

ICT STRATEGY

2012-2017

Better Connected Clackmannanshire



CONTENTS

Foreword

Introduction

Vision and Mission

Principles

Implementation Actions

Foreword

Our vision is to be recognised as a Council that Grows in Excellence.

Clackmannanshire Council remains committed, despite the increasing demands and financial constraints placed upon local government, to broad and ambitious strategic objectives designed to facilitate the physical, social and economic regeneration of Clackmannanshire, and help reduce inequalities in the area.

In order to achieve these objectives the Council must have a robust and effective governance framework in place to ensure that our values, people, systems, processes and resources are aligned to secure the best possible outcomes for Clackmannanshire.

Our Governance Strategy identifies the key elements of good and effective governance within a local authority.

Our Information Strategy guides us towards a coherent, integrated environment where information can be managed and delivered in support of our strategic objectives.,

Information and Communications Technology (ICT) provides the infrastructure and delivery mechanisms which support the Information Management objectives envisioned in the Information Strategy.

ICT is an enabling technology which can help provide better public services for less cost. The use of ICT to increase public sector efficiency is a key component of national and local strategies to continue to deliver better public services in challenging economic circumstances..

Effective ICT is critical to the operation of Clackmannanshire Council and the delivery of services it provides to citizens, customers and businesses.

This ICT strategy complements the Information Strategy and describes how Clackmannanshire Council will develop its use of ICT to continue to provide public services effectively in a changing and uncertain context.

The purpose of the ICT Strategy is to :-

1. set out the Council's Vision for ICT
2. illustrate how the principles of the ICT Strategy align with the key elements of the Information Strategy and the overarching Governance Strategy;
3. set out the Council's ICT Mission ;
4. set out the key principles which will underpin the ICT Strategy
5. articulate the Strategy and identify the key elements for implementation

Introduction - Drivers for Change

We live in a time of unprecedented organisational, economic and technological change. ICT in the public sector has matured and changed significantly in the last 10 years as new technologies have made possible new ways of working.

Many of the ICT systems in use in the public sector have been in place for many years and while they have been developed and updated over the years they are fundamentally not well suited to modern ways of working which call for systems to be web-based, able to share data, and available on a variety of devices. One of the major challenges being faced is how to manage the change from these legacy systems to newer systems whilst protecting both the data itself and the investment which has already been made in these systems.

Clackmannanshire Council has a good record of putting in place cost effective and innovative technology solutions which are reliable, robust and appropriate to the needs of Clackmannanshire. Despite this, Clackmannanshire faces many of the common challenges faced by the wider public sector. In addition, while Council offices are well served, Clackmannanshire does not yet have the widely available high speed broadband infrastructure which makes possible many of the new ways of working and accessing services.

The Scottish Government commissioned the McClelland Report into the state of ICT in the public sector in Scotland which was published in June 2011. McClelland identifies the following benefits offered by the use of ICT

- Enabling Organisation-Wide Productivity and Savings
- Making Services More Effective
- Making it Easier to Access Service
- Enabling Shared Services
- Supporting Sustainability

The principles identified in the McClelland Report ¹ are reflected throughout this Strategy.

In January 2012, the Scottish Government published its Digital Infrastructure Action Plan². This action plan outlines a commitment to a world-class, future proofed infrastructure that will deliver digital connectivity across the whole of Scotland by 2020. The purpose of this plan is to deliver a step change in people's ability to access the internet, enabling people to connect from their homes, businesses and while on the move.

¹ Report by John McClelland C.B.E. on his Review of ICT Infrastructure in the Public Sector in Scotland. <http://www.scotland.gov.uk/Resource/Doc/351231/0117794.pdf>

² Scotland's Digital Future - Infrastructure Action Plan <http://www.scotland.gov.uk/Resource/0038/00386525.pdf>

We have identified the following challenges for ICT in Clackmannanshire, many of which are interconnected:

- driving change and generating efficiencies across the Council's business
- financial pressures across all public sector services resulting in the need to do more with less
- an increasing need for citizens to access Council services through a variety of channels, including online, using a range of personal devices, such as tablets, laptops and smart phones
- the sharing of data, infrastructure and services with other agencies whilst at the same time balancing the need to ensure compliance with statutory obligations and apply good practice with regard to information security
- the provision of support for learners and teachers in the rapidly changing and expanding use of ICT in education and the continued development of "any time, any where" learning including access to the Glow national schools intranet
- the development of a sustainable model for providing 1:1 access to devices in schools and for refreshing hardware regularly to keep in line with emerging technologies.
- the provision of sufficient and appropriate ICT staff resource at the correct time to ensure that new Service led projects are delivered on time and that benefits are realised.
- the provision of support for the Council's approach to shared services and to put in place a sustainable model of support and service delivery to shared services in Education and Social Services.
- the need to deliver high speed internet access throughout Clackmannanshire to improve access to services for citizens and stimulate economic growth.

ICT Strategy - Our Vision

Our ICT Vision is in alignment with the fundamental elements of the Council's overarching Governance Strategy namely :

1. Our leaders recognise the importance of effective ICT and promote a culture of innovation, collaboration and consolidation
2. Our ICT systems are customer focused, easy to use, available, reliable, flexible and meet the needs of all of our stakeholders
3. We apply professional standards and practices to the development, management and use of our ICT systems to ensure that risk is managed effectively
4. We use appropriate tools to ensure that projects are planned and delivered effectively and that we know what our ICT assets are and manage them in a planned and systematic way
5. Our ICT systems and processes demonstrate best practice, strong governance and comply with statutory and legislative requirements to protect the integrity of the information contained within our systems.
6. Our ICT systems ensure that information is available and accessible at the right time to support and inform our decision making and deliver our strategic objectives.
7. We know how well our ICT systems are performing and we proactively monitor and adapt our systems in response to developing needs.

ICT Strategy - Our Mission

Our mission is to ensure that Clackmannanshire is a community which is well connected, and in which citizens and customers can easily access services, businesses can grow and access digital markets, students can easily access learning and where the Council uses ICT effectively to provide citizen focused public services.

ICT Strategy - Our Principles

Five guiding principles will be used to support the development of the future ICT Applications and Architecture throughout the Council and across the county. We will use these as a default set of criteria when considering and making recommendations on ICT investments.

The five guiding principles are shown below:

Principle	Outcome	Evidenced by
Functionality	Adaptable to business needs	Ease of use Fit for purpose Ease of future development Supports Corporate Plan
Maintainability	Stable, reliable and upgradable	Ease of repair in event of failure Reduced impact of upgrade/adaptation on availability/Reliability Cost of maintenance
Scalability	Able to achieve economies of scale Flexible use	Ease of adapting to local needs Ease of growth and re-use Ease of consolidation
Interoperability	Integrates with internal Council systems and between external partners	Integrates with existing investments Conforms to standards Open and published interfaces
Affordability	Value of IT is realised	Supporting Business Case Lower overall lifecycle costs Lower procurement costs Lower support costs Lower incremental development costs

ICT Strategy - Measuring progress

Progress in implementing the ICT Strategy will be reviewed in line with the Service Planning process through monitoring of Service Plans and Operational Plans and reported upon annually.

ICT Strategy - Implementation Actions

Our Information and Communications Technology Strategy has the following aims

- **to improve connectivity and access to services for the citizens of Clackmannanshire.**
- **to use ICT to enable modern, smarter ways of working which enhance the capacity of the Council to serve the needs of its citizens while reducing our impact on the environment.**
- **to ensure that information is protected and well managed.**
- **to ensure that investment in ICT systems has a clearly defined business requirement that will deliver efficiencies and service improvements in support of the Council's wider strategies.**
- **to put in place a reliable and flexible modern infrastructure which is user friendly, fit for purpose and appropriate to the needs of the citizens, customers and officers of Clackmannanshire. This infrastructure will be sustainable and will represent value for money.**

To implement the Strategy we will do the following :

1 Focus on Customer needs

We will provide a choice of access channels so that all users of Council services, both citizens and council officers, can access our services efficiently and at a time and in a way which meets their needs. We will ensure that our access channels are in step with the developing technologies increasingly being used throughout society today.

We will take steps to ensure that Council services are accessible and are available to all and are linked seamlessly, so that users of Council services are not asked to provide the same information more than once and providers of Council services are better able to identify, reach and meet the needs of service users

We will ensure that Council services are used by e-citizens through effective promotion of available and accessible new technologies and helping local people to gain the necessary skills and access to take advantage of them.

We will engage with our internal customers through our Governance processes to ensure that ICT based systems are fit for purpose and support officers in delivering Council services.

2 Improve Access to ICT

We will improve access to Information Technology for the Community by working with Government, external agencies and commercial providers to improve the quality and availability of broadband services for domestic and residential properties in Clackmannanshire.

We will seek to utilise spare capacity in Council ICT systems to support the wider use of ICT in the Community.

We will provide access to ICT systems in our communities to help further access to essential on-line services and to provide access for communities who might otherwise be digitally disadvantaged

3 Work with Partners

There will be a presumption in favour of sharing systems with other agencies. The Council will explore the option of shared systems as part of any new system development. We will seek to develop beneficial relationships with internal and external partners in the areas of

- Information Sharing
- Organisational Infrastructure
- Procurement
- Shared systems and ICT Infrastructure

We will develop further our partnership with shared services colleagues to support the provision of social services and education with Stirling.

We will use the guiding principles described within this document to help us to identify and evaluate the benefits of sharing systems and services with partners.

4 Simplify & Standardise

We will seek to reduce and optimise the number of different systems used across the Council

When new systems are either proposed or required to replace ageing systems, full consideration will always be given to the opportunity for exploiting or integrating with existing systems

We will strive to develop and deliver solutions that ensure that information is collected once and is available for use by any/all appropriate systems and people We will review and optimise the number of systems and data stores in existence, looking to consolidate on Corporate level solutions, thereby reducing costs

5 Manage Performance

We will monitor the use of our ICT systems and report upon their effectiveness

6 Develop our People

We will seek to exploit the technologies available to us by ensuring that Council officers are well trained in the delivery, integration and use of

our ICT Systems and have the ability to identify and develop innovative solutions

7 Improve our Sustainability

We will maximise the return on investment of ICT resources by streamlining our infrastructure to use fewer physical devices and by seeking to re-use assets wherever feasible.

We will proactively manage the energy consumption of our ICT infrastructure, reducing our power requirements wherever possible, which will in turn reduce our impact on the environment.

We will seek to develop models of device ownership and replacement which will ensure that all of our students have access to modern computers and other devices to support their learning.

8 Manage Information and Knowledge

We will streamline our management of information and remove/reduce duplicate information sources and that our systems and processes effectively and efficiently support implementation of Information Management Policy Framework

Increasingly the Council is required to share data with external partners. We will work in partnership with other stakeholders to ensure that Data Sharing Protocols are agreed and complied with across the organisations involved.

9 Enable Flexible Working

We will put in place systems which allow officers to be flexible in their use of the available office space within the Council, and which enable us to share premises with partner organisations

We will put in place ICT systems which allow staff to deliver services from any Council location and develop our capacity to use mobile technologies to make us more efficient

We will ensure that when we deploy solutions, they are matched to identified business needs and we will work with officers and customers to design our services so that our staff will enjoy more efficient working practices and will be able to spend more time working with customers or out in the community; and Councillors will have better information available to help them serve their communities even more effectively.

We will ensure that our staff have the skills and behaviours to respond to changes in technology, changes in business needs, and changes in organisational structures.

10 Build Flexible Infrastructure

We will develop our infrastructure to maximise sharing and re-use of hardware and software in order to maximise investment and make it

easy for our staff and customers to use, and to make it easy for our Officers to communicate regardless of location

11 Enable Flexible Learning

We will work towards implementing an infrastructure which allows learners to access learning from anywhere and to use personal devices for learning in Council establishments

12 Embed Good Governance

In line with best practice we will convene a Governance Group consisting of appropriate senior managers. The Governance Group will be responsible for reviewing progress against the ICT strategy and setting the future strategic direction

The Governance group will

- Own this strategy.
- Shape and oversee the delivery of the vision for the future of Clackmannanshire's ICT.
- Actively promote ICT as a corporate asset across the Council and to ensure that the best use of that asset is made.
- Help ICT use become consistently high quality Council wide and joined up.
- Review and challenge the priorities for, and approaches to ICT against the Council's business needs on an ongoing basis.
- Advise the rest of the Council on the best use of and priorities for ICT and its resources.
- Liaise with Governance Groups established to support Shared Service with other Partners

We will seek to manage ICT spend to ensure best value, through centralising ICT budgets and through centralised and collaborative procurement.

We will use quality tools and frameworks to ensure that our approach to dealing with our customers is based upon best practice.

13 Manage our Assets

We will ensure that we know what our ICT assets are, what their value is and will manage and deploy them effectively

14 Meet our Corporate Responsibilities

We will comply with all local, national and UK standards regulations and guidelines and direction for the delivery of ICT services including information security, Freedom of Information and Data Protection Acts, and the WEEE directives.

We will take positive action to improve accessibility and minimise disadvantage for customers and employees with characteristics protected by the Equality Act 2010.

We will endeavour to lead by example on current & future corporate sustainability priorities including Green IT, Fair Trade, Carbon Management, Sustainability, and Waste Management

15 Update our Infrastructure and Deploy new Technologies

We will put in place technology solutions which support the aims of the ICT Strategy. Technology will be targeted in three main areas

- Using ICT as a driver for business change
- Providing innovation
- Increasing effectiveness and agility

We will publish an ICT Asset plan which will detail our technology platforms, acquisition and maintenance strategies for our major systems. The Asset plan will set out our investment programme which will provide the infrastructure to deliver the ICT strategy. The Asset plan will be constructed in the full knowledge of the financial restraints public services are operating within and will seek the most efficient and effective solutions.

We will update and modernise our core council systems to ensure that they are fit for purpose and a good fit for the next generation of ICT applications and infrastructure.

We will rationalise our ICT infrastructure, to be based around the refurbished Kilncraigs Mill building. We will ensure that smart ICT Infrastructure is embedded in the design of the new facility.

We will develop further our use of Virtualisation and Thin Client Technologies to reduce our energy use and to reduce the number of different physical devices used in our infrastructure

We will continue to develop and integrate applications to maximise the efficient use of business information we hold in our systems.

We will utilise private and public cloud architecture wherever possible to deliver services. We will move applications to the Cloud and shared service where business benefits can be demonstrated.

We will move applications and services to the Web as our standard interface where this is practicable

As technology develops we will integrate our voice and data network with mobile, email, messaging, video and other communications systems to leverage the advantages of Unified Communications.

We will continue to develop our remote access solutions to enable access to the Council network from any location. We will seek to deploy solutions which make this as easy as possible for end users while still satisfying our obligations to maintain effective security

We will develop our network infrastructure and security systems to support the trend towards personalisation of devices, including the ability to Bring Your Own Device, especially in our educational establishments.

We will develop the use of modern mobile platforms such as tablets, net books and smart phones to exploit the benefits they offer in usability and flexibility

We will make suitable arrangements to assure business continuity and disaster recovery to ensure that risks to service delivery are effectively managed.