



East Dunbartonshire Council

ICT Strategy

2012 - 2017

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1 EXECUTIVE SUMMARY

1.1.1 Like most other councils, EDC is faced with the need to make significant cost reductions and economies whilst delivering the same or better customer services. To do this, it needs to improve the effectiveness of service delivery and radically change the way in which it works.

1.1.2 This document lays out our strategy to make ICT the enabler for strategic change needed to underpin the transformational programme the authority has embarked upon.

1.1.3 The strategy is based upon four main objectives;

- To make the ICT service a strategic enabler aligned with the council's corporate objectives
- To enable the council to change and modernise how it does things to improve both its efficiency and the quality/range of customer services
- To enable the council to make the best use, and obtain the maximum business benefit from, the use of ICT
- To provide a robust, reliable and resilient infrastructure for the efficient delivery of ICT services

1.1.4 For the ICT Service, we will;

- Build on current arrangements to ensure alignment with the strategic and operational needs of the Council, strengthening and enhancing ICT governance as part of this
- Reinforce our commitment to continuous improvement and the development of a 'can do' culture
- build our business change capacity, invest in the skills needed for the introduction and maintenance of new technology and improve service management and delivery
- Focus upon the development of effective programme and project management capacity – promoting the establishment of a project management resource for the authority as a whole

1.1.5 We will continue to support changes to the way the council works, with a particular emphasis upon;

- Expansion and development of infrastructure and services to permit smart/flexible working
- Support for channel shift – particularly in the implementation of an updated web and digital strategy notably via appropriate use of our CRM, the introduction of an electronic document and records management system (EDRMS) and refinement of schools web and social media
- Partnership working, particularly around the introduction of Customer Hubs, closer working between Health and Social Care and collaboration with other authorities

1.1.6 We will help enable the council to make the best use of its ICT through;

- Supporting extraction of the maximum benefit from systems with enhanced procurement, implementation and exploitation support, achieving a greater level of systems integration and a rationalisation of local systems

- Supporting the introduction of systematic, sustainable competence based training in the use of corporate and more specialist systems
- Focussing on the introduction of key new systems and the appropriate exploitation and rationalisation of existing ones including our CRM, IDOX Uniform, as well as an EDRMS, integrated HR & Payroll, Purchase To Pay and commitment accounting

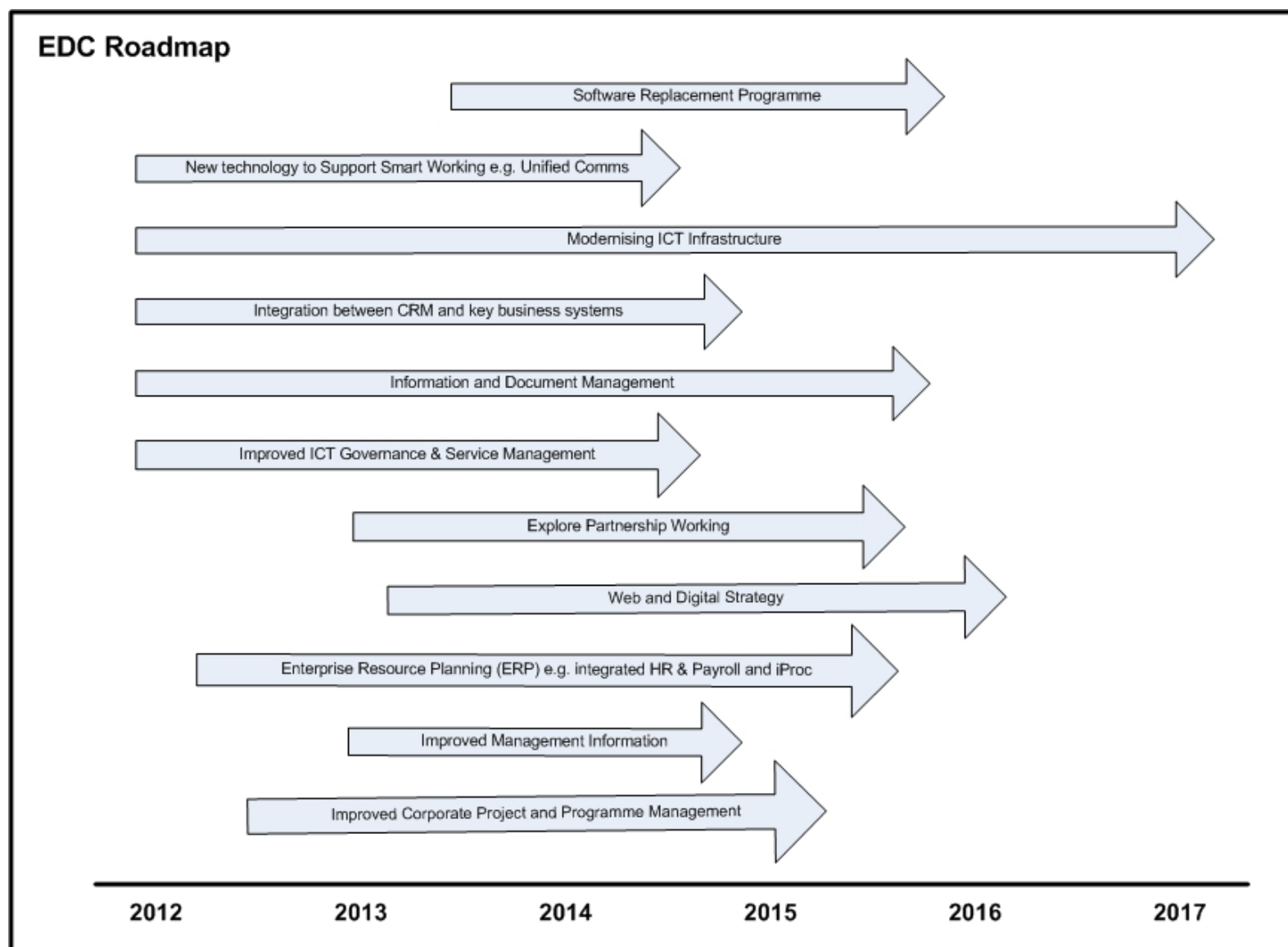
1.1.7 We will build upon existing work to provide the council with the robust, reliable and resilient infrastructure it needs as a platform for new, more effective ways of working. This includes;

- Significantly expanding the use of laptops and collaboration tools as part of the flexible working initiative – recycling redundant desktop devices to other users, adopting Windows 7 as our standard operating system and upgrading corporately to MS Office 2010 – with school's use of Office 2007 being reviewed at an appropriate stage
- We will provide support and connectivity to an expanded range of equipment and investigate the potential for schools – and other parts of the council to 'bring your own device'
- We will reconfigure and upgrade the capacity of our Wide Area Network – consolidating the corporate, education and People's networks into a single entity for management purposes. We will also significantly rationalise school networks with the ultimate aim of providing network services from a single data centre
- We will enhance access to the network across the entire EDC estate via the use of managed wireless hotspots
- We will continue the virtualisation of our servers and extend the use of thin client VDI technology to support flexible working, more effectively use our assets and prolong their active life and position ourselves to exploit further opportunities e.g. use of Cloud technologies
- We will establish a new data centre in William Patrick library, which will be mirrored to provide security of our data and resilience of service. As part of this, we will investigate the potential for reciprocal arrangements with other authorities to share data centres and identify other opportunities

1.1.8 Implementing this strategy will require significant expenditure. However, we strongly believe that this is genuinely a matter of spending to save – as the return on the investment made in terms of lower cost, smarter working and effective service delivery will more than justify the initial cost.

1.1.9 The Council's long-term capital investment priorities will be determined by an objective assessment of the business advantages of projects and programmes of work for all assets, including ICT. Resources secured through that route will fund the activities set out in the table below.

1.1.10 Below is a summary table of the activities and investment required by the strategy:



2 Scope

2.1 Background

2.1.1 This document lays out the ICT strategy for East Dunbartonshire Council (EDC) over the period 2012 - 2017. It identifies;

- The business imperatives which the ICT strategy needs to address
- The current status of the ICT service and systems
- The core elements of the strategy for meeting the council's needs over the next five years – the applications, systems, architectures, resources and services needed to support the council's future direction
- The investment profile needed to implement the strategy;
- The organisational and management issues which will impact on the ICT service's ability to deliver the strategy.

2.1.2 This document is accompanied by a Strategic Plan, which specifies in detail the work needed to implement the strategy, along with anticipated costs and timescales for each component. Flowing from this is an outline Programme for delivery, showing where relevant the dependencies between different elements of the strategy.

2.1.3 The Council's Strategic Improvement Plan ensures the integration of strategic vision and objectives for assets, workforce and ICT within financial planning arrangements. This has ensured that the council is properly positioned to continue delivering vital services consistent with our Single Outcome Agreement. This document is a key element of integrating our Resource Planning arrangements as we seek to achieve continuous improvement and Best Value. ICT has an essential role in delivering the key priorities of our Strategic Improvement Plan in:- customer focussed service delivery; strategic resource use; and, strengthened governance and leadership.

2.2 Business drivers

2.2.1 Like most councils in Scotland, EDC is under severe pressure to make economies and reduce its cost base, whilst continuing to deliver the services its customers expect and which statute demands. At a corporate level, it is already active in making savings; through restructuring, a review of its current activities, and in managing a transformational change programme.

2.2.2 Experience from other councils indicates that ICT is a key enabler for many of the initiatives to reduce costs and to deliver services more effectively to customers. There will therefore, inevitably be significant demands on the ICT service over the next few years, demands of a very different nature from those it has faced to date.

2.2.3 Specifically, the council is currently:

- In the process of implementing a radical accommodation strategy in which significant downsizing and releasing of capital funds are key elements – with an associated introduction of large-scale flexible working
- Reducing the staff headcount by making internal and customer-facing services more efficient

- Implementing a “Click, Call, Come In” customer service strategy, geared towards significant channel shift with
 - use of the web as a self-service portal
 - use of the contact centre
 - the creation of multi-agency “Customer Hubs” to act as face-to-face service points

2.2.4 The successful implementation of this programme to achieve major savings whilst efficiently delivering services to the council's customers is crucially dependent upon on the effective use of ICT as an enabler for transformational change.

2.2.5 This document outlines how we hope to achieve this goal.

3 The current status of ICT in the Council

3.1 Background

3.1.1 The council has sound, cost-effective ICT. It has the core infrastructure and services necessary to meet its day to day operational needs – these being provided at a reasonable cost, and to a reasonable standard.¹ Equally, a significant amount of the groundwork for future change is either planned or already in place.

3.1.2 Against this;

- EDC has not fully exploited the use of ICT to reap the efficiencies and improvements in customer service required in the current environment
- Our ICT is relatively under-funded (see *Section 3.4 below*)
- Our technology requires ongoing investment. In some areas, such as server virtualisation and telecommunications, we are progressive. However, in others, such as the network operating system and collaboration software, we are less advanced.

3.2 The ICT service

3.2.1 As an ICT service we are predominantly viewed as strong on operational matters – although we also have a healthy strategic outlook.

3.2.2 However, there are key weaknesses within our service which currently limit its ability to act as a strategic enabler and take its performance from good to great. These are detailed below.

3.2.3 Until recently, our approach has been relatively conservative and risk averse. We have worked hard to bring a significant shift in attitudes and behaviour but we recognise that this is a journey that is still underway and are committed to a culture of continuous improvement.

3.2.4 The ICT service has limited business change capacity to meet current needs let alone those that will arise both in the immediate future and in the years ahead. This is a major impediment.

3.2.5 Programme management training and systems are absent from the service. This has been identified as a weakness in the past. Programme management and delivery needs to improve to ensure resources are utilised effectively, to minimise the impact of cross project dependencies and to maximise the chances of project success and business benefits realisation.

3.2.6 PRINCE2 is the corporate standard for project management. We are the only part of the council to fully work to this standard, although in part a function of the general business change capacity shortfall, we recognise that there is still scope for improvement.

3.2.7 We currently lack some of the skills and detailed knowledge necessary to implement and support some of the new technology changes needed for the future

¹ This is borne out by results published in the Socitm benchmarking survey of councils in Scotland for a range of KPIs including; the ratio of workstations to IT staff, resolution of incidents within SLA timescales and within 0-4 hours and a weighted index of systems availability.

3.2.8 Service Management performance is generally good and improvements are planned. However, the ability to perform at current levels will be severely undermined, at least in the short-term, by demands arising from planned major corporate developments.

3.2.9 Some aspects of Service Management are missing or are still being developed despite being started several years ago and as a result, ITIL standards have yet to be fully implemented.²

3.2.10 There is scope for improving and building upon existing business liaison arrangements between ICT and individual council services.

3.2.11 The McClelland Report has been assessed and a report submitted to council in November 2011. The findings and recommendations from this earlier report have been considered and are incorporated here.

3.3 ICT and its use within the council

3.3.1 Reconstituted arrangements for corporate governance of ICT via the ICT Steering Group have already been effective in;

- Prioritising projects. Priorities will need to be revisited in the light of major new developments
- Screening new projects based upon the requirement for a business case

3.3.2 There is scope for expanding the remit of the group to take on a more explicitly strategic role.

3.3.3 What is absent is some form of mechanism for ensuring co-ordination of strategic ICT developments with those of the larger corporate transformation programme.

3.3.4 Formal Programme Management skills are absent corporately. As the scope and pace of transformational change increases, this deficit may become an increased risk.

3.3.5 Outside of the ICT Service, Project Management skills in line with the PRINCE2 corporate standard are limited meaning that the benefits of controlled delivery of quality projects is not being maximised.

3.3.6 The council needs to be more effective in its use of systems, the systems architecture and the information framework within which they should operate. This has been recognised through the audit work undertaken on the Systems Architecture Model;

- This audit highlighted the existence of a significant number of both commercial and informal 'local' systems (based upon spreadsheets and databases) within services which had not been within the scope of central ICT.
- The council is not fully exploiting the capability of key systems and consequently not gaining the fullest benefit from them. The most prominent of these is the Lagan Customer Relationship Management System although we recognise that arrangements are now in place to develop the system further.
- The procurement, implementation and upgrading of major systems has been deferred or delayed for a variety of reasons, including delays pending the outcome of Clyde Valley initiative and the high volume of internal demand relative to resources.

² IT Infrastructure Library

Notable amongst these are a corporate EDRMS, iProcurement and an integrated HR & Payroll system.

- There is a relatively low level of integration between systems.
- Training in the use of corporate and more specialised systems is not systematic and is in need of an overhaul. For example, training in main line of business tools such as Lotus Notes and Microsoft Office is limited. Appropriate training in ICT needs to be fundamentally addressed to derive best benefits from investment in software.
- Although work is now underway on defining an information management structure for the council this is at an early stage and it has yet to be completed.
- There is still scope for further exploitation of the web site as a vehicle for channel-shift based upon customer self-service as the focus to date has been migration of existing content to a new, technical platform.

3.3.7 On the network side of things;

- The council has a corporate, functional, well regarded secure remote access portal which is a vital tool to support Smart Working. There is also a secure virtual private network connection (VPN) used extensively within schools.
- The council has increased available storage by increasing the capacity of the Storage Area Network (SAN).
- Due to increased use of ICT services and resources, the Wide Area Network (WAN) which serves the corporate, education and People's Network is in the process of being upgraded to deliver the requisite bandwidth and improve resilience and manageability to meet current or future needs. The Strategic Asset Review is and will impact on these plans going forward.
- The schools server and storage infrastructure is inefficient and does not meet current and future needs to fully support the curriculum however, capital projects have now been funded to address this need.

3.3.8 Whilst the council has, and will invest significant sums replacing obsolete equipment, it no longer has a formal equipment refresh programme and there are alternatives available that extended the live of existing assets (e.g. Virtual Desktop Interface or VDI).

3.3.9 EDC's standard desktop operating system (Windows XP – Win 2000 in Libraries) and office productivity software (MSOffice 2003 within the council and Office 2007 in schools) are now dated with support due to be withdrawn for the former. Plans to migrate to later versions are established for 2012.

3.4 Finance

3.4.1 Although by no means the only explanation, the absolute and relative levels of funding for ICT by EDC have been a significant contributory factor in explaining the current position.

3.4.2 Recently published SOCITM benchmarking data for 16 Scottish local authorities in 2010/11 shows that for EDC;

- *IT expenditure as a (%) of the council's revenue budget was 1.93%, ranking 10th out of the 16 councils in the survey. The median figure was 2.41%*

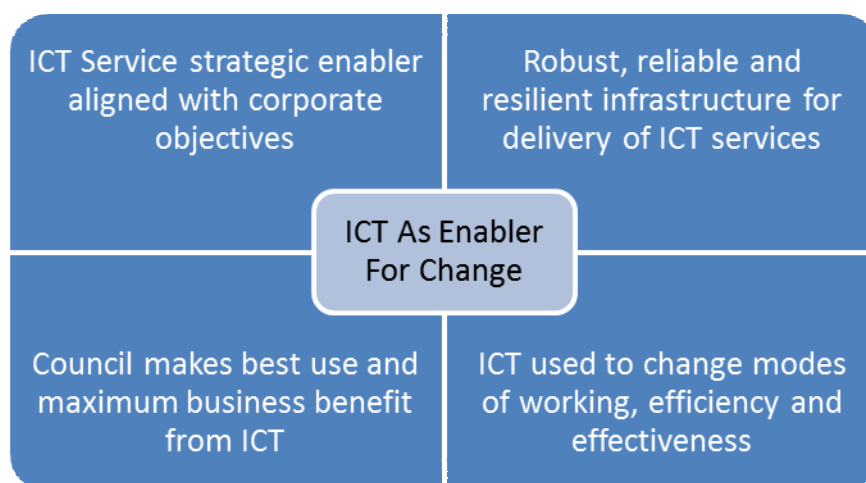
- *IT expenditure per head of population* was £46 – ranking 10th out of 16. The median figure was £54.
- *IT expenditure per workstation* was £723 – ranking 12th. The median figure was £964.

3.4.3

If the council's transformational change is to be successful, there must be adequate funding for the IT transition that necessarily underpins it. This must be accompanied by a relative uplift in baseline funding, enabling the council to maintain the momentum and gain the maximum return on its investment.

4 THE STRATEGY

- 4.1.1 The strategy is based upon four key objectives which underpin the effectiveness with which ICT can be an enabler for change within the council;



The Council needs to recognise that the ICT service is a strategic enabler that must be aligned with the council's corporate objectives:

- 4.1.2 In what follows, we set out how we will seek to achieve these goals.

5 THE ICT SERVICE as a strategic enabler

5.1 Alignment with the business

5.1.1 As EDC's ICT service, we will seek to ensure that our strategic and operational alignment with the services is maintained in a number of current ways;

- Working within the corporate planning process
- Consulting with and being accountable for performance to the ICT Steering Group
- Working in cross-service groups e.g. with our colleagues in Customer Services
- Informal day to day contact with other services

5.1.2 We recognise that there is a need to ensure that continued close alignment with strategic corporate and individual business needs is strongly maintained.

5.1.3 We will seek to enhance this link by establishing regular formal meetings with individual heads of service to establish a dialogue concerning key strategic directions of the services as well as operational issues

5.1.4 At a time of major change, the establishment of a formal, structured change programme would greatly assist in the efficient co-ordination of service activities and successful programme implementation as it will ensure resources, timescales, priorities and inter dependencies are managed effectively ultimately leading to successful outcomes.

5.2 ICT Governance

5.2.1 We will continue to build and enhance our ICT Governance arrangements by;

- Expanding the remit of the ICT Steering Group to include more strategic considerations – including the construction, monitoring the implementation and review of the ICT strategy
- Ensuring that there is appropriate co-ordination of the work of the group with that of the larger council change programme
- Regular review and prioritisation of projects in the light of the council's change programme
- Ensuring that the project approval process includes consideration of the inclusion of appropriate resource to ensure successful implementation
- Reaffirming the remit of the group to consideration of ICT related policy issues

5.3 The structure, skills and resourcing of ICT

5.3.1 **Culture :** We will continue with our efforts to foster and develop a proactive, customer-focussed 'can-do' culture which embraces change and recognises the role that ICT has as a strategic enabler in the council's programme of transformational change.

5.3.2 **Structure:** The structure of the ICT service is relatively new and appears to work well. We will however, periodically review its adequacy and consider any adjustments as are necessary for improvement.

5.3.3 IT Service skills : We will use the industry standard Skills Framework for the Information Age (SFIA) to establish an appropriate balance of generic skills within the service and as a basis for individual training and development.

5.3.4 This will be backed up by a structured programme of training in the specific technical skills required to support the new technology being introduced as part of this strategy.

5.3.5 We will also rationalise the number of programming/development tools used so as to focus and deepen our skills.

5.3.6 Where we do not currently have the skills/expertise to undertake specific areas of work, we will procure specialist resource to assist us, and include in this an element of skills transfer where appropriate.

5.3.7 Business Change Capacity : To address issues and opportunities raised by SOCITM we will enhance and develop our business change capacity over the short and medium-term through a range of measures;

- Acquiring programme management skills and adopting a structured approach to programme management via use of the Managing Successful Programmes (MSP) methodology
- Enhancing our project management capability by training and assigning additional staff to project management duties. This will be linked to more detailed mentoring, development and performance management of the project management function
- Ensuring that appropriate resource is identified, costed and funded as part of the project approval process
- Tighter resource monitoring and management
- The use of temporary/contract staff to backfill or undertake specific additional work associated with the business change programme
- Encouraging the spread of programme and project management skills across the rest of the council
- Consider the establishment of a dedicated project office within EDC to build expertise, establish standards and promote quality in project and programme management principles.

5.3.8 Service Management: We are committed to the continued improvement of our Service Management quality and performance. We will seek to achieve this through a variety of measures including;

- Production of an ICT service catalogue
- Implementation of a single Service/Helpdesk
- Implementation of a self-service portal for support/service requests
- Implementation of a single asset management framework for all ICT within the council
- Completing the implementation of ITIL standards and seeking formal accreditation for key members of staff
- Implementing infrastructure changes and the use of remote monitoring and management technology to enhance our capability

- Setting ourselves more challenging KPI targets to reduce timescales and align ourselves with the SOCITM benchmarking SLAs
- Continued monitoring and management of our performance via the 5 KPIs included in our Business Improvement Plans internally through Covalent and externally via SOCITM benchmarking.

5.3.9 We recognise that major initiatives (such as the move from Tom Johnston House, the associated large-scale introduction of smart/flexible working, relocation of our data centre(s)) could severely stretch our service capability and this has been highlighted as a major risk to the organisation by external audit. Where this is likely to be prolonged, we will utilise additional, external resources to maintain acceptable service levels.

5.3.10 **End User ICT skills:** Technology is an intrinsic tool to support business service delivery. The ability of the council to gain maximum advantage from its investment in ICT depends crucially upon the existence of adequate operational ICT skills within individual service departments. With the assistance of CR&OD colleagues, we believe that this can be achieved through;

- The establishment of a competence based framework for the generic use of ICT within the authority
- The use of this framework to inform recruitment & selection, appraisals and individual development plans
- We should build on recent success and work closely with CR&OD colleagues to develop and deliver an ICT training programme to embed those competencies
- Ensuring that individual services provide adequate competence based training and documentation for the use of specialist systems, and have their own sustainable capacity to undertake routine system administration, reporting and other operational tasks with those systems

6 Changing the Way We Work

6.1 Flexible working

6.1.1 The council property rationalisation programme suggests £1m revenue savings can be achieved. To support this we have been working with colleagues across services and have prepared for the large-scale introduction of flexible working by;

- Completing a flexible working pilot with Assets & Property Services
- Creating and enhancing a secure remote access portal
- Planning the roll-out of 750 + laptops and docking stations
- Planning changes to our infrastructure to provide a phased widening of access to, and enhancement of, the facilities available to flexible workers

6.1.2 Flexible working is currently available via use of the secure portal where an internet connection can be made

6.1.3 Smart working across a reduced property portfolio will be enabled by the use of ICT.

6.1.4 Subsequent phased consolidation of networks and the establishment of wireless 'hotspots' across the entire EDC estate will provide access to corporate systems for staff in any of its premises

6.1.5 We have developed a Unified Communications project to investigate the use of relevant technology to support Smart Working in delivering improved, collaborative working between potentially disparate teams (Enhanced Collaboration)

6.1.6 Truly mobile working for staff with handheld and other devices relying on 3G (and soon 4G) technology is currently a challenge because of the variable/weak signal strength in the area. However, we will endeavour to roll out a full programme for the provision and support of handheld devices.

6.2 Web and digital strategy

6.2.1 We have had a web strategy in place since 2009. This is now due for review in conjunction with colleagues in CR&OD.

6.2.2 An important component of this is the need to review and refresh our development plan for the council's web site in line with current trends.

6.2.3 There have been significant improvements in the web site. However, there is considerable scope for its development as a vehicle for channel shift and thence significant cost savings, in line with Customer Services' 'Click, Call, Come In' strategy.

6.2.4 The extent to which we provide a highly transactional self-service site from which maximum benefit will be gained is in part contingent upon;

- Appropriate exploitation and integration of our Customer Relationship Management System with back office systems
- Implementation of an Electronic Document and Records Management System (EDRMS)

which we deal with below.

- 6.2.5 We will also support the use of Social Media and other emerging technology as part of the council's larger communications strategy.
- 6.2.6 For education, we will support the refinement and development of individual schools web sites, the use of social media as well as the introduction of innovative technology such as the new Schools News and Events App to enhance communication with stakeholders.
- 6.3 Partnership working/shared services**
- 6.3.1 It is a priority and we are actively investigating the potential for efficiencies and enhanced service delivery in three main areas;
- 6.3.2 **Customer Hubs:** EDC are committed to the establishment of a number of "Customer Hubs" for face to face service delivery along with other partner agencies. In providing ICT services to underpin operation of the Hubs we recognise that the effectiveness of a multi-agency operation from a single base will be enhanced by the provision of a common infrastructure allowing access to each agency's systems. This in turn opens up the potential for further partnership/shared service working at both an infrastructure and systems level
- 6.3.3 **Closer working between Social Care and Health:** the co-location of staff brings with it the need for both to have access to infrastructure and systems. This provides an opportunity for exploring the potential for closer partnership and/or shared services for Information Technology as with the existing KHCC arrangement.
- 6.3.4 **Collaboration with other authorities:** the Clyde Valley Shared Services initiative recognised the scope for efficiencies and cost-savings through collaboration. These could still be realised through sharing/partnership working on a rather less ambitious scale. Current options on this front are the Public Services Network as well as the potential for shared data centre services with a nearby local authority.

7 MAKING THE BEST USE OF ICT

7.1 Obtaining maximum benefit from systems

7.1.1 Our strategy for obtaining the maximum benefit from our investment in systems will be based upon the following three principles;

- **Procurement, implementation and exploitation**
- **Systems Integration**
- **Rationalisation of local systems**

7.1.2 **Procurement, implementation and exploitation:** We will resolve issues around the procurement, implementation and exploitation of systems by;

- Ensuring there is a greater focus on resources in the project planning, prioritisation and approval process
- Enhancement of our Business Change capability
- Ensuring that appropriate training and expertise is embedded within the service area(s) using it
- Developing a program of reviews of systems with service managers

7.1.3 **Systems Integration:** To achieve the benefits outlined here and in previous SAM principles the current low level of systems integration needs to be addressed by;

- Clearly identifying core systems where high levels of integration will reap significant benefits which will outweigh the costs of so doing
- Prioritising candidates for integration
- Procuring and implementing an off the shelf integration solution if available
- Create one where none exists using middleware
- Having the potential for easy integration with other relevant key (existing or planned) systems as a consideration in the procurement of any new system

7.1.4 **Rationalisation of local systems:** There are a number of local systems in use across the authority based upon databases and spreadsheets. Although operationally convenient, these systems bring with them the potential for duplicate entry, inconsistency and fragmentation of the data the council works with and is a barrier to joined up service delivery built around a Single View of the Customer. Their existence subverts the use of corporate systems and exposes the organisation to unnecessary risk of information security and/or data loss. Accordingly, we will;

- Undertake an audit of local systems
- Identify where their data and functionality is substantially replicated in corporate systems
- Merge the data back into the corporate system where appropriate
- Remove the local system

7.2 Applications

7.2.1 Working with the ICT Steering Group, we will focus on key application developments and systems for procurement in the future to ensure that our limited resources are focussed upon the strategic needs of the council. Some of the key developments are listed:-

7.2.2 **Customer Relationship Management System (CRM):** We have used the Lagan CRM for a number of years. Although this has provided some benefits, we have not been able to exploit the potential of a CRM to the full – notably because of costs associated with integrating it with back office systems. This issue has limited the potential for significant improvements in efficiency – notably in Customer Service delivery including self-service via the web.

7.2.3 We recognise that continued use of the system as it stands may not be a viable option. We will therefore contribute to a systematic review its use and the options open to us in establishing an effective way forward.

7.2.4 **Electronic Document and Records Management System [EDRMS]:** The council has recognised for some time that the introduction of a corporate EDRMS will bring with it significant benefits. Despite this, its implementation has not yet happened due to lack of change capacity.

7.2.5 We are still firmly committed to a corporate implementation of an EDRMS and will work with Customer Services to deliver a solution. However, we recognise that successful implementation is crucially dependent upon careful preparation – including the construction of an appropriate information architecture (which is currently being undertaken by colleagues in Customer Services supported by ICT). The implementation itself will initially consume considerable resource across all service areas and will take some time to complete at a time of huge organisational and cultural change as we move to Smart Working. To ensure a full council wide solution is available a further capital bid should be considered by ICT and CR&OD.

7.2.6 **Oracle R12 :** We will implement Oracle R12 and use this as a platform to introduce other key systems including;

- Procure To Pay and commitment accounting
- Integrated HR & Payroll

7.2.7 **Corporate Reporting framework:** We will seek to exploit the potential of Covalent further by investigating its potential to create a unified Corporate Reporting framework for business intelligence (BI) and evaluate this against work undertaken with Oracle.

7.2.8 **Migrate from M3 to Uniform:** We will investigate extending the use of Uniform beyond Planning and Building Standards into Environmental Health and Trading Standards migrating away from the use of Northgate M3. This will ensure a degree of consistency and integration in use; provide greater potential for effective exploitation of the software and links to the CRM.

7.2.9 **NHS/Social Work:** We will be alert to developments in this area with respect to information sharing and integration opportunities.

7.2.10 **Homecare Appointment Scheduling:** We will continue to support the implementation of this key Social Work initiative to help deliver the proposed efficiencies.

7.2.11 Roads Routine Maintenance Management System (RRMMS): We will assist in the implementation of the new system now that tender is complete.

7.2.12 GLOW Development: We will contribute to the specification of requirements and support the development of the latest version of the School Intranet (GLOW) with a view to enhancing this essential school asset.

7.3 Cloud Computing

7.3.1 We will continue to evaluate Cloud technologies and to guide services through a transition to cloud technologies, whether the recommendation is on site, in the cloud or a hybrid approach. In addition, as the Government Cloud (G-Cloud) matures we will review those services that become available, determine business benefits and advise departments with a view to moving to that platform where appropriate.

8 Infrastructure

8.1 Desktop

- 8.1.1 We are in process of issuing 750+ laptops as part of the Smart Working initiative and will recycle the displaced desktop equipment, where appropriate, to other users.
- 8.1.2 We will adopt Windows 7 as the council's standard operating system and upgrade all personal computers and laptops in line with this.
- 8.1.3 We will adopt MS Office 2010 as the corporate standard for office productivity software and upgrade all personal computers and laptops in line with this. The use of MS Office 2007 in schools will be reviewed at an appropriate stage.
- 8.1.4 We will continue to investigate/promote new and diverse technologies where they offer potential benefits/cost-savings in line with the council's strategic goals.
- 8.1.5 We will investigate the potential for employees and pupils to use their own devices to securely access Council systems. This provides an opportunity to reduce the costs of providing and maintaining corporate devices. We will also investigate the potential for the provision of portable/smart devices for use by pupils.
- 8.1.6 We will extend our use of thin client VDI technology using Microsoft/Citrix technology as part of our flexible working initiative. There is also the potential in the use of this technology to extend the life of desktop hardware given its considerably lower operating requirements at the client end.

8.2 Networks

- 8.2.1 We will extensively re-configure and upgrade the capacity of our Wide Area Network which serves the Corporate, Education and People's Networks. This will provide greater resilience within the WAN and significantly increase the bandwidth available to users.
- 8.2.2 We will consolidate the corporate, Education and People's Network into a single network for management purposes with appropriate operational separation between them to maintain compliance with the GSX/PSN Code of Connection.
- 8.2.3 We will enhance access to the network by establishing managed wireless hotspots across the entire EDC estate – including corporate, Education and public access buildings such as libraries.

8.3 Servers

- 8.3.1 We will continue our programme of virtualising our servers to help deliver the greatest efficiencies and reduce the footprint within our data centre(s).
- 8.3.2 For education, where the age of the networking hardware and the scale of the task is a particular issue, we will undertake this integration in at least three stages;
- Virtualisation of the existing Secondary school servers, accompanied by a virtualised desktop proof of concept

- Consolidation of primary school network servers and storage into secondary schools, virtualising them where possible and using the virtualised desktop where appropriate,
- Further consolidation of network servers and storage into a reduced number of data centres and potentially ultimately one data centre.

8.3.3 We will migrate away from Novell to the Microsoft Active Directory platform, with an anticipated increase in efficiency flowing from a single unified structure and corporately, greater compatibility with modern commercial applications.

8.3.4 We will review the use of Lotus Notes for corporate messaging and collaboration, against other vendor options such as the Microsoft Exchange/Outlook platform.

8.4 Storage

8.4.1 We have introduced a flexible, scalable Storage Area Network solution which we anticipate will provide us with the capacity to accommodate both the introduction of the corporate EDRMS and the potential migration of network storage from schools.

8.5 Disaster Recovery and Business Continuity

8.5.1 We will establish a new data centre in William Patrick library to replace the current Tom Johnston House data centre. This new data centre will be mirrored, with immediate failover to provide security of data and resilience of service. We will also investigate reciprocal arrangements with West Dunbartonshire to share data centres.

8.6 Refresh programme

8.6.1 Our investment in ICT and the use of technology such as virtualisation/thin client to sweat our assets further is matched by a recognition that everything has a finite life.

8.6.2 Although the Centennial asset management system enables us to identify what equipment is likely to need replacing and when, this needs to be linked to a programme of funding to ensure that aging equipment is replaced on a timely, managed basis.

8.7 Green ICT

8.7.1 We will continue to help the Council deliver its commitments to the Local Authority Carbon Management Programme:

- Minimising the environmental impact of the ICT infrastructure itself. This includes the data centre, desktops and monitors, communications hardware, the provision of the service and disposal of ICT equipment.
- The impact of ICT on internal business operations. ICT can enable Council staff to operate in a more sustainable manner by improving operational practices and communications methods for example through Smart Working.

9 Activities and investment plans

9.1.1 A detailed list of the activities required by the strategy are included below:

ACTION	SUGGESTED OWNER
Ensure that no project is approved unless sufficient resource is identified, funded and available at project approval stage to ensure its successful completion	IB
Review ICT Support Service hours	VM
Enhance ICT business change capacity	VM/DM
Enhance ICT Project Management capability and performance	DM/SR
Enhance service management capability based on ITIL standards	JM
Develop IT competence framework for all council staff	CR&OD/ICT
Migrate from Novell to Microsoft networking solution	SR
Audit small local systems and migrate to corporate solutions	DM
Agree CRM utilisation strategy and implement [Basic or enhanced use]	Customer Services/ICT
Implement EDRMS	Customer Services/ICT
Implement Corporate Reporting framework and investigate Covalent as the Business Intelligence tool to support this	Corporate Planning/ICT
Migrate away from M3 and focus on IDOX Uniform for Environmental Health, Trading Standards etc as well as Planning	Environment/ICT
Implement Oracle R12 Upgrade	DM
Implement Procure to Pay (iProcurement)	IB
Implement Commitment Accounting	IB
Implement integrated HR & Payroll based upon the Oracle eBusiness suite	IB
Implement new road maintenance and management solution that is fully integrated (links to Finance, LLPG, CRM)	Roads/ICT
Use new road maintenance & management solution for roads team job costing and works ordering (potential saving on Servitor licences)	Roads/ICT
Implement Unified Communications to support Smart working	SR/DM
Deliver ICT Services to Community Hubs project	DM
Establish Web Development Plan	Customer Services/ICT
Establish an estate wide robust wireless network provision for staff and the community	SR
Provide mirrored, scalable SAN capacity to meet current and emerging needs	SR
Move Data Centre to William Patrick Library	SR
Further develop the mirror Data Centre at Broomhill for improved D.R.	SR
Consolidate and virtualise school server estate	SR
Implement Virtual Desktop Interface (VDI)	SR
Upgrade EDC backup systems	SR
Procure Microsoft Enterprise Licence Agreement [Corporate and Education]	SR
Upgrade to Windows 7	SR
Upgrade to MS Office 2010	SR
Investigate EDC provision of tablets/smart devices to pupils	SR
Review requirements for bulk printing	CR&OD/ICT
Extend roll out of mobile working	SR/DM
Investigate "use your own mobile device" (Corporate)	SR

9.1.2 The existing capital investment plan is included below:

PROJECT	CAPITAL COST
Migrate from Novell to Microsoft networking solution	£100,000
Implement EDRMS	£300,000
Implement integrated HR & Payroll based upon the Oracle eBusiness suite	£300,000
Implement Unified Communications to support Smart working	£50,000
Establish an estate wide robust wireless network provision for staff and the community	£150,000
Consolidate and virtualise school server estate	£160,000
Implement Virtual Desktop Interface (VDI)	£100,000
Upgrade EDC backup systems	£80,000
Upgrade to Windows 7	£68,000
Investigate "use your own mobile device" (Corporate)	£18,800

9.1.3 Suggested new investment to achieve the is outlined below:

PROJECT	CAPITAL COST
New technology to support Smart Working	£500,000
Modernising ICT Infrastructure	£500,000
Integration of CRM to key back office systems	£200,000
EDRMS Phase 2	£200,000
Partnership Working	£150,000
Web and Digital Strategy	£200,000
ERP	£150,000
Business System Replacement/Upgrades	£250,000