely:-



Appendix 1 contains an excerpt of the main themes of the strategy.

One specific consideration is the potential development of a Shared ICT Service between Inverclyde, East Renfrewshire and Renfrewshire. As far as is practical, this strategy takes this into account.

However, at this time, the outcome and implications of this initiative are unclear and therefore the strategy covers a relatively short period of time and some flexibility is required in relation to the timing and prioritisation of work outlined in this document.

2. Underlying Principles

A range of operating principles and values underpin the operation of the ICT Service.

2.1 Delivering Value for Money Services

ICT services must be delivered cost effectively and efficiently. Operational support and service delivery costs, including running costs of equipment, must be minimised and new ICT-related developments and projects required by the organisation must deliver quantifiable efficiencies and benefits.

2.1.1 Building on Existing Investments in ICT Infrastructure

A fundamental principle is that, wherever possible, ICT will continue to build on and exploit previous investments. The Council has a good track record in this respect as the following examples show:-

IP Telephony. The roll out of IPT in 2008 significantly reduced annual expenditure on telephony and subsequently formed the platform for further major developments across the organisation:-

- The Customer Service Centre – The telephony solution and associated intelligent call routing are fundamental to the operation of CSC and will continue to help in the introduction of new services into the CSC.
- Flexible Working Initiatives – The IPT software is a core component of home and flexible working and will underpin the rollout of these initiatives.
- The introduction of Unified Communications solutions - The IPT supplier's software integrates telephony, messaging, staff availability information and video communications to enhance communication between employees - key to all remote working plans.

Customer Service Centre CRM Solution. Lagan ECM and the client index is also a candidate for wider use across the authority. Any service requiring 'case management' functionality and associated workflow will be able to benefit from its use.

ICT Infrastructure Improvements. Inverclyde's Wide Area Network is one of the best in the country. It is reliable, scalable, and very cost effective and continues to be the basis for many of the technology developments undertaken by the Council.

2.1.2 'Buy' v 'Build'

Where it is not possible to widen the use of existing systems into new service areas, the Council will continue with its established practice of procuring business solutions via the appropriate framework/procurement route, rather than developing these in-house.

The internal development route will only be used for tactical solutions where no cost-effective existing solution is available.

Recent examples of internal developments for Council services have included:-

'Tuition Tracker' is an application developed for peripatetic music tutors that records pupils' progress in musical instrument tuition. As well as easing the administrative burden on the music teachers, the application has reduced the workload on Education HQ staff, who previously would have had to record this information.

'eSupply' is a locally developed application that streamlines the process of supply teacher administration in HR, by integrating voicemails and emails. Supply teachers, schools and HR staff all use the system to log availability, submit requests and fill the vacancies.

'KVArchive' manages the historical data once held on the Council's old IBM AS400 system. By extracting this into the new database, payroll staff retain access to the data but the old AS400 system can be decommissioned.

As the national ICT strategy of a central procurement route establishes itself, there may be increasing opportunities to 'buy into' agreed solution frameworks, co-ordinated by Scotland Excel.

2.1.3 Supplier Management

The Council procures business solutions from a diverse range of suppliers, some of whom supply several different systems to different Council services. In order to ensure these are managed effectively, the ICT Service liaises with the major suppliers' account managers on a regular basis.

2.1.4 Benefits Realisation

Council projects start with business cases that define all costs and benefits of the proposed work. Each project should be managed within an agreed project management framework and, in order to confirm that the project has delivered the expected benefits, the final stage should be a benefits realisation exercise that measures the final, real costs incurred and the delivered benefits. These can be compared with those detailed at the project outset and the experience and lessons learned subsequently fed into future work. A 'Lessons Learned' review should take place at the end of each project.

2.2 Continuous Improvement

The service is continuing to experience resource reductions in common with other Council services, along with increasing work demands and this is expected to continue for the foreseeable future. Service metrics show that the overall workload is continuing to increase steadily and in order to at

least maintain the service levels/support capabilities currently delivered, the teams need to continually develop smarter ways of working.

Performance against SLA targets remains consistently above 90% for Incidents and Service Requests and the availability of systems and network services is normally 100%; confirmation of the quality of the infrastructure in the organisation.

The ICT teams are proud of this record of efficiency and service delivery and will continue to look for ways to improve service levels, responsiveness and flexibility.

2.3 Information Security

The Council is obliged to conform to a number of Government security controls. Therefore it is a given that compliance with these controls will form part of any technology initiatives and developments.

A number of new and emerging technologies, the benefits of which are well understood, will have a significant impact on Council services over the next few years. However, the introduction of these has to be considered against the requirements of the various compliance and security regulations that apply to Councils and other public sector organisations. (e.g. GSx/GCF/PSN Compliance)

‘Generation Y’ expectations regarding the use of social media and mobile technology, within and outwith work, and the rising expectations of the general public with respect to service availability and delivery channels, also put pressure on the Council to examine the ways in which services are delivered and which technologies can be exploited.

Social media, the ever-increasing pervasiveness of the Internet, hosted ‘Cloud’ solutions and mobile technologies are key areas that will drive radical changes to the ways in which the Council will deliver services.

The potential impact on privacy of some of these new technologies may be a developing issue, as new social media products emerge and there will need to be an ongoing dialogue with relevant Council services.

The Council is required to comply with all national level legislation, including Freedom of Information (Scotland) Act 2002 and Data Protection Act 1998 and has agreed policies relating to Acceptable Use of ICT Systems, Records Retention and Information Classification. A training programme for all employees in data protection and information security is underway across the organisation.

The ICT Service will continue to provide input to the Information Governance Group to ensure relevant Council policies are developed and implemented.

2.4 Sharing Resources

The new Local Government ICT Strategy will drive the move towards common ICT solutions across organisations, irrespective of any local shared services initiatives. The increasing availability of

common systems will drive the rationalisation and sharing of other Council services, as processes and structures develop to become standardised and simplified.

The roll out of the Scottish Wide Area Network (SWAN) is an early example of a national initiative that will deliver much of the technology, services and infrastructure that will facilitate the sharing of systems in the public sector.

Sharing of resources – staff, skills, systems and infrastructure – will therefore be a major consideration for all future ICT developments.

2.5 Flexible Working

Whilst a number of specific projects are underway that are related to flexible working, it should be a given that ICT will provide facilities in general that support a range of flexible working practices sponsored by the Council. In particular, the 'given' is that staff should be able to access information securely from anywhere, at any time.

2.6 Compatibility with National Initiatives

It is clear that, whatever develops at a 'local' shared service level, a number of national initiatives will influence the Council's ICT strategy. In addition to SWAN, the growing availability of Cloud-based services, more centrally-controlled procurement and data centre rationalisation will all contribute.

2.7 Service Relationship Management

The ICT Service will continue to engage fully with Council services, to ensure that it understands the requirements of services and continues to deliver relevant and fit for purpose services.

ICT workload and performance is monitored and managed against defined targets and SLAs. Service engagement meeting agendas consist of service level management, business development, feedback and future development plans.

2.8 Funding/Charging Mechanisms

On-going development of future ICT revenue and capital budgets needs to reflect a sustainable funding model that can cope with growing and changing user demands.

3. The Role of ICT

ICT underpins almost every service in the Council and, although it is seen as a cost to the organisation, ICT is a key enabler of business change, supporting the development of modern and efficient ways of working through automation, removal of duplication and efficient use of information.

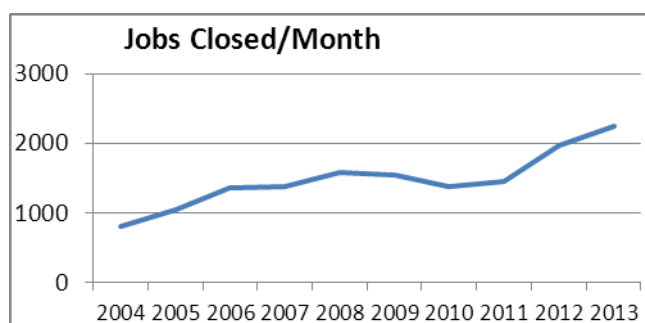
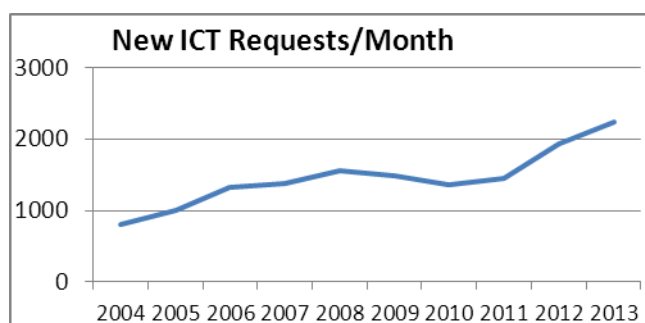
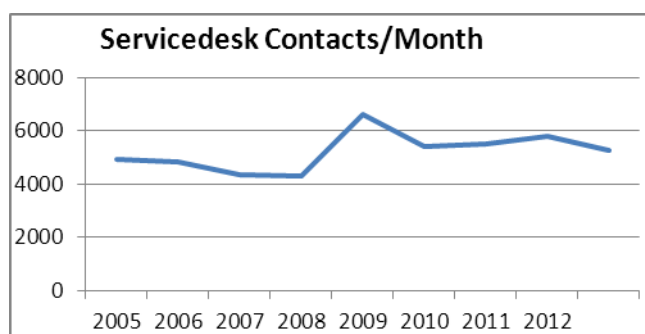
3.1 Current Position, Workload and Performance

The core function of the ICT service is to maintain and support ICT infrastructure, systems and users to ensure Council services are delivered efficiently. As a reactive support function, this aspect of the service is expected to run as efficiently as possible. The continuing use of automated software tools, established best practice such as ITIL and service benchmarking will ensure the service continues to evolve and is

- There are over 70,000 contacts with the ICT Servicedesk per year, resulting in the service dealing with over 17,000 new incidents and 6,000 service requests per annum.
- SLA performance normally exceeds 90% for incident and service request resolution.
- Network and major systems availability is normally 100%.

The trends illustrated in the first two graphs above indicate a steadily rising workload, which is not unexpected. The third graph shows a rising trend for staff productivity, especially notable as staff numbers are decreasing.

NB Although figures are presented for 'front line' ICT Servicedesk, it is the design, operation and support of the underlying server and network infrastructure that is the foundation of a productive, efficient service.



3.2 ICT and Business Support

Technology is also an enabler of change and reform, offering many opportunities for developing new ways of working, generating efficiencies and facilitating public access to services. All proposals need to have clear and realisable benefits in order to justify the costs.

ICT-managed projects are delivered in close cooperation with services, using a formal project methodology based on PRINCE2, to ensure that the work is properly controlled and that services are able to realise business objectives and benefits.

It is important that the Council ensures that all employees who use ICT systems are fully supported and trained and that service processes are developed in line with the systems to be as efficient as possible.

4. External and Internal Factors

This strategy is set in a context that includes national, as well as local, initiatives and priorities.

4.1 National Context

4.1.1 National ICT Strategy

In June 2011 'The McClelland Review of Public Sector ICT Infrastructure in the Public Sector in Scotland' was published. The report concluded that public sector use of ICT was not as well developed as the UK National Government nor the private sector and not as widespread in the delivery of services as it could be, there was insufficient sharing of expertise or facilities and that there should be greater use of existing best practices. The report also highlighted some key issues around the fragmented deployment, procurement and governance of ICT. In September 2011 the Scottish Government formally responded to John McClelland's report and agreed to set up governance arrangements to take forward this work.

The resulting National ICT Strategy - 'Scotland's Digital Future - Delivery of Public Services' has set out 4 high level strategic principles for a common approach to delivering digital services:

- Customer/Citizen Focus - adopt an approach of "digital first" in service design; that means that organisations will deliver on line everything that can be delivered on line
- Privacy and openness: using data appropriately - make effective use of all forms of data to deliver business outcomes, within a framework which maintains public confidence and meets statutory requirements
- A Skilled and Empowered Workforce - have a workforce that is motivated and skilled in using digital technologies and gains recognition for doing so;
- Collaboration and Value for Money - through common standards and interoperability collaborate locally, nationally and internationally, collaborate in planning its use and procurement of ICT so as to re-use and avoid unnecessary duplication and so reduce

purchase and running costs; have a public sector network which supports resilient high-volume and high-speed communication.

4.1.2 Local Government ICT Strategy

In response to McClelland and the National Strategy, a Local Government ICT Strategy has been developed in conjunction with SOCITM, SOLACE and the Improvement Service that has identified a number of “pragmatic actions” to be implemented over the next two years, focussing on Digital Services, Reduced Costs and Enabling Reform through ICT as detailed below.

- Digital Service – Implement more digital services. Present options on identifying customers’ requirements and produce a single access portal for digital services.
- Reduced Cost – Develop national or cluster contracts. All Councils to amend contract terms for future procurements to allow sharing and hosting of applications. Build a shared infrastructure with the delivery of SWAN.
- ICT Enabled Reform – Develop shared platforms. Develop a framework for public sector reform initiatives. Share data to present a single view of the customer. Common platforms to allow employees to work “anywhere and at any time”.
- A range of governance and organisational change initiatives are being proposed including a proposal for a COSLA leadership group, new shared services and procurement delivery models, a new approach to skills and staff development, and coordinated ICT Strategy development across all local authorities.

4.1.3 SWAN

The Scottish Wide Area Network (SWAN) is a Scottish Government led programme created to deliver a single public services network for the use of any and eventually all public service providers in Scotland. The first project of the SWAN Programme will procure an initial tranche of core network and connectivity services. Four Vanguard organisations have come together to aggregate their requirements and manage the process of procuring network services;

- NHS Scotland (to replace the current N3 network)
- Pathfinder North (a consortium of five Local Authorities in the north of Scotland)
- Pathfinder South (a consortium of two Local Authorities in the south of Scotland)
- Education Scotland (to replace the Schools Interconnect 2.0 network)

NHS Scotland, through NHS National Services Scotland, has agreed to become the lead agency for SWAN and will act as the contracting authority and to that end is leading a procurement process to appoint a supplier.

4.2 Council Context

4.2.1 Shared Service Developments

At its meeting on the 29th November 2012 the Council agreed to progress a Shared ICT Infrastructure/Services Project with Renfrewshire and East Renfrewshire Councils (North Lanarkshire Council were originally a partner in this initiative but have since withdrawn). A joint project lead from the private sector is to be appointed for a period of 2 years to develop shared arrangements for the delivery of aspects of ICT.

The Project Lead will have responsibility for identifying and implementing business opportunities to improve ICT services in the three participating Councils. These business opportunities will take forward the National ICT Strategy and will focus on sharing infrastructure, joint procurement and sharing specialist skills.

ICT Services is engaged in a wide range of scheduled activities, pilots and projects in support of Council priorities and releasing resources from these will require careful consideration by officers as the shared service work develops. The Council recognises that there may be some impact on currently agreed work plans, due to potential resourcing requirements of the project. If the Project Lead identifies a number of initiatives – ‘easy wins’ – then resources will be required to deliver these.

4.2.2 Council Priorities

Education Services

The Inverclyde Education Service consistently ‘punches above its weight’ in terms of educational attainment levels and the Council has an excellent track record of investment in school ICT infrastructure. Significant investment has been made in the PC and network infrastructure, with regular equipment refresh programmes providing modern, dependable devices.

ICT Services has prioritised ICT in Education consistently and has close working links at management and operational levels to ensure the service delivers value in schools.

Changing trends in ICT indicate that there will be a desire to migrate services to other innovative, types of service, including the use of personal devices such as Tablets and Smartphones, the use of national Cloud services provided by Glow and other commercial providers. ICT Services is exploring a range of initiatives to provide ‘Bring Your Own Device’ access in schools to allow staff and pupils to safely and securely access Internet services on school premises and has produced detailed costs to provide pupils with council owned tablet devices, should this be a route that the Council would wish to follow.

CHCP

ICT Services provides a range of core services to CHCP employees (including those employed by NHS Scotland who require access to the Council network). Further initiatives are being implemented to allow greater shared services and methods of integrated service delivery. ICT service has developed a good working relationship with NHS Scotland ICT staff and have developed a pragmatic and flexible

approach to delivering services to NHS and IC staff in the most suitable and cost effective way possible.

Inverclyde Leisure Trust

ICT Services delivers ICT desktop and infrastructure support to the Leisure Trust under a formal Service Level Agreement. In addition to the core services, ICT works with the Trust and its suppliers to develop their use of ICT in support of their business. e.g. Implementing on line facilities booking, developing the Leisure Trust web site and providing mobile access to emails/calendars and network resources.

Member Services

Elected members are given the choice of fully networked desktop or laptop equipment, with IP Telephone handset. If a laptop is chosen, secure VPN access to the corporate network is included to allow remote working.

In addition to these, each member can opt for a PDA/smartphone with a standard monthly data plan for remote email and calendars.

Other Council Services

The Council has historically had an innovative and flexible approach to implementing new technologies and a wide range of collaboration and communication tools are available to staff.

The Council has instigated a significant office rationalisation plan, and as well as providing support for refurbishment and relocation projects, a number of “agile working” initiatives have recently been implemented that allows for staff to work in a range of flexible and remote ways.

- Home working – staff can replicate the office environment at home with a full range of ICT and telephony services. Delivered in accordance with relevant Security and Health and Safety policies, performance indicators have reported significant performance improvement, reduced absence levels and greater staff satisfaction from home workers.
- Flexible Working – a number of “Hot Desk” areas have been, or are planned, to allow staff to work from a wide range of offices within the council. A number of planned further initiatives in this area, such as telephone extension mobility, unified communication technologies, and mobile device charging stations will negate the need for staff to be based in a permanent location.
- Flexible Network Availability – there are a number of locations within the schools estate where it is now possible to access the corporate network. This has allowed a number of services to deliver services directly to clients within school premises. It is anticipated that this facility will be installed into a growing number of locations as demand grows for further flexibility.

4.2.3 Customer Service Developments

A key goal of both the National and Local Government ICT Initiatives is to develop a “Digital First” strategy allowing/encouraging citizens to access as many public sector services as possible on-line. ICT services will work closely with Customer Services and Corporate Communications to facilitate the required channel shift processes.

4.2.4 SOCITM Benchmarking of ICT Services

ICT Services reported to the CMT in September 2012 the results of the SOCITM benchmarking of ICT Services. The key findings were;

- “Overall result shows the ICT service to be performing above its level of resources/size”.
- “It is also important to note that the results shown ... reflect the major fact that expenditure at Inverclyde on ICT (and the ratio of one ICT staff to the number of workstations supported at the council) shows that Inverclyde is a low spending council on ICT. This is despite the fact that in population terms it is also one of the smaller councils in this group. Smaller councils tend to have diseconomies of scale which often means their expenditure on ICT is higher in comparative terms than other councils.”
- “In all other areas (eleven plus resources) the council achieved at least the median of the group and in some sectors was in the top performing areas. The overall result shows the ICT service to be performing above its level of resources/size.”

SOCITM Benchmark Financial Statistics (2009/10 expenditure)

| | Scotland | | | |
|---------------------------------------|----------------|--------|----------------|------------|
| | Lower quartile | Median | Upper quartile | Inverclyde |
| % Council revenue budget spent on ICT | 1.82% | 2.10% | 2.69% | 1.41% |
| ICT spend per workstation | £617 | £949 | £993 | £522 |
| ICT spend per head of population | £46 | £48 | £59 | £38 |
| Ratio workstations to one ICT staff | 83 | 127 | 131 | 136 |

Subsequent resource reductions and savings will have further improved the benchmarked figures.

Further benchmarking exercises may be undertaken as part of the Tri-Council shared service initiative.

4.2.5 SWAN

The Council has entered into an expression of interest with the SWAN project. It is anticipated, that following the successful conclusion of the SWAN Vanguard Project, the council will migrate some or all of its network services to SWAN, replacing its current multiple service agreements with Virgin Media Business, Vodafone Network services (formerly Cable and Wireless) and Education Scotland with a single SWAN network connection.

At the time of writing, SWAN plans are still developing and it is not possible to give definitive dates for implementation. However, it is likely that basic SWAN connectivity may be available from mid-2014, with SWAN services and catalogues following on from approximately 2015.

5. Key Areas 2013-16

This section itemises the major areas of work that the ICT Service will concentrate on during the period 2013-2016. Appendix 3 contains the outline plan for ICT Services for the period.

5.1 Developing ICT Staff Competencies and Service Resilience

ICT is a sector that changes quickly and staff skills need to be maintained continually, via an ongoing professional development programmes.

SFIA (Skills for the Information Age) is the Government backed ICT skills standard and it describes the typical roles in ICT and the skills needed to fulfil them. SFIA provides a solid foundation for organisations when organising structures, defining roles and setting standards of professionalism in ICT. SFIA will continue to be used as the basis for skills development within ICT, although continuing budget pressures require increasingly creative ways of maintaining ongoing staff training.

Service resilience is being improved by a programme of cross-skilling between individuals and teams within ICT and increasingly, informal networks across other Councils are being used to reinforce this. As the shared service proposals develop, these arrangements may develop more formally.

5.2 Budget Pressures

The current budget pressures will continue throughout the life of this strategy. The service has agreed its share of the Council's budget reductions whilst taking on an increased workload. Most of the reductions in resource have been agreed to take effect towards the end of the period covered by this strategy

OPERATIONAL SUPPORT

5.3 Operational Support and ‘Keeping the Lights On’

The most basic, core function of the ICT Service is to maintain and support the ICT infrastructure, systems and users to ensure Council services are delivered efficiently.

The ICT Service Level Agreement has been in place for some time now and continues to be the performance measurement tool for the service. The service usually exceeds its SLA targets, but as resources are squeezed and workload increases this may become difficult to maintain. The continuing use of automated software tools, established best practice, such as ITIL, and service benchmarking, will ensure the service continues to evolve and is as efficient as possible whilst remaining fit for purpose.

5.4 Rolling Refresh Programmes

The service has a detailed ICT Asset Management Plan and using this as a basis will continue to refresh desktop equipment on the basis of a 5 year lifecycle, where this is deemed appropriate.

Server infrastructure refresh will be handled on a more flexible basis after the virtualisation programme is complete. Network equipment will also continue to be refreshed as equipment lifecycles require.

Work is currently underway to ascertain whether tablet devices – user-owned or Council-supplied - are appropriate for use, especially in schools and whether it is practical to use some of the existing refresh capital for this purpose.

5.5 Data Centre Server Virtualisation

A project is in progress to carry out remedial and development work in the existing Municipal Buildings Data Centre. The purpose of the work is to minimise power consumption and improve the security and resilience of the facility.

The initial remedial work includes

- Improving access and security
- Replacing old Uninterruptable Power Supplies to improve resilience and reduce power consumption
- Replacing air conditioning to reduce power consumption
- Replacing lighting to reduce energy costs
- Rationalising the cabinet layout to minimise space requirements and improve air flow

This project also incorporates the virtualisation of the Council’s existing servers which will improve the utilisation of servers, reduce costs and reduce the area occupied by the ICT equipment by almost a half, thereby reducing overall power consumption.

Server virtualisation will also minimise the on-going capital requirement for hardware, improve business continuity capability and allow more convenient provisioning of server capacity for future applications deployments.

The initial remedial work will be complete in early 2013, with the remaining virtualisation work happening throughout 2013-14.

Once the server infrastructure virtualisation is complete, the service will examine the feasibility of extending virtualisation to the desktop estate.

5.6 A Common Management Reporting Solution

Over the years, Council services have purchased software licences for reporting and management information production. These products all attract annual maintenance and support charges.

There is an opportunity to rationalise the various reporting tools into a single solution and potentially reduce Council-wide costs – SQLServer Reporting Services. The Council owns licences for this product as part of its Microsoft Enterprise Agreement and in-house skills exist across a number of staff that would allow the rapid development of a core of management reports that could be built upon as time goes on.

5.7 Information Security and Governance

ICT will continue to work with the Council's Information Governance Group to ensure the Council maintains its compliance with all relevant legal requirements, as well as the requirements of GCF/PSN.

5.8 Tactical Development Capability

A very small in-house development capability is maintained in order to support major applications and databases, to pilot developments and to retain the capability to design and develop tactical solutions in support of Council service requirements.

5.9 Integrated Social Care and Health Services

ICT will continue to build upon established relationships and will work closely with CHCP and NHS GGC to facilitate shared access to systems and information.

In addition to having established a basic shared ICT infrastructure, the ICT Service is working in co-operation with CHCP staff to develop the wider use of the SWIFT system. As well as ongoing work to enhance the core SWIFT implementation, ICT is project managing the implementation of the SWIFT Finance modules.

This is a two year project to replace standalone spreadsheets and paper systems with a fully integrated system, linking the client's care record with the details and costs of service provided. This will provide CHCP with a robust finance module with improved quality and accuracy of information on expenditure on social care services and which will contribute to the creation of a modern and

efficient service in a position to meeting future challenges. In addition to this, work is being planned to make use of the remote working capabilities of SWIFT.

5.10 Monitor the Potential of Open Source Solutions

Central Government wishes open source solutions to be given equal weight with commercial supplier solutions where appropriate. The service will continue to monitor and where appropriate, consider the implementation of open source solutions.

STRATEGIC SUPPORT

5.11 Council Modernisation

5.11.1 *Flexible Working*

ICT will continue to work with Council services to evaluate and implement a range of solutions that will enable and support flexible working initiatives required by the organisation.

This work will include the evaluation of portable technologies such as tablets, PDAs etc and will also examine the issues around the support of user-owned devices connecting to the Corporate Network, where appropriate.

5.11.2 *EDRMS Implementation*

The Council has procured a replacement document management solution from Civica and a project to roll it out to relevant Council services is underway. The first service to take on the new system will be Revenues and Benefits, which will migrate away from its existing EDRMS. This work includes redesigning service processes to make the most of the new system and back scanning existing paper records in agreed services.

The rollout of the new EDRMS will help reduce office accommodation costs, enhance information security, improve the Council's ability to comply with its Records Management Policy and support flexible working arrangements.

The new EDRMS will be rolled out, where appropriate, over the next 18-24 months, as agreed with services and CIG.

5.11.3 *Improving Citizen Access to Council Services*

In conjunction with Customer Services and Corporate Communications, there is much development work to be carried out to facilitate citizen access to Council services via Internet and mobile network channels. This work ranges from on-line payments through to self-service facilities on the Council web site.

These developments should take into account the SOCITM Better Connected ranking system to ensure the Council's web site is designed from a customer experience perspective. The ICT Strategy recognises the need to integrate with the Customer Services and Corporate Communications Strategies in this respect.

5.11.4 *Office Accommodation Rationalisation*

The Office Rationalisation Plan will reduce the Council's accommodation capacity and a number of ICT initiatives will be necessary to support this work. (e.g. Hot Desks, wireless infrastructure, follow me telephones, Unified Comms work.)

The ICT Service is closely involved in these projects and work is either planned or already underway in support of each of them.

5.12 ICT in Education – Supporting Learning

The use of ICT in schools is being rethought in fundamental ways; the introduction of Curriculum for Excellence with its requirement for more flexible and personalised approaches to teaching and learning, the all-pervasive nature of the Internet and hand held devices and the examination of the effectiveness of the 'traditional' ICT curriculum and its related infrastructure, as well as the development of the new Glow2 offering, all point to the need for a radical rethink of ICT provision in schools. BBC Micros were replaced by PCs and laptops. Now the Council must consider whether these machines are going the way of the BBC Micro and, if so, whether they should be replaced by mobile digital devices. We must also consider whether our current ICT infrastructure, policies and controls are fit for purpose for today's pupils who are growing up in a mobile digital environment, where they are used to having instant access to the Internet.

Curriculum for Excellence is starting to drive a number of ICT developments within schools that will have a knock on effect on the type of service schools will expect from ICT. e.g. Software development environments; more flexible device and network access policies; more flexible, less intrusive Internet content filtering controlled at a local level.

There is also a groundswell of opinion demanding more flexibility with ICT equipment provision, rather than the 'standard' approach taken currently. The current computer estate and ICT infrastructure was developed to support the 5-14 programme, where each educational establishment followed the same curriculum, normally using identical resources. Under Curriculum for Excellence, teachers have the freedom to use whatever resources they choose to help deliver the curriculum, presenting them in a way that they find most appropriate for their class. Such flexibility does not sit easily in a system where the purchasing of ICT equipment and the purchasing and updating of software is controlled centrally and where network access policies are influenced by corporate security concerns, rather than by curriculum requirements.

The twin pressures of 'Bring Your Own Device' (BYOD) and/or use of tablets is gaining momentum rapidly, with a number of pilots being evaluated across the country as well as internationally. User expectations are changing rapidly, although opinion among educationalists is split as to what is the best approach to meet these expectations. A common finding in a number of the pilots is the importance of the personal ownership of the mobile devices: whether these are devices bought by parents or provided on long term loan by the Local Authority or school. A pupil's mobile device is highly personalised which promotes more creative thinking and individuality, core elements of Curriculum for Excellence.

Infrastructure requirements need to be flexible enough to cope with these changing demands – wireless, network, software, server and storage requirements are all evolving.

Funding requires examination, as there is an increasing demand for ICT equipment in schools. It may be possible to reduce funding for the standard 'PC Refresh' approach and re-channel the balance towards increased wireless infrastructure to support end user-owned mobile devices and/or Council-supplied tablets. There may even be a case for providing schools with their own budget to refresh ICT equipment in line with their own requirements, rather than this being determined by the centre.

There may also be a case for permitting establishments to use their own funds to purchase additional ICT equipment in controlled ways to help deliver the vision set for the school.

Whilst there must be a baseline for the provision of ICT equipment in each establishment, we must also ensure that we do not limit the development of those establishments that wish to make more use of ICT to help deliver the curriculum but only where the future on going funding of increases in ICT is clear.

Additional to this, there is also potential to re-evaluate and reduce the necessity to schools-based server and storage and to increasingly exploit Glow and other Cloud-based storage for staff and students.

5.13 Exploiting the Use of GIS/CAG Assets.

GIS (Geographical Information System) and the CAG (Corporate Address Gazetteer) are crucial components within the daily functioning of the Council. GIS allows users to view, understand, question, interpret and visualise data in many ways that assist decision making and problem solving. GIS and CAG can be used to simply show the location of a service point on a map or for more complex analysis and modelling.

In addition, the information contained in the Corporate Gazetteer that naturally links with the GIS is of an excellent standard and **Inverclyde Council is one of the only four Scottish Councils to attain the Gold Standard for its CAG**, recognised by a national level award.



The Council's GIS system is well-established and high quality, but is underutilised and there are opportunities to develop and widen its use throughout the organisation for the benefit of services and local citizens.

There is increasing demand and expectation for viewing spatial (location-based) data by council services, partners and the public. The population is also becoming more used to viewing information on a map. With the increased use of GPS navigation, Internet mapping sites and maps on mobile devices the delivery of Council held data through a mapping portal can no longer be seen as a luxury, but rather a necessity. The provision of information through the CAG and GIS underpins the quality service Inverclyde can deliver to its staff and the public. These components can also raise the profile of Inverclyde, which in turn can be used to attract businesses and tourists to the area.

5.14 Shared Services

The National ICT Strategy indicates a number of areas where sharing of resources would make sense and these will develop in due course.

At a more local level, the Tri-Council discussions will progress over the next 2 years. At the time of writing, the project is at an early stage of information gathering and analysis.

5.15 SWAN Adoption

The introduction of SWAN, commencing in 2014-15 will require a degree of planning and preparatory work, some of which has started. It is possible that some of this work will progress as a Tri-Council initiative, as shared service discussions progress.

As the Council's current WAN contract is due to end mid-2014, options for interim arrangements will be presented to the Council.

6. Links and Dependencies

Much of the ICT forward work plan for this period supports the need for reducing the accommodation footprint, reducing costs and improving service delivery/flexibility for both internal and external customers.

As is the case with the majority of ICT activities, most of this work needs to be undertaken in conjunction with other services, most notably Customer Services, Corporate Communications, Property Assets and Facilities Management and Education Services. Therefore, this strategy should be read in conjunction with the Customer Services and Corporate Communications Strategies. In addition, the ICT Strategy recognises the major themes contained in the National ICT and Local Government ICT Strategies.

This document will be reviewed on an annual basis.

7. Appendix 1 Local Government ICT Strategy Excerpt

For reference, the following table is the two year action plan from the Local Government ICT Strategy.

| | @ Digital Services | £ Cost Reduction | ● Reform Agenda | Outcome |
|--|---|------------------|-----------------|---------|
| Directly linked to the National Strategy, 'Scotland's Digital Future – Delivery of Public Services' | | | | |
| A | Build a shared infrastructure. Starting with the delivery of a Scottish Wide Area Network and a more cost effective approach to data centres building on existing initiatives. | £ | | |
| B | Have one way to give our customers easy and secure access to their information and services across public sector agencies. | @ | | |
| C | Develop the skills of our workforce to meet new demands and expectations including a 'top talent' skills development scheme working with partners in the Public Sector and Private sector. | @ | | |
| D | Establish a benefits and measurement framework to measure the outcomes. | | ● | |
| Within Local Government and its partners | | | | |
| E | Develop national or cluster contracts with suppliers for key business applications. This should first focus on services that are regulated at a national level. The first example of this will be the system that supports the election processes. Others include trading standards and non-domestic rates. | £ | | |
| F | All councils to amend their contract terms for future procurements to allow sharing and hosting of applications | £ | | |
| G | Create common platforms around technologies that help our employee to work 'anywhere and at any time'. The first specific action will be to assess the options for a shared approach to mobile technology. | £ | | |
| H | Present options to co-ordinate how we segment our customers and how we gather the data required to make decisions on how we deliver services. | @ | | |
| I | Implement more digital services such as cashless catering for schools, making payments online and Council Tax services. | @ | | |
| J | Assess the value of developing shared platforms to deliver self-directed support. | | ● | |
| K | Capture detailed ICT requirements for public sector reform initiatives including: renewing public sector services, welfare reform, Police & Fire, health and social care integration, self-directed support and Community Planning Partnerships. | | ● | |

8. Appendix 2 Single Outcome Agreement

The Inverclyde Alliance Single Outcome Agreement (SOA) is an agreement between the partners of the Inverclyde Alliance and the Scottish Government, designed to improve the prospects of Inverclyde and to secure a better future for the people Inverclyde.

The vision agreed by the Alliance for the area is:

'Getting it Right for Every Child, Citizen and Community'.

This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

To deliver this vision, the Inverclyde Alliance, has agreed, with its communities, a number of strategic local outcomes:

1. Inverclyde's population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
4. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
5. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
6. **A nurturing Inverclyde gives all our children and young people the best possible start in life.**
7. Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.
8. **Our public services are high quality, continually improving, efficient and responsive to local people's needs.**

The full document is available [by clicking here](#)

9. Appendix 3 Outline ICT Work Plan 2013-16



| | | | |
|-----|--|---|--|
| 74 | | Servicedesk | |
| 75 | | Manage Service Levels | |
| 76 | | Site/Office moves | |
| 77 | | SET team from Tower office to William St | |
| 78 | | Libraries HQ to Belville St | |
| 79 | | Central Library Training to Cathcart St | |
| 80 | | CLD from Strone to Enterprise Centre | |
| 81 | | Estates Team from Cathcart House to Edu HQ | |
| 82 | | CLD from Strone to West Stewart St | |
| 83 | | CLD from Strone to Nicholson St | |
| 84 | | Redholm Children's Centre to new Kylemore | |
| 85 | | Fraud Team to Scarlow St Job Centre | |
| 86 | | CSC Meeting room - Data/Power installation | |
| 87 | | FM Services from Strone to Inglestone ???? | |
| 88 | | Revs & Bens to Banking hall | |
| 89 | | Matt Thomson's Team/FMS to Finance Offices | |
| 90 | | Tech/Property Services to Strone | |
| 91 | | Tech/Property services to MB District Court offices | |
| 92 | | Planning & Buildings to MB 2nd floor | |
| 93 | | Planning & Buildings to Tower offices | |
| 94 | | Edu Psychologists to William St | |
| 95 | | Mearns Centre to Lomond View building | |
| 96 | | St Mary's re wiring | |
| 97 | | St Columba's to Old Gourock High | |
| 98 | | Ardgowan PS to Sacred Heart | |
| 99 | | St Stephen's/PGHS/Lilyback/Glenburn to New shared Campus Tue 01/10/13 | |
| 100 | | Ardgowan huts moving from Shared campus to Sacred Heart Fri 25/10/13 | |
| 101 | | CHCP Scarlow ST to PG Hub | |
| 102 | | Swift training to PG Hub | |
| 103 | | CHCP Kirn House to Clyde House | |
| 104 | | CHCP Dal House to Clyde House | |
| 105 | | CHCP Criminal Justice to Clyde House | |
| 106 | | SET Team from William St to District Court Office | |
| 107 | | Edu HQ/ Edu Phychologists to Wallace Place | |
| 108 | | Library HQ to Wallace Place | |
| 109 | | Central Library Training to Wallace Place | |
| 110 | | Central Library to Wallace Place | |
| 111 | | St John's to Highlander's | |
| 112 | | CHCP Dal House to Business Store | |
| 113 | | BSU to Pottery St | |
| 114 | | Kilmacolm Refurbishment - no decant | |
| 115 | | St Patrick's to Sacred Heart | |
| 116 | | Safer Communities to William St | |
| 117 | | CLD to William Street | |
| 118 | | | |
| 119 | | School moves - | |
| 120 | | Shared Campus to New Shared campus | |
| 121 | | Lilybank to New Shared campus | |
| 122 | | Glenburn to New Shared campus | |
| 123 | | Mearns Centre to Old St Lawrence Buildings(Lomond View/Academy) | |
| 124 | | St Columba's to Old Gourock High | |
| 125 | | Ardgowan Primary to Sacred Heart Primary | |
| 126 | | | |
| 127 | | Refresh Projects | |
| 128 | | PC Refresh(Win 7) – audits, images , procurements, deployments , w | |
| 129 | | Whiteboard Refresh | |
| 130 | | Whiteboard Relocations | |
| 131 | | Printer project – work with Corp Procurement | |
| 132 | | Infra-Lagan Feasibility | |
| 133 | | ePIPS - Annual SW Reinitialisation | |
| 134 | | Preventative maintenance – Profiles/Projectors/Disk Defrag | |
| 135 | | 13-14 | |
| 136 | | 14-15 | |
| 137 | | Sharepoint/Security Token SW | |
| 138 | | GLOW2 - Migrate all new e-mail addresses into Infra | |
| 139 | | Internal Audit - Capture all software and licences in the estate | |
| 140 | | Development of Lagan for SD Calls | |
| 141 | | | |
| 142 | | | |
| 143 | | Other | |
| 144 | | Ongoing Audit Actions | |
| 145 | | Information Governance/Security | |
| 146 | | | |
| 147 | | Shared Services | |
| 148 | | Flexible Working | |
| 149 | | Mobile Working | |
| 150 | | National ICT Strategy etc | |
| 151 | | Education | |
| 152 | | BYOD/Tablets/iPads in Schools | |
| 153 | | Network Infrastructure | |
| 154 | | Staff Training/Skills Transfer | |
| 155 | | Implement Team Training Plans | |
| 156 | | SFIA | |
| 157 | | Open Source Considerations? | |