



# ICT and Digital Strategy 2017-20

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### Document Purpose

*This new Information and Communication Technology (ICT) and Digital strategy has been developed to help Argyll and Bute Council design and use its ICT and Digital services and structures to deliver positive outcomes for its staff and customers.*

*The principles within this strategy provide a framework for how ICT services will be designed, sourced and delivered and how Digital can support ways of working and ways of doing things where the customer experiences real benefits.*

*For the full picture of how ICT and Digital services are being deployed across Argyll and Bute please read this document in conjunction with the current version of the Council's Digital Policies and Assisted Digital Strategy.*

*This document covers the following elements:*

- *Principles*
- *Vision*
- *Infrastructure*
- *Core Technologies*
- *Key Programmes*
- *Governance*
- *Resourcing*
- *Action Plan*

### Introduction

The last version of the ICT strategy in 2013 was drawn up in response to numerous strategies supporting the Local Government ICT national transformation programme then underway across Scotland. It provided a local view on the John McClelland review of public sector ICT Infrastructure and the subsequent Scottish Government response, the Local Government ICT Strategy and the proposed High Level Operating Framework. This new strategy looks more closely at what's right for Argyll and Bute. The Council has led the way in ICT shared services since 2013, has tried to maximise the use of the Pathfinder North network and the opportunities it brings for innovative new systems, has introduced class leading data centres regarded as the most efficient in the country, and has instigated a digital transformation programme to deliver "Digital services so good that all who can use them prefer to use them". This new strategy will

steer a path to further efficiencies, savings, and improved services for all of the Council's customers. An updated GIS Strategy for 2017-2020 will be produced during 2017 linking in the aims of the ICT Strategy 2017-2020.

ICT and Digital services are a key enabler for supporting the Council's contribution towards Argyll and Bute being a thriving, successful area in which all forms of deprivation and inequality are reduced. ICT and Digital will also support the development of a more co-operative and prosperous Argyll and Bute that benefits every individual and community.

The rate of change in ICT and Digital technology is rapid and growth in the uptake of technologies such as mobile devices, social media, high-speed broadband and open data present huge opportunities for the Council. In order to keep up with advances in technology and meet the increasing expectation of customers of our services it is imperative that the Council has a clear and progressive approach to continuously improving ICT and Digital services at pace.

This document outlines the approach that the Council will take to the deployment and development of ICT and Digital technologies in the delivery of its services in order to deliver outcomes that matter to its customers. It defines our vision, key principles and overall direction of travel for ICT and Digital services.

*It is important to note that the Council's role in the delivery of some services is undergoing significant change, some of which is as yet uncertain. The new Health and Social Care Partnership, the new Leisure trust, re-organisation of Trading Standards[\*] services and the uncertainty around the overall administration of Education in Scotland, may require the Council's strategy for ICT and Digital Services to be reviewed during the 3 year term, as the impact of resulting organisational change is better understood.*

**[\*] Strategic Review of Trading Standards.** *This is progressing to a detailed business case with regional delivery of trading standards across Scotland. There are significant issues to be considered and at this stage, not all 32 local authorities are supportive of the proposed solution. This work is being progressed through SOLACE, COSLA, the Improvement Service and the SCOTSS (Society of Chief Officers of Trading Standards in Scotland).*

*This ICT and Digital Strategy will be delivered against a set of principles:*

### **1. Design services with our customers, staff and partners at the centre**

*We will build and design solutions with rather than for our customers. This means involving them in the design, build and implementation. This can be either by using existing customer data, holding customer design sessions or using specialists to help us design services. Service access, delivery and business processes will be re-designed to improve performance, productivity and customer service.*

### **2. Present easy to use, integrated and standard interfaces**

*Customers and staff should be able to access services and information through a number of channels i.e. Face to face, online, text, phone or email. Whatever way they wish to contact us we deliver excellent services and we make sure that it is an integrated experience. Services will be delivered as “digital first” and customers who can use digital media will be enabled and encouraged to self-serve. Those who are unable to self-serve will be assisted to access services so they are not disadvantaged.*

### **3. Build services, not just websites**

*Websites are important. However a good experience online must be replicated by a good experience in the delivery of the service. So if you book a replacement bin online, then this arrives when we say it will.*

### **4. Hold information once and securely**

*This means we will collect, maintain and secure customer details once. This information will be used to update all our main systems. So not only will data be secure but it will not have to be provided many times. Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort.*

### **5. Use data well**

*We will share the right data within the Council and with our partners. We will use data analytics to make the right decisions and open up our data where we can to provide communities and business access to what we hold.*

### **6. Make sure the foundations work**

*The unseen side of technology is critical. Our networks, where we store data, how we integrate systems, security walls and systems maintenance. All these components are connected. So a change in one element may have*

*an effect on another.*

### **7. Innovative and agile**

*The ICT Infrastructure and Core Technologies will incorporate flexibility to support changing business needs. It will readily allow innovation in order to benefit customers.*

### **8. Cost Performance**

*The ICT assets will be managed to ensure they provide value for money.*

### **9. Skilled Workforce**

*We will support our workforce to maintain and develop their ICT and digital skills to take full advantage of facilities offered. ICT staff will maintain the necessary skills to manage and develop the networks, systems and services we deliver. We will adapt to and embrace emerging technologies where service delivery can benefit and improve.*

### **10. Reuse, then buy and only build as a last resort**

*ICT assets will be fully utilised and reused when possible then purchased where available, and only built as a last resort.*

### **11. Commerciality**

*ICT will support the Council's Transformation agenda. The ICT Service will actively seek to become a more commercial organisation seeking opportunities to generate income directly and supporting the expansions of the Council's commercial operations as a whole*





ICT will be used to empower all of our People, Partners and Services. The ICT Service will work with all council departments to help them achieve this empowerment, from design stage through to delivery. This strategy aligns with the Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023, our Customer Service Strategy and our People Strategy 2016-2020. In particular it is an enabler for service delivery for all council services and is key to ensuring that our processes and business procedures are efficient, cost-effective and compliant.

## Infrastructure and Digital Foundations

### Infrastructure

Every service the Council provides depends on our data, the applications, tools and devices we use to capture, process, protect and manage it. We hold data on every one of our customers and every property across the Council. Every member of our staff needs our data, supporting the applications, tools and devices to do their jobs. This is a large and complex information and technology landscape

### Our information and technology landscape



115,000 emails per day



1,200 Mobile Phones



260 applications



5,000 Users



7,600 Devices



10,000 Pupils



2,300 Lync/Skype Accounts



400 Servers



93 Networked Schools



95 Networked Offices

*As the Council becomes ever more reliant on new applications, platforms and devices, the infrastructure must provide continued stability alongside growth. We will:*

- *Provide secure, resilient end-to-end, high-performing network infrastructure and services*
- *Create an efficient, shared and consolidated IT estate*
- *Integrate with and leverage regional and national infrastructure*
- *Develop a coherent technology architecture and roadmap for the Council, in order to support an increasing demand for digital services and future system renewal.*
- *Deliver a modern, high-performance network for the Council, improved wireless connectivity, and a managed network service for departments.*
- *Continue to expand our integrated communications service, a platform that integrates email, instant messaging, video and voice data.*
- *Develop a clear “cloud services” strategy and decision making framework to support evaluation and procurement of services within the Council.*
- *Implement a tiered storage platform to support backup, active storage, utilising a combination of on premise and “cloud” services.*
- *Enable effectively managed mobile devices using the appropriate infrastructure and tools.*

## **Data Centres**

The service operates from two energy efficient data centres in Kilmory and Helensburgh. The centres support over 5,000 users, 10,000 pupils, using more than 7,600 devices over 188 locations. They host a consolidated and virtualised server environment, a dynamic server infrastructure environment designed to allow rapid responses to server and storage demand.

These data centres operate together, sharing the load of the Council’s 260 applications, but retain an independent capability should a disaster occur at either site. An always on backup service has been introduced to replicate key systems across both sites which, in terms of compute and storage capacity, means the council’s critical business functions are better protected and more readily available.

Our two data centres were recently assessed by the Scottish Government as part of a national data centre efficiency review and were found to be more cost effective in terms of energy consumption than others in Scotland. The exercise concluded they were so efficient that the equivalent cloud hosting costs would be almost double that needed to continue to operate these data centres internally.

Data Storage is consolidated within the Council’s consolidated Storage Area Network (SAN) facility.

## Cloud Strategy

With the Council's data centres proving to be more cost effective and efficient than services currently offered by comparable cloud organisations, we are taking more gentle steps towards a major cloud transition programme than the market might expect. Past capital investment has realised a significant return in this regard and we will continue to make use of the local data centre services in the short to medium term. Where our suppliers offer real benefits in hosting externally, and where it is cost effective to do so, we will continue to take advantage of external hosting on a case by case basis.

When evaluating external hosted services we will consider the following criteria:

- identifiable reductions in running and support costs can be achieved
- delivering capacity quickly and securely
- data security
- access from a variety of devices / platforms is required
- shared capacity allocated according to demand
- where rapid scalability is required

The emergence of cloud services provided on secure platforms that comply with the requirements of the Public Services Network will be investigated and developed where appropriate. Server and cloud virtualisation technology will be brokered from multiple vendors allowing the best available solutions to be provided to the Council. Cloud services allow the individual elements in terms of infrastructure, Platform and Software to be provided where appropriate. These elements will be delivered and managed by IT staff using a combination of private and public cloud services.

## Network Communications

Our network communications platform underpins all of the Council's systems. The Council requires secure and reliable interconnection between all staff, customers and the systems we use. The network will be maintained to the highest standards of operation and availability *and we will maintain the following:*

- The highest contractual network availability levels from the Scottish Wide Area Network
- An internally managed LAN service to ensure the base network operates at optimum levels
- A managed wireless network that sits alongside the existing wired LAN to give mobile or flexible workers access to systems from all corporate locations.
- A password controlled Guest Wireless access that has been enabled throughout the managed wireless network
- VPN connectivity for remote working
- A secure, filtered and managed internet connectivity service
- Secure communication link to the Public Services Network (PSN)

These systems will be managed and delivered in a manner that allows the Council to maintain the services whilst obtaining the best possible value for money.

## User Interaction

Our user base has a wide range of abilities and confidence in using ICT. They want to get the most out of our business systems and they have strong expectations in the way they envisage using ICT to effect change, deliver digital services and engage with citizens, clients, customers and pupils.

Our users need an up to date range of effective tools for digital working. Services are engaging in different ways with customers, looking to access efficient services in a flexible way and be able to quickly adapt to an ever changing business and learning environment.

Our strategy around equipping our user base with the right tools to get the job done in a rapidly changing environment is a key driver to support effective ICT services. We will:

- Provide the right tools to support digital and flexible working
- Provide tools for digital engagement with citizens
- Work with Procurement Services to ensure we invest efficiently and effectively in all device and system acquisitions, continuing to take full advantage of all national framework contracts, and encourage Scotland Excel to provide greater value from national suppliers
- Maintain and improve our strategy to effectively deploy and support devices which give confidence to our user base to engage in service delivery

- Ensure devices are fit for purpose and easy to use through replacement strategies and delivering best in class configuration, security and maintenance programmes
- Provide devices and infrastructure to support interaction with business systems and services whether they reside on premise or in the cloud
- Support departments who seek to find new ways of working more effectively and efficiently with devices
- Reuse, redeploy and recycle or dispose of devices in the most efficient manner and in compliance with legislative requirements such as WEEE and Data Protection.

We will maintain and develop our device strategy and adapt to changing demands of the user base and evolving business and learning demands.

We will be more flexible in future within the constraints of the ICT Capital Programme.

## **Cybersecurity**

Our Cybersecurity policies and practices will protect our information, data, systems and networks from attacks and unauthorised access. These risks are increasing and we are committed to constantly improving our levels of protection.

We will do everything we can to guard against Cyber-attacks and intrusions and we will protect sensitive personal or business information, and prevent disruption to the operations of the Council. We will:

- Support the Council in managing the risks related to information technology through increased user awareness, appropriate security practice and the implementation of the Council's Information Security Policy.
- Provide secure and easily used IT infrastructure and services to allow the secure management and sharing of information across the Council.
- Promote and support local implementation of the Council's Information Security Policy, identification of sensitive information assets, and mitigation of associated risks.
- Raise the profile of cybersecurity through having a specialist post with these specific, relevant skills and experience.
- Improve information security awareness across the Council
- Provide tools and protocols to allow the sharing of information securely within and outside the Council on any device.
- Implement consistent identity and access management.
- Provide the detection and reporting of information security incidents across the Council.

## Core Technologies

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*Driven by national initiatives and the need for service improvements and efficiency, in the last 10 years we have witnessed a dramatic change in the way that technology has been used to underpin change and improvements in the delivery of Council services to our customers. Technology has transformed the way we live our lives, having become ever present both in the workplace and in day to day life. The ever increasing expectations of our customers and employees for available, accessible and flexible information and services, drives the product development of our business application systems.*

The underlying technology architecture that underpins all business processes of the Council encompasses the following core technology components.

- **Scottish Wide Area Network (SWAN )**  
We have signed up to a seven year contract with Capita for our wide area network across the Council. Our ICT and digital infrastructure needs to be scalable, flexible and adjust easily to the ebb and flow of demand from our customers to ensure they can access the services and systems are available at the right time, at the right place at the right price.
- **Data Centre**  
Nationally recognised for efficiency – our consolidated and resilient data centres comprise a mix of Windows and Unix environments
- **MS Skype for Business (MSfB or Skype)**  
Our cost effective, easy to use, collaborative unified communications platform. Our customers tell us how Skype has transformed how they work and do business. *“Skype is one of those things I never knew I wanted - particularly screen sharing function, it saves so much time and I find it invaluable”.*
- **MS Office** – The common desktop toolset for creation of documents, spreadsheets, database and presentation tools etc.
- **MS Sharepoint** - Enable efficient partner working through digital collaboration and information sharing technologies.
- **MS Exchange** – The corporate electronic mail engine which includes email classification functionality.
- **My Account**  
Introduction of My Account National authentication service. Offering customers access to personalised and relevant local and national digital services.
- **Single Secure Payment Engine**

Payment Card Industry Data Security Standards (PCI DSS) compliant infrastructure and technologies to best ensure safe and secure payments. Using the leading security technology we will ensure all our customers card payment data is processed safely and securely whether it is online, face to face or over the phone. Guaranteed to provide secure electronic payments across all payment channels whether face to face by telephone or self-service.

As for all merchants accepting card payments, the Council will undoubtedly face increasing levels of threat to payment card information and increasingly onerous security requirements associated with mitigating the risk around accepting card payments. Our adopted approach to externally host the processing of our card payments effectively transfers the risk associated with internally processing sensitive card information as much as possible to the expert payment service providers, the card issuing banks and its customers.

- **Records Management**

Supporting the Council to stay compliant with legislation - built upon embedded SharePoint technology and optimizing Civica Document management for ensuring appropriate disposal.

- **Council Website**

As a Socitm accredited, three star site with plans to regain the 4 stars previously held, the Council website (developed using Drupal, an open source content management system), has in recent years been the catalyst for offering modern transactional services online. In support of those services, business applications have become more focused on facilities that offer opportunities for greater levels of self service and electronic interaction for customers. The Council's website is very well regarded and last year won Socitm's Better Connected award for best council tax delivery. The current focus is to implement the national My Account Single sign-on service to make the customer journey simpler and more effective and to maximise the number of online self-service transactions.

In 2016/17, people used the Council's website to make nearly 32,000 payments and over 11,000 telephone (voice response) payments with a value of over £4m for different council services like council tax, cashless catering, planning fees and car parking fines. In addition citizens can tell the Council about issues like missed bin collection or fly tipping and can request services such as new bins, winter gritting, pay council tax or apply for a job.

ICT has been a key enabler in this evolution which has combined our adoption of web technologies with the essential integration of business applications to provide the level of experience available to both our customers and workforce. All this against a backdrop of new and ever evolving security threats and the challenges associated with protecting the Council's infrastructure and information assets.



## Key Programmes

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In addition to the fundamental technologies covered in the Core Technologies section above, there are a number of Key Programmes required to help deliver service improvements and achieve the outcomes that matter to the Council's customers. The Key Programmes provide the cornerstone for an ICT & Digital Improvement Action Plan for 2017 through to 2020:

- Digital First
- Business Solutions
- Enabling An Agile And Flexible Workforce
- Valuing Our Information
- Customer Engagement
- Education ICT
- Collaboration And Partner Working
- Infrastructure and Digital Foundations/ Core Technologies

### Digital First

***The Council has a clear “Digital First” ambition to “provide services digitally that are so good that anyone who can use them prefers to use them”. This will allow us to reduce cost, improve efficiency and deliver a better service to our citizens.***

More and more people expect their public services to be available through a range of digital channels. Many people in Scotland use apps and websites daily, all of which they take for granted, and they expect the same sort of simple applications to be made available in the public sector. Many people for example have bank payment apps, built in two factor authentication and verification systems such as Touch ID, and can replace a debit or credit payment card with a software app such as Apple Pay. These could be used to pay for council services too. Our technology must keep pace with the technologies widely available to our customers – and arguably at the forefront of new applications.

A Digital First approach promotes the development of a digital mindset and capability amongst our members, people and customers by providing tools, support and technology to engage, collaborate and communicate. This mindset will underpin all of the other key programmes.

The Council has formally endorsed the principles that:

- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles.



Delivered through services digital action plans and cross service digital initiatives, empower customers to interact through:

- Their choice of technology that is simplest for them;
- Self-service facilities for information and services;
- Intuitively designed, easy to use digital services and streamlined internal processes.

## **Assisted Digital**

Recognising where customers need some assistance to engage digitally with the Council - designing customer first, cross service initiatives. Encouraging digital take up of services through promotion and information resources, supporting users in person, over the telephone, using web chat and co-browsing in accordance with the Council Assisted Digital Strategy.

## **Business Solutions**

***Combined with our Core Technologies, Fit for Purpose and reliable Business Applications are key to the smooth operation of Council Services***

It is essential that our business solutions and core ICT systems are fit for purpose, compliant and used appropriately. Where possible and practical, the Council will exploit existing investment in best of breed solutions. Their suitability will be reviewed and enhanced to ensure they continue to deliver benefit and value to the organisation. Only where suitable solutions that can be reasonably adopted/ adapted for use by services (including adjusting internal processes to achieve uniformity and best practice), do not exist, would the Council source new or replacement systems preferably through existing public sector sourcing agreements.

A Developing Priorities statement has been produced and published in the Group Asset Management Plan (GAMP) [[ICT Capital GAMP November 2016](#)] which describes the condition and risk of our systems, and the improvements the users want to see.

We will ensure that Business Solutions include a vendor supported Application Programme Interface (APIs) where necessary to support integrations between systems. Where possible we will seek move to generic non-vendor specific interfaces which provide better value for the Council.

## Enabling an Agile and Flexible Workforce

***Agile and flexible working describes a spectrum of working and workplace arrangements that help people to make intelligent choices about where how and when they work increasing productivity improving professional effectiveness and providing an environment for rapid change.***

We will develop a mobile approach to offer the workforce a range of suitable mobile devices and connections which operate securely and efficiently on our network, whilst delivering productivity benefits and supporting excellent customer service. We will support our workforce in enhancing their skills to take full advantage of existing and new technologies.

## Valuing Our Information

***Information is essential to all staff, at all levels, and across all services of the Council in order that they can carry out their day to day duties.***

The Council needs, within its regulatory obligations, to safely manage and secure the information it owns, but it also needs to dispose of information that is no longer needed and holds little value to the Council.

Encouraging a culture that understands there is a balance between the costs of maintaining the information held, versus the value of that information to the Council and the services that it delivers. Effective Records Management is key with the overall programme for better Information Management.

## Customer Engagement

***Enhanced and personalised self service opportunities for customers - Putting the Self into Self Service!***

Our customers range from the citizens and businesses of Argyll and Bute, our people, our members, our teachers and learners, our partners and visitors to our area.

- External customer engagement – we will offer a fully integrated Customer Relationship Management portal offering a single view of our customers' interactions with us regardless of the services and products they are requesting underpinned by the national My Account initiative.
- Internal customer engagement – we will offer an approachable, helpful and effective ICT support service. We will make use of self service and the Council's Intranet Hub for communication of our services and key operational information. An ICT Knowledge Base will be developed to ensure that our customers are informed and supported as they carry out their daily business.

## Education ICT

***Argyll and Bute Education Service's aspiration in "Our Children Their Future", is to ensure that Argyll and Bute is the best place in Scotland for our children to grow up. Our vision sends a signal about the importance we attach to education, is simple in message and is recognised by everyone.***

Digital technology is embedded in all aspects of modern life. Outside of our schools, children, young people and adults alike have access to technologies today that are transforming how and where they connect, share, work and play in innovative and exciting ways.

The Scottish Government launched a Digital Learning and Teaching Strategy in September 2016. The vision is that Scotland's educators, learners and parents take full advantage of the opportunities offered by digital technology in order to raise attainment, ambition and opportunities for all and that conditions are created to realise this vision and unlock the potential of digital technology in schools.

The growth and development of different types of digital learning is rapid and constantly changing.



The ICT service embarked on an ambitious and successful programme of infrastructure initiatives which laid the foundations for learning technologies across Argyll and Bute education establishments. This included investment in wireless technologies, a rolling refresh of education hardware, deployment of a single Microsoft licence, and extension of the corporate domain network for schools, and a Lync pilot.

## The Education Service Vision for Digital Technology

Education will ensure that digital technologies are used as transformational tools which:

- Reshape learning environments to increase motivation, engagement and empower learners;
- Provide them with the skills required to contribute to the rapidly growing global digital economy including jobs which don't exist yet; and
- Help them acquire the skills, attributes and competencies necessary to flourish in life, learning and work now and in the future.

Education will provide exciting computer science-related learning opportunities for our young people. This will allow them to have the knowledge to create, in addition to just being consumers of technology. Education will also strive to increase the technology employment opportunities available locally giving our young people a choice in where they live and work.

The Education vision will require skilled digital leaders to come from our education system who understand the nature of an ever changing digital world.

ICT will support the Education Vision by:

- Continuing to develop the positive working relationship with Education;
- Continuing to support and develop a fast, reliable, secure education network and infrastructure;
- Supporting access to digital technologies for all learners; and
- Supporting Education awareness of new technological developments.

## Collaboration and Partner Working

***Technology has a key role to play in developing local and national partnerships and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.***

We will enable efficient partner working through digital collaboration and information sharing technologies such as SharePoint and Skype, providing highly secure infrastructure and communications **technologies** in our schools and Health and Social Care Integration programmes

We will ensure our business systems are enabled for shared working, get involved in design of national initiatives, and facilitate the Council's commercialisation agenda.

## Infrastructure and Digital Foundations/ Core Technologies

Please refer to previous Sections for details.

### Role of the ICT Steering Board

*The overall aim and role of the ICT Steering Board is to set the strategic direction for ICT for the Council and to make strategic decisions about all ICT and digital developments. The ICT Steering Board will oversee the prioritisation, development and delivery of the ICT capital work programme, ensuring the most appropriate deployment of funds and resources in support of the Council's corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered. The ICT Steering Board will ensure that resources are directed where possible in support of the Council's transformation programme. The Chair of the ICT Steering Board also chairs the Transformation Board and this ensures appropriate co-ordination between the two boards.*

### ICT Steering Board Member Responsibilities

- Attendance at ICT Steering Board meetings as scheduled;
- Create ICT Strategy sub-group which has specific responsibility for developing the ICT Strategy;
- Agreement of ICT Strategy;
- Agreement of ICT Development Framework;
- Consider Development Proposals for inclusion in ICT capital programme;
- Agreement, monitor and review of ICT Development Plan;
- Review of Benefit Realisation for completed projects;
- Approval of ICT policies and standards
- Review of ICT customer satisfaction levels

### An Integrated ICT Strategy

The overall objective is that we build a corporate strategy that integrates ICT as an essential component rather than as at present presenting a separate ICT strategy after the corporate strategy. We aim to design systems that exploit employees' knowledge, building an information organisation with service plans that assume that ICT is fundamental to their success.

### Responsibilities of the Strategic Management Team (SMT)

The SMT is responsible for understanding the broad possibilities in applying ICT to add value to the Council's services, focusing on the total business process and not on current organisational structures and methods, thereby creating an environment where ICT and digital initiatives can be successfully implemented. They are also responsible for supporting ICT activity with the right level of funds and resources. ICT should always be a consideration of the Strategic Management Team when considering new

policies and projects. Members, Directors and Heads of Service should regularly attend seminars etc. on ICT opportunities with ICT shaping new objectives.

### **Responsibilities of Members**

Members have a responsibility to approve the ICT strategy for the Council. The ICT Service will actively engage with Members through Members Services to support Members' own IT needs, and will hold regular meetings with the lead councillor for Customer & Support Services (the service within which ICT is located) to ensure that Members support the ICT Steering Board in taking forward the development of emerging service policy issues, and in the promotion and awareness of ICT strategies, achievements and constraints. The ICT services will support the lead councillor to report back to the Council on these matters and to be an ambassador for the service both locally and nationally.

*Argyll and Bute Council has a centralised ICT function providing a full range of support services to all corporate and education establishments, users and services. In addition the service provides all infrastructure and key application support services for secondary schools. ICT operates from two main centres in Kilmory and Helensburgh and also has a number of key frontline support staff based in Oban, Campbeltown, Tarbert and Dunoon.*

### **ICT Structure**

The ICT function now operates as one central service with five distinct areas of responsibility:

- ICT Projects and Liaison (8 FTE) – Procurement (specification and tendering) of new systems, and project management of their implementation and testing. Input to ICT Strategy. Leads the establishment of the IT Capital Programme. Includes ICT Client Liaison team
- Production (26 FTE) - desktop support to all corporate and to all education establishments (not including secondary schools), Corporate print facilities, Unix Server Support
- Networks and Servers (14.5 FTE + 2 Temp) - provision and maintenance of application servers, file and print servers, Microsoft domain, voice and data network connections, network security, telephone switches, administration of Azzurri billing and Vodafone bills.
- ICT Applications (7 FTE) – first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications.
- Management & Support – 2

## ICT Revenue

The total cost of the ICT service in 2016/17 is £4.8m including capital charges and £3.8m without. This equates to 1.6% of the council's total revenue budget. Unlike the rest of support services, a significant part of the budget (c £1.9m) is for externally provided supplies and services.

Our budget makes no provision for the annual inflationary cost increases imposed by 3<sup>rd</sup> party suppliers within existing budgets, and this supports our drive to seek improved value from our ICT suppliers. This applies to the central ICT budget and departmental budgets for 3<sup>rd</sup> party ICT applications and related services.

The Council's ICT service is already a very low cost service compared to others. It ranked 2<sup>nd</sup> lowest in terms of ICT related spend across the Socitm Benchmarking community, illustrating a service that provides exceptional value for money comparatively with other councils in Scotland. This is alongside being high quality, evidenced by achieving its highest ever score for overall customer satisfaction in the most recent Socitm ICT benchmarking exercise. Overall the ABC score ranked 3<sup>rd</sup> highest of all Scottish participants and ranks in the top 25% of all UK regional and national scores. This is an impressive score in light of the comparatively low cost of the Council ICT service.

ARGYLL AND BUTE COUNCIL ICT 2016-17 REVENUE BUDGET		
Head of Customer and Support Services	2016-17 £000's	2016-17 £000's
	Without Capital Charges	With Capital Charges
Employee costs	2,360	2,360
Supplies and Services	1,919	1,919
Transport Related expenses	38	38
Income	-438	-438
Capital Charges	0.00	999
<b>TOTAL REVENUE BUDGET</b>	<b>3,879</b>	<b>4,878</b>

## ICT Capital Plan

There is an on-going capital programme to invest in improved IT infrastructure and new applications to support new or changing business needs. This includes a managed programme for the replacement of PCs, Education domain extension in schools, further adoption of GLOW, establishment of a successor to the Pathfinder network, further development of GIS, development of a Social Work Electronic Document Management system, and response to increasing requirements for more formal records management.



The ICT Steering Board will oversee the prioritisation, development and delivery of the ICT capital work programme, ensuring the most appropriate deployment of funds and resources in support of the Council’s corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered.

### Future Funding

The capital allocation for ICT is significantly reduced from the previous 3 years which saw a total capital allocation of £7 million 2013/2016 compared to £2.36 million for 2017/2020. As outlined in the GAMP [[ICT Capital GAMP November 2016](#)], the funding available will focus on PC replacement, delivering limited infrastructure sustainability, and a much reduced development programme covering only the highest priority projects. Some of the actions of the ICT and Digital Strategy may result in business cases seeking additional funding where improvements cannot be accommodated fully within the existing ICT Capital Programme.

ARGYLL AND BUTE COUNCIL ICT 2017 – 20 CAPITAL PLAN			
Head of Customer and Support Services	2017-18 £000's	2018-19 £000's	2019-20 £000's
<b>Asset Sustainability</b>			
PC Replacement	403		
MS Exchange and Document Sharing	54		
Corporate GIS Portal	10	10	10
Block Allocation	277	550	945
	<b>744</b>	<b>560</b>	<b>955</b>
<b>Service Development</b>			
Application Projects	100		
<b>TOTAL Capital Budget</b>	<b>844</b>	<b>560</b>	<b>955</b>

### Benchmarking

ICT is regularly benchmarked against other Local Authorities via the National and Scottish SOCITM benchmarking services and regularly compares favourably with similar authorities in terms of cost, quality, and the effectiveness of the services delivered. Of all participating public organisations in Scotland, Argyll and Bute Council regularly emerges close to the bottom of the cost tables i.e. low cost. In terms of quality, and despite the comparatively low cost of ICT services, the Council regularly appears mid-way in most service delivery measures, is considerably above average in procurement measures and only falls short in services that are directly impacted by our

geographical remoteness. For overall customer satisfaction, the ABC score ranked 3<sup>rd</sup> highest of all Scottish participants and ranks in the top 25% of all UK regional and national scores. Argyll and Bute Council has been an early adopter of ICT benchmarking via the UK Benchmarking service and became a founding member of the Scottish SOCITM benchmarking club.

### **IT Service Management**

We have established a formal IT Service Management (ITSM) methodology which aligns ICT service delivery with the business needs of the Council's Service Departments. We have selected the Information Technology Infrastructure Management Library (ITIL) methodology which was developed by the UK Government's Office of Government Computing (OGC) and is in its current 3<sup>rd</sup> version, ITIL V3. This will help to ensure all IT services are appropriately aligned to the Council's stated goals and visions.

### **Future Resources**

Future budgetary pressures are expected over the strategy period given the Council's overall financial outlook. It will be very challenging to remove further cost without reducing the ability of the ICT service to continue to support business improvement activity across the Council at the current level.

The action plan attached in the attached Action Plan is based on current resources. If these change, then a revision of the action plan will also be required. It should also be noted that many of the planned actions are dependent on business case justification. If the business cases do not show a positive return, then these actions will be dropped at that point. Where a positive return is demonstrated, then the savings will be needed to fund the cost of the new developments.

## Action Plan

Programme 1 – DIGITAL FIRST											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						2	3	4	5	6	7
Implement single authentication account for customers using our website to access and request services.	Integration of My Account service with core business applications such as Online Payments, CRM etc and ensure new and replacement systems can support My Account where relevant. Introduce verification services where feasible to do so.	Customers can benefit from single sign on for access to a range of personalised digital services. Allows for pre-population of known information for a smoother customer experience.	Digital First Working Group	Ongoing	June 2018				✓		
Provide comprehensive Assisted digital support for people who can't use online services on their own.	Ensure infrastructure and services are available to support assisted digital action such as provision of kiosk tablets in Leisure facilities and information hubs.	Customers that need assistance to access digital services know where to find that assistance and are able to take up a full range of digital services.	Digital First Working Group	Ongoing	March 2019				✓		
Encourage a greater level of uptake of Digital Services as preferred channel.	Ensure the technology solutions available to customers for digital engagement with the Council are intuitive, platform independent and fully integrated with business systems.	Digital services are so easy to use that they become the preferred option for a much greater number of our Customers.	Digital First Working Group	Ongoing	March 2019				✓		

Programme 2 – FIT FOR PURPOSE BUSINESS SOLUTIONS											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	3	4	5	6	7
Consolidate all Council payment channels to single supplier solution	Procure and implement single solution from Civica for face to face, telephone and online payments	Civica Cash receipting System fully integrated with Leisure and CRM Systems.	Revenues Services	Ongoing	December 2017	✓			✓		
Existing business solutions are reviewed regularly to ensure they meet business needs and are sustainable.	Assess ICT managed solutions within ICT asset register through ICT Client Liaison officer and user groups.	Up to date condition assessments exist for every major business application with development/ improvement roadmaps in place.  Business Cases produced for replacement solutions/ improvements where deemed necessary.	Depts/ICT CLOs/ Managers	January 2017	December 2020			✓	✓	✓	
Review Fitness for Purpose for key business systems	Support the review and plan for the potential replacement of the Council's: <ul style="list-style-type: none"> <li>• Revenues and Benefits System;</li> <li>• HR Systems; and</li> <li>• ORACLE FMS and Reporting tools</li> </ul>	Business Cases for changes to or replacement of these current key Council Systems.  Replacement of key systems	Depts/ ICT CLOs/ Managers	January 2017	December 2017			✓	✓	✓	

Business solutions can be linked to add value and enhanced functionality	Develop improvements and investigate options to reuse and enhance available solutions rather than procure, through the use of integration tools.	Reduction in number of independent Business Solutions	Depts/ ICT CLOs/ Managers	January 2017	December 2020			✓	✓	✓	
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Programme 3 – ENABLING AN AGILE AND FLEXIBLE WORKFORCE											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	4	5	6	7
Develop a Mobile Strategy to reflect modern working practices	Investigate and implement Mobile Device Management solution, VPN connectivity and device procurement to make it easier to work from any location using a device of choice	Our people are able to work from anywhere and using the most appropriate device for the job	ICT	April 2017	April 2018	✓	✓		✓	✓	✓
Core technologies enhanced to be mobile adaptive	Investigate corporate applications and processes that may require enhancement for mobile access using mobile apps and software, and deliver productivity benefits	Users can access core technologies using mobile devices	ICT	April 2017	April 2020	✓	✓		✓	✓	✓

<p>Enhance Digital Skills of the workforce</p>	<p>Projects introducing new technologies, software and functionality will aim to assess digital skills levels and identify digital and ICT awareness and training requirements earlier and design appropriate delivery solutions. Identifying gaps when introducing new technology to the workforce</p>	<p>The workforce has the relevant skills to operate supplied technology effectively and efficiently</p>	<p>HR/IOD</p>	<p>April 2017</p>	<p>December 2019</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
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Programme 4 –VALUING OUR INFORMATION											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	5	6	7
Complete a pilot of Sharepoint based Record Management Technology	RecordPoint to be trialled as a proof of concept for implementing electronic Record Management solution.	A greater understanding of how an RM solution can assist the Council in meeting regulatory obligations and significantly reduce burden for staff compared with a wholly manual process. Revised business case for supporting Records management Technologies.	Governance & Law / ICT	Ongoing	August 2017	✓	✓	✓	✓	✓	
Optimise the use of the Civica corporate Document Management System for improving Information Management and Records Management	Revise and implement an improvements action plan of improvements for optimize of this existing resource.	Greater use of reporting, barcoding, disposals and all onboard functionality within Civica EDMS.  Links from EDMS to Records Management System established.  Carefirst integrated fully with EDMS.	All Services using Civica EDMS / ICT	February 2017	February 2018	✓	✓	✓	✓	✓	

Programme 5 – CUSTOMER ENGAGEMENT											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	6	7
Increase and improve digital services on our website	Implement service specific digital action plans and ICT initiatives	Customer can interact through their choice of technology and self serve	Digital Working Group	Ongoing	December 2020	✓	✓	✓	✓	✓	✓
Provide a digital platform for Consultation and Participatory Budgeting	Pilot for Participatory Budgeting and Consultation	Successful contributions from members of the public within scope of pilot consultations	Community & Culture	February 2017	July 2017	✓			✓	✓	✓
Support Economic Development in the expansion of public wifi in main towns	Currently in Helensburgh with plans for expansion to other CHORD towns of Argyll	Better access to information for visitors.	D&I (Econ Development)	Ongoing	December 2020	✓	✓		✓	✓	
Improve ICT skills and awareness.	Development of ICT&D Knowledge Base on The Hub incorporating new Top Desk features for internal users to self-serve ICT helpdesk, access ICT support services and suggest new digital working ideas.	Users are better informed on ICT service products, initiatives and incidents and can use ICT effectively.	ICT	April 2017	December 2018	✓		✓		✓	✓



Programme 6 – EDUCATION ICT											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	5	7
Extend Unified Communications across the Education infrastructure	Make the case for extending Skype across all schools	Current traditional telephony infrastructure replaced by LYNC / Skype telephony with Skype functionality available for delivery of school curriculum	ICT/ Community Services	April 2017	December 2018	✓		✓			✓
Provide parents with better facilities for interaction with schools	Partner working with Civica and Mastercard (QKR) on a school app aimed at parents interaction with schools for catering. Work with SEEMIS to expand possible applications for a range of interactions with parents and pupils.	Parents able to use their smart phone (with electronic wallet facility) for selection of school meals and payment.	ICT/ Community Services/ Catering Services	January 2017	March 2018	✓	✓		✓	✓	✓

Education Domain Extension	Complete the programme of migration of schools to the Corporate Network Domain	All schools benefit from the managed corporate domain, consistent desktop environment and associated security. Infrastructure to support Skype in place across all schools.	ICT	Ongoing	March 2018	✓		✓			✓
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Programme 7 – COLLABORATION AND PARTNER WORKING											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	5	6
Enhance and extend unified communications technology technologies to support partner and collaborative working.	Upgrade to MS Skype for Business 2013, supported by end user awareness programmes and explore further federation with key suppliers and partners.	Be able to work more easily with external partners, suppliers and other government bodies	ICT	April 2017	March 2018	✓		✓		✓	✓
Explore options for safe and secure connection to other PSN and non PSN network and impact for shared service arrangements.	Increase in number of services providing services to other public sector organisations such as Loch lomond and Trossachs National Park, Police Scotland and Regional collaborations e.g. for Roads, Trading Standards.	Services can supply services to other public sector bodies and local authorities efficiently and securely.	ICT	April 2017	December 2019	✓		✓		✓	✓
Improved collaboration through the use of MS Sharepoint and other digital collaboration tools including social media.	Develop migration roadmap for MS Sharepoint sites.	Enable efficient partner working through digital collaboration and information sharing technologies.				✓		✓		✓	✓

## Programme 8- CORE TECHNOLOGIES AND INFRASTRUCTURE

Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes						
						1	2	3	4	5	6	7
Introduce secure payments engine for all electronic card payments.	Implement an integrated DTMF suppression technology solution along with Civica ICON solution (as an integrated layer of our telecommunications provision i.e. SIP trunk) which will facilitate the Netcall automated self service facilities of the Council.	Achievement of PCI DSS compliance status across all card payment channels Customers are reassured their card data is safe.  No member of staff within Argyll and Bute Council handle sensitive payment card information.	Revenues	ongoing	Dec 2017	✓	✓	✓	✓	✓	✓	✓
CyberSecurity Development and promotion of the Council's Cybersecurity policy	Improve information security awareness across the Council. To provide tools and protocols to allow the sharing of information securely within and outside the Council on any device. Implement consistent	Our people are better informed and more aware of the Cyberscurity and risk. Risk for sensitive information is reduced and	ICT/ Governance & Law/ all Depts	April 2017	December 2018	✓	✓	✓	✓	✓	✓	✓

	identity and access management. Provide the detection and reporting of information security incidents across the Council.	information security incidents across the Council are readily identified and reported.										
Develop a coherent technology architecture and roadmap for the Council, in order to support in increasing demand for digital services and future system renewal	<p>Develop a clear “cloud services” strategy and decision making framework to support evaluation and procurement of services within the Council.</p> <p>Enable mobile devices to be managed effectively using the appropriate infrastructure and tools.</p> <p>Ensure that IT services delivered to the Council are secure, resilient and reliable.</p>	The Council’s ICT infrastructure is fit for purpose, resilient and reliable and represents value for money	ICT	January 2017	December 2020	✓	✓	✓	✓	✓	✓	✓

